

**THE EXTENT TO WHICH FIRMS MANUFACTURING FAST
MOVING CONSUMER GOODS IN KENYA APPLY REAL TIME
STRATEGIC CHANGE PRINCIPLES //**

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LOBAT GRACE ADONGO

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
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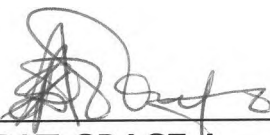


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SEPTEMBER 2006


DECLARATION

This management project is my original work and has not been presented for a degree in any other university

Signed: 
OBAT GRACE A.

Date: 18 NOV 2006

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

Signed: 
MR. JACKSON MAALU
SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI.

Date: 20/11/2006

DEDICATION

To my son, Christian Odhiambo

ACKNOWLEDGEMENT

I am greatly indebted to my many people who contributed to this work.

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ABSTRACT

Today's business environment has become increasingly dynamic. Organizations are under a lot of pressure to change as fast as their markets do. Managing strategic change is now a core responsibility of corporate managers and the traditional top-down approaches to managing change are falling short of propelling organizations to high performance levels. It is for this reason that emergent approaches to change like Real Time Strategic Change are generating a lot of interest. Real Time Strategic Change uses six principles; Real Time, Preferred Future, Creating Community, Common Understanding, Reality as a Key Driver and Empowerment and Inclusion.

The objective of this study was to determine the extent to which manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change and the challenges associated with the application of the principles. The study targeted strategy/change managers. A survey design was used. A semi-structured mail questionnaire was used to collect data from the respondents. The data was analyzed using frequency distribution, percentages, mean scores and standard deviation.

The results of the survey show that the firms apply the principles of Real Time Strategic Change to a moderate extent. They apply Real Time principle to a large

extent. The others; Preferred Future, Creating Community, Common Understanding, Reality as a Key Driver and Empowerment and Inclusion are applied to a moderate extent. They have largely embraced long term and short term strategic planning, performance management; focus on customer satisfaction and organizational learning as source of competitive advantage. There is an opportunity to benefit from further empowerment, information and knowledge sharing, communication and inter-departmental interfacing.

However, the study has some limitations. The study was restricted to: manufacturers of Fast Moving Consumer Goods, senior managers within the organization and the principles of Real Time Strategic Change. Further research can use case study design; cover other manufacturers and industries as well as other aspects of Real Time Strategic Change.

CHAPTER ONE: INTRODUCTION

1.1 Organizations, Strategy and Change

Strategic planning implies planning for the long-term. In many organizations, the time-frame associated with this type of planning is from three to five years in the future (Holman, 2000). There are many challenges associated with long-range planning. These include: the amount of time required to develop, deploy and implement the plan (Steadman, 2000), creating a plan that is breakthrough in its orientation rather than "more of the same," (Silverman, 2000) getting all stakeholders to commit to the organization's strategies and to follow through on implementation of critical activities, and decreasing cycle time in the planning process. (Ansoff, 1990)

In today's world, organizations cannot afford these challenges (Silverman, 2000). To survive, they must be able to quickly create, deploy, and implement breakthrough strategies that help them to continually anticipate and meet current and future customer requirements. In doing so, they must be able to align all internal and external resources around the plan (Day, 2003). This sort of orientation necessitates approaches to strategic planning that involve all employees and stakeholders in the planning process and a planning process that can occur within a shortened time frame (Holman, 2000).

Strategy making has changed (Mckeown & Jacobs, 2003). The carefully conducted industry analysis or the broad-range strategic plan is no longer a guarantee for success. The premium now is on moving fast and keeping pace (Haines, 2000). More than ever, the best strategies are irrelevant if they take too long to formulate, as strategy equals execution (Eisenhardt, 1990). All great ideas and visions in the world are worthless if they can't be implemented rapidly and efficiently (Narver & Slater, 1995).

Management of strategic change is a daunting and often an elusive task. According to Strebel (1995), only 20% to 50% of the organizations that set out to make radical changes report success. Translating strategy into action while managing the disturbances brought about a changing environment, organizations and people's perceptions of the same while striving to maintain equilibrium is a complex task.

Change efforts fail when people under-estimate the system's complexity, change structures are missing, participative management skills are lacking and poor cross-functional teamwork or turf battles exist (Haines, 2000). These issues hinder successful organization-wide change. To this end, two approaches to successful management of change have been advanced by change experts and theorists, namely, the planned approach, which is said to work best in stable and predictable environment; the emergent approach, seen as working best under turbulent environments (Burnes, 2004).

Planned change emphasizes the collaborative nature of the change effort; the organization, both managers and recipients of change, and the consultant jointly diagnosing the organization's problems; planning and designing the specific changes (Burnes, 2000).

The rationale for the emergent approach to change stems from the belief that change cannot and should not be solidified, or seen as a series of linear events within a given period of time, but as a continuous process (Burnes, 2000). The change process is seen as a period of organizational transition characterized by disruption, confusion and unforeseen events that emerge over a long time-frame (Dawson, 1994). Even when changes are operational, they need to be constantly refined and developed in order to maintain their relevance (Eisenhardt, 1989).

Despite these approaches to change, it has been observed that organizations face a continuum of change circumstances ranging from stable to turbulent with varying degrees of turbulence in between. There is, therefore, need to have an approach that is contingent and adaptive to different circumstances (Burnes, 2000).

Several organizations take their employees out of the day to day business to participate in conferences or workshops to discuss management of change (Eisenhardt, 1987). The employees undertake various activities, take many

notes and hold several discussions. In many cases, employees feel they are a waste of time since there is no follow up or responsibilities assigned to ensure implementation (Rouda & Kusy, 1995). However, meaningful change can occur in organizations (Day, 2000).

Often, organizations face the challenge of accelerating improvement of results across a complex set of cross-functional business processes. Gaining the alignment and commitment necessary to execute clear action plans and achieve real measurable results can be a daunting task. This is the place of Real Time Strategic Change as it facilitates integration and synergy across discrepant activities (Holman P, 2001). Real Time Strategic Change is based on six principles that support lasting change. The six principles are; real time, preferred future, creating community, common understanding, reality as a key driver and empowerment and inclusion (Dainemiller, 2000). These principles make it possible to achieve rapid, sustainable, organization-wide change. Rapid, means transforming your preferred future into the present; thinking and acting as if the future were now. Sustainable, means adapting as new realities emerge. It entails transforming relationships inside the company by interconnecting all functions with the firm's environment (Mckeown & Jacobs, 2000).

Real Time Strategic Change combines the use of an event or a series of events to achieve rapid organization-wide change (Silverman, 2000). It fuses strategy development and change processes. It brings together the leaders and staff of

the organization to develop a common picture of the present, to explore and agree on a future vision, to make shared commitments to what needs to be done differently, and to develop strategies to accomplish it (Bryson & Anderson, 2000). It engages each member of the organization enabling them to bring their passions to the strategic planning and management of change processes (Bunker & Alban, 1997). The basic direction of Real Time Strategic Change, is to help organizations uncover and engage the combined knowledge, 'wisdom and heart' of their people to meet the challenges of a changing world (Dainemiller Tysons Associates, 2003).

1.1.1 Real Time Strategic Change

All organizations lend themselves to the environment. The environment is highly dynamic and continually presents opportunities and challenges (Pearce & Robinson, 1984). Traditionally, in the fifties and sixties, management spent time coping with uncertainties brought by "traditional turbulence", among them, the environment, competitor moves, economic fluctuations, raw material availability and labour demands (Ansoff, 1990).

In the 1970s, with rocketing oil prices, staggering levels of inflation, the onset of liberalization and globalization, change became rapid in the face of foreign technology, foreign competitors and increased government intervention (Foster, 2002). These rapid and profound changes needed to be recognized, assessed,

prioritized and dealt with, failure to which meant possible extinction (Pearce & Robinson, 1999).

The speed with which threats or opportunities develop is so rapid. Thus conventional periodic systems like strategic planning may not be capable of perceiving and responding to them fast enough, before the threat has made a major impact on a firm, or the opportunity has been missed (Ansoff, 1990). Firms must turn their attention to the unfamiliar, momentous and fast changes (Farrell, 2000). To meet the challenges of discontinuity and perform like markets, organizations must learn to change as rapidly as the markets do without losing control of their operations (Foster, 2002)

In today's global information age, strategy that merely builds on the present is defunct (Mann & Tan, 1993). World-wide markets and instant global communications are now multiplying all our opportunities (Haines, 2000). Business is often, unpredictable, two competitors merge, another, develops a new technology, the government issues new regulations, market demand swings in a different direction. It is often during these real-time developments that a company's most important strategic decisions are made (Kaplan & Beinhocker, 2003). Rather oddly, it is organizations in crisis that are best placed to achieve a true transformation (Day & Jung, 2000).

Today, organizations must keep pace with changes in their environment and reduce current expenses, waste, and bureaucratic operations. The past is no

longer a guide to the future (Foster, 2002), thus organizations must completely reinvent their future vision, and then begin thinking backwards to this future with the strategies needed to remain successful (Slater & Narver, 1995). They must commit passionately to the disciplined management of the changes that occur along the way toward becoming a customer-focused, high performance, learning organization (Haines, 2000). In high performance organizations; each employee must understand that the whole purpose of the organization is to create superior value for customers (Farrel, 2000).

Like individuals, organizations change continuously, reacting to developments in their markets and to the arrival and departure of key people (Day & Jung, 2000). In large organizations, such changes may go on more or less unnoticed (Day, 2003). But sometimes an organization must change more quickly than this gradual evolution allows. It needs a break with the past, an accelerated pace of change – a transformation (Day & Jung, 2000). Change has always been a feature of organizational life, though the frequency and magnitude of change are greater now than ever before (Burnes, 2004).

