FACTORS INFLUENCING THE PROCESS OF TRANSFORMATION OF TRICLOVER INDUSTRIES LIMITED WITHIN THE GLOBAL BUSINESS ENVIRONMENT IN KENYA

BY

CONSOLATA WANJIRU MAGU

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DECLARATION

This research project is my original work and has not been presented for any academic award in any other institution.

Signature_____ Date_____

CONSOLATA WANJIRU MAGU

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The research project has been presented for examination with my approval as the University Supervisor.

Signature_____ Date _____

DR. ZACK AWINO, PhD,

Senior Lecturer, Department of Business Administration,

School of Business

University of Nairobi

DEDICATION

To Almighty God, who has been my strength and divine inspiration in everything I do. To my family, my dear husband Phillip Kariuki and my son Kyle – thanks for the massive support and encouragement in pursuit of this degree. To my Father Joshuah Magu and Mother Margaret Magu, who taught me at a tender age the virtue of hard work and shaped me to who I am today. They saw my strengths and capabilities and made me understand that I can do anything that I purpose to achieve in life through determination.

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ABSTRACT

Organizations may transform for a variety of reasons: to regain product quality and market fitness; as a response to a failure; new technology requirements; the ambition to increase competency, the requirement of improved management and work processes - the list is endless. This study focused on factors that drive transformation of enterprises to global players. Global organizations are those that can compete with any competitor at any shelf space in the cosmetic market. The study traced the factors that have contributed to the growth of Triclover Industries Limited and examined various methodologies that can be used to propel the company to the global level that the company wishes to attain. Driven by an ambition to increase competency, the study assessed how suited the company is to achieve the transformation desired. It researched on the factors that are specific to Triclover Industries Limited. The interrogation is based on four facets namely; Strategy, Organization Structure, Staffing and the Customer Process. This is a case study that involved getting information from Triclover Industries Limited management as well as general staff to get a concrete feeling of the various stakeholders. This study identified the factors that are limiting the transformation of Triclover Industries Limited. These are the company's strategy, structure, the company's staff and the customer processes in place. Of particular note was the level of strategy execution, the volatility of the organization structure and the type of leadership at Triclover Industries Limited. The study found out that the company is not responding fast to the customers changing needs and the application of social media has not been embraced at the company. This company is still capable to attain its vision, with the right leadership and approach. It is recommended that Triclover Industries Limited streamlines its communication channels, engage their staff in the realization of the dream and monitor progress more effectively. It would also be imperative that the general staff are made to understand how their daily tasks tie to the grand strategy.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Organization transformation can be defined as a holistic, ecological, humanistic approach to radical, revolutionary change in the entire context of an organization's system. Organization Transformation involves transformative changes in the fundamental nature of the organization in relation to its ecosystem and requires completely new ways of thinking, behaving, and perceiving by members of the organization (Beverly, 1990).It is mainly about making fundamental changes in how business is conducted in order to help cope with a shift in market environment. Organizations undergoing a transformation need to outline a transition plan which is thoughtful, thorough and can be implemented with the resources at hand. Thus the need to thread the four major components of the business ecosystem: strategy, structure, people and process (Beverly, 1990).

There are four change theories discussed in this study: the evolutionary motor, the teleological motor, the life cycle motor and the dialectic motor. The evolutionary motor focuses on change in a given population over time. It involves a continuous cycle of variation, selection, and retention. It focuses on environmental conditions that create inertial pressures for organizational change. The teleological motor describes organizational change as the result of purposeful social construction by organization members. The motor of development is a cycle of goal formation, implementation, evaluation, and modification. The life cycle motor envisions change as a progression through a predetermined sequence of stages. The ordering of the stages does not change, but the speed of progress and the triggers that lead to advancement through the process vary. The dialectic motor describes organizational change as the result of conflict between opposing entities. New ideas and values must directly confront the status quo.

Triclover Industries Limited is a Kenyan company established in 1996. It is involved in the manufacture and distribution of beauty and personal care products. It plays in a market that is dominated by global players. The likes of Beiersdolf, Unilever, L'Oreal, Proctor & Gamble and PZ Cussons are actively involved in this market. In the last 3-5 years, the activities of the multinationals in the local market have been more strongly felt than in previous years. In this world of cut throat competition, the company has to undergo a metamorphosis if it is to retain its place in the market. More than ever before, the challenge is real and the task for survival is daunting.

Having been a success story so far, Triclover Industries Limited has risen to the radar of the multinational companies that earlier dismissed the company as a backyard outfit. Companies like Uzuri have developed mass market products that target to compete one on one against Arimis – the flagship brand of Triclover Industries Limited. By experiencing the meteoric rise, the company has also attracted the attention of multinationals who want to acquire stake in this company. In the last two years, five companies have come forth requesting to buy the company. There are also venture capitalists who have presented their bids in an attempt to buy into this Kenyan jewel. How long can Triclover Industries Limited hold out?

Globalization is a reality to business and customers alike. There is increased competition as a result of the 'global village' phenomenon, a better informed populace, increased demand for better products, increased choice to consumers and convergence of consumption patterns and lifestyles. Products developed in Europe, USA or China find their way into the Kenyan market in a matter of months at the most. Competition for the customers' purchasing power is no longer local but global. These developments portend both opportunities and challenges for Triclover Industries Limited.

There is therefore a major shift in the Kenya market including the beauty industry. From regional and category shifts in importance, changes in media use, advertising, distribution and consumer attitudes that are shaping the industry, manufacturers have to adapt to the shifts. It has become clear that Triclover Industries Limited cannot afford to ignore the changing dynamics of the global beauty industry as those companies that do, they will be left behind in the fight for market share.

1.1.1 Transformation Concept

Transformation can be differentiated from change by this illustration: Change, shifting position in the deck-chair so that you can remain comfortable: Transformation; getting out of the chair. Change is often considered as a change of externals, of conditions, behaviour … transformation is having new eyes, is internal, inside out. With years, all company must undergo either transformation or a change. This is to enable the company to remain competitive and also to enable maximum profits.

Not to transform in today's ecological and social economic circumstances will be to die as an organization. Many will be able to continue as they are for years but others will be forced by their immediate conditions to act early. The worst strategy is to fake transformation or stop in mid-stream. This will ensure failure. A company should never start the process until ready and be prepared to carry it through once started. Organizations may change for a variety of reasons: as a response to failure, new technology requirements, the ambition to increase competency, the requirement of improved management and work processes among others.

As observed in Transformation: Our Fear, Our Longing; 'Transformation involves much more than mere adaptation to outer manipulation. Transformation implies new being…new creation rather than change' (Slosson W. F., 1991). Change is inevitable. It occurs whether we want it to or not. Transformation is not always a part of change. Hopefully, what we aim for is movement from one situation to another that is not only about difference, but about effect that is organizational altering.

Transformation within a large organization - or a smaller one within a large system - is always a creature of critical mass. Critical mass does not mean the majority - far from it. What constitutes critical mass, in one situation or another, will vary. It is usually between 5 to 10 per cent of the total organization. While not an impossible number, in most circumstances this is a large number. Critical mass is not only a matter of numbers alone. Who these people are what and who they represent and where they are placed, within the organization, is also important (Dale Z. E., 2009).

Unfortunately, few individuals understand transformation or why there is an imperative for transformation, not merely incremental or transitional change. Often, people confuse transformation with any kind of change, technology breakthrough, innovation, process improvement or transition. However, few changes are truly transformational. Management typically interchanges the words and thinking for changing and transforming an organization. But there are unique distinctions—and those distinctions, applied and realized, not only result in a competitive edge but in unparalleled leadership that is rare to find and that can make a difference for society. However, while all transformation is change, not all change is transformation.

To transform means to change in form, appearance or structure. Transformation in the context of the management of organizations and systems occurs first in individuals, and then, in the organization (Disso & Sheinberg, 2005). The first step is transformation of the individual. This transformation is discontinuous. Transforming an organization means having the courage to lead a journey into the unknown, with dedication and passion for learning and taking actions based on continual new learning.

1.1.2 Global Business Environment

The concept of globalization has only recently been popularized through the spread of multi-national enterprises. The roots of globalization however, date back to the 16th century when European nations struggled to establish empires worldwide. In the late 18th century many European firms went global by setting up manufacturing facilities in their colonies to extract raw materials. In mid-19th century, many US firms begun to globalize by setting up business plants in various parts of the world. By the 1970s, the process of globalizations was quite entrenched marked by tremendous movement of people, knowledge, capital, goods, services and technology across borders.

Global companies plan activities on a global basis. They operate on the global stage. Their functional activities such as R&D, marketing, operations and finance span across nations and continents. By operating in more than one country benefits from savings or economies are achieved which may not be available to domestic companies. Therefore, globalization is generally seen as the process of broadening and deepening of inter-relationships in international trade, foreign investment and portfolio flows (Gichira, 2007).

According to Forbes.com (2010), global high performers are big companies that also have exceptional growth rates. To qualify as a Global High Performer, a company must stand out from its industry peers in growth, return to investors and future prospects. Most of the Global High Performers have been expanding their earnings at 28% a year and 20% annualized gains to shareholders over the past five years.

Successful global enterprises (or companies) have mastered the art to compete at the global stage. Their products and services can compete for shelf space anywhere in the world. They outperform their peers in the market place when measured on a number of metrics including, weighted sales, profits, assets and market value. These companies ride through the economic turmoil to emerge stronger every year. They make strategic moves to help navigate through the tough economic times(Forbes, 2010).

In the personal products categories, Forbes.com (2010) lists the highest performing companies as Proctor & Gamble (35), Johnson & Johnson (57), Reckitt Benckisser (340) and Kimberly-Clarke (1615), with the number in brackets representing their positions while ranked against all time world's biggest public 2000 companies. According to the Fortune Magazine (2011), in the top global 500 companies; Proctor & Gamble (80), Johnson & Johnson (123), Unilever (136), L'Oreal (378), Henkel (486) and Kimberly-Clark (494) are listed in the top companies in 2010. The criteria for ranking are both in revenue and profits.

