



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

PRACTICE AND CHALLENGE OF CHANGE MANAGEMENT:
THE CASE OF HEINEKEN BREWERIES S.CO

BY
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PRACTICE AND CHALLENGE OF CHANGE MANAGEMENT:
THE CASE OF HEINEKEN BREWERIES S.CO

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STATEMENT OF DECLARATION

I, Yanet Fisshaye, hereby declare that this Master thesis titled “Practice and Challenge of Change Management: The Case of Heineken Breweries S.Co” is an original work. I have carried out the present study independently with the guidance and support of the research advisor, Dr. Adane Atara. Any other research or academic sources used here in this study have been duly acknowledged. Moreover, this study has not been submitted for the award of any diploma, degree or any other higher education Program in this or any other institution.

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STATEMENT OF CERTIFICATION

This is to certify that Yanet Fisshaye has carried out this project work on the topic titled “Practice and Challenge of Change Management: The Case of Heineken Breweries S.Co”. Accordingly, I hereby assure that his work is appropriate and standard enough to be submitted for the award of Master of Degree in Business Leadership.

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POSTGRADUATE PROGRAM

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Practice and Challenge of Change Management: The Case of Heineken Breweries S.Co

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List of Abbreviations

BPR- Business Process Reengineering

ISO- International Standard Organization

QMS- Quality Management System

BSC- Balance Score Card

TQM- Total Quality Management

ADKAR- Awareness, Desire, Knowledge, Ability, Reinforcement

Abstract

The purpose of this study was to examine the practice of change management at Heineken Breweries S.Co and the challenges it poses. The study employed a descriptive research design and a quantitative technique. Questionnaires and face-to-face interviews provided primary data, while earlier research, journals, articles, and books provided as secondary data. The study used a simple random sampling technique, where 127 questionnaires were used for further analysis. The collected data was analyzed by using the Statistical Package for Social Sciences (SPSS) software version 28. The data collected data descriptive statistics; Percentage, frequencies, means, and standard deviations were used. The research found that the change implementation plan did not take into account the employees' feedback, which suggested that they believed the change had not impacted their way of working or their working culture, resulting in the employees' lack of interest in the change plan. As a result, the researcher proposed that the organization work on an awareness program before implementing the change plan, collect employee input, and train them to be the gear for change implementation and survive to make the change plan a success. To ensure that the change plan is successful, resistance must be controlled so that it can be countered by having a clear communication with employees about the impact and integrating resistance identification and solution tools.

Key words: *Change, Change management, Practices and Challenges.*

CHAPTER ONE

Introduction

1.1. Background of the Study

Organizational change is the movement of a firm away from its current condition and toward a preferred future state in order to maximize its efficiency (Fullan, 2010). Change in market share, change in leadership, change in management, change in employees, and most importantly, change that can result in massive changes in a firm. Organizations function in a global environment. where competition is stiff and market needs change day in, day out.

Organizations, too, are constantly changing. As a result, managers must be capable of conceiving, anticipating, and managing changes within their organizations. The situations in which organizations operate necessitate a response, without which organizational failure is frequently the result (Quinn and Cameron, 1999).

Change, often known as reorganization or reform, is carried out in the hopes of improving things; yet, it is not without risk. To shed light on this issue, the researcher looks at a specific restructuring for Heineken Breweries that began in 2020.

Some researchers studied change management on BPR, Kaizen, and BSC, which are all change management tools (Tilaye, 2010, Adebabay, 2011, Tensae, 2016 and others). Furthermore, research is being conducted on the challenges and practices of change management during the implementation phase of the change process. As a result, the study focuses on analyzing the strategies used and what are the essential challenges and practices increased in execute of the change management.

1.2 Background of the company

Heineken was founded by Gerard Adrian Heineken in 1864, as stated on the brewery's website, and he discovered the business supported the ideals that are still there now. (Heineken Website). The foreign company acquired local breweries named Harar and Bedele brewery from the government on year 2011. The corporate built new plant in capital of Ethiopia on the year 2015. The mission of the brewery to become number one brewer with exciting brands and winning team across the country. As indicated within the brewery strategic plan but brewing process the corporate is currently within the midst of change process. Its change agenda have come up from external and internal environments following the changing of market need nationally and globally demanding awareness and proactive instances. The brewery, therefore, has engaged in giving new energy for its commitments in line with the changes and dynamisms, understanding company wide and nationally situated practices, considering national and global cultural drivers, values and appreciating the resilience of its contexts with a renewed sense of purpose.

1.2. Statement of the problem

Many companies practice challenges that force them to adjust and change (Burnes, 2004). Burnes also claims that, in particular, when responding to new development situations or simply as part of their expansion or restructuring procedures, groups must often go through change processes.

We regularly read and hear about organizational reorganizations in today's society. What is the definition of reorganization? What is the scope of it? What are the consequences? What impact does a change have on employees? Is the modification approved or not? These are questions that the researcher, at the very least, posed to herself, which led to the selection of this topic.

Organizational changes are frequently influenced by both internal and external factors. The Office of Change Management is responsible for guiding the transformation process of the change initiative on a regular basis, as well as coordinating, applying, and communicating through channels about human aspects influencing the transaction.

The organization thinks that the overall change management process should collaborate with and support the leadership in developing strategic change management directions that are in accordance with internal and external developments. These activities are managed using the change army format tables, which are used to review day-to-day activities, discuss the results of the activities achieved during execution, and take corrective action. The responsibility for the change application efforts is to develop a monitoring and evaluation office to see how the offices under it are improving change application processes.

According to Haines (1995), one of the most prevalent concerns for leaders when managing change is that it is not nourished, promoted, or rewarded, and it should not be overlooked in the midst of a corporation's day-to-day challenges.

Therefore, management has to give attention to the main challenges which is faced in the implementation process. This study will measure practice and challenges of change management by taking Heineken Breweries S.Co.

1.3 Basic research questions

1. What were the change management practices at Heineken Breweries S.Co?
2. What were the causes of resistance to change at company?
3. How the company community perceives the change strategy, the process and implementation as their interest of the change management?

1.4 Objectives of the Study

1.4.1. General Objectives

The main objectives of the study was to analyze the practices and challenges of change management at Heineken Breweries S.Co.

1.3.2. Specific Objectives

Establishing on the above general objective, these research initiates the following specific objectives:

1. To recognize the major practices and the difficulties that can impacts change management process in the company.
2. To identify the cause of resistance of the change, the approaches used to make the employees receive the implementation of the change.
3. To detect the perceiving of the community of the organization on the change strategy, process and implementation.

1.4. Significances of the Study

The findings of this study may aid in the development of change implementation and input for practices for decision-makers and other interested parties who want to do research on the practices and problems of change management in educational organizations at various levels.

Based on the lessons gained and the conclusions derived from the research, it provides possible solutions for improving the challenges that obstruct the appropriate implementation of change management. As a result, the study may provide an opportunity for others to do additional research and contribute to the body of knowledge on the subject. Finally, this study will be noteworthy in that it will add to the body of knowledge on the subject.