Every so often, organizations receive shocks such as; outrageously high targets for revenues, earnings, and market share; a bold vision based on striking a new business model or ground-breaking technology; major strategic moves, such as acquisitions or partnerships, that change the game in an industry; a new CEO, freshly arrived from outside and committed to shaking things up (Gupta & Wendler, 2005). Such shocks to a corporate system are widely assumed to be

necessary for transforming a company's performance. However, complexities of internal organizations pose a greater challenge to achieving organization-wide change while managing the change necessitated by changing environmental and competitive pressure (Nystom & Starbuck, 1984). Lafely G, Proctor & Gamble's CEO who has led one of the key change programs for the large firm observes that the key to successful change is not in having a structure that supports a disciplined strategic choice but also systems that enable large organizations to work and execute together (Gupta & Wendler, 2005).

The ever changing environment combined with the warp speed of technology has placed unparalleled demands and expectations on every employee, both where they work and live. These demands require leaders to uncover new approaches that uncover the tumult, speed and complexity of the new environment and use them to the organization's advantage. These demands also require employees to adapt, change and then change again as they respond to the same challenges facing their leaders. Consequently, there is an overwhelming need to change from the old structural organizational models of the 20th century. There is need for common-sense ways to tap into and unleash the wisdom present in the entire workforce. There is need for processes to unleash the energy and combine the knowledge. That is the reason Real Time Strategic Change makes important sense today.

1.1.2 Fast Moving Consumer Goods

Fast Moving Consumer Goods are convenience products that are typically purchased on a regular basis such as toiletries and detergents. They are low-margin, high volume products hence cheaply priced. Consumers habitually purchase the same products hence minimal effort used in the purchase decision (Palmer, 2000). Consumers have easy access to these products as they are sold through various retail outlets (Kotler, 1999).

Like other countries in the first world, Kenya's business environment was characterized by stability and for a long time, many business people relied on long range plans (Ng'anga, 2001). However, with time, the Kenyan environment started to change rapidly resulting in the need to respond to this environmental turbulence.

Liberalization has led to a lot of development in the Kenyan industry, viz a viz among firms manufacturing Fast Moving Consumer Goods. It is now characterized by; several players, increased competition, regulatory changes, changing consumer lifestyles and expectations, availability of a wide variety of substitutes, shorter distribution channels as manufacturers gain direct access to most markets, increasing costs of advertising and distribution as outlets demand higher rebates. These changes are further compounded by a dynamic work force and increasing requirements in industry such as corporate governance, social responsibility and focus on Safety, Health and Environment

(SHE). Such pressures have led to restructuring of organizations, strategic alliances, divestment of some hitherto key brands, direct foreign investment, technological investment as well as the need to continually create and innovate in order to rejuvenate brands and develop brand extensions (Njau, 2000).

1.2 Statement of the Problem

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Long range planning carried out in annual cycles provides an organization with direction on the general plans that they intend to accomplish, when the environmental factors are held constant. However, in between planning cycles, changes occur that require immediate attention. Increased environmental turbulence, competitive pressure, technological change and uncertainty are placing greater need for organizations to be able to champion and implement successful strategies for the management of change.

Various organizational sections have different change projects going on at the same time. Organizations must integrate these processes in order that they achieve organization-wide change and consistently deliver superior value to customers. The risk involved in the change effort due to its irreversibility cannot be over-emphasized. Furthermore, people's perception of the change effort can be disturbing. Managing the complexity of issues related to the environment, organizational units and sub-units and people require an integrated approach. However, transformations call for more than superficial levels of change. Well-grooved habits must be questioned and discarded and new ones learned. But it is hard for people to achieve the objectivity needed to question and change their daily routine while they are still actively immersed in it. Consequently, there is an overwhelming need to use contingent and adaptive approaches to managing change to ensure implementation of current strategic plans as well

as refinement of long term strategies. Real Time Strategic Change is increasingly filling this gap.

In the Kenyan industry today, there has been increasing change in consumer preferences, increased competition with several new entrants and the number of substitutes available to consumers hence, rising consumer expectations and changes in regulations. Mitul Shah of Bidco Oil Refineries asserts that a key success factor in the industry today is creating channel partners who operate exclusively within dedicated geographical areas and hubs as well as distributors appointed to achieve distribution depth. Gerald Mahinda, the CEO of EABL on the other hand notes that the competition among Fast Moving Consumer Goods is moving to the value end. Thus, leaders in this market have to increase their investment and innovation in order to keep ahead. They must be committed to winning and retaining customer loyalty through reliable service, affordable pricing, category management, effective marketing strategies and brand value, observes Vimal Shah, the CEO of Bidco Oil Refineries.

Fast Moving Consumer Goods are goods that consumers buy on a day to day basis. They are cheaply priced and are available in many retail outlets. These characteristics make purchase decisions and substitution easy. Competitors also easily and speedily imitate leaders hence manufactures risk homogeneity as any differentiation achieved is easily eroded. Shorter product life cycles and rapidly shifting competitive landscapes means the key to survival is the ability to engage in rapid and relentless continuous change to deliver customer value,

especially by developing new products. New product development must involve a vibrant Research & Development team working hand in hand with sales, marketing, finance and the corporate centre to ensure the firms achieve speed to market. Thus firms manufacturing Fast Moving Consumer Goods require organization-wide involvement and cross-departmental interfacing in order to ensure that all contribute to the firms' mission of delivering customer value. Internally, these organizations must make certain changes in order to position themselves to address these issues. This scenario means that these companies are challenged to exhibit fundamental values and practices that can facilitate management of strategic change. These firms must implement business strategies in real time and continuously refine long-term business strategies to ensure that these firms consistently deliver consumer value. It is the background of the increasingly dynamic Fast Moving Consumer Goods market in Kenya that the need to survey the application of Real Time Strategic Change principles arises.

Studies conducted on Real Time Strategic Change are mainly in the American market by Dainemiller and Tysons associates (1994) and Bryson and Anderson (2000). These have focused on the use of the Real Time Strategic change events. In Kenya, Ng'ang'a (2001), conducted a study on the use of Real Time Strategic Issue Management by companies quoted on the Nairobi Stock Exchange (NSE). While these studies have made significant contribution to management of strategic change, they are limited in their use for the understanding of Real Time Strategic Change principles and in particular, in the

manufacturing sector in Kenya. Thus this study is conducted in an attempt to bridge that gap.

This research seeks to answer the questions: ' Do manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change in managing strategic change and what are the challenges associated with their application?'

1.3 Objective of the Study

The objectives of this study are to:

- i. Determine the extent to which firms manufacturing Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change.
- ii. Identify the challenges associated with the application of these principles

1.4 Importance of the Study

The study, upon completion may be beneficial to the following:

- i. Firms dealing in Fast Moving Consumer Goods.

In Kenya today, the need for dynamism in managing change cannot be over emphasized. This then means that companies are challenged to exhibit certain characteristics and values that can facilitate organization-wide change while implementing business strategies and refining long term organizational

plans. This study will be useful in assisting these firms develop a self-assessment checklist and learn from the best practice application of the principles of Real Time Strategic Change in the industry.

ii. Researchers and Scholars

Future work, of which this is an integral part, will make an important contribution to research in management of change and strategy implementation.

iii. Management Consultants

This study will benefit management consultants who from time to time work with organizations in implementing change efforts. It will assist the consultants anticipate and address challenges with the programs that they run.

CHAPTER TWO: LITERATURE REVIEW

2.1 Organizations, Environment and Strategy

Developing sound corporate strategy has become both more important and difficult as the euphoria of the 1990s has yielded to the realities of managing an organization in today's uncertain and confusing environment (Bryan, 2003). With the world economy becoming increasingly integrated, the challenge of crafting and implementing strategies successfully grows ever more daunting.

Organizations now face deflationary pressures, which are squeezing profit margins and the availability of capital investment. Such challenging times make it particularly necessary for strategists to think carefully and soundly (Bryan, 2003). Organizations must find new basis for operating by developing new competencies as the old advantages and competencies gained are quickly eroded owing to environmental changes and competitive pressure (Johnson & Scholes, 2003).

The complexity and sophistication of business decision making requires strategic management (Johnson & Scholes, 2003). Managing various and multi-faceted internal activities is only one challenge in organizational management. The firm's immediate external environment poses a second set of challenging factors (Pearce & Robinson, 1999).

Corporate strategy is concerned with an organization's direction for the future; that is, its purpose, ambitions, resources and how it interacts with the world in which it operates – the environment (Lynch, 2000). Strategy is the link between the organization and the environment as it aligns an organization and its environment. Since the environment, as well as the organization's own capabilities are subject to change, the task of strategy is to maintain a dynamic balance between the two (Porter, 1991).

According to Johnson and Scholes (2003), strategy is the process that matches resources and activities of an organization to the environment in which it operates. They argue that strategic fit, which involves developing strategy by identifying opportunities in the environment and adapting resources and competencies so as to take advantage of them, is essential and must be maintained at all times for organizational success.

2.2 Strategic Change

The challenge of developing strategy in the background of both external and internal change cannot be over-emphasized. Management of change then becomes central to organizations. Management of change can be defined as the use of systematic methods to ensure that the organization and its employees move from an old unwanted behaviour to a new desired behaviour for the survival of the organization, while retaining key competences (Burnes,

2004). The approaches to managing change are categorized into two; the planned approach and emergent approach.

2.2.1 Planned Change

Planned change, a term first coined by Kurt Lewin, distinguishes change that an organization consciously embarks upon as opposed to change that might come about by accident, impulse or be forced by circumstances (Marrow, 1969; Burnes, 2004). The planned approach views organizational change as a process in which an organization moves from one fixed state to another through a series of pre-planned steps. Some of the models developed under this approach include Kurt Lewin's Field theory, Group Dynamics Theory, Action Research and The Three Steps Model (Burnes, 2004) and Bullock and Battern's Four Phase Change Model (Bullock & Batern, 1985).

