EFFECT OF COMMUNICATION STRATEGY IN CHANGE MANAGEMENT

AT UNILEVER KENYA LIMITED

By:

SABERIA WAMBUI GACHUNGI

SUPERVISOR:

DR.RAYMOND MUSYOKA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE

REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF

BUSINESS ADMINISTRATION SCHOOL OF BUSINESS,

UNIVERSITY OF NAIROBI

November 2014

DECLARATION

I, the undersigned, declare that this is my original work and has not been presented by any other person in any other University or College for any purpose.

Signature…………………… Date………………………………

SABERIA WAMBUI GACHUNGI

D61/60624/2013

This Project has been submitted for examination with my approval as University Supervisor.

Signature: ………………….. Date ………………………………

DR. RAYMOND MUSYOKA

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this project to my son Marvin for his encouragement and love and the many

evenings and weekends that he had to bear without Mom.

ACKNOWLEDGEMENT

ABSTRACT

To remain competitive, organizations must be able to quickly respond to change. Change is a constant feature of organizational life and the ability to manage it is seen as a core competence of successful organizations. Change management is the adapting and defining of corporate strategies, structures, procedures and technologies to deal with changes from external and internal conditions. Differentiated communication tactics during different phases of organizational change can have an important impact on the level of acceptance of that change by organizational participants. As organizations face changing operating environments, they need to respond or change accordingly. For this change to be efficient organization needs to communicate effectively; and for communication to be effective, the message, the communication channel and even the timing must be carefully and purposefully selected.Change is said to be successful when the set objectives is achieved as set and with minimal resistance.

An Organization only communicates effectively when its messages are clear and reasons for the message convincing. The study aimed at establishing the effect of communication strategy on change management at Unilever. Chapter one covers the background of the study, concepts of change and communication strategy, the FMCG industry in Kenya and a profile of Unilever Kenya Limited. It also highlights the research problem, the value and justification of the study. The second chapter reviews existing literature on change and communication strategy. The focus was mainly on the process, theories and models of communication and change. Research design was a case study with primary data being collected through an in-depth interview guide. Research design including methodology is discussed in Chapter three.

Research findings are discussed in Chapter four while chapter five explains the, recommendations and conclusions. The study observed that communication plays a significant role in change management in Unilever including quick acceptance and reduced resistance. The researcher gave recommendations based on findings, highlighted the limitations of the study and also proposed further research to add on to the literature and build on to the theories. A major management lesson from this research is that for an organization to successfully implement change there must be planned clear and consistent communication.

Table of Contents

ABBREVIATIONS AND ACRONYMS

EAI   -   East Africa Industries

ESA   -   East & Southern Africa

FMCG   -   Fast Moving Consumer Goods

GDC   -   Geo Thermo Development Corporation

HOD   -   Head of Department

HPC   -   Home and Personal Care

IABC   -   International Association of Business Communicators

P&G   -   Proctor and Gamble

R&D   -   Research and Development

UKL   –   Unilever Kenya Limited

URT   -   Uncertainty Reduction Theory

ATR   -   Argumentative Theory of Reasoning

CAP   -   Change Acceleration Process

HR   -   Human Resources

CEO   -   Chief Executive Officer

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Communication has been described by DuBrin (2009) as the glue that holds the organization together. Poor communication is the number one problem in virtually all organizations and the cause of most problems. Communication is the process of exchanging information by the use of words, letters, symbols or non-verbal behavior. Beamer and Varner (2008) define communication as the perception of verbal and non-verbal behaviors and the assignment of meaning to them. Communication isimportant for creating value and for strategies to succeed people need to understand what the strategy is, the context of the strategy and the rationale behind it(Quirke 2008). On a similar note, Blundel and Ippolito (2008) argue that effective communication strategies can help organizations achieve satisfied repeat customers rather than unsatisfied ex-customers, well motivated employees rather than expensive industrial disputes and creative strategies rather than inefficiency and resistance to change.

Pettigrew and Whipp (1998) argue that, change should be regarded as a continuous process. They assert that the ability of an enterprise to compete within the prevailing settings relies on its capacity to identify and understand the competitive forces in play and how they change over time. Supporting this sentiment, Quirke (2008) asserts that change is a given in today's business environment and the ability to make change happen is now a core competence. Today's successful firms are dynamic adaptive and evolving with the environment they thrive on and welcome change (Lussier 2009). Organizations

need to monitor and scan their external environments, anticipate and adapt timely to continual change.

As argued above, for change to succeed people need to understand what the changeis, the context and the rationale behind it and as Klein (1996) puts it, differentiated communication tactics during different phases of organizational change can have an important impact on the level of acceptance of that change by organizational participants. As organizations face changing operating environments, they need to respond or change accordingly. For this change to be efficient organization needs to communicate and as Mead (1994) puts it, an organization only communicates effectively when its messages are clear and reasons for the message convincing.Dubrin (2009) states that effective communication is a leader's most potent tool for inspiring workers to take responsibility for creating a better future (implementing the vision). This future will mostly be different hence a change initiative.

1.1.1Communication Strategy

A typical communication strategy is usually a summary of what management wants to say and a list of ways it intends to say it (Quirke 2008). Communication has been described by DuBrin (2009) as the glue that holds the organization together. Poor communication is the number one problem in virtually all organizations and the cause of most problems.Communication is the process of exchanging information by the use of words, letters, symbols or non-verbal behavior.Beamer and Varner (2008) define communication as the perception of verbal and non-verbal behaviors and the assignment

of meaning to them. It takes place whether the sending of signal is intentional or unintentional.Lussier (2009) defines communication as simply the process of transmitting information and meaning.

The Latin word for communication is 'comunitas', meaning oneness (Hawkins 1981). Thus the goal of communication regardless of context is to develop oneness of meaning between sender and receiver. The World Economic Report Forum of November 2013 identified 'Rapid spread of misinformation online' as one of the global issues on focus in 2014. According to Lussier (2009), poor communication costs organization money as it leads to lack of cooperation and coordination, low productivity, tension, gossip, rumor, and high turn-over. He asserts that effective communication increases productivity and success in both personal and professional life.Dubrin (2009) concurs with Lussier and states that effective communication is a leader's most potent tool for inspiring workers to take responsibility to create a better future (implementing the vision). According to Beamer and Iris (2008), good communication means good relationships and good relationships mean increased productivity and profits. Bad communication leads to conflict, inefficiency and loss. Good communication can also help to increase responsiveness to customers(Jones and George 2011). According to Locker and Kaczmarek (2011) people get their points across, get work done and get recognized for their contributions through communication.

1.1.2 Change Management

Hofer and Schelder (1978) defined strategic change as 'changes in the context of a firm's

strategy as defined by its scope, resource deployments, competitive advantage and synergy'. Hill and Jones (2001) defined change as the movement of a company from its present state towards some desired future stateto increase its competitive advantageand Jones and George (2011) refined this definition as the movement of an organization from its present state towards a desired future state to increase efficiency and effectiveness.Davis and Holland (2002) define change management as the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results.According to Burnes(2004), change management is a problem-finding and problem-solving activity in which the problem is the future state to be realized, some current state to be left behind and some organization process for getting from one state to the other.

The need to constantly search for ways to improve efficiency and effectiveness makes it vital for managers to develop skills necessary to manage change effectively (Jones 2011). According to Ansoff (1988), when the level of environmental turbulence changes, the historical organizational capability may become a major obstacle to the organization's ability to adapt to new challenges.Among the mindsets and action-sets for effective leaders as identified by Fullan (2003) is knowledge of the change management process. Lussier (2009) concurs with other authors when he writes that the changing business environment presents many challenges and since organizations interact with both internal and external environments, then they need to be proactive rather than merely reactive to the environment.

