PROPER CHANGE MANAGEMENT AND ITS EFFECT IN ELECTRONIC COMMERCE ADOPTION FOR ORGANIZATIONAL GROWTH

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UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: _______________________________ Date: __________________

Linet W. Gichobi (ID: 637593)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _______________________________ Date: __________________

Fred Newa

Signed: _______________________________ Date: __________________

Dean, School of Business
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I take this opportunity to recognize those whose input has been very crucial to the success of this research project and without their contribution this project would not have been possible.

Firstly is to thank the Almighty God for giving me breathe of life and good health without which I would not have been able to carry out this research and come up with this report.

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ABSTRACT

The purpose of this study is to investigate the effect of the change management process by Unilever Kenya, while adopting Leveredge, a new form of Electronic Commerce by the firm, together with its impact on ways of working. It specifically gives a detailed analysis of the change management actions taken in readiness for the new Distributor system change, how Unilever handled the change and the challenges encountered as well as the actions taken to manage the change transition from Ultra, the current system, to Leveredge, the proposed system for implementation and the effects thereafter.

This Research used both descriptive and inferential research designs for this study. The methodology also outlines the data collection method as the study using both structured and semi-structured questionnaires as well as interviews conducted to a Unilever change agent and the Outlet Distributor. This was to capture their thoughts as they were considered key people in this study. A census was carried out to capture the quantitative bit of this research as the population at hand consisted of a total of 32 people, which was later analyzed using interpreted frequencies and inferential analysis of the variables. Key Informant interviews enabled the collection of the qualitative data in which content analysis was used to draw conclusions from the data. In overall, the study used both descriptive and inferential research designs to draw its conclusions and state its recommendations.

Findings as per the first research questions were that it is important to ensure that the guiding coalition is completely sold to the idea. Proper training and willingness to see change acceptance by them is critical. This is the only way the coalition can lead the change effectively during the implementation.

Findings as per the second research objective justified the importance of effective and efficient communication. The communication mode used by Unilever in Leveredge’s implementation was however not visually appealing as most felt there was too much detail on posters and other material. Proper training is also key in that it determines the status of the flow of information from one person to the other or even in execution while in the line of duty. This in turn greatly reduces the number of challenges that can be encountered.
As per the third research objective, findings were that Post-Go Live support is also essential in managing teething problems that would definitely be encountered. A command centre is therefore essential as it shortens the response time. In this study, the interviewees were only able to discuss the immediate benefits of Leveredge. They also said that most benefits would be realized after some time of approximately a month or so.

The study concluded that change is never a smooth transition and thus this study gives best practices in dealing with change as well as shows the importance of proper change management before, during and after transition. This report examines all these aspects critically, outlining all steps followed and later documenting the findings based on a pilot exercise, which is the focus of the study.

The study recommended that in regard to organizational growth and change; proper employee and guiding coalition preparedness, exhaustive training of all parties, effective and efficient communication, an active command post-Go Live and a review of the results after a pilot exercise are essential for a successful change implementation project.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Today, the world economy is globalizing and geographical distance narrowing due to the internet (Acquaah, 2013). The world is shrinking, the pace of change is quickening, funding is reducing and you’re under constant pressure to achieve more with less and at the same time deliver improved quality. So how do you improve quality, reduce costs and extend delivery? How do you ensure you remain competitive in an increasingly competitive market place (Toolan, 2014)? Organizations therefore have a ‘bigger playing ground’ to conduct their businesses. This avails more opportunities but consequently increases competitive forces. Globalization has given rise to global markets that organizations can take advantage of, in their quest for growth. The constant improvement of the product offering in the market, need to reduce cost and yet improve quality, calls for a change in way of working. Only a mad man does things the same way and expects different results. A different action must thus be taken in order for organizations to remain relevant.

Many automation products have become commodities. Also, many global producers accept lower profit margins and that increases competitive pressures. Producing high value-added products will be part of the solution. We must continue to compete with our best assets - knowledge workers, innovation, agile response and technology (Pinto, 2010). Technology is the application of knowledge to the practical aims of human life or to changing and manipulating the human environment. It includes the use of materials, tools, techniques and sources of power to make life easier or more pleasant and work more productive. Whereas science is concerned with how and why things happen, technology focuses on making things happen (Waddell, 2008). The fact therefore remains; organizations today need to embrace technology in their operations in order to compete. It ensures faster production of products and services of better quality at a reduced cost of labour. There are various forms of technology today and various companies have adopted different combinations of these to
automate most of their operations. These technology types shall however not be considered, at length, in this research.

Today’s global market has seen a change in the way business is carried out. Companies worldwide have moved away from the conventional way of doing business and are now embracing electronic commerce even as we move further into the digital era. Electronic commerce, in a broad sense, is the use of computer networks to improve organizational performance. It involves the use of information technology to enhance communications and transactions with all of an organization's stakeholders. Such stakeholders include customers, suppliers, government regulators, financial institutions, managers, employees, and the public at large (Watson, 2008). The emergence of e-commerce is creating fundamental changes to the way that business is conducted. These changes are altering the way in which every enterprise acquires wealth and creates shareholder value. The myriad of powerful computing and communications technology enabling e-commerce allow organizations to streamline their business processes, enhance customer service and offer digital products and services (Gottschalk, 2006). E-commerce therefore seems to be the way forward, in marketing, in today’s dynamic world. Companies that critically consider their customers and competitors benefit significantly from this mode of marketing. Marketing efforts within a company are known to eventually gear the organizations profitability to a high. In a nut shell, we can define marketing the process in which a firm creates value for its chosen customers. Value is created by meeting customer needs. Thus, a firm must define itself not by the products it sells but by the customer benefit provided (Dolan, 1997).

The global market today has seen the emergence of various ecommerce services that build on an organizations marketing strategy in promoting its products or services into the market which therefore contributes to the overall organizational performance. Awareness creation and reinvention are key as different firms within and out of various industries are constantly striving to be better than the rest. Fully dependent on the strategic decisions made and undertaken by management, E-Commerce seems to equip many with just the right muscle to get ahead. It is then right to say that organizational performance is the ultimate goal of any firm’s strategy.
Adoption of E-Commerce by a company calls for a strategy to be put in place to ensure a successful implementation. As it is a new way of working for all stakeholders, this change needs to be managed carefully. Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. This is indeed a very necessary component for any organizational performance improvement process to succeed, including programs like: Six Sigma, Business Process Reengineering, Total Quality Management, Organizational Development, Restructuring and continuous process improvement (Prosci, 2014). Change management is therefore, essential. For Tamoil Kenya Limited, an oil company now known as Libya Oil Kenya Limited, the performance of the change management process was influenced by a number of factors namely, inadequate communication, leadership, change in culture and mild resistance by organizational members. A major success of the change management program was the improved profitability of the business while loss of experienced human resource to competition was cited as a significant failure of the change management process (Maalu, 2012). Loss of human resource signified the failure of change management which in turn cost the organization in its execution. This ultimately translated to the organizational performance decline.

FMCG, otherwise known as CPG, is one of the biggest industries in the world and there are a lot of facts that stand the FMCG industry apart as a career choice: FMCG companies are behind the biggest brands in the world. FMCG is all about names, the products which everyone recognises from trips to the supermarket or from ads on television. The brands that make up this sector are the high profile ones, the ones everybody knows and loves. Think Coca-Cola, Dettol and Dove. This is an industry that puts you in living rooms, kitchens and bathrooms across the globe. The FMCG industry changes fast and is constantly evolving. It's fair to say there is never a dull moment in FMCG. From the pace at which goods leave the shelves to the rate of product innovation and career progression, things move quickly. And it doesn't end there. The brands themselves are changing just as quickly. 40% of brands on the top 100 list twenty years ago have already been replaced by new names today (Reckitt Benckiser Group, 2014). The Fast Moving Consumer Goods, (FMCG), industry has also demanded that organizations quicken their way of working to remain relevant. Unilever Kenya, an organization in FMCG, has a corporate vision of helping people
to look good, feel good and get more out of life which shows how clearly the organization understands the 21st century consumer and their lives. Its mission, to improve the health and well being of others, reduce environmental impact and enhance livelihoods, strives to form a thread that runs throughout history (Unilever, 2013). As a market leader in Kenya and many other parts of the world, Unilever has numerous competitors in all product departments but has managed to maintain this position since 1885. In this pursuit, the company has embraced technology and more so E-Commerce in its operations. The ‘Ultra system’ is one such arm of E-Commerce that distributor salesmen use to sell goods to retailers on the ground. Using Hand-Held Terminals, Ultra captures daily sales made, by amount and quantity, for every unit of product. Unilever however saw potential sales that were lost using this system and thus facilitated the development of Leveredge, the perfect distributor. In Kenya today, it’s all about convenience. Consumers are looking to spend more to get value for their money. Unilever seeks to make these two ends meet; to maximise their sales potential as well as provide convenience to the end consumer, all in a day’s operations. Management, after heightened analysis, made a strategic decision to invest in Leveredge as they believed that it will definitely increase the organizations bottom line profits.