Field Theory is an approach to understanding group behaviour by trying to map out the totality and complexity of the field in which the behaviour takes place (Burnes, 2004). According to Lewin, group behaviour affects individual behaviour in a particular environment (field). This field poses a set of forces that influence behaviour. As a result, the key to bringing about change is to identify and establish the potency of these forces hence understand why individuals, groups and thus organizations behave they way they do. Thus, one

The Three-Step Model proposes three steps for successful change, namely; unfreezing the present level, moving to the new level and refreezing the new level. It emphasizes that before new behaviour can be adopted, the old has to be discarded. Unfreezing involves reducing those forces that maintain the organization's behaviour at its present level (Burnes, 2000). The second step, moving, involves working on the results of the first step. It requires developing new behaviours, attitudes and values through changes in the organizational structures. Finally refreezing, seeks to stabilize the organization at a new state of equilibrium in order to ensure that new ways of working are relatively safe from regression (Cummings & Huse, 1989).

Four-Phase Change Model is an integrated approach (Bullock & Battern, 1985). It describes change in two major dimensions: change phases, which are distinct states an organization moves through as it undertakes planned change; and change processes, which are methods used to move an organization from one state to another. The four stages are: the exploration phase, the planning phase, the action phase and the integration phase (Bullock & Battern, 1985). In the exploration phase, the organization explores and decides whether it wants to change, that is, becoming aware of the need to change, and committing resources to this change. The planning phase which involves understanding the organization's problem by collecting data, establishing goals and designing appropriate action to achieve these goals. The action phase is the implementation stage where the change processes are designed to move the organization from its present state to the future desired state. Finally, there is

the integration phase concerned with consolidating and stabilizing the changes so that they become part of the organization's everyday operation (Burnes, 2000).

Several criticisms have been leveled against planned change. As summarized by Burnes (2004), first, organizations exist in a turbulent environment and hence organizational change is a more continuous and open-ended process than a set of discrete and self-contained events. Secondly, planned change emphasizes incremental and isolated change, hence cannot incorporate radical, transformational change. Planned change ignores organizational politics and conflict as it assumes that common agreement can be reached, and that all parties involved in a particular change project have a willingness and interest in doing so. Finally, not all organizations operate in the same environment and hence no single approach such as planned change would fit all. The level of turbulence varies from one environment to another hence the approach is inadequate for system-wide change (Eisenhardt, 1989).

As a result of the criticisms leveled against the planned approach to change, further research in organizational development has led to proposals for other approaches. These include; the incremental model of change, the punctuated equilibrium model of organizational transformation, and the continuous transformation model of change.

The incremental model of change views change as a process where individual parts of an organization deal incrementally and separately with one problem and one goal at a time (Burnes, 2004). As managers respond to pressures in their local internal and external environments, over time, the organization become transformed. However organizations go through long periods of incremental change; these are interspersed with brief periods of rapid and revolutionary change (Mintzberg & Lampel, 1990). Some scholars have argued that indeed it is the periods of rapid change that are longer than the periods of periods of stability (Foster, 2002). This has increased focus on how organizations move between periods of stability and instability hence the punctuated equilibrium model of organizational transformation (Burnes, 2004). This model depicts organizations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary periods).

Finally, the continuous transformation model of change proposes that in order for organizations to survive, they must develop the ability to change themselves continuously in a fundamental manner. The environment in which organizations operate is changing, and will continue to change, rapidly, radically and unpredictably. Only by continuous transformation will organizations be able to keep aligned with their environment and thus survive (Fareli, 2000).

2.2.2 Emergent Change

The Emergent approach came as a result of criticisms leveled against the planned approach. This approach views change as an open-ended and unpredictable process of aligning and realigning an organization to its changing environment (Hill & Jones, 2001). Change is a period of organizational transition characterized by disruption, confusion and unforeseen events that emerge over long time frames (Dawson, 1994). When organizations think about change, they focus on the need to create a vision and a strategy for the change. But even more challenging is what follows the strategy and vision, the implementation itself (Jick, 1991). A lot of literature presents a tidy pattern for change but this rarely happens. No matter how much preparation, organizations are rarely well-prepared for major change. By making change seem like a bound, defined, controlled, and discreet process with guidelines for success, the writing on change misleads managers who find the reality far more daunting than they expected (Moohrmann et al, 1989). Rather than a controlled process, they find chaos. The increasingly dynamic and uncertain nature of business environment underlines the case for the emergent approach.

One of the main strands of emergent change is provided by the processual analysts who stress on the interrelatedness of individuals, groups, organizations and society. They put forth that the process of change is a complex and untidy cocktail of rational decision processes, individual perceptions, political struggles and coalition-building (Mullins, 2004). The processual analysts provide five

distinct guiding principles for managing change; embeddedness, studying processes across a number of levels of analysis; temporal interconnectedness, studying processes in the past, present and future time; a role in explanation for context and action; holistic rather than linear explanations of processes; and linking process analysis to the location and explanation of outcomes. Thus, change cuts across functions, spans hierarchical divisions, and has no neat starting or finishing point, instead it is a complex analytical, political and cultural process of challenging and changing the core beliefs, structure and strategy of the firm (Burnes, 2004)

The emergent approach stresses the developing and unpredictable nature of change. It views change as a process that unfolds through the interplay of multiple variables within an organization (Haines, 2000). For another group; the pro-modernists, power and politics play an important role in the process of organizational change. The presence of conflicting interests gives people a range of new possibilities and ideas to choose from (Strebel, 1995).

The emergent approach to change also emphasizes that following laid down steps and stages is not a recipe for success. Proponents of this approach argue that organizations and their environment have a reciprocal relationship and hence organizations need to become open learning systems, with strategy development and management of change emerging from the way the company as a whole acquires, interprets and processes information about its environment (Fiol & Lyles, 1985). This external environment is in itself very

dynamic thus organizations need to make choices over how to respond. Such responses, should promote, throughout the organization, an extensive and deep understanding of strategy, structure, systems, people, style and culture, and how these can function as sources of inertia that can block change; or alternatively, as levers to encourage an effective change process (Lawson & Price, 2003).

The emergent approach emphasizes a bottom-up approach to managing change which requires a major change in the role of senior managers (Burnes, 2000). Instead of controlling employees, they should empower them, instead of controlling and directing change, they have to ensure the organization's members are receptive to and have necessary skills and motivation to take charge of the change process (Hanesian & Sierra, 2005). While the proponents of emergent change do not agree with any prescribed process/steps, they do provide five features that either promote or obstruct change: organizational structure, culture, learning, managerial behaviour and power and politics.

According to the proponents of emergent approach, managing change involves linking action by people at all levels of the business. Pettigrew and Whipp propose a model of change for successfully managing strategic and operational change that involves five interrelated factors; environmental assessment, leading change, linking strategic and operational change, treating human resources as both assets and liabilities and having coherence of purpose (Burnes, 2004).

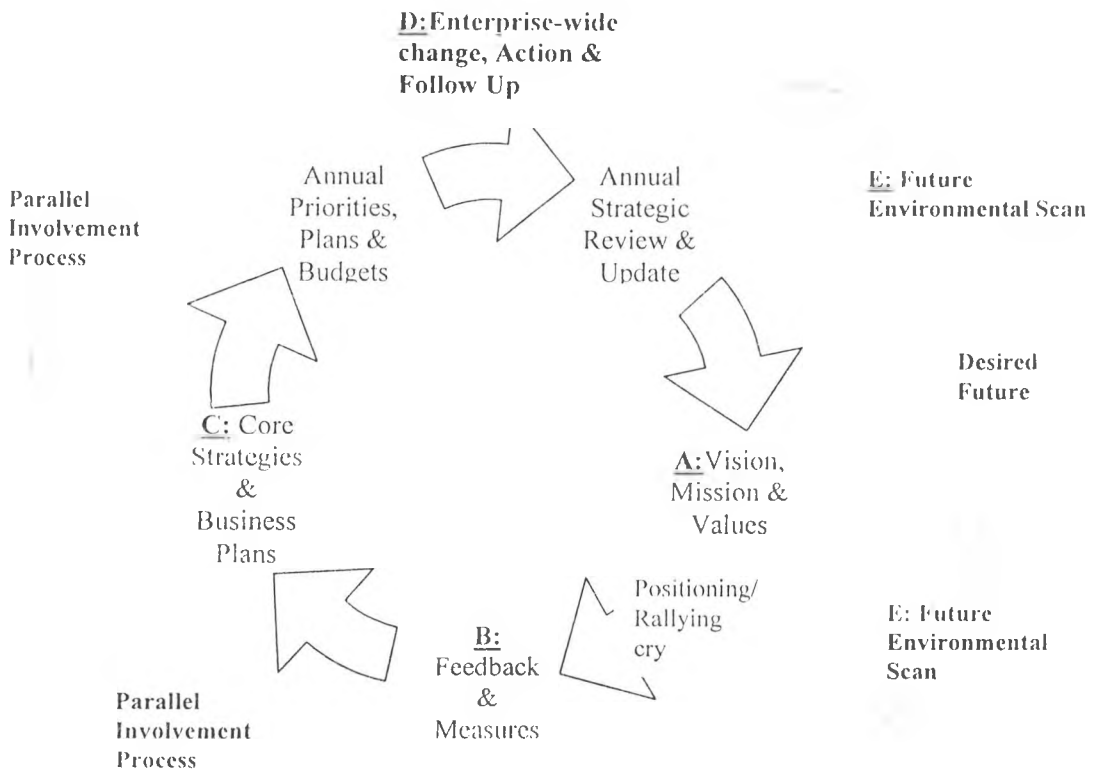
Kanter on the other hand propose the ten commandments for executing change; analyzing the organization and its need for change, creating a shared vision and a common direction, separating from the past, creating a sense of urgency, supporting a strong leader role, lining up political sponsorship, crafting an implementation plan, developing enabling structures, communicating with people and involving them in an honest manner and finally reinforcing and institutionalizing change (Kanter, 1992).

