

**STRATEGIC COMMUNICATION AS A TOOL FOR CORPORATE
CULTURE CHANGE IN GEOSPATIAL INDUSTRY
THE CASE OF ESRI EASTERN AFRICA**

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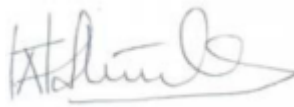
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
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Declaration

This research project is my original work and to the best of my knowledge has not been submitted for the award of a degree in any other university.

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This research project has been submitted for the award of degree of Master of Arts in communication studies, with my approval as the University Supervisor.

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May God's blessings come your way!

Dedication

This is a special dedication to my father; the late Mr. John Omondi, my mum; Mrs. Patricia Omondi, My 3 wonderful children; Princess Lovelyne, Ricky Reynold and Robyn Ian; and all my friends and family members.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAT:	Communication Accommodation Theory
ESRI-EA:	Esri Eastern Africa
GIS:	Geographic Information System
SMT:	Social Marketing Theory
ST:	Systems Theory

Abstract

Strategic communication is key in implementing culture change within organizations because it eliminates anxiety caused by lack of information that could therefore lead to change resistance. Many organizations however are yet to embrace strategic communication with most organizations concentrating on practical, monetary or task orientation during change initiatives. The objective of the study was to establish the role of strategic communication as a tool for corporate culture change in the geospatial industry with a focus on Esri Eastern Africa. Specifically, the study objectives were to: i) examine aspects of corporate culture practiced by employees at Esri Eastern Africa; ii) determine the extent to which strategic communication is utilized at Esri Eastern Africa; iii) establish the nexus between strategic communication and corporate culture change at Esri Eastern Africa; iv) identify challenges in uptake of strategic communication as a tool for corporate culture change at Esri Eastern Africa. The study was grounded on Communication Accommodation theory, Social Marketing theory and Systems theory. The study adopted a mixed method approach deemed as suitable for understanding individual or group experiences in an organization. The target population was 194 comprising 51 employees and 143 customers. For quantitative data; a census was used while for qualitative data; purposive sampling was used. Structured questionnaires were used in gathering quantitative data whereas semi-structured interview guides were used for qualitative data. Questionnaires were administered online through survey monkey platform while the interviews were conducted individually using online tools over the internet. The study found that the majority of the employees were moderately aware of the company's culture. Further the findings were that the majority of the employees identified the culture of the organization through observation of the company activities, communication relayed on culture and through induction of new employees by the company. The findings also indicated that many of the employees strongly agreed that the corporate culture is customer-oriented, emphasizes on integrity and is result-oriented. From the interviews conducted, the employees, managers and customers were all in agreement that the corporate culture at Esri-EA is described on the basis of customer-orientation, integrity, result-oriented and adaptable. The study also found that the majority of the employees were of the opinion that the most used method of communication was email, meeting, telephones and charter. The study concluded that strategic communication is a valuable tool for corporate culture change at Esri-EA and that consistency of actions, coordination among employees and agreement about values given are the main determinants of a corporate culture. The study also concluded that email, meeting, telephones and charter are the key methods used in communication at Esri-EA. Regarding strategic communication of corporate culture change, the study concluded that meeting was the most used method despite the fact that emails were also used. Based on the findings, the study recommends that organizations, especially service-based companies should ensure that adequate orientation and communication of aspects of culture is done for new employees to ensure that they are knowledgeable and to influence their task performance. Further, implementation of a feedback mechanism should be regarded as a key aspect of strategic communication.

CHAPTER ONE: INTRODUCTION

1.1 Overview

This section presents a concrete study background on strategic communication and corporate culture change by firms in the geospatial industry. It also presents the problem statement, research objectives, research questions, rationale, significance of the study, scope and limitations and operational definitions.

1.2 Background Information

Organizations are continuously developing and implementing initiatives aimed at achieving their strategic objectives in line with the organizational mission and vision. Corporate culture offers an inimitable competitive strategy if used effectively. However, the business environment is dynamic and constantly changing thus necessitating corporate culture change to cope and remain competitive. Malek and Yazdanifard (2012) adds that change within an organization is inevitable. Culture change initiatives have to be communicated effectively to eliminate anxiety that would result in resistance. According to Brown and Starkey (1994), communicative occurrences in organizations refer to expressing a compounded array of attitudes, values and beliefs. This study sought to explore the role played by strategic communication as a tool for corporate culture change thus looking at strategic communication and corporate culture change (values and norms) as its core variables.

1.2.1 Strategic Communication

Strategic communication refers to how messages are employed by an organization in achieving its mission (Hallahan et al., 2007). Moreover, Holtzhausen and Zerfass (2014) add that it's a process of communication that is in line with an organization's

strategic plan and based on communication as a tool for realizing a firm's planned objectives as well as goals. Argyris and Schön, (1996) points out that it eliminates anxiety caused by lack of information that could therefore lead to resistance. Therefore, in line with the observation of Johnston and Everett (2015) that strategic communication is the central device that organizations need in the ever changing and uncertain business environment coupled with constant changes that may entail culture change, the study sought to explore to this extent the role played by strategic communication in culture change. Ihlen et al. (2014) posit that the symbols, interpersonal, non-personal and social communication are all encompassed in strategic communication. It helps to continuously shape messages and respond to issues from which an organization's public view is derived (Murphy, 2015). As part of an organization's culture continuity, the organization should strive to strategically manage its communication practices in order to attain its set objectives, goals, values as well as its mission.

Hamilton (1987) defines communication audit as an activity that tackles coherence, relevance and effectiveness of an organization's communicative behavior. It is important to communicate constructively as a way of informing and reducing unnecessary curiosity and eagerness thus enhancing stability among individuals (Ford & Ford, 2009). Harvey-Jones (1988) reinforces the role of strategic communication adding that everybody should know their role in relation to the overall goals and objectives of the firm. Communication audit thus forms an integral part of strategic communication. This study sought to audit communication practices at Esri-EA, by identifying aspects of strategic communication that are useful during corporate culture change and the extent of

their utilization as well as the challenges that come with implementation of strategic communication. This holistic view of communication forms an integral part of the study.

1.2.2 Corporate Culture

Corporate culture which is intangible incorporates values and norms. O'Reilly & Chatman (1996) define corporate culture to include shared norms and values that guide employee behavior in terms of what is right and wrong. This implies that values refer to the core principles and ideals upon which the organization and its members exist. The norms on the other hand are habitual ways of doing things based on the organization's values. These values and norms which form culture set guidelines upon which members of the organization make reference when solving business challenges. They define how employees act both internally and externally (O'Reilly & Chatman, 1996).

The customers form an important part as the recipients of the organization's culture. They therefore help to fully understand a firm's corporate culture. It is in this regard that Milliken et al. (2003) advanced that it is necessary to learn a firm's culture and make adjustments to fit in it. This process of learning and adopting is an aspect of culture change and therefore has to be communicated strategically. Schein (1986) defines culture as a process involving discovery, invention and development of beliefs over time based on what has enabled a particular group to survive in its environment thus deemed appropriate and communicated to anyone who joins the organization.

Corporate culture refers to an ever changing phenomena that lives with us and evolves as we interact amongst ourselves. Miller (2006) observed culture as complex, emerging, unifying and paradoxical. Studying culture in an organization set up helps to enhance its understanding and unravel its creation, evolution, and manipulation in a

group set up. It also helps to understand its role in guiding members of a group. This implies that culture in an organization is similar to what individual character means. This is to say that the behavior that results is what is visible, but often the drive to such act is invisible. In this sense, the study sought to understand corporate culture not only from the employees who practiced it but also as visible in the eyes of the company's customers.

1.2.3 Strategic Communication and Corporate Culture Change

Organizations are currently faced with constant demand for change as echoed by Burnes (2004) who observed that organizational change has been on the rise in the last 20yrs. The current business environment poses a lot of structural and competitive issues owing to technological advancements (Waddell, Cummings, and Worley, 2011) which constantly necessitate a need for culture change. As observed by Hritz (2008), growing corporate cultures are constantly striving to adopt in such an environment. According to Cameron and Green (2004), such changes in order to adopt may result in different reactions among members of an organization thus communication in this context should be done effectively. McCalman and Paton (2000) recommends steps for communicating change to include; customizing messages based on the target audience, selecting appropriate channels and collecting feedback.

Jansen (2003) observed that strategic communication and organizational culture have raised several discussions in communication research with several studies focusing on their nature and impact in respect to organizational settings while very little is studied on its impact and role in cultural change. Holding other factors constant, strategic communication remains a key tool for eliminating change issues and ensuring that the change is accepted without much resistance (Bordia et al., 2004; Schweiger & DeNisi,

1991; Wanberg & Banas, 2000). Lack of knowledge of an impending change may result in doubt and mistrust (Wanous, Reichers & Austin, 2000).

Spike and Lesser (1995) comments on the role of strategic communication as an instrument used to announce, explain and prepare members of an organization for the change implications. Strategic communication also plays the role of unifying factor amidst change thus essential in an organization (Barrett, 2002). Given its crucial role, firms can strategically employ this tool to enhance success of change programs by reducing doubt and increasing participation and support. Hubbard and Purcell (2001) refers to communication as an agreement by organizations and their stakeholders.

1.2.4 Esri Eastern Africa

This study was conducted on Esri Eastern Africa, an organization known as the industry leader in the geospatial sector. Esri-EA has a diverse cultural workforce owing to its regional presence thus necessary in understanding cultural setup. Esri is recognized regionally and internationally and serves nearly every sector; government and non-governmental organizations, privately-owned-firms, schools, colleges and individuals (Geospatial Workforce Development Center, 2010). In line with Grunig (1992) in his excellence study where he advocates for studying culture among varied cultural groups, Esri-EA provides a good ground for the current study.

Weick's (1969) recommendation of having inclusivity in the managing team which reflects the diversity of an organization's stakeholders is also one that is important in understanding successful change processes. Consequently, the corporate culture of such an organization is expected to depict employee diversity heterogeneity and all country representation (Lizano & Barak, 2014). According to Naor et al (2010) the

implication of such diversity is reflected on organizational practices such as communication strategies. Without variety among employees and leaders, it may be disconnected from its partners. To establish good relations, an organization should extend its thoughtfulness and appreciation to its customers. Esri-EA was deemed best-suited to provide useful insights on how strategic communication is practiced in the geospatial sector with customers forming part of the study in giving insights of how the organization's culture and communication reflects to its stakeholders.

Additionally, Esri-EA plays a vital role globally and more particularly in Kenya's development agenda and crisis management by enhancing effective resource utilization and collaboration as advanced Brown et al., (1998). For example, in the agricultural sector that seeks to enhance food security, GIS is effectively used to estimate and make decisions on land use best practices. Planners rely on GIS as a tool for implementing housing decisions, and in the current Covid-19 pandemic, Esri-EA is closely working with the Ministry of health in collecting real time data, mapping the areas affected, the health facilities available alongside other variables which aid in proper planning and decision making. According to Harvard University Gazette (2011), from the 1960s, Esri's technology has been meeting the needs of its users, enhancing efficiency in government decision making thus providing solutions to nearly every spatial problem in the world. Such a vital organization is worth investing in terms of research to help improve on their practices particularly in communication and culture which is fundamental to successful delivery of its goals.

Esri products account for nearly two-thirds of the geospatial market (Matteo, 2008). Tomlinson (2007) also noted a steady growth in GIS which has since progressed

to an all-inclusive solution for everyone. Its crucial role as a sector and Esri-EA as an organization cuts across every strategic aspect of a nation thus the need for more research considering that it's currently understudied. Tomlinson (1974) adds that the power of GIS cannot be underestimated and that it's currently being applied across the globe and visible through gathering, storing, compiling, assessing and mapping of information. Esri-EA as the industry leader in Eastern Africa can be seen as a benchmark in all aspects for other firms in this industry.

The culture at Esri of lack of communication and one that is segmented into silos (Schneider, 2015) has been identified as one that hinders success of projects and change activities. Considering the growing nature of these firms, Konecnik & Gartner (2007) posits that as organization's demands increase change becomes imperative with a need to implement communication strategies that recognize the need to support growth by strengthening communication and patterns of social interaction. Therefore, the current study sought to identify the strategic communication challenges at Esri-EA and help provide effective recommendations as solutions.

1.3 Problem Statement

Strategic communication is indeed important as a key tool in implementing culture change within organizations because it eliminates anxiety caused by lack of information that could therefore lead to change resistance (Argyris & Schön, 1996). Despite the high rate of failures in change programs, many organizations are yet to embrace strategic communication with most organizations concentrating on practical, monetary or task orientation during change initiatives (Galpin, 1996). Additionally, organizations have failed to realize that the hindrance to successful change

implementation remains a lack of strategic communicative processes (Barrett, 2002). Consequently, there is need for more contextualized, industry and factor targeted studies on this area to bridge the gap in knowledge (Jansen, 2003) and generate new ideas and prepositions that enhance its understanding (Holtzhausen & Zerfass, 2015).

Esri is gaining recognition owing to the power embedded in location data. Esri-EA plays a vital role in East Africa and more particularly in Kenya's development agenda and crisis management. However, gaining political and fiscal recognition of the need for integrated geospatial information is a challenge faced from local to global levels. The value of an effective communication strategy and implementation plan cannot be overstated towards ensuring a successful geospatial program. Adopting a strategic and professional communications approach, telling inspiring and relevant stories, and finding champions is not familiar terrain for the geospatial culture, yet it's critical and one that calls for a culture change (International Association for Public Participation {IPPA}, 2007).

Consequently, there is a culture of not sharing within geospatial firms resulting in ineffective communication and knowledge gaps thus hindering collaboration among customers and the organization. Additionally, customers have failed to recognize the power and complete usage of GIS technology owing to these communicative patterns (Esri-EA customer satisfaction survey, 2019). Despite the many sample projects done by Esri-EA largely in the government sector, their application is minimal and often not incorporated into country development plans (IPPA, 2007). The rapid changes in the industry with technological advancement calls for general adoption of a wide range of cultures. The modern world problems have necessitated change, reorganization and

restructuring of organizations in this sector to enhance proactive response to these needs (IAPP, 2007).

David Schneider in his article ‘A Seven-Step Strategy for Managing Technology Change’ (Esri Arc User fall 2015), recognizes that the numerous changes of GIS technology, require culture change from current one that is structured into segmented silos to one that will enhance the collaboration needed to effect change. Kotter (2014) notes that change is difficult and that people tend to resist change therefore applying strategy and technology change management principles could address this tendency. This study therefore put this into context and sought to investigate the place of strategic communication at Esri-EA.

Lack of effective communication has been identified as one of the biggest barriers to successful organizational change (Siddique & Shadbolt, 2016). The tactic approach to communication by some firms has reduced the importance of strategic communication thus calling for reinforcement (Moss, Warnaby & Thame, 1996). This echoes the findings of Mwaniki (2017) who observed that Esri-EA has a tactical approach to strategy where the primary focus is on day-to-day tasks and completion of projects. He further added that this results in difficulty in aligning project management with the overall strategy of Esri-EA and thus many projects fail to accomplish the project goals. Another study by Gatwiri (2008) on competitive strategies adopted by Esri Eastern Africa also recommended the need for further research be done to establish the challenges that Esri-EA faces in implementing their competitive strategies.

A report by PwC (2014) on improving the performance of projects found that 57% of projects did not achieve their intended objectives as a result of poor

communication during such strategic change initiatives. A project success survey by PwC (2018) also pointed out the low uptake of strategic communication by organizations during change. Reports by Deloitte (2019) and McKinsey (2015) also attribute change management failures to communication bottlenecks. The undermined value of strategic communication amidst large failures in projects and organizational change programs suggests a need for paradigm reinforcement particularly in the geospatial sector. Further, there is a need to contextualize the role of strategic communication in successful culture change which as identified in the background is critical for organization survival. All these issues amount to a research problem that befits a scholarly investigation. Inferably, the study attempted to establish the extent to which organizations have embraced strategic communication during culture change initiatives by geospatial firms.

1.4 Research Objectives

- i. To examine aspects of corporate culture practiced by employees at Esri Eastern Africa;
- ii. To determine the extent to which strategic communication is utilized at Esri Eastern Africa;
- iii. To establish the nexus between strategic communication and corporate culture change at Esri Eastern Africa;
- iv. To identify challenges in uptake of strategic communication as a tool for culture change at Esri Eastern Africa.

1.5 Research Questions

- i. What are the aspects of corporate culture practiced by employees at Esri Eastern Africa?

- ii. To what extent is strategic communication utilized at Esri Eastern Africa?
- iii. What is the nexus between strategic communication and corporate culture change at Esri Eastern Africa?
- iv. What are the challenges in uptake of strategic communication as a tool for culture change at Esri Eastern Africa?

1.6 Rationale for the Study

Strategic communication remains an integral part of an organization as an instrument to organizational survival and growth (Downs, DeWine & Greenbaum, 1994) as well as a tool for change and more particularly culture change which studies have found to be complicated, emergent and often ambiguous (Miller, 2006). Consequently, strategic communication helps to eliminate feelings of anxiety and insecurity amidst change (Waddell, Cummings & Worley, 2007). Gaps have however been identified in application of strategic communication with most firms yet to adopt it specifically during culture change. The current study attempted to bring to light elements which hinder application of strategic communication as a tool for change and more precisely culture change. With the factors known, solutions can be derived to enhance the value placed on strategic communication by firms.

According to Holtzhausen and Zerfass (2015), work in the field of strategic communication is still ongoing. Most researchers still lean to the conventional communication phenomena while some combine strategic communication with other managerial functions (Ruão & Kunsch, 2014). However, the important aspects like its role in the turbulent and ever changing business environment requiring culture change to adopt and survive is often left out. Additionally, the field of strategic communication is

broad thus constantly raise the need for more research to anatomize and generate new knowledge (Holtzhausen & Zerfass, 2015b). Strategic communication as a field has been proven as relevant as depicted in several academic writings and growing participation by specialists and practitioners in this field such as (Verčič et al., 2012); (European Communication Monitor {ECM}, 2013). This calls for an integration and application of the concept in varied sectors to enhance deeper understanding of the multiplex concept.

