IMPLEMENTATION OF CHANGE AT THE KENYA BROADCASTING CORPORATION

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A Management Research Project Submitted In Partial Fulfillment Of The Requirements Of The Degree Of Master Of Business Administration School Of Business university Of Nairobi

NOVEMBER 2010

DECLARATION

This management research proposal is my original work and has never been presented for any degree in any other university.

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This management research proposal has been submitted with my approval as the university supervisor.

Signed: _________________________Date:__________________________________

Supervisor: PROF; AOSA

Acknowledgements

I acknowledge the grace and mercy of the Almighty God for giving me the health of mind and body with resilience to complete this project. My dear husband for his continuous encouragement and support, my family and friends for their understanding, and my lecturer for the tireless efforts provided.

Dedication

I dedicate this project to my family, friends and the media fraternity in this country that they will find valuable information therein for their use as and when need arises.

Abstract

The field of change management has various theoretical foundations that expound on the various options that an organization can take when implementing change. The theories incorporate the context of an organization, whether it's public or private, small or large, young or mature, in the service sector or product oriented among other factors. There are no rules cast in stone for any organization to follow when implementing change, the point of caution is to select the most appropriate implementation process that will produce the desired results. Some of the models of change include the Organization Life Cycle and Change, Planned Approach to Organizational Change, Incremental Model of Change, Continuous Transformation Model of Change, Kotter's Eight Steps Approach to Transforming Organizations and the Emergent Approach and beyond.

This research was a case study of Kenya Broadcasting Corporation (KBC) whose objectives were to establish the implementation of change at the corporation as well as to establish the challenges faced in the implementation process. The research was conducted through the qualitative case study design method where data was collected through use of open ended interview guides to the respondents as well as the policy papers like the Strategic Plan and the Service Charter of the corporation. Nine senior managers who had worked for more than five years at corporation were interviewed.

The research findings indicate that KBC has borrowed from various change practices that espouse on some of the models of change mentioned above. Its implementation process has included the introduction of new management styles, collaborations with other strategic partners, training in presentation styles to conform to best practices and introduction of documentaries and development of new and modern programmes and shows. There have also been technological advancements and improvement in staff welfare.

Some of the limitations encountered during the study were that on the day of carrying out the interviews, some of the top managers were sacked hence influencing the mood of the respondents. Some of the respondents were fearful in answering the questions

due to the culture of mistrust with the assumption that the information could be used against them later. The corporation was also still lagging behind in terms of technology which resulted in some data not being available when needed. The study further revealed that KBC was faced by various challenges in the implementation process. These included staff resistance to change, insufficient funds, low prioritization and that consolidation of synergies was lacking in certain areas. In addition, the process of decision making was still encountering a lot of predicaments, the public still perceived the corporation as a mouth piece of the government which negatively influenced its ratings in the industry and the human resources and organizational structures were still wanting.

The study recommends that for KBC to effectively implement its change practices, there is need for efficiency in management, proper implementation of strategies and goals, exploitation of the existing synergies within the corporation and improvement on areas such as technology. These suggestions could form a basis for further research on the corporation especially with the looming switch to digital broadcasting in the country and its effect on the change management at KBC. One could also look at whether the Strategic Plan is still being implemented to the letter and whether the corporation will finally get ISO certified and the related implications. Another area of study could be an audit of the strategic partnerships and whether the parties involved were meeting their goals or not and any challenges arising there from.

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CHAPTER ONE: INTRODUCTION

1.1 Background

Once an organization has embarked on change, the next challenge is how to enable that change to be effective. The questions that arise include at what pace, scope or depth should the change be implemented, do supporting structures exist and finally who will drive the change? Coupled with this challenge is the resistance to the change itself. This resistance could be in the form of the existing system structures or behavioural in terms of the employees resisting to implement the change either individually or in groups.

Kotter (1996, p.3) puts it aptly, “To date, major change efforts have helped some organizations adapt significantly to shifting conditions, have improved the competitive standing of others, and have positioned a few for a far better future. But in too many situations the improvements have been disappointing and the carnage has been appalling, with wasted resources and burned -out, scared, or frustrated employees. To some degree, the downside of change is inevitable. Whenever human communities are forced to adjust to shifting conditions, pain is ever present”.

1.1.1 The Concept of Change Management

Change management means to plan, initiate, realize, control, and finally stabilize change processes on both, corporate and personal level. Change may cover such diverse problems as strategic direction or personal development programs for staff. In any given organization there are four components: work, people, formal structures with processes and informal structures and processes. Effectiveness of the organization will depend on the internal consistency or fit among the four components. This congruence however is a double edged sword. In the short term, congruence seems to be related to effectiveness and performance but in the long term, a system with high congruence can be resistant to change as it will develop ways of insulating itself from outside and may be unable to respond to new situations (Jick and Peiperl, 2003, p. xiv).

The paradox of change management is how to maintain synergy in the organization while implementing change or how to help the organization move to a whole new level of synergy. Critical issues in change management include managing political dynamics associated with the change; motivating constructive behaviour in the face of the anxiety created by the change and actively managing the transition state. Large organizations have the additional challenge of dealing with multiple transitions that sometimes lead to incomplete transitions, uncertain future states and transitions that take long periods to be implemented as the dynamics of managing change over this period of time are different from those of managing a quick change with a discrete beginning and end (Weick, 2000).

Different sectors and different organizations face widely differing challenges when implementing change and what is appropriate for one organization or sector is not necessarily appropriate for another. The concept of a framework for change that allows approaches to change to be matched to environmental conditions and organizational constraints is clearly attractive. The fact that the implementation strategies will incorporate the potential for managers, and others, to exercise some choice or influence over their environment and other constraints will allow the change process to move beyond the limitations of mechanistic and rational perspectives on organizations, and into the heartland of organizational reality (Burnes, 2004).

Change management can be looked at in different dimensions. For example an organization can consider the scope of the change in just one subsystem of the organization or it could be change in the entire system. If it is in a subsystem, it is considered as incremental as it is made within the context of current organizational strategies and there are no fundamental changes in the definition of the business, shifts of power or alterations in culture. Change in the entire system would involve moving to a new strategy or paradigm with an overhaul of the current strategy.

Apart from change management being initiated inwards in the organization, it can also be in line with the developments taking place in the external environment. Change could be reactive in response to a major external event. It could be incremental where an organization adapts to the change taking place in the external environment or it could involve recreation where an organization radically departs from past strategy. Anticipatory change on the other hand involves change that is initiated in anticipation of external events that may occur. This is in the form of tuning where an organization increases its efficiency without promptness from any immediate problem. Anticipatory change may also be a reorientation which benefits from the luxury of time as the change will have been anticipated therefore its implementation is welcome (Weick, 2000).

1.1.2 The Electronic Media Industry (EMI) in Kenya

Electronic Media is a general term that includes television, radio, internet, CD-ROMS, DVD and any media channel that is not film or paper based. ("Electronic Media", 2008), It could also be defined as the Data Management, Communications, Networks, Information Science & Technology and Internet & World Wide Web subjects. Broadcasting in Kenya started in 1928 as a monopoly run by the colonial government. The broadcasts targeted white settlers who monitored news from their original home as well as around the world. It was only during the War that there were radio broadcast about Africans mainly to inform relatives of the soldiers about the developments of the war. The first radio broadcast service was African Broadcasting Service with programmes in Kiswahili, Dholuo, Kikuyu, Luhya, Kikamba and Arabic.