Dynamism in a company is therefore essential in managing competitors and providing the best and most convenient solutions to customers. Technology is dynamic and thus to implement varied systems that work for the full benefit of the organization, proper change management of all stakeholders is critical. There are various change management models that can be adopted to facilitate this, customized to a specific country and firm. Accurate change management will enable those involved to be better prepared and fully equip them with all information expected to come their way. Bottom line, shareholders are willing to invest in initiatives that bring along better financial performance. Leveredge has been implemented in Unilever India and Thailand and have shown proof of increased sales. In a year, sales in Thailand had grown by approximately 4% and this is just the beginning. Unilever Kenya then has no reason as to not adopt this mode of selling.
1.2 Statement of the Problem

With reference to electronic commerce and its impact on the organizational performance, we seek to investigate the effect proper change management has in the adoption of Leveredge, the new distributor management system to be implemented, within Unilever’s operations and on the organizational growth. This in turn provides knowledge on the importance of having proper change processes in place for successful implementation that translates to company growth.

In this research, there is need to investigate whether the change management actions undertaken by Unilever in the adoption of Leveredge, the proposed distributor management system, are sufficient and effective. By comparing recommended change management actions by various authors and philosophers, we will assess the steps taken to weigh the change impacted expected and how best to prepare for it. Thirty years of research by leadership guru, John Kotter, have proven that 70% of all major change efforts in organizations fail. Why do they fail? Because organizations often do not take the holistic approach required to see the change through (Kotter, 2012). It is therefore important to investigate whether indeed John Kotter’s and Lewin’s theories among many others hold water and if indeed this has any impact on an organizations performance.

The change process could also be considered as a problem solving situation. The change that is taking place could be the result of a problem that has occurred. You should know that a problem is a situation that requires some action to be taken positively to handle that situation. This positive action is known as problem solving. The change process could be problem solving for a particular situation. In this process there is a move from one to state to another so that the problem gets solved. The change process is leaving the current state and moving to the final state through some structured organized process (Schaefer, 2008). Is it then critical to ensure that the Leveredge change lead, leading the change to all stakeholders is well up to the task as this can cost an organization, huge monetary and resource losses. Ultra is currently used by Unilever employees to generate reports that are used in decision making within the business. Leveredge, the perfect distributor, is enabled to perform analytics on its own making the implementation of this new system critical as it influences high level decisions made about the business. Is it therefore prudent to investigate whether
the change is implemented accordingly and what challenges were encountered during this process.

In the final analysis, what is important to the firm is that e-commerce produces an acceptable return on investment. It is good business practice to forecast and monitor the resources (time, money, and other) devoted to implementing and conducting e-commerce and the benefits (increased sales and reduced costs) attributed to e-commerce strategies. If a business forecasts insufficient long-term return on investment, broadly defined to include financial and time commitments, then e-commerce as currently used is not a good fit for the company. In this situation, the business may elect to revise the scale and scope of its e-commerce program or it may decide to withdraw from e-commerce altogether (Barkley, Lamie, & Markley, 2007). Return on Investment, (ROI), is a measure of a company's ability to use its assets to generate additional value for shareholders (Reh, 2014). Unilever shareholders therefore seek to view the impact on the firms profit meter. There must be change management actions enforced thereafter that ensures the benefits of the change are realized and maintained. It is therefore essential to determine whether those actions are correctly implemented and assessed.

This project therefore investigates the change management process adopted by Unilever Kenya in the implementation of Leveredge and its likely impact on the organizational performance and thus there is therefore need to investigate the effect of change management in E-Commerce adoption within the marketing space to grow organizational performance.

1.3 Purpose of the Study
The purpose of this study is to investigate the effect of the change management process by Unilever Kenya, while adopting Leveredge, a new form of Electronic Commerce by the firm, together with its impact on ways of working.

1.4 Research Questions
1.4.1 What were Unilever Kenya’s change management actions in readiness for the Distributor system change?
1.4.2 How did Unilever handle the change process and what challenges were encountered?

1.4.3 What actions did Unilever take to manage the change transition from the Ultra to Leveredge and what were the effects thereafter?

1.5 Significance of the Study

1.5.1. Unilever shareholders

This determines the effect proper change management has on the share holder by analyzing its effect and result on the organizational performance, measured by profitability, is key to this group.

1.5.2. Unilever employees

This research will be used to determine the effect of proper change management on the efficiency and effectiveness on the firms operations that should eventually increase bottom line profitability of the firm. The firm’s performance improvement reflects positively on the employee’s performance chart thereby improving the opportunities available to them within the organization.

1.5.3. Distributors

This research also determines the effect on distributor sales and their ability to make profits in a cost effective way. We will investigate the effect proper change management has in the Leveredge implementation and how it will ensure a lasting improvement on the sales by distributors.

1.5.4 Consumers

This research also determines whether the change management actions ensure the efficiency and effectiveness of Leveredge while serving a customer, ensuring that
waiting time is greatly reduced. It is essential that the new system benefits are also realised by the end consumers as they are indeed key as in any business.

1.5.5. Other Users

The effect of change management on other users aside from those mentioned here should also be considered. We therefore investigate how accommodative the new system is to for instance maintenance personnel who from time to time will interact with the system and efficiency and effectiveness of the change management actions.

1.5.6 Researchers and Academicians

This project also provides a research area for researchers and academicians in this area of study of change management. The survey carried out will give rise to unexplored data that will serve as a learning point with the recommendations concluded. It also serves as a good learning point as we compare documented change models that will be used in comparison with Unilever’s actions toward implementation of this change.

1.6 Scope of the Study

This study has been limited within Nairobi as we shall analyse organizational performance of the pilot distributor to whom this project is tested. The current scope however presents a number of limitations such as those outlined below;

Conducting this study assumes that all factors to be considered within this region are applicable to all other regions. This is not necessarily the case as distributors in varied regions face various factors that affect their business.

Using change management case studies from India and Thailand could give a skewed outlook on the expected performance here in Kenya and more specifically, Nairobi. This is thus a limitation in that the results of an expected outcome could be misjudged affecting the implementation of the project.
1.7 Definition of Terms

1.7.1 E-Commerce

E-Commerce often is defined narrowly to refer to using the Internet to market and sell goods and services. E-Commerce is, however, much broader and includes "the electronic exchange of information, goods, services, and payments and … the creation and maintenance of web-based relations" (Fruhling & Digman, 2000). E-Commerce may be involved in the design, finance, production, marketing, inventory, distribution, and service aspects of a business' activities (OECD, 2001). As such, the use of e-commerce by a firm has the potential to both increase revenues from sales as well as significantly decrease costs through greater efficiencies of operation.

1.7.2 Change Management

The change process can be thought of a process which stops the current process, makes the necessary changes to the current process and the run the new process (Schaefer, 2008).

1.7.3 Leveredge

A perfect system distributor that ensures Unilever remains unbeatable in General Trade by increasing its efficiency in selling and simplifying execution in distributor operations (Unilever, 2013).

1.7.4 Organizational Performance

Organizational performance encompasses three specific areas of firm outcomes: (1) financial performance (profits, return on assets, return on investment, etc.); (2) market performance (sales, market share, etc.); and (3) shareholder return (total shareholder return, economic value added, etc.) (Richard, Devinney, Yip, & Johnson, 2005).
1.7.5 Marketing

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (American Marketing Association, 2013).

1.8 Chapter Summary

Chapter one gives an overview of the research phenomenon ‘The effect of proper change management in Electronic Commerce adoption to grow organizational performance’. It gives the background of this phenomenon that seeks to explain where the concept of technology and E-Commerce and its impact within an organization, with emphasis on Unilever Kenya. It also seeks to briefly define Ultra and Leveredge, both of which are distributor salesman systems, and their effect on the organization’s sales. Terms used in this proposal are also defined giving meaning to them and why they are used. The research questions to be answered by the proposal are also outlined together with the significance, scope and purpose of the study. Chapter one therefore serves as an introductory chapter in this proposal that seeks to evaluate the Leveredge project.

Chapter two reviews other scholarly work concerning change management and adoption of electronic commerce for organizational growth. Chapter three outlines the methodology used in conducting this research and tools to be used for data collection and analysis. Chapter four gives the findings upon analysis of each research objective. While chapter five summarizes and discusses the findings, gives a conclusion and provides recommendations on the study as well as for further studies.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this chapter, we review the studies covered by other scholars regarding the effect proper change management has on an organization that has adopted E-Commerce and the consequential organizational performance. It provides an analysis of the change management process as implemented by various organizations and its effect on a firm’s performance. Research has proven that not much has been unearthed within this sector. We will look at a number of factors that will help us understand the benefits of adopting proper change management processes according to scholars such as Kurt Lewin and John Kotter, who have developed “perfect” models said to manage change effectively and the long term effect on performance.

2.2 Stakeholder preparedness for change

This first stage of change involves preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating. Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results or worrying customer satisfaction surveys. These show that things have to change in a way that everyone can understand. To reiterate this and echo Mark Twain’s words, ‘It is not the progress I mind, but the change I don’t like’. It is therefore natural for people to be change resistant and this calls for a detailed plan to be developed on how to execute and manage the change and implement the change at hand.

Organizational change normally involves some threat, real or perceived, of personal loss for those involved. This threat may vary from job security to simply the disruption of an established routine. Furthermore, there may be tradeoffs between the long and short run. As an individual, I may clearly perceive that a particular proposed change is, in the long run, in my own best interests, and I may be very interested in seeing it happen, yet I may have short run concerns that lead me to oppose particular aspects of the change or even the entire change project. The rate of change is escalating in virtually all organizations (Lorenzi & Riley, 2004).
To prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storey’s; unless this is done, the whole building may risk collapse.