This study would help generate more understanding, giving a critical perspective of strategic communication as a tool in culture change practices; looking at all players in an organization including management, co-workers and customers and an interpretative way of looking at communicative processes during culture change in a growing industry like geospatial which has been less studied in the communication field. Furthermore, the researcher is aware of a study by Gatwiri (2012) on competitive strategies adopted by Esri-EA as a leader in the geospatial industry which recognized lack of adequate research and recommended necessity of studies in this sector. However, the researcher is unaware of any studies on strategic communication and culture change in the geospatial industry hence sought to bridge the current knowledge gaps in strategic communication alongside culture change in a growing industry like geospatial.

1.7 Significance of the Study

The study finding would be valuable in practice, theory and formulation of policies. For practice, this study could help managers including those at Esri-EA to develop strategic and holistic patterns of organizational communication. A firm's communication role is simply a portion of its entire interactions within or outside the organization. Public relations for instance, forms an important segment of strategic

communication. There is however a need to widen this perspective by practitioners in this field. Therefore, identifying reasons for the low uptake of best practices in communication during culture change as well as the strategic challenges would provide important findings that Esri-EA and other organizations could use to improve communication. Additionally, the study would also bring out evidence-based insights that organizations can use to enhance the success rate of culture change through effective communication.

The contribution to theory is on scholarly basis. There is often a concern about the lack of reflective discussions around the complex phenomena of strategic communication. This study would generate considerable arguments on strategic communication and culture change. It would present a new view point and new knowledge thus bring about further evolution and expansion of this domain. Tsoukas (2017) pinpoints that a large problem in organization studies is the tendency to simplify complex phenomena rather than produce theoretical complexity. With regards to theory development, this study would reinforce the need for scholars in this domain to aspire for deeper knowledge and understanding thus eliminating the issue pointed out by Tsoukas (2017) of oversimplification of complex phenomena. This would also reinforce the contribution of strategic communication when combined in managerial functions (Ruño & Kunsch, 2014). The findings from the study could also be useful to scholars as a basis for further research on strategic communication and culture change studies.

Finally, for organizational policy formulation, the study would provide valuable insights on factors hindering implementation of strategic communication in the change process. It would further enlighten on its role played thus enhancing realization on the

dynamism of corporate culture change and the significant role of strategic communication. These findings could thus help in coming up with universally applicable communication policies and plans for change in general and specifically culture change management and implementation.

1.8 Scope and Limitations of the Study

This study sought to demonstrate the role of strategic communication as a tool for corporate culture change in the geospatial industry. Esri-EA was considered suitable for this study owing to its regional presence, recognition and market leadership in the industry and as a sole manufacturer of the key geospatial technology i.e. GIS (which accounts for two thirds of the geospatial market) supplying the East Africa region. The company has a rich history in the geospatial industry and is known to solve current world location based problems. The study also to a large extent focused on the perceptions, attitudes, behavioral patterns and knowledge gaps with respect to culture change practices and strategic communication.

The data may not be adequately generalized considering just one firm within the industry but will open room for more research in an industry that is currently understudied in the communication sphere. The findings are therefore likely to inform subsequent studies in other geospatial firms. Other scholars in strategic communication and corporate culture are also likely to employ this study to inform subsequent studies.

This study involved aspects of qualitative data collection thus also generating self-reported data. Potential bias of selective recollection that's recalling or inability to recall previous occurrences were likely experienced in addition to associating

constructive incidents with the organization while blaming negative ones on the outside environment.

The researcher gathered data solely without employing research assistants thus was able to identify inconsistencies from respondents' responses and probe the respondents for a coherent answer.

Finally, while the study was anchored on the Communication Accommodation Theory, Social Marketing Theory and Systems Theory, there may be other theories out of the scope of the current study that could give other approaches to strategic communication and culture change. However, for this study the theories discussed were considered as most appropriate.

1.9 Operational Definitions

Corporate Culture: Includes the values and norms largely shared and solidly embraced in an organization which guide employees on what is considered appropriate and inappropriate behavior (O'Reilly & Chatman, 1996).

Cultural Values: Ideals employees strive to fulfill.

Cultural Norms: Refer to day-to-day activities reflecting cultural values, as posited by Schein (1990) relating to whether employees are actually living out these values as reflected in their interactions with customers.

Culture Change: Changes in values and norms as reflected in behaviors of employees over time, in the organization.

Geospatial: The collective data and associated technology that has a geographic or location component.

Geospatial Technology: Different modern tools used for acquiring, manipulating, storing and visualizing geographic data that contribute to mapping and analysis of communities, countries and the earth at large.

Geographic Information: Data that is tied to a particular location on Earth.

Geospatial Industry: A group of individuals, organizations or academic institutions that utilize geospatial technology for gathering, storing, storing, integrating, managing, analyzing, displaying and distributing geographic information.

Industry: A group of related firms based on their primary business activities that distinguish them from other groups.

Strategic Communication: The purposeful use of communication by an organization to achieve specific objectives as reflected in the messages and communication patterns.

CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

This chapter presents a combination of theoretical framework upon which the study is grounded and relevant literature and opinions advanced by various writers, authors and scholars of communication with regards to the variables under study i.e. strategic communication and culture change.

2.2 Empirical Literature Review

There have been expanded efforts to break down the complex and dynamic phenomenon of strategic communication and bring out its role in organizational change and further in culture change. This is elaborated on the sections below.

2.2.1 Strategic Communication and Underlying Challenges

The enquiry on communication and if indeed it should be looked at from a strategic point of view is critical. Strategic communication as a field, is one that has developed since the end of the 20th Century with several scholars publishing work on this topical issue (Zerfass et al., 2014b). Scholars have indeed contributed to the role of communication looking at it from the management perspective as well as professional aspects such as Ruão and Kunsch (2014) who looked at it from a broad sense to bring complete understanding from a global perspective.

According to Moss, Warnaby and Thame (1996) despite the increasing awareness and acknowledgement by managers of the strategic role of communication and how it contributes to achievement of organizational goals, the practice is still low and many are still stuck with the traditional tactful approaches. This echoes the findings of Mwaniki, (2017) who observed that Esri-EA has a tactical approach to strategy where the primary

focus is on day-to-day tasks such as risk management, problem solving and assembling of teams to enable the completion of projects. This results in difficulty in aligning project management with the overall strategy of the firm. This finding informed the current study which sought to identify the place of strategic communication at Esri-EA and further reveal the various strategic communication challenges experienced by the organization. Particularly, the gap in implementation of strategic communication is one that depicts a need for further research in this area to generate more insights on the subject. This is in recognition of the fact that other writers, like Hoffman (1998) have also expressed the need to incorporate communication in key functional areas of an organization.

Indeed, no one would have imagined some years back that communication would be so relevant as it is today (Dolphin & Fan, 2000) where managers and executives now run tasks and management activities requiring them to communicate effectively. This strategically places communication as the current norm in organizations if they must achieve their strategic objectives. Again, it shows how much the field has grown to acquire its role in the corporate world. The study attempted to respond to such questions as, if strategic communication is the current normal among organizations, to what extent does it inform corporate culture practices and change?

According to Grunig (1992) in his excellence studies on how to effectively manage communication and public relations found several critical aspects of excellence including incorporating communication into management. In this regard, despite having organizations and industries that treat communication at different levels of importance, its role in management is one that cannot be understated thus should be viewed at a strategic angle (Dolphin, 2000). The current study, looking at aspects of communication in

corporate culture change in the geospatial industry, is therefore considered to be topical and relevant particularly in the present age.

Musyoka (2015) also studied the institutional factors influencing communication as practiced by heads of schools in government schools in Kitui. He adopted descriptive research design adopting stratified random sampling methods in selecting a more representative sample. The study established that school environment, organizational structure and personal individual differences influence communication by principals in secondary schools. Further the study revealed that communication by principals is important in creating a cohesive working environment and sustainability. The study reinforces the key role of strategic communication in any organization set up and need to continuously research and develop more knowledge in this field.

2.2.2 Role of Strategic Communication

Hallahan et al (2007a) points out that strategic communication is a differentiating factor among organizations and thus necessary for an organization to stand out against competition. The internet has further expanded visibility of organizations making it rather mandatory to take care of their communicative practices as well as behavior as manifested in their interaction with stakeholders. A well-managed communication activity is capable of inducing desired behavior among audiences.

Internal and external forms of communication have over time become indistinct with the digital space slowly closing the gap that was initially so wide. This has been countered by a lot of challenges as businesses adopt unique communication measures as a source of competitive advantage. Part of these measures include communication targeting the public in a way that directly speaks to its employees. This in a way focuses on

creating belongingness and acceptance of its stakeholders and external customers as part of the organization.

Studies have also demonstrated that symbolic interactionism is important particularly in selecting appropriate media and messages. Verčič et al. (2012) studied the importance of communication on motivation, satisfaction and engagement of workforce. They found internal communication as initially used to reinforce discipline among employees and concluded that this viewpoint blurs the key role of communication in an organization as a tool for interaction, achieving coherence, initiative and goal-oriented behavior among employees.

Zerfass et al. (2014a) also sought views of high level executives in organizations on the value of strategic communication. The observation was that indeed it played a big role highlighting increased productivity and efficiency as well as enhancing corporate reputation. According to Men (2014) it is a key aspect of business thus reinforces the profession of communication and public relations.

According to Grunig (1984) in his excellence theory, public relations is a strategic communication process thus implies bringing strategy to any communication activity in order to create cohesion among internal and external customers thereby achieving efficiency. These prepositions of Grunig are echoed by Murphy (2015) who points to its role in directing opinions of an organization's public. In an attempt to define how communication can be effectively driven, Grunig (1992) brings in aspects of strategic communication such as strategic management and employee communication combining them with aspects of organization culture as ethics and diversity to bring out the strategic role of communication. This conclusively summarizes and ties the essence of an

organization's existence to strategic communication as it seeks to empower its stakeholders, build relationships and serve the community. Principally, Grunig (1984) explains the value of effective communication process which agrees with many other scholars including Bruckman (2008) who noted that communicating effectively matters because failure to keep people informed may be costly and could induce negative reactions among individuals.

2.2.4 Corporate Culture and Culture Change

Organization scholars including Murphy, Cooke, and Lopez, (2013) have previously studied culture noting that corporate culture has several elements such as language thus Fusch (2014) concluded that culture is linguistic. In a more simplistic way any organizational behavior is only considered its culture if it's common with members of that organization (Harris, 2013). Culture is learned; thus in an organization individuals are employed not knowing the culture of that organization but with time get to learn as its depicted in human interactions (Fusch, 2014).

In the contemporary business environment, organizations are faced with constant changes that can affect their efforts to remain profitable (Dekkers, 2011). Organizational behavior now has a global face reflecting on its employees. Naor et al. (2010) notes that this impacts on management practices as organizations seek to create, maintain and change its culture. This implies that better culture change practices are becoming more essential in the current business environment as affirmed by Brimhall et al., (2014).

According to Bolman and Deal (2003) culture ties individuals to a common belief that depicts how they act around each other. Elanain (2013) asserts that the environment in which we live is multifaceted. This implies that culture has to be dynamic in order to

continuously incorporate these realities thus culture change is inevitable. Booker (2011) also noted the need for researchers to explore corporate cultural issues by looking at the individuals in that particular organization. This validates the current study that intends to explore the cultural practices at Esri-EA by identifying the dominant behavior identified and practiced at Esri-EA.

Fusch (2001) while looking at the cultural practices in an organization established that employees were motivated towards organizational objectives through positive reinforcement and acknowledgement of their good habits. This contributed to organizational success. Latour (2005) notes that culture does not act surreptitiously behind the actor's back but is manufactured within an institution. In this regard, it's necessary to identify how a company's culture is defined.

According to O'Reilly, employees are guided by norms and values when faced with challenging decisions that cannot be predicted. In describing culture O'Reilly et al. (2014) proposed seven corporate cultural values as; adoptable, customer-oriented, result-oriented, detail-oriented, collaborative and community-based. Owing from the literature on corporate culture, the role of culture is incontestable as it's capable of transforming an organization's public view as well as driving success. This implies that the corporate culture is continuously changing and evolving. Since change comes with uncertainties and anxieties (Keifer, 2005) strategic communication is investable as a tool to reduce change resistance.

2.2.5 Strategic Communication and Culture Change

The concept of strategic communication has continued to evolve with the changing organizational environment. Stenberg (2012) observed that this was originally

in the military and has evolved into the present business environment. Giddens (1991) particularly reinforces this perspective adding that in modern business environment organizations are faced with rapid, unforeseen scenarios with several choices this need for application of strategic communication in all management levels. Amidst constant changes and evolution, it calls for change in various aspects of organization. Consequently, scholars tend to bring out strategic communication's role in change programs in this modern age, an area that is currently under researched.

Additionally, scholars have attempted to reinforce the link between strategic communication and culture change and continuity. Giddens (1991) asserts that strategic communication points to integration of communication in the reproduction process of social interaction implying the role of communication in culture change and development. In this regard, it's imperative to distinctly identify change messages, channels used, relevance and timeliness of the communication relayed on change.

From an organizational perspective, De Ridder (2003) notes that when applying this concept to culture change and communication, the main purpose of strategic communication during culture change is to provide information thereby preventing resistance and increasing change effort. Further, he agrees with other scholars noting that this action is highly dependent on the way the change messages are conveyed. Since strategic communication refers to how the message is designed and conveyed, it is important to apply this in a more specific context like in the current study to determine how strategic communication influences corporate culture. As such, organizations are embracing various forms of strategic communication to remain successful and gain competitive strategy. Therefore, such contextualized study will bring innovative ideas to

strategic communication aspects adopted by firms and how they influence corporate culture change activities.

Weick (1979) points to the instability of an organization as entities that are in constant change process, where strategic communication brings order and firmness. In such an environment the culture is also constantly evolving as the organization tries to fit in and adapt to the external forces. This is the basis of the current study which focuses on corporate culture change as an aspect of organizational change and the key role played by strategic communication in this process.

Mwinzi (2016) writing on communication practices of passing on shared identities among employees in Kenyan public universities found that, one-way and top down approach was practiced by the universities. This implied lack of proper guidelines on how feedback and opinion from lower level employees could be incorporated in the organization. Feedback is critical in any communication process hence should be incorporated to enhance efficiency. Part of the recommendation was to have a bottom up approach incorporated with clear guidelines on how this could be implemented. This is indeed important in ensuring assimilation of a corporate culture.

In another study Lewis (2019) points to the need for studying individuals in different contexts to enhance understanding of sub-groups and inform social change. Sub-groups are key aspects of a culture and would therefore, be influenced by communication strategies. He points to the need for studying people in their own environments whether at home, at work, in towns and rural areas. In this case the use of the digital platform as tools for conducting studies also help to enhance this concept. The current study applies

the same approach engaging participants on digital platforms to gain opinions and experiences on communication and corporate culture.

2.3 Geospatial Industry and Esri-EA

Geospatial Industry is an emerging sector in Kenya with high expectations of future growth and expansion. According to Matteo (2008) the industry is ranked among fourteen significant industries among other upcoming one per the United States Labour department. The sector encompasses all governmental and non-governmental organizations, both public and private corporations, academic, research institutions and individuals who collect, store, process, integrate, manage, map, analyze and distribute location-based data that aid in decision making (Geospatial Workforce Development Center [GWDC], 2010).

Geographic Information System (GIS) is the largest product in the geospatial industry occupying about two thirds of the market globally (Matteo, 2008). It dates back to Tomlinson (1968) in his publication on applying GIS in planning. Today GIS is applied everywhere across all sectors. According to Theobald (2005) GIS refers to an information system that manages, manipulates and analyzes spatial data. The fact is that spatial data is gaining track and changing every aspect of our lives. The technological advancement is one that has led to the fast spread of geospatial technology with every application e.g. Uber relying on location to inform key decisions such as routes to use. Accessibility of this technology is almost seamless and many of us use it without even realizing even when making simple decisions as to where we want to meet up for coffee.

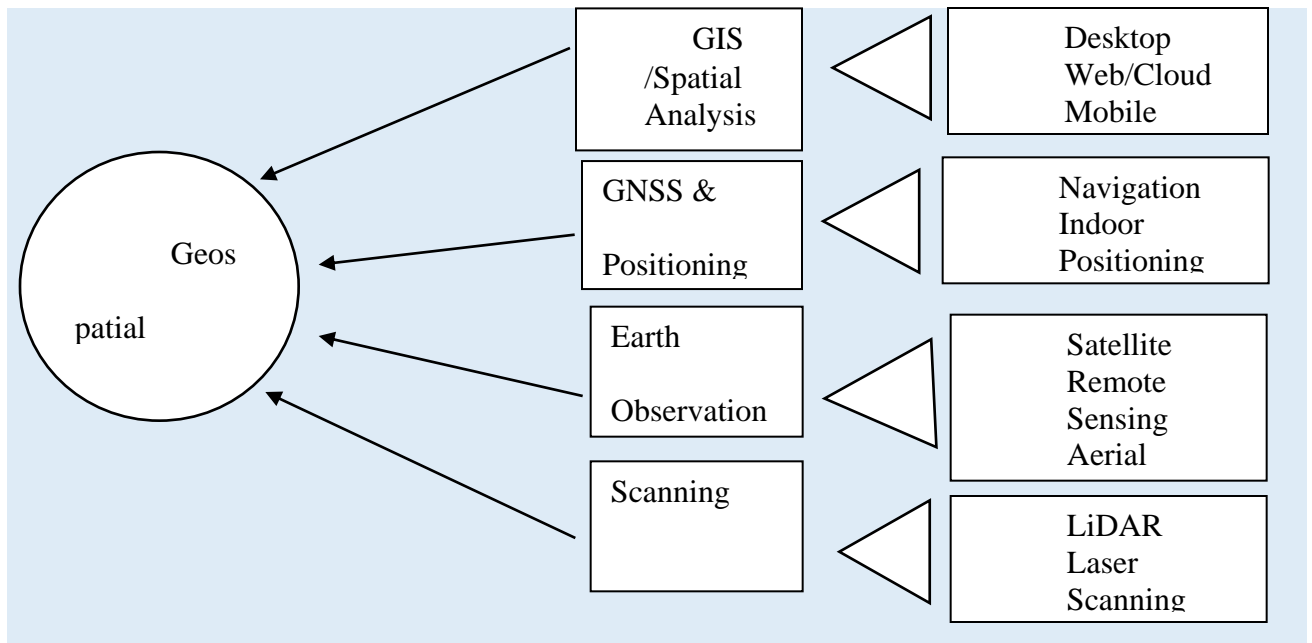
According to Harvard University Gazette (2011), GIS aids in making decisions at national and regional levels. At national level, GIS is currently being applied in Kenya at

county and national level in planning and resource allocation. The county development act has helped to make the key role of geospatial technology known with the counties now required to develop a spatial plan as part of enhancing efficiency in distribution and usage of natural resources.