- It will direct the management of the company about the current challenges of change management.
- It will also serve as a foundation document for those who want to pursue further study.
- It will also informed the top managements to which stage of change management need more attention and help to take action and decision to minimize the challenge.

1.5 Delimitations of the Study

This study is delimited only to the practices and challenge of change management, observed in Heineken Breweries S.Co.

1.6 Limitations of the Study

The main constraints encountered during the research were the data collected was from head office employees whereas there are three breweries where data can be collected and make the research more feasible. Moreover, related dependent and independent variables could have been investigated and researched on.

1.7 Definition of Terms

It is critical to provide operational definitions of terms or concepts utilized in this study in order to improve understanding of how these terms and phrases are employed.

Organizational change: The act of changing an organization's strategy, methods, procedures, technology, and culture, as well as the consequences of such changes. (Yukl, 2010).

Change management methods are processes and tools that assist an organization in aligning a change initiative with its overall strategy and integrating change into its culture. (Kotter, 1996)

Change Management is a systematic technique to moving individuals, teams, and organizations from their current state to a desired future state. Wikipedia – <http://en.wikipedia.org>

1.8 Organizations of the Study

Based on the Addis Ababa University Masters and Doctors thesis writing format is designed to show the picture of the thesis in two phases which are preliminary contents and thesis texts. The preliminary contents are title page, signed approval sheet by board of examiners, table of content, list of tables, list of appendixes acknowledgements and abstracts. The main body of the text of the thesis was organized in five chapters.

The first chapter deals with introduction, back ground of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study and organization of the study.

Chapter two theoretical literatures which covers issues related to change management challenges and practices are reviewed with detailed analysis on the concept of the study.

Chapter three align with research design and methodology that encumbrances the main principles of research methodology and the assumed research design for the study whereas chapter four deals with both quantitative and qualitative data analysis and presentation. The final chapter five presents the study's summary, conclusions and recommendation on the bases of the basic major findings.

CHAPTER TWO

Related Literature Review

2.1 Introduction

The researcher's goal is to evaluate comparable studies in order to identify the challenges of management transformation. The definition of change and change management are investigated in order to provide a broad overview of the issue. in order to have a clear understanding of change styles, factors affecting change, strategic change processes and models, change management methods, and problems going to be discussed very well.

2.2. Change and change management

2.2.1Change

Barack Obama began his presidential campaign with the words "Change we can believe in," and his winning address was "change has arrived to America." Change refers to a shift in a company's strategy, structure, technology, or culture as a result of changes in its environment, structure, or personnel. (Passenheim, 2010)

Change is a concept that pervades all aspects of existence. Because, as the philosopher Heraclitus put it, the only thing that remains constant is change itself, change can occur on anything and anywhere. It's also worth mentioning Benjamin Franklin's famous quote, "In this world, nothing is certain but change, death, and taxes." Apart from the individuals, political, economical, cultural, technical, and other factors all play an influence. (Tewodros, 2020).

The goals of change are to improve and/or transform areas of the business in order to achieve the company's strategic direction and vision. Seizing opportunities, changing product lines and

services, sales channels, and customer base, lowering expenses, increasing revenues, streamlining information flow across the business, and even system changes are examples of these.(Crawford, 2013)

A departure from a current process or way of doing something to a replacement process or a unique way of accomplishing the same thing is referred to as a change challenge. A process change could be a modification to an existing process, the introduction of a completely new process, or both. Changes of any kind are meant to improve the organization in the short and long term.

Regardless of how marketable a change idea is, if it isn't adequately managed along the process, it will be frustrated on deliberately or unwittingly. Poor management frequently leads to big investments in the change process, as well as high expectations for the ideas, resulting in major disappointments (Tensae, 2016)

Impermanence and transience are becoming increasingly fundamental elements of contemporary life as a result of a significant increase in the volume and scope of change, as well as the rising rate of change. People's relationships with things, locations, people, organizations, and concepts are all being affected by the rapid rate of change.

These interactions get foreshortened, or telescoped in time, when acceleration occurs. These changes have necessitated a whole new level of flexibility on the part of individuals and organizations in order to cope. People react to an increase in the rate of change in a variety of ways. Those who internalize the notion of acceleration make an unconscious adjustment to compensate for the compression of time.

However, some people have a harder time with this than others. Toffler highlighted novelty as the second key trend. He claims that measuring at a faster rate is one thing when life conditions are more or less normal, but it is quite another to try to do so when confronted with unfamiliar, weird, or unprecedented situations. And for an increasing number of people, this is the case.

In today's environment, the balance between the familiar and the unexpected is shifting. In Toffler's words, the novelty ratio is rising. The third key tendency is diversity. Individuals will become mindless consumer-creatures, surrounded by standardized things, educated in standardized schools, fed a diet of standardized culture, and forced to accept standardized kinds of life, according to the Orwellian vision.

The truth is that practically everyone is confronted with a paralyzing overabundance of options, which makes decision-making difficult, particularly at work. In other words, when variety collides with transience and novelty, society is propelled into a historical adaptation crisis. As a result, millions of people face the prospect of adjusting to a fleeting, new, and perplexing environment.

For each type of change, organizations must design a specialized change control process, as well as a plan for rapid and emergency changes. Several interest groups must be involved in the development of those procedures. It's not just a question of competence and expertise when it comes to change management; it's also a question of where the team gets its backing from the corporate hierarchy (Obunaka,2010)

2.2.2 Change management

The execution of corporate strategy plans and the implementation of necessary change initiatives through communication with stakeholders and partners, interdisciplinary team integration, and individual management (Crawford, 2013). This can be fragmented, however, because there is no consistent operating paradigm for managing change across industries.

Change management is the process of adjusting or transforming an organization in order to maintain or increase its effectiveness. Managers are in charge of making sure the company functions smoothly. They must know what constitutes effective performance and have a mechanism for judging whether the organization as a whole or their particular sub-system is functioning properly. They must also understand, if performance is poor, what aspects of the organization are frequently modified in order to improve performance, and what efforts they will take to ensure these changes. (Hayes, 2002)

(Hashim, 2017) define Because of the growth of newest technology, changing assembly processes, changing customer behavior, economic changes, and the business world changing activities, most businesses are now compelled to adapt their activities and therefore the organizational culture bring change on their activities.

Also, describe change management as when an organization plans to replace one style or model of business activity with another to handle rapid changes in the business world, while keeping profit maximization in mind. Also, describe change management as an organization's plan to replace one style or model of business activities with another in order to respond to rapid changes in the business world while keeping profit maximization in mind. Change occurs in the

structure of the company, its personnel, the business organization's technology, and its production procedures.

2.3 Different kinds of Organizational Changes

Changes because the transition from "what was yesterday" to "what is today," which is often unsettling, usually entails a change in the way things are done, as defined by (Ackerman , 1997).