1.1.3Manufacturing Industry

According to the Kenya 2030 vision document, one of the six key sectors that have been identified under the economic growth pillar to contribute to the envisaged 10% annual economic growth is the Manufacturing sector. Munguti (2013) highlighted employment, contribution to economy and value of exports as main contributions by this sector. According to the Economic Recovery Strategy for Employment and Wealth Creation Report 2013, the manufacturing sector in Kenya is a major source of growth. A report by KPMG on the manufacturing Industry states that the fast-moving consumer goods (FMCG) sector,is one of the largest industriesworldwide.FMCGs are generally cheap products that have ashort shelf life and purchased by consumerson a regular basis. Profit margins on these productsare usually low. Some of the most well-knownFMCG companies include Unilever, Coca-Cola and Johnson & Johnson. TheFMCG sector comprises a large variety of products,with some of the most important categories beingfood, beverages, personal care products, and homecare products.FMCG productsare often near-identical leading to intense pricecompetition.

In Kenya, the growth drivers of the FMCG industry are high population growth, growing middle class, educated labor force, dynamic private sector and relatively well developed retail infrastructure. The risks include the risk of terror attacks by Al Shabaab, private consumption partly dependent on agricultural earnings, the risk of inflation and higher taxes. In Kenya, the report adds,Unilever Kenya Limited is the marketleader in the personal care and Laundry industry due to its long history, established quality and affordable product as well as an established strong distribution network. In the oral care

market, Unilever's Close Up faces competition from Colgate-Palmolive's Colgate and GlaxoSmithKline's Aquafresh and the recently launched Oral-B by Procter & Gamble (P&G). Among the laundry brands, Unilever'sOmo and Sunlight face stiff competition from P&G's Ariel.The Home Care segment is led by Reckitt Benckiser with its popular Harpic brand.

1.1.4 Unilever (K) Limited

According to the company's global website (http://www.unilever.com) and the regional website (http://www.unilever-esa.com), Unilever was founded in 1930 out of a merger between Lever Brothers (UK) and Uni-margarine (Netherlands) which existed in the 19th Century, Unilever (Uni+Lever) is today one of the world's leading Fast Moving Consumer Goods (FMCG) company with a turnover of more than 4.2 billion Euros as at 31st December 2013.Unilever Kenya was Founded in 1949 – then referred to as East Africa Industries (EAI), a household name for many years until 2000 when through a strategy referred to as "One Unilever" it was named Unilever Kenya along with all other Unilever outfits that had initially adopted localized names.At the time EAI enjoyed undisputed monopoly in the Home and Personal Care (HPC) products with its brands such as Omo, Rexona, Kimboand Blueband dominating not just the market but practically every Kenyan household for close to four decades.

In the late 80's other players entered the Kenyan market putting EAI in unfamiliar grounds of dealing with competition. As a result, the response strategy was not well thought through leading to significant loss of market share that led to reduction of its

brands. The most significant was in 2001 when it lost the war for cooking fat category and sold the brands to a local Kenyan company. In a bid to recapture some of the lost business, Unilever acquired Best Foods Limited in 2002, Brooke-Bond Limited (Unilever Tea) in 2004 and in 2008 it acquired Sara Lee to build on its Personal Care category. Today, Unilever Kenya manufactures some of the world's leading Foods and HPC products such as Blue band andRoyco (Foods), Omo and Lifebouy (Homecare) and Geisha and Vaseline (Personal care).Unilever East and Southern Africa (ESA) is a regional hub with Kenya as its headquarter for the hub serving Kenya, Uganda, Tanzania, Zimbabwe, Zambia, Mozambique and Malawi servicing 19 countries with a population of over 150 million people and employing directly over 25,000 people.

1.2 Research Problem

According to Jones (2011), the highest performing organizations are those that are constantly changing and thus becoming good at it. Change is a given in today's business environment and effective communication minimizes the pain of change and helps organization arrive at its desired goal more quickly(Quirke (2008). Rose and Lawton (1999) observe that changes in organizations arise out of the need for efficiency, effectiveness and market concerns. Rising demand for quality goods and services have placed extreme pressure on organizations depicting change as a continuous episode in the life of corporations. Increasing competition, focus on reduction of the carbon foot-print and increased consumer awareness implies that change has to be continuous in Unilever if it is to remain a major player in the economic development and competitive.

A variety of topics in interpersonal communication including uncertainty reduction, strategic interaction, information-seeking, attribution, interpersonal attraction, social cognition, and apprehension theories have been written.Many studies have been done on change management both internationally and locally.In a study on strategic change management in the Downstream Petroleum Industry in Kenya, Odinda (2010) found that success of strategic change management was largely influenced by management, Industry standards, employee training and employee participation. In 2013, Tallamresearched on strategic change management in Geo Thermo Development Corporation (GDC). He collected data on Organization Structure, top Management commitment to change, organizational strategies and communication strategies. The study found that communicating changes to staff enhanced management of strategic change in GDC.

None of the studies above have directlyfocused on the effect of communication strategy on the success of change. The researcher did not come across any other study that provided this direct focus therebyconcluding a knowledge gap exists in understanding the effect of communication strategy in change management. This study therefore aimedat answering the question; "What is the effect of communication strategy on change management?"

1.3 Research Objective

The objective of this research was toestablish the effect of communication strategy in change managementat Unilever Kenya Limited.

1.4 Value of the Study

This study will contribute to the change management and communication literature. Future researchers who will opt to study on the subjects of communication strategy and change management will obtain valuable reference from this study.

As Klein (1996) found out, differentiated communication tactics during different phases of organizational change can have an important impact on the level of acceptance of that change by organizational participants. Since the findings clearly show the impact of communication at different levels of change process, management of different organizations undergoing a change process will find information from this research very valuable for the success of their change initiatives since they will get to understand the best communication strategy to employ at various stages of the change process.

For those managers tasked with development of communication policies, this study willalso be very helpful as it provides insights on communication channels, media, barriers to communication and how to address them as well as design and delivery of different types of messages.

The study isalso of great value to Unilever Kenya Limitedin that it provides an understanding of the effect of communication strategy in change management. The company can thereforeembed communication as a strategy in all its future change initiatives and also differentiate communication strategies at different levels of change process as established from the study.

Finally, this study has been limited to Unilever Kenya Limited only. An opportunity therefore exists for further research either for other companies within Unilever, the FMCG industry or any other industry to expand on the findings from this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter aims at reviewing the works of other writers who have written on the subjects of communication strategy and change management.

2.2 Theoretical Foundations

As Kurt Lewin put it "Nothing is more practical than a good theory". Therefore the researcher explored the some theories to establish if final findings would be in line with these theories' predictions and assumptions

2.2.1 Uncertainty Reduction Theory (URT)

Since the mid-twentieth century, the concept of information has been a strong foundationfor communication research and the development of communication theory. Informationexchange is a basic human function in which individuals request, provide and exchangeinformation with the goal of reducing uncertainty. Uncertainty Reduction Theory (URT)accredited to Charles R. Berger and Richard J. Calabrese (1975), recognized that reducinguncertainty was a central motive of communication. Through the development of URT, thesescholars pioneered the field of interpersonal communication by examining this significantrelationship in uncertainty research.Heath and Bryant (2000) state: "One of the motivations underpinning interpersonal communicationis the acquisition of information with which to reduce uncertainty".URT places the role of communication into the central focus.Uncertainty existed in a given situation when there was a high amount of possible alternatives and the probability of their event was relatively equal. Uncertainty can cause stress and anxiety which can lead to low levels of

communicator competence (West & Turner 2000). Heath and Bryant (2000) stated: "Uncertainty-reduction theory is a powerful explanation forcommunication because it operates in all contexts to help explain why people communicateas they do"

2.2.2 The Argumentative Theory of Reasoning (ATR)

This theory proposes that instead of having a purely individual function, reasoning has a social and argumentative function. The function of reasoning would be to find and evaluate reasons in dialogic contexts - to argue with others. Communication is and has been hugely important for humans. However, for communication to be possible listeners have to have ways to discriminate reliable, trustworthy information from potentially dangerous information otherwise speakers would want to abuse them through lies and deception. One way listeners and speakers can improve the reliability of communication is through arguments. The speaker gives a reason to accept a given conclusion. The listener can then evaluate this reason to decide whether she should accept the conclusion. In both cases, they have used reasoning to find and evaluate a reason respectively. If reasoning does its job properly, communication has been improved. A true conclusion is more likely to be supported by good arguments and therefore accepted, thereby making both the speaker who managed to convince the listenerand the listenerwho acquired a potentially valuable piece of informationbetter off.