Ultimately, all geospatial technologies occupy a strategic part in making sense out of data through its spatial tool and analysis capabilities. This has helped in making mission critical, empowering business owners and individuals towards making informed decisions. Kenya has particularly made strides in geospatial research education with foundation courses currently offered at various universities including the University of Nairobi (Simon, 2011). Many individuals are also expanding their use of GIS in their day to day activities and as a tool for making informed decisions.

Figure 1

Illustration of Components of Geospatial Technology



Geospatial Global Outlook Report 2017

Esri is a regional company based in California in the United States. Today the company is the largest firm in the geospatial industry occupying two thirds of the market. Being one of the oldest firms in the geospatial industry, Esri is now acting as the industry benchmark. It has established strategic partners across the globe with Esri-EA being the one that servers the East Africa region offering all components of data collection equipment to software and remote sensing. Their core product GIS, has enabled users to have capabilities of analyzing and interpreting data and making meaning out of (Theobald, 2005).

Esri-EA began operations in 2007 to educate, enable and support customers in utilizing GIS to realize profits and efficiency (Simon, 2011). Since its inception, Esri-EA has experienced tremendous growth across the region. The organization has over 1000 customers and employees from varied academic and cultural backgrounds. It has established offices across its countries of operation further increasing the number of employees. Today, Esri-EA works in collaboration with the Global Esri office to provide solutions to almost all problems. In the health sector for example, GIS is used to map health facilities, caregivers and patients to be able to provide enough resources where needed.

The researcher is aware of a study by Gatwiri (2008) on Esri-EA's competitive strategies which recommended that more studies be carried out to determine the challenges in implementation of these strategies. However, the researcher is unaware of any studies closely related to the current study on strategic communication and culture change in the geospatial industry in Kenya and particularly at Esri-EA. The existing knowledge gap in the geospatial industry is one that calls for more enquiries.

2.4 Theoretical Foundation of the Study

This section focuses on theoretical review and in particular, it discusses aspects of Communication Accommodation, Social Marketing and Systems Theories. The study used both epistemological approach and analytical views to reinforce the variables under study.

2.4.1 Communication Accommodation Theory

Howard Giles (1970) advanced this theory, elaborating how humans modify their behavior when interacting and talking to others. He noted that humans either stress the social variations or curtail these differences either verbally or by use of signs. These propositions by Howard are dynamic in explaining aspects of strategic communication as it entails more than verbal but also signs as forms of communication. The Accommodative process occurs through: Convergence (tendency to fit in other people's communicative characteristics as a way of reducing the social gap) and Diverging (tendency to stress the individual dissimilarities). These processes depend on characteristics of the individuals interacting. Accommodation occurs when one interacts with another person who has superior attributes whereas people tend to diverge where individuals want to highlight these dissimilarities.

The assumptions under this theory include; similarities and differences will always exist in any communication process. Culture and life-experiences contribute to dissimilarities thus it's important to understand individual perceptions alongside their behavior during communication audit. During a communication process, individuals adapt to behavior of others in high social rankings. The established norms act as guidelines to this process; define what is appropriate and how best to act appropriately.

This theory is criticized by some scholars as assuming that individuals will always be rational during a communication process. However, this is not always the case as people are likely to act irrationally when provoked. The theory helps to guide organizational communication in terms of how members of an organization can interact amongst themselves and with others in higher positions such as managerial levels. This is a clear basis of any strategic communication aimed at achieving change and particularly cultural aspects of change which affect the behavior, norms and practices of the individuals. The framework is thus appropriate in guiding the current study.

2.4.2 Social Marketing Theory

This theory brings together several other theories and emphasizes the need to promote information that has social value. Baran and Davis (2009) point out that the theory relates to how people can be made aware of the desired change and resultant benefits of the change process. Social marketing theory therefore brings in aspects of marketing to the communication field in order to promote efficiency in disseminating information to induce behavior change.

This theory can be applied in an office setup to induce certain behavior among employees while discouraging unacceptable practices. The theory is employed in this study to provide a guideline for designing and implementing message strategies that can induce positive change as a key aspect in culture change. In this case, the process starts with identification and segmentation of the audience, then coming up with messages that are relatable to the target audience, reinforcing and creating positive impressions on the audience to increase interest and finally driving the desired change among the audience. It largely involves understanding the demographic and psychographic characteristics of

audiences in order to better target them with appropriate messages. The objective is on achieving strategic communication with the target audience as a way of creating change. Consequently, bearing in mind that any form of change, culture alike may result in resisting the change thus cause failure of the desired change project as noted by Garvin (2000), the study adopted this theory as a framework to guide in strategic communication; drafting and dissemination of messages in a way that is efficient and acceptable by audiences thus a clear direction on investigating strategic communication as applied in corporate culture change and the factors that hinder adoption of strategic communication by organizations.

The theory is however criticized for leaning so much on the marketing side even though its concept is applicable to any messaging strategy intended to appeal to an audience and cause a desired reaction. Scholars have also argued that the theory is too simplistic in its approach thus many aspects of behavior are left out in understanding the process of inducing desired change. However, the step by step approach for effective communication is one that is key to this study and to understanding ways of reducing change resistance through strategic communication.

2.4.3 Systems Theory

According to Ludwig von Bertalanffy (1972) the modern way of looking at organizations should be holistically as opposed to the traditional approach of looking at individual components. He introduces the two concepts of Open and Closed systems as part of illustration of interconnectedness. Open systems are those that freely interact with their environment thus customers form a key part of the organization whereas closed systems are seen as insensitive to their external environment.

This theory is applied in this study to give a holistic approach of looking at an organization as an interconnected whole. Because the business environment is dynamic, it is important that an organization gathers feedback and information from its publics as this will help make informed decisions. Negative feedback will inform change whereas positive feedback reinforces that particular action. This is important in holding the organization together as it serves the interest of its customers and stakeholders.

According to Bavelas and Segal (1983) this theory helps to understand how individuals interact in the process of creating what we know as an organization. It is the interaction of employees, customers and management that makes an organization what it is. Systems theory has unique characteristics applicable to the current study. Infante, Rancer and Womack (1997) observed that just like strategic communication which seeks to achieve specific objectives the theory relates to achieving a specific goal. The study applied systems theory to look at how customers and employees interact to form an organization. An organization should strive to meet the demands of the various groups and individuals within its circle.

This study drew from the systems theory to adopt a holistic view of communication where exchanges impact on the entire organization and its customers. This relates to the method of communication, the channel, the messages and the members directly linked to the organization. However, messages are not enough if the culture as depicted by the environment and employees are not friendly. It further provides a measure of organization efficiency by collecting opinions and views from its public and using this to inform its actions and strategies.

Further, Systems theory even though criticized for its broad perspective was deemed appropriate in the current study which sought to understand human behavior and explain the linkage of people and how their communication affected each other. Both the management and employees communicate in a specific way thus the need to explain the totality of these interactions.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The section presents the research design, study site, research approach, research methods, the population, the sample, data type and sources. It also explains how the data was analyzed and presented and further how validity and reliability issues were handled.

3.2 Study Design

A study design deals with the selection of participants, planning on how to collect data and other tasks that make up the process of research (Richey, 2007). In identifying an appropriate design for this study, a balance needed to be achieved between the strengths and weaknesses offered by a variety of approaches consistent with current study. As indicated in the above chapters, the key issue to be addressed was strategic communication as a tool for culture change. The study thus adopted descriptive design. As it is with the current study whose focus was on gaining insights and familiarity with strategic communication and culture change in geospatial firms, a descriptive design is employed where the issue under study is identified thus participants describe specific themes of the study area. Therefore, this study used descriptive methods which helps to collect information thereby improving research quality.

As advanced by Creswell (2013), a descriptive research design aims at providing information about a particular phenomenon as it is, describing its properties or characteristics and explaining any emerging relationships. A combination of quantitative and qualitative descriptive approach was deemed appropriate because the study was interested in describing the nature of communication in relation to corporate culture change, and went further to seek deeper insights about the nexus between strategic

communication and corporate culture change as well as the extent to which strategic communication is utilized in the organization. The study was also keen on understanding and describing the views, opinions, and experiences of the participants on the research questions. This design therefore helped to develop a well-grounded picture of how corporate culture is practiced in the geospatial sector and establish the extent in use of strategic communication and the challenges during culture change processes.

3.3 Study Site

The study site was Esri-EA headquarters in Upper hill, Kuscoco Center, 3rd. floor, in Nairobi, Kenya (Esri-EA website, 2020) with participants engaged online at their convenient locations.

Esri is the industry leader occupying two thirds of the geospatial market (Metteo, 2008). It plays a strategic role in Kenya's development agenda, enabling better resource planning and decision making across all sectors and is regionally recognized (GWDC, 2010). It also has a diverse cultural workforce necessary to understand a cultural setup and cultural diversity. Therefore, the company was deemed suitable for the study.

3.4 Research Approach

Mixed methods approach; combining quantitative and qualitative approaches in collecting and analyzing information gathered as posited by Creswell and Tashakkori (2007) was used during the study. Bryman (2006) posits that this approach is frequent in current studies due to its comprehensiveness in responding to research problems. Several researchers like Goulding (2005) and Cassel & Symon (1994) emphasized the need for mixed methods in order to assist in decision making and to understand individual or group experiences in an organization. The current study adopted mixed methods to

extensively address the study problem requiring evaluation of practical perceptions, extent as well as exploring meanings in the context of corporate culture. This study further drew from robustness of mixed method approach to generate new understandings of the problem. Mixed methods approach is beyond just a combination of two approaches but rather a new ideal method of conducting logical study (Creswell, 2007).

3.5 Research Methods

A cross-sectional study was adopted which according to Babbie (1989) is often used with collective studies of social-sciences. It was deemed suitable for the current study whose focus was on finding the extent of occurrence, problems, attitudes and perceptions of diverse groups thus taking a cross section of the entire populace. The method brings out complete understanding of the situation on the ground at a specific period of research.

Consequently, the method was deemed suitable for the current study on strategic communication and corporate culture change since it involved studying the organization and the relationships among individuals within the organization and their customers. The phenomena under study is also identified thus this research process involved establishing culture prevalence, use of strategic communication as well as how strategic communication is utilized in corporate culture change processes.

3.6 Data Needs, Types and Sources

Primary data was the main source of data gathered from the selected sample of the study population. Additionally, secondary data was generated through reading and review of a number of relevant past and contemporary works of various strategic communication scholars in the area under study to supplement the primary data collected.

3.7 Target Population

Target population as defined by Mugenda and Mugenda (2003), refers to the total grouping upon which a study is to be conducted and unto which conclusions are to be drawn. The target population was the entire staff of Esri-EA comprising 51 employees (Esri Eastern Africa LinkedIn profile) and all the 143 customers who interacted with the organization within the months of December 2019, January and February 2020 (Esri visitor and meeting book).

For this study, the population was divided into three groups that included; employees at Esri-EA at management level, general employees at Esri-EA not in management positions and customers who had previously interacted directly with the organization as drawn from the company's visitor registers prior to the company adopting the flexi-space model of working from home.

3.8 Sampling Procedure

Sampling refers to the selection of study participants or respondents in a way that is representative of the total population (Mugenda & Mugenda, 1999). For quantitative data, the researcher conducted a census which involved studying every unit in the population. All the 51 employees and the 143 customers we invited to an online survey thus reflecting the viewpoint of Greene (2007) where mixed method approach encompasses more than methodology and includes varied approach to issues, interpretation, and understanding of social contexts. This selected sample including different level employees along with customers provide a comprehensive set of information about the strategic communication aspects, culture and culture change practices.

For qualitative data, purposive sampling was used which involved intentionally selecting the 16 participants for key informant interviews to include those who have experience with the problem under study. Saunders et al. (2000) highlighted that the need for purposeful sampling is to choose all sample members which is similar in order to study the group in depth and will enable the researcher to select the information-rich participants, which is most suitable to address the study problem. Additionally, Bernard (2002) and Spradley (1979) added that participants should be readily available, willing and have communicative power to share experiences, ideas and opinions expressively and coherently. According to Tangco (2007), purposive sampling is also used in comparisons of cultural practices.

The usual misconception on selecting samples for qualitative study is that numbers are not important in addressing sufficiency and suitability of the sampling strategy adopted (Sandelowski, 1995). Scholars have therefore established principles to guide in coming up with an appropriate sample in coherence with study design. Sandelowski (1995) adds that the sample for qualitative study shouldn't be very big to hinder in-depth case oriented research whereas Guest, Bunce, and Johnson (2006) advocate for 12 participants thus the selected sample of 16 participants was deemed appropriate.

3.8.1 Sample frame

Participants	Reason for selection
Esri-EA Management Team (7) Chief Executive Officer Human Resource & Administration Manager Support and Customer Care Manager Marketing Manager Direct Sales Manager Training and Services Manager General Manager, Sales	Heavily involved in formulation of policy and setting the tone at the top. They also sit at the Board level and have a strategic view of the organization including culture change process. They are also the implementers of policy at their departments and are the core of the organization's strategic management and culture change implementation.
Esri-EA General employees (44) Human Resource & Administration department Support and Customer Care department Marketing department Direct Sales department Solutions department Training and Services department Finance department	They would help to identify the culture at the organization and how strategic communication is utilized. HR and Administration are useful players in policy influencing and implementation. Marketing and customer care are at the core of the communication function at Esri-EA and therefore possessed important insights regarding the application of strategic communication. Sales, solutions as well as support team provided useful insights based on practical lessons learnt from their experience in ongoing and previous projects.
Customers (143) Corporates (Managers & Directors) Individuals	They would share insights from the perspective of users or recipients of culture and communication practices by the organization. Hodgson (1996) posits that a corporate culture can change individual predispositions and influence internalization of norms depicted in the values expressed by employees. Such values are depicted in interactions with customers. Corporate culture helps employees to deal with options and make less structured decisions when dealing with customers. Such experiences and challenges may be articulated by responses from customers (O'Reilly, 1989 & Kreps, 1990). Customers are the recipients of this culture and communication practices, therefore data obtained from customers would help with triangulation e.g. culture of "keeping their word, culture of impeccable customer service, advertised values on website can be identified by customers".

	Corporate culture also influences employees' actions in the firm and outside the firm (i.e., with customers and suppliers). According to Murphy (2015), practitioners of strategic communication need to continuously shape messages and participate in determining opinions of an organization's public. Such opinions are best expressed in responses of the customers
Total	194

3.9 Data Collection

Benard (2002) emphasizes the need for collecting data to understand the theoretical frame of the study. For the current study, both qualitative and quantitative data was gathered to achieve complementarity. Comparison of qualitative and quantitative data helped to achieve consistency by looking at the established themes in comparison to the statistical findings. This approach helped to collect close-ended information such as to measure attitudes and behavior (e.g. using a rating scale) and to gather open-ended information (words, text and phrases, quotes) in order to achieve diversity of ideas in the data collected.

An online survey was employed in this study to collect quantitative data. All respondents were contacted via email for consent after which they were added to a mailing list. The researcher used three different mailing lists for the three groups; managers, employees and customers. The questionnaires were uploaded on survey monkey platform and a link sent to respondents based on established mailing lists.

Qualitative data was obtained by conducting in-depth interviews booked and scheduled in advance. On account of the current global situation and since the study population involves highly technical participants owing to the nature of the industry and results of pre-analysis research, these interviews were conducted individually using

online tools over the internet. Particularly, the researcher and participants communicated by use of the internet through Microsoft teams; via digital devices such as computers, smartphones and tablets. There was no physical set up and the transcriptions were captured on file in real time.

The researcher used stimulants to trigger memory and interest and increase participation levels of participants. Stimulant is described as something that raises activity and interest levels (Your Dictionary). Therefore, the researcher used 10 themes in the form of images that communicate culture consisting of photos of: location of the offices, internal office design, office reception area, welcome signage, corporate vision and mission statement, company charter, employees dressed in meeting, boardrooms, message boards on language used and photos of company events. These were displayed as slide share during the interviews.

3.10 Research Instruments

Structured questionnaires were used to gather quantitative data. O'Leary (2017) lists typical methods of administering questionnaires as: in-person, mail or online. The researcher administered the questionnaires on survey monkey platform which according to Bell (2014) is widely known and multifaceted. The researcher sent out the questionnaires to the respondents according to an already defined mailing list. The email addresses were obtained from the information gathered during the pre-analysis research. There was an introduction email which was sent prior to the survey and an introduction part included in all questionnaires that highlighted the study's main purpose and served to assure them that responses would be treated as confidential. Data gathered using this instrument was in the form of numeric data.