Despite the many options given by the proponents of emergent change, a number of criticisms are leveled against them. Key amongst them is the fact that the approach seems to advocate for a general view thus giving little guidance on how to execute change. It's seen as providing more of the don'ts and dos but not how to execute changes (Burnes, 2004). Thus it is necessary to find an approach that provides practical ways to manage change while ensuring organizational strategies are implemented hence the birth of Real Time Strategic Change.

2.3 Concept of Real Time Strategic Change

The basis of Real Time Strategic Change is the systems thinking approach to creating high performance organizations. Haines (2000) defines a system as a set of components that work together for the overall objective of the whole. As shown in figure 1 below, The Centre for Strategic Management (2000) states that a system comprises five distinct phases (A-B-C-D-E) (Haines, 2000). Any system can be described by the five phases; A series of inputs (Phase C) to a throughput or actions (Phase D) to achieve your outputs (Phase A) along with a feedback loop (Phase B) in the environment (Phase E) to measure success. Haines (2000) argues that this systems approach starts with Phase A (the outcomes) as organizations want to be proactive in creating their ideal future instead of Phase C (the inputs), the traditional left to right flow. Strategic change involves a strategic move from an organization's current state to some desired future state in order to increase its competitiveness. The need for this move is triggered by several/various environmental factors established or identified through an environmental scan (Hill and Jones, 2001).

FIGURE 1 THE SYSTEMS THINKING APPROACH TO CREATING COMPETITIVE ADVANTAGE



Source: Adapted from Haines, C. and Centre for Strategic Management

Real Time Strategic Change is a process principally identified with Kathleen Dainemiller and Robert Jacobs of Dainemiller Tyson Associates, Inc. They define Real Time Strategic Change as a principled-based approach that makes it possible to achieve rapid, sustainable, organization-wide change (Dainemiller, 1994). It entails transforming relationships inside the company. It calls for the

intimate and immediate interconnection of marketing, product development engineering, and manufacturing with both the internal and external environment (Mckeown & Jacobs, 2000).

Real Time Strategic Change brings the leaders and staff of an organization together to develop a common picture of the present, to explore and agree on a future vision, to make shared commitments to what needs to be done differently, and to develop strategies to accomplish it (Courtney, 2005). Typically, the process is used to refine and develop actions for a set of goals and strategies that have already been developed in broad outline by the organization's leaders. The process thus links "top-down" direction with "bottom-up" participation, validation, and action planning (Kaplan & Beinhocker, 2003).

The concepts of strategic intent, stretch management and core competence also support the bottom-up approach to strategy implementation. They view strategy as an envisioning process, which creates an organization-wide consensus where employees help develop and manage strategies and the means for achieving them (Hamel and Prahalard, 1994). Real Time Strategic Change uses an emergent or bottom-up approach, with emphasis on empowerment, participation and learning at all organizational levels. The process produces psychological ownership or internalization that is critical for sustainable change (Fiol & Lyles, 1995).

Real Time Strategic Change includes robust processes that quickly change organizations' systems and prepare them for further substantive change by; clarifying and connecting current realities, uniting multiple yearnings around a common picture of the future, reaching agreement on the action plans that move them toward that future, building the processes, structures and relationships that keep the organization moving forward and aligning the organization leaders and employees so that they can implement the changes together (Holman, 2000). Once the organization experiences the paradigm shift, people see the world differently. They are ready to take the actions that will begin to transform their shared vision into their shared reality (McKeown & Jacobs, 2000). The way people behave across an organization can propel businesses to reach higher performance goals (Lawson & Price, 2004). Learning facilitates behaviour change that leads to improved performance (Narver & Slater, 1995).

Real Time Strategic Change works with a design team that is representative of the whole engaged to develop the content and process of the intervention/event. They also develop its follow up, support, and communications (Silverman, 2000). Real work occurs during the event. The event planning team works with consultants to develop the design for the change event using a formula for change inspired by Dick Beckhard (Rouda & Kousy, 1995). The formula, $D \times V \times F > R$, says that if an organization wants to bring about system-wide change, they will need to work with a critical mass of the organization to uncover and combine dissatisfaction(D) with things as they

are. The next step will be to uncover and combine the yearnings for the organization they truly want to be, their combined vision of the future (V). If real change is going to happen, the third design element needs to be the first steps (F), a combined picture of things people can do differently that all of them believe are the right ones to achieve their vision (Dutton & Ottensmeyer, 1987). Simple math suggests that if any of the left-hand elements in the formulae are missing, the product will be zero, and the change effort will not be able to overcome the resistance; R (Eisenhardt, 1989). People will resist change if they are not Dissatisfied with the current situation, don't have Vision of a desired future and agreed upon First steps towards a desired future (Bryson & Anderson, 2000).

The DVF formula describes what an organization needs to do to enable a paradigm shift (Kotter, 1990). If the organization can uncover and combine all three elements, everyone will shift into a new 'world view.' At this point, neither individuals nor whole groups can comfortably keep doing what they were doing, thus change has already begun (Dainnemiller Tysons Associates, 2000).

For a long time, most managers held the view that resistance is a bad element. However, Real Time Strategic Change views the resistance to change that is inevitably present as a resource. Resistance tells leaders and consultants what they need to know and where the points of leverage exist that will enable them to facilitate real change (Dainnemiller Tysons Associates, 2000).

2.4 Principles of Real Time Strategic Change

Real Time Strategic Change engages organizations and their members, focusing on spirit and community as well as on strategies, structures, and processes. Real Time Strategic Change is based on six principles; real time, preferred future, creating community, common understanding, reality as a key driver and empowerment and inclusion (Mckeown & Jacobs, 2000). The following sections review each of the principles in detail.

2.4.1 Real Time

What was formerly known as 'waterfall' process i.e. originated at the top and flowing down through the organization is now a fast, quick response which results in an immediate action taking place at the same time (Rouda & Kusy, 1995). When organizations think and act as if they were already the organization they want to become, their desired future happens faster. By acquiring the ability to implement new ways of doing business at any point in time; they can be in the future as they plan for it. They can accelerate the pace of change by thinking and acting as if the future were now (Frank et al, 2004).

Few truly strategic decisions are made in the context of a formal process (Kaplan & Beinhocker, 2003). In other words, real strategy is made in real time. Real strategy is made informally - in hallway conversations, in working groups,

and in quiet moments of reflection on long plane flights - rarely in paneled conference rooms where formal planning meetings are held (Mintzberg & Lampel, 1999). Thus, the strategic planning process is viewed as a tool for creating 'prepared minds' within management teams.

A survey conducted on speed and strategic choice among Information Technology firms in America found out that good strategies are those that can be formulated fast in the face of changing environmental patterns. The organizations that survived and succeeded in the ever changing IT industry, demonstrated fast decision making and real time implementation of strategy (Eisenhardt, 1999).

2.4.2 Preferred Future

Sound strategic decisions are based on what organizational managers anticipate or forecast rather than what they know (Pearce & Robinson, 1999). Developing a preferred future revolves around energizing and guiding plans and actions with compelling possibilities for the future that are informed by the past and present (Foster, 2002). This involves scanning the future environment with the main purpose of formulating dreams that are worth believing in and fighting for. The transformation of an organization requires employees to adopt a new view of its future, a future they must regard as essential (Day & Jung, 2000).

Festinger, the social psychologist in his theory of cognitive dissonance explains the distressing mental state that arises when people find that their beliefs are inconsistent with their actions. The psychologist observed, in his subjects of experimentation, a deep-seated need to eliminate cognitive dissonance by changing either their actions or their beliefs (Day, 2003). When people believe in the overall purpose of the organization, they will be happy to change their individual behaviour to serve that purpose (Lawson & Price, 2003). People must see the need to 'unlearn traditional but detrimental practices' (Slater & Narver, 1995).

There are challenges associated with the process of defining a preferred future (Day and Jung, 2000). First, conducting a visioning process and developing a shared a vision statement of the organization's dreams, hopes, and desired future. The second challenge is to develop a mission statement that describes why the organization exists, what business it is in and who it serves. Clearly articulating the mission of an organization goes a long way in creating a shared set of values (Farell, 2000). Thirdly, articulate core values that guide day to day behaviour and collectively create the desired culture. Finally, develop a rallying cry and a position statement – a crisp and concise statement of the entire strategic plan and the firm's competitive edge (Haines, 2000). Effectively framed, such statements can help people strengthen their conviction and start experiencing 'the new world' even before it arrives (Day & Jung, 2000).

Employees will not put sustained effort into a new kind of behaviour if they have only a rational understanding of why it matters to the organization (Lawson and Price, 2003). It must mean something much deeper to them, something that they know will have an effect on their personal growth (Haines, 2000). Real Time Strategic Change events help to change behaviour by establishing these connections and thus give change a personal meaning for the participants (Lawson and Price, 2003). When enlisting the aid of employees and outside stakeholders, most organizational leaders concentrate on creating a case for change. What is equally important is the case for meaning – involving the heart (Axelrod, 1992).

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2.4.3 Creating Community

Creating community fosters learning, growth, and spirit by developing an environment where people come together as part of something larger than themselves that they help create and believe in (Dainemiller and Jacobs , 2000). Real Time Strategic Change events typically focus on three major steps. Work begins with activities that focus on assessing the organization and its environment and clarifying the organization's mission. A set of related activities follows: an environmental audit and trends, including use of an external panel of experts; an organizational diagnosis, focus is on what's working and what's not working; from work experiences; celebrating the diversity in the system and understanding different ways of looking at the world; reviewing and confirming or questioning and evaluating the exercise.

The second major step is a confirmation of the organization's mission and values, perhaps modified by the first step's work. Then a set of activities designed to develop strategies for change takes place. These include: hearing from key customers about what is happening and what they need in the future. Other activities include creating pictures of success and identifying what needs to happen to achieve them; identifying processes, procedures, and policies needed to ensure the shared vision; identifying key issues that need to be addressed to make changes happen; having each participant select a small group to work with on a specific key issue, including analyzing the current

situation and making recommendations for change; having top positional leaders (such as top organizational managers and union officers) work privately to agree on what they will support (Miles & Snow, 1994).