The predictions made by the theory that are well supported by empirical data are that if reasoning evolved so that we can argue with others, then we should be reasonably good at arguing; if reasoning evolved so we can argue with others, then reasoning should yield

better results in groups than alone and if reasoning evolved so we can argue with others, then we should be biased in our search for argument and accordingly, reasoning should display a confirmation bias. The predictions continue that when people reason alone, there is often nothing to hold their confirmation bias in check which could lead to distortions of their beliefs and finally when reasoning is used to make decisions; it will do what it is supposed to do, namely, find arguments. As a result, instead of always pointing towards a better choice, reasoning will usually lead us to a decision that is easy to justify.

2.3 Communication Strategy

According to Quirke (2008), a communication strategy aims at providing content – information, ideas and concepts; putting it in context – making it relevant to the situation; having conversations to ensure shared understanding of views and perceptions and gathering feedback as the result from the communication. Assael (2004) defines communication situation as the setting in which consumers are exposed to information.Communication is the process of exchanging information by the use of words, letters, symbols or non verbal behaviour. Communication has been described as the glue that holds the organisation together (Dubrin2009).Beamer and Varner (2008) stated that communication is the perception of verbal and non verbal behaviour and the assignment of meaning to them. It takes place whether the sending of the signal is intentional or not and even takes place when the verbal or non verbal behaviour is unconscious as long as it is observed and meaning assigned to it.For the purposes of this study the researcher will use Beamer and Varner's definition.

According to Dubrin (2009), poor communication is the number one problem in virtually all organisations and the cause of most problems. Jones (2008) asserts that no matter how good the thinking behind the strategy, it is a waste of time if it is not in the heads, hearts and hands of the people who need to execute it.He asserts that communication is an integral part of management and unless managers communicate with each other they can neither plan, controlnor organize.(Quirke 2008) asserts that failure to make communication clear and simple creates resistance and high failure rate of change initiatives. Courtland and Thill (2013) concurs with this when they state that effective messages are practical, factual, concise, clear and persuasive and that effective communication strengthens the connections between a company and all its stakeholders.

2.3.1 Attributes of Communication Strategy

Some say communicate, communicate, communicate; that is, emphasize on communication but say nothing about how, why, when, to who or even when to stop (Jones 2008). He says it is important to communicate better, more content, through more channels, consistently effectively and with integrity listening to feedback.Mead (1990) called these communication situational variables when he emphasises on the need to clarify who communicates what with whom; what and why information is communicated and where and when communication is done. In understanding communication as a strategy, it is therefore important to get full understanding from the process, the sender and receiver, channels and barriers to the message itself.

2.3.2 Communication Process

Jones (2008), Plunkett et al (2008), Cole and Kelly (2011) and Jones and George (2011) describe communication as a process. Michael (2001) argues that communication process bridges the gap between information theory and interpersonal communication while Hawkins (1981) argues that the concept of process implies that events in a communication relationship are dynamic. According to Jones, communication starts with encoding thenselecting the communication media that fits the message.Decoding is the process whereby the receiver interprets the message. If the receiver acts as per the senders expectations, the communication process is successful. Plunkett et al concurs with Jones terming the receiver as the person or group that receives the communication, the information being the message and the chosen means being the channel.

According to Jones, the success of a message is measured in terms of action taken by receiver while Plunkett et al argue that the process of sending and receiving of messages proceeds until both communicators believe the understanding has taken place.Communication process according to Jones and George has the transmission phase and the feedback phase while according to Cole and Kelly (2011) the process has transmitter, the message and the receiver.Feedback according to Jones refers to receiver's response to sender's message. According to Plunkett (2008), feedback is the information the receiver provides to show how s/he perceived the sender's message.The key is to view communication as a process and manage it as a cycle (Quirke 2008). On analysis of the communication process, Blundell and Ippolito (2008) concluded that meanings sent

are not always received and meaning is in the mind of the receiver not in the words or symbols used.

2.3.3Communication Channels

Communications channels vary in speed, accuracy, cost and reach (Locker and Kaczmarek 2011). According to Cole and Kelly (2011) formal communication involves presenting information designed for a specific purpose in a structured and consistent manner. They are management-designated pipelines running up, down and across the organizational structure used for official communication. Quirke (2008) described the process of communication in terms of five basic questions: who said what, in what channel to whom and with what effect?According to Jones the purpose of communication channel is to get to as many of your target people as reliably and as quickly as possible. He argues that in choosing the channel, one needs to consider reliability, nature of message, intended recipients, whether the message is personal and how long it takes to get the communication through.Informal communication describes information that is transmitted by informal means, is less structured and less detailed and may be inconsistent or/and contain inaccuracies (Cole and Kelly 2011).

Dubrin identified four directions in which messages in organizations travel. Downwards communication entails communication from supervisor to subordinates while bottom-up entails communication to supervisors from their subordinates. According to Cole and Kelly, most organizations consist of vertical lines of communication providing upwards and downwards means of transmitting information and lateral communication for

coordinating efforts of more than one department or section.Grutton and Truss (2003) describe horizontal communication as communication between colleagues and peers. It is formal but does not follow the chain of command and is necessary for inter-departmental coordination. Courtland and Thill (2013) concurs with Grutton and Truss and asserts that formal communication mirrors the company organization structure. Quirke (2008) states that organizations need to use the right mix of communication channels and use the right channel for the right type of information.

2.3.4 Communication Barriers

Cole and Kellyidentify barriers in terms of culture and language, geographical and time, legal and gender. They specify individual bias and selectivity, status differences, emotional overtones and lack of trust as some of the barriers. Plunkett et al have identified information overload as a barrier.Dubrin(2009) concurs by stating that language, semantics and difficulty levels must suit intended receivers. When communication passes through several handsit preventsquick and free flow of information. Due to the many levels, the message received by last receiver may be very different from the original. This resonates well with what Hawkins (1981) refers to as serial distortion and levelling. Serial distortion occurs when a message gets distorted as it passes from one person to another while levelling is the tendency for anystory to become shorter as it moves from one person to another.

According to Dubrin (2009), barriers to communication often arise at the decoding of the message. Interferences frequently occur when the message is complex, arouses emotion

or crashes with the receiver's mindset. Steele (1999) argues that lack of listening skills de-motivates others. He insists that when listening, one needs to put own thoughts at the back of the mind in order to understand the other person's point of view.

Michael(2001), states that too many words, fears and lack of interest as well as individual difference of opinions are possible barriers. Blundell and Ippolito (2008) identified a deliberate communication barrier of avoiding the question where one pretends not to hear the question especially in broadcast interviews to shield themselves against unwelcome questions.To overcome communication barriers, DuBrin (2009), stresses the need to understand the receiver, use two-way communication, unite with a common vocabulary and enhance listening skills.