1.1.3 Cosmetics Industries in Kenya

The cosmetics industry in Kenya exists in a market structure called monopolistic competition. The industry is characterized by a large number of firms that attempt to differentiate their products and maintain a certain degree of control over their pricing. In general monopolistic competition is characterized by relatively low barriers to entry and exit. Government regulation (mostly related to differences in the approach to safety issues)   and distribution channels appear to be the most significant barriers to entry in the cosmetics industry.

Distribution channels play a very important role in the cosmetic market. Consumers pay great attention when choosing the channels according to the type of product that they are seeking. In the EU they fall under four main categories: mass distribution, specialized distribution, pharmacy sales and direct sales. Channels are very similar across EU countries and somewhat similar in the United States. They operated quite differently in Japan and this difference forms the most significant trade barrier.

On the basis of the sales turnover only, it is clear that the top cosmetic companies in the world rake in billions of USD amongst themselves. No surprise that global giants P&G, L'Oreal, and Unilever remain the champions, in large part owing to a combination of hiking prices, slashing costs, launching less expensive lines, introducing smaller sizes, increasing advertising expenditures, expanding markets and focusing on supply chains(Matusow, 2009). In terms of sales, the top cosmetics and personal care companies in 2008 were as listed in the table below.

Table 1.1: Top 5 Cosmetics Companies in the World

	Company	Sales (Billions)
1	Procter & Gamble	$26.30
2	L'Oreal	$25.80
3	Unilever	$16
4	Avon	$7.60
5	Beiersdolf	$7.50

Source: Happi Magazine (Nov 2009)

1.1.4 Triclover Industries Limited

Triclover Industries Limited is a Kenyan company established in 1996. It is involved in the manufacture and distribution of food and beauty & personal care products – largely referred to as 'Cosmetics' in this study. From infancy, the company has grown to be the leading local manufacturer of cosmetics. By 2010 it turned over 3Billion Kenya shillings worth of finished products. This is mainly because the company's vision is to become a global company. It therefore has to keep improving its processes to enable realize this dream.

Triclover Industries plays in a market that is dominated by global players. The likes of BDF, Unilever, L'Oreal, Proctor & Gamble and PZ Cussons are actively involved in this market. In the last 3-5 years, the activities of the multinationals in the local market have been more strongly felt than in previous years. In this world of cut throat competition, the company has to undergo a metamorphosis if it is to retain its place in the market. More than ever before, the challenge is real and the task for survival is daunting. The coming in of big multinationals like L'Oreal and Godrej has not helped matters much.

There has also been heavy inflow into the local market by cheaply priced imports especially from the East (China, India and Turkey). Change in the competitive market place has also been experienced by having international companies acquiring stake in local companies; for example, Tiger Brands buying into Haco to form Haco-Tiger and Godreej of India buying the Strategic Industries.

To remain competitive in the global market place, Triclover Industries has to benchmark its operations and processes with the best in industry as well as match its operations and process with global trends in the industry and markets it operates in. Due to the fast paced changes in the market place, Triclover Industries has to position itself to fight out for its share of the market. As such, it can no longer just change, it has to transform into a global organization.

1.2   Research Problem

To transform means to change in form, appearance or structure. Globalization has led to stiff competition in many sectors of the economy and has made firms change their approach in order to survive. Ansoff (1987) notes that the environment is constantly changing making it imperative for organisations to continuously adapt to the dynamic environment in order to succeed. Local businesses that failed to adjust to the global business economy are nonexistence today. There is therefore a need to transform businesses that just operate in the local market to the global business environment.

Business transformation is achieved by realigning the way staff work, how the organisation is structured and how technology is used. Typically, organisations go through several stages in transforming themselves. They first must recognise the need to change and must get consensus amongst stakeholders that dramatic change is necessary. They must agree what form the change should take, the objectives of the change and a vision that describes a better future. They also need to understand what the organisation is changing from and what needs to change in detail. Eventually, they test and implement the change, usually in waves.

Any change or transformation in a company involves working with and through other people and instituting change. Business transformation is about making fundamental changes in how business is conducted in order to help cope with a shift in market environment. Most of the people in the organization who are crucial to the successful change management probably had little, to do with development of the corporate strategy and therefore might be entirely ignorant of the vast amount of data and work that went into the formulation process.(Thompson and Strickland ,1980).Unless changes in mission, objectives, strategies and policies and their importance to the company are communicated clearly to all operational managers, resistance and foot dragging can result. In that case it is important to involve middle managers in both formulation and implementation process as it tends to yield better organizational performance (Wheleen and Hunger, 1995).

The cosmetics industry is one industry where stiff competition exists especially in today's world where people are really sensitive about their looks. Every firm therefore is continually bringing new products and also expanding base in order to catch these customers' eyes. The vision of Triclover Industries Limited reads: 'To become a major global player in developing and providing personal care and beauty products that enhances self-esteem, confidence and personal image.' From this statement of intent, it is clear that the company wishes to become a 'major global player'. What is this 'global player' and what ingredients are necessary to attain the status of such an organization. This study will sought to find out what is holding Triclover Industries Limited from attaining the envisioned status. This vision was formulated and adopted in 2008. For 3 years now, Triclover Industries Limited has struggled to live up to its dream. The company has seen some of its dominant markets shrink as competition increases.

A number of studies have been done in Kenya on the relationship between strategy and external environment (Hassan, 2004; Kiruthi, 2001; Miyumu, 2004; Mutuku, 2004; Nyamache, 2003; and Rukunga, 2003). However, the limitations of these studies are that they have focused on strategy formulation, strategic choices, strategy implementation and strategic responses to changes in the business environment. Also, a number of studies have been carried out on changes in various organisations in recent times, but scanty information exist on change management programmes carried out in Kenya despite significant organisational changes taking place on the local scene in recent past.

This research therefore was geared to answer the following question: "What are the factors influencing the transformation of Triclover Industries Limited within the global business environment?"

1.3   Research Objective

The objective of this study was to determine the factors influencing the transformation of Triclover Industries Limited within the global market environment.

1.4   Value of the Study

The results of this study brought out several benefits. It added to the current scope of knowledge and theory in strategic change management. Scholars could therefore use the findings as a basis for further research.

The research would benefit executives and managers in making decisions that will enable them transform the company to a global player. On identifying the factors affecting transformation in this study, the company will be in a better position to plan effectively for transformation, avoiding the many possible mistakes that might otherwise compromise the mission. For the wider population, this study can be used to guide companies in similar or identical circumstances.

Policy makers and implementers can use the findings to set guidelines and bench marks for strategic change management. The findings will unfold essential or critical skills that policy makers and implementers should source for in successful globalization of companies.

In this study I have described an array of change process theories using the model developed by Van de Ven and Poole (1995). From the theories, it is noted that academic writing tends to focus more on change process theory whereas practitioner writing focuses more on implementation theory. There has been relatively little interaction between the two. The change process theories discussed tend to draw from empirical work grounded in academic fields such as psychology, sociology, economics, and anthropology. This study however adds to the implementation process and tends to draw from practitioner-oriented experiential work.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter reviews the literature available on the subject of this study. Organizational transformation is delved into, the various change theories are discussed and the indicators of transformation highlighted. Study variables are then reviewed and information from authorities given on how they affect the transformation of industries. The literature is then critiqued to identify how well it suits the study.

2.2   Theoretical Framework

This section expounds on the theoretical foundations that have been relied on while seeking to understand the factors that influence transformation of Triclover Industries Ltd within the Global Business Environment in Kenya. Researchers have approached the task of understanding organizational change from a dizzying array of perspectives.

2.2.1 Van De Ven and Poole Model of Change Management

In their interdisciplinary review of about 200 articles on change, Van de Ven and Poole (1995) identified four ideal types of change theories. They labelled them as life cycle, evolution, dialectic, and teleology and located organizational development primarily within the teleological framework.

The Teleological Motor

The teleological motor describes organizational change as the result of purposeful social construction by organization members. The motor of development is a cycle of goal formation, implementation, evaluation, and modification. Organizational change is goal driven; impetus for change emerges when actors perceive that their current actions are not enabling them to attain their goals, and the focus is on processes that enable purposeful activity toward the goals.

The teleological motor can be found in most contemporary theories of organizational change. For example, recent extensions of evolutionary theories and institutional theories-evolutionary innovation and institutional agency have adopted a teleological motor. Change leadership theories rely on the teleological motor as well (Van de Ven and Poole (1995).

The Life Cycle Motor

The life cycle motor envisions change as a progression through a predetermined sequence of stages. The ordering of the stages does not change, but the speed of progress and the triggers that lead to advancement through the process vary. Van de Ven and Poole (1995) noted that the trajectory to the final end state is preconfigured and requires a specific historical sequence of events.

Whereas life cycle models of organizational change proliferated in the 1970s and 1980's (Quinn & Cameron, 1983) it is noted that there is little continued theoretical development of this motor since 1995.One exception is in the area of entrepreneurship, where theorists continue to use a life cycle motor to understand the development and failure of new ventures (Hanks, Watson, Jansen, & Chandler, 1994), include self-organized transitions. Variations of the life cycle model, especially in conjunction with the teleological motor, are apparent in recent research.

The Dialectic Motor

The dialectic motor describes organizational change as the result of conflict between opposing entities. New ideas and values must directly confront the status quo. This motor builds from the Hegelian process of a thesis and antithesis coming into direct conflict. There are then several paths that may be taken, including separating the thesis and antithesis, attempting to create a synthesis of them, and attempting to embrace the differing perspectives.

Some argue that achieving a synthesis that appears to close off change may be less productive than developing organizational capacity to embrace conflicting approaches (Bartunek, Walsh & Lacey, 2000). The dialectic motor often drives cognitive and political change theories and plays a prominent role in schematic change theories and communicative change models.