Finally the firm moves toward agreement on specific strategies and actions. Focus is on building a common vision of success; identifying norms that need to be changed or strengthened; meeting in actual work unit groups (as opposed to self-selected groups) to further explore key issues and action plans; developing strategies to include people who did not participate and to ensure that the direction created during the event will be acted upon within the 'back-home' realities; and evaluating and wrapping up the third step. Organizational psychologist Agris Chris showed that people assimilate information more thoroughly if they go on to describe to others how they will apply what they have learned to their own circumstances (Lawson & Price, 2004). When people make a commitment, they promise to perform, produce and perpetuate a course of action (Hendry, 1996). When large numbers of managers and employees go through transformational workshops/events within a brief time frame, small group by small group, the graduates create a critical mass of individuals who willingly embrace the new behaviour and culture so that both are more likely to be sustained (Day, 2003).

2.4.4 Common Understanding

Real Time Strategic Change works towards creating shared meaning and freedom to act through a common understanding of issues based on diverse perspectives (Dainemiller, 2000). This is done by ensuring that information flows through the whole system while custom information meets unique needs of various parts. The more people know about the big picture and how pieces and perspectives connect, the more they can contribute to shared meaning and through aligned action (Jacobs & Dainemiller, 1994). Information is only valuable when shared (Farell, 2000). Thus, creating a common understanding entails sharing all information by making it public This include information developed and decisions made during the change process (Foster, 2002). For success, there should be no information that some have and others do not. Sharing information allows everyone to make informed choices with increased understanding and trust in the whole system (Hendry, 1996).

Effective systems have deep accurate and timely communication among the sub-systems (Axelrod, 1992). When stakeholders dialogue, they begin to understand each other and the larger system and as they learn to fit into the larger whole, new possibilities emerge (Narver & Slater, 1995). The realm of an organization: the design of structures, systems and mechanisms guide and motivate the actions of employees and the critical task of implementing new organizational systems (Day, 2003). People who collaborate, support and are

committed to one another and who are intent on placing the best interests of the group ahead of their own vested interests; form a team that gets results that are far superior to those groups that do not have these attributes (Laferla, 2004; Mullins, 2004). Collaboration flourishes when people feel allegiance to their respective teams and to the entire organization (Jacobs & Dainnemiller, 2000)

For organizations and their employees alike, knowledge is power. Many scholars identify the ability to learn as a key source of competitive advantage to organizations and hence key to future success (Lukas et al, 1996). The resource-based theory of the firm argues that information and knowledge are key ingredients for success (Hunt & Morgan, 1995). An individual's knowledge is self-contained and is always available (Bryan, 2003). But in organizations, it can be hard to exploit the valuable knowledge in the heads of the employees scattered in different locations. This is further complicated by the existence of professionals and managers spread across a variety of specialties, locations or even countries. But difficult as it may be to profit from this diffused knowledge, the power that such large-scale interaction/events yields can dwarf what individuals or small teams, however brilliant or effective, can accomplish (Bryan, 2003).

2.4.5 Reality as a Key Driver

In today's turbulent environment, organizations must anticipate and respond to new realities by seeking out and making sense of emerging issues and opportunities, without falling into the temptation to oversimplify (Dainemiller, 2000). This ensures that organizations seek out and make sense of the complex, ambiguous, and conflicting internal and external; 'truths' – those that are obvious to management and especially those points that differ from their own. Organizations must encourage their people to challenge their own assumptions and mental models (Narvder & Slater, 1995).

When people challenge their assumptions, the organization gets to understand the manner in which it should operate within its given market. Employees understand the environment within which they should work and how they are expected to work within it (Farell, 2000). This will much better prepare the organization to anticipate and respond to issues and opportunities. Ultimately, every member of the organization discovers a new reality (Day & Jung, 2000).

Empowerment and inclusion creates an egalitarian spirit (Axelrod, 1992). Egalitarian spirit means working together in a way that blurs the privileges associated with roles and titles (Donabedian, 1988). This does not necessarily mean denying legitimate power or authority, but rather evaluating input on the basis of its worth, not the position of the person offering it. However, in different situations, more direction can be as empowering as broad-based participation (Mckeon & Jacobs, 2000). The key is for the organization to keep asking, 'Who are the key stakeholders here and how can we engage them in the works?' When an organization gets the right people working together and asking the right questions, it gets the right answers for the organization (Eisenhardt, 1989). To this end, responsibility and accountability moves from senior management to a mixture of senior management plus the whole system. Management encourages an entrepreneurial spirit among their people, because they push autonomy markedly down the line (Burnes, 2000). Leaders actually experience an increase in power because people demonstrate that they want the same things the leaders want, and that they are able to move forward together without anyone having to give any orders. The processes enable a critical mass of the organization to steer the whole system in a new direction (Eisenhardt, 1990)

These six principles allow Real Time Strategic Change to operate as an 'open plat-form,' creating possibilities for leverage and synergy with any other approaches to change and development that are congruent with them. The

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and strategies that are, typically, decided by senior decision makers and action plans are produced by the implementers (Bryson & Anderson, 2000)

Formal planning need not be a waste of time and can, in fact, be a real source of competitive advantage. Companies that achieve great success use strategic planning not to generate strategic plans but as a learning tool to create 'prepared minds' within their management teams. The goal of a formal strategic planning process then becomes to make sure that key decision makers have a solid understanding of the business, share a common fact base, and agree on important assumptions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a survey aimed at determining the extent to which manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change in strategy implementation and management of change. A survey design was chosen for this study because it is appropriate for collecting data from many units and collecting data that can be used to make comparisons across the units.

3.2 Population

The population of the study consisted of firms that manufacture Fast Moving Consumer Goods in Kenya. According to the Kenya Association of Manufacturers directory (2005-6), there are a total of 48 firms manufacturing Fast Moving Consumer Goods in Kenya as listed in Appendix II. This directory was preferred as it clearly classifies various manufacturers by product. However, it is noted that this directory lists manufacturers that have paid for the association's membership only. These firms were chosen as they are large enough to have systematic planning and strategy development and management of change processes (Farell, 2000).

3.3 Data Collection

The data was collected using a semi-structured mail questionnaire. The unit of analysis was the corporation. The respondents were strategy/change managers or directors. This is because the responsibility of strategy development, implementation and management of change is vested at the corporate level (Webster, 1992). The questionnaire was sub-divided in three sections. Section A consisted of open-ended questions aimed at obtaining information on the profile of the firms. Section B consisted of Likert five part questions for obtaining data on the extent to which firms apply the principles of Real Time Strategic Change. Section C had semi-structured questions focusing on the challenges associated with the application of the principles.

3.4 Measurement of the Principles of Real Time Strategic Change

After extensive literature review of the principles of Real Time Strategic Change, a list of characteristics were developed to be used as measures. The result was a seven-item scale for Real Time, a seven-item scale for Preferred Future, a four-item scale for Creating Community, a nine-item scale for Common Understanding, a six-item scale for Reality as a Key Driver and a six-item scale for Empowerment and Inclusion. Appendix I shows a detailed list of the measures. The questionnaire used a Likert scale to determine the extent to which the firms exhibit the characteristics identified under each principle.

3.5 Data Analysis Techniques

Completed questionnaires were checked, edited then analyzed using SPSS computer package. The data was summarized in tables. From the Likert scales, mean scores have been used to determine the extent to which firms apply the principles. Standard deviation indicated a difference in the application of the principles across the firms. Frequency distribution and percentages were used to summarize the challenges faced by the firms in applying the principles.

CHAPTER FOUR: DATA ANALYSIS

This chapter presents the data findings and their interpretations. It is divided into three sections. The first section summarizes the profile of the respondents, the second, analyzes the extent to which the firms manufacturing Fast Moving Consumer Goods apply the principles of Real Time Strategic Change. The third section analyses the challenges that the firms face in applying the principles.

A total of forty-eight (48) questionnaires were distributed to the respondents. Twenty-seven (27) firms responded. This gives a response rate of 56.3%.

4.1 Profile of Respondent Firms

The information on the firms' profile considered in the study include: the ownership of the firms, the period during which the firms have operated in Kenya, the number of people the firms employ, the existence of a position handling strategy and management of change and guidelines for managing change.

Table 1 Distribution of Firms by Ownership

Ownership	No. of firms	Percentage
Wholly foreign	7	25.9%
Wholly Local	8	29.6%
Local & foreign ownership	12	44.4%
Total	27	100%

Source: Research Data

As shown in table 1, there were three categories of ownerships; wholly foreign, wholly local and joint. 25.9% of those that responded were foreign-owned, 29.6% were locally owned. 44.4% of the firms that responded were jointly owned. However, 75% of these were largely foreign, where foreign owners had more than 50% share in the firms. The ownership of the firms was deemed necessary to understand if it has any impact on the change management practices of the firms.

The age of a firm is an important attribute in understanding the learning curve that an organization has gone through in so far as managing change is concerned. Table 2 below shows that most firms that responded to the survey have operated in Kenya for more than ten (10) years. No firm had operated for a period less than five (5) years. This length of time indicates that they have gone through change over the last decade which has been characterized by competitive pressure as liberalization multiplied consumers' options (Kimathi, 2005).

Table 2 Distribution of Firms by Age

Age	No. of firms	Percent
<5 years	0	0
5-10 years	5	18.5%
> 10 years	22	81.5%
Total	27	100

Source: Research Data

Table 3 Distribution by Size of Firm

No. of employees	No. of firms	Percent
0-50	1	3.7%
51-100	8	29.6%
>100	18	66.7%
Total	27	100

Source: Research Data

The human resource in an organization is a very important stakeholder in managing strategic change. The size of the resource determines implementation of change in relation to its planning, resources allocation, communication and the level of participation of staff. From table 3 above, 66.7% of the firms that responded are large, employing more than 100 people. Only 1 firm had less than fifty (50) employees while 8 (29.6%) employed between fifty-one (51) and a hundred (100) employees. This indicates that the manufacturers of Fast Moving Consumer Goods in Kenya would need to apply the principles of Real Time Strategic Change in order to effectively reach and involve their large workforce to achieve organization-wide change.