2.3.5 Communication Models

One of the oldest and simplest models of communication has been recognized as the Berlos Model. Quirke (2008) writing on this model states that it consists of four steps; source, message, channel and receiver. Describing source as the sender, he describes the sender's and receiver's level of communication skills, attitude and knowledge, social system and culture as the factors that influence the communication. For the message he describes content of the message, treatment and coding and for the channel he talks about the five common senses of seeing, hearing, smelling, touching and tasting as the major factors affecting the communication process.

In analyzing the communication problem Locker and Kaczmarek (2011) developed the PAIBOC questions. The first question is the 'purpose' of the communication. Once the purpose is clear, the second question becomes who the 'audience'is and then what 'information' must be sent across. 'Benefits'touse to support your positionis the fourth question while identifying the'objections'to expect from your audience is the fifth. At this stage, it is important to identify any negative messages that you expect to overcome. The final question is an analysis on how the 'context' will affect the audience's response. At this stage they advise, it is important to evaluate the audience morale in the organization, time of the year or any special circumstances that may be prevailing.

Courtland and Thill(2013) argue that by understanding communication as a process with distinct steps, you can improve the odds that your messages will reach their intended audiences and produce their intended effects.They designed a basic communication model as follows; Sender has an idea, he encodes the idea into a message, produces the message in a medium and transmits message through a channel. The audience receives the message, decodes the message and responds to the message by providing feedback to the sender.

2.4 Change Management

Todd (1999) defines change management as a structured and systematic approach to achieving a sustained change in human behavior within an organization". According to Davis and Holland (2002), Change management is the use of systematic methods to ensure that an organizational change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the

desired results".Jones and George (2011) defined change as the movement of an organization away from its present state towards a desired future state to increase efficiency and effectiveness. For the purposes of this study the researcher will use Jones and George's definition.

2.4.1 Change Management Process

According to Tichy (1983), the process of strategic change is started when problems, crises or opportunities are recognised.The process by which changes are made seldom move through a neat successive series of stages (Pettigrew &Whipp 1998).Lussier (2009) explains four stages in the change process. The first is denial where people don't believe the change will happen. Resistance follows after the initial shock. The third stage is exploration where people ideally start to get an understanding of how the change will affect them before they finally give their commitment. Employees determine their level of commitment by conforming and getting excited about the change or exit upon inability to conform. Burnes(2009) concurs with Pettigrew and Whipp on the four phases which he define as denial, defence, discard and adapt but includes a fifth phase of internalization where change becomes fully operational and the new ways of working seen as normal.

Organizational change process according to Jones and George (2011) can affect all aspects of an organization's functioning including structure, culture, control systems as well as human resources hence managers need to examine how environmental changes may be creating opportunities and threats that could be affecting internal work relationships.Collins and Porras (1989) argue that there is need to look for patterns of

failed change.Balogun and Hailey (2008) describe the change process as change flow chart that starts with analysing competitors' position followed by identifying the desired future state. Plunkett et al (2011) argue that managers can diagnose and predict the need for organizational change by studying the typical phases of change namely creativity phase where the organization needs capital, products, employees and markets; direction phase involves implementation of rules, regulations and procedures while delegation phaseentails decentralization which leads to a feel of loss of control leading to the coordination phase. Collaboration is the final phase and introduces new people-oriented and flexible system with managers exhibiting more spontaneity. According to Sirkin (2005), generally managers introduce change from top down or from bottom up. Top-down change is done quickly and is revolutionary in nature while bottom-up change is typically more gradual or evolutionary and has advantage of reduced resistance.

2.4.2 Sources of Organizational Change

Change originates from either the internal or external environments of the organization (Plunkett et al 2008). External sources include political, social, technological or economic environments. Externally motivated change may involve government action, technology, competition, social values and economic variables. Internal sources include change in managerial policies, styles, processes, technology and employee attitudes. While new conditions in the external environment can clearly bring changes within the organization, internal changes are unlikely to have any impact on the external environment. As Davies & Davies (2005) put it, 'strategic leaders place a high importance on networks and networking to draw in ideas and inspiration for strategic change and development'.

Lussier (2009) identifies four types of organizational changes as strategy, structure, technology and people. He argues that strategy change occurs at the corporate, business and functional levels while structure change follows strategy. Change in technology includes change in machines and information processes. People changes must follow organization, structural and technology changes since people's jobs and skills change with changes in structure and technology. Plunkett et al, concurs with Lussier when he states that change can be understood on the basis of its focus which can be strategic, structural, process or people centred. Both agree that strategic change involves change of strategy and may require change in organization culture. Structural changes are made to make operations run more smoothly while people centred changes are directed at the attitudes, behaviour, or skills of people.

2.4.3 Resistance to Change

It is impossible to win everyone over, no matter how hard you try (Beckhard 1969). Colin (2009) agrees and says that change creates stress and strain for both those who support and those who areopposed or fearful of change. Jones (2010) has identified five reasons why people resist change. The first is uncertainty that comes with change. He argues that the unknown outcome of change make people curious and nervous hence resist change in order to cope with these psycho-social aspects. Anxiety of learning something new which makes people temporarily incompetent hence may get exposed to valued groups is another cause. Other causes are self interest, fear of loss such as economic status or social

relationshipsand loss of control - actual or perceived. Thus, facts, beliefs and values are the maincauses of resistance.

Cameron and Green (2012) identified fear of temporary incompetence, fear of punishment for incompetence, loss of personal identity and fear of group membership as reasons why people resist change. Since change is an emotional process, resistance should be expected and seen as natural (Balogun and Hailey 2008).Colin and Porras (1969) warn that when communicating change you will get resistance and sometimes malicious compliance where people will appear to go along with the change program even agreeing to actions and later undermining them. Collin (2007) concludes by asserting that for change to be successful, those involved must understand the change, its objective and their role in the change process.

2.4.4Change Management Models

Sirkin, Keenan and Jackson (2005), argue thatassessing change is a useful way of demonstrating commitment to change and entails a DICE model involvingduration, integrity, commitment and effort. Duration between change progress reviews makes a significant difference. Integrity of the change team leads to more acceptance. Commitment from the managers and employees is necessary and the amount of effort that people are able to put in the change agenda alongside their usual work. If current work already takes 100% of the team's time, the change program may have to give way.

Kotter(1996), argue that his eight steps of change management model are steps and not a checklist hencefor change to be successful; it must pass through all the eight steps. First step is creating a sense of urgency. Change must be felt to be urgent and critical. Quirke (2008), in his framework for communicating change refers to this urgency as 'burning platform'. Forming a powerful guiding coalition is the second step and creating a vision is the third. People are likely to support change once vision is clear. The fourth and fifth steps are communicating the vision and empowering others to act on the vision. Planning the change process, creating short-term wins and consolidating improvements are the next steps. When improvements are consolidated, more change is likely to be produced. The last step is institutionalizing the new approaches.This resonates well with Sirkin, Keenan and Jackson (2005) when they argue that in change management, there is need to create realization, awareness, understanding and urgency and need to ask for commitment and show you expect it. They advise the need to describe a future new way of working so that people can relate to it and explicitly eliminate resistance and close the change process by institutionalising the new ways of working.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes various aspects of research methodology that the researcher employed in the study.These include the research design, data collection and data analysis.

3.2 Research Design

The research wasconducted through a case study which servedas a usefulmeans of revealing an in-depth and extensive description of the topic under investigation. Itput more emphasis on a full contextual analysis of communication and change and their interrelation. The case studyaimed at getting detailed information and understanding of the effect of communication strategy on change management at Unilever Kenya.