He categorizes change into three categories: developmental, transitional, and transformational. Developmental change is a type of change that is either planned or unplanned that aims to improve existing components of a company by retooling skills and procedures. Transitional change seeks to achieve a known goal that differs from the current one. A stringent approach to change that deviates from the organization's expectations in terms of structure and procedures, culture, or strategy is known as transformational change. (Okemba, 2018)

These are the two reasons offered by (Ackerman, 1997) to explain why planned and emergent changes occur. He goes on to say that managing change requires managers to focus on and examine the areas under their control. To fully comprehend the concept of change, careful planning and analysis, as well as a sensitive stage of implementation, are required. The two types of change are incremental and discontinuous, according to (Hayes, 2002). Incremental change is a type of change that occurs when an industry is in equilibrium and the goal of change is on 'doing things better' through a constant cycle of tinkering, adaptation, and modification.

Many authors, such as (Tichy and Devanna, 1986), (Kotter, 1999), and (Burke and Litwin, 1993), pose the question as transformative change. It entails a clear break with the past, a step function change rather than extrapolation of past change and growth patterns. It has backed new industry ties and dynamics that may jeopardize fundamental strengths.

This style of transformation entails doing things differently rather than better. It would have entailed a variety of actions. According to (Hayes, 2002), another sort of change is re-orientation and re-creation change, which entails doing things differently or in new ways.

They entail the organization's transformation. (Kotter, 2007) As previously said, understanding the nature of the change that the organization want to implement, as well as the context in which they are operating, is critical in selecting an appropriate approach for implementing the desired change. There are several ways to describe change, the most of which are related to the scope of the change and whether it is pushed from the bottom up or from the top down.

2.4. Factors affecting organizational change

External and internal causes are two primary sources of pressure in favor of change for any company. Organizations must adapt, change, and, in some circumstances, completely transform as they face a dynamic, changing environment. Factors that motivate organizations to change in response to external environmental threats and opportunities may motivate organizations to change (Kotter, 1996; Lawrence, 1990), demonstrating that there are many driving forces that trigger the change

Macro-environmental variables such as large economic and political upheavals, technical advancements, rapid expansion within the global marketplace, and changing demographic and social structures are the most commonly mentioned causes. Most studies focus on either an interior or an exterior alteration separately. Organizations must consider all of these factors in order to meet demand and provide long-term learning. (Aronsson and colleagues, 2021) After studying several literatures, produce a short summary Table 1.1 on the factors affecting.

Table 1.1: Factor affecting management change

Forces of external change	Forces of internal change
Political	Leadership
Economical	Structure
Natural disaster	Strategy
Technological	People
Governmental	Technology
Environmental	Cultural

2.5. Change management Tools

Models and studies for change management are still relevant in the twenty-first century. The problems don't appear to be with their usefulness or worth. Organizational leaders, organizational development professionals, and academics are confronted with concerns and challenges related to the speed and complexity of change necessary today.

We also propose a relatively new strategic model, as well as fresh applications of established change management theories and models. Various change management models can be found in various literatures. Several of them are well-known in Ethiopia and are being implemented. Result oriented system, Business Process Reengineering (BPR), Quality Management System (QMS), Balanced Score card (BSC) and Kaizen are main ones. It is better to determine each of them to grasp their difference and similarity.

2.5.1 Result Oriented System

This is similar to BPR, except the top result is prioritized over the process in a result-oriented system. It is used to assess an individual's or a team's efficiency by establishing goals and

numbers. This approach is frequently used in government and semi-government organizations to reduce waste and expenditures.

2.5.2. Business Process Reengineering (BPR)

The system was created by examining the process and determining where it begins and ends. It places a lower priority on departmentalization and the current structure. In addition, it is used in government organizations. However, it failed in many of the organizations where it was adopted.

2.5.3. Quality Management System (QMS)

It is a management system that directs and controls a corporation's quality, according to ISO's definition (2000:2005). According to ISO (2000:2005), "quality management is a function of a company's management." The emphasis here is on understanding and meeting customer requirements and expectations, as well as getting it right the first time.

According to the Ethiopian Conformity Assessment Enterprise's (2009) QMS manual,

"It contains the organizational structure, procedures, processes, and resources required to achieve quality management."

Customer focus, leadership, individual improvement, process approach, system approach to management, continuous improvement, and factual approach to management are the principles.

2.5.4. Balanced Score Card (BSC)

The balanced scorecard was first created in the 1990s by (Kaplan and Norton, 1996) to help highlight the importance and desire to balance four major organizational elements: financial, external (such as customers), internal learning, and operational. (Lingle, 1999) expanded on this idea by including two more scorecard elements (people and environment)

Kaplan and Norton followed suit with a mapping model that was similar. According to the Ethiopian Management Institute's Balanced Score Card training booklet, BSC is a strategic planning and management approach that is widely used in business, government, and nonprofit organizations around the world to align business activities with the organization's vision and strategy.

It improves organizational performance by measuring what matters, aligns organizational strategy with the work people do on a day-to-day basis, specializes in the drivers of future performance, improves communication of the organization's vision and strategy, and prioritizes projects and initiatives, according to the manual.

2.5.5. Total quality management (TQM)

Quality management has an impact on organizational behavior, and quality programmers must be redefined as a significant determinant of organizational transformation. The implementation of quality programmers frequently results in significant change within an organization, and this transformation is evaluated at several levels (Almaraz, 1994). On a corporate level, this deployment may be viewed as a deliberate move to improve competitiveness. At the unit level, distinct units or teams are formed to maintain various Quality targets, with these units or teams being enabled by the standard paradigm.

2.5.6 Kaizen principle

Kaizen refers to a continuous improvement process that involves everyone in the organization, from top management to managers, supervisors, and employees. The concept of Kaizen is so deeply ingrained in the brains of both managers and employees in Japan that they often don't realize they're thinking Kaizen as a customer-driven improvement method. According to Imai,

"our way of life, whether it be our professional life, our social life, or our home life, deserves to be constantly enhanced." (Thessaloniki, 2006,) Maintaining and improving standards. The only way to achieve long-term improvements is to combine innovations with ongoing efforts to maintain and improve standard performance levels.

2.6 Change Management Models

Perceptions and concepts that provide a detailed approach to organizational change are referred to be change management models. The main purpose is to support in a directing in forming changes, guiding the change process, and conservation that changes are acknowledged and put into action. From some of the change models are listed below.

