

**STRATEGIC CHANGE MANAGEMENT PRACTICES AND  
PERFORMANCE OF VICTORY FARMS LIMITED IN KENYA**

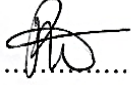
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
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## DECLARATION


This research project is my original work and has not been submitted for an award in any other university

Signature.......... Date ..... 18.11.2020.....

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This research project has been submitted for examination with my approval of the University of Nairobi supervisor

Signed: ..... Date: 18<sup>th</sup> November 2020

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## **DEDICATION**

Every challenging work needs self-efforts as well as the guidance of elders especially

those who were very close to our heart

My humble effort I dedicate to my sweet and loving

Father & Mother,

Whose affection, love encouragement and prayers of day and night make me able to get

such success and honor,

Along with all hard working and respected

Teachers

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## **LIST OF ABBREVIATIONS**

<b>CEO</b>	Chief Executive Officer
<b>EAC</b>	East African Community
<b>NGO</b>	Non-Governmental Organization
<b>RBV</b>	Resource Based View
<b>VAT</b>	Value Added Tax



## **ABSTRACT**

Change management process is a crucial undertaking in an organization that is operating in a highly dynamic environment and consequently, the organization's sustainability and realization its objectives depended on its adaptability to changes. The study's objective was to determine the effect of strategic change management practices on performance of Victory Farms Limited. This research was guided by the resource-based view and the dynamic capabilities view. The research employed the qualitative research design. Being a case study, top management officials namely the CEO, General Manager, Head of Marketing, Head of Sales, Head of Operation and Head of Strategy who are key decision makers at Victory Farm Limited were target. Five out of the six responded giving a response rate of 85.7%. Primary data was collected using interview guides which were personally delivered by the researcher. The collected data was cleaned and subjected to content analysis to make sense, draw comparisons, and make inferences. Among the key findings were that support of change initiatives by the top leadership through resource allocation, existence of clear communication channels for change efforts, adequate stakeholder involvement and a commitment by the organization to support technology and innovation. The conclusion of the study was that the organization operates in an environment with changing demands and consequently the organization's sustainability depends on adaptability to these changes. The study recommends the top management to streamline their internal strategic management processes and training staff on their role in championing the desired change process to managing organizational performance and adhere to the organizational culture even as they transition.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

It is generally recognized that an organization's development whether a project or otherwise is dependent on the effectiveness of management or those with whom decision making rests. Change is inherent in contemporary establishments and its management is not only important for organizational success and survival but is also at the center of organization development. Since the performance of a firm depends on the fit between them and their environment, then environmental change requires companies to respond to the environmental changes. Subsequently, the firms would change their strategy to adapt to the environment. Along with fundamental changes occurring in the execution of their business undertakings (Thompson and Stickland, 1999). According to Stacey (2003), these forces emanate from within the organization (internal environment) or outside the organization (external environment).

This study was anchored on two main theories namely the resource-based view and the dynamic capabilities theory. The dynamic capabilities theory explains the organization's ability to exploit the resources that it exhibits and constantly reconfigure them to make them more adaptive (Wheenleen & Hugher, 1984). On the other hand, the resource-based view (RBV) analyzes and interprets the firm's internal resources and emphasizes the resources and capabilities in formulating strategy to attain sustainable competitive advantage (Rumelt, 1984).

Change is an important feature in the fishing industry; yet the fishing sector including fishers, fishery management authority as well as other stakeholders in different aspects are

resistant to change. For instance, the application of conservation engineering solution and transitions towards ecosystem-structured fishery management has been received with a lot of resistance (Decker et.al 2011). This is resistance is mainly caused by conditioning, cultural conservation, and uncertainty. Change is however a vital feature in commercial fisheries both in developing and developed nations regardless of the type of gear. However, change in the fishing industry might be signaled by resistance as well as slow adoption to change. For instance, fishers continue to apply the traditional fishing practices such as harvesting techniques in modern and well-established fishing grounds and therefore view change with suspicion, trepidation and skepticism (O'Boyle et al., 2012).

### **1.1.1 Strategic Change Management Practices**

Martin (2005) describes change management as the structured process or strategy for management of change within the firm and more precisely the management of how the employees respond to change. Strategic change is brought about by the organization's desire to exploit existing or emerging opportunities and deal with changes in the market. Poor change management translates to failure of the organization. Change management ensures that a firm's change occurs in a planned direction, executed in an efficient and cost effective manner and completed within targeted time span and desired outputs (Holland and Davis, 2002). Most organizations participate in change management bearing in mind that their level of success depends on how they handle and manage change.

Researchers have observed that there is no existence of criteria for change management. According to De Wit and Meyer (2010), for any change management initiative to thrive, the initiators must consider the context in which it is taking place. Internal determinants include the scope of the change required; the capability in managing change; the nature of

diversity in the firm; the amount of power owned by change leaders and the capacity for change. Innovation is highly vital to avoid obsolete products and services in the highly dynamic environment (Swailles & Senior, 2010).

In the highly dynamic and competitive world, competition and reforming governments change is mandatory. Organizations should continuously align themselves to their environments either by constantly shaping the businesses in or reacting to external event (De Wit and Meyer 2010). The common change management practices include leadership, stakeholder participation, communication, training facilitation and support, team building and participation and involvement (Kreitner, 2012).

### **1.1.2 Organizational Performance**

Organizational performance entails the actual output of an establishment as measured against anticipated goals or output. Firm performance comprises three key areas of firm outcomes: financial performance (profits, return on assets, return on investment) shareholder return total shareholder return and economic value added) and product market performance (sales, market share). Performance is as a result of activities as it provides a strong link with the strategic objectives of the firm, client orientation and contribution to the economy (Salem, 2013). Performance and its sustenance are what all companies focus at since it enables the firm to grow and make progress.