This first part of the change process is usually the most difficult and stressful. When you start cutting down the "way things are done", you put everyone and everything off balance. You may evoke strong reactions in people, and that's exactly what needs to done. By forcing the organization to re-examine its core, you effectively create a controlled crisis, which in turn can build a strong motivation that seeks out a new equilibrium. Without this motivation, you won't get the buy-in and participation necessary to effect any meaningful change (Manktelow, Anand, Michie, & Brodbeck, 2014).

Dr. Kotter has proven over his years of research that following ‘The 8-Step Process for Leading Change’ will help organizations succeed in an ever-changing world. Marrying Kotter’s change management system with Lewin’s would match Kotter’s first three steps to Lewin’s Unfreezing change management step. Kotter outlines that firstly, establishing a ‘Sense of Urgency’ that help others see the need for change will enable them to be convinced of the importance of acting immediately. A Guiding Coalition is then formed and this involves assembling a group with enough power to lead the change effort within the organization and encourage the group to work as a team. In many occasions, this is known as the Change Lead. The third step is for a Change Vision to be developed. This creates a vision that helps direct the change effort and develop strategies for achieving that vision (Kotter, 2012). Kotter stresses that there is a need to have these three specific steps prior to dealing with the change and defines them as crucial Pre-Change Management actions.

2.2.1 The ‘Perfect Change Management models’

Change is a common thread that runs through all businesses regardless of size, industry and age. Our world is changing fast and, as such, organizations must change quickly too (Manktelow, Anand, Michie, & Brodbeck, 2014). It is then safe to say that change is the only assured constant. Organizations that handle change well thrive, whilst those that do not may struggle to survive. The concept of "change management” is a familiar one in most businesses today. But, how businesses manage change (and how successful they are
at it) varies enormously depending on the nature of the business, the change and the people involved. And a key part of this depends on how far people within it understand the change process. Change Management is the process by which an organization gets to its future state, its vision. While traditional planning processes delineate the steps on the journey, change management attempt to facilitate that journey. Therefore, creating change starts with creating a vision for change and then empowering individuals to act as change agents to attain that vision. The empowered change management agents need plans that provide a total systems approach, are realistic, and are future oriented (Lorenzi & Riley, 2004). One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the 1950s, and still holds true today. His model is known as Unfreeze – Change – Refreeze, and refers to the three-stage process of change he describes (Manktelow, Anand, Michie, & Brodbeck, 2014).

To successfully react to windows of opportunity, regardless of the focus — innovation, growth, culture, cost structure, technology — a new methodology of change leadership is required. Thirty years of research by leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail. Why do they fail? Because organizations often do not take the holistic approach required to see the change through (Kotter, 2012).

An organization’s culture is more than just the sum of its parts; it is a unique sense of self, of what the organization embodies and where it is headed. Many people consider an introduction to an organization’s culture critical for employee retention; unless employees understand the culture and feel a part of the whole, they are more likely to remain disengaged and eventually leave. However, organizations must also be able to effect culture change; as the world around them changes, the company must adjust at some point. Cultural change has been addressed in great depth by Cummings & Worley, who have identified several steps that need to be taken when an organization needs to make an adjustment. In most cases, change will take place over time; it will not happen overnight (Gray, Timms, & Parker, 2012).

All three models – Kotter’s change model, model change of Lewin and positive role model - describe the phases through which the change occurs in organizations. All three approaches focus on the application of the knowledge of behavioral science, involve the members of the organization in the process of change, to varying degrees and
acknowledge that any interaction between the consultant and an organization is an intervention that might affect the organization. However, model change of Lewin differs from the other two in that it focuses on the overall process of planned change, rather than on specific organizational development activities. In Kotter’s and Lewin, both discusses about how difficult it is to get the people from the comfort zone for the change to happen. In both of the models they use different set of calculation to know whether there is any need of change to take place in the organization. In all three models it starts to identify the problem at the beginning and starts to rectify and implement the change. In Positive and Kotter’s model the vision for change is declared and works accordingly towards it and it can be done by allotting work to each employee (Kotter & Cohen, 2013).

2.2.2 Change Preparedness

Change management needs one to understand that there are various types of change that would eventually require varied levels of preparedness. By the time it was 1974, theories about change had long existed. However, Watzlawick et al (2001) found that most of the theories of change were philosophical and had been derived from mathematics and physics. They selected two theories from the field of mathematical logic on which to base their beliefs about change which were the theory of groups and the theory of logical types. Their goal of reviewing the theories of change was to explain the accelerated phenomenon of change that they were witnessing and concluded that the earlier theories explained first-order and second-order changes.

First-order change is a variation in the way processes and procedures have been done in a given system, leaving the system itself relatively unchanged. Some examples are creating new reports, creating new ways to collect the same data, and refining existing processes and procedures.

Second-order change occurs when the system itself is changed. This type of change usually occurs as the result of a strategic change or a major crisis such as a threat against system survival. Second-order change involves a redefinition or re-conceptualization of the business of the organization and the way it is to be conducted. In the medical area, changing from a paper medical record to an electronic medical record represents a
second-order change, just as automated teller machines redefined the way that many banking functions are conducted worldwide.

These two orders of change represent extremes. First order change involves doing better what we already do, while second-order change alters the core ways we conduct business or even the basic business itself (Watzlawick, Weakland, Fisch, & Erickson, 2001). Middle-order change is another level of change, as lying somewhere between the extremes of first and second order change. Middle-order change “represents a compromise; the magnitude of change is greater than first-order change, yet it neither affects the critical success factors nor is strategic in nature (Golembiewski RT, 1976).”

Kurt Lewin is credited with combining theories from psychology and sociology into the field theory in social psychology. Lewin focused on motivation and the motivational concepts that underlie an individual’s behavior. In the same way, gauging the change levels is essential as this advises the Guiding Coalition on how to exactly deal with it guaranteeing success in the end.

A case study that articulates the change process while transitioning from Face to Face to E-Learning outlines that, ‘The first step was to engage and gain the trust of individuals who had been the original pioneers of CAL. If this project was to succeed, instructor-facilitator and ‘learner’ trepidation was clearly a challenge needing to be addressed. These were individuals who were passionate about preserving the philosophy and purpose as originally spelled out in the CAL program documents of 10 years past. It was critical to recognize the concerns of these individuals and, at the same time, remain open to ‘new’ stakeholder needs, stakeholders who would come on board in support of this migration project. Balancing what appeared to be conflicting tensions was no easy task!’ (Kawalilak & Corbett, 2002). Stakeholders were therefore prepared for the coming change prior to its communication.

2.3 The Change Management process and challenges encountered

In this section, we will outline methods of dealing with change by various scholars and challenges encountered by different stakeholders, in this process. Change is essential for your growth and development as a person and a business leader. Without change, as the
old Texas adage goes, "If all you ever do is all you've ever done, then all you'll ever get is all you ever got." Your ability to maximize your performance and productivity depends on your ability to change in positive ways (Taylor, 2009). Organizations therefore need to take up changes from time to time to achieve different results and get ahead of competition by remaining unpredictable and to refresh their brands to arouse the consumers’ curiosity. This way, they remain relevant. These are however theoretical plans that when landed into the market, bring forth challenges that an organization must expect and manage in order to ensure a smooth change process and a successfully implemented project.

2.3.1 The ‘Perfect Change Management models’

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction. The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail. In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided (Manktelow, Anand, Michie, & Brodbeck, 2014).

Lewin defines this ‘Change stage’ as the second stage in his three tier change management process. He outlines that a people need to be unfrozen from their current ways of thinking and doing things to enforce the change in question. Two aspects he considers extremely important here are; time and communication. Time and communication are the two keys to success for the changes to occur. People need time to understand the changes and they also need to feel highly connected to the organization throughout the transition period. When you are managing change, this can require a great deal of time and effort and hands-on management is usually the best approach (Manktelow, Anand, Michie, & Brodbeck, 2014).

The audience to whom the change is impacting need to have a good grasp of the concept at hand and make sure it is well understood. In my view, it is therefore necessary to
carefully appoint a good communication lead with a sober understanding of the change. A communication lead would also ensure that all communication material is well disseminated for the various audience groups depending on the varied involvement they could have on the project.

Kotter (2007) on the other hand continues to outline specific steps to implement the change to the stakeholders. Communicating the Vision for Buy-in is key at this stage. This involves making sure, as many members of the organization as possible, understand and accept the vision and the strategy. This aligns all in working towards the same goal. The Change Lead then empowers a ‘Broad-based Action’ that solely removes the obstacles to the change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions. At this stage it is very crucial for the members of whom the change is being implemented, to remain positive toward the ultimate goal. Too many challenges at this point only discourage the members that are meant to drive the change, seriously jeopardizing its success. Generation of Short-term Wins intend to shout about the easy achievements and should be made visible to the whole organization. Following through with those achievements and recognize and reward employees who were involved also builds excitement around the change being implemented, that goes a long way in positively influencing the appointed change leads. Lastly, in change implementation, Never Letting Up is key! Use increased credibility to change systems, structures, and policies that don't fit the vision, also hire, promote, and develop employees who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents (Kotter, 2012).