2.6.1. Lewin's Change Management Model

The Lewin's model was developed by Kurt Lewin, has three-phase step that breaks down large changes into more practicable actions:

- Unfreeze
- Change
- Refreeze

To ensure that everyone affected understands the need for change, one must first “unfreeze” the existing process and assess how it may be improved. Then make the changes and monitor employees during the changeover. Once changes have been set up, change must set or “refreeze” the new change. (Burnes 2019)

2.6.2. McKinsey 7-S Model

The McKinsey 7-S model is one of the more intricate models due to its seven S's, yet this complexity may be important for making large organization-wide changes. The model's seven elements are not meant to be handled in any particular order, but rather to be evaluated in terms of how they interact in order to identify flaws: Strategy, structure, systems, shared values, style, staff and skills.(Thomas, 2019)

2.6.3. Nudge Theory

The Nudge Theory uses subtle, indirect suggestions that are backed up by data to nudge employees in the direction of desired change. The premise is that “nudging” change rather than enforcing it is more successful. The following are the basic principles of the theory: Define changes, take into account employee feedback, give evidence to support the best options, present change as a choice, listen to employee feedback, limit possibilities, and consolidate change with short-term gains. Employees may recognize the need for change for themselves and have a say in how it is implemented, reducing opposition (Richard and Cass 2008)

2.6.4. The ADKAR Change Management Model

Jeffrey Hiatt developed the ADKAR Model, which is a bottom-up approach. It focuses on the people who are driving the change. The ADKAR technique reduces resistance and hence accelerates adoption by focusing on personnel. The ADKAR model prioritizes employee input and support in the same way that the Nudge theory does. Instead than imposing change on employees, create a dialogue to educate them about the need for change and persuade them that it would benefit them.(Jeffrey,2003)



Figure 2.1 ADKAR model developed by Prosci

The knowledge and ability aims of the technique are intertwined, but knowledge is more concerned with knowing how the change can be implemented, whilst ability is concerned with providing people with the confidence they need to accomplish the transformation.

2.6.5 Bridges' Transition Model

The emotional emotions during a change are the focus of the Bridges' Transition Model.

“Rather of focusing on the change itself, the Bridges model focuses on the transition process by breaking it down into three stages: Ending, losing, and letting go, the neutral zone, the new beginning”.

This approach is based on the idea that change is something that happens to individuals, but transition is a journey that people take. By anticipating the denial, anger, and irritation that change brings, we can better guide them to the neutral zone, which serves as a link between the old and new. This personal, feelings-based approach aids management and employees in collaborating to achieve their goals and set change. (William, 2017)

2.6.6 Kotter's Theory

This theory is developed by John P. Kotter. There are eight steps defined in this theory:



Figure 2.2 Kotter's theory-eight step model

By creating a checklist that serves as a guide, this model does an excellent job of generating passion and comprehending the need for change. However, because this top-down paradigm omits a stage that solicits employee feedback, there's a chance that employee resistance would stymie the process. (Kotter, 1996)

2.6.7 Maurer 3 Levels of Resistance and Change Model

This approach, established by Rick Maurer, is unique in that it focuses on what causes reforms to fail. He believes that up to two-thirds of big changes will fail due to a lack of information, unfavorable emotional reactions to change, or a lack of trust and confidence in the person or individuals trying to implement the change. (Rick, 2010)

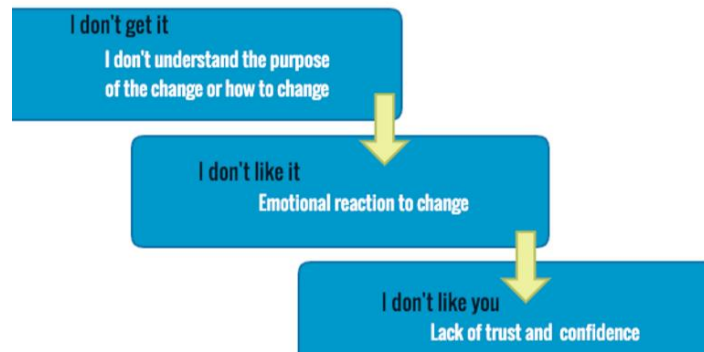


Figure 2.3 Maurer 3 level of resistance

While this model works best when used in conjunction with a step-by-step guide, anticipating and recognizing different types of resistance can be quite beneficial in maintaining change management.

2.7 Challenges of the change management

According to (Eddy Setyanto, Afiful Ikhwan, Shofia Amin, Muhammad Shabir U, 2019), change affects everyone, whether it's a minor staff reorganization or a business merger. Change can be a crucial part of development and advancement, and with a hierarchical change in the board, it can help a company transition smoothly into a new period of business. The researchers mentioned a number of the challenges

1. Increasing the number of relevant endorsements quickly- Nothing is more irritating than finishing a method and waiting for approval so you can finish the project.
2. Conflicts- Change can elicit feelings of vulnerability and dread, prompting employees to vent their frustrations on one another. Struggle is a common unforeseen consequence, thus it is the responsibility as a pioneer to help the team overcome obstacles.

3. Separating the requirements of numerous destinations-Does the organization outperform other locales? Consider a situation in which you discover a nonconformance or deviation and need to refresh procedures at two of seven locations, all of which are visible of the provisions they're receiving for a certain item.

4. Reports are crucial to procedures, and they must be closely maintained, correctly appraised, and fuse enough review trails.

5. Planning- Without proper planning, change will fall by the wayside. to reap the benefits of a methodical approach that emphasizes the careful consideration of changes and what must occur in order for these progressions to continue.

Whether it's a simple staff reorganization or a major merger, change affects everyone. Change is an important part of growth and progression, and with hierarchical changes on the board, it will be easier to transition into a new phase of business. There are numerous challenges, but here are a few: Increasing the number of appropriate endorsements, resolving disagreements, segregating the needs of distinct destinations, and updating adequate records to align with change forms and planning. (Burnes, 2004) has discovered that the difference between successful and unsuccessful enterprises is frequently the leadership of the organizations. Leadership is about planning for the future and adapting to change.

2.8. Empirical Literature Review

Several studies have been conducted on the challenges and techniques of change management. According to (Gebresenbet, 2016), the change strategic plan held in the college working culture was improved, and some mutual interest was formed between them. Sharing of ideas and experiences has improved, particularly among highly qualified and experienced personnel.

Change resistance existed at the start of the change implementation plan, and the majority of the change management evaluation was confined to a paper report on regular tasks. Before implementing change in the college, he suggested conducting a need assessment, raising awareness, focusing on individual behavioral change, and providing feedback on the results.

(Pankaj, 2017) assesses kaizen implementation practices and challenges in micro and small enterprises, and discovers that kaizen implementation in manufacturing micro and small enterprises was not at the required level, and institutions are ineffective in providing implementation support in enterprises due to a lack of need assessment to provide training and inadequacy of trainers' expertise and weak monitor. As a result, the researcher recommends that enterprise management commitment be maintained throughout the implementation process by supporting employees, providing timely feedback, providing facilities, establishing a working culture, providing appropriate reward and recognition, and providing well-structured training.

Relatively (Tensae 2016) conducted research on the same topic and discovered that the company had faced numerous challenges, including employee resistance, a lack of knowledge and awareness about the implemented change management model, a lack of training and trainers, a communication gap, and insufficient employee contribution. Other researchers have recommended that managers provide training to employees to improve awareness and reduce resistance, set aside informal discussion time when a problem arises, and try to motivate employees by providing benefits and promotions to motivate employees and reduce frustration, as well as making the working environment safe.

CHAPTER THREE

Research Design and Methodology

3.1 Description of the study area

This study was carried out in the Heineken Breweries S.Co, according to the HR database there are a total of 187 employees who are permanent workers in the central office located at the capital city. Therefore, this study is conducted at this organization which contains 187 employees.