Empirical and theoretical evidence supports that strategic management practices affect the firm's performance. Strategic management techniques improve the performance and relative standing of a firm that are with different political and societal issues (Lawal, Oludayo & Elizabeth, 2012). Applying strategic management is crucial to firm's

performance (Johnson et al., 2008; Otieno, 2013; Schraeder, 2002). However, the impact of strategic management is dependent on the effectiveness of strategy formulation, strategy implementation, and strategy evaluation (Wanjiku, 2009).

Most change efforts occurring in the fishing industry are tailored to improve efficiency and performance and does not change the nature of the organization's business. In fishing, most change initiatives include practices such as reduction of fuel consumption, and utilization of modified fishing gear to increase harvest rates. This nature of change could evolve erratically since fishers adopt modified fishing gear at different occasion in different fishing grounds resulting to an inconsistent pattern of change among the fishers.

### **1.1.3 Victory Farms Limited in Kenya**

Victory Farms is an Aquaculture tilapia fish farm established in 2015 by Joseph Rehmann an Egyptian and has lived in or worked on five continents. Victory Farms was launched with the aim of being the world's most sustainable fish farm and to create new ways where business can support the development of communities and the restoration of nature and wild areas. Victory Farms is located on the Kenyan side of Lake Victoria and has distribution capacity across the country. The firm is rapidly expanding its farm operation, fish processing, and sales & marketing capacities. The company holds the vision that tilapia aquaculture represents the best solution for feeding fifty million Kenyans.

Victory farms aims to be the most sustainable fish farm on the planet whilst it scales to feed 2 billion Africans in the coming two decades. The organization has extensively recruited and trained university graduates on aquaculture best management practices and leadership skills. Victory farms has largely leveraged on technology which has seen it

outshine other competitors. The company's success has further been accelerated by the government's support for permitting water and land use as well as VAT exemption on aqua imports. Victory farms provide access –to- market via Kenya- wide cold chain network with affordable, accessible, and sustainable tilapia. The company's technology and low-cost inputs can make fish more affordable to all by as much as 50% more affordable. Through Victory Farms Kenya may be able to stop Chinese imports, fully supply its own fish needs and in the medium-term export to EAC.

There is high demand and production of fish in Kenya. However, fish demand in the local still exceeds the supply thus creating a shortage. This is despite Kenya having a coastal region and bordering Lake Victoria which has been a source of fish for centuries. Lake Victoria's fish output has however been declining sharply due to overfishing. Pollution and lack of regulation. This gap in supply due to declining fishing is being replaced by imported fish. Efforts should be made to revamp the sector since Kenya and East Africa have excellent conditions and capabilities to produce local fish for the local market when presented with right technology, knowledge, and inputs.

## **1.2 Research Problem**

The organization's performance is dependent on the fit between the firm itself and the environment, thus it should adapt to the changing environment for survival and success. The strategic change management practices by an organization may be a source of competitive advantage which may help an organization in attaining and exceeding its desired performance. Strategic management techniques improve the performance and relative standing of an organization that are in line with various political and societal factors (Lawal, Elizabeth, & Oludayo, 2012). Increased competition, reduced resources,

rapid change and increasing employee expectations have been consolidated sight that the organizations are expected to obtain optimum outcomes using the least resources (Neely et al., 2006). Strategic change involves actions that affect the whole organization which in essence is the process of changing organizational strategies in order for the organization to fit in its context of operations.

The speed of change in the fishing industry has been too slow meet the demands of the global food security and sustainable fishery development. Change in the fishing industry has been uneven and erratic both in the developed and developing countries. Most change occurring in the fishing industry is deemed as evolutionary. It is common for most change efforts more so those crafted to boost efficiency or performance yet does not change the basic structure of the business. In the fishing industry, most change initiatives include practices such as reduction of fuel consumption, and utilization of modified fishing gear to increase harvest rates. This nature of change could evolve erratically since fishers adopt modified fishing gear at different occasion in different fishing grounds resulting to an inconsistent pattern of change among the fishers. The focus of this study is to identify the strategic management practices suitable in the fishing industry and their subsequent impact on performance.

Various studies have been conducted on strategic change management and performance both in the global and local scenes. Manguru (2011) looked into the impact of strategic change management practices on the performance of retail industry. The research established that strategic change management practices can be used to bridge the performance gap realized in the organization. Similarly, Ochieng (2013) looked into the strategic change management practices and performance of NGOs in Nairobi, Kenya. The

study adopted the descriptive research design. The study established that strategic change management practices among Kenyan NGOs was informed by change in stakeholder preferences and needs and was very important for performance. Asoka (2012) undertook a study on strategic management practices in City County Council of Nairobi which found that that Council employed Strategic management in running the county's affairs. Lang'at (2011) studied the Kenya Revenue Authority and how change in the environment was handled and came up the conclusion that change depends on how well it is handled.

From the foregoing, it is evident that different scholars have evaluated the effect on strategic change management on performance. However, most of these studies were carried out in different contexts. Those that were carried out in the fishing industry were more inclined to the application of new fishing techniques and models as opposed to the present study which seeks to explore the strategic change management practices and performance at victory farms limited from the managerial perspective. Thus, the study's research question was what is the influence of strategic change management practices on performance at victory farms limited in Kenya?

### **1.3 Research Objective**

To determine the influence of strategic change management practices on performance at Victory Farms Limited.