Additionally, a semi-structured interview guide was adopted in collecting qualitative information to guide the interviews owing to its flexibility, allowing the researcher to adjust the questions based on the situation in the field to best respond to the research objectives. MacNamara (2009) adds that to ensure similarity in fundamental sections of data is gathered from all the participants the guide is better than informal technique, yet it also gives room for flexibility in gathering the data. The adopted guide had several questions which were covered in all interviews that reflected the variables and objectives of the study i.e. strategic communication and corporate culture change, aspects of corporate culture identified and practiced, strategic communication challenges and the reasons for the low uptake of strategic communication. The information gathered was in the form of words, text and voice which was transcribed during analysis.

3.11 Pilot Testing

The study carried out a pilot test procedure towards identifying any gap or challenges which would occur during the process of collecting the information. This was done through five employees from the customer care and marketing departments at Esri-EA. The team was seen as best placed to participate in the pre-test because they were the contact department for the researcher, and at the core of the communication function. The objective included testing the guides as well as questionnaire questions, establishing any questions that the participants may have a challenge responding to, identifying errors, and testing the flow of the questions. The pre-test was done 2 weeks before the beginning of the actual data collection in order to give the researcher enough time to incorporate the findings into the instrument and finalize the preparations.

Bell and Waters (2014) mentions the need to pilot-test a research instrument prior to the study and proceeding up to the analysis stage to establish effectiveness and modifying where necessary. The study adopted O’Leary’s (2014) model of pilot-study which includes six-steps: having a go-through, reflecting, seeking responses, testing of analysis tools, making modifications and finally kicking off with data collection.

3.12 Data Analysis

Concurrent mixed method was adopted in analysis which entailed merging both forms of data i.e. quantitative and qualitative to give comprehensive analysis of the problem under study. The qualitative and quantitative information was integrated in interpretation of the overall study. The unit of analysis for the study was Esri-EA as an organization about which the study sought to make conclusions regarding strategic communication and culture change. The unit of observation were the employees and customers at Esri-EA who provided information and insights useful in making conclusions about the unit of analysis.

The quantitative data collected was cleaned and entered into the Statistical Package for Social Science (SPSS). This data was analyzed using descriptive analysis to illustrate fundamental data attributes and summarize the sample features and assessment in simple graphs and table format. Additionally, this study adopted Braun’s & Clarke’s (2006) six steps of thematic analysis to analyze qualitative data. Thematic analysis is a simple and straight-forward form of qualitative analysis. To begin the analysis process in the first stage, the researcher listened to the entire data set several times searching for meanings and to increase familiarity with the data. The data was then transcribed after

which it was coded with the help of NVIVO, (a computer software that helps to organize, analyze and find insights in unstructured data) into predetermined categories and themes.

The parameters of analysis included; key words, concepts and themes. These parameters comprised of exploratory narratives that respond to each research question, as well as themes relating to aspects of strategic communication and how they influence culture change, challenges related to various aspects of strategic communication, benefits of these aspects with respect to culture change, and factors influencing the uptake of strategic communication, especially during culture change. The study made conclusions based on these parameters of analysis through an inductive approach, where the researcher made general conclusions based on the thematic evidence. The themes were reviewed and checked to ensure each theme had enough data to support them.

The interview recordings were transcribed into text data then stored in a word document. The data was then cleaned up and a unique ID given to the participants. The next step was to load the data to NVIVO by creating a new NVIVO analysis project and attaching the data to the project. The researcher then examined the data closely and coded the responses into nodes which were useful in arriving at the final emerging themes. Finally, a report of the analysis was produced by relating back to the research questions and literature.

3.13 Data Presentation

The researcher explored properties, dimensions, identified the relationship and uncovered patterns in the entire data set during analysis. The output was presented using themes, tables and graphs which were obtained from the inductive analysis of the information obtained from the interviews and descriptive analysis of the quantitative data.

To present the results under each theme with conclusions, the results were supported by data from quantitative analysis. Representative quotes were also used to present excerpts that provided the closest representation of the findings.

3.14 Validity and Reliability

Semi-structured interview guides helped to enhance validity and reliability by ensuring the interview sessions were systematized without inhibiting flexibility thus ensuring information gathered would hold independent of the study setting and that of the researcher (Silverman, 1993). According to Golafshani (2003), validity and reliability relates to dependability, thoroughness and quality in research.

As suggested by Lincoln and Guba (1985), prolonged interview engagement, probing and triangulation techniques were employed alongside use of stimuli to achieve stability, consistency and predictability. According to Corbin and Strauss (2008), tabulation and ensuring complete transcription of data is also a way of ensuring reliability is achieved. The researcher checked to ensure all the recorded interviews were transcribed and included in the final report.

Ethical and practical issues in data collection were addressed through informed consent and transcription. For practical issues, each questionnaire was accompanied by an introduction letter addressing the purpose of the study and anonymity of responses. As for ethical issues, participants were asked to give consent via information sheet and consent form prior to the interviews. Asking participants to confirm agreement to participate in research helps to ensure they are made aware of the study to which their views and opinions are to be collected (Wiles et al., 2007). Most importantly, a written

consent was obtained as a way of protecting the researcher from possible allegations by participants.

Privacy issues which refer to the rights of participants to keep some information away from the public were also respected by the researcher through reporting group responses instead of individual responses. Issues of data confidentiality were ensured by referring to participants by unique numbers rather than names. The idea of anonymity was therefore employed whereby participants were requested to provide information without revealing much of their personal details.

Consequently, the researcher's responsibility was also taken into consideration whereby the researcher was sensitive to respondent's dignity throughout the research process. The researcher therefore ensured accuracy of information and that results and finding were based on data gathered with shortcomings accurately reported in the final report.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The section gives an explanation on how the data was analyzed, the results and their interpretations. The analysis is structured in such a way that it starts with a description of the response rate, bio data and that of the constructs dealt with and then a descriptive statistic of frequencies and percentages, mean and standard deviations and analysis of the study variables is presented. The analysis is both quantitative and qualitative based on all sections of the questionnaires and the interview guides.

4.2 Response Rate

The study targeted seven (7) managers, forty-four (44) employees and one hundred and forty-three (143) customers using an online survey. Equally, six (6) managers and ten (10) customers were interviewed. The selected sample included different level employees along with customers providing a comprehensive set of information about the strategic communication aspects, culture and culture change practices. The exact sample size was one hundred and ninety-four (194) respondents. The implication is that one hundred and ninety-four (194) questionnaires were mailed to the respondents, out of which one hundred and twenty-three (123) were returned. Six (6) managers, forty (40) employees and seventy-seven (77) customers responded and returned their questionnaires. This amounted into a response rate of 63%. Considering that questionnaires from all the sub-groupings of the respondents were received, there was no possible issue of misrepresentation. The response rate was therefore regarded as representative and adequate. The analysis is as given in Table 4.1.

Table 4.1

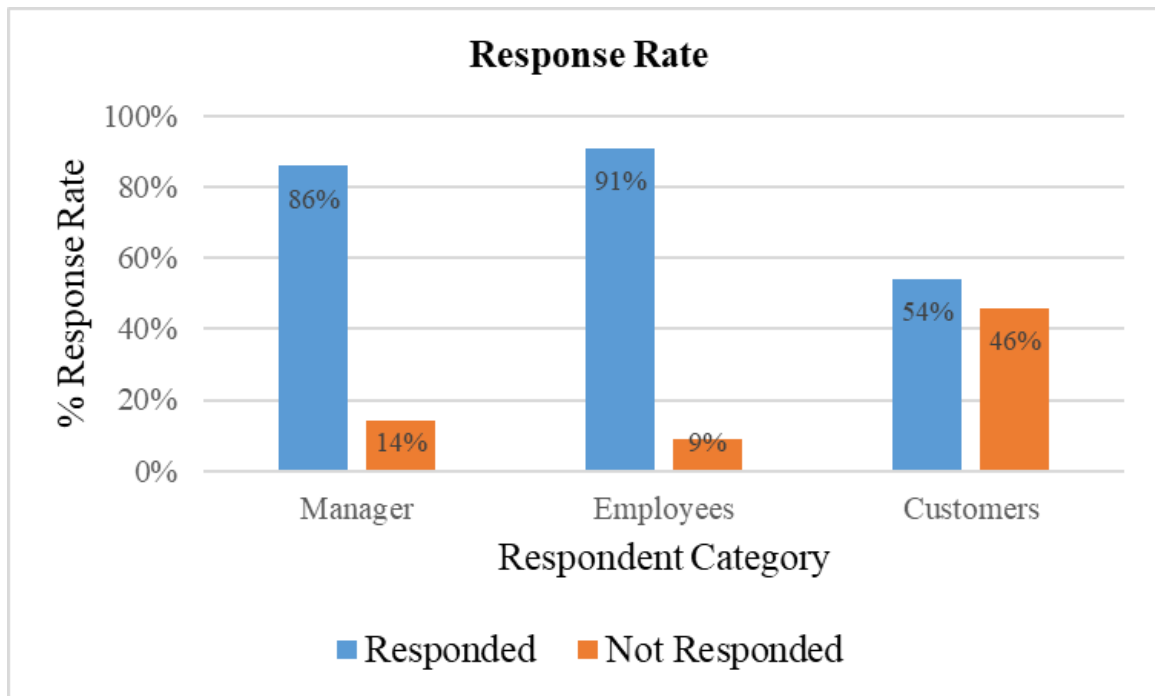
Response Rate

Category	Managers		Employees		Customers	
	Number	(%)	Number	(%)	Number	(%)
Responded	6	86	40	91	77	54
No Response	1	14	4	9	66	46
Total	7	100	44	100	143	100

From the analysis, the response rate for this study was considered adequate especially given the fact that the respondents were from all the categories of the population targeted. The highest response rate was realized among the employees with 91% response rate followed by managers at 86% and that of customers being 54% as given in the Figure 4.1, below:

Figure 4.1

Response Rate



4.3 Demographics

Regarding employees, the researcher intended to get responses regarding how long the employees have been working for Esri-EA. The findings in Figure 4.4 indicate that the majority of the employees making 67% had worked for between 1-5 years while 25% of the respondents had worked for between 6-10 years. Those who had worked for a period above 11-15 years accounted for 5% of the respondents with the least representation being the employees that had worked for above 15 years making up 3%. The findings indicate a balanced representation reflecting that the data gathered was credible, valid and good to be analyzed to examine the intended objectives. Additionally, corporate culture change occurs over a period of time thus it's perceived that the varied length of service would help bring out culture change aspects as well as communication practices of the organization.

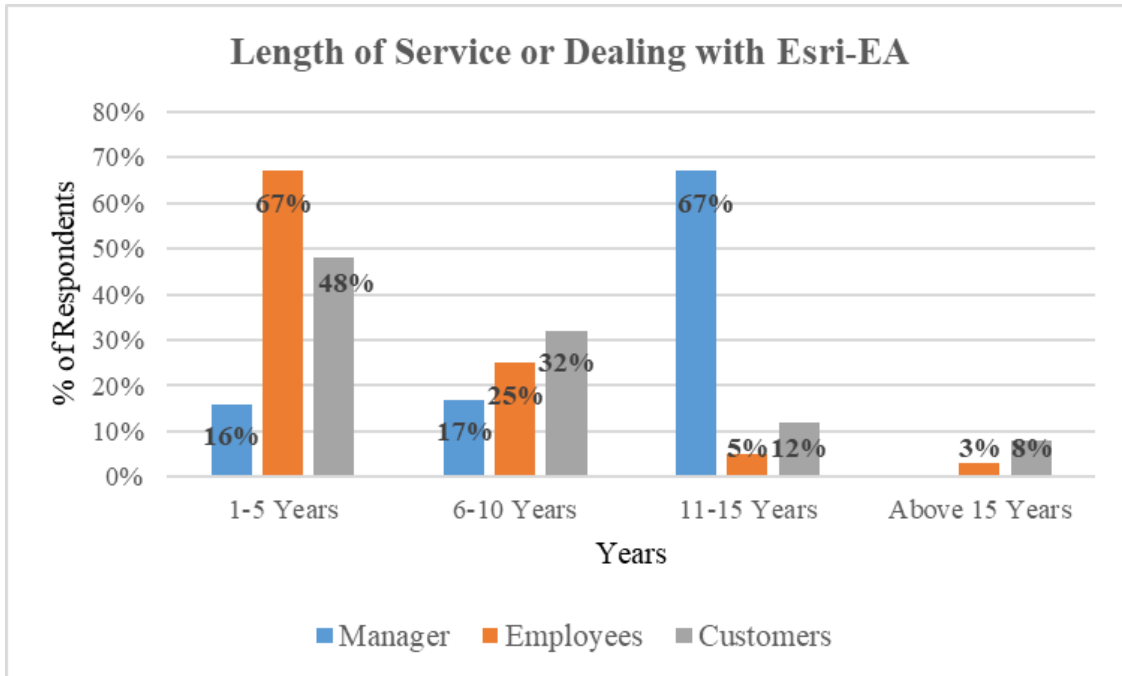
Regarding the managers, the results in Figure 4.2 indicate that the majority of the managers making up 67% of the respondents had worked for the company for between 11-15 years. Those who had worked for a period 6-10 years accounted for 17% and 16% had worked for between 1-5 years. It was however found that none of the managers had worked for above 15 years. The findings indicate that the managers had worked for a reasonable period of time to enable them to give credible and reliable responses regarding the subject under study.

Regarding the length of period that the customers had been dealing with Esri-EA, the study found that the majority of the customers representing 48% had dealt with the company for between 1-5 years while 32% had dealt with the company for between 6-10

years. The study findings also indicate that 12% of the respondents had dealt with the company for a duration of 11-15 years with only 8% having dealt with the company for a duration above 15 years. The analysis is as given in Figure 4.2.

Figure 4.2

The Length of Service or Dealing with Esri-EA



4.4 Corporate Culture

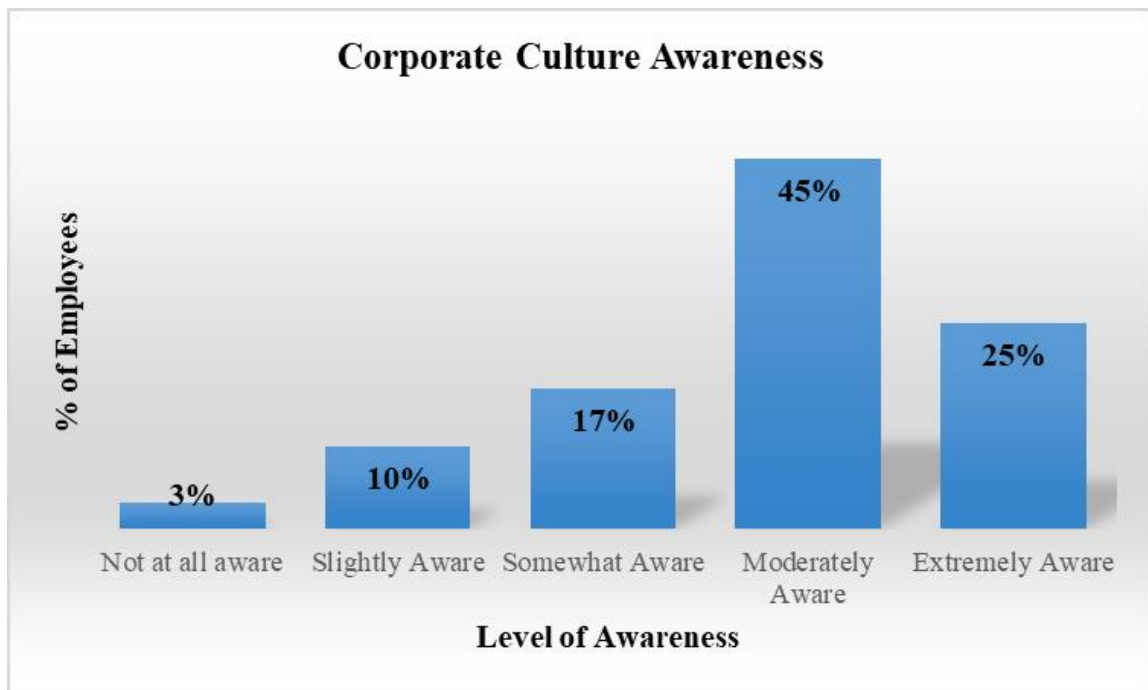
The concern for the researcher was to establish culture awareness among managers, employees and customers of Esri-EA, how they discovered the corporate culture of the organization, description of the corporate culture and factors that determine the effectiveness of the culture at Esri-EA. Knowledge of the corporate culture would improve communication that acts as a significant tool for understanding culture change. The analysis covered the views of employees, managers and customers.

4.4.1 The View of Employees

Regarding awareness of the employees, the majority of the employees representing 45% were moderately aware of the company's culture followed by 25% that were extremely aware with 17% being somehow aware. The findings indicate that only a smaller percentage representing 10% were slightly aware with 3% being not aware at all. The implication is that there was cultural awareness among the majority of the employees meaning they would understand dynamics of the culture change over time. The analysis is as given in Figure 4.3.

Figure 4.3

Corporate Culture Awareness



The respondents were also asked to indicate which statement best expressed how they identified organizational culture at Esri-EA. The aim was to establish culture communication from the perspective of the employees. The findings in Table 4.2 establish that the majority of employees identified the culture of the organization through

observation of the company activities, communication relayed on culture and induction of new employees by the company each with a mean of 2.9 (SD=.44144), 2.7 (SD=.72324) and 2.6923 (SD=.69410) respectively. This was followed by the employees examining available policies with a mean of 2.6750 (SD=.72986) and then looking at other employees with a mean of 2.55 (SD=.81492). The fact that employees rely on looking at signage around the office had a mean of 2.4615 (SD=.85367) with the least source of culture identification being looking at the company office space having a mean of 2.0513 (SD=.97194). The variable with the highest mean implies the most favorable approach through which most employees got communication about the culture of Esri-E.A.