3.2 Type of Research Design and Approach

The researcher used a sequential explanatory research design, the objective of this study is to find out the challenge described in the company. Mixed method was used for the research.

3.3. Sample and Sampling Techniques

Simple random sampling method was used in identifying the sample for the research. The target population of this research is Heineken Breweries S.Co, head office employees only, which includes non-managerial, managerial employees who are employed in head office only. Thus it was not easy for the researcher to include all the target population in the study due to difficulties related to time, finance and management of the research. The target population is 103 non-management and 84 Management staffs' total of 187. Regarding this Kothari (2004) proposes that an optimum sample is one which fulfills the desires of reliability. Hence, from the total population size of employees (N=187) a total number of 127 samples are required drawn assuming 95% of confidence level and 5% margin of error.

Therefore, the sample size of this study is 127 considered fairly representative of the selected employees in the study area and 10 participants are selected purposely for interview, totally in the research area 137 respondents are addressed.

3.4. Sources and Instruments of Data Collection

The researcher used data from sample respondents as well as data from reports and papers as primary and secondary sources of information. Questionnaires were developed in English, based on the basic questions, and distributed to the staffs in three sections to ensure for better recognizing and reply from the respondents.

The questionnaire was developed using the review of literature and the research questions as a guide. It has the ability to elicit replies about the company's change management methods and issues. Furthermore, the researcher devised and delivered an interview to acquire qualitative data from purposefully nominated managers and non-managers in order to make the study reliable.

3.5. Reliability and Validity of Instruments

Reliability for Likert scale questionnaires were tested with a sample of 10 Non management and management members before the questioner were distributed. Validity is the level to which a dimension is well found and matches exactly to the real world. It's significant because it can help describe what type of test to use, and support to make sure researchers correctly measures the idea in question.

Regarding validity, the questionnaire was given to experts who judged the appropriateness of the questionnaire to measure important aspects of the study. Based on the feedback, issues which were suggested to be improved were re-phrased and others were scrapped from the list of items

as suggested by the experts. The pilot test results had also helped to improve the validity of the questionnaire considerably.

3.6 Methods of Data Analysis

Data analysis is the request of reasoning to recognize the data that have been collected from respondents and the appropriate analytical technique of the analysis is primarily defined by the features of the research design and the nature of the data gathered. As a result, the data acquired from were thoroughly evaluated, carefully analyzed, concisely presented, and interpreted based on the data's facts.

3.7 Ethical considerations

All contributors to the research included in the study were properly informed about the purpose of the study and their readiness and arrangement was secured before filling up the questionnaire and having interview. The study also maintained the secrecy of the distinctiveness of each participant.

CHAPTER FOUR

Data Analysis and discussions

4.1 Introduction

In this section, the overall practice and challenges of change management in the case of Heineken Breweries S.Co is presented. This data analysis and discussion part is composed of different information that was collected through primary and secondary data collection approaches. 127 employees responded to the survey. On top of this face to face meetings with one senior manager, four managers and five non managers are conducted. So the response rate for the first phase data collection was 100%. Out of the 127 surveys distributed, all are collected back.

4.2. Demographic Background

The information about the participants' distribution is based on the gender, age, level of education, position of the expertise, and working of years of experiences in the company.

Table 4.1
General Information of participants

Variable	Descriptors	Frequency	Percent %	Cumulative Percent
Gender	Male	72	56.7	56.7
	Female	55	43.3	100
	Total	127	100	
Age	18-25	8	6.3	6.3
	26-30	49	38.6	44.9
	31-40	51	40.2	85
	41-50	18	14.2	99.2
	>50	1	0.8	100
	Total	127	100	
Level of Education	Diploma	3	2.4	2.4
	Bachelor's degree	95	74.8	77.2

Position	Master's Degree	28	22	99.2
	Other	1	0.8	100
	Total	127	100	
	Non -management	65	51.2	51.2
	Management	59	46.5	97.6
Year of Experience	Senior management	3	2.4	100
	Total	127	100	
	< 1 year	10	7.9	7.9
	1-5 year	99	78	85.8
	6-10 years	13	10.2	96.1
	>10 year	5	3.9	100
	Total	127	100	

Source: Own Survey 2021

As it is stated on the table 4.1, male respondents represent 56.7 % of the sample population where 72 are male and the other 55 are female with 43.3% of the total participants. Where female employees are almost getting equal with the ratio of men in the company. From the table, most of the individuals are found to be between 31-40 followed by 26-30 with 40.2% and 38.6% and these shows that employees of the company are on the age with energy, next 41-50 and 18-25 takes the rank with percentile of 14.2 and 6.3 the last observed age is above 50 is only one person. Most of the employees are expected to be energetic and ready for new ideas. Regarding qualification of the respondents, most of them have first degree with 74.8% and second degree with 22% of the total participants only one individual have other qualification while 3 individuals have diploma.

4.3 Descriptive analysis of change management activities in line to change plan

On this topic the researcher will try to analyze to get answer related to participative change management activates done. As per the view of the individuals based on the feedback given is described in the following tables that helps to tabulated and simplify the responses to make easy

for analysis purpose. Hence, as specified on the tables below the responses are organized in the table form to support to interpret data and results.

Table 4.2
Reply on change management activities

No	Items	Responses	Frequency	Percent	Cumulative Percent
1	Are you familiar with the term of Change Management?	Yes	111	87.4	87.4
		No	16	12.6	100
2	Did the company develop a set of implementable change plan?	Yes	58	45.7	45.7
		No	69	54.3	100
3	The change management strategic plan is	The plan is targeted on immediate problem	44	34.6	34.6
		The plan is prepare to hand over the expected threats of the organization problem	54	42.5	77.2
		I believe it is imposed by the higher authorities/Management	22	17.3	94.5
		I have no idea	7	5.5	100
4	Was the plan accepted by the implementing group	Yes	76	59.8	59.8
		No	51	40.2	100
5	Was the plan successful with respect to the target	Yes	81	63.8	63.8
		No	46	36.2	100
6	Did you discuss the plan before it become to implement?	Yes	10	7.9	7.9
		No	117	92.1	100
7	Did your ideas incorporated in the plan	Yes	3	2.4	2.4
		No	124	97.6	100
8	Are you interested the change progress yet?	Yes	28	22	22
		No	99	78	100
9	Did the change management evaluated periodically?	Yes	127	100	100
10	If your answer is yes? is it?	Quarterly	127	100	100

Source: Own Survey 2021

Looking at the findings 87.4% of the respondents are familiar with the term change management whereas 16 (12.6%) individuals don't know the change management term. 54.3% of the personnel believes that the company did not develop implementable change plan and 45.7% of

the respondents think that the company has set implementable change plan. Observing the data from the Table 4.2, 44 (34.6%) of the respondents believe the change management plan is targeted on immediate problem, whereas 54 (42.5%) of the respondents think that the plan is prepared for the company to hand over from expected threats while 22 (17.3%) of the individuals says that it is imposed by the higher management and 7 (5.5%) of the respondents have no idea with the change management plan. Looking at 76 (59.8%) of individuals think that the plan is accepted by the implementing team and 40.2% argues that it is not accepted.