### **1.4 Value of the Study**

The survey findings may help change management managers to evaluate change conditions, key success factors and attributes related to strategic change management in the agricultural sector that could contribute to successful implementation of a change



management programs. The results may also inform strategic change advocacy to be pursued by the firm in line with the company's vision and mission while at the same time adapting to changes in both the internal and external environment.

To the academicians, the findings could provide more literature that is necessary to support the existing theoretical prepositions on the association between strategic change management practices and performance of organizations this contributing to the existing knowledge. The investigators may also benefit from the study in that they may gain a useful foundation for future studies on effectiveness of change management practices in organizations could be executed.

The findings of this study could help victory firms limited to establish a policy that could be used to monitor the success or failure of strategic change taking place and to establish whether the strategic change management practices being adopted are yielding the desired results that could eventually influence the performance at Victory Farms Limited. Similarly, at policy level, the findings may be useful to the government and other interested stakeholders by providing basis for policy interventions required in the fishing industry at large.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section presents the data and information related to the study's objective from the available theoretical and empirical literature on the topic. The specific areas covered include the theoretical underpinning of the study, a discussion of strategic change management practices, empirical review and summary of knowledge gaps.

### **2.2 Theoretical Foundation**

The theoretical underpinning is a summary of the theory relating to a certain challenge developed by reviewing past related information of the variables involved. It is vital to analyze the theoretical literature so as to attain different perception and views that various schools of thought exhibit.

#### **2.2.1 Dynamic Capabilities Theory**

The dynamic capabilities theory was advanced by Teece, Shuen and Pisano (1997). The theory proposes ways through which an organization can attain and sustain its competitive advantage in a rapidly changing environment. The theory explores the concept of capabilities which is the organization's capacity to exploit the resources it owns. Dynamic capabilities is when the firm constantly changes these capabilities and reconfigures them to increase their adaptability (Wheelen & Hugher, 1984).

The adaptation of the capacities is undertaken to address the operating environment of the firm which is often uncertain. The capabilities are what make the organization to stand out from others and they include the procedures and processes that enhance the firm's core competencies. Capacities are dynamic as the organization must keep building on them,

adjust and reconfigure the internal and external capabilities of the organization so as to adapt to the rapidly changing environment (Teece, 1997).

Changes in the operational environment of the organization has seen an escalation in competition, both locally, regionally, and internationally. The increased competition requires businesses including public sector entities and organizations to align internal assets and other resources as well as capabilities to adapt to harsh operating environment which consequently contributes to the attainment and sustenance of competitive advantage. Modern institutions find themselves in increasing demand placed on the organization from outside and decreasing organizational flexibility to react and favorably respond and this is where the theory plays a role (Freeman, 1984).

The dynamic capabilities theory has been criticized for logical inconsistencies, incomplete explanations, and halo effects of past research among others (Arend and Bromiley, 2014). The authors argue that the dynamic capabilities theory fails to quickly develop the theoretical foundation and thus the field should develop from the dynamic capabilities' perspective. However, the theory is useful in the study since it informs firms on the need for allocating adequate resources to various functions of change requirement that are crucial for the creation and sustenance of competitive advantage as well as attainment of optimum performance.

### **2.2.2 Resource- Based Theory**

This theory was introduced by Wernerfelt (1984) it focuses on the management and importance of firm resources. Wernerfelt argues that resources of firm are essentials which affect performance and competitive advantage. According to Penrose (1959), the RBV is

a theory that describes the strategic resources of a firm and the potential to deliver competitive advantage to the firm. Penrose proposes a dynamic, interactive growth process and limits firm growth. He argues that the management's experience influences the productive services rendered by other resources. As the organization seeks to efficiently allocate resources, dynamic interactions occur triggering continuous but limited rate of growth. The theory suggests that firms gifted with technology, expertise resources.

Theory emphasizes that the resources of firm are essentials which affect performance and competitive advantage. This theory is based on the assumption that companies evaluate their competitive advantage through processes of analyzing their strategic advantages. According to the resource based view, each company has unique tangible and intangible resources and firm abilities to utilize those assets. This is an attributing factor to the differences between them.

Resources owned by each firm form a basis for competitive advantage for each firm when developed well (Pearce and Robinson, 2007). Resources owned by the firm play a crucial part in the strategic practice and organizational performance.

Barney (1991) proposes that organization succeed by improving resources that offer rare sources of competitive advantage. Resources based on their value, uniqueness and rareness give a competitive edge that is embedded in the firm structure. Every firm has certain and likely powers and gaps and it's important to learn what they are and separate them. Therefore, what the organization can do is not just to exercise the time it faces but what funds the firm can master. Learned et al (1969) argues that the key to the companies' success or its long term growth lies in its potential to develop talent that is truly unique.

According to RBV, organizations with better organizations design are viewed as being successful. This is due to the fact that they have distinctly lower costs, superior product and performance (Peteraf & Barney, 2003).

The resource based view is critical in informing this study as it helps us understand how the combination of resources over time allows for evolution of specific capabilities which results to performance and competitive advantage. The firm's resources facilitate adequate implementation of different strategic management practices by companies leading to improved performance.

### **2.3 Strategic Change Management Practices and Firms Performance**

The occurrence of strategic change is informed by the organization's desire to exploit the existing opportunities and deal with market trends. This refers to the readiness to change within the firm and implement change at hand. Most organizations have experienced strategic change since the management has strived to reinforce their existing competencies and build one to compete more effectively. Change management is a structured procedure to ensure that the firm's change can be conducted in a planned direction, efficient and cost effective manner and completed within the stipulated time frame and with desired outputs (Holland and Davis, 2002). The study discusses four strategic change management practices that are crucial at Victory farms namely; communication, leadership, stakeholder involvement and technology.