Kotter emphasizes that motivation during the ‘Change stage’ is key to keep the agents and audience at large eager to embrace the change. This stage can be considered as the most difficult stage as it involves the audience group transitioning to a new way of doing things. As this takes a lot of time and effort, celebrating the short term wins encourages the team in knowing that the change impacts them positively as opposed to the reverse. At this point the change agents need to constantly cheer on the audience by publishing short term wins as well as communicating the long term benefits on email, conferences, via newsletters or by carrying out team building activities that will enhance teamwork and build cohesion. Lewin focused on motivation and the motivational concepts that underlie an individual’s behavior. Lewin believed that there is tension in a person whenever a psychological need or an intention exists, and the tension is released only when the need
or intention is fulfilled. The tension may be positive or negative. These positive and negative tension concepts were translated into a more refined understanding of conflict situations and, in turn, what Lewin called “force fields.” (Lorenzi & Riley, 2004). We again marry the ‘Kotter and Lewin Concepts’ as they seem to both agree in the motivational aspect in the ‘Change Stage’ due to expected challenges that come with change.

2.3.2 Change resistance

In every organization there’s always a certain group of employees, who will be resistant to change. Change is not always an easy thing to have or accept. According to (Mowatt, 2002), change always carries with it a high cost in terms of human resource, price of a company’s shares in the market dissatisfied customers and insecurity from key stakeholders. It also has the ability to bring about some discomfort and anxiety for the people whom the change is bound to affect. Due to this, employees may end up resisting the change being sought after by the change agents.

People tend to be comfortable or stick to what they know and what has always worked in the past (Mowatt, 2002). The idea of introducing a new way or strategy for achieving the desired goal brings about a lot of uncertainty and fear in employees.

There are a myriad of reasons why employees are likely to resist change. When employees are afraid of being retrenched and losing their status as well as favorable working conditions, they would then naturally resist any change that would result to this. It is important for them to be able to see the need for the change in order to plug-in. The change benefits must therefore be clearly communicated to them. Consultation of employees is also important as it enables them to own the change and actively participate in the process. If they feel that the change will result in more work and responsibility for them, without any extra benefits to them, they will then definitely reject any proposals to this effect. When they don’t like the approach or method that has been taken to introduce the change or don’t have a sense of respect for the change agent or the person/department introducing the change, this would also lead to change resistance. Lastly, employees could feel like the change will do more harm than good as it could possibly have negative publicity to their peers. All the above are varied reasons as to why organizations employees could resist the implementation of a specific change (Kirkpatrick, 1993).
The key to managing resistance and various types of reactions lies in how well the management (change agents) communicates the reasons and the need for change to their employees. They would need to be very convincing in how they sell the vision for the change to their employees. The other factor that would ensure success and less resistance would be proper planning especially with regards to the handling of human resource.

The way in which employees react to change varies from one person to another. D’Aprix argues that 55% of employees will be hopeful and energized by changes to an organization, 40% will be skeptical and fearful, 30% will be uncertain but open to change and 15% will be angry (D’Aprix, 1996). Conflict arises from resistance and it is likely to break the initial agenda to implement a specific project. Lewin indicated that there are three fundamental types of conflict such as; individuals stand midway between two positive goals of approximately equal strength. A classic metaphor is the donkey starving between two stacks of hay because of the inability to choose. In information technology, if there are two ‘‘good’’ systems to purchase or options to pursue, then we must be willing to choose. Two, individuals find themselves between two approximately equal negative goals. This certainly has been a conflict in many organizations that wish to purchase or build a health informatics system. A combination of the economics, the available technologies, the organizational issues, among other factors, may well mean that the organization’s informatics needs cannot be satisfied with any available products, whether purchased or developed in-house. Thus, the decision makers must make a choice of an information system that they know will not completely meet their needs. Their choice will probably be the lesser of two evils. Lastly, individuals are exposed to opposing positive and negative forces. This conflict is very common in health care organizations today, especially regarding health informatics. This conflict usually occurs between the system users and the information technology or financial people (Lorenzi & Riley, 2004). It’s therefore prudent to establish the kind of conflict one is facing in order to address the situation.

From the E-Learning transition case study earlier mentioned, the authors outline that communications management is critical and individuals who can (potentially) impact the success or demise of a project are often those who have been intimately involved in its design and development in the earlier stages. We cannot overstate the significance of gaining the trust and the ‘buy-in’ of individuals who have developed and nurtured a
project from the grassroots to its present. To gain trust and ‘buy-in’, we invited key individuals to dialogue in a larger group forum, provided up-to-date communication on the history and purpose of this initiative, worked closely with those instructors who remained open to this change, engaged these individuals in the day-to-day communications and decision making process, solicited diverse opinions and perspectives, respected that perceived ‘losses’ of the ‘old’ deserved grieving space, before space could be created for the new’ and searched for all the documents that provided information on the development of CAL (Kawalilik & Corbett, 2002).

2.4 Change transition management and effects thereafter

This section provides an analysis of the after change management actions taken up after implementation of change by various organizations. It also provides best practices by other organizations that have taken up projects that have required change management processes before and after the change implementation.

2.4.1 The ‘Perfect Change Management models’

When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working. The rationale for creating a new sense of stability in our every changing world is often questioned. Even though change is a constant in many organizations, this refreezing stage is still important. Without it, employees get caught in a transition trap where they aren't sure how things should be done, so nothing ever gets done to full capacity. In the absence of a new frozen state, it is very difficult to tackle the next change initiative effectively. How do you go about convincing people that something needs changing if you haven't allowed the most recent changes to sink in? Change will be perceived as change for change's sake, and the motivation required to implement new changes simply won't be there. As part of the Refreezing process, make sure that you celebrate the success of the change – this helps people to find closure, thanks them for enduring a painful time, and helps them believe
that future change will be successful (Manktelow, Anand, Michie, & Brodbeck, 2014). This implementation therefore needs time to implement, its duration subject to the project at hand. It ensures long term results as it gives the audience time to appreciate and celebrate the achievements thus far despite the teething issues to be experienced at this point.

New practices must grow deep roots in order to remain firmly planted in the culture. Culture is composed of norms of behavior and shared values. These social forces are incredibly strong. Every individual that joins an organization is indoctrinated into its culture, generally without even realizing it. Its inertia is maintained by the collective group of employees over years and years. Changes – whether consistent or inconsistent with the old culture – are difficult to ingrain (Kotter, 2012). It is right to say that a culture takes years to develop and so the new way of working needs to become a habit at first. This is why cultural change comes in Step 8, (the last step), not Step 1. Some general rules about cultural change are such as it comes last and not first, one must be able to prove that the new way is superior to the old, the success must be visible and well communicated, one will lose some people in the process, one must reinforce new norms and values with incentives and rewards – including promotions and it is advisable to reinforce the culture with every new employee. Tradition is a powerful force. We keep change in place by creating a new, supportive and sufficiently strong organizational culture. A Guiding Coalition alone cannot root change in place no matter how strong they are. It takes the majority of the organization truly embracing the new culture for there to be any chance of success in the long term (Kotter, 2012).

Lewin’s and Kotter’s change management theories are also seen to be aligned at this point. At the point of ‘Unfreezing’, Kotter outlines that it is at this stage that one should build on the gains obtained this far and institutionalize the change. The more this is done the more the audience embraces it as a culture.

2.4.2 Change effects on Organizational Performance

Thirty years of research by leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail. Why do they fail? Because organizations often do not take the holistic approach required to see the change through. However, by following the 8-Step Process outlined by Dr. Kotter, organizations can avoid failure and become adept at change. By improving their ability to change, organizations can increase
their chances of success, both today and in the future. Without this ability to adapt continuously, organizations cannot thrive. Dr. Kotter has proven over his years of research that following ‘The 8-Step Process for Leading Change’ will help organizations succeed in an ever-changing world. (Kotter, 2012).

Kotter provided the Change Manual that most, if not all organizations should follow today. It gives a holistic approach as to how to manage change for the organizational benefit. Carl is an owner of a local carwash that has struggled to maintain a steady flow of customers in the past months. The reasons for this change range from a poor economy to the recent building of two franchise carwash locations within ten miles of Carl's carwash. Carl knows that if he does not do something quick to change the current status of his carwash, he will soon be out of business.

After much deliberation and brainstorming, Carl has decided to introduce an interior shampooing service to the menu of services the carwash offers. The goal is to generate additional revenue and maintain a competitive advantage over other carwashes in the area. Carl used John Kotter's eight-step change model to introduce a new interior shampooing service at his carwash. Each step of the Kotter model was discussed using Carl's carwash as the contextual example for making lasting change at the carwash. However, Kotter's model can be universally applied in a variety of change situations to promote the successful implementation of change in any organization (Cather, 2014).

All change involves loss. In many cases, change requires at the minimum that individuals give up familiar routines. In some cases, the loss is substantial, affecting position, power, networks of friends and colleagues, and such. In all these situations, rituals of transition can be crucial in assisting people to grieve and let go of the old and move on to the new. The strategies for overcoming the barriers to change are quite diverse and touch on every aspect of the organization. No organization can begin using all the strategies at the same time or even in a short period of time. A better approach is to focus on one or two until they become part of the normal way of operating, i.e., until they become engrained in people’s habits. Only then is it time to introduce another strategy. In this way, over time, the organization gradually improves its abilities to learn rapidly, to adapt to new conditions, and to embrace change (Lorenzi & Riley, 2004).
For the E-Learning transition case study, we continue to learn many lessons; the learning curve in communications management is steep indeed! Although we have always been committed to recognizing the critical importance of the ‘human factor’, the following lessons serve to be a strong reminder that there is always much to strengthen and improve upon such as although the commitment to free flowing communication, with and amongst stakeholders, provided a strong forum for expression of concerns, it did not dispel the concerns of some who had been the early pioneers in the development of CAL. Also, to move a F2F program to the e-Learning environment, in our experience, is not as difficult as is the challenge of preserving the integrity and culture of the program that is being transitioned. With this in mind, we need to revisit original plans to migrate a program to ensure that the decision to transition the program remains in the best interests of the program and the stakeholders. Again, although imposed time-lines are not always sensitive to this, change takes place one step at a time. To rush transition could jeopardize a project that otherwise, may have survived if a reasonable time-frame was available and a solid infrastructure is needed to successfully support and resource a migration project such as this (Kawalilak & Corbett, 2002). Proper handling of the effects of change management determines the future of the project and ultimately its success.

