CHANGE MANAGEMENT STRATEGIES AND PERFORMANCE OF SAFARICOM PUBLIC LIMITED, NAIROBI CITY COUNTY, KENYA

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ABSTRACT

In the rapidly changing telecommunications industry, companies must navigate a landscape filled with constant shifts and challenges. Telecommunication firms face various factors, including government regulations, competitive pressures, changing consumer demands, technological advancements, and globalization. The present research aimed to explore the effect of change management strategies on performance of Safaricom Public Limited in Kenya. The research objectives were; to investigate the effect of reengineering, restructuring, innovation and leadership alignment on the performance of Safaricom Public Limited in Kenya. These findings would help telecom companies navigate challenges, such as technological disruptions and increasing competition, by adopting proactive and well-coordinated change management strategies. The research was grounded on; Kurt Lewin`s change management model and Balance Scorecard Theory. The research employed a descriptive research design. The research targeted 240 staffs working at Safaricom main branch in Nairobi City County. The functional managers in this sector were the study respondents who took part in this study. To choose 72 respondents, stratified simple random sampling technique was utilized. A five-point Likert scale semi-structured closed-ended questionnaire was utilized to gather primary data. The reliability of the research variables was tested through test and retest method utilizing Cronbach's alpha. Cronbach's alpha score of more than 0.7 was achieved hence regarded satisfactory for all constructs. The validity of the study was determined using a pilot test. The quantitative data was collected. The quantitative data was analyzed with the aid of Statistical Package for Social Sciences (SPSS version 26) both descriptively and inferentially, including multiple linear regression. The results indicated that the correlation coefficient (R) of 0.823 demonstrates a strong positive relationship between change management strategies and the performance outcomes of the company. Additionally, the R^2 value of 0.677 suggests that approximately 67.7% of the variance in Safaricom's performance can be attributed to the change management strategies implemented. The research uncovered that various change management strategies such as re-engineering, restructuring, innovation, and leadership alignment significantly influence the performance of Safaricom Public Limited, evidenced by a P-value of 0.003, which is below the 0.05 threshold. Thus, the research concluded that change management strategies have a substantial effect on the performance of Safaricom Limited. It was determined that re-engineering strategies are crucial for improving the company's performance. Additionally, restructuring strategies contribute significantly to enhancing organizational effectiveness by better aligning internal structures with external market demands. The study recommends that managers and CEOs within the telecommunications sector should prioritize ongoing re-engineering and innovation within their companies. Furthermore, the Government of Kenya should establish a conducive environment that supports telecommunication firms in implementing effective change management strategies, including the creation of regulatory frameworks that facilitate restructuring and innovation.

Keywords: Change Management Strategies, Re-Engineering Strategies, Restructuring Strategies, Innovation, Leadership Alignment, Organizational Performance.

INTRODUCTION

The telecommunications sector's performance is of great interest globally. It serves as a barometer for societal connection and technical advancement. Telecommunications firms must manage strategic change effectively. This is crucial in an industry characterized by rapid technical breakthroughs, deregulation, and changing consumer tastes. McKinsey and Company (2017) have examined the transformative impact of digital disruption on the sector. They emphasize the need for companies to realign their operations strategically to remain competitive. The telecommunications industry is among the most dynamic and fast-growing sectors. Continuous adaptation and strategic management are necessary for sustained performance. Performance metrics for telecommunications firms include revenue growth, market share, customer satisfaction, and innovation. As global companies face strategic change, Chen and Tsou (2020) offer valuable insights. They focus on the role of information technology in change initiatives within the industry. The past decade has been transformational and disruptive for the telecom business model (ITU, 2021). This reality underscores the need for effective change management strategies to enhance performance.

The telecommunication industry has seen significant advancements. These advancements are driven by new technologies like 5G and IoT. Enhanced customer service models also contribute to this growth. Agnieszka (2021) posits that the future will be shaped by these innovations. Firms must adapt their services and business models. This adaptation is necessary to remain competitive. In the United States, the telecommunications market is characterized by intense competition and innovation. Major players like AT&T and Verizon have adopted comprehensive change management strategies to enhance their performance and adapt to market demands. In the words of the Federal Communications Commission (FCC, 2022), the U.S. telecommunications sector witnessed revenues about $1.5 trillion in 2021, with investments in 5G and broadband expansion increasing by leaps and bounds. Smith and Jones (2020) suggested that companies that practiced effective change-management patterns registered a 30% increase in customer satisfaction and a 25% rise in operational efficiency. This means that change management is vital in driving performance in the U.S. telecommunications sector, thereby setting the standard for other countries.