Communication is an important component of the organizational change management process since it eliminates uncertainty and keep the employees informed. Effective communication seeks to convince the employees and other stakeholders to understand that

change is inevitable and attainable. Scholars have established that most crucial association lies between employee satisfaction and communication by the management. When employees are content with the communication by the management, they consider organizational change as crucial and view it as an opportunity. Inadequate communication reduces trust and impedes change efforts (Graham, 2002).

Leadership is considered as an important factor that increases the employees' commitment to change. Middle managers are charged with implementation of change (Van der Voet, 2016) Leadership is described as the leader's ability to affect, and empower others to contribute to organization's productiveness (Aziz, et al., 2012). Leaders should have characteristic such as integrity, emotional intelligence, recognition of the incentives that entice employees, confidence and intelligence and knowledge of the firm. This enables the organization to convince their employees to participate in the change process, especially when it starts which entails the creation of a sense of urgency based on previous models.

Stakeholders play a vital role in the change process. The firm's internal processes and systems highly depend on the involvement of stakeholders for financial or resource based support (Kiotie, 2015). The effect of stakeholders involvement is anchored on the preposition that they are responsible for imposing statutory directives on crucial organizational resources (Jabri, 2008). The establishment should therefore notify the stakeholders on all steps of change adoption in the organization. An organization's mission should be understandable and clearly make sense to stakeholders so as to avoid confusing stakeholders about the organization's purpose.

Sanda (2011) purports that from a development perspective, technology changes, strategy and operations depends on change practices defined as the effectiveness of the change enablers. The practices have evolved the recent years as their result of positive impact on flow of investments, cost efficiency, provision of high quality trained manpower and spread of technology and innovations. A study by Njanja (2009) explored the management strategies influencing the performance of SMEs in Kenya. Globalization and other business related factors such as incentives, infrastructure and policy and regulation factors were reported to have a significant influence on management structures and other associated internal factors.

A study by Heugens (2003) delved into the effect of strategic management practices on performance of the firm. This was achieved by analyzing the strategic activities of food companies in Netherlands. The author documented that firms are highly exposed to societal and political predicaments during the implementation of strategic management activities which have a positive effect on the organizational performance variables. Yunus (2010) examined the effect of strategic management practice on corporate performance among small businesses in Lagos. The findings revealed that strategic management had an impact on the market share of small enterprises. A positive association was reported between strategic management and the organization's profitability.

Keng'ara and Makina (2018) did a study on managing strategic change of an organization's performance a case study of Nzoia Sugar Company. This research sought to establish why the company failed to attain the daily target of 7000 tonnes. The study further delved into how strategies are formulated, implemented, controlled, and reasons for resistance to change. The A census approach was adopted targeting all the 44 staff members due to the

structure of the industry. The descriptive research design was adopted. Data was analyzed using descriptive statistics and multiple correlation analysis. The findings showed that resistance to change was more common among the subordinates compared to the managers.

Sang (2017) looked into the effect of strategic change management on performance of large and medium hotels in Nairobi County. The explanatory design was adopted for the research since the study sought to establish causal relationships. The sample of 225 was drawn from 1769 employees drawn from five star hotels using the simple random sampling procedure. Multiple regression analysis was adopted for the analysis. The findings that leadership change and technology change have a significant impact on firm performance. This implies that leadership and technology change enable firms to improve its performance. It is therefore imperative to adopt modern technologies such as online bookings.

Walker (2004) conducted comparative survey on the effects of technology change on performance of the firm. They cited that specific product improvements are positively linked with growth of the firm. Gopalakrishnan (2000) expounded on the subject while emphasizing that innovation magnitude and innovation speed were relevant innovativeness attributes that has a positive impact on company performance.

Nyachoti (2014) investigated strategic change management and performance at National Bank of Kenya. A case study design was adopted which was performed by interviewing 18 respondents. The results established that market analysis is a crucial strategy planning as this translates to improved performance. The findings also showed that the availability of both short term and long term strategic plans were crucial before the implementation of strategy. Further, the study established that critical skills required for strategy



implementation were dependent on leadership skills, nature of strategy, financial skills and relationship skills were inevitable for effective change management.

Sifuna (2016) examined strategic change management and performance of Kenya Commercial bank, the investigator reported that market focus, cost leadership and differentiation had a notable impact on organizational performance. The research proposed that a similar research be conducted in other establishments. Muogho (2013) undertook a survey on the effect of strategic management practices on the growth and development of firms among Anambra state manufacturing firms. The results revealed that majority of the companies did not apply strategic management that the competitiveness of the firm was impeded by failure to implement strategic change. Further, it was reported that the firm's competitiveness had magnificently increased due to strategic management and that the structural development of the companies had improved through application of strategic management.

#### **2.4. Empirical Research and Knowledge Gaps**

The table below provides a summary of the empirical review as highlighted above leading to the identification of gaps and how the current study was articulated by the current study.