At present, most of the CAL courses have been transitioned to the e-Learning environment. Core courses, however, those that all participants are required to take (in addition to the optional courses that they select), continue to be offered in both formats, F2F and via the e-Learning medium. Some stakeholders have identified the need to have core courses made available in both platforms; we continue to respect this need. This allows for participants to complete all courses entirely from a distance, F2F or in a fashion that provides access to both mediums. We believe that this honors the integrity and culture of CAL. We encourage organizations and project managers to recognize that, although management tools and strategies greatly increase the chances of project success, the ability to recognize the importance of a well developed communications plan and to implement this plan with insight, authenticity and integrity, is paramount (Kawalilak & Corbett, 2002).
2.5 Chapter Summary

It is essential to work hard to change an organization successfully. Proper planning to build the proper foundation, implementing change can be much easier, improves the chances of success. Impatience and over expectations of unrealistic results too soon, is likely to lead to failure. The three phases of Lewin for the management of change, organizational development theory and macro change theories are useful for managers to understand the dynamics of change. It is also important for managers to know how to overcome resistance to change, including education and communication, involvement and participation, negotiation and agreement, manipulation and co-option and use of stress (Kotter & Cohen, 2013). This chapter has therefore outlined the various scholarly opinions which will be used later on in our study, in comparison to our findings. Chapter three outlines the methodology used in carrying out the Research, clearly giving the designs and techniques to be used to bring out the results obtained.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
In this chapter, we outline methods used to collect, analyze, interpret and present the research findings that go to explain the effect proper change management has on an organization's performance. Data was collected from various sources related to the subject matter, analyzed using statistical tools, interpreted and presented into meaningful information that was used to draw a conclusion. Research methodology is therefore the engine of the project as it describes the way in which to generate results that answer the research questions, earlier outlined.

3.2 Research Design
Research design can be thought of as the structure of research -- it is the "glue" that holds all of the elements in a research project together. We often describe a design using a concise notation that enables us to summarize a complex design structure efficiently (Trochim, 2006). Its purpose is to collect, verify, synthesize evidence to establish facts that defend or refute the hypothesis in question. It also refers to a plan, structure and strategy of research.

This research is categorized into two distinct types: Qualitative and Quantitative Research. Qualitative Research, in its definition, tends to concentrates on words and observations to express reality and attempts to describe people in natural situations. In contrast, the quantitative approach grows out of a strong academic tradition that places considerable trust in numbers that represent opinions or concepts (Amaratunga, Baldry, Sarshar, & Newton, 2002). In other words, qualitative design is exploratory in that it asks a broad range of questions versus structured questions. In this research, the qualitative approach was used to answer the theoretical aspect, which is give individuals' opinion on the change management process taken and their view on the effect it had in the implementation of Leveredge. The quantitative bit, on the other hand, addresses the respondents' view and measures their opinion numerically. This quantifies the results whereby conclusions are then be drawn on the effect change management has on an organization's performance. We therefore use the term mixed methodology to refer to all
procedures collecting and analyzing both quantitative and qualitative data in the context of a single study (Tashakkori & Teddie, 2003).

With reference to this research, the data collected, analyzed and interpreted will be defined both theoretically and in numeric form to determine the change impact expected. We used questionnaires, with both structured and semi-structured questions, as well as interview questions that gave a more qualitative front, to depict this relationship between change management and a firm’s excellent performance. The use of survey or descriptive research design as well as inferential statistics will uncover the efficiency and effectiveness of change management processes facilitates effectiveness and efficiency. This is because the purpose of this study was to describe the current situation on the ground, by use of questionnaires, on the execution of the change management processes employed.

3.3 Population and Sampling Design

3.3.1 Population

A “population” consists of all the subjects you want to study. It comprises all the possible cases (persons, objects, events) that constitute a known whole. Since it is usually not possible to reach all the members of a target population, one must identify that portion of the population which is accessible. The nature of the accessible population depends on the time and resources of the researcher (Yount, 2006). A census was then conducted on a population of 32 respondents, in this research. This is because it was based on the Leveredge pilot program. These respondents were both the target population as well as the accessible population as they had similar characteristics that bound them.

The target and accessible population, in this case, included all Unilever employees involved with the Leveredge project, the Pilot Distributor together with the rest of his team that consists of Sales men and other in office personnel. The proximity of the distributor premises qualifies all within the accessible population as the pilot program was undertaken within Nairobi. It was therefore possible to obtain feedback from all who participated.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A simple definition of a sampling frame is the set of source materials from which the sample is selected. The definition also encompasses the purpose of sampling frames, which is to provide a means for choosing the particular members of the target population that are to be interviewed in the survey (Turner, 2003).

For the quantitative research, the sampling frame is the Unilever team, consultants and Distributor team on the ground, as the census sampling technique was used to collect information from the respondents.

As for the qualitative research, key informants were selected from the sampling frame to give the more information on the change management process executed and their bias towards it. Therefore this sample frame only consisted of a representative from Unilever, a key change agent, and the Distributor himself.

3.3.2.2 Sampling Technique

If a sample is to be used, by whatever method it is chosen, it is important that the individuals chosen are representative of the whole population. Choosing of this sample must be done using a certain technique depending on the qualities one intends to capture (Barratt, 2009). It therefore refers to the method in which a researcher has chosen to select the samples to be used. Sampling techniques are generally categorized as Probability and Non-probability sampling designs. Probability sampling is chosen based on known probabilities where the researcher chooses the samples at random. Non-probability sampling on the other hand, is based on unknown probabilities and the sample selection is not based on random methods.

This project is based on a pilot exercise; therefore, the numbers that constitute the population can only be considered as a whole rather than be sampled. For the quantitative research, a census was conducted and resulted to the inclusion of the total population within the sample. The data by the respondents was captured by use of questionnaires. Taking into account that this is a form of non-probability sampling, views by all respondents were taken into consideration and recorded for analysis. All respondents were issued questionnaires to fill and a likert scale provided to give their ratings based on
their conclusions. They also answered semi-structured questions within the same document that were later analyzed to give the respondents’ view in specific areas of this study. This was so as to effectively analyze the population’s opinion on the effect of change on the organizational performance and gather recommendations on areas of improvement during the Roll-out phase.

The qualitative bit in this study had face to face interviews conducted to key informants identified, two out of all respondents within the population, from both the Unilever and Distributor teams.

3.3.2.3 Sample Size

Sampling is the process of selecting a group of subjects for a study in such a way that the individuals represent the larger group from which they were selected. This representative portion of a population is called a sample (Yount, 2006).

This study uses a census as the entire population was used to collect the quantitative information. This research therefore had a sample size that consisted of the Unilever, Consultants and Distributor teams, with reference to the quantitative data. As for the qualitative data, the sample size of two was taken into consideration as only the projects key informants were selected.

The table below shows the sampling frame to be used.

<table>
<thead>
<tr>
<th>SAMPLE FRAME</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unilever employees</td>
<td>8</td>
</tr>
<tr>
<td>Servetech Consultants</td>
<td>8</td>
</tr>
<tr>
<td>Cab Gemini Consultants</td>
<td>4</td>
</tr>
<tr>
<td>Distributor team</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Data collection is the technique in which a researcher gathers information to be used for a study. Information can either be primary or secondary and both have specific ways of collection. In this proposal, we considered primary data collection methods for both the qualitative and quantitative pieces of information.
For the quantitative research, Questionnaires were used to obtain data from the sample frame i.e. the Leveredge project participants. These questionnaires had both structured and semi-structured questions. The structured questions were later analyzed using SPSS as the data analysis tool. As for the qualitative research, interviews were conducted, recorded and later transcribed by the interviewer. Both the semi-structured questions and interviews were later analyzed using content analysis. These provided the research project with sufficient information required to determine the effect of proper change management on organizational performance.

3.5 Research Procedures
This refers to the procedure used to conduct the research project. It describes the sequential steps that must be undertaken by a researcher in carrying out a research project to answer a specific phenomenon or question (Fraenkel & Wallen, 2003).

To investigate the effect of proper change management on an organization's performance, a study was conducted, findings analyzed and conclusions drawn from which recommendations were made on the current study as well as further studies to be conducted.

Data collection was in the form of structured and semi-structured questionnaires, for the quantitative data. Interviews were also conducted and findings transcribed and analyzed to give an analysis of the qualitative data collected. This step was to get the respondents' views on varied matters regarding the project and this was deemed as necessary as it formed the basis of the research.

Data analysis for both the quantitative and qualitative bits of this study was completed, giving results of the questions earlier posed to the respondents. Data analysis, in this case, use of descriptive statistics and frequency distributions gives the evaluations that were later used to draw conclusions from.