Referring the tabulated data above, 81(63.8%) individuals believe the plan is successful related to the target set and 36.2% of 46 respondents did not agree on the success of the plan. 10 respondents said that there was discussion before the implementation and most of the respondents disagreed there was no prior communication. Many of the respondents replied that their ideas were not incorporated in the change plan with 97.6% whereas 3 individuals had replied in opposition to the result. 99(78%) of individuals are not interested in the change progress while 28 individuals have revealed interest. The change management was evaluated quarterly which is confirmed by all of the respondents.

Table 4.3					
Reply on change with respect to culture, system and change process method					
No	Descriptions	Responses	Frequency	Percent	Cumulative Percent
1	Did the change affecting your organizational activities?	Yes	51	40.2	40.2
		No	76	59.8	100
2	Did the change facilitate your work?	Yes	58	45.7	45.7
		No	69	54.3	100
3	Did the change affect your work culture?	Yes	87	68.5	68.5
		No	40	31.5	100

4	Did the change brought new working culture	Yes	70	55.1	55.1
		No	57	44.9	100
5	How change is managed at the company	It exists in a state of rapid and continuous change	64	50.4	50.4
		It evolves through long periods of stability with fundamental change	0	0	0
		It was constantly undergoing small changes it deals with incremental change through time it didn't brought any change at all	63	49.6	100

Source: Own Survey 2021

Referring at the change process related to culture and work system, the data is presented in table 4.3. The response is gathers whether the change affect the day to day activities of the respondents and 59.8% have replied in disagreement and 51 individuals have replied that the change had affected their activity. In line 54.3% of individuals confirmed that change did not facilitate their work and 45.7%. Respondents have agreed that the change is simplifying their activities. Looking at the work culture affecting the work culture 68.5% have agreed in terms of the change affecting the culture of work and 31.5% disagreed that the change have not affected the work culture. When it comes to the bringing of new working culture 44.9% have not agreed that it brought new working culture whereas 55.1% have responded it has brought new working culture. The last one is on how the company is managing the change, and 50.4% believes that the company is in a state of fast and constant change ,while 49.6% agree that the company is constantly undergoing small changes through time and believed that the change did not brought any change at all.

4.4 Analysis of change implementation of change process

Analysis for the change implementation contains 14 items with level of agreement. Referring Likert scale, values are given to the level of agreement 1-strongly disagree, 2- disagree, 3-

Neutral, 4-Agree, 5- Strongly agree. The values of these agreement were used to calculate the Mean value (X) and percentage and frequency of the descriptions. The table below shows the result of descriptive statistics.

Table 4.4 Statistical analysis of change implementation of the change process	
Activities	Mean
Change leaders have sometimes a lack of consistency in regards to the change	3.28
Training is inadequate leaving unanswered questions about importance of the change	3.18
Concerned staff members were take part in planning	3.31
Communications about the change plan were conducted timely and relevant	3.55
Change implementation create resistance but managed	3.75
Communication about the change is limited to only those directly concerned with the team leaders	3.84
Conflicts within the change are looked for and try to be solved	3.24
The direction of the implementation is influenced by resistance	3.47
Conflicts within the implementation are avoided as it happens	3.17
The change strategy, system design and processes are determined completely outside of company control	2.83
The reasons for change are not clear and there are different views of the goals of the implementation	3.01
Incentives are arranged with the implementation to aid the process of change	3.28
Ideas are openly communicated and encouraged within the implementation process	3.37
Key implementation personnel are chosen, put in charge and changed every time	3.29
Source: Own Survey 2021	

Table 4.5 Response related to change implementation of the change process				
Activities	Response	Frequency	Percent	Cumulative Percent
Change leaders have sometimes a lack of consistency in regards to the change	Strongly Disagree	3	2.4	2.4
	Disagree	22	17.3	19.7
	Neutral	42	33.1	52.8
	Agree	57	44.9	97.6
	Strongly Agree	3	2.4	100

	Strongly Disagree	3	2.4	2.4
Training is inadequate leaving unanswered questions about importance of the change	Disagree	39	30.7	33.1
	Neutral	25	19.7	52.8
	Agree	52	40.9	93.7
	Strongly Agree	8	6.3	100
Concerned staff members were take part in planning	Disagree	30	23.6	23.6
	Neutral	33	26	49.6
	Agree	59	46.5	96.1
	Strongly Agree	5	3.9	100
Communications about the change plan were conducted timely and relevant	Strongly Disagree	1	0.8	0.8
	Disagree	27	21.3	22
	Neutral	16	12.6	34.6
	Agree	67	52.8	87.4
	Strongly Agree	16	12.6	100
	Strongly Disagree	2	1.6	1.6
Change implementation create resistance but managed	Disagree	20	15.7	17.3
	Neutral	12	9.4	26.8
	Agree	67	52.8	79.5
	Strongly Agree	26	20.5	100
	Strongly Disagree	1	0.8	0.8
Communication about the change is limited to only those directly concerned with the team leaders	Disagree	14	11	11.8
	Neutral	7	5.5	17.3
	Agree	87	68.5	85.8
	Strongly Agree	18	14.2	100
	Strongly Disagree	6	4.7	4.7
	Disagree	27	21.3	26
Conflicts within the change are looked for and try to be solved	Neutral	33	26	52
	Agree	52	40.9	92.9
	Strongly Agree	9	7.1	100
	Disagree	35	27.6	27.6
	Neutral	18	14.2	41.7
The direction of the implementation is influenced by resistance	Agree	53	41.7	83.5
	Strongly Agree	21	16.5	100
	Disagree	46	36.2	36.2
Conflicts within the implementation are avoided as it happens	Neutral	16	12.6	48.8
	Agree	62	48.8	97.6
	Strongly Agree	3	2.4	100
The change strategy, system design and processes are determined completely outside of company control	Strongly Disagree	17	13.4	13.4
	Disagree	43	33.9	47.2
	Neutral	19	15	62.2

The reasons for change are not clear and there are different views of the goals of the implementation	Agree	40	31.5	93.7
	Strongly Agree	8	6.3	100
	Strongly Disagree	11	8.7	8.7
	Disagree	47	37	45.7
	Neutral	10	7.9	53.5
Incentives are arranged with the implementation to aid the process of change	Agree	48	37.8	91.3
	Strongly Agree	11	8.7	100
	Disagree	30	23.6	23.6
	Neutral	37	29.1	52.8
	Agree	55	43.3	96.1
Ideas are openly communicated and encouraged within the implementation process	Strongly Agree	5	3.9	100
	Strongly Disagree	2	1.6	1.6
	Disagree	39	30.7	32.3
	Neutral	10	7.9	40.2
	Agree	62	48.8	89
Key implementation personnel are chosen, put in charge and changed every time	Strongly Agree	14	11	100
	Strongly Disagree	1	0.8	0.8
	Disagree	35	27.6	28.3
	Neutral	18	14.2	42.5
	Agree	72	56.7	99.2
	Strongly Agree	1	0.8	100

Source: Own Survey 2021

Table 4.6						
Test of normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Change Implementation	0.077	127	0.065	0.98	127	0.062

Referring to Table 4.4 and 4.5 above the respondent's response shows on change implementation with respect to change process with the level of agreement on the items that are analyzed and described below.