**Table 2.1: Summary of Literature and Knowledge Gaps**

<b>Study</b>	<b>Focus of the Study</b>	<b>Findings</b>	<b>Research Gap</b>	<b>How the current study addressed the Gaps</b>
Keng'ara and Makina (2018)	Managing strategic change of an organization's performance a case study of Nzoia Sugar Company	The results showed that resistance to change was the main impediment to performance	The focus of the study was mainly the challenges experienced during the implementation of strategic change	The current study examines the different strategic change management that influence company performance

Koite (2015)	Strategic change management practices and the performance of constitutional commissions in Kenya	The constitutional commissions were executing strategic changes so as to merge their strategies with the stakeholders' demands and thus matching firm's resources to that of the environment.	There exists a contextual gap which the current study as the study was conducted at the constitutional commission of Kenya	The study addressed the contextual gap undertaking the study at Victory firms limited to establish whether the same findings holds.
Nyachomi (2014)	Strategic change management and performance at National Bank of Kenya	The availability of both short term and long term strategic plans was important for successful strategy implementation	Apart from the contextual gap, the strategy deviated more into the prerequisites strategy implementation process as opposed to the practices themselves	The study analyzes the strategic change management practices which govern the entire strategy execution process and subsequent impact on organizational performance
Ochieng (2013)	strategic change management practices and performance of non-governmental organizations in Nairobi, Kenya	The need for strategic change management is necessitated by stakeholder preference and need to revamp performance	The study emphasized more on stakeholder involvement as the main factor influencing performance disregarding other crucial factors	Apart from stakeholder involvement, the study integrates other variables such as leadership, communication and technology to obtain a broader perspective of the strategic change management variables that influence performance
Asoka (2012)	Strategic management practices in City County Council of Nairobi	Council employed Strategic management in running the county's affairs	There exists a contextual gap as the study will be done in a different context	The current study analyzes several strategic change management aspects that influence firm performance at Victory Farms Limited

**Source:** Researcher (2020)

From Table 2.1, the contextual gap appears as the key issue as the subject strategic change management has been broadly studied in other disciplines and sectors and not Victory Farms Limited.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Methodology examines the approaches that were applied to ensure exhaustive achievement of the objectives. It specifically outlines research design, population of interest, sample size, data collection method, source of data and data analysis technique.

### **3.2 Research Design**

Kumari (2005) describes a research design as a method that is procedurally acquired by the researcher which enables the researcher to answer questions accurately, procedurally, objectively and economically. Olwenyi and Wanyama (2013) opines that a research design improves the study's ability to conceptualize an operation plan to use the available techniques and task required to complete a study and ensure that the procedures used are sufficient enough to acquire valid and accurate data.

Being a case study, the study adopted the qualitative research design. The appropriateness of this design enabled the researcher to utilize qualitative data to undertake a case study on the strategic management practices and performance at Victory Farms Limited. The qualitative research design helps the researcher to outline an issue or shed light on the issue under scrutiny. This research design was adopted by the researcher to gather information, summarize and make interpretation so as to find clarification on the matter.

### **3.3 Data Collection**

The study relied on primary data. The primary collection of primary data involved the use of interview guide with open ended questions expressed to gather insight in accordance with the study objectives. The open-ended questions facilitated the collection of realistic

recorded and observable evidences to help in exploring the data findings through content analysis. The interview guide was personally be administered to the CEO, General Manager, Head of Marketing, Head of Sales, Head of Operation and Head of Strategy who are key decision makers at Victory Farm Limited,

### **3.4 Data Analysis**

Primary data collected in the study was qualitative and is therefore content analysis was employed in evaluating the responses, coming up with conclusions and making recommendations. Content analysis involves the analysis of the responses from the interview by identifying the differences and similarities. This enabled the rsearchet to discover the themes and develop categories. As per Khan (2008), content analysis entails analysis of documentary materials like magazines, books, newspapers and content of verbal materials that are either printed or spoken.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.0 Introduction**

The study's objective was to determine strategic change management practices and performance at Victory Farms Limited. This section presents the analysis of the results based on the objectives and discussion of the same. For the survey, data was collected through face to face interviews with respondents. The qualitative data was subjected to content analysis which enabled the researcher to make inferences from the responses.

### **4.1 Demographic Characteristics**

For the study, five respondents were interviewed. This was out of the targeted six namely the CEO, general manager, head of marketing, head of strategy, head of sales and head of operations. This translated to a response rate of 85.7%. Thus the response rate was suitable for analysis as per Mugenda & Mugenda (2008) that a 70% response rate and above is good for analysis, making inferences and deductions. The study established that four interviewees have been working for the organization since its year of establishment in 2015 while one had been appointed to serve in the position one year ago. The above findings demonstrate a good understanding of various change management practices at Victory farms by the respondents and thus good ability and capacity of the respondents to provide reliable information.

### **4.2 Strategic Change Management Practices**

The researcher sought to find out whether the organization has adopted strategic change management practices. The practices were classified into four broad categories namely leadership, communication, stakeholder involvement and technology and innovation. In

this section, the substantial study findings have been generalized based on the respondent findings on the variables.

#### **4.2.1 Leadership**

The researcher sought to find out whether leadership at Victory Farms Limited play any role in management of strategic change. All the respondents acknowledged that the role of leadership in steering the change process cannot be underestimated. The leaders were tasked with drawing clarity on how various change initiatives reshapes the roles of employees and how they would be equipped to fulfill new roles as well as how they would be held accountable. The respondents agree that it is the leaders who would initiate various structural changes to transition the firm towards anticipated change. The study established that many changes have occurred in the organization that demand effective leadership. A common change cited was the emergence of new technologies which required the leadership of the organization to facilitate trainings and seminars to sensitize the employees on the need for the transition and allocate new resources to facilitate the same. As to whether the current leadership supports strategic change, much credit was accorded with the employees applauding the leadership of the organization for advocating for change by engaging both internal and external stakeholders such as customers, employees and other development partners to analyze market trends and changes in stakeholder needs. The respondents also stated that the leadership was open to ideas on areas that require change as long as it was geared towards streamlining the operational efficiency and service delivery of the firm.