In India, the rapid adoption of mobile technology has necessitated agile change management from telecom operators. According to the Telecom Regulatory Authority of India (TRAI, 2022), the number of mobile subscribers crossed over 1.2 billion by 2021, thus making it one of the largest telecom markets in the world. Gupta and Sharma (2021) found that Indian telecom companies adopting proactive change management practices simultaneously increased their market share by 15% during the pandemic. It was this pliability that came to be very important for the continuity of services and to keep customer satisfaction intact in unprecedented times. Nigerian telecoms have also witnessed explosive growth, with mobile subscriptions going past 200 million in 2021 (NCC, 2021). Change management in Nigeria demonstrates itself in those companies that improved their performance by 30% after successfully implementing change management structures, facilitating its critical status in competing and ever-changing markets (Adeyemi et al., 2022).

The strategic management of change and its impact on performance can be studied through the lens of Kenya's telecommunications industry, primarily through Safaricom Public Limited. Safaricom is the most established company, positioned as the largest and has about 60% market share in Kenya, thus setting the pace of telecommunications innovations and especially mobile money, M-Pesa. A study by Mwangi and Otieno (2023) found that a proactive change management strategy employed by Safaricom and focusing on employee training as well as customer feedback has resulted in a 25% increase in service uptake last fiscal year. Ochieng and Waweru (2022) stated that the advantage Safaricom enjoys alongside change management arises due to its ability to adapt quickly to new market environments and legislation.

Statement of the problem

One of Kenya's top telecom companies, Safaricom PLC, is essential to the nation's communication and economic environments. However, as competition pressures and technical improvements increase, the corporation will have a difficult time sustaining its performance. In order to navigate these developments and maintain performance, organizations must use effective change management techniques (Wang & Wang, 2020). Despite Safaricom's dominance, characterized by a 67% market share and steady revenue growth, high operational costs and customer churn pose threats to its profitability (Communications Authority of Kenya, 2023). Safaricom's current challenge lies in finding the optimal balance between re-engineering processes, restructuring the organization, and aligning leadership strategies with performance metrics. The complexity of this endeavor is highlighted by Akintoye et al. (2021), who assert that without a strategic approach to change management, firms risk falling behind competitors.

Moreover, the alignment of change management strategies with performance indicators remains inadequately explored in the context of Safaricom. Existing literature suggests that organizations that fail to align change initiatives with their strategic objectives often face declines in customer satisfaction and overall performance (Nwankwo et al., 2019). The empirical gap concerning the specific effects of change management strategies on performance metrics within Safaricom limits the current understanding of how these strategies mitigate operational challenges and enhance market competitiveness. However, this research aimed to explore the effect of change management strategies on the performance of Safaricom Public Limited in Nairobi City County, Kenya.

Objective of the Study

i. To examine the effect of re-engineering strategies on the performance of Safaricom Company.
ii. To assess the effect of restructuring strategies on the performance of Safaricom Public Company, Kenya.
iii. To explore the effect of innovation on the performance of Safaricom Company.
iv. To evaluate the effect of leadership alignment on the performance of Safaricom Company.

Significance of the Study

The results of this research will significantly benefit Safaricom by providing deeper insights into how strategic change projects influence organizational performance, enabling improvements in operations. The findings can also enhance decision-making processes at Safaricom, informing resource allocation, investment priorities, and strategic planning to align with organizational goals.

Additionally, other telecommunications companies in Kenya and globally can learn from the study's findings. By analyzing Safaricom's change management strategies, industry peers can gain valuable insights into effective practices that foster innovation and drive performance improvements, contributing to industry-wide advancements and healthy competition.

The study is also relevant for policymakers and regulators shaping the telecommunications landscape in Kenya. Understanding the association between association performance and change management can help inform guidelines and policies that promote investment, innovation, and long-term growth, thus supporting the resilience of companies like Safaricom and benefiting consumers and the economy.