The Evolutionary Motor

The evolutionary motor focuses on change in a given population over time. It involves a continuous cycle of variation, selection, and retention. Evolutionary theories of organizational change focus on environmental conditions that create inertial pressures for organizational change. Change theories built around this motor begin with the assumption that one must understand the environmental setting of an organization in order to understand the dynamics of change.

Organizations evolve based on their ability to respond and adapt to these powerful external forces. In the early 1990s, the evolutionary motor was most evident in population ecology models. However, it is also the driving force of change in recent research on the rate of organizational change and in theories of institutional change (Van de Ven and Poole, 1995).

2.2.2   ADKAR Model of Change Management

In 1996, the first complete text on the ADKAR model was released by Jeffrey Hiati. This model is intended to be a coaching tool to help employees through the change process. The first step in managing any type of organizational change understands how to manage change with a single individual. This model of individual change is called ADKAR - an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. In essence, to make a change successfully an individual needs awareness of the need for change, desire to participate and support the change, knowledge on how to change, ability to implement required skills and behaviours and reinforcement to sustain the change (Jeffrey, 1996).

ADKAR describes successful change at the individual level. When an organization undertakes an initiative, that change only happens when the employees who have to do their jobs differently have the Awareness, Desire, Knowledge, Ability and Reinforcement to make the change happen (Westwood and Linstead, 2001). ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. For example, Awareness of the business reasons for change is a goal of early communications related to a business change (Westwood and Linstead, 2001).

2.2.3 Kotter's Model on Change Process

Kotter (1996) developed a list of factors that he believes lead to successful changes, and those that lead to failure. He has devised an 8 step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen, and the last step re-freezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results and making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

He summarized the eight phases as follows. Establishing a sense of urgency: involves talking of change: This typically begins with some people noticing vulnerability in the organization. The threat of losing ground in some way sparks these people into action, and they in turn try to communicate that sense of urgency to others. Kotter (1996) notes that over half the companies he has observed have never been able to create enough urgency to prompt action. Form a powerful guiding coalition: Change efforts often start with just one or two people, and should grow continually to include more and more who believe the changes are necessary. The need in this phase is to gather a large enough initial core of believers. This initial group should be pretty powerful in terms of the roles they hold in the organization, the reputations they have, the skills they bring and the relationships they have.

Successful transformation rests on a picture of the future that is relatively easy to communicate and appeals to customers, stakeholders, and employees. A vision helps clarify the direction in which an organization needs to move. The vision functions in many different ways: it helps spark motivation, it helps keep all the projects and changes aligned, it provides a filter to evaluate how the organization is doing, and it provides a rationale for the changes the organization will have to weather.

The next step is to communicate the vision. Kotter (1996) suggests the leadership should estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten. Empower others to act on the vision: This entails several different actions. Allow organization members to make changes in their areas of involvement. Allocate budget money to the new initiative. Carve out time on meeting agendas to talk about the vision. Change the way your work is organized to put people where the effort needs to be. Free up key people from existing responsibilities so they can concentrate on the new effort. In short, remove any obstacles there may be to getting on with the change (Paton and McCalman, 2000). Plan for and create short-term wins. Since real transformation takes time, the loss of momentum and the onset of disappointment are real factors.

Consolidate improvements and sustain the momentum for change: As Kotter warns, "Do not declare victory too soon". Until changes sink deeply into the enterprise culture a process that can take five to ten years new approaches are fragile and subject to regression. Again, a premature declaration of victory kills momentum, allowing the powerful forces of tradition to regain ground. Leaders of successful efforts use the feeling of victory as the motivation to delve more deeply into their organization: to explore changes in the basic culture, to expose the systems relationships of the organization which need tuning, to move people committed to the new ways into key roles.

Leaders of change must go into the process believing that their efforts will take years; Institutionalize the new approaches: In the final analysis, change sticks when it becomes the way we do things around here when it seeps into the bloodstream of the corporate body. Until new behaviours are rooted in social norms and shared values, they are subject to degradations as soon as the pressure for change is removed. Two factors are particularly important for doing this. First, a conscious attempt to show people how the new approaches, behaviours, and attitudes have helped improve the enterprise. People have to be helped to make the connections between the effort and the outcome (Kotter, 1996).

2.3   Transformation Concept

Organization transformation can be defined as a holistic, ecological, humanistic approach to radical, revolutionary change in the entire context of an organization's system. Organization Transformation involves transformative changes in the fundamental nature of the organization in relation to its ecosystem and requires completely new ways of thinking, behaving, and perceiving by members of the organization (Beverly, 1990).

All of these situations impact the people that make up the organization and must be considered and planned for in terms of fostering acceptance within the workforce and quickly returning the operations to high productivity. Organizations undergoing a transformation need to outline a transition plan which is thoughtful, thorough and can be implemented with the resources at hand. Thus the need to thread the four major components of the business ecosystem: strategy, structure, people and process (Beverly, 1990).

Organization track records at change are not very good. The vast majority of today's change efforts are failing to produce their intended business results. Organizations are spending tens of millions of dollars on change efforts such as information technology installation, supply chain and reengineering, yet not obtaining their intended return on investment. Furthermore, the very methods used in these failed efforts are causing tremendous resistance and burnout in people, loss of employee morale and turmoil in the cultures of the organizations. Put simply, organizational leaders are falling short in their effort to lead change successfully (Anderson et al, 2010).

Anderson et al (2010) - in 'Change Leaders Roadmap'- approach to transformational change is anchored on transforming one's mind-set. Shattering the myth that transformation can be managed, they offer new directions and ways of thinking and behaving that are essential for successful change. Their unique approach brings organization development (OD) into the mainstream of leaders' approaches to change, expanding and integrating the fields of OD, leadership, change management, and consciousness.

Transformation can be considered to be a strategy that a company may adopt to remain competitive in the market. Strategy is the direction and scope of an organization over the long term which achieve advantage for the organization through its configuration of resources within a changing environment and to fulfil stakeholders' expectations (Johnsons and Scholes, 2002). Dessler (2005) described strategy as a course of action which shows how the enterprise would move from the business it is now , to the business it wanted to be in , as stated in its vision, mission and goals, given its opportunities and threats and its internal strengths and weakness.

2.4   Transformation Factors

There are four major components of the business ecosystem: strategy, structure, people and process (Beverly, 1990). Lingle and Schieman (1994) stated that market, people, finance, operation, adaptability and environmental factors played a vital role in long-term successful transformation. Christensen and Donovan (1998) mentioned that intended changes would be implemented as they have been envisioned if three conditions were met: if those in the organization understand each important detail in management of intended change; if the organization is to take collective action, the change needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management; if collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces. Eisenstat (1993) noted that most companies trying to develop new organization capabilities failed to get over these organizational hurdles: competence; co-ordinating; commitment.

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2.4.1 The Staffing Factor

In their book, Beyond Change management, Anderson and Anderson (2010) leads a call to conscious change leaders and whom they outline the specific areas in which they need to put effort for them to realize breakthrough results from change. They review the people dynamics and process dynamics that lead to successful transformation. For any company to be successful, the staff employed should be qualified and must uphold integrity. They should also be encouraged to study to enhance their qualification and be updated on what is going on in the market especially in departments like Information Technology department.

Armstrong (2003) suggested that the business case of learning and training should demonstrate how training and development programs would meet business needs and the areas of business strategy that depended on the availability of talented people should be analysed. He pointed out that it was important to note the organization's strategic aims that concern, issues like, the development of a high performance culture, productivity improvement or achieving better levels of service delivery to customers that will impact on knowledge and skill requirements.

The Centre for Organized Change in San Diego identifies several pitfalls when implementing organizational change first is that: Managers lack integrity, their words and actions are inconsistent. Secondly, unrealistic expectations are set with no system to measure success or failure. Third, systems remain unchanged. Fourth, managers are impatient with the process. Most managers want results immediately and are not committed to investing years to see results. Fifth, management often tries to force the issue through buzzwords and force. Lastly, leaders resort to training as the main tool of transformation (Brenda, 2002).

Staffing basically is that part of the process of management which is concerned with acquiring, developing, employing, appraising, remunerating and retaining people so that right type of people are available at right positions and at right time in the organisation. In the simplest terms, staffing is 'putting people to job. Many managers have been affirmed in the philosophy that the manager is right and the subordinates are wrong. This is not only seen in business organizations, but in schools, church organizations and in the home. Parenting 101 at its finest can be seen in the boardroom, classroom, and pulpit (Brenda, 2002).

Legitimate transformation is organic. It must be cultivated and nourished. The leader sets the example in the transformation process. Anything short of this simply creates a culture of compliance rather than commitment. The practice of shared vision involves the skills of unearthing shared 'pictures of the future' that foster genuine commitment and enrolment rather than compliance. In mastering this discipline, leaders learn the counter-productiveness of trying to dictate a vision, no matter how heartfelt (Senge P. M., 1990).

Senge (1990) greatly impacted the way we view organizations when he introduced us to a new paradigm–creating organizations that are built around learning. In an interview with Fast Company he said, "Perhaps treating companies like machines keeps them from changing, or makes changing them much more difficult. We keep bringing mechanics when what we need are gardeners. We keep trying to drive change–when what is needed is to cultivate change" (Webber, 2002).

The success of every change initiative depends on people changing their behaviour - that's the bottom line (Kahan, 2011). Going further, he observes that in organizational transformation, a select group of people is going to bring your initiative to life. These are your Most Valuable Players (MVPs). They are not always your friends and they extend far beyond your evangelists. Yet they are powerful in the truest sense of the word and deserve your respect. Your MVPs will midwife the future you want to realize.

The issue of transformational leadership is explored by Anderson & Anderson. Transformational change involves a number of very essential and unique dynamics that demand a new leadership perspective, skill and style. Because leading transformational change is so radically different from managing or leading a stable organization, leaders cannot simply lay their old way of thinking, behaving and operating on this new world and expect success (Anderson & Anderson, 2010).