Findings were then documented for each question as well as the research questions earlier outlined that would give the outcome of this research. These findings are the results of the study and were represented by use of charts and tables. This was necessary in that it aided in drawing conclusions and recommendations.

Discussions, conclusions and recommendations for this study and further studies were later documented after the findings were analyzed. They represent the authors' views
based on the literature review and findings obtained. This procedure gives a detailed analysis of the respondent’s views and later gives suggestions on how best to execute the Roll-Out phase. This study, despite being a pilot program, clearly gives its findings with respect to proper change management and its effect on organizational performance.

3.6 Data Analysis Methods
Analyzing information involves examining it in ways that reveal the relationships, patterns, trends, etc. that can be found within it. That may mean subjecting it to statistical operations that can tell you not only what kinds of relationships seem to exist among variables, but also to what level you can trust the answers you’re getting (Milstein & Wetterhall, 2013).

Quantitative data is usually subjected to statistical procedures such as calculating the mean or average number of times an event or behavior occurs (per day, month, year). These operations, because numbers are “hard” data and not interpretation, can give definitive, or nearly definitive, answers to different questions. Quantitative analysis is considered to be objective – without any human bias attached to it – because it depends on the comparison of numbers according to mathematical computations. Analysis of qualitative data is generally accomplished by methods more subjective – dependent on people’s opinions, knowledge, assumptions, and inferences (and therefore biases) – than that of quantitative data. The identification of patterns, the interpretation of people’s statements or other communication, the spotting of trends – all of these can be influenced by the way the researcher sees the world (Milstein & Wetterhall, 2013).

In this research, descriptive statistics and frequency distribution methods were used by considering the mean, mode, median and other descriptive tools as well as charts such as bar graphs to represent the data for the analysis of the quantitative data. Content analysis was also used for the qualitative data since information will be collected from both of these categories to answer the research questions at hand. SPSS was the data analysis tool used to give these findings.
3.7 Chapter Summary

Chapter three gives a description of the methodology used to analyse the data collected that was later used to determine the effect of proper change management on organizational performance. It outlines the ways in which the data will be collected, analyzed, interpreted and presented in order to draw conclusions on the effect of proper change management on organizational performance.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter gives the findings after analyzing the data collected, its respondents and the interpretation of the analysis carried out. After administering a total of 32 questionnaires, we record approximately 99% response rating, to determine whether proper change management and organizational performance are dependent of each other. Only one respondent was unavailable to her views on the change management actions pertaining to this study. All questionnaires received were usable for this research more so because they were administered to respondents directly as the small sample size and proximity made this possible to do. We therefore compare our findings with theories by scholars such as; Kurt Lewin and John Kotter, who have documented the ‘perfect change models’, as earlier mentioned.

4.2 Gender

The sample size comprised of both male and female respondents whereby of the respondents, 44% male and 56% females. This is however not taken to have any effect on the change management process.

![GENDER REPRESENTATION](image)

**Figure 1: Gender representation of the respondents**
4.3 Stakeholder preparedness Change Management Actions

As shown below, all the respondents felt well prepared for the change of system from Ultra to Leveredge. The representation below depicts a consolidation of all questions asked to the respondents in regard to their satisfaction of the change preparation process.

![Stakeholder Preparedness](image)

**Figure 2: Pre-Change Management Actions**

With the mean of this distribution as 4.0 that represents ‘agree’, most agreed to have been well prepared for this change. According to Kurt Lewin, the ‘Unfreeze’ stage of change is critical as the respondents need to let go of the ‘old way of doing things’ and embrace the new. This study has gone ahead to show this in practice, as above.

4.3.1 **Confidence that the Organizational structure is aligned to the new Leverage processes?**

This should encompass total organization to be prepared for the change.

According to the study, 94% of all respondents agree that Unilever, as an organization, is fully aligned with the change, with only 6% of total population disagreeing to this.
4.3.2 Confidence that jobs and roles are considered and aligned to the new processes to support the new Leveredge solution?

56% of the respondents agree that Leveredge is well aligned into their existing jobs whereas 38% disagree. The organization intends to source for new resources for the Leveredge operations, in regard to the back-end operations, whereas the Distributor team will be fully integrated as this system change will mostly be used at this point.

The role alignment ratio can therefore be explained as to have been agreed by the distributor team as they will fully interact with Leveredge at the front-end.
4.3.3 Management understands the Organization and process change implications of the Leveredge Programme?

Over 80% of respondents strongly agreed or agreed to Management understanding the expected change that came with Leveredge. According to the Change Management scholars, Management buy-in is essential as it provides leadership to the rest of the organization, in this change.

![Management understanding the Expected Change](image)

**Figure 5: Management understanding the Expected Change**

4.3.4 Management actively demonstrates support and commitment for the change process?

About 78% of respondents strongly agreed or agreed that Management showed full support and commitment to the project. Kurt Lewin and John Kotter state that this is key in that it motivates the employees, in turn facilitating full acceptance by all teams.
4.3.5 Understanding the business reasons for undertaking the Leveredge Programme?

About 100% of respondents agree to their understanding of the business reasons to take up Leveredge. This in turn communicates that communication done to the audience on the benefits and solution at large was well understood by almost all. John Kotter also agree to this preparation as key as it helps the audience understand as to why they are effecting the change.
4.3.6 Management informs me about the Leveredge program and how it will affect my daily job?

Over 84% of the respondents agree to have been informed on how Leveredge will affect their daily jobs. John Kotter and Kurt Lewin articulate that communication is essential in preparing the stakeholders to whom the change will affect and should therefore be thoroughly done.

![Management Communication to Employees](image)

**Figure 8: Management Communication to employees**

4.3.7 Management serves as effective role models for desired behaviors for the change process?

Over 70% of respondents tended to feel that Management has taken leadership in the desired behaviors for the change process. In comparison with the scholarly writings by Lewin and Kotter, management needs to own the change before the audience does. By this they must therefore be the primary change champions for the rest to follow suit.
4.3.8 Employee preparedness for the expected change was done effectively?

The result of the employee preparedness was unexpectedly not applicable to most respondents despite having communicated to and clear support by Management. The findings of this question probably show that the respondents understanding were not as expected as the result should have automatically agreed with the previous findings.
Figure 10: Employee Preparedness

From the findings, we find that 54% of the employees did not feel preparation for the Leveredge change was applicable to them. This being an unexpected response, based on prior questions asked to the respondents, analysis of the semi-structured questions was also considered to further investigate the reason why. It was found that most respondents within the guiding coalition felt they were not adequately prepared to drive the change, more so in the data category. ‘Early preparation in Master Data Management’ is one such comment that was documented. Questionnaires from the consultant group also contained feedback on the guiding coalition preparation concerns. Their feeling was that the team was not properly prepared and more time should have been allocated for testing in order to anticipate critical issues that could arise after Go-Live.

The employee preparedness was good and executed well (Gaitho, 2014), the pilot program Distributor said at an interview. This shows that the external people, to whom the change was to be carried out, felt the guiding coalition was well prepared. The overall findings can therefore be summarized as emphasis was put on preparedness of the external respondents as opposed to the change agents or Guiding Coalition. We however realize that it is critical to prepare the Guiding Coalition as these are the agents to communicate the change to the audience.

4.4 The Change Management Process and Challenges encountered?

The general feeling by the respondents was that above a mean of 4.0 which was to fully agree that the change was managed effectively. Again, this goes to compare theories by various scholars and the execution of the change management process, assessing the challenges that were encountered as a result.
4.4.1 Understanding the business reasons for undertaking the Leveredge Programme?

During the change implementation, all respondents agreed to understand that Leveredge was to be a more efficient and effective Distributor Management System and that it made sense for the business to take it up for implementation. From the survey, only one respondent felt that this question was not applicable otherwise; all others agreed to understand the business reasons.
4.4.2 Leveredge benefiting the Organizations daily work processes and efficiency?

50% strongly agreed and 50% also agreed to realize the change benefits that Leveredge would bring to their daily work. 100% of all respondents therefore agreed to understanding and believing that the new Distributor Management System would benefit their day-to-day work, emphasizing that it was essential for the business to take up the Leveredge solution. Kurt Lewin and John Kotter articulate that in order for the change to be effected successfully, it is important that the audience realize the benefits for the change.

Figure 13: Change Benefits in Daily work
4.4.3 Understanding key change implications that Leveredge will bring?

All respondents either agreed or strongly agreed that Leveredge would bring key change implications to their daily job. This depicted the understanding of the audience group on the implications Leveredge would bring to the business.

Figure 14: Key Change effects on Daily Job

4.4.4 General excitement about the changes coming with the Leveredge system?

Figure 15: General Excitement on changes

About one or two of the respondents disagreed to be excited about the expected changes. A good response rating on the change excitement given that most people are opposed to change by nature.
4.4.5 As a manager I feel equipped to lead my team through the change journey?

As earlier seen, the Guiding Coalition did not feel fully equipped in leading the change in the audience. The Distributor team however seemed to counter this feeling as more than 50% showed their confidence in leading the change.

![Graph showing confidence to lead the change](https://via.placeholder.com/150)

**Figure 16: Confidence to Lead the Change**

4.4.6 The Leveredge Programme Management has been effective in managing the change to meet the project objectives?

94% of the total team felt the change was well managed to effectively meet the project objectives. As Kotter earlier outlined, this is essential to ensure a successful implementation.

![Graph showing effective change management](https://via.placeholder.com/150)

**Figure 17: Effective Change Management by the team**
4.4.7 Sufficient level of coordination between the project team and Management?