Table 4.2

Corporate Culture Identification

Variable	N	Mean	Std. Deviation
I look at other employees	40	2.5500	.81492
I observe company activities	40	2.9000	.44144
I look at the company office space	40	2.0513	.97194
I examine available policies	40	2.6750	.72986
I look at company signage around the office	40	2.4615	.85367
Through company induction of new employees	40	2.6923	.69410
From communication relayed on culture	40	2.7000	.72324
Valid N (List wise)	40		

The employees were also asked to indicate how they would best describe culture at Esri-E.A. The basis of culture description relies on effective understanding and identification of the culture. The results as given in Table 4.3 indicate that many of the employees strongly agree that the culture is customer-oriented, followed by those in

agreement that there is a culture of integrity and then a result-oriented culture with means of 4.1 (SD=.70892), 3.9750 (SD=.94699) and 3.9 (SD=.98189) respectively. The employees also agreed that the organization has a culture of collaboration with a mean of 3.7436 (SD=.88103) followed by detail-oriented culture at 3.7 (SD=.85335) and the least being community based culture with a mean of 3.2564 (SD=.96567). The overall mean for culture description is 3.7301 implying that the employees agree about an existing corporate culture, indicating awareness of the same culture.

Table 4.3

Description of the Corporate Culture

Description	N	Mean	Std. Deviation
Adoptability	40	3.4359	.85208
Collaboration	40	3.7436	.88013
Community	40	3.2564	.96567
Customer oriented	40	4.1000	.70892
Integrity	40	3.9750	.94699
Result oriented	40	3.9000	.98189
Detail oriented	40	3.7000	.85335
Valid N (List Wise)	40	3.7301	

Finally, the researcher sought the employee’s opinion to indicate which factors they feel determine the effectiveness of the culture at Esri-EA. The study findings are indicated in Table 4.4. They indicate that most of the employees are in agreement that consistency of actions is the main determinant, followed by coordination among employees and then agreement about values given by 3.6 (SD=.92819), 3.5897 (SD=.93803) and then 3.575 (SD=.87376) respectively. Employees also agreed to

comfort in suggesting ideas with a mean of 3.0513 (SD=.1.14590) and the least being trust among employees with a mean of 2.9 (SD=.95542). The general implication is that employees agree that the factors in Table 4.4 determine effectiveness of culture.

Table 4.4

Factors that Determine the Effectiveness of the Culture at Esri-EA

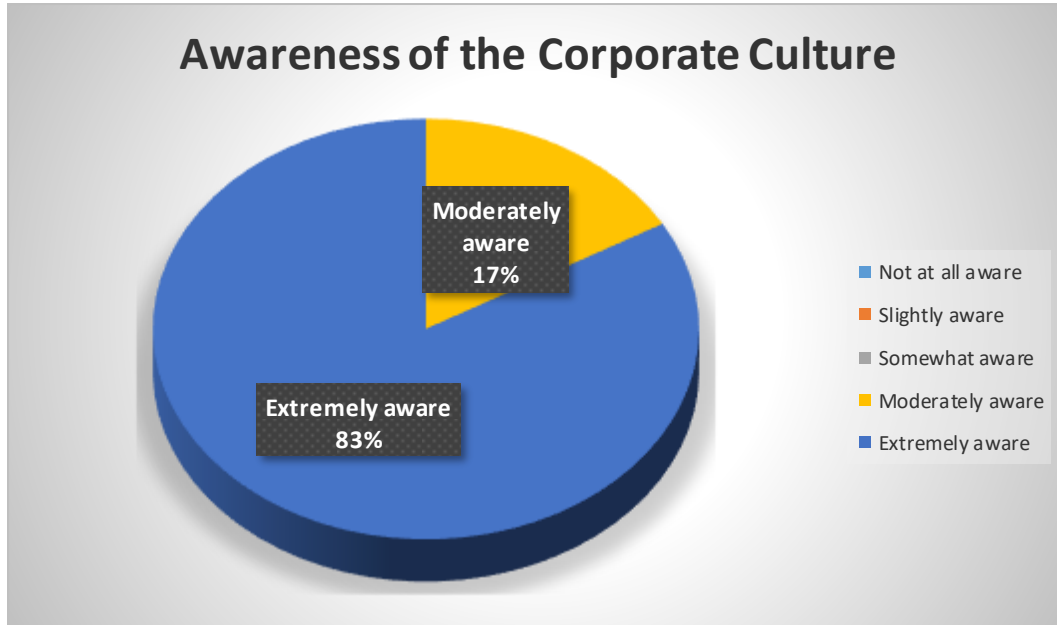
Factors	N	Mean	Std. Deviation
Agreement about values	40	3.5750	.87376
Consistency of actions	40	3.6000	.92819
Coordination among employees	39	3.5897	.93803
Employees are comfortable to suggest ideas	39	3.0513	1.14590
Trust among employees	40	2.9000	.95542
Valid N (List wise)	38		

4.4.2 The View of Managers

The managers were asked regarding the extent to which they are aware of the corporate culture at Esri-EA. Figure 4.8 indicates that 83% of the managers are extremely aware of the corporate culture while 17% have moderate awareness. The general implication is that this would have a positive impact on its communication to the other employees during meetings, seminars and training. The analysis is as given in Figure 4.4.

Figure 4.4

Awareness of the Corporate Culture



The researcher also intended to find out how the managers identified the corporate culture of Esri-EA. The analysis as given in Table 4.5 and Figure 4.9 indicate that the majority of the managers representing 80% agree that they identified with organizational culture through observing other employees, observing company activities, through company induction programs for new employees and from communication relayed on culture. The findings also indicate that 60% learnt about the culture through examination of available company policies with only 40% agreeing to have learnt about the culture from looking at the company office space and company signage around the office. The findings further indicate that communication of company culture is not popular through examination of company policies, looking at company office space and company signage around the office. The findings are summarized as given in Table 4.5 and Figure 4.5:

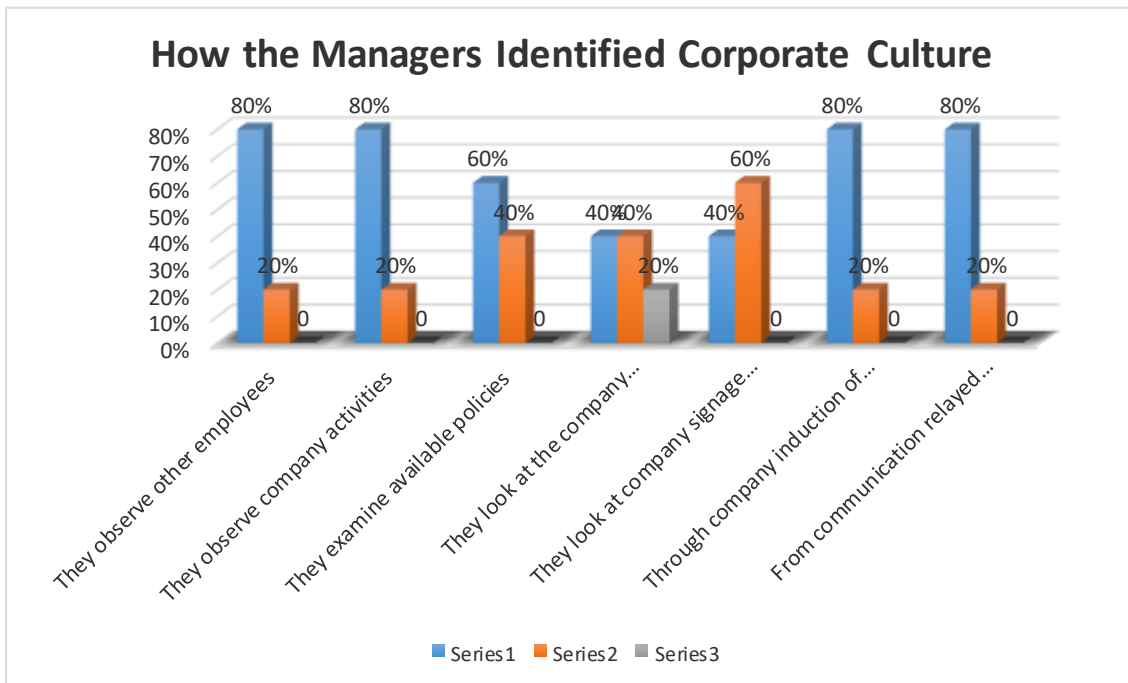
Table 4.5

How the Managers Identified Corporate Culture

How employees identify with organizational culture	Yes	No	Don't Know
They observe other employees	80%	20%	Nil
They observe company activities	80%	20%	Nil
They examine available policies	60%	40%	Nil
They look at the company office space	40%	40%	20%
They look at company signage around the office	40%	60%	Nil
Through company induction of new employees	80%	20%	Nil
From communication relayed on culture	80%	20%	Nil

Figure 4.5

How the Managers Identified Corporate Culture



The managers were asked to explain how they best describe the organizational culture at Esri-EA. The findings are as indicated in Table 4.6:

Table 4.6

Description of Corporate Culture

	N	Mean	Std Deviation
Adoptability	6	3.7500	.50000
Collaboration	6	3.8000	.83666
Community	6	3.6000	.54772
Customer oriented	6	3.8000	1.09545
Integrity	6	4.7500	.50000
Result oriented	6	4.4000	.54772
Detail oriented	6	3.8000	.83666
Valid N (list wise)	6		

The findings indicate that the majority of the managers describe the culture as integrity, followed by result-oriented and then being collaborative and customer-oriented as well as detail-oriented mean of 4.75 (SD = .5), 4.4 (SD = .54772), 3.8 (SD = .83666) and 3.8 (SD = 1.09545). Managers also stated that the corporate culture is of adaptability with a mean of 3.75 (SD = .5). The implication is that managers have knowledge of the nature of the culture making it easy to communicate it to influence positive culture change.

Lastly, the managers were asked to indicate which factors determine the effectiveness of culture at Esri-EA in the context of the firm's current culture. The findings indicate that the majority of the managers agree that the determinants of culture effectiveness include agreement about values, consistency of actions and trust among

employees all having a mean of 3.8. This was followed by willingness to report unethical behavior and then coordination among employees with the least determinant being employees comfort in suggesting ideas each with a mean of 3.6, 3.4 and 3 respectively.

Table 4.7

Determinants of Effectiveness of the Culture

Variable	N	Mean	Std. Deviation
Agreement about values	6	3.8000	1.30384
Consistency of actions	6	3.8000	.83666
Coordination among employees	6	3.4000	1.51658
Employees comfort in suggesting ideas	6	3.0000	1.22474
Trust among employees	6	3.8000	.83666
Willingness to report unethical behavior	6	3.6000	1.14018
Valid N (List wise)	6		

4.4.3 The View of Customers

The researcher made inquiry to establish the extent to which the customers are aware of the corporate culture at Esri-EA. The analysis is as given in Figure 4.6.

Figure 4.6

Awareness of the Corporate Culture



The findings indicate that the majority of the customers making up 34% were moderately aware followed by a representation of 27% who were somewhat aware and then 20% who were slightly aware. Only 10% of the respondents were not aware at all while 9% were extremely aware. The implication is that there is awareness among the customers of Esri-EA regarding her culture. This reduces possible resistance to culture change as long as effective communication is undertaken.

The customers were also asked to identify the statement that best describes the corporate culture at Esri-EA based on the given rating scale. The findings are as indicated in Table 4.8:

Table 4.8*Corporate Culture Description*

	N	Mean	Std. Deviation
Adoptability	77	3.7733	.64877
Collaboration	77	4.0000	.82178
Community	77	3.7089	.70077
Customer oriented	77	4.2025	.74040
Integrity	77	3.9870	.69762
Result oriented	77	4.0385	.78031
Detail oriented	77	3.8987	.76116
Valid N (List Wise)	77		

The findings indicate that a large representation of the customers largely agreed that the culture at Esri-EA is customer-oriented, result-oriented and then collaborative with means of 4.2025 (SD=.74040), 4.0385 (SD=.78031) and 4 (SD=.82178) respectively. Other customers also fairly agreed that the culture is of integrity, detail-oriented and adoptable with means of 3.9870 (SD=.69762), 3.8987 (SD=.76116) and 3.7733 (SD=.64877) respectively. The least agreed was the community-based culture with a mean of 3.7089 (SD=.70077). The findings imply that the culture is largely described as customer-oriented, result-oriented and collaborative.

Lastly, regarding corporate culture identification, the customers were asked to indicate the statement that best expresses the corporate culture at Esri-EA according to them. The findings are presented in Table: 4.9 and Figure 4.7.

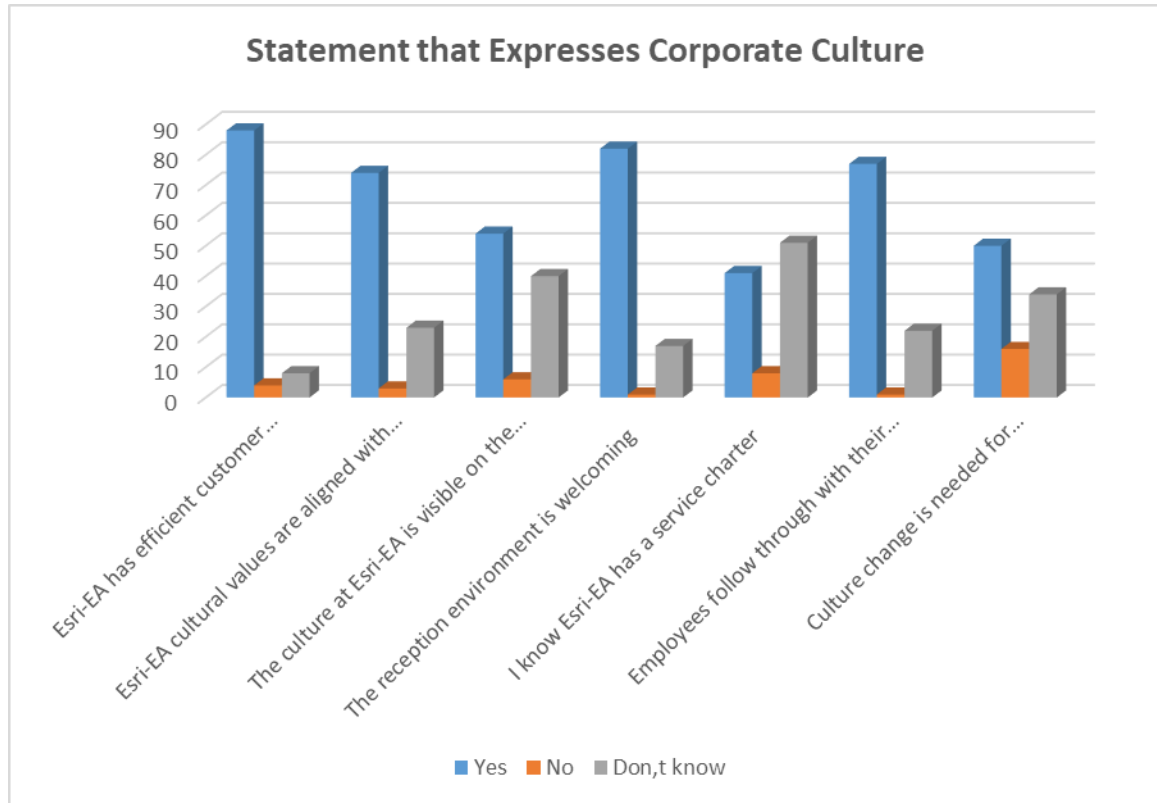
Table 4.9

Corporate Culture Identification

Corporate Culture Statements	Yes	No	Don't Know
Esri-EA has efficient customer interactions	88	4	8
Esri-EA cultural values are aligned with customer needs	74	3	23
The culture at Esri-EA is visible on the website	54	6	40
The reception environment is welcoming	82	1	17
I know Esri-EA has a service charter	41	8	51
Employees follow through with their promises	77	1	22
Culture change is needed for collaboration	50	16	34

Figure 4.7

Corporate Culture Identification



The findings indicate that the majority of the customers agree that corporate culture of Esri-EA is identified through efficient customer interactions, alignment of cultural values with customer needs, existence of a welcoming reception environment and the fact that employees follow through with their promises. The customers however do not know the role played by the service charter and visibility of the culture on the website in describing the culture.