They emphasize that leaders must alter their leadership skill and behaviour to accommodate the unique requirements of transformation. The leaders themselves must transform to lead transformation successfully in their organizations. "The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results" and "making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains" (Kotter, 1996).

The following important elements need to be incorporated in all successful journeys of change: Struggling against great odds, and creatively dealing with new challenges. There also has to be a bond that allows people to work together with others to overcome any unexpected roadblocks as they continually find new resources within (Barger & Kirby, 1995). The reason why John Kotter's book "Leading Change" stands out is that he dismisses the notion that change is yet another process to be managed, it is an everyday reality that needs to be led. As he says, "successful transformation is 70 to 90 per cent leadership and only 10 to 30 percent management."

As quoted in Wheelen and Hunger (1995), studies show that, because priorities change over an organization's life cycle, successful corporations tend to select managers who have skills and characteristics appropriate to the organization's particular stage of development. Top management has no choice, it must search for a person with a proven capability to exercise initiative and leadership in the industry and hope that the person selected can lead other managers in formulating and implementing an appropriate transformation.

2.4.2 The Strategy Factor

Strategy is the direction and scope of an organization over the long term which archive advantage for the organization through its configuration of resources within a changing environment and to fulfil stakeholders' expectations (Johnsons and Scholes, 2002). Dessler (2005) describes strategy as a course of action which shows how the enterprise will move from the business it is now, to the business it wants to be in , as stated in its vision, mission and goals, given its opportunities and threats and its internal strengths and weakness. A company's strategy has to be aligned with the external and internal forces to enable it capitalize on its strengths and opportunities to the maximum level.

Mintzberg (1994) defines strategy as a pattern in a stream of decisions and actions of an organization. He defines strategy from a 5Ps approach: a plan, ploy, pattern, position and perspective. As a plan strategy specifies consciously an intended course of action, as a ploy it is a specific manoeuvre intended to outwit competition, as a pattern strategy emerges in a stream of actions over time, as a position strategy means locating an organization in its environment and finally as a perspective strategy gives the organization an identity that reveals how people locate and perceive it. Mintzberg (1995) brings out a different conception of strategy where he views it as a pattern of emerging actions and behaviour. He states that strategy is not a preconceived plan, but a consistency in behaviour and that in a sense strategy is not a proactive but a reactive concept; a view that may be hard to accept, but it reflects the reality of many organizations.

A firm's mission, vision and goals can be best achieved through a systematic and comprehensive assessment of both its internal capabilities and its external environment. Subsequent evaluation of the firm's opportunities leads, in turn, to the choice of long term objectives and grand strategies and, ultimately, to annual objectives and operating strategies, which must be implemented, monitored and controlled (Pearce & Robinson, 2009).

The strategies adopted by a company determine to a great extent if it is going to survive in the market. Strategy formulation should take in to consideration the firm's ability to implement. The corporate strategy should easily be disintegrated into tactical and functional strategies. A new approach to generic strategy centres on delivering superior customer value through one of the three value disciplines: operational excellence, customer intimacy, or product leadership. Companies that specialize in one of these disciplines, while simultaneously meeting standards in the other two, gain sustainable lead in their markets.

Maximum benefits in strategic management are realized through not only through financial evaluation criteria but also the nonfinancial evaluation criteria- measures of behaviour-based effects (Pearce & Robinson, 2009). The involvement of the employees in strategy formulation improves their understanding of the productivity-reward relationship in every strategic plan and, thus, heightens their motivation. Gaps and overlaps in activities amongst individuals and groups are reduced − clarification of roles. Finally, resistance to change is reduced.

The devil lies in implementation. 90% of all strategy is never implemented. In their book, Execution: The Discipline of Getting Thing Done (Bossidy, et al, 2002), they postulate that the ultimate difference between a company and its competitor is, in fact, the ability to execute. They argue that the biggest obstacle to success is the absence of execution. They point out that without execution, breakthrough thinking on managing change breaks down, and they emphasize the fact that execution is a discipline to learn, not merely the tactical side of business.

Most often today, the difference between a company and its competitor is the ability to execute. If your competitors are executing better than you are, they are beating you in the here and now. Execution is the great unaddressed issue in the business world today. Its absence is the single biggest obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes (Bossidy, et al, 2002).

Strategy implementation is "the process of allocating resources to support the chosen strategies". This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. For example, according to Steiner (1997) "the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes".

Pierce and Robinson (2009) say that "to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients".

2.4.3 The Customer Processes Factor

With 'A System of Profound Knowledge', the greatest leverage for unleashing the potential for human performance in organizations, and thus for raising organizational performance to new levels, lies in rethinking the way we construct organizational reality (Backaitis, 1995). A transformation can also occur through the business changing the way it operates. More specifically, transformation can be linked to factors such as job design, physical layout or location, supervisory relationships and autonomy, cooperation inside and outside the organization, and formation of work teams.

To this end, Deming advocated the abolition of incentive pay and of the practice of "Management by Objectives" (Deming, 1993, pp. 29-31.) He argued that even if the organizational aim were known and espoused by everyone, departmental and individual goals and incentives were far more salient, and would supplant the organizational goal as bases for departmental and individual action. Senge(1990) elaborated on the tendency of people to see their responsibilities as limited by the boundaries of their positions, classifying it as an "Organizational Learning Disability" because it hinders the sharing of knowledge, the formation of synergy, and impedes the learning process of the organization.

Thus, while technology can provide connectivity of data and informational platforms within the organization, Deming's philosophy suggests that it cannot force connectedness and alignment in an organization where recognition of the human factors that give rise to barriers between departments is absent. The organization itself must first be managed with policies that encourage alignment of people and processes with the organizational aim, "An important job of management is to recognize and manage interdependence between components. Resolution of conflicts and removal of barriers to cooperation are responsibilities of management" (Deming, 1993).

Figure 2.1 Production viewed as a system
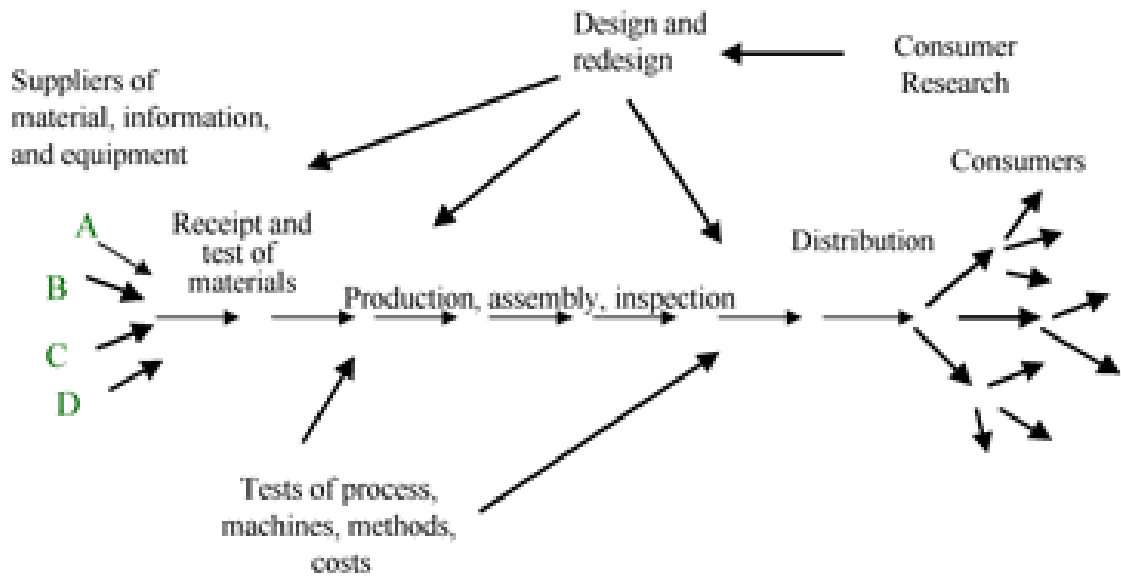
Source: Deming, W. (1993)

The order fulfilment process begins with the customer. Two pieces of information are needed at this point. The cost of the product and the delivery lead time. In the functional organization we assume that marketing can receive the first information from the accounting system, while lead-time information is readily available from operations. In reality, however, both cost and lead time are changing continuously over time, i.e., both are dynamic; and their momentary value depends on the current load on the shop floor (Feldman and Shtub 2006).

2.4.4 The Organizational Structure Factor

The term organization has been defined in several ways. Leavitt (1962) defines it as a specific configuration of structure, people, task and techniques. Structure describes the form of departments, hierarchy and committees. It influences the organization's efficiency and effectiveness. People refer to the skills, attitudes and social interaction of the members of the organization. Task refers to the goals of the individual and the organization. Techniques refer to the methodical approach used to perform tasks. Organizational structure thus refers to the institutional arrangements and mechanisms for mobilizing human, physical, financial and information resources at all levels of the system (Sachdeva, 1990).

Structure is thus an integral component of the organization. Nystrom and Starbuck (1981) have defined structure as the arrangement and interrelationship of component parts and positions in an organization. It provides guidelines on division of work into activities; linkage between different functions; hierarchy; authority structure; authority relationships and coordination with the environment. Organizational structure may differ within the same organization according to the particular requirements.

Structure in an organization has a components referred to us complexity (Robbins, 1989). This refers to the degree to which activities within the organization are differentiated. This differentiation has three dimensions which are horizontal differentiation, vertical differentiation and spatial differentiation. Horizontal differentiation refers to the degree of differentiation between units based on the orientation of members, the nature of tasks they perform and their education and training. Vertical differentiation is characterized by the number of hierarchical levels in the organization and spatial differentiation is the degree to which the location of the organization's offices, facilities and personnel are geographically distributed.

Mintzberg (1992) suggests that organizations can be differentiated along three basic dimensions. The key part of the organization is that part of the organization that plays the major role in determining its success or failure. Secondly the prime coordinating mechanism which is the major method the organization uses to coordinate its activities and lastly the type of decentralization used which is the extent to which the organization involves subordinates in the decision-making process. Using these three basic dimensions, Mintzberg (1992) suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisional form, and adhocracy.