Investors, shareholders, and financial analysts monitoring Safaricom will gain valuable insights from this study as well. Understanding the drivers of performance related to change management can help in making informed investment decisions and risk assessments. Enhanced visibility into Safaricom's strategic initiatives will allow investors to better evaluate the company's long-term growth prospects.

LITERATURE REVIEW

Theoretical Literature Review

The research was directed by various theories such as Kurt Lewin's Change Management Model, Balance Scorecard Model, Transaction Cost Economics (TCE) and Contingency theory.

Kurt Lewin's Change Management Model

The Change Management Model by Kurt Lewin was created in 1947, in the middle of the 20th century. The paradigm presented by Lewin, a trailblazing social psychologist, provides a methodical foundation for comprehending organizational transformation (Burnes, 2004).

Lewin's model is divided into three main stages: Refreezing, Change, and Unfreezing. In the process of managing organizational change, each phase stands for an important milestone.
In short, the first stage of this change process is to make the organization understand that change is required. The world is a blank canvas for all activities that will follow, just like preparation in setting up for painting. During this stage, goals include removing resistance, questioning the existing order, and increasing awareness that there needs to be a change. Cummings, Bridgman, and Brown (2016) have elucidated that this stage is critical for ensuring that organizational awareness is in line with external shifts such as shifts in market dynamics or technological advances. Having an understanding among stakeholders helps the organization become the ground for implementing change successfully.

The real change takes place during the second stage: Change. During this phase, the organization seeks to effect a targeted outcome through the implementation of new strategies, structures, or processes. Bashori, Prasetyo, and Susanto (2020) mentioned that leadership would be crucial, having a clear vision and project management for the actual successful execution of change. The main work will then focus on transforming strategic objectives into set purposes and to set organizational activities against these new objectives.

The final phase known as Refreezing aims at consolidating the changes and institutionalizing them within the operations and culture of the organization. This final phase is critical to integrating the new strategies or processes into the way the company operates. Cummings et al. (2016) further emphasize that refreezing entails the ongoing process of reinforcement, training, and feedback to maintain changes, thereby ensuring that the organization does not revert to its former ways. The implications, therefore, are that these changes are sustained forever and integrated into the institutions' long-term strategy.

This model is applicable in the present study since Safaricom must make employees understand why the new change management strategies must be implemented. This training may either be in the form of workshops or discussions on market dynamics and competitive pressures. During the change stage, the leadership must constantly and actively support and promote these strategies so as to gain acceptance. Finally, after consolidation, feedback systems must be put in place by Safaricom to ensure that the new practices are followed and that they work as intended.

Balanced Scorecard Theory

In the early 1990s, David Norton and Robert Kaplan developed the theory. They introduced this framework in 1992 as a comprehensive approach to performance management. It tackles the drawbacks of conventional financial metrics. A comprehensive perspective of an organization's performance is made possible by the Balanced Scorecard. It creates a single, cohesive plan by integrating financial and non-financial data. By coordinating transformation initiatives with organizational objectives, this theory efficiently handles strategic change. Overall performance is improved (Kaplan & Norton, 1996). The theory delineates four distinct viewpoints: internal processes, customers, learning and growth, and finance. Profitability and return on investment are the main concerns of the financial viewpoint. It emphasizes how crucial profitability and financial sustainability are (Kaplan & Norton, 2001). This perspective is essential for assessing whether strategic initiatives deliver the expected financial benefits. It also helps ensure long-term viability.

The customer perspective attentions on comprehension and meeting customer needs and expectations. It evaluates how well an organization delivers value to its customers, which is critical for change management strategies. Addressing customer satisfaction and loyalty ensures that changes align with customer demands and contribute to revenue growth. This approach drives organizations to consider the impact of strategic changes on customer experiences and market positioning. Improving internal operations' efficacy and efficiency is the goal of the internal processes approach. The Balanced Scorecard is a master tool that Safaricom considers to look into four measures: customer satisfaction, financial performance, internal processes, and employee competency. For example, capturing real-time customer feedback lets Safaricom realize where its service delivery falls short and implement change management interventions to increase satisfaction. Also, internal process improvements track the interventions to ensure that these improvements stay pertinent and effective with company goals.