As seen from the analysis, change leaders sometimes lack consistency in regards of change 19.7% disagreed, 33.1% has no agreement and 47.3% agree in line with the subject while the mean value 3.28 looks that most of the respondents have natural decision. The second measure is

if training is insufficient leaving unanswered questions about the importance of the change 47.2% agree that the training given is insufficient while 33.1% disagreed that sufficient training is given in accordance 19.7% respondent have neither agreed nor disagreed. Looking at the mean value 3.18% training must be given sufficiently provided by the company. Referring the third item, 50.4% agree that concerned staffs were considered in the planning on the other side 23.6% disagree to the topic looking at the result most believe that employees that are considered in the planning of the implementation.

Communication about the change plan is conducted timely is agreed with 65.4% population and 22.1% have disagreed. Looking at the mean value the result is in between state. Looking at the change that bring resistance in relation to the topic 17.3% has disagreed, 9.4% have no overview and 65.4% agree that it exist and well managed from the mean value it also shows that it is agreeable that the situation is managed. In line six, the communication about change is limited to those directly involved was agreed with 82.7% and disagree with 11.8%, observing the mean value it is agreeable that communication is centered to the people that are involved in the project. Conflicts within change are looked and tried to be solved is agreed by 48% and in the opposite 26% have disagreed and equal percentage of individuals have neutral view. The line eight item discuss about the influence of resistance to the implementation process and 58.2% have shown that there is resistance influencing the change plan and 27.6% disagree.

Conflicts within the implementation are avoided if it happens is agreed by 51.2% of individuals and 48.8% disagreed and 16 respondent gave neutral view. The change strategy design and process is determined fully outside of the company's control is agreed by 48 individuals and disagreed by 60 individuals which indicates that the majority of respondents believe it is fully defined within the company. Looking at the line eleven, 46.5% of the respondents agree that

reason for the change are not clear and there is different view and 45.7% disagree with the statement that the reason for change are clear and 7.9% are left with neutral view. When it comes to incentives managed to support the change process is agreed by 47.2% respondents and 23.6% disagreed looking at the mean value it shows that incentives is managed. Ideas communicated openly with in the implantation is agreed by the 59.8% and disagreed with 32.3% that shows ideas were openly communicated. The final one is the point discussed with the key person selected and placed in charge has agreed by 57.5% respondents and 28.4% disagreed and 14.2 % left undecided.

According to the study, the reaction offered can be viewed from various angles. Transition takes time, and management must determine the best approach for pursuing the organization's new path, as well as focus on change preparations through communication. Delivering general change management knowledge and introducing employees to their new responsibilities and contributions to the organization's success in implementing changes in accordance with agreed-upon plans and business objectives through periodic training.

Some of the respondents were uncertain or neutral. According on the researcher's point of view, they may not wish to respond to that item or may understand it in a way that goes beyond the questionnaire's goal, therefore there may be more research on the organization's strategic change plan implementation.

According to the staff interviews, the company will begin a change management program in mid-2020 at the global level to kick off efforts to initiate, plan, oversee, implement, and evaluate the company's evergreen agenda. The project was cascaded to local companies to facilitate and work on, and persons were appointed to facilitate and control the process.

The department is handled strategy focuses on easing the general transition from non-standardized ways of doing things to agile standard systems, which will change the organization to work toward integrating end-to-end business operations performance by putting change concepts into practice and values in order to influence people's attitudes, knowledge, and awareness of the need for change.

The company is one of the first five Africa Middle East regional breweries where the program is implemented with the help of global team. It establishes a system and coordinate change initiatives, implementations, and communication channels within the transition team.

The members of the local transition team had intensive training and also some selected individuals were divided into groups of streams to have training and it was regulated by the committee and reported back to management. As per the interview analyzed respondents believe that refreshment training should be given for all employees to embed the change.

58.2% of respondents thinks that the direction of the implementation was influenced by resistance. Resistance is a complex entity that directly affects the outcomes of change, both positively and negatively. The most obstacles of change, as indicated by were employee resistance, communication breakdown and staff turnover. Employees feel they will suffer from the change and perceive more work with fewer opportunities, lack feeling of job security.

CHAPTER FIVE

Summary, Conclusions and Recommendations

This chapter presents summary of findings, conclusions and recommendations that the researcher seen on the practices and challenges of change management in Heineken Breweries S.Co.

5.1 Summary of major findings from the study

Looking at the outcomes of the study, the researcher tried to review the findings from the data analyzed in the previous chapter.

Looking at the respondent familiarity with change management with 87.4% makes that the company employee have some awareness level of the change management topic. Though 54.3% of the respondents believe that the company did not develop implementable change plan, this is seen from the gathered file that the employees idea is not incorporated on the change plan. This is seen if the plan will be successful and 63.8% responded it will not be successful. 78% of the individuals are not interested on the change progress. Referring at some of the findings most of the respondents 59.8% believe that change did not affect the organizational activities, 54.3% think that the change did not facilitate their work but 51.1% believe that it had brought new working culture. Almost an equal number of respondents feel the organization is undergoing small, quick, and ongoing transformation that will not result in any change.

Change leaders lack consistency in regards of change is agreed by 47.3% of the respondents in where 47.2% agree that training is insufficient that the change implementation is impacted. Communication about the change plan is conducted timely is agreed with 65.4% individuals. Looking at the change that bring resistance, it is 17.3% has disagreed and 65.4% agree that it exist and well managed. 82.7% agreed that communication regarding change should be limited

to those directly involved, indicating that the majority of corporate employees are unaware of the change plan. Conflicts within change are examined and attempted to be resolved, according to 48%, while opposition to the implementation process is impacting the change plan, according to 58.2%.

The change strategy design and process is determined fully outside of the company's control is agreed by 48 individuals and disagreed by 60 individuals which shows that most of the respondent believe that it is defined fully inside of the company. 46.5% of the respondents agree that reason for the change are not clear and there is different view and 45.7% disagree with the statement that the reason for change are clear .When it comes to incentives managed to support the change process is agreed by 47.2% respondents and 23.6% disagreed. Ideas are communicated openly with in the implementing process is agreed by the 59.8% that shows ideas were openly communicated.

5.2. Conclusions Based on the analysis of the data

The researcher aim is to recognize the major challenge that could impact the change management is the company which communication should include all the company employees not only the concerned staffs to better monitor and inform the change plan. Top management should take the ownership and assist in selecting leaders and ambassadors to manifest and work on the change plan. Employees will regard leadership as helpful, caring, and committed to their well-being during times of transition, but still understanding that difficult decisions must be made.

Employees may not recognize the impact on their work culture while identifying the repercussions of the change, but they had developed fear that they would lose their job that would impact them. The management used strategies to make the employees accept the implementation of the change by sharing the objectives and the action plan to be monitored.