Table 4 Responsibility for and Guidelines for Managing Change

Firms having:	No.	%
Change/Strategy Manager	8	30%
Guidelines for change/strategy development	13	48%

Source: Research Data

The existence of a position for managing change and strategy development is an important aspect of effective strategic management. From Table 4 above,

30% of the firms have a position for change and strategy manager or director. However, a bigger number of the firms (48%) have guidelines for strategy development/implementation and management of change. While only a small number has a position for the management of the process, the fact that a bigger number have guidelines for the process indicate that they do understand the importance of the process. This is consistent with the view that one of the ways to promote the success of change programs is to ensure organizational clarity on the process (Haines, 2000) and assign responsibility for its implementation and stewardship (Laferla, 2004).

4.2 Extent of Application of Real Time Strategic Change Principles

The first objective of the study was to determine the extent to which manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change. The respondents were given a list of characteristics that depict the application of each principle. They were asked to rate the extent to which the characteristics describe their organization's practices on a five point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The scores of both 'Strongly Disagree' and 'Disagree' represent a principle that is used by the firms to a small extent (S.E); (equivalent to 0 to 2.5 on the continuous Likert scale; $0 \leq S.E < 2.5$). The score of 'Indifferent' represents a principle that is used by the firms to a moderate extent (M.E); (equivalent to 2.5 to 3.5 on the continuous Likert scale; $2.5 \leq M.E < 3.5$). The scores of both 'Agree' and 'Strongly Agree' represent a

principle that is used by the firms to a large extent (L.E); (equivalent to 3.5 to 5.0 on the continuous Likert scale; $3.5 \leq L.E < 5.0$). A standard deviation greater than 1 implies a significant difference in the application of a variable among the respondents. The following section summarizes the findings on the extent of application of each of the principles of Real Time Strategic Change.

4.2.1 Extent of Application of Real Time Principle

The principle of Real Time entails planning coupled with rapid implementation achieved through continuous reviews, refinement of plans and adoption of new ways of doing business any point in the planning cycle. The purpose of this is to assist firms accelerate performance across a set of long term strategies. From Table 5 below, the study has found that the manufacturers of Fast moving Consumer Goods undertake strategic planning on a 3-5 year horizon and annual strategic planning to a large extent (mean of 4.15). This process is, to a large extent, inclusive with all aspect of the firms' businesses considered in the planning process. However, the firms review plans and implement changes and/or new ways of doing business to a moderate extent. There is a significant difference among the firms in the extents to which they review plans and implement changes (standard deviation >1). Overall, the firms apply the principle of Real Time to a large extent (mean = 3.64). This implies that the manufacturers of Fast Moving Consumer Goods view change a continuous process. Indeed the rationale for emergent change of which Real Time Strategic Change is part, is that change should not be solidified but instead be a continuous process (Burnes, 2000).

Table 5 Real Time Principle

Characteristics	Mean	Standard Deviation
Firm develops 3-5 strategic plan	4.15	0.85
Firm undertakes annual strategic planning	4.15	0.85
Planning entails all aspects of the firm's business	3.89	1.1
Firm reviews plans on an ongoing basis	3.74	0.93
Firm makes changes in strategies/plans based on reviews	3.26	1.04
Firm implements new ways of doing business at any point in time	3.19	1.06
Firm keeps a loose grip on current operations	2.85	1.01
Mean	3.64	0.97

Source: Research data

4.2.2 Extent of Application of Preferred Future Principle

The principle of Preferred Future entails clearly defining where a firm is going. This includes its mission, vision and values. All organizations ultimately aim at being high performance organizations. High performance organizations understand that they exist with the main aim of delivering customer value (Mann & Tan, 1993). Thus, they energize all business plans around delivering customer value. As summarized in Table 6 below, the manufacturers of Fast Moving Consumer Goods in Kenya clearly define their customers and develop business objectives and strategies around delivering customer satisfaction and value to a large extent (Mean score >3.67). They also ensure that all employees understand how they can contribute to the firms' mission of

delivering customer value. This finding implies that the firms clearly understand that their preferred future is determined by their customers and the extent to which they consistently deliver value to them. Customer intimacy means that the firms anticipate and identify emerging customer needs as they change, hence they are in a position to achieve a leadership position; its desired future.

Key to the application of Preferred Future principle is the use of a position statement to rally all employees around the shared values. The study has established that the firms use position statements to a moderate extent (mean score = 3.48). However, a participatory approach to visioning, mission and value system is used to a small extent (mean score = 2.37). The results are inconsistent with the view that vision, mission and values drive the strategic direction of an organization (Mann & Tan, 1993). The process of visioning clearly identifies the dreams, hopes and desired future of the organization. The manufacturers of Fast Moving Consumer Goods can benefit from adopting an inclusive approach to the process so that the desired future has a meaning both to the organization's leaders and the staff (Lawson & Price, 2003). Overall, the manufacturers of Fast Moving Consumer Goods apply the principle of Preferred Future to a moderate extent (mean score = 3.13).

Table 6 Preferred Future Principle

Characteristics	Mean	Standard Deviation
Firms define its customers clearly	4.19	0.86
Firm's business objectives are driven by customer satisfaction	3.78	0.83
Firm's business strategies are driven by beliefs about how to create greater value for customers	3.67	0.86
Firm has a vision statement to which all employees have contributed	2.37	0.91
Firm has a mission statement that all employees have contributed to	2.37	1.02
Firm has a set of values that all employees have contributed to	2.37	1.02
Firm's set of values have been summarized into a position statement/rallying cry	3.48	1.29
Firm focuses on futuristic information for planning	2.78	1.13
Mean	3.13	1.01

Source: Research Data

4.2.3 Extent of Application of Creating Community Principle

This principle entails involving employees in projects that contribute to the long term position of the firm. As shown in Table 7 below, the study has established that the manufacturers of Fast Moving Consumer Goods in Kenya apply the principle of Creating Community to a moderate extent (mean score = 3.05). They engage external counsel in organizational audit and problem diagnosis to a moderate extent (mean score = 3.07). They form cross-functional/level teams

to work on strategic change projects and engage employees and managers alike to suggest areas in which performance can be improved. This is consistent with the view that engaging employees in programs fosters learning and an egalitarian spirit (Dainemilier & Jacobs, 2000). Employees are proud of and believe in the things that they help create and build. Belief results in people willingly embracing new behaviour and culture, thus change occurs (Day, 2003). However, the study showed that the manufacturers of Fast Moving Consumer Goods in Kenya use change events, conferences or team building activities only to a small extent. This is contrary to the observation that such events provide an opportunity for organizations to step out of their day to day activities and objectively assess themselves so that well-grooved habits and assumptions can be challenged and hence dropped if not supportive of the future of the organization (Mckeown & Jacobs, 2000). True transformations call for deeper levels of change that these firms can achieve by enhancing greater inter-departmental interfacing and team work.

Table 7 Creating Community Principle

Characteristics	Mean	Standard Deviation
Firm organizes events/conferences in which all employees come together to undertake strategic change projects	2.44	1.2
Firm forms cross functional/level teams that work together on strategic change projects	3.07	0.94
Firm engages experienced external experts/consultants in problem diagnosis and organizational audit	3.30	1.41
Employees and managers collectively identify and recommend areas of improvement	3.11	1.10
Mean	3.05	1.13

Source: Research Data

4.2.4 Extent of Application of Common Understanding Principle

The principle of Common Understanding is vital in defining the organizational expectations of each individual and how they fit in to the larger whole. This is done through definition of performance standards, sharing information and knowledge and organizational learning. The study has established that the manufacturers of Fast Moving Consumer Goods apply the principle to a moderate extent (mean score = 3.11). From Table 8 below, the firms' employees and managers collectively define their success factors and standards of performance to a moderate extent. They collect, analyze and avail information on new developments to employees, obtain feedback from key stakeholders and customers and clearly communicate to all employees how

they can contribute to creating customer value to a moderate extent. This inclusive process is vital in forging team work and empowering teams to take responsibility for their performance management including calling upon team members to be accountable for their actions (Laferla, 2005).

Two-way communication on new developments is, however, practised to a small extent (mean score = 2.44). This implies that the firms do not share information among all employees. Information is only valuable if shared. The more people understand the organization's direction and how their individual and team contribution fits to the whole, the more motivated they are to adopt and implement new realities hence change their behaviour (Narver & Slater, 1995). Sharing information and knowledge is vital for an organization's long term success. Ironically, the study shows that the firms do not encourage everybody to take responsibility for information collection. Today, changes in the internal and external environment occur so fast that employees are the best placed to identify, evaluate and communicate new developments in their work areas. This finding implies that the manufacturers of Fast Moving Consumer Goods are missing out on a key source of competitive information necessary for long-term success. The value of knowledge sharing from different individuals is far greater than the value of knowledge that individuals possess on their own (Bryan, 2003).

As shown in Table 8 below, the study has determined that the firms view learning as key to survival to a large extent. They view it as an investment as

opposed to an expense to a moderate extent. However, there is a significant difference between the firms' views towards learning (standard deviation >1). The importance of organizational learning cannot be over-emphasized. The resource-based theory of the firm identifies the ability to learn as a key source of competitive advantage (Hunt & Morgan, 1995). The manufacturers of Fast Moving Consumer Goods in Kenya stand to benefit from their learning orientation. It puts them in a position to learn from their changing environment, their performance and feedback from all stakeholders, hence adopt new ways of doing business in real time.