Over 80% of all respondents agreed to be coordinated with the Management team and that they were well supported by the leadership, an essential ingredient for success of the project.

Figure 18: Coordination Levels

4.4.8 Sufficient resources to meet the Go-live date?

88% believed that they had sufficient resources whereas 19% did not. These were responses mostly by the Guiding Coalition who felt they weren’t adequately prepared to communicate and disseminate the change to the audience.

Figure 19: Resource sufficiency
4.4.9 Clear and timely communication of the Leveredge benefits?

This is a half-and-half situation on this communication with most responding that this was not applicable to them since they were the change agents meant to communicate the Leveredge benefits to the audience groups.

![Timely Communication of benefits](image)

**Figure 20: Timely Communication of Benefits**

4.4.10 Effective and efficient training, fully equipped all with the information needed?

Again, the Guiding Coalition also felt that this applied more to the recipients of the change of which some disagreed on the efficiency and effectiveness of the training.

![Effective & Efficient Training](image)

**Figure 21: Effective & Efficient Training**
Generally, I am excited about the changes coming with the leveredge system. Communications have been helpful in building my general understanding of the leveredge program. The training was effective and efficient, leaving me fully equipped with the information I needed.

<table>
<thead>
<tr>
<th>CORRELATIONS BETWEEN COMMUNICATION AND TRAINING AND EXCITEMENT BUILT AROUND LEVEREDGE</th>
<th>Pearson Correlation</th>
<th>Communications have been helpful in building my general understanding of the leveredge program</th>
<th>The training was effective and efficient, leaving me fully equipped with the information I needed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally, I am excited about the changes coming with the leveredge system</td>
<td>1</td>
<td>.194</td>
<td>.381(*)</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.144</td>
<td>.016</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Communications have been helpful in building my general understanding of the leveredge program</td>
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<td>1</td>
<td>.131</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.144</td>
<td>.238</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
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<td>The training was effective and efficient, leaving me fully equipped with the information I needed.</td>
<td>.381(*)</td>
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<td>1</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>

**Figure 22: Correlations between Communication and Training and General Leveredge Excitement**

As shown above, the size of population and sample considered (N) was of 30 respondents. Communication and training of the change agents as well as total audience resulted to create a general excitement around Leveredge. Training however has a greater effect on the excitement as compared to communication. This is possibly due to the confidence the audience gain in fully understanding after a training session.
In summary, due to the results shown above, most external based respondents felt the change was properly managed and handled by the change team. Training was however not very well executed as very few trainees agreed to this. The structured questionnaire showed that 53% felt that the question was not applicable to them. This must have been findings from the change team who were executing the training.

The semi-structured questions however brought attention to the fact that more training materials should have been availed to the team. Some suggestions by the respondents were such as; online training materials, videos demonstrations, hands-on training with the mobility devices, better training ground such as hotels as this would incentivize the trainees and more one-to-one training sessions at the distributor point. The latter was especially for those who will be working closely with the distributor. This they believed would have helped the team better understands the Leveredge technicalities.

The training was very effective but during Roll-Out, timing should be observed better (Gaitho, 2014), the pilot program distributor. He tended to feel that the training was indeed done well but the timings employed to train his team really forced them to work late hours which in turn could have had an effect on their productivity the following day. A situation he advised should be handled differently during Roll-Out to the other distributors.

4.5 Change transition Management and its effects thereafter?

4.5.1 The Change Transition Management?

Averagely, a smooth change transition resulted to having a mean of 3.6. This is to mean that respondents felt that the transition into to the new Leveredge system was well done but there was room for improvement.
4.5.2 The change team handled and assessed the change impact timely and effectively?

Most of the Guiding Coalition respondents felt that this wasn’t applicable to them and this. External respondents such as the Distributor team however agreed to the change impact being handled and assessed in a timely and effective manner.

Figure 23: Management of Change

Figure 24: Timely & effective Change Management Assessment
4.5.3 Leveredge benefits are clearly on track as communicated?

Tracking of the Leveredge benefits earlier communicated was immediate. Respondents experienced them as soon as the implementation was done and completed.

![Benefits Tracking](image)

**Figure 25: Benefits Tracking**

4.5.4 Management actively supported the change process involved in implementing Leveredge?

The Guiding Coalition did not seem to relate to this question but other respondents felt that Management had supported them.

![Management Support of the Change process](image)

**Figure 26: Management Support of the Change Process**

49
4.5.5 Contributions to the Leveredge programme's change effort are recognized and appreciated?

72% agreed to this whereas 14% did not. This could probably be due to the fact that Management felt the Guiding Coalition should be rewarded after a successful Roll-Out which according to Kurt Lewin and John Kotter, celebrating short term wins motivates the entire team. Give aways were only available for the audience.

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**Figure 27: Change Effort recognition and appreciation**

<table>
<thead>
<tr>
<th>Correlations between Benefits communicated and Tracking after Change Implementation</th>
<th>Leveredge benefits are clearly on track as communicated</th>
<th>Leveredge benefits clearly communicated to me and on time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveredge benefits are clearly on track as communicated</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>30</td>
</tr>
<tr>
<td>Leveredge benefits were clearly communicated to me and on time</td>
<td>Pearson Correlation</td>
<td>.892(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>30</td>
</tr>
</tbody>
</table>

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**Figure 28: Correlation between Benefit Communication and Tracking**
From above, it is clear that communication of the benefits to the audience before hand for their appreciation and better embrace of the change is directly correlated to the benefits materializing after the change. It results to positive effects of the change thereafter.

My rating for the project in general would be say 70%. There was significant improvement from the previous implementation of the current system to this Leveredge transition. Very many mistakes were corrected as now issues are captured as soon as possible and responses provided in good time. My thought is that Leveredge was fairly done. I however feel that the current test environment that should have captured critical issues did not quite do that as after Go-Live, we experienced issues around critical areas of business that could have been avoided had we tested for just a bit longer (Gaitho, 2014), the pilot program Distributor.

The project was satisfactorily done. The business resources should however show more support during Roll-Out as this will require more availability. A probable consideration would be fully dedicated employees, to this project as I understand that the normal job requirements still stand even in this time of Leveredge execution to total country (Onyango, 2014), key Leveredge change agent. There were therefore challenges of availability of business resources as well as the testing done of critical features within the system.

4.6 Chapter Summary
This chapter clearly gives the findings after data was collected and analyzed. There were questionnaires issued to the respondents with both structured and semi-structured questions therein as well as two interviews conducted by myself to a Unilever employee and the distributor. Their findings have been documented under the respective research questions being analyzed. Chapter five will then give the summary, conclusion, discussion and findings of the study, clearly articulating the recommendations for each research question and for further study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The purpose of this chapter is to summarize the study that was conducted. It also reviews the purpose of the study, re-states the Research questions, the methodology used and gives a summary of the study results, conclusions and discussions. Recommendations for further research and possible studies conclude this chapter.

5.2 Summary
The scholars, Lewin and Kotter (2012), agree that change must be managed. In the same way, to ensure success of the project, Unilever chose to employ the same rationale in the Leveredge implementation.

The purpose of this study is to investigate the effect of the change management process, by Unilever Kenya, while adopting the Leveredge system, and the impact on the ways of working.

The research questions were firstly, what were Unilever’s stakeholder preparedness change management actions? Secondly, How did Unilever handle the change management process and what challenges were encountered? Thirdly, what actions did Unilever take up to manage the change transition and what were the effects thereafter?

The Research Methodology used was categorized into two distinct types: Qualitative and Quantitative Research. With reference to this research, the data collected, analyzed and interpreted was defined both theoretically and in numeric form to determine the change impact expected. Both structured and semi-structured questionnaires were used, as well as interview questions that gave a more qualitative front, to depict this relationship between change management and Unilever’s performance. Use of the descriptive form of research design, to give a survey whether proper change management processes facilitates effectiveness and efficiency within an organization, was also considered.

In the data analysis, descriptive statistics and frequency distributions were used to analyze the quantitative data whereas content analysis was used for the qualitative data analysis. SPSS was the data analysis tool used in order to interpret the findings.
For the quantitative information, the mean, median, mode and other data analysis techniques were used in order to know the respondents opinion on the change management actions taken as well as the effect it has on the overall organizational performance. As for the qualitative information, content analysis was used to draw the findings articulated by the respondents.

The general findings are that the change management execution by Unilever Kenya, with reference to the Leveredge implementation, was above average. The mean was found to be 4.0 that translated to most respondents being happy with its execution. External parties also felt that the preparedness to adopt the change had been well done. However, the guiding coalition i.e. the change team did not feel well prepared for the task they had to take up.

The change execution in itself was also well executed as the critical challenges faced were very minimal and more importantly did not affect the Go-Live or implementation of this project. Granted that a project cannot lack shortcomings, this pilot exercise enabled the team to gear up for the upcoming Roll-Out.

Post-Go Live was also well done by the team. Proper support was provided and responses given in record. Testing should have however been given more attention as some of the critical issues could have been captured then such as matters of Master Data, as raised by the distributor.