Empirical Literature Review

Study by Davenport and Short (2021) analyzes the role of technology in facilitating BPR in global financial institutions. Study adopted the Socio-Technical Systems Theory and found that successful BPR requires a balanced integration of technical and social systems within an organization. The research stresses the importance of employee training and involvement in BPR initiatives to achieve sustainable improvements. The findings are predominantly based on financial institutions, limiting generalizability to other sectors. The study lacks an exploration of the contextual factors specific to the telecommunications industry. The present study will focus on how reengineering strategies tailored to the telecommunications industry, particularly within Safaricom PLC, can enhance performance.

Nwankwo and Adebayo (2023) aimed to investigate how restructuring affected the banking industry's performance in Nigeria. Adopting the Contingency Theory, the study findings conclude that restructuring efforts that align with environmental contingencies and market demands significantly improve financial stability and customer satisfaction. The study is limited to the banking sector, which may have different dynamics compared to other industries. There is a need to explore restructuring impacts in other sectors within Africa. The present research will expand the scope by focusing on the telecommunications sector in Kenya, exploring how restructuring strategies affect performance metrics like customer satisfaction and market share.

Karimi and Walter, (2023) research examines the impact of digital innovation on organizational performance in the telecommunications sector, concentrating on firms in North America and Europe. It analyzes how digital transformation initiatives drive innovation and competitiveness by adopting Technology Acceptance Model (TAM). The study concludes that digital innovation significantly enhances organizational execution by improving operational efficiency, customer engagement, and market agility. Firms that adopt advanced digital technologies and foster a culture of innovation achieve superior performance. The research is limited by its focus on firms in developed economies, which may not directly apply to organizations in developing regions with different technological infrastructures. The research does not address how digital innovation strategies can be tailored to the specific needs and constraints of firms in developing economies.

Kamau and Muturi (2023) investigated the role of leadership alignment in enhancing customer satisfaction in Kenyan telecommunications companies. Transformational Leadership Theory was utilized and study revealed that leadership alignment significantly boosts customer satisfaction by ensuring consistent service delivery and responsiveness to customer needs. The study was limited to customer satisfaction metrics and did not explore broader organizational performance indicators. Not just customer satisfaction but also other organizational performance measures need to be thoroughly examined in relation to leadership alignment.