Organizations exist to achieve goals. These goals are broken down into tasks as the basis for jobs. Jobs are grouped into departments. Departments in organizations may include marketing, sales, advertising, manufacturing and so on. Within each department, even more distinctions can be found between the jobs people perform. Departments are linked to form the organizational structure. The organization's structure gives it the form to fulfil its function in the environment (Nelson & Quick, 2011).

The term organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Galbraith, 1987; Greenberg, 2011). Very early organizational structures were often based either on product or function (Oliveira & Takahashi, 2012). The matrix organization structure crossed these two ways of organizing (Galbraith, 2009; Kuprenas, 2003).

Mintzberg (1992) suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisional form, and adhocracy. The simple structure has as its key part the strategic apex, uses direct supervision, and employs vertical and horizontal centralization. Examples of simple structures are relatively small corporations, new government departments, medium-sized retail stores, and small elementary school districts. The organization consists of the top manager and a few workers in the operative core. There is no techno structure, and the support staffs are a few; workers perform overlapping tasks.

Machine bureaucracy has the techno-structure as its key part, uses standardization of work processes as its prime coordinating mechanism, and employs limited horizontal decentralization. Machine bureaucracy has many of the characteristics of Weber's (1947) ideal bureaucracy and resembles Hage's (1965) mechanistic organization. It has a high degree of formalization and work specialization. Decisions are centralized. The span of management is narrow, and the organization is tall—that is, many levels exist in the chain of command from top management to the bottom of the organization. Little horizontal or lateral coordination is needed. Furthermore, machine bureaucracy has a large techno-structure and support staff (Mintzberg, 1992).

Professional bureaucracy has the operating core as its key part, uses standardization of skills as its prime coordinating mechanism, and employs vertical and horizontal decentralization. The organization is relatively formalized but decentralized to provide autonomy to professionals. Highly trained professionals provide non-routine services to clients. Top management is small; there are few middle managers; and the techno-structure is generally small. However, the support staffs are typically large to provide clerical and maintenance support for the professional operating core. The goals of professional bureaucracies are to innovate and provide high-quality services. Existing in complex but stable environments, they are generally moderate to large in size. Coordination problems are common (Mintzberg, 1992).

The divisional form has the middle line as its key part, uses standardization of output as it prime coordinating mechanism, and employs limited vertical decentralization. Decentralized at the divisional level, there is little coordination among the separate divisions. Corporate-level personnel provide some coordination. Thus, each division itself is relatively centralized and tends to resemble a machine bureaucracy. The techno-structure is located at corporate headquarters to provide services to all divisions; support staff is located within each division. Large corporations are likely to adopt the divisional form (Mintzberg, 1992).

The adhocracy has the support staff as its key part, uses mutual adjustment as a means of coordination, and maintains selective patterns of decentralization. The structure tends to be low in formalization and decentralization. The techno-structure is small because technical specialists are involved in the organization's operative core. The support staffs are large to support the complex structure. Adhocracies engage in non-routine tasks and use sophisticated technology. The primary goal is innovation and rapid adaptation to changing environments. Adhocracies typically are medium sized, must be adaptable, and use resources efficiently. Examples of adhocracies include aerospace and electronics industries, research and development firms, and very innovative school districts. No school districts are pure adhocracies, but medium-sized school districts in very wealthy communities may have some of the characteristics of an adhocracy (Mintzberg, 1992).

The prospect of an organization attempting strategic renewal usually brings to mind a dramatic change in strategy, such as Intel's decision to make specialized chips and abandon its highly successful commodity-chip business. However, a less dramatic but equally significant strategic renewal could involve modifying an organization's out-of-date structure in order to implement management's intended strategy. Such a renewal should be approached from two sides: making sure the strategy truly fits the current business environment and changing the structure to fit the intended strategy (Dale, 2009).

In fact, the worst way to try a transformation is to directly act on an existing, large, complex structure. Because it will get distracted and have to go down its present fitness peak before it can climb another, the effectiveness of the organization will decline. This can be costly if not deadly. The best way is to create new initiatives with a new structure and purpose. These must be protected from the existing, not bound by the old rules yet supportive and complimentary.

Transformation within a large organization - or a smaller one within a large system - is always a creature of critical mass. Critical mass does not mean the majority - far from it. What constitutes critical mass, in one situation or another, will vary. It is usually between 5 to 10 percent of the total organization. While not an impossible number, in most circumstances this is a large number. Critical mass is not only a matter of numbers, alone. Who these people are what and who they represent and where they are placed, within the organization, is also important (Dale Z. E., 2009).

2.5   Conclusion of Literature

Anderson et al (2010) submit that, capacity is finite; people can only do as much as they can humanly do, and you only have so many people. Capacity becomes an issue when one or both of the following two things occur. First, it becomes a problem when there is too much on the "normal operations plate," and leaders continue to add more work. In this situation, leaders are not paying adequate attention to the reality of the workload, are denying the degree of strain being felt by their people, or are demanding that there be more capacity than there actually is or can be.

Secondly, leaders add major change on top of normal operating requirements and do not take anything off the plate to make space for the burden of organizational change, which includes time requirements, resources, attention, meetings, personal change, and lots of on-going planning and execution at all levels of the organization. As Triclover Industries Limited addresses its wish to transform, the capacity issue is important.

Triclover Industries Limited has been planning diligently to become more effective and efficient. The pain of over-capacity resounding through its management ranks on a regular basis. The CEO feels there would be a surplus of capacity if people would only be more efficient. This has created a painful double bind for his very devoted executives: How can they generate more capacity from being more efficient? The answer, of course, is to institute a series of efficiency initiatives, which require capacity themselves! This phenomenon will be examined in this study to identify if this is a true concern.

A candid look at capacity requires a real partnership between the executives, mid-managers, supervisors, and employees. Trust issues across the organization's hierarchy, as well as people's fears of admitting to being overly stretched, will negatively impact the accuracy of the organizational and change capacity assessment. The change manager should do their best to invite and respect an honest review (Anderson et al, 2010). This cannot be over-emphasized. Triclover Industries Limited should endeavour to accurately measure the capacity for successful change implementation.

Taylor (2006) looks at transformation in a different light. Transformation is not something you do to an organization. It is a process that you go through yourself. Transform means to change form. Structure wins and that is the root of the issue and the key to completing the journey successfully. Both you, and others, and the organization have to change together. This change will be punctuated evolution: long periods of linear change broken by moments of disruptive shifts that are death and rebirth experiences.

There is a paradox and a dilemma associated with this subject. There is no question that every organization, to survive and prosper in the future, has to transform its basic structure - this is the good news. The bad news is that few seem to be willing to actually do it. Instead they accept dressed up "change management" as a substitute for real work. Since organizational transformation cannot be accomplished without a requisite and deep personal process, this is not something that Management "does to" the rest of the organization nor is it something that can be done to an organization "from outside." The transformation of an organization is a change in culture and change in habits and change in attitude and often a change in purpose. It is a re-conceiving of the entire paradigm of the organization and its circumstance (Taylor, 2006).

As regarding the change process theories, the same continue to develop and evolve. During the past decade new approaches to understanding change processes have emerged from each change motor identified by Van de Ven and Poole (1995). Contemporary theorizing frequently draws from multiple motors with comparatively great attention to the teleological motor. Attempts to understand such multilevel issues as institutional agency, innovation, and temporal pacing of organizational change require that researchers build links between theories of individual change and theories of organizational change. Interactions between research on individuals' resistance to change, organizational-level, political pressures and institutional constraints can lead to further clarification of change process at each level. Thus, multilevel theorizing can expand our understanding of change processes and may lead to the identification of additional change theories.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter discusses the methods and procedures that were used in the research study. The chapter is organized in the following sections: - Research design, Data collection and Data analysis.

3.2   Research Design

This research was conducted through a case study. A case study is an in-depth investigation of an individual, institution or phenomenon (Mugenda & Mugenda, 2003). In nature, this study was exploratory since, it sought to find out the reasons for not achieving the stated objectives. Its main aim was to identify the weak links and suggest ways of enforcing them. It explored the capacity of the organization to transform as required and the challenges expected from this venture.

Besides this study, the case study design had been successfully used by Mumbi (2005); Njagu (2008); Gakenia (2008) among others. It is deemed the best design to fulfil the objectives of the study and because it is expected to enable the researcher have an in-depth understanding of factors influencing the transformation of Triclover Industries Limited within the global business environment in Kenya.

3.3   Data Collection

To meet the objectives of this data, primary and secondary data was collected. Primary data was collected using an interview guide in the form of face to face interviews. An interview guide is a set of questions that the interviewer asks when interviewing (Mugenda and Mugenda, 2003). An important characteristic of face to face interviews is the opportunity for follow-up, by probing .The researcher may ask for clearer or more comprehensive explanation -combined with observation and face to face interviews to allow the researcher to understand the meanings that everyday activities

hold for people .The face to face interview is especially useful for obtaining unstructured information (Zikmund, 2003). The data will be collected by interviewing the heads of department and a few general staff members. The interview guide consists of open ended questions covering the factors that will be looked into in the research. This facilitated a more in-depth interaction with the respondents of the study.

3.4   Data Analysis

Qualitative analysis was done using content analysis on the data that was collected. Qualitative analysis is a research for general statements about relationships and underlying themes (Strauss & Corbin, 1997) .According to Zikmund (2003), data analysis is the application of reasoning to understand and interpret the data that has been collected. Data analysis in qualitative research can be compared to a metamorphosis where the researcher retreats with the data, applies associated analytical techniques and finally emerges with the findings (Merriam, 1998).