5.3 Discussion

5.3.1 Findings on the Stakeholder preparedness

With the mean of this distribution as 4.0 that represents ‘agree’, it can be noted that most agreed to have been well prepared for this change. According to Kurt Lewin, the ‘Unfreeze’ stage of change is critical as the respondents need to let go of the ‘old way of doing things’ and embrace the new. 56% of the respondents agree that Leveredge is well aligned into their existing jobs whereas 38% disagree. The organization intends to source for new resources for the Leveredge operations, in regard to the back-end operations, whereas the Distributor team will be fully integrated as this system change will mostly be used at this point.
Kotter outlines that firstly, establishing a ‘Sense of Urgency’ that help others see the need for change will enable them to be convinced of the importance of acting immediately. A Guiding Coalition is then formed and this involves assembling a group with enough power to lead the change effort within the organization and encourage the group to work as a team. In most circumstances, this is known as the Change Lead. The third step is for a Change Vision to be developed. This creates a vision that helps direct the change effort and develop strategies for achieving that vision (Kotter, 2012). Kotter stresses that there is a need to have these three specific steps prior to dealing with the change and defines them as crucial Pre-Change Management actions.

Within the semi-structured questions included by the respondents, our findings were that most within the guiding coalition felt they were not adequately prepared to drive the change, more so in the data category. ‘Early preparation in Master Data Management’ is one such comment that was documented. Questionnaires from the consultant group also contained feedback on the guiding coalition preparation concerns. Their feeling was that the team was not properly prepared and more time should have been allocated for testing in order to anticipate critical issues that could arise after Go-Live.

The employee preparedness was good and executed well (Gaitho, 2014). An interview was conducted on the pilot distributor and his comments were as above. This shows that the external people, to whom the change was to be carried out, felt the guiding coalition was well prepared.

In summary, the findings revealed that pre-change management actions are indeed important and this applies to both the guiding coalition as well as those the audience to whom the change will impact directly or indirectly. Proper preparation of the test environment was also key to ensure that there were no critical teething issues after Go-Live.

5.3.2 Findings on the Change Management and challenges encountered

Upon conducting the research, we found that most external based respondents felt the change was properly managed and handled by the change team. Training was however not very well executed as very few trainees agreed to this. The structured questionnaire showed that 53% felt that the question was not applicable to them. This must have been findings from the change team who were executing the training.
The semi-structured questions however brought attention to the fact that training materials should have been more. Some suggestions are as follows; online training materials, videos demonstrations, hands-on training with the mobility devices, better training ground such as hotels as this would incentivize the trainees and more one-to-one training sessions at the distributor point. The latter was especially for those who will be working closely with the distributor.

The training was very effective but during Roll-Out, timing should be observed better (Gaitho, 2014). The distributor felt that the training was indeed done well but the timings employed to train his team really forced them to work late hours which in turn could have had an effect on their productivity the following day.

Lewin defines this ‘Change stage’ as the second stage in his three tier change management process. He outlines that a people need to be unfrozen from their current ways of thinking and doing things to enforce the change in question. Two aspects he considers extremely important here are; time and communication. Time and communication are the two keys to success for the changes to occur. People need time to understand the changes and they also need to feel highly connected to the organization throughout the transition period. When you are managing change, this can require a great deal of time and effort and hands-on management is usually the best approach (Manktelow, Anand, Michie, & Brodbeck, 2014).

Kotter on the other hand continues to outline specific steps to implement the change to the stakeholders. Communicating the Vision for Buy-in is key at this stage. This involves making sure, as many members of the organization as possible, understand and accept the vision and the strategy. This aligns all in working towards the same goal. The Change Lead then empowers a ‘Broad-based Action’ that solely removes the obstacles to the change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions. At this stage it is very crucial for the members of whom the change is being implemented remain positive toward the ultimate goal. Too many challenges at this point only discourage the members that are meant to drive the change, seriously jeopardizing its implementation. Generation of Short-term Wins intend to shout about the easy achievements and should be made visible to the whole organization. Following through with those achievements and recognize and reward employees who were involved also builds excitement around the change being
implemented, that goes a long way in positively influencing the appointed change leads. Lastly, in change implementation, Never Letting Up is key! Use increased credibility to change systems, structures, and policies that don't fit the vision, also hire, promote, and develop employees who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents (Kotter, 2012).

Therefore, it is prudent to say that Unilever’s execution of the change was good but could improve. Training the Trainer was a critical point and should have therefore met their expectations. Other aspects such as communication were done well aside from feedback on the type and creativity of the communication material.

**5.3.3 Findings on the Change transition management and effects thereafter**

One’s rating for the project in general would be say 70%. There was a very significant improvement from the previous implementation of the current system. Very many mistakes were corrected as now issues are captured as soon as possible and responses provided in good time. The conclusion can be that Leveredge was fairly done. The current test environment however should have captured critical issues did not quite do that as after Go-Live, we experienced issues around critical areas of business that could have been avoided had we tested for just a bit longer (Gaitho, 2014).

The project was satisfactorily done. The business resources should however show more support during Roll-Out as this will require more availability. A probable consideration would be fully dedicated employees, to this project as the that the normal job requirements still stand even in this time of Leveredge execution to total country (Onyango, 2014). There were therefore challenges of availability of business resources as well as the testing done of critical features within the system.

Unilever has put in place measures in which they can use to test as to whether adoption of Leveredge was a good strategic decision by the firm’s management. This is known as the benefits tracking document that has outlined all benefits communicated to the consumer which are tracked from time to time to figure out whether they remain relevant to the organization. The employee and distributor also rated the overall project as satisfactory and continued to state that there is room for much more to be done. They also advised that for Roll-Out, feedback from employees and others should be documented and analyzed in order to ensure a good learning experience from the pilot exercise.
Thirty years of research by leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail. Why do they fail? Because organizations often do not take the holistic approach required to see the change through. However, by following the 8-Step Process outlined by Dr. Kotter, organizations can avoid failure and become adept at change. By improving their ability to change, organizations can increase their chances of success, both today and in the future. Without this ability to adapt continuously, organizations cannot thrive. Dr. Kotter has proven over his years of research that following ‘The 8-Step Process for Leading Change’ will help organizations succeed in an ever-changing world. (Kotter, 2012).

5.4 Conclusion

5.4.1 Conclusion based stakeholder preparedness

Stakeholder preparedness is key as its failure can lead to the project failure of the implementation of the project as a whole. This study shows that it is important to ensure that the guiding coalition is completely sold to the idea as these are the change agents at the forefront of the change required to be implemented. Proper training is therefore essential as well as willingness to see change acceptance by them. The change agents should have also taken and discusses best practices from case studies by other organizations, learning from their experience for a more successful implementation. Preparation before embarking on the change is therefore key.

In conclusion, preparedness before embarking on the project to the audience is essential as it ensures a solid foundation for execution. This preparedness must cut across the audience to the Guiding Coalition leading the change.

5.4.2 Conclusion based on the change process and challenges encountered

During the change process, communication was done efficiently and effectively. Materials used to communicate to the audience were however said not visually appealing as most felt there was too much detail on it. The more technical the communication material is the more the audience is put off! It is therefore necessary to ensure that the materials have minimal information and have key pointers that the audience needs to remember.
Proper training is also key in that it determines the status of the flow of information from one person to the other or even in execution while in the line of duty. This ensures that Post Go-Live, the audience will be comfortable with the new system. These are treated as key within every change process. Training material was also said to be very limiting and was unfortunately not effective.

5.4.3 Conclusion based on the change transition and effects thereafter

Post-Go Live support is essential in managing teething problems that could have been encountered. In this study, the interviewees were only able to discuss the immediate benefits of Leveredge. They also said that most benefits would be realized after some time of about a month or so. Benefits enable this change to be sustainable even after the implementation stage. Unilever, to this effect, established a command centre that handled all issues, real-time. The transition of the change should therefore be well managed as this could lead to the death of the project. Issues were lodged to the command centre by issuing service requests that had timelines in which to be completed. This ensured quick action was taken.

Kurt Lewin and John Katter’s processes can indeed be married. These scholars have given change management priority while executing change and have thus shown that any organization needs to handle plan for their change processes as this will greatly affect the working thereafter. This study is an example of this learning. This then enables the Leveredge team to better handle the change process better during Roll-Out.

5.5 Recommendations

5.5.1 Recommendations for Improvements

Most critical factor at this stage is the on the training of the respondents as well as the communication material. Training the trainers and trainees is essential in that this will determine whether the implementation will be done or not. This will ensure Roll-Out is more effective with less teething problems.

5.5.1.1 Recommendations based on stakeholder preparedness

Proper training and willingness to see change acceptance by them is critical. Preparation can also be done by case studies by organizations that have executed the same. Preparation before embarking on the change is therefore key.
5.5.1.2 Recommendations based on the change process and challenges encountered

Communication was done efficiently and effectively but can be improved. Unilever should probably consider the likelihood of changing the communication material from posters to a more effective tool such as desk messages among others,

5.5.1.3 Recommendations based on the change transition and effects thereafter

A command centre that will be a Post-Go Live support is also essential in managing teething problems that could have been encountered. As the benefits would be realized after some time of about a month or so, then close tracking of the current benefits using a daily report would be prudent.

5.5.2 Recommendations for further studies

In over all, the general recommendation is that it is prudent to effect proper change management processes as this goes ahead to promote good organizational performance.

As much as employee preparedness is important, this study shows that preparation of the change team in how and why they are executing the change is also important. This motivates them to cascade the change better.

Change execution is also an important factor in change management and the communication and training should be properly done as they greatly help in the understanding of the implementation. Training materials that are palatable to the audience should be used as this makes the training more effective.

After the change has been effected, it is also prudent to conduct a survey to test the position of the respondent.
REFERENCES