According to a report of the taskforce on migration of terrestrial television from analogue to digital broadcasting in Kenya released in 2007, the Kenya Broadcasting Services (KBS) was established in 1954. Regional stations were set up in Mombasa (Sauti ya Mvita), Nyeri (Mount Kenya Station) and Kisumu (Lake Station). In 1961, the Kenya Broadcasting Corporation (KBC) was formed to succeed the government controlled Kenya Broadcasting Services. In 1962, Television was introduced in Kenya. The first transmitting station was set up in a farm house in Limuru. The station covered a radius of 15 miles. On 1st July 1964, Kenya Broadcasting Corporation was nationalized into the Voice of Kenya (VOK); a department of the previous Ministry of Information and Broadcasting. In 1970, a new television station opened in Mombasa to produce local dramas, music, cultural and other programmes in general. In 1989, the Voice of Kenya was changed back to the Kenya Broadcasting Corporation (KBC) through the KBC Act, Cap.221, Laws of Kenya

Gradual liberalization of broadcasting sector began in late 1980s. The government licenced the privately owned Kenya Television Network (KTN) to broadcast in Nairobi. Later on in July 1999 Stellagraphics Ltd (STV) was licenced to broadcast on signals in Nairobi. In 1995, Capital FM, the first private FM station started transmissions. The following year in 1996, KBC launched Metro FM; an FM entertainment station on commercial basis. From mid 1990's to date, the government has fully liberalized the airwaves by issuing broadcasting permits and licences to many private entities. Permits issued by the Ministry of Information and Communications to prospective broadcasters specify the type of broadcasting service (TV and/or sound) and the permitted coverage areas (region, province or nationwide). The government has also authorized foreign radio stations to operate in Kenya. The liberalization has resulted in a very vibrant broadcasting industry in Kenya, especially FM sound and TV broadcasting, with the demand for broadcasting frequencies outstripping the supply especially in urban areas.

On the global front, a digital broadcasting plan for Europe, the Middle East, the former Soviet Union Republics, Iran and Africa was established following the conclusion of the 2006 Regional Radio Communications Conference in Geneva. The plan required that countries start preparation to migrate from analogue broadcasting technologies to the new digital broadcasting technologies which are gradually being introduced in many countries. In order to prepare the country for a smooth transition from analogue to digital broadcasting, the Ministry of Information & Communications decided to establish a Taskforce on the Migration from Analogue to Digital Broadcasting. Benefits of Digital Broadcasting include additional services; higher video and audio quality; greater spectrum efficiency due to associated digital coding techniques and the additional number of frequencies; and more programming channels that can be accommodated in one frequency.

The Communications Commission of Kenya is the regulator in the Information and Communications sector in the country and it enjoys goodwill and support from the

Ministry of Information and Communication. The support stems from the government's recognition of the significance of the ICT sector in achieving Vision 2030. This prioritization means that there is going to be a lot of focus in the industry and large amounts of investible resources will be directed into the sector as the level of advancement in technology in the country is an important determinant of the degree of usage of communications services. The prevailing economic environment presents a vibrant economy in that it has led to an increased number of operators and growth in demand for communications services.

Technological advancements have enabled the Commission to improve service delivery at minimal incremental costs, leading to favourable licence fees for operators. This has also led to reductions in the required level of investment for new operations as well as creating opportunities for reducing operational costs. All these translate to more affordable services as well as higher returns on investment. The downside is that the frequent change in technology means increase in the rate of obsolescence in the sector and calls for frequent replacement of obsolete infrastructure and equipment. An example is the issue of discarding the current TV sets once the migration from analogue to digital broadcasting technology takes place. There is also a disparity between the rate of legislative development and the rapid changes in the ICT sector with the former considerably lagging behind and therefore impeding investment and development in the sector.

The National Information & Communications Technology (ICT) Policy by the Ministry of Information & Communication released in July 2006 cited a few objectives that are now impacting on the EMI in Kenya. Some of the objectives include encouraging the growth of a broadcasting industry that is efficient, competitive and responsive to the changing needs and susceptibilities; professionalism in the acquisition and allocation of frequencies; promoting diversity in ownership control of broadcasting services throughout Kenya; promoting fair competition and investment in the broadcasting industry.

Other than increased competition, the industry has also undergone other changes of political, social, economic and technological nature. Due to the pivotal role it plays in society, it has attracted a lot of interest from both the government and private companies. Globalization, modern technology and knowledge transfer have also contributed to enormous expansion of the industry over the years (Porter, 1979). The new information and communications technologies and the convergence of the telecommunications and broadcasting sectors with computing has radically changed radio listening and television viewing, offering audiences a wide range of possibilities.

Multimedia and interactive services have also enhanced access to a wider range of programmes and opportunities, leading jointly to an improvement in the quality of television from the technical standpoint, and, above all, to an increase in the number of providers able to invest in new information networks and to offer users new services. According to Research by the Steadman Group conducted in December 2008, Media fragmentation is increasing especially through the emergence of regional stations. Figure 1 below gives a breakdown of the growth of the Electronic Media in Kenya over the years.

Figure 1. Total Number of Electronic Media in Kenya

YEAR	RADIO	GROWTH	TV	GROWTH
1990	3		2	
1996	5	67%	3	50%
1999	10	100%	6	100%
2000	15	50%	7	17%
2001	17	13%	7	0%
2002	20	18%	7	0%
2003	26	30%	9	29%
2004	32	23%	9	0%
2005	38	19%	9	0%
2006	57	50%	12	33%
2007	66	16%	14	17%
2008	94	42%	16	14%

Source: Steadman Group. (2008). *Research for the Kenya Advertising Research Foundation (KARF) and Association of Practitioners in Advertising.* Nairobi. Author.

From the Steadman Group research above, the EMI has had key successes that cannot be ignored. The growth from 3 radio stations in 1990 to more than 90 radio stations in 2008 is a great achievement as the audiences have more choices to listen to. More stations have also given local talent an opportunity to engage in gainful employment as well as harnessing the diverse talents that the country has to offer.

1.1.3 Kenya Broadcasting Corporation (KBC)

The first radio service, broadcasting in English language started transmitting in 1928 and targeted white settlers who monitored news from their home country and other parts of the world. Voice of Kenya (now Kenya Broadcasting Corporation) was established and nationalized in 1964 by an Act of Parliament. By 1989, Kenya Broadcasting Corporation (KBC) had developed to transmission of both radio and television programs. The Kenya Broadcasting Corporation has been licensed to provide broadcasting to at least 30 percent of the Kenyan population.

KBC has to fulfill its mandate as a Public Service Broadcaster, with a structure in place that constitutes 70% of its functions as opposed to commercial broadcasting, which constitutes 30%. In early 2003, the Government withdrew the KBC role of offering licences to the public at an annual fee, which was a major source of revenue to the Corporation. There was no immediate replacement of this source of revenue though the associated costs, rental of office space and personnel emoluments were retained. Other challenges that KBC faces include use of old broadcast equipment, sustaining a large workforce with a bureaucratic culture and its traditional role as a public service broadcaster.

KBC has the following products and services; Public Service Radio and TV that include Free to air KBC channel I, National Kiswahili service, National English service, Regional Eastern service transmitting in Somali, Borana, Rendile, Burji and Turkana; Regional central service transmitting in Meru, Embu, Masai and Kamba; Regional Western service transmitting in Luo, Kisii, Kalenjin, Kuria, Teso, Luhya, Suba and Pokot. Its Commercial Radios and TV products are; Entertainment Metro Television channel 31, Metro FM focusing on reggae music and entertainment transmitting to major urban areas, that is Nairobi, Mombasa, Nakuru, Nyeri, Eldoret and Kisumu, Coro FM transmitting to Nairobi, Mount Kenya Region, and parts of Rift Valley and Pwani FM transmitting to Coast region.

The key local competitors to KBC are Kenya Television Network (KTN), Nation Media Group (Nation Television, NTV and Easy FM), Royal Media (Citizen

Television, Citizen Radio and various vernacular radio stations), Classic 105, Kiss FM, Capital FM among others. The competition also include international Electronic Media channels available on local frequencies or on pay TV or Cable that include, British Broadcasting Corporation (BBC), Cable News Network (CNN), and a host of other channels found on the Dstv Satellite. The Electronic Media under study will be the Television and Radio stations owned by the Kenya Broadcasting Corporation as compared to the rest of the Television and Radio stations in the industry. The study will exclude the internet, Information Communication and Technology that includes the Mobile telephones, CD-ROMS and DVD.