According to Mugenda and Mugenda (2003) content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the study. The variables or themes that were used were classified broadly into the factors influencing the transformation of the firm within the global business environment in Kenya.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1   Introduction

This chapter presents the analysis, results and findings of the research following interviews with head of departments and a few general staff members. The data analysis was designed with the intention of answering the research question of this study. The analysis of qualitative discussion outcomes was associated with the questions as per the interview guide (Appendix II). The chapter includes highlights on general information, factors influencing transformation of Triclover Industries Limited within the global business environment and discussions of results.

4.2   General Information

Most of the respondents were long serving in the organization with 4 to 6 years of experience and had served in their current roles of management for not less than 2 years. They therefore had vast knowledge and experience within the organization. Besides the fact the responds had worked in the organization for some time, they had also previously handled strategy implementation within the organization and as such they were appropriate candidates for the interviews.

The respondents were to the opinion that the internal and external operating environment would largely influence the transformation. Aspects of the operating environment that were most significant influencers mentioned were the staffing concept, the strategy adopted at the company, customer focus and how they obtain a competitive edge, technological change and the need for conformity to overall corporate structure and organization culture. For instance, one of the respondents noted that for the company to transform successfully, the organisational structure has to be reviewed to accommodate a department to take care of the international market. This change had to conform across all functions including departments like customer service.

It was generally felt that the organization continuously assessed its operating environment in order to determine it's positioning and areas that needed strategic change in an effort to remain relevant to its customers, maximize returns for the owners while remaining profitable in the long run. This is generally what has led to the company identifying the need to go global.

4.3 Effect of Strategy

Pertinent issues were explored by the study in regard to Triclover Industries' Limited. The company's employees were well aware of the mission statement and the vision statement and also the goals of the company. They were well aware of where the directors are driving the company to. Most of the managers agreed that the company has the ability to implement its strategy and is also ready to change and serve the customers better.

The managers are also well aware of Triclover Industries Limited's strategy. They however felt that the current strategy cannot deliver a global player. They said that a few changes in the company's strategy require to be amended. For instance, the head of finance was quick to advice that as much as they have goals, the same lacks time lines. He advised that it would be very important to have targets that have deadlines as this would task the group running with it to deliver as required within the stipulated time.

Though there was a general feeling that the company's current strategy cannot deliver a global player as it is, it is interesting to see that they can foresee the company turn into a global company in about five to ten years. These results indicate a leadership that knows the strategy, has the ability to deliver the strategy but lacks the impetus to use the same strategy to bring about the transformation needed for a global company.

The general staff on the other hand had a slightly different perspective on the company's strategy. The company mission and vision was well known but only very few were aware of the strategy. This could point to a gap in communication considering only a few representatives were of the junior staff were involved in strategy formulation. The junior staffs believe in the organization delivering the laid down strategy, though there's a gap in tying their tasks to the company strategy. The ones who are well aware of the company's strategy however have clear knowledge on how their daily tasks fit into the strategy.

A point of divergence between management and general staff is on readiness to change and serve the customer better. Managers generally agreed that the company is ready to change on its strategy to enable it be a global company in the next five to ten years but the junior staff however seemed to disagree. Both groups however were of the opinion that Triclover Industries Limited has ability to implement its strategy but they are not convinced that the current strategy will deliver a global company.

According to the respondents, the organization involved a wide range of resources in strategy implementation and practically everyone in the organization including the customers were involved in some way. Those involved included top management, the general workforce, the executives, vendors or consultants and the customers. The respondents however noted that executives were not actively involved in strategy implementation as much as they were involved in strategy formulation.

4.4   Effect of Organizational Structure

This study explored the suitability of the organizational structure to deliver current strategy. The managers generally agreed that the current structure is capable of supporting the strategy. Important to note is that the organizational structure has changed about five times in the last three years as the company organizational structure has changed more than 5 times in the last 3 years and they felt termed the changes as drastic. This can be triangulated by the information given on profile since 85% of the managers have been their position for less than 3 years.

It was also noted that most of the managers feel that the organizational structure does not enable efficient inter-departmental cooperation. Decision making process is termed as being slow and also that communication is not efficient throughout the organization. This is due to the fact that departmental meeting are held only once every two weeks and that is when critical issues are discussed. The managers felt that they should be allowed to call for impromptu meeting to communicate or address urgent matters.

The junior staff on the other hand generally didn't agree that the organizational structure is capable of supporting the strategy. This could be misleading since only a few representatives were involved in the formulation of the said strategy and only a few claimed to know the strategy. It could also be a kind of faith in the organization to an extent that even those members of staff who do not know the strategy believe that the organization is capable of delivering the strategy. They also do not agree that the current structure will be sufficient to support global operations.

In regard to decision making, only a few of the staff agreed to being accustomed to making decisions. This is in spite of many of them indicating that decision making is not fast in the organization. It is a situation whereby, staff members do not normally make decisions and the ones expected to make the decisions do not do so fast enough. Of special mention in this section is the innovation capability of the company.

When asked whether the organization supports new ideas, the general staff differed that the organization supports new ideas. This is not a good indication considering the fact the company operates in the highly dynamic cosmetics industry. This observation, coupled with the fact that there was a general feeling that the organizational structure does not allow for inter-departmental cooperation does not augur well for synergistic innovation. One point of divergence between the two cadres of staff is on bypassing the hierarchical lines.

The organisational structure seemed key in enabling the company be a global company. The fact that the organisational structures kept changing for the last three years to enable accommodate global operations is evidence that structure is critical. It is important to know what department is running with what and even bring on board a department to take care of global operations. From my own view, a Triclover industry Limited has taken that into consideration as they have an export department on board.

4.5   Effect of Staffing

Leaders exhibited the willingness to learn and apply the knowledge with all the head of departments indicating that they read journals on training, leadership and psychology and implementing what they had learnt. They indicated that they enjoy reading books and journal in their profession and implementing the new procedures learnt. In regard to creativity, the head of departments indicated that they always encourage their staff to be creative about their job. They also encourage them to read alot on inspirational materials and also any materials on their line of work. Of special is the Research and Development where they hold a meeting once every month to share on what each member of the team has read.

The questions asked were used to gauge the leadership styles practised by the managers. The evident style which was almost adopted by all at Triclover Industries Limited is Team Leadership. It was observed that the leadership exhibited has slightly higher concern for task than concern for people. Of key to note is that team leadership is the best to drive transformation.

A discussion with the respondents pointed out that not enough coaching is obtained by the junior staff from their managers. With quite a number of them pointing out that their managers never implement new procedures learnt in articles, books and journals. The same case applies to training on leadership with many of staff indicating that their supervisors do not apply what they have learnt. Team work is however highly valued at Triclover Industries Limited with all staff pointing out that at one point or the other, nothing is more important than building a great team.

A point of divergence is observed in regard to team involvement during decision making; while the managers indicated that they always involve their teams, the general staff have a different opinion with only a few of them indicating that they are usually involved. Another disagreement is on the point of creativity; most of the managers indicated that they encourage their staff to be creative in their jobs while most of the staff claimed that their supervisors never encourage creativity from the staff. This tied with the earlier observation that Triclover Industries Limited does not support new ideas generation.

In order to align employee skills to the changes brought by transformation to a global company, the respondents felt that the organization should continuously up skill their employees, perform role swaps or job transfers, match skills to the role and encourage delegation, succession planning and coaching in order to increase capability within the organization for future needed skills. They also mentioned that the organization should perform skills gap assessment on an on-going basis while encouraging employees to own their career development. One of the respondents noted that the use of an effective reward system in recognizing best performers during strategy implementation was a way that the organization adopted to encourage learning within the organization. The respondents were of the opinion that the organization was keen in improving the quality of employees by ensuring they acquired the right skills on an on-going basis, in order to meet customer's demand for quality service.

4.6　Effects of Customer Processes

From the discussion with the respondents, it was clear that training on how to handle customers is not done since most of the respondents felt that it was not conducted. It was also observed that the company is yet to embrace social media as a means of reaching their customers. The attitude of staff is rated highly as they are termed as timely, friendly and cheerful by most respondents. Triclover staff members are also courteous to the customers as and also to enhance the same, there are customer focus champions who are tasked with coming up with ideas on how the company can better its customer service. It was however observed that most of the respondents think that customer service is all about getting more sales. The realization that the internal customer is more important than the external customer was also evident. Triclover Industries Limited however needs to invest in product knowledge training since only a few of respondents were well aware of the products that the company has to offer.

Customer service level at Triclover Industries limited wasn't rated as the best in the industry by most of the respondents. One of the respondent was quick to mention that if the company is ever to offer world class customer service, there needs to be training on areas like telephone etiquette and complaints handling. There is a need to have a customer service department which helps in ensuring that even as new clients are brought on board, the old customers are retained. Such a department would ensure that any queries or complaint raised by clients are resolved in a timely manner.

Lack of a customer service department could be the major reason why the employees of Triclover Industries Limited don't consider their customer service among the best in the beauty industry. A customer service department enhances retention of customers as well as bringing new ones on board. We cannot deny the fact that referrals are one of the best ways to penetrate the market. Good customer service ensures that you retain the current customer as you bring more on board. Triclover Industries Limited has to have a strong customer department.

4.7   Discussion of Findings

Triclover Industries though not as per the exact steps provided by Kotter (1996) that he believed led to successful changesand those that lead to failure, has been keen on the way they effectly handly change in the organization. He devised an 8 step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen, and the last step re-freezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. There is therefore a lesson to be learnt by the company that the change process should go through theses series in order, for the company to enjoy great results. Skipping steps creates only the illusion of speed and never produces satisfactory results and making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

To achieve complete transformation of the company to a global business, Triclover Industies Limited is not only evaluating the financials but also the non financials. Just as identified by Pearce & Robinson (2009), maximum benefits in strategic management are realized through not only through financial evaluation criteria but also the nonfinancial evaluation criteria- measures of behaviour-based effects. The involvement of the employees in strategy formulation improves their understanding of the productivity-reward relationship in every strategic plan and, thus, heightens their motivation. Gaps and overlaps in activities amongst individuals and groups are reduced and resistance to change is reduced.