When asked to state how the organization promotes or encourages individual initiative, creativity and involvement among employee, the respondents said that the top management

devoted resources to study the ideas and suggestions put forward by the employees, implement ideas if viable and more fundamentally reward and recognize employees whose ideas were adopted. One of the respondents saying “ *the top management is open to and embraces new ideas, we have actually set suggestion boxes at different points to ensure that our employees constantly drop new ideas, the organization also has also set clear guidelines for bringing forth new ideas*”. From the findings, the organization did not have a specific timeframe for reviewing change management initiatives. The respondents stated that the of change practices was informed by need and changes occurring in both internal and external environment.

#### **4.2.2 Communication**

The survey purposed to ascertain whether there were effective channels for conveying change initiatives at Victory farms limited. The section also assessed if there were adequate channels of communications of change initiatives from the designing to implementation stage among the different players. When asked whether the management maintains open and effective communication between staff and management regarding strategic change, all the respondents agreed that the management has tried to maintain open communication more so through the organizational email where all updates and communications on various strategic change efforts are made; the head of strategy in response stated “*yes, we must keep our employees abreast of what is happening, failure to do so would have serious consequences as they are the same people who would be responsible for implementing, you cannot implement what you do not know*” . The researcher sought to establish whether the organization has motivation systems to ensure that strategy implementation was successful. It was established that there were no specific motivational systems to ensure the same but

rather, the role of ensuring successful implementation of strategies was delegated to the various departments. Strategy evaluation was also mentioned as a process of assessing the general efficacy of organizational strategies, which is done once in a year, usually at the close of the financial year. It was further established that the organization has clearly defined measurable performance targets for every strategy adopted. It was also interesting to note that apart from evaluating the overall output and profitability, the management was kind in ensuring that legitimate and stipulated procedures are followed at every stage of strategy implementation.

#### **4.2.3 Stakeholder Involvement**

The study sought to establish whether the organization partners with other stakeholders. According to the results, the organizations was found to be in collaboration with various stakeholders. The respondents mentioned the employees, suppliers, shareholders, community customers, civil society, academic institutions and the government as some of the stakeholders. In the interview, the operations manager was quoted saying “*we must bring all the stakeholders on board, I mean, we don’t operate in a vacuum, our actions influence or are influenced in one way or another many forces in the environment which we may have control over or not*”. When asked to give opinion on the rationale for stakeholder involvement, different reasons were given for engagement of various stakeholders. For instance, the customer was involved to ensure a demand driven approach so that the final product captures the needs of the consumers. Maintaining a suppliers was found to be important to ensure continuous supply of food and other resources for continuity of the firm. All the respondents also highlighted the government as a major stakeholder more so from the regulation perspective and thus the business had to make



statutory payments, observe health and safety measures and be cognizant of factors such as environmental pollution. The respondents also stated that the business was also making an impact to the community through various corporate social responsibility initiatives. As to whether the company's strategic behavior and choices were in line with environmental developments, all the respondents strongly emphasized that preserving the environment was a core mandate for the organization, a response, "*our seriousness in the environmental conservation issue is evidenced by our collaboration with conservation international to ensure that regulations are in place to prevent degradation of lake Victoria's ecosystem*" was captured.

#### **4.2.4 Technology and Innovation**

Since we live in a technology driven economy, the researcher thought it wise to ascertain whether technology and innovation was a crucial change management practice for the organization. First, respondent views were sought as to whether the company allocates adequate funds for innovation. In response, the operations manager stated that the company was committed to boosting fish uptake by low income neighborhoods from 10 metric tonnes to 30 metric tonnes in 2021 by leveraging in innovative technologies. This could only be achieved by committing adequate resources to the innovation process. As to whether the organization has been able to offer unique market driven commodities, the respondents argued that the farm offers unique, healthy and accessible protein to fill the gap of declining fish gap and increasing human population. The marketing manager said "*we do not use harsh chemicals and antibiotics hence our fish is healthy and nutritious*". This was a clear indicator that the commodity was driven market as most consumers have resolved to chemical free and natural products due to many modern health risks prompting

diet concerns. Further, the investigator sought to establish whether Victory farms had adopted modern fishing technologies, all the respondents agreed that the company had adopted modern fishing gear more specifically the commercial trolling machine that only captures mature fish sparing the immature fish. This technique was associated with efficiency and effectiveness. When asked how the firm has been able to use technology to offer superior services, the respondents aggressively stated that technology had enhanced fish management at the ponds through activities such as regulating water PH, temperature, nitrogen with good oxygen circulation. Technology was also highly leveraged processing and marketing and advertising of the fish products.

#### **4.2.4 Organizational Performance**

This section captures the respondent views on the extent to which performance has been realized by the organization. When asked whether they were satisfied with the company's current sales performance, varied views were obtained since while three respondents stated that the performance has been fairly good, two poised a significant reduction in sales performance compared to previous period attributing this to impacts of Covid-19. This respondents argued that the pandemic disrupted the supply chain network and consumer patterns resulting to both low supply and demand for the company's products. Further, the interviewees were asked to state whether there has been expansion in market share and all agreed that there has been exponential growth in the market share has forced the company to set liaison offices across the country. Opening branches in areas such as Kibera, Kasarani and Bombolulu was to take care of the needs of the new markets and facilitate smooth operations. The commitment to expand the market share was captured in a response stating *"we want to make Victory farms one of the fast growing fish farm in Sub-Saharan Africa"*.

The survey evaluated whether the customers were satisfied with the company's products. This type of information was availed by the respondents through the customer feedback. In a video recording presented to the investigator a happy client was quoted saying "*I am happy to be a customer here because the service is good, the staff are very competent and friendly, I am also excited that during this Covid 19 period Victory farms is able to help us maintain social distance and wear masks. With the support of Victory farms we believe that all will go well*". This was prove enough that the customers were satisfied.