KBC seems to be responding to the changes in its operational environment so as to remain relevant and commercially viable. In 1993, KBC embarked on a major modernization project to upgrade its transmitting stations, under a contract signed between KBC and Japan Telecommunications Engineering Consultancy Services (JETC). In 1996, KBC commissioned Metro FM as a 90% music radio. In September 2000, KBC commissioned Metro Television as a sports and entertainment channel. In December 2000, KBC started Coro FM, transmitting in Kikuyu language to Nairobi and Mount Kenya Region. In 2001 Pwani FM was started to carter for the Coast Region.

Another indicator of this change implementing process is through the KBC Strategic Plan 2007-2012. The strategic plan mentions that in 1989, with the accelerated implementation of market based economic reforms in Kenya, the Government deregulated and liberalized the electronic media. The monopoly that KBC previously enjoyed in broadcasting ended. New entrants quickly moved into the industry providing radio and television broadcasting services. The result of this development was drastic. KBC rapidly lost market share to the new competitors. The corporation has set up a number of commercial enterprises as part of its strategy to capture the lost market share.

The strategic plan aims at guiding KBC to undergo a radical transition to meet these and other challenges facing it. This will ensure the corporation improves cash flow, reduces costs, and achieves profitability and long-term financial sustainability. The corporation plans to shed its traditional bureaucratic culture, become more commercial, improve on technology, focus on her customers and confront competition more effectively. The goal of the corporate strategy is to introduce policies and programmes in order to attain rapid revenue recovery and stability, and accelerate and sustain the organizational growth and competitiveness. This is crucial in the sense that dependence on Government subsidies and financial flows is no longer an open option. Under the Government subsidy reduction plan, direct and indirect subsidies are being progressively reduced. The Government has emphasized on the importance of managing parastatals along commercial lines for profits and operational sustainability.

KBC has identified a number of strategic issues and has put in place an action plan per department to effectively change the situation for the better at the Corporation. The eight strategic issues are finance, staff, products and marketing, new market segments, corporate image, technology and corporation’s capability. The action plan includes the corporate objectives and strategy as follows: to achieve 20% in business growth and 15% in profitability annually; to achieve a market leadership position by the year 2012; to develop and retain a lean productive workforce; to embrace and invest in state of the art technology; to extend coverage throughout the country; to develop new innovative products in line with changing consumer needs and emerging technological advancements and to enhance the Corporation's capability to carry out its work. The Action Plan has been put in place for all departments to achieve their objectives within the time frame of the Strategic plan. Apart from the Strategic Plan, KBC also launched its Service Charter for the various departments to measure their performance against the set standards. It also has a Special Programmes department that is championing the change process.

1.2 Research Problem

There are drivers of change in every organization that determine the success or otherwise of implementation of change. "…there are certain drivers of change that transcend the industry, context or time. They are recurrent forces whose effects can be seen time and time again in changes from the smallest feature shift to the largest corporate takeover: technology, customer focus and globalization" (Jick & Peiperl, 2003, p.1). Globalization is the other major driver of change through the crossing of boarders by goods, capital, services and human resource impacts organizations on a global scale politically, socially and economically. The internet and the worldwide web provide instant, cross-border information and opportunities that drives innovation and entrepreneurship and demand for goods and services.

In addition, the effectiveness of any change process is the interdependent relationship among three dimensions: the technology, the organizational context that includes culture, structure, roles and responsibilities, and the change model used to manage change and ideally the three dimensions should be complimentary and not in completion. Therefore there has to be a system or structure fit with the context using the appropriate change management model.

A number of studies have been done in the Electronic Media Industry before. Shollei, (1999), carried out an investigation into the nature of and factors influencing collaborative arrangements in Kenya's media industry. He concluded that due to the infancy of most media firms in Kenya, collaboration has not been a major force in Kenya's media industry, but more activity is expected in future. He also noted that collaboration in this industry is mainly influenced by marketing, technology and economic related factors.

Similarly, Gacenga, (2000) looked at segmentation of radio audiences in Nairobi and Mwaura, (2001), focused on Strategic planning within television companies in Kenya. His findings show that strategic management is only just beginning in the television industry and most of their plans are short-term. Sang, (2001), found out that competitive intelligence strategy is important for competitive advantage and is being used by Kenyan FM stations.

For any progressive organization to survive and thrive today, it has to continuously implement and manage change. A globalized economy is creating both more hazards and more opportunities for everyone, forcing firms to make dramatic improvements not only to compete and prosper but also merely to survive. No one is immune to these forces, even for the small and medium scale companies. The influence could be indirect, for example, "Toyota beats GM, GM lays off employees, belt tightening employees demand cheaper services from the dry cleaner….School systems, hospitals, charities and government agencies are being forced to improve" (Kotter, 1996, p.18).

KBC is already in the process of implementing change. How is it implementing change and what are the challenges it may be facing in the implementation of change?

1.3 Research Objectives

The objectives of this study were:

- To establish how KBC is implementing change.
- To establish the challenges faced in the implementation of change at KBC.

1.4 Importance of the Study

This study will be an important source of data for the KBC management to know whether it is on track with its change management process, the obstacles and challenges there in as well as the achievements so far. KBC could take key lessons in the findings of this study to chart its own course forthwith.

The study will also inform interested scholars and researchers in future to pursue further studies on Managing Change at the Kenya Broadcasting Corporation (KBC) which could also inform the status of the Electronic Media industry in Kenya. The Electronic Media Industry in Kenya may use the findings from the study in order to formulate more effective strategies to gain competitive advantage as well as delight their target audience expectations through pleasantly exceeding audience expectations. The players in the media industry will use this research to assess their performance and it could act as a guide line in understanding the issue of how the government rules and regulations can affect the management style of a public broadcaster in our time.

Senior management and programming teams in the Electronic Media field will gain knowledge about the relevance and importance of managing change. This will form a base for strategy formulation, implementation and evaluation to suit the target audiences and also inform the marketing and sales strategy so as to increase revenue generation through gaining competitive advantage. The government of Kenya will also gain insights into the current performance of KBC vis a vis the external factors in the environment and hence avail support to the senior management so as to achieve its stated goals as per the performance contracting module that has been introduced in the Public sector. This research could also be used by other regional or African governments as a learning example and it could assist in assessing their own situations back home since most African governments own public broadcasting houses.

The findings of the study will help media buyers / advertisers to know where and when to advertise their goods and services through making informed choices on media planning and bookings of airtime. This will lead to more effective advertising as it will be more focused, targeting the core audience of KBC or it could inform decisions to advertise on competing stations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Theoretical Foundations of Change Management

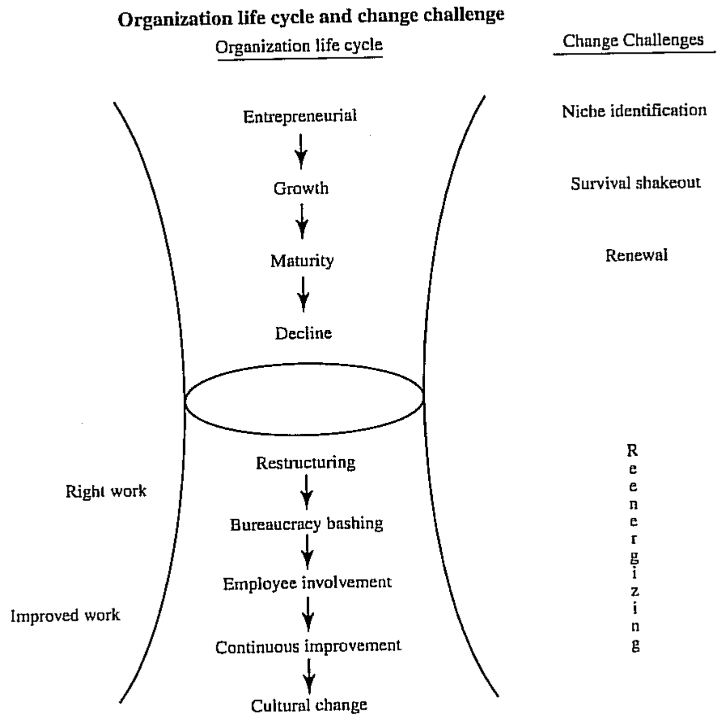
The field of change management has various theoretical foundations that expound on the various options that an organization can take when implementing change. The theories incorporate the context of an organization, whether it's public or private, small or large, young or mature, in the service sector or product oriented among other factors. There are no rules cast in stone for any organization to follow when implementing change, the point of caution is to select the most appropriate implementation process that will produce the desired results.