Conceptual Framework

Independent variables

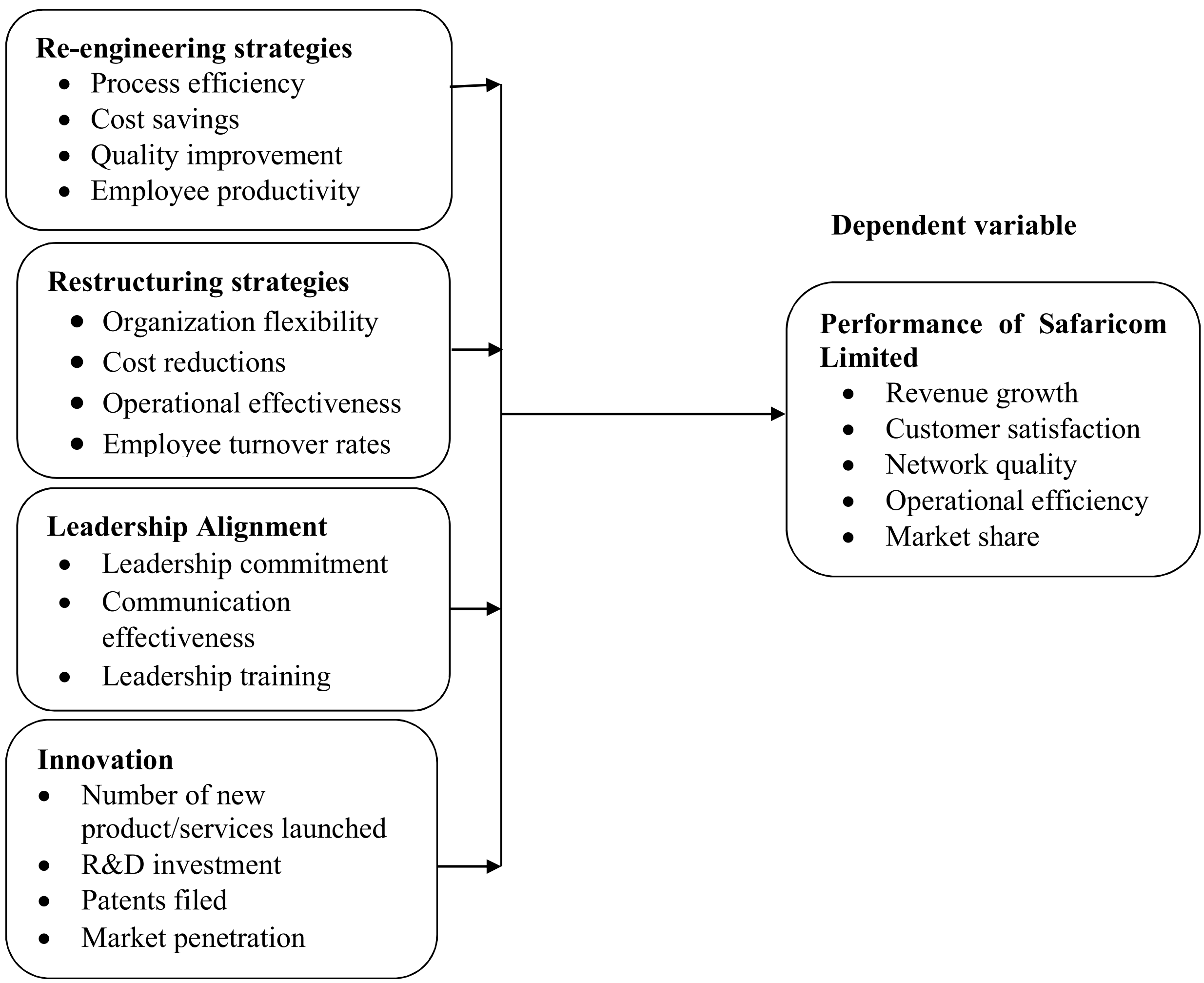

Figure 1: Conceptual Framework
Source: Researcher (2024)

RESEARCH METHODOLOGY

Research Design and Target Population

The research utilized descriptive research design. Descriptive research design is a structured approach used in both qualitative and quantitative studies. It helps to clearly describe the features of a population or phenomenon (Vanni & Crosby, 2023). The study target employees working at Safaricom Public Limited Main branch in Nairobi City County, Kenya. The unit of observation was the four relevant functional areas, namely product development, corporate affairs, engineering, and technical departments within Safaricom limited with 240 employees.

Sampling Techniques and Sample Size

As stated to Tripathi, Khatri, and Mamde (2020), a sample size of 10% to 30% of the population targeted is appropriate; as a result, 30% of the target population was employed in this study. Choosing the upper limit of 30% ensures a higher degree of representation, reducing sampling error and increasing the accuracy of the findings.

Table 3.1 Distribution of Sample Size

Department	Target population	Sample size ratio	Sample size
Product development	60	0.3	18
Corporate affairs	62	0.3	19
Engineering department	54	0.3	16
Technical department	64	0.3	19
Total	**240**	**0.3**	**72**

Source: Researcher, (2024)

Data Collection Instruments

Data for primary information were collected through semi-structured questionnaires that included closed-ended and open-ended questions. A mixture of documents available from websites, journals, and previous studies related to Safaricom constituted the secondary data. Semi-structured questionnaires are flexible enough to allow many participants to elaborate on whatever thoughts come to their minds; however, collected data may be analyzed more systematically (Monday, 2020).

Validity and Reliability of the Research Instruments

As per Sürücü and Maslakci (2020), validity is perpetrated through the process of analyzing data that directly represent real-life situations. Content validity was determined by studying the relevance and correctness of the used instruments with the study objectives. The instruments tested with great scrutiny to find errors and flaws typographical or structural were amended based on the experts' opinions. After giving due consideration to this feedback, a revised survey instrument was produced and administered during the actual data collection procedure followed by the supervisor's review on the tools to ensure that none of the tools were unclear or misleading.

Reliability alludes to the capability of a data gathering tool to give similar results when applied to comparable conditions or subjects. Cronbach Alpha coefficient for internal consistency was preferred for this threshold. Normally, higher alpha values indicate the better strength of data collection. This value ranged from zero (0) to one (1) and was considered reliable if the alpha value was 0.7 or more (Ahmed & Ishtiaq, 2021).