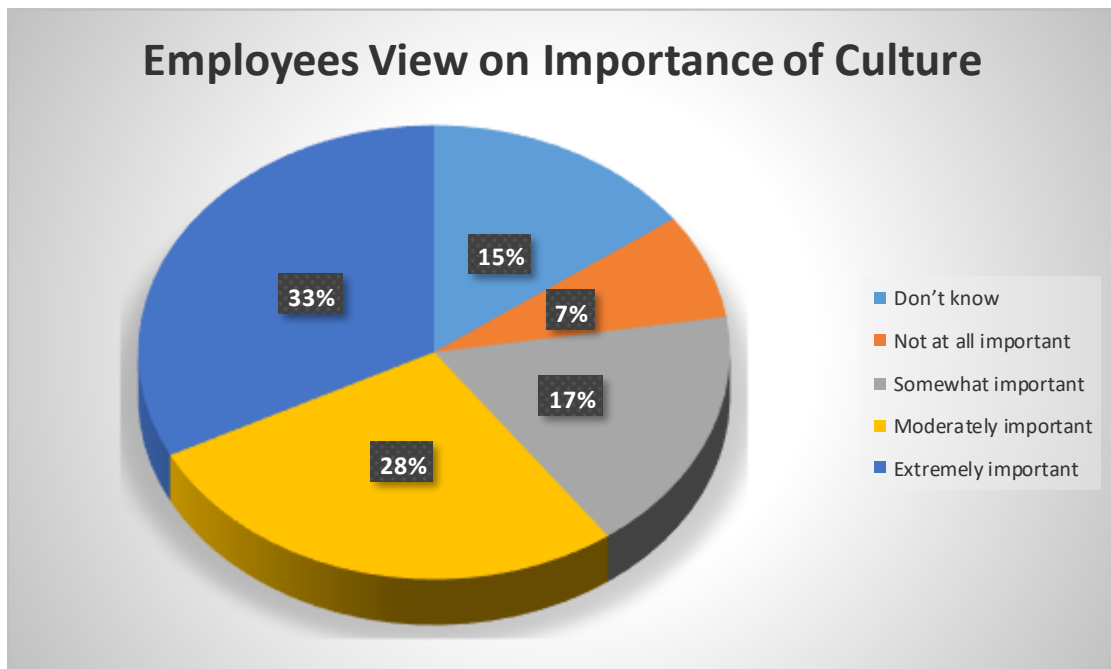
4.5 Culture Change

4.5.1 Importance of Corporate Culture

The researcher sought to establish how important the employees and managers believe corporate culture is at Esri-EA. The response by employees is illustrated in Figure 4.8.

Figure 4.8

Employees View of Importance of Culture Change

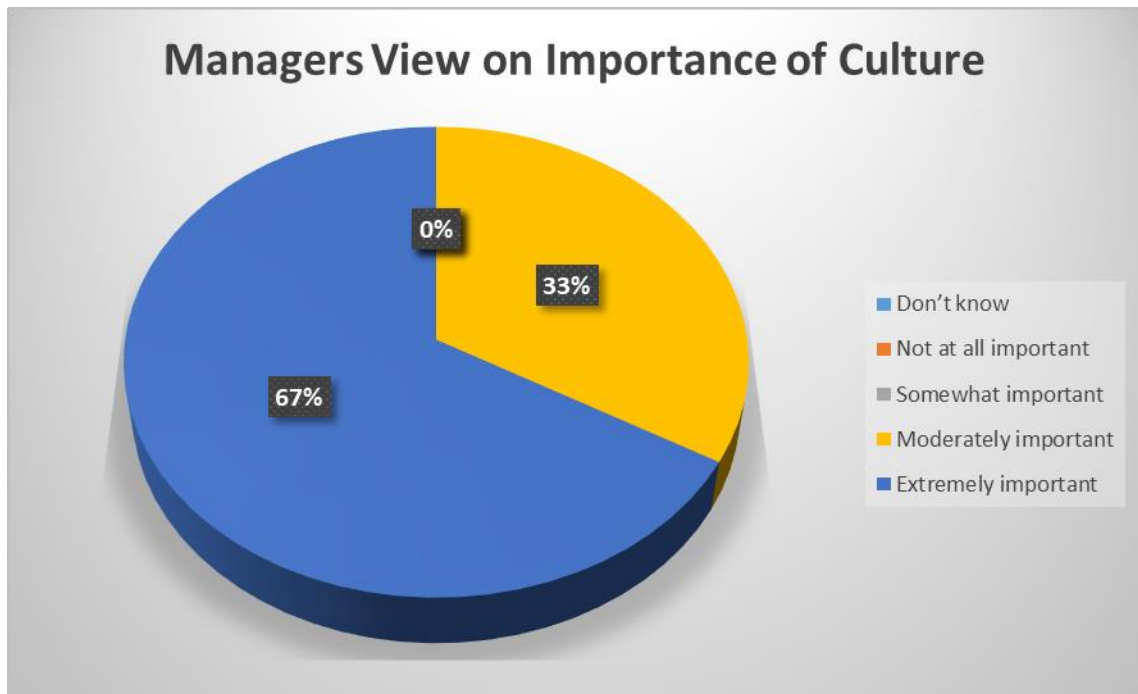


The findings indicate that the majority of the employees representing 33% believe that corporate culture is extremely important, while a representation of 28% believe that it is moderately important and 17% are of the view that it is somewhat important. Only 7% do not know the importance of corporate culture while 15% are of the view that it is not important at all.

From the managers' point of view, 67% forming the majority of the representation agreed that corporate culture is extremely important while 33% were of the opinion that it is moderately important. The implication is that managers of the company are of the opinion that corporate culture is very important to Esri-EA. The analysis is as presented in Figure 4.9.

Figure 4.9

Managers View on Importance of Corporate Culture



4.5.2 Expression of the Corporate Culture

The employees were asked to indicate which statement best expresses the corporate culture at Esri-EA. The response as given in Table 5.3 indicates that the majority of the employees were of the view that the company has efficient workplace interactions and there is a need to invest in developing the culture. They were also in agreement that cultural values of the company are aligned with their business needs and that culture change is needed for company growth. The analysis is also given in Table 5.0.

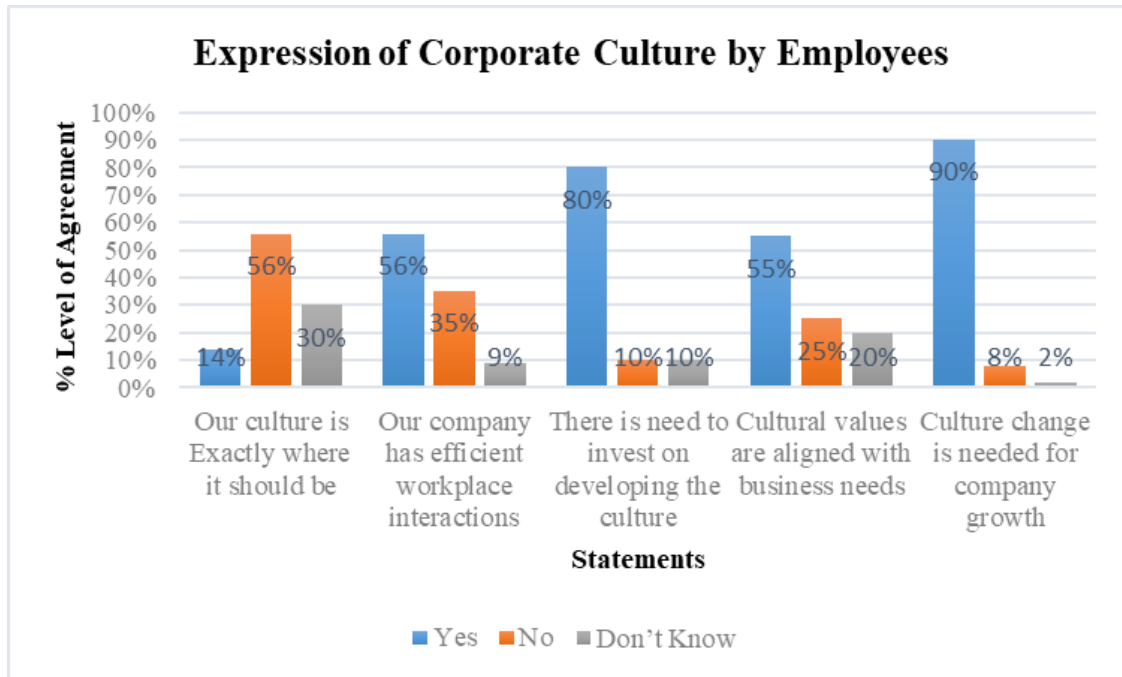
Table 5.0

Expression of the Corporate Culture by Employees

Corporate culture at Esri-EA	Yes	No	Don't Know
Our culture is exactly where it should be	5	23	12
Our company has efficient workplace interactions	23	14	3
There is need to invest on developing the culture	32	4	4
Cultural values are aligned with our business needs	22	10	8
Culture change is needed for company growth	36	3	1

Figure 5.0

Expression of the Corporate Culture by Employees



The study findings also indicate that managers view the culture as expressed in efficient workplace interactions and the need to invest on developing the culture. They also indicated an agreement that the cultural values of the company are aligned with their business needs and the fact that culture change is needed for company growth. The analysis is given in Table 5.1 and Figure 5.4. The implication of the findings is that both the employees and the managers are aware of the corporate culture and can best describe it for effective communication and culture change dynamics.

Table 5.1

Expression of the Corporate Culture by Managers

Corporate culture at Esri-EA	Yes	No	Don't Know
Our culture is exactly where it should be	1	5	0
Our company has efficient workplace interactions	5	1	0
There is need to invest on developing the culture	6	0	0
Cultural values are aligned with our business needs	4	2	0
Culture change is needed for company growth	6	0	0

Figure 5.1

Expression of the Corporate Culture by Managers



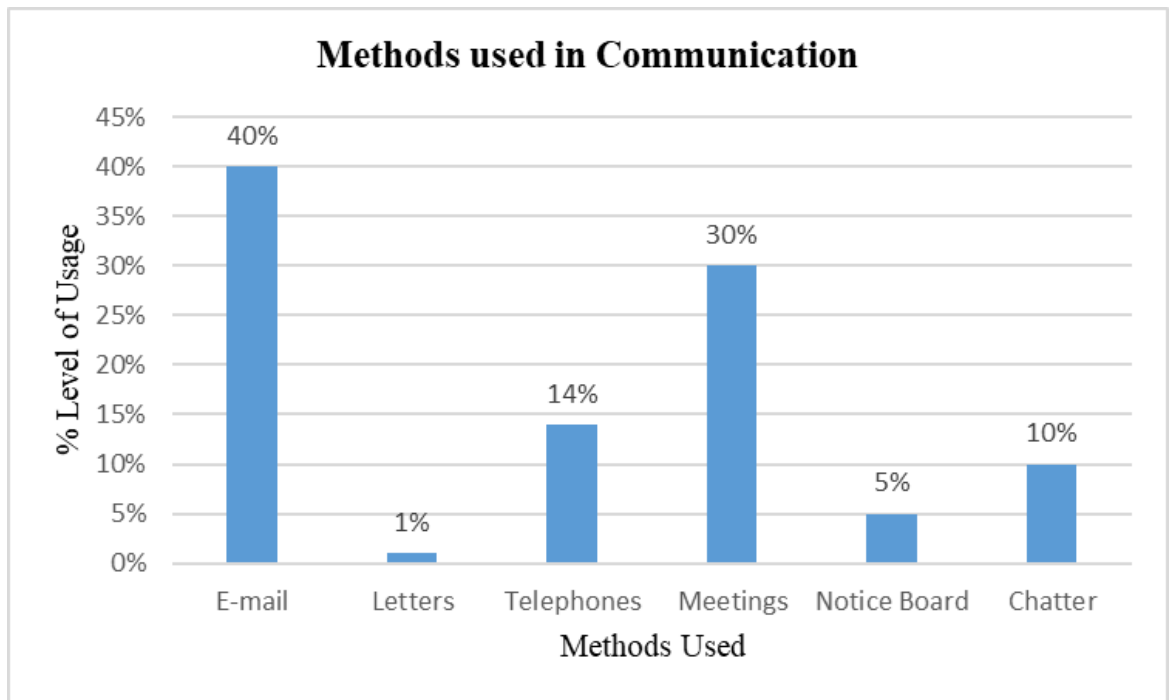
4.6 Strategic Communication

4.6.1 Methods Used in Communication

The employees were asked to indicate the methods that are often used by Esri-EA in communication. The findings are summarized in Figure 5.2.

Figure 5.2

Methods of Communication



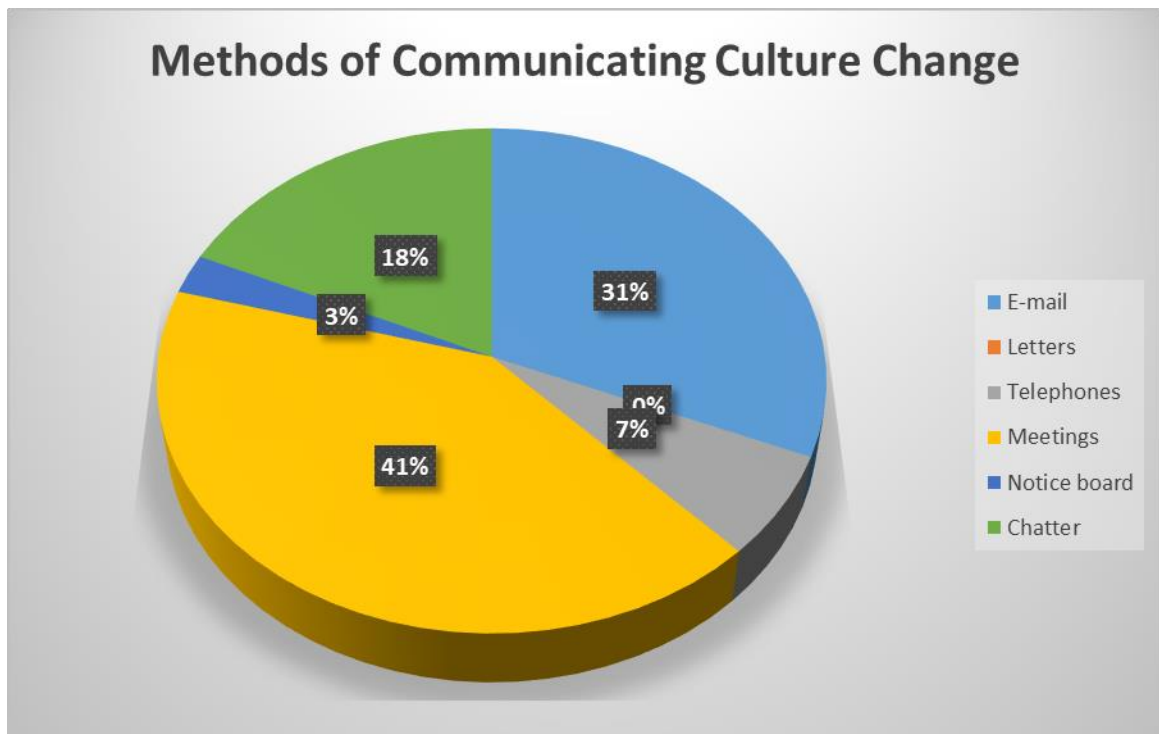
The findings in Figure 5.2 indicate that the majority of the employees were of the opinion that the most used method of communication was email. This was followed by the use of meeting, telephones and then charter. The methods that were least used included letters and notice boards. The implication is that despite the other methods, emails, meeting, telephones and charter were indicated as the best methods as used by the company in communication.

4.6.2 *Methods in Communicating Culture Change*

The employees' opinions were sought regarding the best method the company uses to communicate culture change. The findings are indicated in Figure 5.3 showing that meeting was the most used method at 41%, followed by email at 31% and then organization charter at 18%. The least used methods included telephones and notice board given at 7% and 3%.

Figure 5.3

Methods of Communicating Change



4.6.3 *Communication Practices during Culture Change*

The employees were asked to indicate their level of agreement with respect to the given statements on the communication during the change process at Esri-EA. The findings indicate that there was high level of agreement that the managers know how their positions help to achieve company objectives, followed by the fact that they know

Esri-EA has a service charter that guides customer interactions with means of 4.2308 (SD = .74203) and 4.0513 (SD=.64680) respectively. The employees also agreed that plans for change are communicated and that they often ask questions to understand any organizational change having means of 3.5526 (SD=.82846) and 3.5385 (SD=.88396) respectively. Further the respondents agreed that organizational information is relayed regularly, they are satisfied with the company’s communication and that communication of change is clear each having means of 3.4103(SD=.88013), 3.1538 (SD=.93298) and 3.1053 (SD=1.06007). The analysis is as given in table 5.2:

Table 5.2

Communication Practices During Culture Change

Variables	N	Mean	Std. Deviation
Organizational information is relayed regularly	40	3.4103	.88013
I know how my position helps in achieving company objectives	40	4.2308	.74203
Plans for change are communicated	40	3.5526	.82846
Communication of change is clear	40	3.1053	1.06007
I feel that my opinion is valued	40	3.0256	1.06344
I often ask questions to understand any organizational change	40	3.5385	.88396
I know Esri-EA has a service charter that guides customer interactions	40	4.0513	.64680
I am satisfied with the company’s communication	40	3.1538	.93298
Valid N (list wise)	40	3.5085	

The managers were also asked to indicate their level of agreement or disagreement with respect to communication practices during culture change at Esri EA.

The findings are as indicated in Table 5.3.