3.3Data Collection

An interview guide wasused through face to face interview to collect primary data. The interview guide was found to be most suitable because the researcher couldextract information from the respondents as well as get a better understanding and more insightful interpretation of the results from the respondents. Open ended questions enabled the researcher to seekdeeper clarification and allowed respondents to express their feelings and thoughts relating to the subject under study offering more details than might otherwise have been obtained by the researcher.The researcher selectedeight respondents drawn from the Leadership Team, HoDs, middle management and non

management or the shop-floor staff. This was meant to establish if similar results would be obtained across the different levels of the organization structure. One respondent from the leadership team was not available hence seven reports were obtained.

3.4 Data Analysis

Contentanalysis was used to analyze the data obtained. Before processing the responses, data was evaluated and edited for completeness, consistency, usefulness and adequacy. Each question was studied separately from all the respondents to allow the researcher get a clear idea about the total responses to specific questions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This Chapter presents the discussions and findings from the study. As set out in the research objectives and methodology, primary data was collected by use of an interview guide with open questions and analyzed through content analysis with the objective of establishing the effect of communication strategy in change management as experienced at Unilever Kenya Limited. Responses to the questions that were obtained have been analyzed to extract significant themes around which a discussion is now presented.

4.2 General Information

The researcher sought to understand the overall business strategy of Unilever Kenya as a background study to establish how the firm manages its strategic change initiatives. According to the respondents, Unilever Kenya develops its business strategy with the help of external consultants but with a lot of internal input. Some of thechanges originate from its London Headquarters and the local business simply implements.The researcher categorized target interviewees in departments and levels within the organizational structure and also sought to establish their lengths of service to help in further probing and also to give the interviewer assurance and high level of confidence on the expected outcome. All the interviewees had worked for Unilever for more than five years.

4.3 Organizational Structure

As Courtland and Thil (2013) noted, formal communication mirrors the organization structure. It was therefore important for the researcher to understand the organizational structure to facilitate informed questioning and understanding the flow of communication.The interviewer interviewed seven interviewees drawn from the four levels of the organization structure as follows; The Leadership Team, those who report directly to the Managing Director;management level, reporting to the Leadership Team; the supervisory staff, reporting to the Managers and the operational level that represents the shop-floor staff and unionisable staff.

4.4 Communication Strategy and Change Management

The researcher asked the respondents about any recent change programs they have been involved in at Unilever and how communication has been employed within the change process.

4.4.1 Strategic Changes

All the interviewees talked of the many and diverse change initiatives that Unilever has undergone in the last ten years including acquisitions of Bestfoods and Sara Lee, merger with Brooke Bond (later renamed Unilever Tea) and strategic Business Transformation which they referred to as BT aimed at implementation of identified winning strategies to transform their business. There was also strategic change involving the transformation of Human Resources (HR) aimed at devolution of Human Resource management to Line

and restructuring the HR function into HR business partners, HR Service Delivery and HR expertise teams. Other notable changes included change in route-to-market as a customer focus strategy and diversification into water purification business.Major changes involving implementation of a new management information system (MIS) and business restructuring also featured prominently among the respondents.

4.4.2 Change Model

The interviewer established that Unilever uses the Change Acceleration Process modelcommonly referred to as the CAP model for its strategic change initiatives. This model was first developed in the 90'sfor General Electric (GE) through its then chief executive officer and renowned management guru, Jack Welch to facilitate GE's change. Themodified version of the CAP model as adopted by Unilever comprises of seven steps:

Creating the shared need to ensure people understand and support the urgency for change is the first step. The second step is developing the vision by clearly defining and sharing desired results and required actions for the future state. Mobilizing commitment by obtaining buy-in and support from key stakeholders, identifying and overcoming forces of resistanceis the third step and is followed by the technical component which is planning and executing change. The last three steps are communicating change with clear, consistent, timely and appropriate messages. Aligning the infrastructure and sustaining the momentum by establishing benchmarks for change, set up a monitoring process, making corrections as required and integrating learning from what has already been done.

4.4.3 Communication Strategy

On being asked to describe the communication strategy employed during the change process, except for the leadership team who clearly understood the flow of communication the rest of the interviewees said there was no structured way of communication and at times the communication would be through meetings, town hall sessions, mails and at times through their supervisors who communicate at functional level. Some changes would be done via personalized letters; they quoted change of legal employer for example from Sara Lee to Unilever. Some respondents also cited incidents where communication especially of negative information would be done through teleconferencing. This, the leadership team interviewees clarified was aimed at reducing distortion similar to what Hawkins (1981) referred to when he said serial distortion occurs when a message passes from one person to another.

On the question of the stage at which communication was done, by who and to who, most respondents said the communication was done mostly long after the change has been agreed and that they hardly participated in the formulation process or even being informed of the planned change. The Leadership team interviewees said they were always involved at the top level discussions and were part of the process from conception and that they were mandated to cascade any communication to their managers who would in turn communicate to their staff. Depending on the nature of change, they would communicate all the way to the staff through town-hall sessions. The management level interviewees said that in some cases they participate in strategic change formulations but hardly at the same time with the leadership team. They said by the time they are getting

involved, the basic outline of the expectation has already been agreed and they only get in to contribute along their areas of expertise or to make observations in relation to the planned change based on their experience and understanding of the business. Staff interviewees and the union interviewees unanimously agreed that mostly their involvement comes at implementation level where they are told what is expected of them. Though they are mostly allowed to give their observations, comments and even ask questions, their contribution would rarely affect or change the planned actions.

The interviewees were asked about the channels of communication used for different types of communications. All interviewees unanimously agreed that there was no universal channel that would be said to be strictly used for a specific communication. They all agreed that channel choice mostly depended on the communication and the communicator. The commonly used communication channels were cited as telephone emails, formal letters, telephone, face-to-face meetings, town-hall sessions, live meetings (Webex), tele-conferencing as well as personalized one-to-one meetings. All respondents also talked about functional mandatory weekly meetings that are normally used for functional updates. Though these meetings predominantly address routines, they provide good opportunity for HODs to clarify strategic information that may have been shared in other forums as well as share important planned initiatives within the allowable disclosure limits.

Emails were cited as commonly used for general information targeting all or a segment of the employees while personal letters were said to be used for changes affecting

employee-employer contractual relationship. Telephones are normally used for passing quick information or seeking clarification. The interviewees said that face-to-face meetings, teleconferencing and town-hall sessions were the most commonly used channels for communicating strategic change initiatives. They said this is aimed at providing room for questions and clarifications and also to help the communicator observe the body language of the employees hence anticipate reactions likely to arise out of the communication. The shopfloor interviewees clarified that all communication to employees who belong to the Union must be channeled through their representatives even if a general communication is to be given to all. This allows the shop stewards to internalize the information, make reference to the collective bargaining agreement as may be required and confirm compliance before the same can be cascaded to the union members. There is also a company blog but that is strictly reserved for comments, suggestions and feedback to the management with more or less the same functions as the traditional "Suggestion Box".

On the issue of resistance to change, majority of the interviewees felt that there was no notable resistance to most change initiativesbasically because of their strategic nature and the minimal interruption to individuals' normal operations. Two strategic change initiatives that most interviewees noted as having faced major resistance were the HR Transformation and the management information system. The reasons cited ranged from additional workload to Line Managers, fear of handling human resource issues and for the system the main resistance arose out of managers feeling they would lose their control as most of the work they were initially delegating to their secretaries had been set on an

employee self service (ESS) platform where they (managers) were expected to log in and complete online. Another reason for resistance as noted from the interview responses was the fact that due to the online operations, some managers had fear of failing hence get exposed on their ICT (Information, Communication and Technology)proficiencyincompetency as was noted by Cameron and Green (2012)that fear of temporarily incompetence leads to resistance to change.

4.4.4 Effect of Communication Strategy on Change

The study sought to establish the effect of communication strategy on change management. All interviewees cited mere information has the effect of feeling recognized as part of the organization therefore the fact that the organization provides information whether positive or negative, means the employees are valued. The interviewees confirmed Jones (2008) words; "lack of communication may be interpreted as there is a major change coming, we do not want to involve you, this is hard work we value consultants over our own staff".