Data Analysis

After capture, the data were arranged, coded, and condensed to make the analysis easier. Quantitative data were analyzed in descriptive and inferential ways using the Statistical Package for Social Science (SPSS version 26). Frequency tables, percentages, averages, and standard deviations were examples of descriptive statistics. Multiple linear regression analysis was utilized to provide inferential statistics at a 95% confidence level. The overall multiple regression approach that was used looked like this:

$$\mathbf{Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon}$$

Where;

Y= Performance of Safaricom Public Limited

β_0 - intercept coefficient

X_1 – Re-engineering strategies

X_2– Restructuring strategies

X_3– Innovation

X_4– Leadership alignment

β_1, β_2, β_3 andβ_4 = regression coefficients

ε_i – error term (extraneous variables)

RESEARCH FINDINGS AND DISCUSSIONS

Inferential Statistics

Model Summary

The correlation coefficient (R) and adjusted determination coefficient (R^2) data are exhibited in Table 2.

Table 2: Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823	.677	.653	0.0146

Source: Field Data (2025)

The results exhibited in Table 2 reflect a comprehensive model summary of the relationship between change management strategies specifically re-engineering, restructuring, innovation, and leadership alignment and the performance of Safaricom Limited. The correlation coefficient (R) of 0.823 designates a strong positive correlation between the factors analyzed and the company's performance outcomes. Furthermore, the (R^2) value of 0.677 reveals that approximately 67.7% of the variance in Safaricom's performance is attributed to the change management strategies employed. This substantial correlation indicates that the effective implementation of such change management strategies is associated with good organizational results, as is evident in the conclusions of several studies that delineate the pivotal role of these change management strategies in improving company performance (Namasasu & Mutsaka, 2020).

ANOVA

Table 3 exhibit the outcomes of the $F_{Calculated}$ and $F_{Critical}$ analyses of an ANOVA performed at the 95% level of significance.

Table 3: ANOVA Results

Model	SS	df	MS	F	Significance
Regression	25.16	4	.172	11.9	0.003[a]
Residual	41.23	61	1.217		
Total	66.39	65			

a. Predictors: (Constant), Re-engineering, restructuring, innovation, and leadership alignment

b. Dependent Variable: Performance of Safaricom Public Limited

Source: Field Data (2025)

The ANOVA results, as noted in Table 3, provide a great deal of insight into the effect that change management strategies, namely re-engineering, restructuring, innovation, and alignment of leadership, exert on the performance of Safaricom Public Limited. The F-statistic stands at 11.9, with a corresponding p-value of 0.003. This p-value is less than 0.05 less than the required level of 0.05, statistically confirming that the predictors of the model significantly affect the performance of Safaricom. This means that the interaction of these change management strategies significantly affects Safaricom Public Limited's performance; that is the hypothesis that change management, when properly perceived and executed, bestows favorable outcomes on an organization. These results are also in concordance with extant literature that states that a well-structured change management practice forms the basis of the company's improvement in terms of performance indicators (Namasasu & Mutsaka, 2020).

Regression Coefficients

Table 4: Regression Coefficients Results

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	0.341	0.214		1.123	.004
Re-engineering strategy	0.325	0.0135	0.251	1.136	.001
Restructuring strategy	0.292	0.0142	0.209	1.123	.005
Innovation	0.302	0.0157	0.234	1.132	.003
Leadership alignment	0.319	0.0143	0.247	1.145	.006

Source: Field Data (2025)

To explore the linkage between change management strategies and performance of Safaricom Public Limited, the researcher employed a multiple regression analysis. According to the table produced by SPSS, the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$) becomes:

$$\mathbf{Y = 0.341 + 0.325X_1 + 0.292X_2 + 0.302X_3 + 0.319X_3 + \varepsilon}$$

Where Y = Performance of Safaricom Public Limited

X_1 = Re-engineering strategy

X_2 = Restructuring strategy

X_3 = Innovation

X_4 = Leadership alignment

The positive and statistically significant benefits of different change management techniques on Safaricom Public Limited's performance are demonstrated by the regression coefficients shown in Table 4. All four strategies; re-engineering, restructuring, innovation, and leadership alignment contribute positively to performance. This is evidenced by their low p-values, which range from 0.001 to 0.006. The constant term, with a value of $\beta = 0.341$ and a p-value of 0.004, indicates a strong positive baseline effect. Each change strategy shows incremental positive effects on organizational performance.