Table 8 Common Understanding Principle

Characteristics	Mean	Standard Deviation
Information about developments in and out of the firm is collected, analyzed and availed to employees	2.89	1.17
Everybody takes responsibility for information collection	2.26	0.89
New developments (internal and external) are communicated by both management and employees	2.44	1.07
Employees and Management define the key success factors of the firm	3.04	1.07
Employees and management define the standards of performance	3.30	0.97
Firm seeks feedback from key stakeholders such as customers	3.44	1.2
All employees and managers understand how they can contribute to creating customer value	3.3	1.01
Learning is viewed as key to guarantee organizational survival and competitive advantage	3.7	1.08
Employee learning is seen as an investment and not an expense	3.26	1.38
Mean	3.11	1.09

Source: Research Data

4.2.5 Extent of Application of Reality as a Key Driver Principle

Table 9 Reality as a Key Driver Principle

Characteristics	Mean	Standard Deviation
Employees and managers collectively carry out environmental audit	2.30	1.01
Employees and managers collectively conduct SWOT analysis	2.33	1.02
Employees and managers collectively conduct competitive evaluation	2.33	1.09
Employees and managers collectively review performance against objectives	3.56	1.2
Firm seeks feedback from customers on performance and areas of improvement	3.48	1.26
Firm continuously reviews processes and structures	3.15	1.08
Mean	2.91	1.09

Source: Research Data

The principle of Reality as a Key Driver helps organizations assess their circumstances clearly and objectively. It can help firms determine the points of leverage for effective implementation of change. This study has determined that the manufacturers of Fast Moving Consumer Goods apply the principle to a moderate extent (mean score = 2.91). There is a significant difference in the application of the principle among the firms (standard deviation >1). The results in Table 9 above indicate that the firms' employees and managers collectively carry out environmental audit, SWOT analysis and competitive evaluation to a small extent (mean score=2.3). A collective approach to the three processes helps organizations to understand the internal and external

'truths' including those that are different from the management's views and assumptions (Narver & Slater, 1995). Diversity that is resident in the work force provides several possibilities. A collective environmental and organizational audit can go a long way in tapping benefits of embracing diversity. Appreciation of this diversity prepares organizations to anticipate and respond to issues and opportunities in their environment better. As they discover new realities, hence change occurs (Day & Jung, 2000).

The study has determined that the firms measure their performance against objectives to a large extent. They seek feedback on areas of improvement to a moderate extent. The practice of consistently measuring performance and seeking feedback from all stakeholders for further improvement is useful as it can help the firms respond to internal and external changes as they emerge (Dainemiller, 2000). Any deviations from the expectations can be used as learning points and a basis for defining the next level of performance. In the long term, the manufacturers can get their employees to identify the right factors and work towards being high performance organizations.

4.2.6 Extent of Application of Empowerment and Inclusion Principle

Table 10 Empowerment and Inclusion principle

Characteristics	Mean	Standard Deviation
Employees are allowed to make decisions in their own areas of work	2.93	0.98
Employees at all levels are encouraged to challenge existing assumptions and come up with new ideas	3.00	1.22
Ideas generated by employees are developed and implemented by employees with management support and/or approval	2.67	0.86
Opportunities are provided for employees to learn new ways of doing things	3.59	1.16
Firm develops action plans for implementation	3.59	1.34
Firm assigns responsibilities for stewardship of actions to employees	3.26	1.11
Mean	3.21	1.11

Source: Research Data

The principle of Empowerment and Inclusion facilitates organization-wide change by allowing employees to take ownership of the change process. From Table 10 above, the manufacturers of Fast Moving Consumer Goods in Kenya apply this principle to a moderate extent (mean score = 3.21). The firms empower their employees to a moderate extent by allowing them to make decisions in their areas of work and to challenge existing assumptions and come up with new ideas. Empowerment goes a long way in ensuring survival and prosperity of a firm. When people understand that they are part of an

organization, they commit to and align themselves to the shared future of the organization (Jacobs & Dainemiller, 1994). The manufacturers of Fast Moving Consumer Goods have not realized the benefits that can accrue from greater empowerment. When power to shape and control the future is pushed down the firm, people bring their passion to the process, embrace new behaviour and henceforth sustain it. At this stage, the whole organization moves to the next level, sustainable change occurs.

The firms are inclusive in their strategic change program to a large extent by providing opportunities for employees to learn new ways of doing things and developing action plans and assigning employees responsibility for their stewardship. Thus, employees take ownership of projects and hence sustain them to the end. This ensures that new behaviour learnt during the change process is sustained, hence contributes to the desired future of the firm (Donabedian, 1988).

4.3 Summary: Extent of Application of the Principles

The first objective of the study was to determine the extent to which manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change. As discussed in section 4.2 above, the manufacturers of Fast Moving Consumer Goods in Kenya apply the principles of Real Time Strategic Change to a moderate extent. As summarized in Table 11 below, the principle of Real Time is applied to a large extent. The others, Preferred Future, Creating Community, Common Understanding, Reality as a

Key Driver and Empowerment and Inclusion are applied to a moderate extent. Overall, the firms apply Real Time Strategic Change Principles to a moderate extent.

Table 11 Summary: Application of the principles

Principle	Mean score
Real Time	3.64
Preferred Future	3.13
Creating Community	3.05
Common Understanding	3.11
Reality as a Key Driver	2.91
Empowerment and Inclusion	3.21
Mean	3.18

Source: Research Data

4.4 Challenges of Applying the Principles

The second objective of the study was to determine the challenges that the firms face in applying the principles of Real Time Strategic Change. The respondents were asked to enumerate the challenges they have encountered with the practices/characteristics listed in the questionnaire. Table 12 below summarizes the responses. The challenge of managing change cannot be under-estimated. As highlighted in the literature, only 20%-50% of the firms that set out to implement change report success (Strebel, 1995). The reasons behind this are mainly internal organizational challenges. As summarized in Table 12 below, the manufacturers of Fast Moving Consumer Goods in Kenya identify with this observation. Communication of change programs across the

whole organization leads as the most frequently faced challenge (23%). This is closely followed by inter-departmental interfacing to achieve team work in the change program (19%). Communication, existence of turf battles and system complexities are some of the key causes of failure in implementing change (Haines, 2000). People's perception of change further result in anxiety and poor staff morale leading to strained employee relations and turnover (12%). As highlighted in the literature, the fact that different projects are undertaken in different parts of the organization makes planning a key challenge. As shown in Table 12 below, planning accounts for 8% of the challenges identified by the manufacturers of Fast Moving Consumer Goods in Kenya. Balancing day to day operational activities and long term change objectives, achieving a uniform corporate culture, budgetary constraints and training manpower equally account for 8% of the challenges. This implies that the main challenges of applying the principles are internal to the organization and relate to people and the organizational systems, structures, resources, processes, communication. Since the challenges are internal, the firms can work to minimize their impact or overcome them.

Table 12 Challenges

Challenges	Frequency	Percent
Achieving organization-wide communication	6	23%
Planning	2	8%
Resistance to change and strained industrial relations	3	12%
Budgetary constraints	2	8%
Achieving uniform corporate culture	2	8%
Training Manpower	1	4%
Staff anxiety, low morale and turnover	3	12%
Balancing day to day operational activity and long term change objectives	2	8%
Harmonizing conflicting departmental goals to achieve team work	5	19%
Total	26	100%

Source: Research Data

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The objective of this study was to determine the extent to which firms manufacturing Fast Moving Consumer Goods apply the principles of Real Time Strategic Change. Secondly, the study sought to identify the challenges that these firms encounter when applying the principles. This chapter gives the conclusions drawn from the research findings. Finally it makes recommendations for further action.

5.1 Conclusion

The research findings point to the direction highlighted in the literature that organizations are redefining their view towards managing change in response to the challenges of their internal and external environment. However, the manufacturers of Fast Moving Consumer Goods apply the principles of Real Time Strategic Change to a moderate extent. It is commendable that the firms have largely embraced strategic planning. That notwithstanding, significant gains can still be achieved in strategy implementation and managing change through effective reviews of plans and implementation of changes involving the staff more holistically. The widespread use of long term and annual strategic planning processes can be complemented with timely and periodic review of processes and structures and a shift in use of historical information to futuristic information for planning. It is imperative that the firms establish guidelines for managing change and implementing strategies.

In view of the competitive nature of the Fast Moving Consumer Goods market in Kenya, it is notable that the manufacturers focus on delivering consistent customer value. Specifically, they pay attention to defining customers and ensuring that every employee understands that the firm focuses on customer satisfaction. It is commendable that the firms have embraced learning as a key resource to their survival. However, there is a need to strike a balance between the long term value of learning and the concern over its short term budgetary impact on the bottom line.

The firms also moderately apply the principle of Creating Community. There is a gap in use of events to crystallize change and refine long term strategies. Information sharing and communication can go along way in overcoming anxiety that people feel during periods of change. Information and knowledge sharing will go along way in providing clarity and enhancing the staff's understanding of their role in the change process.

Finally, it emerges that a top-down approach to developing the organizations' vision, mission and values is a common practice across all the organizations. In order that employees are energized around the desired future, a more inclusive process is desirable. A bottom-up, inclusive and realistic approach to managing change and strategy is indeed the tenet of successful implementation of change and its sustainability (Bryson & Anderson, 2000).

5.2 Recommendations

The manufacturers of Fast Moving Consumer Goods still face the challenge of communication and participative management in the application of the principles of Real Time Strategic Change. They have an opportunity to benefit from giving all employees responsibility for information collection and include them in carrying out environmental audit and problem diagnosis. This will go a long way in achieving inter-departmental interfacing and collaboration necessary for true transformation, hence organization-wide change. In today's dynamic business world, the premium is on moving fast. Rapid and effective implementation of action plans need to be guided by clarity of a preferred future. The firms need to use futuristic information in order to achieve real time implementation. It is imperative that they change their actions as they learn lessons from reviews of plans, performance measurement and feedback from key stakeholders such as customer, employees, suppliers and consultants. Ultimately, the greatest challenge to managing change is actually how an organization internally reacts to the realities in its external environment. The manufacturers of Fast Moving Consumer Goods in Kenya can overcome these challenges by managing the internal process, structures, systems and their people's perceptions and expectations. The role of a participatory approach and open communication cannot be over-emphasized.