Top management interviewees felt that communication played a significant role in acceptance and reduction of resistance to change especially when done clearly at every stage of the process. Again Jones noted that you (the organization) may not say anything but people spot body languages, longer nights, closed door meetings with different people and fill in the message. This may be the start of resistance. Most respondents from the lower level felt that the communication was mostly for information and no input was expected from them. They however agreed it was necessary as it allowed them to get a

feel of what the top management was planning. Their concern mainly was communication that focused on their jobs otherwise any other change was insignificant since for them it was to take instructions and implement.

Most interviewees also cited quick acceptance and making the change work within the shortest time possible as another effect of communication. From the CAP model, clear communication of the shared benefit greatly influenced change acceptance as it addressed the 'what's-in-it-for-me' concern that is always rife with any change.The interviewees cited some changes that may involve change of roles or transfer of roles from one person to another. In such cases they said,communication played a significant role in embracingthe new ways of working by providing clarity of roles to stakeholders. For instance when some roles move from one person to another, not only do the involved parties get clarity on their new roles, but the internal customers whom they serve also get clarity on where to seek what following the change. This minimizes work disruption, ensures business continuity and enhances team work.

Most of the interviewees from the middle and lower levels also felt that communication provided clarity in terms of their current positions and roles and the likely impact that the change was likely to have on the same. This clarity gave them confidence to look at the change more positively and to anticipate the impact. Across all levels, the interviewees felt that regular consistent and clear communication reduced anxiety that comes with change especially where change details are scanty. They said where communication is done via town-hall sessions, they got an opportunity to ask questions, clarification and

give feedback thereby getting a clear picture of the change thus reducing anxiety levels. These examples reflect perfectly the tenets of the uncertainty reduction theory (URT).

Another communication effect on change cited by most interviewees was the reduction of gossip and rumors. This helps in building confidence in the organization and increased trust that management can be trusted to communicate. This resonates with what Quirke (2008) indicated that successful leaders understand the importance of good communication and plan time to make themselves visible to their people.

4.4.5 Suggestions for improving Communication Strategy

The interviewer asked for suggestions that the interviewees thought would improve on the communication strategy to make change better, easier and reduce resistance.

Almost all respondents said change is always initiated from top and never from the bottom. They felt it would help to find out from the lower levels of the organizational structure if they had any suggestions for change. The interviewees in top management thought this approach was not practical as mostly the lower levels dealt with tactical and operational issues and were not best suited to initiate strategic change.

Some interviewees suggested that use of teleconferencing for communicating negative change was less effective as the employees felt the 'local' management either did not support the change or were not confident enough to communicate the change in a face to face environment. This was interpreted as lack of buy-in from the local top management or lack of confidence in the change. They therefore suggested that all change should be

communicated in face-to-face meetings and by their top management. They also indicated that when communication is done on tele-conference they are not able to see the person communicating hence cannot read the body language and draw conclusions from the same.

Majority of the respondents also suggested that the flow of communication is sometimes very long especially where the Leadership team communicates to senior management who in turn communicate to their staff. They said this mostly leads to distortion sometimes deliberately depending on the relationship between the manager and his or her team. They suggested once the communication has been agreed, even if a separate communication is done for senior management, there should be a general communication from the CEO to everyone as well. This, they said, would not only make the communication more credible, but would also reduce distortions and provide an opportunity to seek clarifications, ask questions and give feedback. They said when the manager communicates they cannot ask questions because he/she may not have the answers since he is not the owner of the communication. They would also not be sure if they gave feedback, it would get to the intended recipient.

On communication channels, some interviewees suggested that more use of face-to-face meetings was more recommended than use of mails. They said speaking communicated 'more' than reading as there is the opportunity to seek clarification, confirm understanding, ask questions and even give immediate feedback and /or observations as opposed to emails. When the mail is not clear, most people choose to let it pass instead of

writing to ask and even when one responds to ask question, they are not likely to ask a second time in case the intended clarity does not come through the second time round. One of the respondents – who also happened to be the youngest – suggested that it is the high time that the company embraced social media as a formal channel of communication.

There was another suggestion on the timing of communication. Some interviewees suggested that communication should be timely to avoid leakage ahead of formal communication. They said, sometimes by the time the formal communication is released, they already have grapevine information.Due to so much grapevine prevailing, when finally the official communication comes, it is regarded more of reaction than original communication hence may be ignored or taken suspiciously by the employeeswhich in the long run affects credibility of the factual formal communication.

A few interviewees observed that at times there is over communication and also duplicated sources of information which sometimes creates confusion. They suggested once the change has been communicated from the top, it would help to appoint one reference person who would be in charge of communicating progress collatingupdates from other pillars and providing an overall update to avoid confusion. Duplication of communication could lead to loss of interest which could lead to missing crucial information since people may tend to ignore messages bearing a certain subject. This must be what Noble (1999) had in mind when he said, if members of the organization are not aware of the same information, a lower level of consensus may result.

Other suggestions given include creating an effective feedback mechanism, creating interdepartmental forums and embracing technology.

CHAPTER FIVE:
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This Chapter provides a summary of the study, conclusion and recommendations drawn from the study. The conclusions are drawn from the objectives that the study sought to realize as well as the research findings. The chapter also covers the limitations of the study and makes recommendations on areas that will require more research to enhance greater understanding of the subject area, suggestions for further research, recommendations and contributions to theory development.

5.2 Summary of findings

The purpose of the study was to establish the effect of communication strategy in change management at Unilever Kenya Limited. The researcher reviewed existing literature for a background understanding of current status before collecting primary data to establish if any relationship exists between communication strategy and change management. Upon an in-depth analysis of data,the study revealed that communication actually plays a major role in change management. Communication was felt to play a significant role in acceptance and reduction of resistance to change especially when done clearly at every stage of the process. It also led to quick acceptance and played a significant role in embracing the new ways of working by providing clarity of roles to stakeholders. This minimizes work disruption, ensures business continuity and enhances team work.

It was also established from the findings that communication provided clarity in terms of employees current positions and roles and the likely impact that the change was likely to

have on the same. Findings revealed that where communication is done via town-hall sessions employees got an opportunity to ask questions, seek clarification and give feedback thereby getting a clear picture of the change thus reducing anxiety levels.

Finally, communication was identified as a key player in reduction of gossip and rumors thereby helping in building confidence in the organization and increasing trust that management can be trusted to communicate.

5.3 Conclusions of the study

The study sought to establish the relationship between communication strategy and change management as experienced at Unilever. From the responses, it is clear that communication strategy plays an important role in the management of change at Unilever. The study observed that it is through communication that employees understand the change and obtain clarity on the impact of the change. It is also through communication that employees get an opportunity to provide their input, comments and feedback to management in regards to the change. It can also be concluded that change speedy acceptance and implementation is highly dependent on how well the communication was done.

The study further concludes that communication strategy plays a major role in reduction of resistance to change. Since resistance to change impacts performance and service delivery, it can be safely concluded that communication helps improve customer service experience during change process thus minimal service disruptions and subsequent

business performance.Though it is often said that things get worse before they get better during change process, reduced resistance leads to reduced time of the 'worse' phase thus quickly propelling the organization to high and better performance within a short period of time.

Lastly, it can be concluded that for a change management process to succeed, communication strategy is a key ingredient without which the success chances would be minimal. Choosing the right message, the right media, channel, sender and creating the right environment for communication for any change can be highlighted as major contributing factors that give high chance of success and little chance of resistance to change.