Finally, the study sought to establish whether there has been fundamental transformations in research and developments over the last five years. A respondent inferred the construction of a 10,000 metric tonnes tilapia hatchery as one of the research and initiatives of the company. To further demonstrate research and development, a response, "*our innovative technologies bring together the best aquaculture practices from around the globe to tackle the challenge of providing accessible, affordable and healthy protein to a rapidly growing population facing a dwindling supply of wild fish catch*" was captured.

#### **4.3 Discussion of the Findings**

From the study, it came out clear that strategic change management at Victory farms limited was a process with various processes and practices by the management and the stakeholders. This was in line with Kotter's (1995) assertion that strategic change management entails a series of practices that advocate for establishment of a guiding team, designing of change practices, consolidation of gains of change as well as making the change stick. Such practices include leadership, communication, stakeholder involvement and technology and innovation as practiced by Victory farms.

The study established that good leadership was demonstrated by those in authority in steering the change management process. The employees were largely involved in the change making process by suggesting the change proposals at the very initial stages, how they would be affected by the change and how they would be held accountable. This clarity and involvement was crucial for minimizing resistance to change. The organization's leadership was also accorded credit for bringing all stakeholders both internal and external in identifying areas that require change and designing how the entire change process would be executed. This bottom-up enhanced creativity and ownership of the change efforts and thus overall success of the new strategies. This findings agree with Aziz (2012) that good leaders affect and empower others to contribute to the organization's productiveness.

The findings on communication show that the all change initiatives are well conveyed in the organization through clear and formal organizational channels such as the organizational email and departmental level communications. Communication is the organization was also exercised in terms of clarifying on what was expected of employees in terms of procedures for executing tasks and the anticipated performance outcomes. This ensured that things were done as per the standard operating procedures thus preventing errors and duplication as the role of each department and employee was well outlined. There were also clear channels for employees to voice areas that require change. This findings were consistent with Graham (2002) that when employees are content with the communication by the management, they consider organizational change as crucial and view it as an opportunity.

The results on stakeholder involvement showed that Victory farms partnered with various stakeholders, both internal and external. The internal stakeholders were the employees and the shareholders while the external ones included the suppliers, customers, shareholders, community, civil society, academic institutions, research institutions and the government. Reasons for stakeholder involvement was to ensure peaceful coexistence with other forces in the environment. For instance the customer, company products had to be in tandem with the customer needs and demands and the suppliers were also important in ensuring continuous supply of raw materials. Collaboration with the government was also important as it ensured that the business met the statutory regulations. Further, the community was treated as a major stakeholder as the organization as all the activities of the company affected the immediate society thus Victory farms was kind in providing service to the society through various corporate social responsibility initiatives. This agree with Kiote (2003) that stakeholders play a vital role in change since the firm's internal processes and systems highly depend on the stakeholder involvement.

Results on technology and innovation show that this aspect is important in the change management process. The respondents acknowledged that we live in a digital economy and therefore all change initiatives ought to take the technology into perspective. The study established that the organization had allocated a substantial amount of resources to the innovation process to facilitate shift from traditional practices that were labour intensive to capital intensive infrastructure such as modern hatchery machines and modern fish handling techniques. Technology was also found to be of essence in enhancing fish management at the ponds through activities such as regulating water PH, temperature, and nitrogen with good oxygen circulation. Technology was also highly leveraged processing

and marketing and advertising of the fish products. All this was done in the spirit of ensuring that the firm remains relevant in the highly dynamic business environment. This concur with Sanda (2011) that technology is a change enabler which ensures successful execution and effectiveness of a strategy.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

Findings are summarized in this chapter and the conclusions drawn explained. Furthermore, the proposed recommendation are outlined together with the limitations of the applicability of research findings. At the end of the chapter, the areas that need further research are highlighted.

### **5.2 Summary of the Findings**

The study's results can be summarized as follows; on leadership, the respondents agree that the leaders have initiated various structural changes to transition the firm towards anticipated change. The study established that many changes have occurred in the organization that demand effective leadership. A common change cited was the emergence of new technologies which required the leadership of the organization to facilitate trainings and seminars to sensitize the employees on the need for the transition and allocate new resources to facilitate the same. As to whether the current leadership supports strategic change, much credit was accorded with the employees applauding the leadership of the organization for advocating for change by engaging both internal and external stakeholders such as customers, employees and other development partners to analyze market trends and changes in stakeholder needs. The respondents also stated that the leadership was open to ideas on areas that require change as long as it was geared towards streamlining the operational efficiency and service delivery of the firm.

The study assessed whether adequate channels of communications of change initiatives from the designing to implementation stage among the different players. The study was found to maintain open communication more so through the organizational email where all updates and communications on various strategic change efforts are made. The researcher established that there were no specific motivational systems to ensure the same but rather, the role of ensuring successful implementation of strategies was delegated to the various departments. Strategy evaluation was also mentioned as a process of assessing the general efficacy of organizational strategies, which is done once in a year, usually at the close of the financial year. It was further established that the organization has clearly defined measurable performance targets for every strategy adopted. It was also interesting to note that apart from evaluating the overall output and profitability, the management was kind in ensuring that legitimate and stipulated procedures are followed at every stage of strategy implementation.