LIMITATIONS OF THE STUDY

- i. *This study was limited to manufacturers of Fast Moving Consumer Goods in Kenya. It would be of interest to find out the practices of firms in other sectors.*
- ii. The survey respondents were strategy/change managers in the firms. The views from other managers or employees from other levels in the organizations may be different.
- iii. Lastly, the concept of Real Time Strategic Change covers many aspects on managing change. This study only focused on the principles of Real Time Strategic Change.

SUGGESTIONS FOR FURTHER RESEARCH

- i. As the business environment becomes more and more challenging, Real Time Strategic Change is undoubtedly becoming an important concept in managing change. It would be important to extend this study, not only to other manufacturers, but also to other industries.
- ii. There is a lot of detail involved in understanding Real Time Strategic Change. A case study design may generate more detailed information.
- iii. Lastly, since Real Time Strategic Change has many concepts, it would be interesting to study other aspects such as tools, methodology and events.

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APPENDICES

APPENDIX 1: MEASURES FOR REAL TIME STRATEGIC CHANGE

Real Time

1. Firm develops 3-5 year business strategies and plans
2. Firm undertakes an annual planning process
3. Planning entails all aspects of the business
4. Firm reviews plan on an ongoing basis
5. Firm makes changes in strategies and plans based on reviews
6. New ways of doing things are implemented at any point in time
7. We keep a loose grip on current operations

Preferred Future

1. We define our customers clearly
2. Firm's business objectives are driven by customer satisfaction
3. Business strategies are driven by beliefs about how firm can create greater value for customers
4. Firm has a vision statement that all employees have contributed to
5. Firm has a mission statement that all employees have contributed to
6. Firm has set of values summarized in a position statement that all employees have contributed to
7. Firm focuses on futuristic information

Creating community

1. Firm organizes events/workshops/conferences/team building activities in which employees and management come together to undertake strategic change projects and reviews.
2. Firm forms teams of various levels and functions working together on strategic projects
3. Firm engages experienced external experts/consultants in problem diagnosis/organizational audit
4. Employees and managers collectively identify and recommend areas for improvement

Common Understanding

1. Information about new developments in and outside the firm is collected, analyzed and availed to all employees
2. Everybody takes responsibility for information collection
3. New developments (internal and external) are communicated by both management and employees
4. Employees and management define key success factors for our firm
5. Employees and management define standards of performance
6. We seek feedback from key stakeholders like customers
7. All employees and managers understand how everyone can contribute to creating customer value

8. Learning is viewed as key to guarantee organizational survival and/or competitive advantage

9. Employee learning is seen as an investment, not an expense

Reality as a key driver

1. Employees and managers collectively carry out environmental audit of our firm
2. Employees and managers collectively conduct SWOT analysis
3. Employees and managers conduct competitive evaluation
4. Employees and managers review performance
5. Firm seeks feedback from customers on performance and areas of improvement
6. Firm continuously reviews processes and structures

Empowerment and inclusion

1. Employees are allowed to make decisions in their areas of work
2. Employees at all levels are encouraged to challenge existing assumptions and come up with new ideas
3. Ideas generated by employees are developed and implemented by employees with management support and approval
4. Opportunities are provided for employees to learn new ways of doing things
5. Firm develops action plans for implementation
6. Firm assigns responsibilities for stewardship of actions to employees

APPENDIX 2: LIST OF FIRMS MANUFACTURING FAST MOVING CONSUMER GOODS IN KENYA

1. Anspar Ltd
2. BAT Kenya Ltd
3. Biersdorf (E.A) Ltd
4. Bidco Oil Refineries
5. Bio Food Products
6. Brookside Dairies
7. Cadbury Kenya Ltd
8. Coca Cola Africa Ltd
9. Colgate Palmolive (E.A)
10. CPC (K) Ltd
11. Crown Foods Ltd.
12. Cussons & Co Ltd
13. Del Monte Kenya Ltd
14. Unilever Kenya Ltd
15. Excel Chemicals
16. Eveready Batteries (K) Ltd
17. Farmers Choice Ltd
18. Haco Industries
19. New KCC Ltd
20. Highlands Cannery
21. House Of Manji Ltd
22. UDV Kenya Ltd
23. Jambo Biscuits
24. Johnson Wax
25. Glaxo Smithkline Kenya
26. Mini Bakeries
27. Kapa Oil Refineries
28. Kenya Breweries Ltd (EABL)
29. Kenya Tea Packers (KETEPA) Ltd
30. KWAL
31. Sara-Lee Household
32. Kuguru Foods Complex
33. Limuru Dairies
34. Mastermind Tobacco Ltd
35. Menengai Oil & Soap Factory
36. Mumias Sugar Co. Ltd
37. Nestle Foods (K) Ltd
38. Orbit Chemical Industries
39. Unga Group
40. Proctor & Gamble
41. Wrigley Co. E.A
42. Reckitt-Benckiser Ltd

43. Spin Knit Ltd
44. Razco Food Products Ltd
45. Swan Industries Ltd
46. True Foods Ltd
47. Nzoia Sugar.
48. Castle Breweries Ltd

APPENDIX 3: QUESTIONNAIRE

P. O. BOX 64950,
00620, MUTHAIGA,
NAIROBI.

Dear Sir / Madam,

**RE: A SURVEY OF THE APPLICATION OF REAL TIME STRATEGIC CHANGE
BY FIRMS MANUFACTURING FAST MOVING CONSUMER GOODS.**

I am a student at the University of Nairobi pursuing my postgraduate degree in business administration (MBA). I am undertaking the subject project as part of the academic requirements towards completion of the course. You are kindly requested to spare sometime and complete the attached questionnaire.

All the information you volunteer will be treated in strict confidence and at no time will your name or that of the firm be mentioned in the report, whatsoever. However, the findings of the research can be availed to you upon completion. Your co-operation will be highly appreciated.

Yours faithfully,

Grace Obat

MBA STUDENT

Cell: 0722-204059

Email: grace.a.obat@exxonmobil.com

SECTION B

5. To what extent do the following characteristics describe your organization's practices?

Key:

- Strongly Agree 5
- Agree 4
- Indifferent 3
- Disagree 2
- Strongly Disagree 1

	5	4	3	2	1
We undertakes an annual Strategic planning process	[]	[]	[]	[]	[]
Planning exercise entails all aspects of our business	[]	[]	[]	[]	[]
We conduct ongoing reviews of our plans throughout the year	[]	[]	[]	[]	[]
We make changes in our actions based on reviews	[]	[]	[]	[]	[]
We continuously review our processes and structures	[]	[]	[]	[]	[]
We form teams with people from various levels and functions working together on strategic projects	[]	[]	[]	[]	[]
We define our customers clearly	[]	[]	[]	[]	[]
Our business objectives are driven by customer satisfaction	[]	[]	[]	[]	[]
Our business strategies are driven by beliefs about how firm can create greater value for customers	[]	[]	[]	[]	[]
All employees and managers understand how everyone can					

contribute to creating customer value	[]	[]	[]	[]	[]
We have a vision statement that all employees have contributed to	[]	[]	[]	[]	[]
We have a mission statement that all employees have contributed to	[]	[]	[]	[]	[]
We have a set of values that all Employees have contributed to	[]	[]	[]	[]	[]
We have a position statement/rallying cry that summarizes our values	[]	[]	[]	[]	[]
Our employees and management define The key success factors of our firm	[]	[]	[]	[]	[]
Our employees and management define The standards of performance	[]	[]	[]	[]	[]
Employees at all levels are encouraged to challenge existing assumptions and come up with new ideas	[]	[]	[]	[]	[]
Ideas generated by employees are developed and implemented by employees with management support and/approval	[]	[]	[]	[]	[]
Opportunities are provided for employees to learn new ways of doing things	[]	[]	[]	[]	[]
Learning is viewed as key to Guarantee organizational survival and/or competitive advantage	[]	[]	[]	[]	[]
Employee learning is seen as an investment, not an expense	[]	[]	[]	[]	[]
We implement news ways of doing business at any time of the year.	[]	[]	[]	[]	[]
Employees are allowed to make decisions in their specific areas of work	[]	[]	[]	[]	[]
Information about new developments					

in and outside the firm is collected, analyzed and availed to all employees.	[]	[]	[]	[]	[]
Everybody takes responsibility for information collection	[]	[]	[]	[]	[]
New developments (external and internal) are communicated by both management and employees.	[]	[]	[]	[]	[]
We focus on planning and futuristic information	[]	[]	[]	[]	[]
Our firm organizes events/conferences in which all employees and management undertake strategic change projects/reviews	[]	[]	[]	[]	[]
We collectively carry out a SWOT analysis of our firm	[]	[]	[]	[]	[]
We collectively carry out an environmental audit	[]	[]	[]	[]	[]
We collectively conduct competitive evaluation	[]	[]	[]	[]	[]
We collectively review our performance , against our objectives	[]	[]	[]	[]	[]
We keep a loose grip on current operations	[]	[]	[]	[]	[]
We seek the advice of experienced external experts/Cousellors/consusitancts in problem diagnosis and organizational audit	[]	[]	[]	[]	[]
We develop actions plans for implementation	[]	[]	[]	[]	[]
We assign employees responsibility for follow up of action plans	[]	[]	[]	[]	[]
We seek feedback from our customers on our Performance and areas of improvement	[]	[]	[]	[]	[]

Employees and management collectively

Identify/recommend areas of improvement [] [] [] [] []

SECTION C

6. Does your company have a strategy or change manager/director?

Yes [] No []

7. Does your Company have any guidelines/processes for managing change?

Yes [] No []

8. If, yes, what are the key successes that your company has experienced in implementing the existing processes? _____

9. What problems/challenges has your company experienced in implementing the existing processes? _____

10. Any additional information: _____

THANK YOU VERY MUCH FOR YOUR VALUABLE TIME.