2.1.1 The Organization Life Cycle and Change

One of the theories that explain the challenge of change in an organizations' life cycle is the portrayal of an organization as an hour glass. Figure 2 below shows the different stages that an organization goes through. In the initial phase, organizations focus on definition and development of new products and markets. In the growth stage, the organization flourishes which then moves to the maturity stage where it develops standard operating procedures. The handicap at this stage is that the presence of established norms that once helped accomplish past success may lead to complacency and managers may become too dependent on these for future success (Jick & Peiperl, 2003).

These norms lead to inertia in the way they affect the structure, systems and processes leading to an insulation that avoids change. In other words, employees at the maturity stage of an organization now have a fixed mindset as a result of the norms which become a powerful means of gaining unity and focus. Managing change in such an organization would require ‘letting go’ of the old way of doing things and that is the greatest hurdle to jump.

Figure 2. The Life Cycle of an Organization and the Challenge of Change



Source: Jick, T.D., & Peiperl, M. A. (2003). *Managing Change: Cases and Concepts* (2nd ed.). New York: Ed. McGraw-Hill/Irwin.

From Figure 2 above, the more open end of the hourglass represents the more open and flexible organizations while the closed end of the hour glass represents the constraints of mature organizations. The hourglass analogy shows this movement from more open and flexible (top of hour glass) to closed and flexible (centre). In this model, renewal becomes the change challenge that allows a firm to go through the “neck” of the hourglass and rediscover a vitality and energy that move the mature firm out of the decline trap into a revived state of activity. This will then be manifested in the cultural change of the employees as they will have a paradigm shift as they feel the enthusiasm and commitment of trying new approaches to work bringing desirable changes into the organization in the long run.

2.1.2 Open Systems School of Thought

The open system looks at organizations as a number of interconnected sub-systems whereby change in one affects the whole. It sees organizations as open and interacting with the external environment and the subsystems among themselves. The objective of the Open Systems approach is to structure the functions of a business in such a manner that, through clearly defined lines of coordination and interdependence, the over all business objectives are collectively pursued. The emphasis is on achieving over all synergy, rather than on optimizing the performance of any individual part per se.

The subsystems include organizational goals and values, the knowledge and techniques, the psychosocial as well as the managerial direction and strategies. Training could lead to individual change and in some cases to small group change which in turn could lead to change in the organization or not. The challenge is to be successful, organizations have to tap and direct the energy and talent of their workforce. This requires the removal of obstacles which prevent this, and the provision of positive reinforcement which promotes it must be approached from an organizational, rather than individual or group perspectives.

2.1.3 The Planned Approach to Organizational Change

This approach was first coined by Lewin to mean that organizations consciously embark upon change and not by accident, impulse or force. He described change as a three-stage process. The first stage he called "unfreezing". It involved overcoming inertia and dismantling the existing "mindset". In the second stage the change occurs. This is typically a period of confusion and transition where employees are aware that the old ways are being challenged but do not have a clear picture to replace them with yet. The third and final stage he called "refreezing". The new mindset is crystallizing and one's comfort level is returning to previous levels. It is closely associated with the practice of Organizational Development.

As French and Bell, (as cited in Burnes, 2004), put it, Organizational Development is also about Planned Change, that is getting individuals, teams and organizations to function better. Planned change involves common sense, hard work applied diligently over time, a systematic goal-oriented approach, and valid knowledge about Organizational dynamics and how to change them. It places high value on the democratization of organizations through power equalization through five main approaches: empowering employees to act, creating openness in communications, facilitating ownership of the change process and its outcomes, promotion of a culture of collaboration and promotion of continuous learning. Lewin stressed the need to solve problems through social action or dialogue.

He believed that successful change could only be achieved through the active participation of the change adopter (the subject) in understanding the problem, selecting a solution and implementing it. He saw the change agent as a facilitator, not a director or a doer. He believed that the consultant's real task was to develop those involved and to create a learning environment that would allow them to gain new insights into themselves and their circumstances. Only through this learning process could people willingly come to see the need for and accept change.

2.1.4 The Incremental Model of Change

In this model, change is seen as a process where individual parts of an organization deal incrementally and separately with one problem and one goal at a time. By managers responding to pressures in their local internal and external environments in this way, over time, their organizations become transformed. As Miller and Friesen, (as cited in Burnes, 2004), state, "The incrementalist perspective on change has been around a relatively, long time. It stems from the work of Lindblom (1959), and Cyert and March (1963), and was further developed by Hedberg et al (1976) and especially Quinn (1980b and 1982).

Quinn argues that strategic change is best viewed as 'muddling through with purpose', using a continuous, evolving and consensus building approach. Like with every approach, critics abound. Some argue that there should be a period of incremental change interspaced with periods of rapid and revolutionary change as the next model explains.

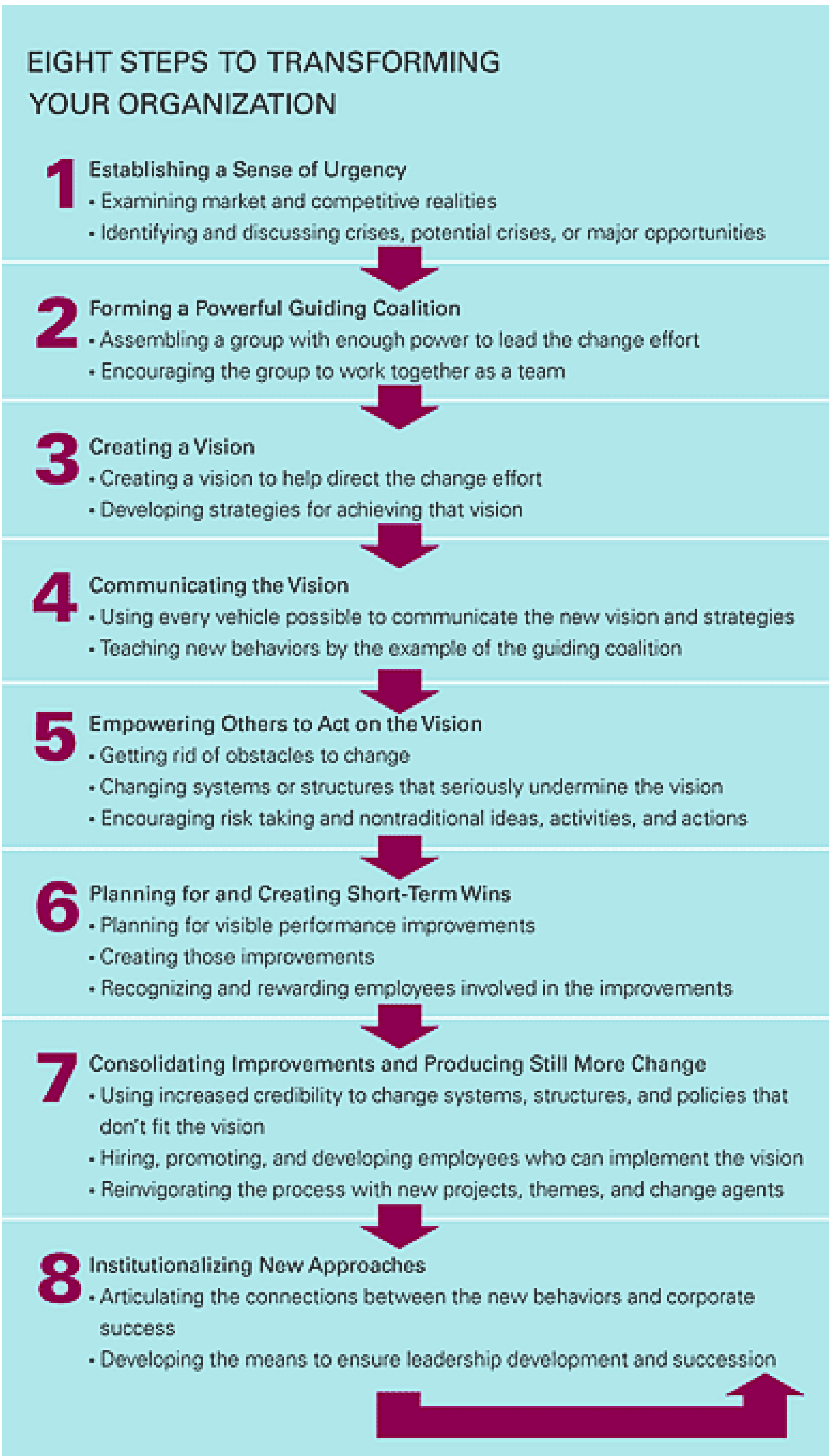
2.1.5 The Continuous Transformation Model of Change

This model asserts that the ability to change rapidly and continuously is not only a core competence, it is also at the heart of the culture of organizations. It sees change as an endemic to the way organizations compete. The rationale is that the environment in which organizations operate is changing, and will continue to change, rapidly and radically and unpredictably hence only continuous transformation will lead to survival.