The organization was found to involve different stakeholders such as the employees, suppliers, shareholders, community customers, civil society, academic institutions and the government as some of the stakeholders. This was undertaken to ensure a demand driven approach so that the company's product capture the needs and demands of the consumers. Maintaining a suppliers was found to be important to ensure continuous supply of food and other resources for continuity of the firm. All the respondents also highlighted the government as a major stakeholder more so from the regulation perspective and thus the business had to make statutory payments, observe health and safety measures and be cognizant of factors such as environmental pollution. The respondents further stated that the business was also making an impact to the community through various corporate social



responsibility initiatives. As to whether the company's strategic behavior and choices were in line with environmental developments

On technology, the study established that the company has allocated adequate funds for innovation through funding the research process and motivating creative employees. As to whether the organization has been able to offer unique market driven commodities, the respondents argued that the farm offers unique, healthy and accessible protein to fill the gap of declining fish gap and increasing human population. Further, the investigator sought to establish whether Victory farms had adopted modern fishing technologies, all the respondents agreed that the company had adopted modern fishing gear more specifically the commercial trolling machine that only captures mature fish sparing the immature fish. This technique was associated with efficiency and effectiveness. When asked how the firm has been able to use technology to offer superior services, the respondents aggressively stated that technology had enhanced fish management at the ponds through activities such as regulating water PH, temperature, nitrogen with good oxygen circulation. Technology was also highly leveraged processing and marketing and advertising of the fish products.

### **5.3 Conclusion**

The objective of this study was to establish the influence of strategic change management practices on performance at Victory Farms Limited. Arising from the findings, the respondents acknowledged that leadership, communication changes, stakeholder collaboration and technology and innovation had taken place. The study established that the organization operates in an environment whose demands keep changing and consequently the organization's sustainability depends on adaptability to these changes.

The study also concludes that in the current environment, in which the organization's actions affect are affected by stakeholders, it is necessary that the organization's process be an all-inclusive process where staff, suppliers, customers and community views are consolidated in the change strategy for the entire exercise to realize reduced resistance. Further, the study concludes that the organization must keep abreast of the technological advancements occurring in the environment to avoid running obsolete.

#### **5.4 Recommendations**

The study recommends the top management to consider their internal strategic management processes and training staff on their role in championing the desired change process to managing organizational performance. In an effort to improve change management, the study recommends the hiring of an external consultant to give independent opinion and guidance towards the attainment of same objectives. Further, the study recommends that the firm evaluates its internal capabilities such as resources and organizational culture when implementing or adopting various change initiatives to avoid compromise of organizational goals or resource shortages which might sabotage the operations of the firm.

#### **5.5 Suggestions for Further Research**

Since the study covered only four strategic change management practices (leadership, communication, stakeholder involvement, technology and innovation) more studies ought to be done to assess the influence of other strategic management practices such as training and organizational culture others on organizational findings. This provides more insights on the association between strategic change management practices and performance.

For more comprehensive insights and robust conclusions to be made, similar studies investigating the influence of strategic management practices on performance may be done using different analytical techniques such as factor analysis, regression analysis, secondary data and the results compared and contrasted for more reliable conclusions to be made.

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## APPENDICES

### Appendix I: Letter of Introduction

**Ruth Jepkosgei**

University of Nairobi

Email: ruthjep76@gmail.com

16<sup>th</sup> September 2020

TO WHOM IT MAY CONCERN

I am a Master's student at the University of Nairobi carrying out a research project as part of the course requirement for the award of the degree of master of business administration. The study seeks to establish the influence of strategic change management practices (leadership, communication, stakeholder involvement and technology and innovation) on performance of victory farms limited in Kenya.

The purpose of this letter is to request you to participate as a respondent in this study by completing the attached questionnaire as accurately as possible. The findings will strictly for academic use and at no time will your name be mentioned anywhere in the report. Your honest participation will be highly appreciated.

Thank you

**Sincerely**

**Ruth Jepkosgei Serem**

**University of Nairobi**

## **Appendix II: Interview Guide**

This interview guide is for the purpose of collecting information on strategic management practices employed by Victory Farms Limited to improve performance. It will assist the research in gathering crucial information.

### **Section A. Demographic Information**

1. What is the name of your department? -----
2. What is your current position at Victory Farms Limited? -----
3. How long have you been working with Victory Farms Limited? -----

### **Part B: Strategic Management Practices**

#### **Leadership**

4. Does leadership at Victory Farms Limited play any role in management of strategic change?
5. Has there been any change in the organization that demand effective leadership?
6. Does the current leadership support strategic change
7. How does the organization promote/ encourage individual initiative, creativity and involvement among employee
8. How often does the management review strategic management practice decisions?

#### **Communication**

9. Does the organization ensure open and effective communication between the staff and management regarding strategic change?
10. Does the firm have motivational systems to ensure that strategy implementation is successful?
11. Does Victory Farms Limited have clearly defined and measurable performance targets for every strategy adopted

### **Stakeholder Involvement**

12. Does the organization partner with other stakeholders in the sector? Explain
13. What is the rationale for stakeholder involvement
14. Are the company's strategic behavior and choices in line with environmental developments? Explain
15. Can you rate the firms' collaboration with other strategic partners as satisfactory?

### **Technology and Innovation**

16. Does the company allocate adequate funds for innovation annually?
17. Has the organization been able to offer unique market driven products and services? Explain
18. Does the Victory Farms use the most modern equipment and technology in processes such as fish harvesting? Explain
19. How has the firm been able to use technology in offering superior services? Explain

### **Part C: Organizational Performance**

20. Are you satisfied with the companies' present sales? Explain
21. Are the customers satisfied with Victory Farms Limited goods and services? Explain
22. Has the company witnessed increased share market over the last five years? Explain
23. Has the company's investment in research and development been improving over the last five years? Explain
24. Looking at performance in your firm especially its profitability in the last 5 years, how can you rate? Excellent ( ) Good ( ) Average ( ) Poor ( )

**THANK YOU FOR YOUR PARTICIPATION**

## Appendix III: Turnitin Report

### STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF VICTORY FARMS LIMITED IN KENYA

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