Re-engineering has an unstandardized coefficient of 0.325. This suggests a robust positive impact on Safaricom's performance. The statistical significance, showed by a p-value of 0.001, confirms this strategy's reliable contribution. Supporting literature emphasizes process optimization as crucial for achieving operational efficiency and gaining a competitive edge (Khan, 2022). Therefore, re-engineering is a critical strategy for Safaricom, particularly as the company navigates dynamic market conditions.

Restructuring follows closely, with an unstandardized coefficient of 0.292 and a significance level of 0.005. This indicates that organizational restructuring not only has a positive relationship with performance but is also statistically significant. Previous studies reinforce this finding, highlighting restructuring as vital for redefining roles and improving overall effectiveness in fast-changing industries (O'Brien, 2021). This strategy allows Safaricom to realign its resources and capabilities to better meet customer needs.

The innovation strategy carries a coefficient of 0.302 and a significance of 0.003. This indicates an essential role in performance enhancement. The findings now support the idea that fostering a culture of innovation through the introduction of new products, services, and processes will enhance organizational success. It is evidenced that organizations that give the highest priority to innovation will often outperform competitors. This cements the importance of the strategy in enabling Safaricom to hold a position as a market leader in the country (Wambua & Karanja, 2021).

Lastly, leadership alignment recorded a slightly higher coefficient of 0.319, significant at 0.006. This again brings to focus the need for coherence and collaboration amongst leadership strategies in enhancing performance. Effective leadership alignment ensures that all levels of the organization are working toward a common purpose. Engagement and productivity of the employees are some of the benefits that have been linked to such alignment (Namasasu, 2023). The importance of this strategy to Safaricom again reinforces that aligned leadership is critical to successful change initiatives.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study highlights that change management strategies have strategic importance in performance enhancement at Safaricom Public Limited. Re-engineering strategies are key to improving Safaricom's performance, the very essence of change. The very implementation of these strategies gives operational efficiency and process streamlining. The organization is, thus, better able to respond to customers' needs in the fast-changing world of telecommunications.

Thus, further restructuring strategies have been enhancing organizational performance and simultaneously aligning internal structures with external demands in the market. Safaricom's restructuring brings about departmental reorganizations and even changes to reporting frameworks with the goal of promoting an environment that is more adaptive and responsive. These strategies help Safaricom address new challenges and seize opportunities better.

The organization commitment the culture of innovation to provide an avenue for Safaricom to generate new offerings, services, and processes that cater to the needs of the clientele. Making innovative practices a priority enables Safaricom to create a strong position in the market, and set itself apart from competitors. Adhering to this innovation policy keeps the company abreast of all changes in a fast-paced and highly competitive environment.

The study also ties leadership alignment as being paramount in the factors affecting employee engagement, operational efficiency, and long-term sustainability for Safaricom. Proper alignment by leadership builds a culture of collaboration, engagement, and accountability across the organization, which is needed for speedy and successful change management implementation.

Recommendation

i. For the sustenance of competitive advantage, the telecom companies in Kenya, such as Safaricom, Airtel and Telkom, should have set policies on continuous improvement. These include setting up clear standards on operational efficiency as per best practices followed in the industry. Regular assessment of current processes must be institutionalized to seek out areas for re-engineering that could contribute significantly to gains in performance. The Communications Authority of Kenya (CA) could enforce an annual performance audit for the operators in the telecom industry, whereby operators will be required to conform with global best practices in service efficiency and innovation.

ii. As the evolving landscape of telecommunications in Kenya continues to unravel, the telecoms should be promoting flexibility within their organizations by whatever policy. This calls for implementing a matrix structure so that departments work together, allowing for faster decision-making and responsiveness to market dynamics. The Government should introduce more flexible labor policies to allow the companies to realign workforce structures on short notice in such a way that they guarantee adaptation in less time to new business models and emerging market trends.

iii. To retain Kenya's regional technology hub status, the government would serve the greater interest by encouraging telecom operators to invest in innovation and restructuring. Incentives could include tax incentives on R&D expenditures, subsidies to encourage technology adoption, and grants to spur digital transformation initiatives-all of which could bring a lot of dynamism into the sector.

iv. Policymakers should outline industry-wide provisions that facilitate change management strategies throughout the telecom sector. Digital transformation could thereafter be promoted through incentivizing organizations that adopt cloud computing, AI-augmented analytics, and automation.

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