Leaders will be catalysts for change and risk taking. They will need to realize that decentralization and freedom are more important than control, that keeping it simple does not solve the challenges of management, that change is constant and predictable, that emphasizing process is more important than structure, uncertainty is inevitable, and instability is an opportunity…. All types of change will continue to exist and transforming change will increase in frequency…the fundamental role of public management is to provide a stabilizing force in the midst of political and social change. This means that the Public Manager needs to develop organizational processes and systems that support the self renewal of self organization (Morreale, 1995).

According to Kotter (2007), there are many factors necessitating organizational change including technological, international economic and opening market forces. They create both more hazards and opportunities for organizations. Useful change tends to be associated with a multi-step process that creates power and motivation significant enough to overwhelm all the sources of inertia and is driven by high quality leadership, not just excellent management.

Figure 3. Kotter's Eight Steps Approach to Transforming Organizations



Source: Kotter, P. John., (2007). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*

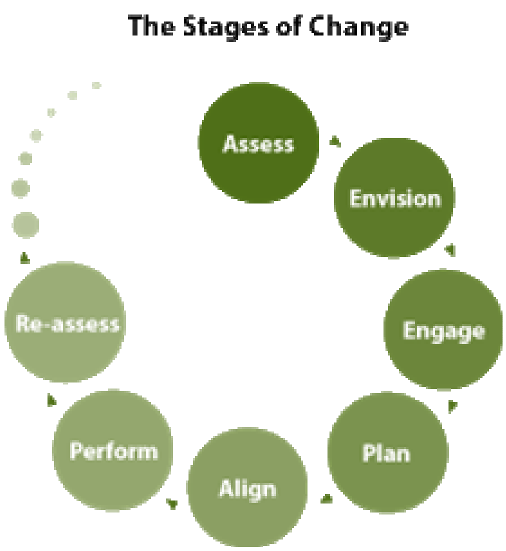
Kotter emphasizes that the most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result. A second very general lesson is that critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains. He gives a reverse of the errors organizations make in change management.

2.1.6 Three Principles of Change Management Model

Principle number one in this model is to focus on the first five percent. What to do to gather champions, set expectations, how extensively you engage stakeholders, and how well to paint a picture for people of the decision-making process will go a long way toward guaranteeing a successful outcome. Emphasis is on the importance to engage many people early on who will be affected by the decision and those whose expertise can help.

Principle number two focuses on defining the root problem as solutions don't matter unless the problem is defined correctly. If the change implementation process is not working, look at the reasons why. A good start would be the organization's core values. Lastly in principle number three, find a good and experienced guide to set the tone, keep an open mind, identify key issues, articulate points of agreement, and keep things moving. A guide should be able to offer models and examples from other organizations. The courage to handle uncertainty and adversity is also important, along with a healthy sense of humour.

Figure 4. The Stages of Change



Source: Three Principles of Our Change Management Model (2008). *The Stages of Change*. Retrieved from http://blog.leadingresources.com/79/our-change-management-model

2.1.7 The Emergent Approach and Beyond

This approach came into effect from the 1990s. It assumes that change is a continuous, open ended and unpredictable process of aligning and re-aligning an organization to its changing environment. It recognizes that it is vital for organizations to adapt their internal practices and behaviour in real-time to changing external conditions. It also recognizes that change is a political process whereby different groups in an organization struggle to protect or enhance their own interests.

Emergent change is ongoing accommodations, adaptations and alternations that produce fundamental change without a priori to do so. It deals with contingencies, breakdowns and opportunities in everyday work. "Much of this change goes unnoticed, because small alternations are lumped together as noise otherwise uneventful inertia… (Weick, 2000). It involves matching the organization's resources with opportunities, constraints and demands in the environment over time and is the outcome of cultural and political processes in organizations.

The critics of emergent approach say that the danger of purely 'learning' approach to change is that managers can, and may actually recognize the need for change, yet still refuse to 'learn' because they understand perfectly well the implications for their power and status. Resistance to change may not be "stupid' but based on a very shrewd appreciation of the personal consequences.

2.2 A Framework for Choosing the Change Approach

Different sectors and different organizations face widely differing challenges and what is appropriate for one organization or sector is not necessarily appropriate for another. The concept of a framework for change that allows approaches to change to be matched to environmental conditions and organizational constraints is clearly attractive. The fact that it incorporates the potential for managers, and others, to exercise some choice or influence over their environment and other constraints allows the model to move beyond the limitations of mechanistic and rational perspectives on organizations, and into the heartland of organizational reality (Burnes, 2004).

Kotter, (1996), is of the view that a vision plays a key role in producing useful change by helping direct, align, and inspire actions on the part of large numbers of people. Without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all. The power politics and hierarchy in an organization determines its change management success or failure hence flat organizations are encouraged to devolve authority and responsibility. Kotter elaborates that an organization with more delegation, which means a flat hierarchy, is in a far superior position to maneuver than one with a big, change-resistant lump in the middle.

Change is intensely personal. For change to occur in any organization, each individual must think, feel, or do something different. Even in large organizations, which depend on thousands of employees understanding company strategies well enough to translate them into appropriate actions, leaders must win their followers one by one. To close the gap, managers at all levels must learn to see things differently. They must put themselves in their employees' shoes to understand how change looks from that perspective and to examine the terms of the "personal compacts" between employees and the company (Strebel, 1996).

Any change initiative must be to assess the level of agreement in the organization along two critical dimensions. The first is the extent to which people agree on *what they want:* the results they seek from their participation in the enterprise; their values and priorities; and which trade-offs they are willing to make in order to achieve those results. The second dimension is the extent to which people agree on *cause and effect:* which actions will lead to the desired outcome. When people have a shared understanding of cause and effect, they will probably agree about which processes to adopt. Managers can use a variety of carrots and sticks to encourage people to work together and accomplish change. Their ability to get results depends on selecting tools that match the circumstances they face.

The primary task of management is to get people to work together in a systematic way. Like orchestra conductors, managers direct the talents and actions of various players to produce a desired result. It’s a complicated job, and it becomes much more so when managers are trying to get people to change, rather than continue with the status quo. Even the best CEOs can stumble in their attempts to encourage people to work together toward a new corporate goal (Christensen, et al, 2006).

When people are confronted with the need or opportunity to change, especially when it is 'enforced', as they see it, by the organization, they can become emotional. So can the managers who try to manage the change. Diffusing the emotional feelings, taking a step back, and encouraging objectivity, are important to enabling sensible and constructive dialogue. To this end, managers and trainers can find it helpful to use analogies to assist themselves and other staff to look at change in a more detached way.

One model that has been used to implement change on a personal level that can be used by organizations is the ADKAR model with input from more than 1000 organizations from 59 countries. This model describes five required building blocks for change to be realized successfully on an individual level. The building blocks of the ADKAR Model include: Awareness – of why the change is needed; Desire – to support and participate in the change; Knowledge – of how to change; Ability – to implement new skills and behaviors; Reinforcement – to sustain the change.