5.4 Recommendations

Following the findings from this research, the researcher makes the following recommendations:

Firstly, it has been established clearly that communication is a key success ingredient in change management. Communication should therefore be embedded and entrenched as part of change management. From the responses it is clear that communication takes place but there does not appear to be a clear communication policy that stipulates who communicates what to whom and at what time. For effectiveness, it is recommended that a clear policy be put in place with clear communication responsibilities defined and shared to the employees.

Though the CAP model as adopted by Unilever emphasizes the need to communicate the shared benefits to the stakeholders for reduced resistance, this did not come out clearly from the responses by the interviewees. It is therefore recommended that the organization takes time to not only look at the change benefits to the organization but to the employees as well. They are key stakeholders and success of any change initiative heavily relies on them.

It was established that despite the many and frequent changes that take place within Unilever, there is no person responsible for change. This makes it difficult to get full understanding of change and leads to many sources of communication which not only leads to confusion but could result to message inconsistencies thereby undermining the success of the change. It is therefore recommended that a Change Champion be appointed even if it means for the only the duration of the change.

Finally, it is clear from the responses that face-to-face communication is most preferred for change communication and also it is noted that a lot of emails and tele-conferencing are more used instead. A final recommendation is to increase more face-to-face communication and reduce on the mails especially for major changes that require full understanding, commitment and input from the employees.

5.5 Limitations of the Study

The study may have some weaknesses inherent in using interview guide for data collection as interviewees may suffer from personal biases and may not represent the

opinion of the organization. Depending on personal factors like feelings, emotions, attitude towards change, the interviewees will give personal opinions which might not reflect the company's views and may withhold some important information for the study.

Secondly, the interviewer expected to interview at least two people per level of the organization structure. Owing to the time constraints and tight schedules from the Leadership team, only one was available for the interview. Though the required information was obtained it would have been much better to get from two people.

Another limitation is the extent to which the study findings can be used for generalization in attempt to understand the effect of communication within the FMCG industry. The study, being a case study focused on Unilever within its working culture, structure, competency framework and environment which may be different from other companies within the industry and therefore likely to elicit different responses to similar questions on communication and change.

Lastly, the study was limited to internal stakeholders only working with Unilever– the employees. Change affects both internal and external stakeholders hence it would help to understand how communication is done to the external stakeholders. It is most likely that this would make a difference obtained.

5.6 Suggestion for further studies

Further research could be conducted in other organizations since they have different cultures, structures, management styles, values and resource capabilities. The study was conducted on a single business within its operating environment. It would be necessary to study other FMCG firms, or even other Unilever firms in other countries to draw any parallels on the findings. Also, since the business environment is dynamic and keeps on changing over time, another study on communication strategy's effect on change management at Unilever Kenya at a later date may yield different findings.

Also, further research could be done using a different focus on the interviewees; for instance a study focusing on the lower level or shop-floor employees only. This could give more focus and establish if the communication actually flows to the bottom-most level of the organization structure.

An opportunity for further research on communication effect on change management exists where the researcher would focus on the communicator. For instance effectiveness of communication on change management when done by the CEO as opposed to the Head of department or immediate supervisor.

Finally, a study could be done on communication channels only where the researcher compares effect of two channels say, face-to-face meetings versus letters, memos, mails or any other written communication.

5.7 Contributions to Theory Development

The paper significantly contributes to the change management literature by linking strategic communication with the Uncertainty reduction theory and by adding knowledge on how communication strategy affects change management.

REFERENCES

Ansoff H. (1988): *Corporate Strategy*: McGraw Hill

Argyris C. (1985): A*ction, science, concepts, methods & Skills for research and intervention*. San Francisco, Jersey)www.infed.org//thinkers/Argyris/htm   - online accessed on 27th July 2014

Assael H. (2004): *Consumer Behavior: A strategic Approach.*

Balogun, J. and Hailey V.H. (2008): *Exploring Strategic change*. (Pearson Education Limited) 3rd Edition.

Beamer L. and Varner, I. (2008): *Intercultural communication in the Global workplace*. 4th Edition.

Benne K.D. and Chin R.(1969): *The planning of Change*. (New York, Holt, Rinchart and Windton) 2nd Edition

Blundell R.and Ippolito Kate (2008): *Effective Organizational Communication – Perspective, principles and practices*.(Pearson Education Limited) 3rd Edition

Bullock, R.J. and Batten D. (1985): *It's just a phase we are going through.*

Burnes, B. (2004): *Managing Change*. Pearson Education Limited. 4th Edition

Burnes, B. (2009): *Managing Change*. Pearson Education Limited. 5th Edition

Cameron, E. & Green M. (2012): *Making sense of Change management*. Kogan Page Ltd.

Carnall, C. (2007):*Managing Change in organizations*. Pearson Education Limited. 5th Edition

Collins J. and Porras J. (1989): *Built to last*. London: Random House Business Books.

Courtland B. and Thill J. V. (2013): *Business communication today*. Pearson Education Limited. 11th Edition

Davies, B. & Davies B.J. (2005): *Strategic leadership*. (Thousand Oaks, CA:Corwin press)

DuBrin, J. (2009): *Essentials of management*. 8th Edition

Fullan, M. (2003), *Change forces with a vengeance (London: RoutledgeFalmer).*

Geissler, C. &Krys, C.: *The challenges of strategic management in the 21st Century.*

Gillis Tamara, L (2011): *The IABC handbook of organization communication*. 2[nd]Edition

GrattonL, and Truss C (2003): *The three-Dimension people strategy – putting HR Policies into action*

Grunig, James E (1992): *Excellence in Public Relations and Communications Management*

Hawkins, B. and Preston P. (1981): *Managerialcommunication.* Goodyear Publishing Company, Inc.

Heath, R.L. & Bryant, J. (2000). *Human Communication Theory and Research.* Concept, Context and Challenges. Mahwah, NJ: Erlbaum.

Jones, G.R. (2004): *Organization theory, Design and Change:* Pearson Education Inc. New Jersey

Jones, Gareth R & George, Jennifer M (2011):*Essentials of contemporary management*. McGraw-Hill Irwin.4th edition.

Jones, Phil (2010): *Communicating Strategy.* Gower Publishing Company

Klaus Schwabs(2012):*African Economic outlook Report*

Kotter J.P (1996): Leading change: *Why transformation efforts fail.*Harvard Business School Press.

Lesikar R, et al (1993):*Basic Business communication*. (Richard D Irwin, Inc)

Locker Kitty and Kaczmarek Stephen (2011):*Business communication – Building Critical Skills*. (McGraw- Hill Irwin)

Lussier Robert N. (2009):*Management fundamentals, concepts applications, Skills development*: (South-Western Cengage Learning). 4th Edition.

Mead Richard (1990): *Cross-cultural Management Communication:* (John Wiley & Sons Ltd, West Sussex England.

Mercer, H. (2010): *The social Origins of folk epistemology*. Review of Philosophy and Psychology.

Mercer, H. (2012): *Some clarifications about the argumentative theory of reasoning*. A reply to SantibanezYanez (2012).Informal Logic.

Mercier, H. (2013): *Using evolutionary thinking to cut across disciplines: The example of the argumentative theory of reasoning*. In Zentall, T. & Crowley, P. (Eds.) Comparative Decision Making. Oxford University Press.

Mercier, H. (2013): The Function of reasoning: Argumentative and pragmatic alternatives*Thinking and Reasoning*

Mercier, H. &Sperber, D. (2012): Two Heads are better, Stands to reason. *Science* (Letter)

Michael V. (2001): *Communication and Research for Management.* Himalaya PublishingHouse.

Munguti J. K (2013) – Ministry of Industrialization and enterprise. Article on Food Industry in Kenya

Plunkett, et al (2008): *Management: meeting and exceeding customers' expectations:* (South-Western Cengage Learning)

Quirke Bill (2008): *Making the Connection: Using internal communication to turn Strategy into Action*: Gower Publishing Limited. 2nd Edition.