Change leaders were assigned to check and monitor the progress in all sections to identify gaps and encourage and acknowledge the team that is performing well and finally the result gained from the implementation of change management in the brewery will be assessed quarterly and presented to the workforces.

5.3. Recommendations based on the conclusions

The recommendations are listed below to improve the challenges and practices of the change management in the company.

The company must work on awareness program before the implementation of the change plan, In order to accept the change and contribute to making the change effective, the management should help the employee to realize how the changes will benefit them. The input from the employees must be collected and they should be the gear for the change implementation so that they would feel the importance and thrive to make the change plan successful.

There should be a clear path and communication on how the change introduced would affect day-to-day work in order to support the activity and involve employees in discussion and clear understanding so that teams can work together to achieve higher success.

The company should implement rewarding scheme for the change champions so that employees will be motivated for the change implemented.

The brewery should manage the resistance that will encounter for the implementation by having clear discussion with employees on impact and including resistance identification and solution tools so that the change plan can be successful.

Refreshment training must be given to all employees and for all new joiners must take extensive training so that there won't be any gap in the system.

5.4. Suggestions for further research

The researcher recommends for a need for a detailed survey on change management impact in Ethiopian industries and the result achieved.

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Appendix A



**Addis Ababa University
College of Business and Economics
School of Commerce
Department of Business Leadership**

Questionnaires to be field by Non-Management & Management Personnel

Dear Sir/Madam,

I am a student at Addis Ababa University pursuing studies in Masters of Business Leadership. The purpose of this questionnaire is to collect data for a research paper entitled on Practices and challenges of Change management in Heineken Breweries S.Co to gather data for the Master degree fulfilled thesis research on business leadership program to make an assessment how the staff manage the change management, what are the challenges and practices challenged during and in process and implementation. Your genuine response for all enquiries provided is crucial for the accomplishment of the research. The data attained will be coded and will be remain trustworthy and it will be used only for the academic purpose and will not be disclosed to any third party. Your input is highly appreciated and will have high value for the research.

I do appreciate for your time and support.

Yanet Fisshaye

1. Questions asked to staffs

General instructions

Please indicate your choice by putting the symbol mark (✓) where you think is appropriate in the boxes provided to each preference.

Part 1 Demographic Information

1. Please indicate your Gender: Male ☐ Female ☐
2. Age (year) 18-25 ☐ 26-30 ☐ 31-40 ☐ 41-50 ☐ Above 50 ☐
3. Level of education: Diploma ☐ First Degree ☐ Second Degree ☐ other ☐
4. Please indicate your position of Expertise:
Non- Management (below) JG10 ☐ Management JG 10-20 ☐ Management (above JG 20) ☐
5. How long have you been working in the company?
<1 year ☐ 1-5 years ☐ 6-10 years ☐ above 10 years ☐

Part 2 Change Assessment Questions

2.1. Questions related to integrate change management activities with respect to change plan

1. Are you familiar with the term of Change Management? Yes ☐ No ☐
2. Did the company develop a set of implementable change plan? Yes ☐ No ☐
3. The change management strategic plan is:
☐ The plan is targeted on immediate problem
☐ The plan is prepare to hand over the expected threats of the organization problem
☐ I believe it is imposed by the higher authorities/Management
☐ I have no idea
4. Was the plan accepted by the implementing group? Yes ☐ No ☐
5. Was the plan successful with respect to the target? Yes ☐ No ☐
6. If your answer to question 5 is no, please specify your reasons here in short

7. Did you discuss the plan before it become to implement? Yes ☐ No ☐
8. Did your ideas incorporated in the plan? Yes ☐ No ☐

9. Are you interested the change progress yet? Yes ☐ No ☐

10. If your answer is no please specify your reason in short

11. Did the change management evaluated periodically? Yes ☐ No ☐

12. If your answer is yes? is it? Monthly ☐ Quarterly ☐ Semi Annually ☐ Yearly ☐

13. Was the change has structure of change management body? Yes ☐ No ☐

14. If you have different idea please comment here in short

2.2. Questions related to coordinating change with respect to culture, systems and change process approaches

1. Did the change affecting your organizational activities? Yes ☐ No ☐

2. If your answer is yes to question 2, how it affects? Please specify here in short

3. Did the change facilitate your work? Yes ☐ No ☐

4. If your answer to question 3 is no, please specify the reasons in short

5. Did the change affect your work culture? Yes ☐ No ☐

6. If your answer to question 5 is yes, please describe in short

7. Did the change brought new working culture? Yes ☐ No ☐

8. How change is managed at the company?

- ☐ It exists in a state of rapid and continuous change
- ☐ It evolves through long periods of stability with fundamental change
- ☐ It was constantly undergoing small changes it deals with incremental change through time it didn't brought any change at all

9. Please select the statements below that describes you're idea during the implementation of the change process?

Activities	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Change leaders have sometimes a lack of consistency in regards to the change					
Training is inadequate leaving unanswered questions about importance of the change					
Concerned staff members were take part in planning					
Communications about the change plan were conducted timely and relevant					
Change implementation create resistance but managed					
Communication about the change is limited to only those directly concerned with the team leaders					
Conflicts within the change are looked for and try to be solved					
The direction of the implementation is influenced by resistance					
Conflicts within the implementation are avoided as it happens					
The change strategy, system design and processes are determined completely outside of company control					
The reasons for change are not clear and there are different views of the goals of the implementation					
Implementation leadership is unclear and change leaders are not utilized effectively					
Incentives are arranged with the implementation to aid the process of change					
Key implementation personnel are chosen, put in charge and left unchanged					
Ideas are openly communicated and encouraged within the implementation					

process					
Key implementation personnel are chosen, put in charge and changed every time					

Source: Adopted from (Gebresenbet, 2016)

Appendix B

Part 3. Interview questions for both Non-Management and Management Personnel

Interview questions for Personnel on change Assessment questions

3.1. Interview questions related to evaluate and measure a change management with respect impacts and results from change

1. When did you first hear about this change and what was your first reaction?
2. What steps were taken in the company to introduce this change?
3. Did the change evaluated periodically?
4. Who did the activities of the evaluation?
5. In your evaluation how much the target was successful?
6. What kinds of tools used to measure the change performance?
7. How does current performance compare to other organizations?

3.2. Interview questions related to perception with respect to process and implementation of change management

1. Did the change contribute to the organizational process?
2. Were there any difficulties in adopting this change?
3. What kinds of support did you receive from the company in the process? Do you think this support was enough?
4. What benefits do you think this change has brought?
5. What are some of the challenges for employees in the new system?
6. What was the reaction when you heard the change strategy?
7. Did the company change leaders face passive relationship with the staff?
8. What can be done now to make this change work in a better way?

9. Can you suggest what approach, systems and processes to maximizing contributions?
10. Are you still interested in this change effect?
11. Any other comments in relating this initiative that you would like to add?
12. Can you mention the advantages and the problems you face with in the change implementation?
13. Is there enough support from key stakeholders?

Source: Adopted from (Gebresenbet, 2016)