A point of caution is that the above schools of thought focus on different aspects of organizational life and, therefore, each has different implications for what change takes place and how it is managed. These are complementary rather than competing theories and application depends on relevance and at what stage. Organizations are proponents of social systems. To change anything requires the cooperation and consent, or at least acquiescence, of the groups and individuals who make up an organization, for it is only through their behaviour that the structures, technologies, systems and procedures of an organization move from being abstract concepts to concrete realities (Burnes, 2004).

2.2.1 A Synthesis of the Change Management Models

Some of the change management models discussed above have similarities that make the assessment of the implementation of change complementary rather than in isolation or in competition as shown in the table below. For ease of reference, the various steps in the models have been summarized into three phases in table 1 below. This implies that as long as an organization understands the crucial stages and phases, then the change implementation process will be a combination of the various models.

Table 1

A Synthesis of the Change models

Change Management Models	**Phase 1**	**Phase 2**	**Phase 3**
Kotter's Eight Steps	• Establish a Sense of Urgency • Form Guiding Coalition • Create a Vision	• Communicate the Vision • Empower others to act on the vision • Plan & create short term wins	• Consolidate improvements to produce change • Institutionalize the new approaches
ADKAR	• Awareness • Desire	• Knowledge • Ability	Reinforcement
The Planned Approach to Change	• Unfreezing	• Change	• Refreezing
Hughes improvement of the Planned Approach	• Exit (departing from an existing state)	• Transit (crossing unknown territory)	• Entry (attaining a new equilibrium)
Tannenbaum & Hanna	• Homeostas is and holding on	• Dying and letting go	• Rebirth and moving on

Further to the synthesis of the change models above, there are change management best practices that an organization that is implementing change can adopt so as to be effective.

Table 2

Change Management Best Practices within an Organization

BEST PRACTICE	**CRITERIA**
• Change management policy, procedures, and standards are integrated with and communicated to management functions	• A written policy for change management exists, which defines all roles, responsibilities, and procedures related to change management, approved by the CEO • Change management procedures and standards are communicated

	that define the techniques and technologies to be used throughout the enterprise in support of the above policy. • Policies, procedures, and standards are reviewed periodically (at least annually) by management to ensure suitability and completeness.
• Roles and responsibilities affecting Change Management are defined, designated to qualified personnel, communicated to the organization, and enforced throughout the change management process.	• The number and skill levels of Infrastructure Support personnel are appropriately assigned with regard to the complexity of the organization • Personnel responsible for business analysis are competent and/or fluent in the organization's systems, and have exposure to organization's management policies, procedures, and people.
• Key Performance Indicators (KPIs) are captured periodically about the entire change management process, and are used by management to alter or adjust procedures and practices.	• Metrics are captured about the Request management processes, identifying bottlenecks and successful techniques to management for continuous improvement of this process. • Metrics are periodically captured about the Deployment Management process, indicating to management the successes and obstacles in this process. • Metrics also convey the amount of resources required for each enhancement and project, as well as any technical or system maintenance issues that can be improved to make the process more effective and efficient.
Process: • The change management process follows a logical order and is controlled to ensure the logical evolution of effective enhancements	• Emergency / Bug changes are verified by business & technical analysis, and are then expedited through a simplified promotion and deployment process.

• Testing / Quality Assurance is conducted to ensure reliability and performance of all components of the organization. • Emergency requests are handled in a similar manner to normal requests, with minor differences to allow for expedited development, testing, and release	• Emergency releases must be authorized and logged into the appropriate system for audit purposes. • Availability of Infrastructure components is maintained within service-level agreements and business requirements.

Source: http://www.auditnet.org/docs/CMbp.pdf

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted through a case study design. A case study design is a qualitative research method that emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships. In this case, KBC as an organization set the context. A case study also allows the use of multiple sources of data because of its qualitative nature.

For example case studies allow use of questionnaires, interviews, documents and archival records from the organization being researched on, observation and use of physical artifacts among others. The documents could be letters, memoranda, agendas, study reports, policy papers like Strategic plans or Service Charter documents. Physical artifacts include tools, equipment, artworks, notebooks, computer output and others.

Use of the case study method was therefore the most appropriate research design to use in this research as all these sources will add richness to the findings of the research as well as corroborating from other sources. For example, by using the open ended interview method as well as the questionnaire, the answers provided could be assessed to measure if they corroborate one another. Case studies allow for use of both quantitative and qualitative operations hence getting a better understanding of the interactions within the organization under study. No single source has a complete advantage over the others; rather, they might be complementary and could be used in tandem. In the long run, it provides insight into complex models of human thought and language use.

3.2 Data Collection

Given that the research was a case study, the main source of data was primary and qualitative. Personal interviews guided by an interview guide as well as a recorder for recording qualitative answers, were used. Relevant documents like the Strategic plan and the Service Charter were important sources of data too. Case studies also allow flexibility as the data collection progresses so there was allowance to, for example, add questions to the questionnaire as the interview progressed. Field notes recorded behaviours, observations, intuitive hunches, questions, testimonies, stories and illustrations which were used in later reports.

Data was collected from respondents from the management team, who have worked at KBC for more than 5 years. These were heads of departments or sections who have witnessed the various phases that KBC has undergone since liberalization. These members of staff make key policy guidelines, control the resources and directly supervise the change management of the corporation. These key departments include the Directorate comprising of the Managing Director and the Company Secretary, Marketing, Newsroom, TV and Radio Production, Procurement, Technical, Human Resource and Special Programmes.

3.3 Data Analysis

The content analysis method was used so as to gain as much insight as possible from the raw data which influenced the results of this research. In effect the method was used to examine how the respondents viewed and understood the subject of change at KBC, how management was undertaking the change implementation process and the challenges that were being encountered. The answers to the interview guides formed data to be analyzed as well as the supporting documents like the Strategic Plan and the Service Charter and any other documents that were availed in the course of data collection.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 General Findings

KBC has been a dominant player in the Electronic Media Industry in Kenya since the 1920s. It was a monopoly in broadcasting until the liberalization of the airwaves in the 1990s that saw an upsurge in independent private commercial broadcasting stations. Earlier on, it had the double enormous task of being both a player broadcasting to its audiences as well as being a regulator where it sold licenses to television set owners. The revenue generated from the licenses was in millions of shillings per year.

In early 2003, the government withdrew the licensing rights from KBC and it had to generate its own revenue as it was rated as a commercial parastatal. There was no immediate replacement of this source of revenue though the associated costs, rental of office space and personnel emoluments were retained. KBC continues to face the challenges of using old broadcast equipment, sustaining a large workforce with a bureaucratic culture and its traditional role as a public service broadcaster. This was a radical change at the corporation that demanded that it had to re-look at the way it had been running its operations to find a way of keeping afloat financially.

From the study, the general findings across all departments indicated that change was alive and being felt within the corporation and in the external environment. This was proven by the respondents' feedback that various changes have come up in the Electronic Media Industry in the last 5 – 10 years. These include liberalization of the air waves with many players entering the industry leading to very high competition;

changes in styles of presentation of programmes with the introduction of talk-shows and call in programmes that had never been heard of before. The content was more focused and niche driven moving from service provision to commercial businesses.

In order to bench mark with industry practice, the corporation was also implementing its Strategic Plan of the period 2007-2012 as a best practice for progressive organizations. This was on course with the migration to Frequency Modulation (FM) on Radio as well as digital broadcasting. There had been the introduction of performance contracting management with quarterly appraisals for monitoring and evaluation, and integrated research to inform planning and decision making. A lot of sensitization was being done through workshops and seminars for updates on new management practices, leadership, good governance and strategic management. In line to achieve the strategic plan, there had been emphasis on technology advancement and training.

4.2 Implementation of Change at KBC

The findings showed that the influence from the government was minimal since the withdrawal of licensing as funding was handled by management and the board. The respondents cited that this had led to KBC being competitive so as to survive. It was graded as a commercial parastatal that should generate its own revenue to sustain itself, use modern equipment, enhance use of technology and introduce market and audience research. KBC introduced new management styles over and above being a parastatal in response to the external environment changes as well as being in line with new policy guide lines from the government.