Scholes E. (1997): *The Handbook of Internal Communication*. Gower Publishing Limited

Senge, P. M. (1990): *The fifth Discipline: the art and practiceof the learning organization*. Doubleday, New York

Sirkin, H, et al (2005):*The hard side of Change Management*: Harvard Business online..

Sperber, D. & Mercier, H. (2012) "*Reasoning as a social competence*". In Landemore, H. and Elster, J. (Eds.) Collective Wisdom

Stuart M. Klein, (1996) *Management communication strategy for change*, *Journal of Organizational Change Management*, Vol. 9

Tichy, Noel M (1983): *Managing strategic change – Technical, political and cultural dynamics*

www.kpmg.com/africa

www.unilever.com

www.unilever-esa.com

APPENDICES

Appendix 1: Interview Guide
Effect of Communication Strategy in Change Management

1. Name   :_____ (optional

2. Category:_____

3. How long have you worked in Unilever Kenya Limited?

4. Unilever has undertaken several strategic changes, which two recent ones can you recall?

5. How would you describe the communication strategy used during these changes?

6. When was the communication done, by who and to who?

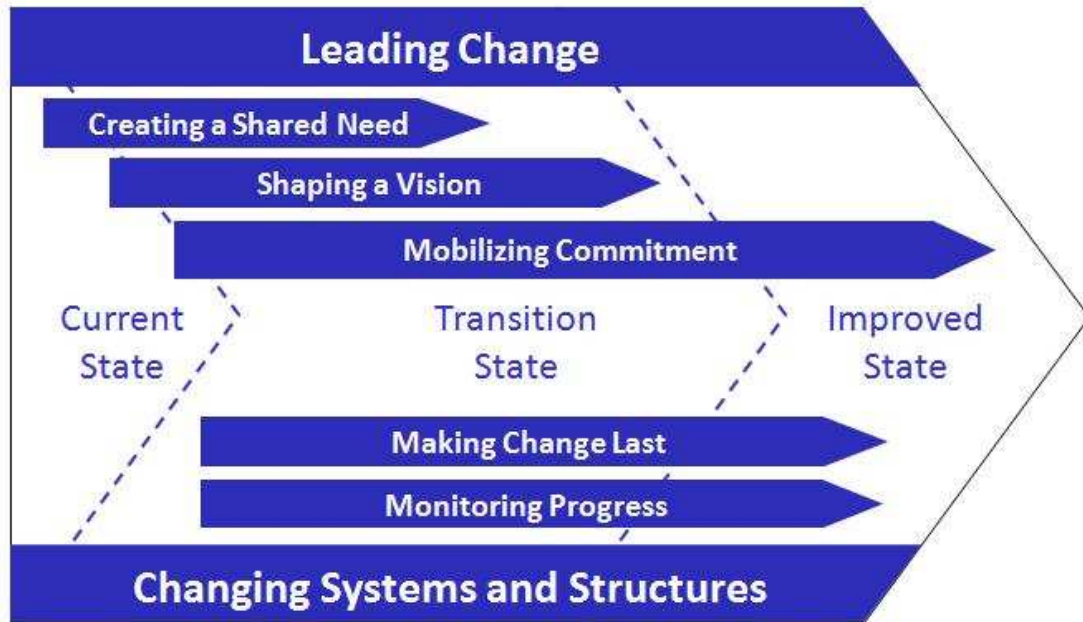7. Did you hear or notice any resistance to the change?

8. Do you think communication should have been done differently? Say the person communicating, the timing, the channel?

9. Do you think the communication strategy had any effect on the success of the change program?

10. Any suggestions you would like to give in relation to communication strategy with regard to future change programs?
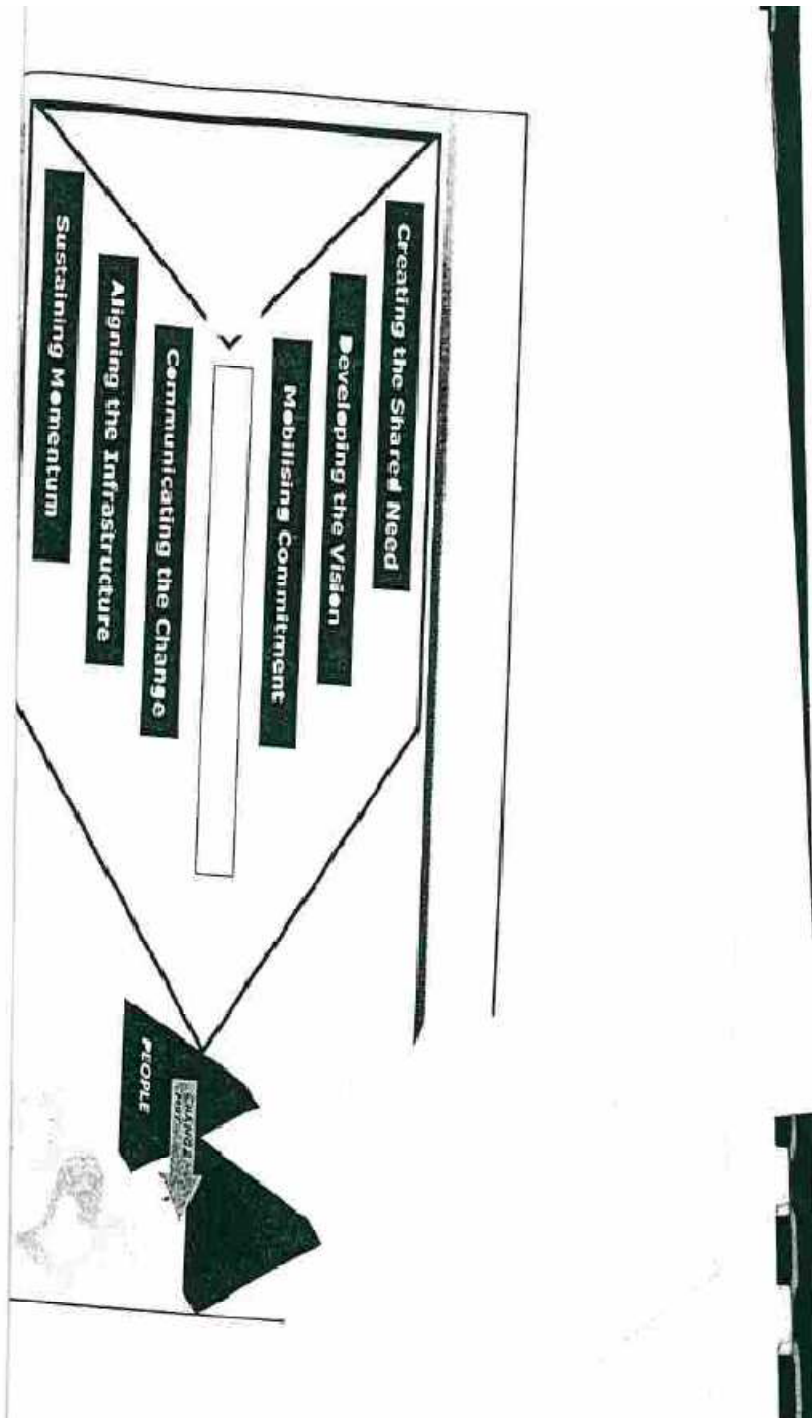
Appendix 2: CAP Model (GE's version)

The Change Acceleration Process Model

Leading Change

Creating a Shared Need

Shaping a Vision

Mobilizing Commitment

Current State   Transition State   Improved State

Making Change Last

Monitoring Progress

Changing Systems and Structures

Source: Worldpress.com

Appendix3: CAP Model – Unilever's version

Source: Interviewee.