A candid look at capacity requires a real partnership between the executives, mid-managers, supervisors, and employees. Trust issues across the organization's hierarchy, as well as people's fears of admitting to being overly stretched, will negatively impact the accuracy of the organizational and change capacity assessment. The change manager should do their best to invite and respect an honest review (Anderson et al, 2010). This cannot be over-emphasized. As per the research conducted, Triclover Industries Limited has endeavoured to accurately measure the capacity for successful change implementation. It has been planning diligently to

become more effective and efficient. The pain of over-capacity resounding through its management ranks on a regular basis. This is the reason why they keep reviewing to ensure that the current staffing level is strategic for great results.

Taylor (2006) looks at transformation in a different light. Transformation is not something you do to an organization. It is a process that you go through yourself. Transform means to change form. Structure wins and that is the root of the issue and the key to completing the journey successfully. Both you, and others, and the organization have to change together. This change will be punctuated evolution: long periods of linear change broken by moments of disruptive shifts that are death and rebirth experiences. Transformation can be considered to be a strategy that a company may adopt to remain competitive in the market. Strategy is the direction and scope of an organization over the long term which achieve advantage for the organization. The findings clearly bring this out that Triclover Industries Limited is transforming as a strategy to stay relevant in the market.

Organization transformation can be defined as a holistic, ecological, humanistic approach to radical, revolutionary change in the entire context of an organization's system. Organization Transformation involves transformative changes in the fundamental nature of the organization in relation to its ecosystem and requires completely new ways of thinking, behaving, and perceiving by members of the organization (Beverly, 1990).All of these situations impact the people that make up the organization and must be considered and planned for in terms of fostering acceptance within the workforce and quickly returning the operations to high productivity. Having looked at the four factors at Triclover Industries Limited, It is clear that the company had to change has enhanced a new way of thinking of its people to enable them run the company in the global world.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter delves into the conclusion arrived at by the researcher as a result of data collected. The researcher also makes recommendations based on the literature reviewed and the data gathered. Areas for further research are identified which the researcher did not cover adequately.

Triclover Industries Limited faces imminent competition from both local and multinational companies. This Kenyan case study of entrepreneurial success is currently experiencing a dip in profits (Yr. 2010 - 2011) due to high costs of production, constraints in price adjustment and cut throat competition. However, survival is key and Triclover Industries Limited has an onus to transform itself to a global enterprise.

5.2   Summary of Findings

This case study explored the factors holding back Triclover Industries Limited by interviewing the heads of departments and a few general staff members across the departments. Relevant published financial statements, strategic plans and performance management documents were also examined. The four variables were found to affect transformation of Triclover Industries Limited to a global company. From the discussions in the previous chapter, it is clear to see that the strategic plan failed at the point of building shared vision. Triclover Industries Limited has to revamp its organizational structure and introduce some permanence, giving the managers time to implement the strategy.

Positive feedback was received in regard to the leadership – the company has team leadership. This is the best type of leadership to drive transformation. Staff members at Triclover Industries Limited are courteous and friendly, going out of their way to serve customers. Training however needs to done for the staff on how best to serve

customers. At the same time, the organization has to put in place a platform that will allow direct contact with customers through social media. To note though is that there is need to enhance customer retention by engaging a customer service departments to enable a fast turnaround on issues and complaints.

The researcher also found that the level of competency and empowerment of the employees affected their level of confidence in the change process and therefore determined their fear of the unknown. Furthermore it was noted that in implementing strategy, a review of the skills set and ultimately skills development, was required where job roles were affected by added responsibilities, creation of new roles or complexity of the job.

The research revealed that it was necessary for the organization to continuously assesses its skills needs and develop skills on an on-going basis .Further more enhancement of skills improved communication with a similar magnitude to the entire organization and encouraged best practice, giving the organization comfort that it had what it takes to implement strategy and therefore increasing the chances for successful implementation, continuous improvement and continuous creativity within the organization for future strategy implementation.

5.3   Conclusion

Based on the findings that a majority of the heads of departments have knowledge of the strategy, and a similar number indicating their belief in Triclover Industries Limited's ability in implementing its strategy, it is clear that strategy definition and communication of the same is not a challenge at the moment. However, a problem is identified when only a few of the managers believe that the current strategy can deliver a global enterprise. The company needs to review its strategy and identify reasons why some of its managers believe that the laid down strategy will not deliver global success. This could also be affected by the fact the only the managers were involved in the strategy formulation and a few of the junior staff.

When the researcher reviewed the strategy document, he noted that some of the milestones that were supposed to have been achieved by end of 2009 have not been achieved to date. For example, making the products of the company the brands of choice in Sub-Sahara Africa and be available in at least every three households. There is a clear disconnect between the strategy that was formulated and the level of implementation.

From the data collected, there have been many changes in structure in the last 3 years. This is especially so at the management level. Most of the respondents termed these changes as drastic. Combining this with the low level of strategy execution, it is concluded that these changes have not brought the company any closer to attaining global status. The structure in place is termed to have an inefficient channel of communication and does not enable efficient inter-departmental cooperation. Though the respondents postulated that the structure is capable of supporting the strategy, they do not think that the current structure can support global operations. It is then necessary for the company to harmonize the structural capacity in order to achieve global status.

It is unfortunate that only a few of the general staff feel that the organization supports new ideas generation. This could be a pointer to the poor communication that runs through the company as well as non-involvement of staff as identified in the other sections. In regard to decision making, both the heads of departments and the general staff feel that the process is slow. In the industry that Triclover Industries Limited operates, the company cannot afford to be sluggish in making and executing decisions.

The only facet of staffing that was explored in this study is leadership. From the leadership matrix that was obtained after plotting the managers' responses, the leadership is a weak team leadership – with a stronger bias to task concern that people concern. While this type of leadership is best suited to drive transformation, the leaders however have to align themselves with their staff. For example, while only a few of the staff enjoy working on complicated tasks, the same staff indicated that only a few of the times does their supervisor break large tasks to small manageable task.

There is though a contrast, as the managers believe that they always break large tasks into manageable task. Even when these tasks are broken, it clear that they are not tied to the strategic direction that the company has taken and if so, communication is not done properly to that effect. Managers claim that they always encourage their staff to be creative in their work while the general staff feel that they always have encouragement from their managers to be creative. This could point to an earlier stated observation that Triclover Industries Limited does not support new ideas generation. It was observed that the connection between the leaders and their staff was not seamless, with many disagreement points between the two cadres of staff.

The company has not invested in training on how to handle customers. This is a major undoing since it does not support its strategy to go global. Global enterprises cultivate strong and long-lasting relationships with their customers. This in contrast to the findings that most of the respondents believe that customer service is all about getting more sales. It is worrying that most of the respondents do not think that something different in the way they work is coming to affect customer service. This is in spite of the urgency for which the company has expressed its desire to become a global enterprise. Clearly, Triclover Industries Limited needs to do something about the level of customer service before they consider themselves the best in the industry.

5.4   Recommendations

The four variables that were studied have been identified to affect the transformation of Triclover Industries Limited to a global enterprise. These are strategy, structure, staff and customer processes. A discussion on the recommendations to the company's management on each of them is presented below.

5.4.1 Strategy – Involvement and Implementation

Triclover Industries Limited should set time and resources to review its strategy comprehensively and involve the new managers who were not there in the initial stages. The departmental staff should be made to understand how their tasks fit into the strategy of the company. The general staff ought to be aligned in the direction that the company has taken. On light of the existing strategy document, periodical reviews should be conducted to evaluate performance and achievement of milestones. This company should endeavour to create a shared vision.

Managers and executives need to improve on communication and awareness of strategy and focus on building competencies in the organization during strategy implementation phases to increase the chances of successful implementation, their visibility, importance and credibility. All staff should be well aware of the strategy besides believe on the managers to deliver as per expectations.

5.4.2 Structure – Effectiveness and Efficiency

Organizational structure has scored poorly in this study. It is a key factor affecting the transformation of Triclover Industries Limited to global status. The company should endeavour to instil some stability in it structure, avoiding drastic changes that may reverse the gains made on the road to transformation. It was observed, as (Brenda, 2002) postulated; the organization is impatient with the process, wanting results immediately while not committed to investing years to see results.

When communication is hampered, decision making is sluggish and new ideas generation is not supported, a company will tend to slow down drastically. The company should reinvigorate its structure. Methods of identifying new ideas and policies to support the ideas should be implemented to keep the innovation doors open. To drive transformation, the organization should create a critical mass, Dale (2009) – people who identify with the new course and will influence the rest to change. This change team is referred to as a guiding coalition by Kotter (1996).

Managers and executives need to ensure that structures were in place that clearly aligned skills development activities with strategic goals, while continuously enhancing and renewing the skills of the workforce, to create a pool of resource to implement strategy in the future.

5.4.3 Leadership – Obtain Commitment not Compliance

Kotter (1996), indicates that deeds along with words are powerful communicators of the new ways. That a transformation effort will fail unless most of the members understand, appreciate, commit and try to make the effort happen. The leadership at the company should endeavour to obtain commitment rather than compliance. Management should also refrain from forcing the issue through buzzwords and force. As Senge (1990), aptly points out, transformation begins with the leaders. The leaders should transform by learning and teaching, spreading the winds of change to small groups and then to the rest of the organization.

The self-mastery mind-set of the gardener is developed in Senge (1990) where the leader is called to distinguish him or herself as the trendsetter within the organization. The truly liberated leader, who is championing the cause of transformation, reaches for the garden shovel rather than the presentation pointer, the mirror versus the magnifying glass. Leaders at the company should enhance training of their staff. They should go out an extra mile in coaching and mentoring their people on the new professional methods and procedures as well as in evolving areas of leadership, psychology and social science.