The production of programmes was with a more professional approach leading to better quality results. The News Bulletins were now covering divergent views from the government and the other stakeholders including the various political parties, development partners and the private sector. The recruitment of staff was no longer based on political favouritism or nepotism but instead the Human Resource department was facilitating professional recruitment mechanisms with transparency and equitable opportunities through placing vacancies in the mainstream media.

The management was forced to hasten the decision making process to avoid losing out to competition as well as implementation of competitive strategies. The respondents cited various styles such as top bottom approach so that information was able to flow from top management cascading down to all members of staff; employment of management by objectives; performance contracting, implementation of the strategic plan and the implementation of IT based management systems through the Enterprise Resource Plan (ERP) which has networked processes across departments to streamline processing. The various styles of management were championed by a Special Projects Manager who is also the Change Champion while the implementation process was managed closely by the directorate of the corporation that included the Managing Director and the Company Secretary.

KBC had collaborated with both local and international players in the Electronic Media Industry to remain competitive. For instance, it has formed a Public Private Partnership as a requirement by the government for parastatals under the performance contracting module. The corporation is in partnership with Multichoice from South

Africa, K24 Television station, Radio China, Japan Radio, Ghetto Radio and Deutsche Welle Radio.

The collaborations are aimed at partnerships and strategic alliances to get additional revenues. It has also collaborated with public service broadcasters like the Commonwealth Broadcasting Association (CBA), British Broadcasting Corporation (BBC), Voice of America (VOA), Radio Netherlands, among others, with an aim of exchanging training opportunities, co-producing programmes, programme exchanges and sponsorships in training, facilitation, purchase of equipment, among others.

The corporation had undertaken various forms of business reorganizations through introduction of commercial or enterprise FM Radio stations namely Coro FM, Pwani FM and Metro FM. There was re-introduction of broadcast to schools in partnership with the Kenya Institute of Education (KIE), co-hosting and co-siting competitors on KBC equipment, signals and transmitters as a way of revenue generation. It had also positioned its services and products in line with target markets with introduction of interactive programming through telephone calls while programmes are on air, receiving short text messages (sms), use of the social media that includes facebook, twitter, and so on so as to respond to changing trends in technology.

It had initiated training in presentation styles to conform to best practices that include chit chats, game shows on air to encourage a participatory and an interactive approach. The format of programming had changed from features to drama, reality shows that are real life events. There had also been introduction of documentaries and edudramas that combine real life messages with drama.

The respondents cited that the government still supported KBC functions through providing funds to support its public service functions, for example, the installation of Television facilities in Lodwar was not for commercial purposes but to serve the Kenyan public living there. The government had also funded the purchase of the digital broadcasting equipment that will be used in the pilot phase. The corporation was given preference when the government and its various departments/ministries needed to advertise hence it being the platform for introducing digital broadcasting in the country. The Government also used KBC to reach the far flung areas for example in Lamu and Lodwar where the government funds it as a public service, in addition to covering government functions like the ‘live’ transmission of parliament proceedings which are then sold to competition.

Respondents from the Human Resource department cited that they aimed at delivering performance targets that included sensitizing staff on HIV and AIDS, training and manpower development at least five times every financial year. Promotion of members was on merit and experience, a case in point was the sending away of top management that same day of the interview in line with laid down procedures. The respondents further cited that the corporation was working on ISO Certification and was in the foremost stages of implementing the Corruption Eradication Policy in close cooperation with the Kenya Anti Corruption Commission (KACC).

From the Procurement department, the respondents cited that KBC was governed by government regulations; hence all tenders were bid competitively, both local and foreign depending on needs. In addition, the suppliers delivered to competing stations faster sometimes because of the rigorous tendering process at the corporation. In some instances, the corporation was the sole purchaser of certain equipment hence competition not coming into play. A case in point was the digital broadcasting equipment being purchased solely by KBC through the government for the pilot phase.

The Administration department had become more customer focused and the implementation of the service charter had improved administrative functions. There was improved courtesy and timeliness with less intimidation when welcoming and attending to visitors to the corporation. The management style was more open in that staff could make independent decisions as long as they were accountable for them.

There were staff initiatives in the department to improve customer service, share ideas involving all levels of staff and also improvement of communication within and without the corporation with a more and enhanced PABX telephone system incorporated with Voice Over Internet (VOIP), 'live' calls in the transmission studios as well as handling bulk short text messages (sms). There had been improvements in the work environment that included better furniture, improvement on safety at the work place and improvements on staff welfare. Transport for the employees had also been enhanced with increase in the fleet of vehicles.

4.3 Challenges in the Change Implementation Process

The respondents cited that it was a challenge for the KBC management to serve its role as a public broadcaster implementing certain directives from the government while implementing its strategic plan so as to remain competitive in the industry. The support that it receives from the government influences its content especially when covering news. For example, KBC was the station of choice for the government when its various departments/ministries needed to advertise or pass on national campaign messages to the public. The government also purchased the equipment that was to be used in the pilot phase of the digital broadcasting implementation in the country.

The government also used KBC to reach the far flung areas like Lamu and Lodwar for the sake of public service transmission that is not meant to generate any revenue for the corporation. The expectation therefore from the government is that the content broadcast should be favourable to its policies. In the long run, the audience sees the bias in coverage which in turn affects the ratings as viewers or listeners who have divergent views from those taken by the corporation turn to competition. This results in reduced ratings in the industry which affects the revenue generated by the corporation. The long bureaucracy processes also delayed decision making where major decisions like selling fixed assets had to be done with permission from the parent ministry leading to unnecessary delays or non-approval altogether.

It was also apparent during the interviews that there was a general fear in certain departments that were not free to give their views citing that the information could be used against them. This was due to the long tradition of intimidation that had been used by passed regimes of government where the views of the staff members were not encouraged. This lack of trust in the system influenced the output of employees making them passive rather than active in the change process. They felt that it was their fate and they had to live with it. This attitude meant that the ownership of the change implementation process was not whole scale but departmental. The members of staff had not appreciated how the change would affect them personally.

On the material day of the interview, a number of senior managers had been sacked which sent shock waves across the corporation as staff felt that the change may have been welcome albeit hesitantly. There were mixed reactions on the process in which the sackings had been done indicating that there was lack of clear direction from the top management in leading the change process leaving room for speculation. The challenge for management was to communicate to the rest of staff the cause and effect of the various steps that were being taken to bring a new way of service delivery at the corporation.

The government withdrawal of the licensing of Television sets by KBC led to a huge reduction in the revenues of the corporation yet the paradox is that it was graded as a commercial parastatal generating its own revenue to sustain itself. It therefore found itself as an underdog in comparison to the private commercial stations that used modern equipment and advanced technology. In response, the management had been forced to hasten the decision making process to avoid losing out to competition.

Due to the tight controls from previous regimes, KBC still suffered from real or imagined negative perception as the government mouth piece. Feedback from the Procurement department showed that sometimes even when tenders were announced for service providers to offer services to the corporation, some competitive suppliers shied away with the assumption that the corporation was just doing a Public Relations exercise with an already pre-determined supplier. This perception sometimes affected the quality of service the corporation received as the best offers could stay away. This meant that competition would provide better quality services taking away audiences from KBC.

As per the norm in implementation of change management in any organization, there was employee resistance to change which was seen through the hesitance in giving feedback during the interviews. Some employees had a negative attitude saying such initiatives have been done before and failed so it was just a matter of time before management gave up on implementing change. Some were cynical saying they had seen many managing directors come and go yet KBC remained the same.

Other challenges noted were the insufficient funds for implementation as the revenues generated were still low compared to the operational budget, there was low prioritization of some of the items in the strategic plan, for example the improvement of technology at the corporation was not being fast tracked to match with industry best practice. There was also inadequate consolidation of synergies across the corporation with slow decision making processes. The human resource organizational structures were still inadequate to meet the professional demands expected in service delivery.