Table 5.3

Managers' View on Communication Practices at Esri-EA

Communication Practices at Esri-EA	N	Mean	Std. Deviation
Esri-EA has a communication strategy that informs decision making	6	3.0000	1.41421
I believe employees understand their roles	6	3.6000	.89443
My method of communicating with staff is effective	6	3.2000	.44721
I feel that staff know the culture at Esri-EA	6	3.2000	1.30384
I believe that employees are committed	6	3.6000	1.14018
Additional communication training would benefit me	6	4.2000	.83666
Public perception of Esri-EA is important to me	6	4.6000	.54772
I know Esri-EA has a service charter that guides customer interactions	6	4.6000	.54772
I am satisfied with the company's communication	6	2.8000	1.64317
Valid N (List wise)	6	3.6444	

The findings indicate that the managers strongly agree that public perception of Esri-EA is important to them, that they know Esri-EA has a service charter that guides customer interactions and that additional communication training would benefit them with a mean of 4.6 (SD=.54772), 4.6 (SD=.54772) and 4.2 (SD=.83666) respectively. The managers also agreed that employees understand their roles; employees are committed, they have effective method of communicating with staff; they feel that the staff know the culture at Esri-EA and that Esri-EA has a communication strategy that

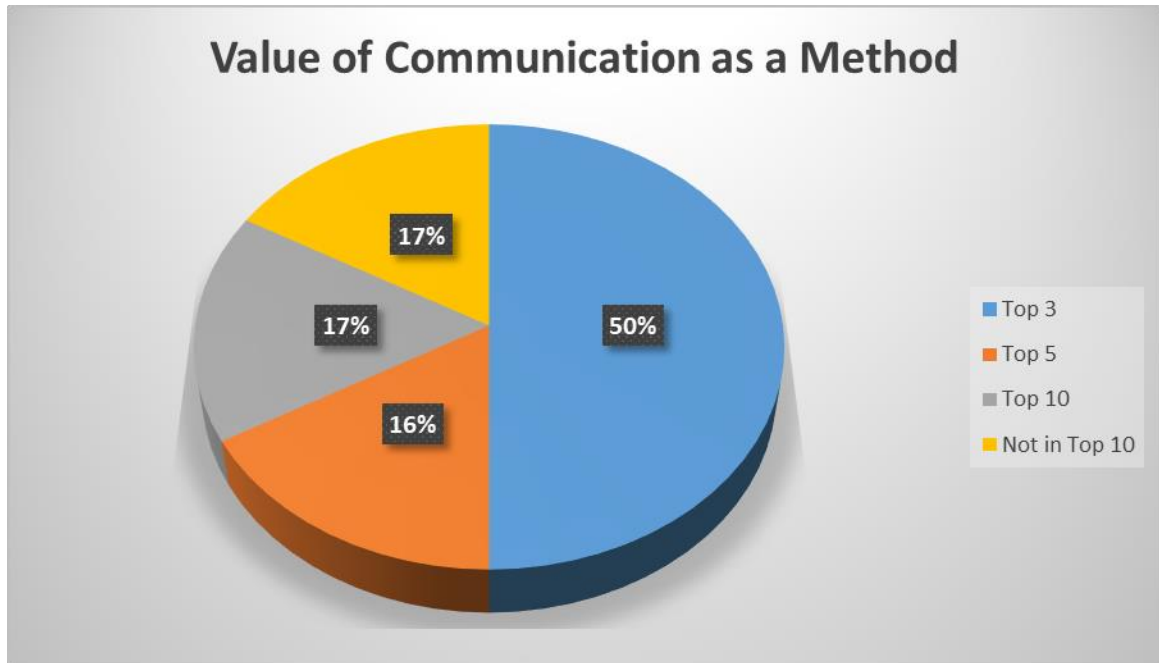
informs decision making each having a mean of 3.6 (SD=.89443), 3.6 (SD=1.14018), 3.2 (SD=.44721), 3.2 (SD=1.30384) and 3.0 (SD=1.41421) respectively. The managers however had a neutral opinion about their satisfaction with the company's communication. Generally, the findings indicate that the managers are in agreement that the communication practices are in place as part of communicating corporate culture change.

4.6.4 The Value of Communication by Managers

Figure 5.4 shows that in terms of all of the things that make the company valuable, 50% of the managers were of the opinion that communication falls among the top three valuable things. 17% however were of the opinion that it falls in top 10 as well as out of top 10. Only 16% were of the opinion that it falls among the top 5 most valuable things. The implication is that communication is strongly valuable as a tool for communicating culture change.

Figure 5.4

Value of Communication by Managers



4.6.5 Utilization of Strategic Communication

The managers were asked to indicate the extent to which strategic communication is utilized at Esri-EA. The findings indicate that 67% of the managers agreed that strategic communication is somewhat utilized by the company while 17% ascertain that it is moderately utilized with 16% being of the opinion that it is slightly utilized. The analysis is as given in Figure 5.5.

Figure 5.5

Utilization of Strategic Communication



Further, the managers were asked to indicate their level of agreement or disagreement with respect to how Esri-EA uses strategic communication during the culture change process by use of the given statements. The basis is whether they strongly disagree, disagree, were neutral, agree or strongly agree. The findings as indicated in Table 5.4 shows that the managers strongly agreed that employees are informed after the change having a mean of 4.2 (SD=.44721). There was also an agreement that there is clear communication of the effects of the change in the company; company roles are clearly communicated during the change process; and there is encouragement of collaboration during change each having a mean of 3.6. The managers were also neutral on the fact that the company effectively announces change and there is explanation of

objectives of intended changes each having a mean of 3.4. The managers however disagreed that staff are involved during change with a mean of 2.6.

Table 5.4

Utilization of Strategic Communication

Utilization of Strategic Communication	N	Mean	Std. Deviation
Esri EA effectively announces change	6	3.4000	1.34164
We explain objectives of intended changes	6	3.4000	1.34164
We clearly communicate the effects of the change	6	3.6000	.89443
Roles are clearly communicated during the change process	6	3.6000	1.14018
We encourage collaboration during change	6	3.6000	.54772
We involve staff during change	6	2.6000	1.14018
Employees are informed after the change	6	4.2000	.44721
Valid N (list wise)	6	3.4857	

The overall mean of 3.4857 indicates that the managers are in agreement that Esri-EA utilizes strategic communication as a tool for culture change.

4.7 Summary of the Interviews

The managers were interviewed to get their views on corporate culture, strategic communication and the significance of strategic communication in culture change. Regarding corporate culture, interviewees were of the opinion that the culture at Esri-EA is customer focused with high level of employee involvement. They also indicated that the aspects of culture including a focus on vision and integrity helps them to focus on the key performance indicators effectively and improved confidence in task performance.

Further, the participants indicated that they learned about the culture through staff engagements, orientation to tasks, corporate events held occasionally by the company and storytelling with the other colleagues. Regarding communication, the managers interviewed indicated that they communicated mostly through emails and physical meetings. The interviewees also indicated that strategic communication is mostly affected by bad attitudes among employees, lack of flexibility in communicating deliverables and the methods used. On the basis of how strategic communication influences corporate culture change, the interviewees indicated that meeting, emails and charter are mostly used and that strategic communication is valuable in communication of culture change.

Customers of the company were also interviewed to get insights regarding strategic communication and culture change. Regarding strategic communication, the customers indicated that Esri-EA gets in touch with them frequently though based on demand and that it influenced their relationship with the company. They indicated a need for more communication from Esri-EA especially with the ever changing technology and Esri-EA products. They also indicated that the company communicates to them through emails, Microsoft teams and phone calls. The customers indicated that the communication process is adequate and relevant though depending on the information being relayed. They were however satisfied with the communication process. With respect to corporate culture, the customers interviewed indicated that the culture is customer-oriented, warm reception, teamwork, organized with clear institutional protocols. They indicated that strategic communication approaches have been effectively implemented in relationship with the customers, even though the process of communication is affected by institutional protocols that sometimes create delay as well

as poor timing of response and lack of adequate follow up. The customers interviewed however were of the view that emails are more effective in communicating new aspects of culture and in giving feedback adequately.

4.8 Discussion on Key Findings

As already presented the key findings were as discussed in this section. The findings on whether the results would be appropriate in explaining the culture of the organization was by no doubt affirmed by drawing responses from diverse groups. The study presented responses from varied groups of employees and customers with levels of service and interaction with the organization ranging from 1-15 years. The findings therefore indicated a balanced representation from the managers, employees and customers. These set of demographics corroborated with Grunig's (1992) assertion on studying culture among varied groups to bring out diversity, heterogeneity and inclusivity in cultural studies.

The findings on corporate culture at Esri-EA revealed that; result orientation, customer orientation, collaboration and integrity are largely what defines the corporate culture at Esri-EA as expressed through interactions and strategic communication practices. Most studies reviewed also highlighted these cultural values as the principal components of cultural values (O'Reilly, Chatman, & Caldwell, 1991; O'Reilly et al., 2014).

Further on what determines effectiveness of culture, both the managers and employees agreed that consistency of actions and agreement about values given were key to effectiveness of the corporate culture at Esri-EA. The study further revealed that a combination of norms and values were used by the organization to enhance effectiveness

and visibility of its culture. This combination of values and norms that are associated with an effective corporate culture share the same views as the notion of intensity discussed in the management literature on strong culture (O'Reilly, 1989; Chatman & Cha, 2003). This implies that for a culture to be strong and visible to an organization's publics, employees need to both agree upon what the cultural values are and to have a high level of intensity about the values so that they can achieve coherence in their action.

There were also factual observations that the organization had implemented various aspects of strategic communication including, use of different channels and messaging strategies. Most of the responses on the most utilized channels for communicating culture change issues revealed emails and meetings. These aspects of strategic communication have been echoed by other scholars like McCalman and Paton (2000) who advocated for customizing messages based on the target audience and selecting appropriate channels.

The findings also revealed that strategic communication is a valuable tool for implementing corporate culture change with responses indicating it as one of the top three most valuable things in the organization even though the available communication strategy moderately influenced decision making. Literature reviewed also shared in these findings that Esri-EA had various competitive strategies in place but were inadequate in implementation (Gatwiri, 2008) and that despite the key role of strategic communication, a majority of the organizations are yet to embrace it (Galpin, 1996).

On the challenges in uptake of strategic communication, the findings revealed that strategic communication is mostly affected by bad attitude among employees, lack of flexibility in communicating change deliverables and the methods used in

communication. Most of the testimonies of the customers on challenges related to strategic communication revealed that institutional protocols sometimes create delay as well as poor timing of response and lack of adequate follow up. The same sentiments are shared by Schneider (2015) who referred to the culture at Esri as one that is structured into segmented silos thus hindering effective communication.

This study has also reinforced Howard's (1970) concept of communication accommodation theory on how members of an organization can interact amongst themselves and with others in higher positions such as managerial levels. It was established that managers barely involved employees during change processes and that employees were only informed of the changes after they had been implemented. This could be a way of managers expressing their authority.

Ludwig's (1972) concept of interconnectedness of an organizations' elements was also depicted in the study where testimonies of customers revealed knowledge of the corporate culture at Esri-EA and its communication practices further adding that this indeed influenced their relationship. The study reinforced the idea of understanding an organization from a holistic perspective; considering customers as part of what makes the organization a whole is thus essential part of understanding a corporate culture.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the research findings and then presents conclusions and recommendations. It also gives analysis of the limitations experienced and the recommendations for future research.

5.2 Summary of Findings

The findings are based on the study objectives. The first objective was to examine aspects of corporate culture practiced by employees at Esri Eastern Africa. The study found that the majority of the employees representing 45% were moderately aware of the company's culture while 25% were extremely aware with 17% being somehow aware. This means that the majority of the employees were aware of the culture at Esri EA and they understand the dynamics of the culture change over time.

Further the findings were that the majority of the employees identified the culture of the organization through observation of the company activities, communication relayed on culture and then through induction of new employees by the company. The findings also indicate that the employees strongly agreed that the culture is customer-oriented, emphasizes on integrity and is result-oriented. Finally, the researcher found that consistency of actions is the main determinant of corporate culture followed by coordination among employees and then agreement about values given. From the interviews conducted, the employees, managers and customers were all in agreement that the corporate culture at Esri-EA is described on the basis of customer-orientation, integrity, result-orientation and adaptability.

The second objective was to determine the extent to which strategic communication is utilized at Esri Eastern Africa. The findings indicate that the majority of the employees were of the opinion that the most used method of communication was email. This was followed by meetings, telephones and charter. The methods that were least used included letters and notice boards. The implication is that despite the other methods, emails, meeting, telephones and charter were indicated as the best methods as used by the company in communication. In terms of how strategic communication is valued in communication of culture change, most of the managers were of the opinion that communication falls among the top three strongly valuable tools for communicating culture change. The study also found that public perception of Esri-EA is important and that the company has a service charter that guides customer interactions. The managers also agreed that employees understand their roles; employees are committed, they have effective methods of communicating with staff; they feel that the staff know the culture at Esri-EA and that Esri-EA has a communication strategy even though it least informs decision making practices as part of communicating corporate culture change.

The third objective was to establish the nexus between strategic communication and corporate culture change at Esri Eastern Africa. The study found that managers know how their positions help to achieve company objectives, followed by the fact that they know Esri-EA has a service charter that guides customer interactions. It was also established that plans for change are communicated and that employees often ask questions to understand any organizational change. Further, the study found that organizational information is relayed regularly, they are satisfied with the company's communication and that communication of change is clear. Generally, the finding was

that communication is used as a tool to facilitate culture change. The findings also indicate that the majority of the managers agreed that strategic communication is utilized by the company in culture change. The managers further indicated during the interview that strategic communication is a significant tool in reinforcing culture change.

The fourth objective was to identify challenges in uptake of strategic communication as a tool for culture change at Esri Eastern Africa. The findings were based on the interviews conducted on customers, employees and managers. From the interviews, it was established that challenges of strategic communication include lack of planning and inadequate understanding of the needs of the audience. The managers who were interviewed stated that inadequate planning affects choice of effective media and communication channels. The result of the interview also indicated that without clear organizational goals on each task, communication cannot be effective. The customers interviewed also indicated that poorly structured content as well as poor audience engagement are a hindrance to effective strategic communication. The employees also indicated that when managers fail to listen to the employees, it hinders strategic communication. The managers further indicated during the interview that the use of emails and intranet are effective faceless communication channels. Their argument was that when having a difficult message to share especially regarding culture change, one of the biggest challenges to effective communication in the workplace is stepping out and speaking to people face-to-face. This explains why they were of the view that emails and meetings are preferred.

5.3 Conclusion of the Study

Based on the research objectives, it can be concluded that employees at Esri-EA are aware of the corporate culture and that they practice different aspects of its culture including customer-orientation, they exercise integrity and are result-oriented and adaptable. Further it was concluded that strategic communication is a valuable tool for corporate culture change at Esri-EA. The study also concluded that consistency of actions, coordination among employees and agreement about values given are the main determinants of effective corporate culture. The study also concluded that email, meeting, telephones and charter are the key methods used in communication at Esri-EA. Regarding strategic communication of culture change, the study concluded that meeting was the most used method despite the fact that emails and organization charter were also used.

The study also concluded that strategic communication is a useful tool for communicating corporate culture change. This is achieved through communication of plans for change and that employees often ask questions to understand any organizational change. At Esri-EA, organizational information regarding culture change is relayed regularly and the employees are satisfied with the company's communication. The study finally concluded that there are a number of challenges in uptaking strategic communication as a tool for culture change at Esri Eastern Africa. The challenges include lack of planning, inadequate understanding of the needs of the audience, inadequate planning also affects choice of effective media, communication channels and lack of clear organizational goals on each task. The conclusions of the study are consistent with

the findings by Musyoka (2015) who concluded that the communication system in any organization is very vital to the survival and smooth running of the organization.

5.4 Recommendations of the Study

From the above-stated analysis and findings, the study makes the following nine (9) recommendations. These recommendations are regarded as vital in enhancing the role of strategic communication as a tool for corporate culture change. They are categorized into four major groups namely corporate culture and awareness based, strategic communication based, corporate culture and communication based and challenges based.

5.4.1 Corporate Culture and Culture Awareness Based

1. Even though it's established that there are other aspects that describe a corporate culture; result orientation, customer orientation, collaboration and integrity are largely what defines the corporate culture at Esri-EA as expressed through interactions and strategic communication practices. The study recommends that in planning for corporate activities, each quarterly activity should be aligned to the above values. In this regard each quarter should be assigned a specific activity: performance quarter, customer orientation quarter, collaboration quarter and integrity quarter. This will ensure alignment of cultural activities across the four quarters in each calendar year based on these cultural values.
2. There is a need to bridge the wide gap in culture awareness levels between the managers (83% are extremely aware) and employees (25% are extremely aware). Given that communication of cultural values is identified as one of the ways employees learn the corporate culture, managers at Esri-EA should develop a structured orientation plan alongside a communication plan to enhance effectiveness

of culture messages passed on to the employees. Further, employees largely assimilate culture through corporate events hence the study recommends that a 5% budget be set aside every year to promote culture based events such as team building and social sessions that encourage cultural value based storytelling at Esri-EA.

3. Customers largely identify the corporate culture at Esri-EA through their interactions with employees. However, the study established that they do not know the role played by the website in describing the culture. Given the crucial role of website in the current age as a storefront that allows visitors to see an organization in the virtual space so that they can make particular assumptions and create a given perception of the brand, the study recommends redesign of Esri-EA website and content to strongly bring out its cultural values and further enhance the awareness of the culture to its customers across the region hence reduce possible resistance to culture change.

5.4.2 Strategic Communication Based

4. Bearing in mind some of the strategic communication aspects such as channels used, clarity, feedback and timeliness of messages; the employees least agreed that their opinions are valued at Esri-EA. The study recommends that all cadres of staff should be involved in decisions and issues that affect their performance, for it will lead to positive organizational development. Consequently, Esri-EA should put in place an anonymous employee suggestion box and a weekly teams update system so that updates are sent to the managers and the rest of the team at the end of the week, hence managers know how their team is doing each week, and understand what they're working on.

5. Despite the recognition by managers of the crucial role of strategic communication as the top 3 most important things in the organization, it's barely used as a tool to inform corporate decisions. The level of satisfaction with communication practices at Esri-EA is also low based on this study, implying a need for review of elements in the communication strategy and redesign of its strategic communication practices to ensure they are tailored to the organizational goals and further to ensure they touch on key decision areas within the organization. The study recommends that the organization should assign the role of developing its communication strategy based on both academic and practical knowledge of the employee to ensure it draws from a common vision and practical aspects.

5.4.3 Strategic Communication and Corporate Culture Change Based

6. Although strategic communication is an important tool for culture change, employees at Esri-EA are only informed of any change after the change has been effected (mean of 4.2) and that they are least involved during the change process (mean of 2.6). The argument is that corporate culture change is needed but when it is badly communicated it will likely lead to poor performance and negative outcome. Consequently, managers should adapt a bottom up approach in communicating culture change issues as it allows employee involvement, free information flow and exchange of ideas across a widespread group. This points to companies such as Ernest & Young who were identified to have successfully used a bottom up approach in understanding aspects of the company and benefited by having a well-rounded perception before jumping to quick decisions that may not have a positive effect.