5.4.4 Customer Processes – the Customer is Dynamic

There are quite a number of respondents who think that the internal customer is more important than the external customer. This reawakening is important as transformation is internal tending outwards (Daszko & Sheinber, 2005). The organization should invest more in the internal customer who will eventually bring the much sought after transformation. In trying to reach for the external customer, the company has to invest in social media since today's customer is highly dynamic and well connected. On the social media platform, brands have been built and others destroyed. Triclover Industries Limited risks missing on a big opportunity if it does not use this cheap but highly impactful media and reach the youthful population that forms its core market. Customer service should be in tandem with the dynamic customer, it high time that the company revamped its customer service processes and stay abreast with changing times and trends.

5.5   Area of Further Research

On the basis of their research on management practices at a number of companies, Brodwin & Bourgeios III, (1992) in their book have identified five distinct basic approaches to strategy implementation and strategic change. It is suggested that further research be conducted at Triclover Industries Limited to find out which approach would be best to accelerate the transformation. Further research can also be conducted to explore other factors that affect transformation. These include, products, capital and government regulations amongst others.

Managers and executives need to improve on communication and awareness of strategy and focus on building competencies in the organization during strategy implementation phases to increase the chances of successful implementation, their visibility, importance and credibility. They should genuinely realize the importance of skills development as a value-adding activity in strategy implementation by involving everyone in the organization. They need to also involve training professionals and all stakeholders at every stage of implementation to get to support the process to the end by working collaboratively.

Managers and executives need to ensure that structures were in place that clearly aligned skills development activities with strategic goals, while continuously enhancing and renewing the skills of the workforce, to create a pool of resource to implement strategy in the future. On the basis of their research on management practices at a number of companies, Brodwin & Bourgeios III, (1992) in their book have identified five distinct basic approaches to strategy implementation and strategic change. I therefore suggest that further research be conducted at Triclover Industries Limited to find out which approach would be best to accelerate the transformation. The findings of this research study, as a case study, were from a specific organization. As such, they did not give a general picture of the cosmetics industry. However, if similar studies are done in other cosmetics company, as a survey, the results of which could be compared with this research study, the same would give a clear view of whether the factors identified in this study that influence transformation into the global market are across board. Further research can also be conducted to explore other factors that affect transformation. These include, products, capital and government regulations amongst others.

5.6 Limitations of the Study

Owing to the nature of the working conditions in the organization, it was not possible to interview the heads who had tight schedules of work and the ones away on official duties. It was also a challenge scheduling the interview sessions with the staff based in the factory as they mostly work at night.

There were managers who had been in the organization during the time when the company thought of going global who had since left and their experience could not be incorporated in the study. Some staff refused to be interviewed as they felt that the information they were to provide to the research was very sensitive.

5.7   Implication on Policy, Theory and Practice

Earlier approaches to organizational development centred primarily on the implementation of humanistic ideals at work. The types of values emphasized included personal development, interpersonal competency, participation, commitment, satisfaction, and work democracy (French & Bell, 1999; Mirvis, 1988). The focus generally was within the workplace. However, this study is a shift in emphases. In comparison to earlier formulations, the study has paid more attention to the larger environment in which the business operates and has aimed at identifying growth within the larger environment.

Given the organizational environment of the 1980s and beyond, individual development and group development have been less emphasized unless they are treated within the context of large systems change and the adjustment of an organization to its larger environment. Despite the shifts that have occurred in the understanding of organizational development focus, there remained an emphasis on organizational development as humanistic oriented as concerned about the people who make up an organization, not just the strategic goals of the organization. This study has defined organizational development as the process of promoting positive, humanistic oriented at large to lead to transformation. However, there are still important distinctions between the practice knowledge and academic knowledge of organizational development and other types of planned change.

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APPENDICES

APPENDIX I: Letter of Introduction

Dear Sir/Madam,

RE: REQUEST FOR RESERCH INFORMATION.

I am a student at the University of Nairobi pursuing a Master degree in Business Administration (MBA). I am undertaking a research project on transformation of Triclover Industries Limited within the global business environment in Kenya as part of the academic requirements for the award of the stated degree.

I would be grateful if you could spare a moment of your time and allow me to interview you using the attached interview guide, to help me gather the necessary information. The information you give shall be treated with utmost confidentiality and shall be used solely for this research problem. A copy of the same shall be availed to you on request.

Any additional information you might consider necessary for this study will be highly appreciated.

In case of any queries pertaining to this research project, do not hesitate to call me on Tel: 0720385022.

Thank you in advance.

Yours sincerely

ConsolataWanjiru Magu

APPENDIX II: Interview Guide for Transformation of Triclover Industries Limited within the Global Business Environment in Kenya

SECTION A: RESPONDENTS PROFILE

1   Position held...

2   Department..

3   Number of years at Triclover Industries Limited.............................

4   Number of years in your current position…………………………...

SECTION B: EFFECT OF STRATEGY ON TRANSFORMATION OF ENTERPRISES

1   What is Triclover Industries Limited mission and vision

2   What is Triclover Industries Limited strategy?

3   Do you think that the vision of Triclover Industries Limited 'to be a major global player…' can be achieved with the current strategy?

4   What are the changes that can be adopted to enable the company achieve this Vision say in 5-10 years' time?

SECTION C: EFFECT OF ORGANIZATIONAL STRUCTURE ON ENTERPRISE TRANSFORMATION

5   What is the organizational structure in this company?

6   What levels in the organization's structure are accustomed to making decisions?

7   Does the company's structure enable efficient inter-departmental cooperation?

8   Are there any structural changes that can be done to enable the company support global operations?

**SECTION D: EFFECT OF STAFFING ON ENTERPRISE TRANSFORMATION**

9   How long does it take for the staff to be informed on new tasks and procedures?

10   Is the current staff count enough to run the company's operations smoothly?

11   What levels of the staff do you think are involved in implementing new strategies in the company?

SECTION E: EFFECT OF CUSTOMER PROCESSES ON ENTERPRISE TRANSFORMATION

12   How long does it take to solve a customer's complaints when raised?

13   What kind of Training is done on customer processes when a new staff joins the company?

14   How would you rate the company's customer service within the cosmetics industry?

THANK YOU FOR YOUR PARTICIPATION

APPENDIX III: Triclover Industries Limited Structure
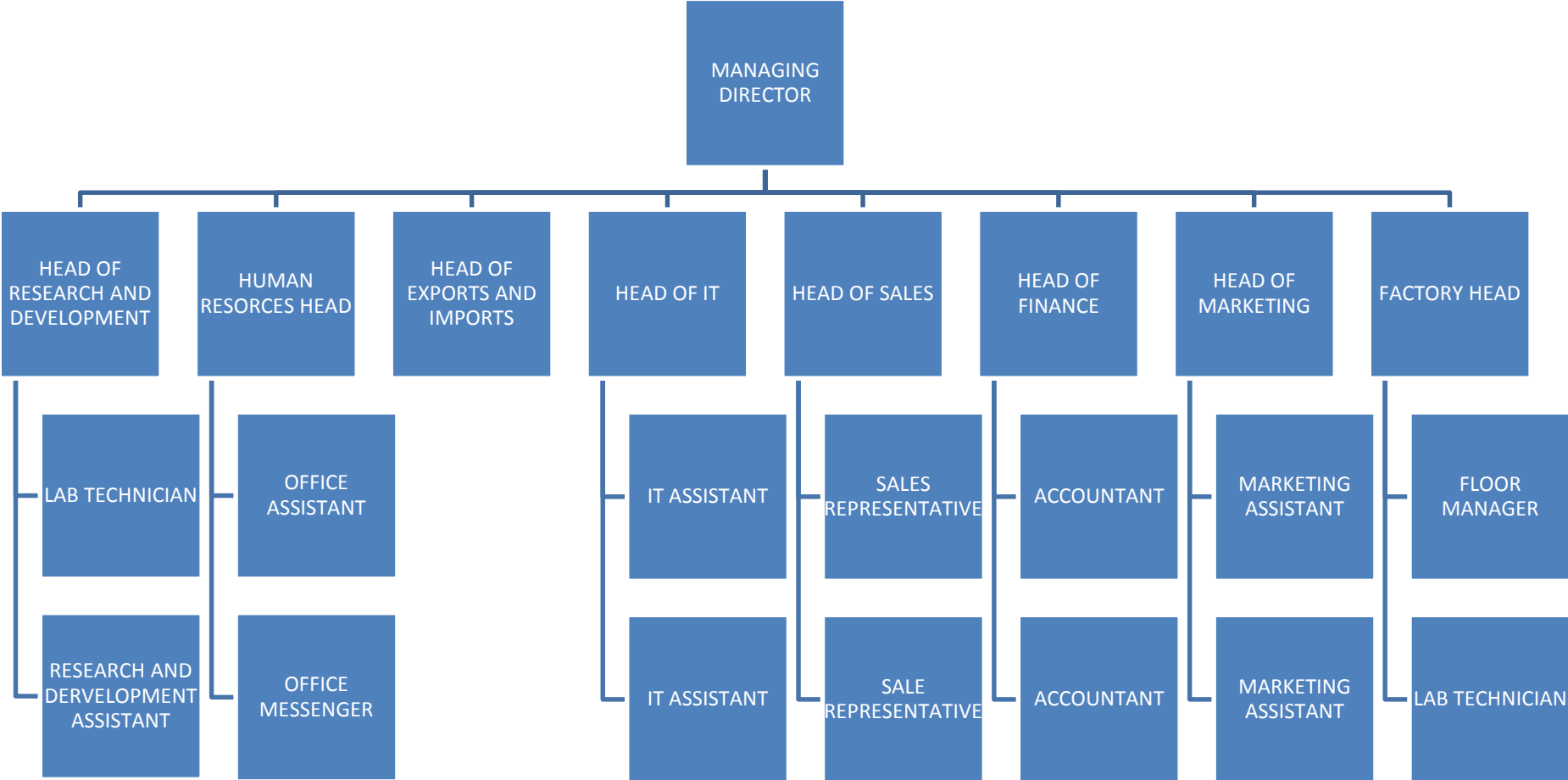
Source: Triclover Industries Human Resource Manual (2007)