4.4 Discussion

From the previous studies done in the Electronic Media Industry as earlier discussed, KBC seems to agree and differ with those findings in certain areas indicating that it had intentionally embraced change. The study by Shollei, (1999) carried out an investigation into the nature of and factors influencing collaborative arrangements in Kenya's media industry. He concluded that due to the infancy of most media firms in Kenya, collaboration had not been a major force in Kenya's media industry, but more activity was expected in future. He also noted that collaboration in this industry was mainly influenced by marketing, technology and economic related factors. This was the scenario at KBC about 10 years later, there are increased strategic collaborative partnerships with other players in the media industry to increase market share, keep up with technology and generate more revenue.

Similarly, Gacenga (2000) looked at segmentation of radio audiences in Nairobi and KBC was not left behind as it introduced commercial niche driven FM Radio stations for targeted audiences. Mwaura (2001), focused on Strategic planning within television companies in Kenya. His findings showed that strategic management was only just beginning in the television industry and most of their plans were short-term. In a period of approximately ten years, KBC findings show that strategic planning was no longer in its infancy nor was it short term. The corporation was aggressively implementing its strategic plan with an awareness that it had to strategize for the long term and not the short term.

Sang (2001), found out that competitive intelligence strategy was important for competitive advantage and was being used by Kenyan FM stations. KBC was conforming to those findings through its strategic partnerships with global media leaders like the BBC, VOA and Deutsche Welle Radio to increase its audiences and benefit from training and exchange programmes. Its re-introduction of broadcast to schools with the Kenya Institute of Education (KIE) was another competitive intelligence strategy as well as the launching of commercial stations like Coro FM, a vernacular station, Metro FM for the lovers of Reggae music and Pwani FM targeting listeners in the coastal part of Kenya.

KBC was using various change models to achieve its change objectives. Some of the models of change include the Organization Life Cycle and Change, with KBC being a mature organization with an established culture that management has to gradually change through the sensitization of staff workshops to minimize the resistance to change. The Planned Approach to Organizational Change model is seen through the introduction of the Special Programmes Manager who is also the Champion of the Change supported by the leadership of the Corporation with the Managing Director and the Company Secretary.

The Continuous Transformation Model of Change was shown through the improvement of technological structures and systems at the corporation including computerizing of processes, installing of latest telephone systems and purchase of digital broadcasting equipment. Kotter's Eight Steps Approach to Transforming Organizations model is well captured in the launch and implementation of the

Strategic Plan. The Emergent Approach and beyond is espoused in the launch of the Service Charter and match towards ISO Certification.

KBC management therefore seemed to be combining the various change models to meet its objectives. It was borrowing from the recommended best practices through integrating some of the policies, procedures, and standards and communicating the same to staff through management functions. Key Performance Indicators (KPIs) were being captured periodically through the appraisals about the entire change management process, and were used by management to alter or adjust procedures and practices.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

5.1.1 Implementation of change at KBC

This objective had clearly been demonstrated showing the various change implementation initiatives by KBC including commercialization to generate its own revenue for sustainability, use of modern equipment, enhance use of technology and introduce market and audience research. The launch and implementation of the Strategic Plan and Service Charter are other examples as well as the strategic partnerships with other players in the media industry. KBC had also initiated training in presentation styles to conform to best practices and introduction of documentaries and edudramas to teach certain life messages and not for comic relief only.

The study revealed that KBC was more customer focused incorporating courtesy and timeliness with less intimidation when welcoming and attending to visitors to the corporation. The management style was more open in that staff can now make independent decisions with accountability. Members of staff were sharing ideas at all levels there was improvement in communication within and without the corporation.

5.1.2 Challenges faced in the implementation of change at KBC.

Some of the challenges that the corporation was facing included the continued negative perception that it was a mouth piece of the government which led to low ratings among audiences even as it continued to implement change. This resulted in insufficient funds to run its operations since the revenue generation was low as even advertisers chose competing stations to pass on their messages. The twin challenge of being a public service broadcaster as well as being rated as a commercial parastatal was enormous to surmount. There was low prioritization of issues related to the implementation of change and consolidation of synergies was lacking in certain areas.

In addition, the respondents' also cited that the process of decision making was still encountering a lot of predicaments and human resources and organizational structures were still wanting. The mistrust among staff as result of the past tight controls from previous regimes and the resistance to change by some employees could not be over emphasized.

5.2 Conclusion

As earlier pointed out, the change management practices adopted by an organization depend on the context of an organization, whether it's public or private, small or large, young or mature, in the service sector or product oriented among other factors. There are no rules cast in stone for any organization to follow when implementing change, the point of caution is to select the most appropriate implementation process that will produce the desired results. These are complementary rather than competing theories and application depends on relevance and at what stage.

KBC seems to be borrowing from various change practices in its implementation process including the Organization Life Cycle and Change, Planned Approach to Organizational Change, Incremental Model of Change, Continuous Transformation Model of Change, Kotter's Eight Steps Approach to Transforming Organizations and the Emergent Approach and Beyond as discussed earlier.

5.3 Recommendations

From the findings, the KBC management can learn that to effectively implement its change practices, there is need for efficiency in management, proper implementation of strategies and goals and improvement on areas such as technology. There are many factors necessitating organizational change including external factors in technology, politics, economy, social, environment, legal and opening market forces. They create both more hazards and opportunities for organizations.

The interested scholars and researchers can do more studies on the corporation to assess whether management is indeed learning from the findings in this study. For example, the issues of employee resistance to change and the technological advancement towards digital broadcasting and how that will impact on the overall change implementation at the corporation. These studies could be compared to the other players in the Electronic Media industry in Kenya. The Electronic Media Industry in Kenya can use the findings from the study to formulate more effective strategies to gain competitive advantage in the cut throat media industry.

The players in the media industry will can use this research to assess their performance and it could act as a guide line in understanding the issue of how the government rules and regulations can affect the management style of a public broadcaster in our time. Senior management and programming teams in the Electronic Media field can use the findings to gauge the relevance and importance of managing change. This will form a base for strategy formulation, implementation and evaluation to suit the target audiences.

The government of Kenya can also gain insights into the current performance of KBC vis a vis the external factors in the environment and hence avail support to the senior management so as to achieve its stated goals as per the performance contracting module that has been introduced in the Public sector. This research could also be used by other regional or African governments as a learning example and it could assist in assessing their own situations back home since most African governments own public broadcasting houses.

The findings of the study will help media buyers / advertisers to know where and when to advertise their goods and services through making informed choices on media planning and bookings of airtime. This will lead to more effective advertising as it will be more focused, targeting the core audience of KBC or it could inform decisions to advertise on competing stations.

5.4 Limitations of the Study

The limitations encountered during the study included the unwillingness by some members of staff to provide answers to the questions due to the culture of fear and mistrust thinking they'll be victimized if there opinions were found out. The corporation was still lagging behind in terms of technology which resulted in some data not being available when needed.

On the material day of the fieldwork, some managers had been sacked hence there was a lot of mixed emotions and this may have influenced the answers by the some of the respondents. This also implied that the structure and hierarchy of the members of staff had been shaken as some of them were to immediately take on new roles that they had not been adequately prepared for. I also didn't get ample time to interview the Special Programmes Manager, who was the Change Champion at the corporation as he was among the managers who had been sacked and he didn't me the needed attention as he was packing to leave he corporation.

5.5 Suggestions for further research

As discussed, KBC will be used by the government as the platform on which to launch digital broadcasting in Kenya. Suggestions for further research therefore include a study on Digital Broadcasting in the country and its effect on the change management at KBC. One could also look at whether the Strategic Plan is still being implemented to the letter and whether the corporation will finally get ISO certified and the related implications. Another area of study could be an audit of the strategic partnerships and whether the parties involved were meeting their goals or not and any challenges arising there from.

The interested scholars and researchers can do more studies on the corporation to assess whether management is indeed learning from the findings in this study. For example, the issues of employee resistance to change and the technological advancement towards digital broadcasting and how that will impact on the overall change implementation at the corporation. These studies could be compared to the other players in the Electronic Media industry in Kenya. The Electronic Media Industry in Kenya can use the findings from the study to formulate more effective strategies to gain competitive advantage in the cut throat media industry.

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