7. Whilst the company has put in place several mechanisms for communication such as email, telephone, meeting, Microsoft teams, charter and notice boards; the channels are underutilized as emails and meetings are largely used in culture change communication compared to the rest. Managers at Esri-EA should recognize that changing communication requires consistent messaging across multiple channels based on the messages and the target audience. The study recommends bi-annual capacity building sessions to staff and managers on available channels of communication to enhance their usage within the organization. Further, the sessions should be scheduled at the beginning of the year to equip them with the right communication tools and skillset and later at mid-year a second session should be conducted to help them stay current with information.

5.4.4 Challenges in Uptake of Strategic Communication Based

8. It is important that managers strive to eliminate barriers to communication identified as negative attitudes, lack of flexibility and use of inappropriate channels; in order to have effective communication in the organization. They must understand that effectiveness of communication is determined by customers, employees and managers. The study identified lack of proper planning as the cause of these barriers thus recommends that part of the organization's annual plans include intended communication activities across the year.
9. Esri-EA is largely project based with a dynamic product base as expressed during the interviews. The realization of company goals is highly dependent on teamwork and clear communication on task by task basis. Similarly, effective use of the company's products and adaptation of the constant product changes by its customers require

adequate communication across the organization. Therefore, the study recommends formation of cross-departmental teams to tackle individual projects to curb such barriers in communication between groups.

5.5 Limitations of the Study

This research highlights the role of strategic communication as a tool for corporate culture change in the geospatial industry. The findings are therefore only valid within the narrowly defined scope of the context, which is Esri-EA. Thus, the generalizability of the findings to other geospatial companies is unknown. The study tried to cover up for this limitation by getting responses from a larger percentage of the targeted population both from customers, employees and managers.

Another limitation of this study was that the researcher only received responses from one firm. The argument is that the perceptions and judgements of other firms' representatives were not included in the study and could have created a twist in the findings. The researcher however tried to focus on seeking opinions of many persons for reliability of the responses.

5.6 Suggestions for Further Research

From the study and related conclusions, the researcher concludes that further studies should be undertaken to exploit the use of effective communication strategies as public relations tools. The study also suggests a further study on the extent to which communication can be used as a means of improving customer care and satisfaction.

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APPENDICES
APPENDIX A: LETTER OF INTRODUCTION



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Kenya

OUR REF:
YOUR REF:

DATE: 28 July, 2020

TO WHOM IT MAY CONCERN

RE: OMONDI HELLEN ADHIAMBO - K50/12373/2018

This is to confirm that the above named is a bonafide student at the University of Nairobi, School of Journalism and Mass Communication pursuing Master of Arts degree in Communication Studies.

Ms. Adhiambo has completed her course work and is currently going to collect data for her research project leading to a Master of Arts Degree in Communication Studies.

Any assistance accorded to her will be highly appreciated.

A handwritten signature in blue ink, appearing to read 'Daisy Muthoni'.

Daisy Muthoni
Ag. Administrative Assistant
School of Journalism & Mass Communication

Dear Sir/Madam,

RE: Strategic Communication as a Tool for Corporate Culture Change in Geospatial Industry: The Case of Esri-EA

My name is Hellen Adhiambo Omondi, a graduate student at the University of Nairobi, School of Journalism and Mass Communication. I am currently conducting a study on; “Strategic Communication as a Tool for Culture Change in Geospatial Industry: The Case of Esri-EA,” as part of the partial fulfilment of the requirements for the degree of Master of Arts in Communications Studies. The study aims at developing an in-depth understanding of the role of strategic communication in culture change practices, and has chosen your organization as a research case. Your individual responses will be treated with utmost confidentiality and will be used for purposes of the academic research only. I am also willing to share with you the final report of the study if you wish to have a look.

Your kind assistance in providing responses for the study will be highly appreciated.

Yours Sincerely,

Hellen Omondi.

APPENDIX B: STRUCTURED QUESTIONNAIRES

Questionnaire for Employees

Part 1: Demographic

For how long have you been working for Esri-EA? (Please tick where appropriate)

1 - 5 years

6 - 10 years

11-15 years

Above 15 years

Part II: Corporate Culture

To what extent are you aware of the corporate culture at Esri-EA? (Please tick where appropriate)

Not at all aware

Slightly aware

Somewhat aware

Moderately aware

Extremely aware

The following statements indicate how individuals discover a corporate culture. Please indicate which statement best expresses how you identified your organizational culture at Esri-EA. (Please tick where appropriate)

How to identify Corporate Culture	Yes	No	Don't Know
I look at other employees			
I observe company activities			
I look at the company office space			
I examine available policies			
I look at company signage around the office			
Through company induction of new employees			
From communication relayed on culture			

Which of the following expressions best describe your corporate culture at Esri-EA?
(Please tick where appropriate)

Cultural Values	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adoptability					
Collaboration					
Community					
Customer oriented					
Integrity					
Result oriented					
Detail oriented					

In the context of your current culture, please indicate which factors determine the effectiveness of the culture at Esri-EA. (Please tick where appropriate)

Cultural Norms	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Agreement about values					
Consistency of actions					
Coordination among employees					
Employees are comfortable to suggest ideas					
Trust among employees					

Part III: Culture Change

How important do you believe corporate culture is at Esri-EA?

Don't know

Not at all important

Somewhat important

Moderately important

Extremely important

Please indicate which statement best expresses your corporate culture at Esri-EA: (choose best option)

Corporate culture at Esri-EA	Yes	No	Don't Know
Our culture is exactly where it should be			
Our company has efficient workplace interactions			
There is need to invest on developing the culture			

Cultural values are aligned with our business needs
 Culture change is needed for company growth

Part IV: Strategic Communication

The following are some of the methods used in communication. Please indicate which ones are often used by Esri-EA. (choose best options)

Change is communicated by means of:	Yes	No	Don't Know
Email			
Letters			
Telephones			
Meeting			
Notice board			
Chatter			

In your opinion, what is the best method of communicating culture change?

I prefer change communicated by means of:	Yes	No	Don't Know
Email			
Letters			
Telephones			
Meeting			
Noticeboards			
Chatter			

Please indicate your level of agreement or disagreement with respect to the following statements on the communication during change process at Esri-EA (Tick where appropriate)

Communication practices at Esri-EA	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Organizational information is relayed regularly					
I know how my position helps in achieving company objectives					
Plans for change are communicated					
Communication of change is clear					
I feel that my opinion is valued					
I often ask questions to understand any organizational					

change

I know Esri-EA has a service
charter that guides customer
interactions

I am satisfied with the
company's communication

Please add any further comments you might have

.....

Questionnaire for Managers

Part 1: Demographic

For how long have you been working for Esri-EA? (Please tick where appropriate)

1 - 5 years

6- 10 years

11-15 years

Above 15 years

Part II: Corporate Culture

To what extent are you aware of the corporate culture at Esri-EA? (Please tick where appropriate)

Not at all aware

Slightly aware

Somewhat aware

Moderately aware

Extremely aware

The following statements indicate how individuals discover a corporate culture. Please indicate which statement best expresses how employees identify with the corporate culture. (Please tick where appropriate)

How employees identify with organizational culture	Yes	No	Don't Know
They observe other employees			
They observe company activities			
They examine available policies			
They look at the company office space			
They look at company signage around the office			
Through company induction of new employees			
From communication relayed on culture			

Which of the following expressions best describe the organizational culture at Esri-EA? (Please tick where appropriate)

Cultural Values	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adoptability					
Collaboration					

Community
 Customer Oriented
 Integrity
 Result Oriented
 Detail Oriented

In the context of your firm's current culture, please indicate which factors determine the effectiveness of your culture at Esri-EA? (Please tick where appropriate)

Cultural Norms	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Agreement about values					
Consistency of actions					
Coordination among employees					
Employees comfort in suggesting ideas					
Trust among employees					
Willingness to report unethical behavior					

Part III: Culture Change

How important do you believe corporate culture is at your company?

Don't know

Not at all important

Somewhat important

Moderately important

Extremely important

Please indicate which statement best expresses your corporate culture at Esri-EA: (choose best options)

How to identify organizational culture	Yes	No	Don't Know
Our culture is exactly where it should be			
Our company has efficient workplace interactions			
There is need to invest on developing the culture			
Cultural values are aligned with our business needs			
Culture change is needed for company growth			

Part III: Strategic Communication

In terms of all of the things that make your company valuable, where would you place communication? (choose best option)

Top 3

Top 5

Top 10

Not in Top 10

To what extent is strategic communication utilized in Esri-EA? (Please tick where appropriate)

Not at all utilized

Slightly utilized

Somewhat utilized

Moderately utilized

Extremely utilized

Please indicate your level of agreement or disagreement with respect to the following statements on the communication during change process at Esri-EA (Tick where appropriate)

Communication practices at Esri-EA	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Esri-EA has a communication strategy that informs decision making					
I believe employees understand their roles					
My method of communicating with staff is effective.					
I feel that staff know the culture at Esri-EA					
I believe that employees are committed					
Additional communication training would benefit me					
Public perception of Esri-EA is important to me.					
I know Esri-EA has a service charter that guides customer interactions					

I am satisfied with the company's communication

Please indicate your level of agreement or disagreement with respect to the following statements on how Esri-EA uses strategic communication during culture change process (Tick where appropriate)

Utilization of strategic communication	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Esri-EA effectively announces change					
We explain objectives of intended changes					
We clearly communicate the effects of the change					
Roles are clearly communicated during the change process					
We encourage collaboration during change					
We involve staff during change					
Employees are informed after the change					

Please add any further comments you might have
.....

Questionnaire for Customer

Part I: Demographics

For how long have you been dealing with Esri-EA? (Please tick where appropriate)

1 - 5 years

6 - 10 years

11-15 years

Above 15 years

Part II: Corporate Culture

To what extent are you aware of the corporate culture at Esri-EA? (Please tick where appropriate)

Not at all aware

Slightly aware

Somewhat aware

Moderately aware

Extremely aware

Which of the following expressions best describe the corporate culture at Esri-EA?
(Please tick where appropriate)

Cultural Values	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adoptability					
Collaboration					
Community					
Customer Oriented					
Integrity					
Result Oriented					
Detail Oriented					

Please indicate which statement best expresses the corporate culture at Esri-EA: (choose best options)

Corporate Culture Statements	Yes	No	Don't Know
Esri-EA has efficient customer interactions			
Esri-EA cultural values are aligned with customer needs			
The culture at Esri-EA is visible on the website			
The reception environment is welcoming			
I know Esri-EA has a service charter			
Employees follow through with their promises			
Culture change is needed for collaboration			

Part III: Strategic Communication

The following are some of the methods used in communication. Please indicate which ones are often used by Esri-EA to communicate change to you. (for each, choose best options)

Change is communicated by means of:	Yes	No	Don't Know
Email			
Letters			
Telephone			
Meeting			

Social media

Please indicate your preferred means of communicating change. (choose best options)

I prefer change communicated by means of:	Yes	No	Don't Know
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Email

Letters

Telephone

Meeting

Social media

Please indicate your level of agreement or disagreement with respect to the following statements on the communication during change process at Esri-EA (Tick where appropriate)

Communication practices at Esri-EA	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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Organizational information is relayed regularly

I feel connected to the organization

Plans for change are communicated

Communication of change is clear

I feel that my opinion is valued

I often ask questions to understand any organizational change

I am satisfied with the company's communication

Please add any further comments you might have

.....

APPENDIX C: SEMI STRUCTURED INTERVIEW GUIDES

Interview Guide for Managers

Part I: Corporate Culture

How would you describe corporate culture at Esri-EA? What are the main aspects?

In your opinion, how do these cultural aspects shape your behavior or practices in the organization?

How do your employees discover your corporate culture at Esri-EA?

How do your customers discover your corporate culture at Esri-EA?

What are the dominant aspects of your corporate culture at Esri-EA?

Part II: Strategic Communication

What does strategic communication mean to you?

Do you have a communication strategy at Esri-EA? What are its main components?

What are some of the strategic communication challenges in your organization?

Are there any barriers to the communication encountered during strategy implementation? If so, what are the barriers?

Part III: Strategic Communication and Culture Change

How often do you talk about your business goals to your customer? Is there a difference with how often you talk about the same to your employees?

What tools do you use to communicate Values/Norms to your employees? How effectively do you think this works?

In your opinion, do you believe that strategic communication is important during culture change? Why?

How would you describe the nature or effectiveness of culture change communication in the organization?

What kind of problems have you experienced with communicating and implementing your corporate change initiatives? What do you think may cause these problems?

In your opinion, what aspects of communication are most appropriate for communicating during culture change? Why?

Interview Guide for Employees in Communication Department

Part I: Corporate Culture

How would you describe the corporate culture at Esri-EA? What are the main aspects?

In your opinion, how do these cultural aspects shape your behavior or practices in the organization?

How would you describe your relationship with the organization's customers?

How would you describe the level with which your manager(s) involve you in the decision making process?

Can you describe the leadership of your managers towards employees and customers? Is there any difference?

Part II: Strategic Communication

What does strategic communication in organization mean to you?

Do you have a communication strategy at Esri-EA? What are its main components?

What are some of the strategic communication challenges in your organization?

Are there any barriers to the communication encountered during strategy implementation? If so, what are the barriers?

Part III: Strategic Communication and Culture Change

Have the managers ever explained to you about the objectives or goals of the organization? How?

How does your manager(s) communicate strategic changes with you? What sort of communication styles do they have?

How effective do you think your managers are in communicating their change plans with you? How often do they change their mind to adopt your views?

To what extent do they influence the way you execute the strategies?

What kind of problems have you experienced with communication with your managers? What do you think may cause these problems?

In your opinion, does the current communication practice between the organization and stakeholders need improvement? If yes, in what areas?

Interview Guide for Customers

Part I: Strategic Communication

How often do Esri-EA get in contact with you? Do you feel it's enough? Why?

How do the employees at Esri-EA communicate with you regarding product information changes?

What channels/tools do they use to communicate with you? Do you think they are effective?

Are there some variations between different companies you deal with?

How would you describe your relationship with employees and Esri-EA in general?

Are you satisfied with the overall communication by Esri-EA? Why?

Part II: Corporate Culture

How would you describe the corporate culture at Esri-EA?

How formal or informal is the communication regarding product information? Why?

How do you experience the solidarity and cohesion when communicating with different employees at Esri-EA?

What kind of cultural differences have you experienced in the contact with different employees at Esri-EA? How have these influenced your relationship with Esri-EA?

Have some of these cultural differences caused miscommunication or communication failure? How/why?

Are there some other cultural differences, which have not been mentioned here, that you find important?

Part III: Strategic Communication and Corporate Culture

How often does the organization seek your feedback? In your opinion, is the feedback often acted upon?

The geospatial industry changes rapidly with technological advances. What changes have you experienced with the methods used by Esri-EA to relay messages to you? What changes have you experienced with the way the employees communicate to you?

Has there been a time when you failed to realize your project objectives due to lack of effective communication from Esri-EA? How did you resolve this?

Interview Timetable

	Participant	Morning(a.m)	Transcription	Afternoon (p.m)	Transcription
Date		9.00 – 10.00		3.00 – 4.00	
Employees					
10/7/2020	P1	9.00 – 10.00	↔	3.00 – 4.00	↔
13/7/2020	P2	9.00 – 10.00	↔	3.00 – 4.00	↔
14/7/2020	P3	9.00 – 10.00	↔	3.00 – 4.00	↔
15/7/2020	P4	9.00 – 10.00	↔	3.00 – 4.00	↔
16/7/2020	P5	9.00 – 10.00	↔	3.00 – 4.00	↔
17/7/2020	P6	9.00 – 10.00	↔	3.00 – 4.00	↔
Customers					
20/7/2020	P7	9.00 – 10.00	↔	3.00 – 4.00	↔
21/7/2020	P8	9.00 – 10.00	↔	3.00 – 4.00	↔
22/7/2020	P9	9.00 – 10.00	↔	3.00 – 4.00	↔
23/7/2020	P10	9.00 – 10.00	↔	3.00 – 4.00	↔
24/7/2020	P11	9.00 – 10.00	↔	3.00 – 4.00	↔
27/7/2020	P12	9.00 – 10.00	↔	3.00 – 4.00	↔
28/7/2020	P13	9.00 – 10.00	↔	3.00 – 4.00	↔
29/7/2020	P14	9.00 – 10.00	↔	3.00 – 4.00	↔
30/7/2020	P15	9.00 – 10.00	↔	3.00 – 4.00	↔
31/7/2020	P16	9.00 – 10.00	↔	3.00 – 4.00	↔

APPENDIX D: CONSENT FORM FOR KEY INFORMANT INTERVIEWS

Declaration of Informed Consent by Participant

Researcher: Hellen Omondi

Phone: 0724853917

Purpose of study

The study aims at developing an in-depth understanding of strategic communication as a tool for culture change. This interview seeks to get your input in answering the research questions.

Your rights as a participant

I (participant) declare that I have understood my rights in relation to this research exercise, which include, confidentiality and anonymity in the use of my responses, right not to answer some questions if I wish not to, right to withdraw my participation at any time without any consequences whatsoever. I am also in agreement with any recording or transcription of my responses, as long as they will be kept confidential and used for the research only.

In recognition of the above, I hereby declare that I am participating in this research at will, and that I am above 18 years of age.

Participant name: _____

Signature: _____ Date: _____

APPENDIX E: DEBRIEFING FORM FOR KEY INFORMANT INTERVIEWS

Debriefing Form

Thank you very much for your valuable input into this study. Your responses will go a long way into demonstrating the role of strategic communication in culture change.

The researcher will be happy to share with you the final report of the study once it is completed and approved.

In case you have any concerns or further questions regarding any aspect of the study, please contact the researcher through telephone 0724853917, or email Hdhiambo@gmail.com.