**Assignment Questions:**

1. When Khaled Biyari took over as CEO of Saudi Telecom Co. (STC) in 2015, he instituted a number of change initiatives.

i. Explain why there was a need for change at STC at that time

ii. Evaluate Biyari's change strategies from a change management perspective.

2. By 2018, STC was widely perceived as a turnaround success story in the gulf region. This notwithstanding, some employees still felt that the change strategies being implemented were misguided.

i. Hypothesize why this was the case from a change management perspective

ii. Suggest further steps the CEO and his team could take to achieve full employee buy in.

3. In March 2018, Al Nasser (who did not possess all the skill sets for job as yet), took over as CEO of STC, and his challenge was to transform the company from a traditional service provider to a digital provider for its customers.

i. Discuss how Al Nasser could succeed with this challenge.

ii. Suggest steps Al Nasser could take to ensure that the cultural transformation already achieved at STC was sustained.

Requirements:

Study the case carefully and write an academic article answering all 3 questions listed above. Your report should include the following:

• Title Page containing your name, ID, Module and Date

• Abstract or Executive Summary

• 1.5 or double line spacing, maximum 2,500 words

• 11 or 12 point fonts for the body of all text; titles may be larger

• All pages numbered

• Support all arguments and assertions with credible sources, particularly those provided as required readings in this module

• Re-read and check spelling and grammar

• Provide in-text referencing and also list all references (i.e. all sources that you picked information from) at the bottom of the article (NB: Use the CU Harvard Referencing Style)

**Case Title:**

**Transforming Culture in the Kingdom: How Saudi Telecom Focused on People to Compete in the Digital Age**

Branch, J. & Cameron K. (2019). WDI Publishing

(Download the full case from the course page in Moodle)

Case Synopsis:

This case describes Saudi Telecom Co.'s (STC's) transition from a government-run entity to a business competing on the open market. Early in its transition phase, STC recognized it would need to transform its employee and company culture to succeed. Led by Dr. Khaled Biyari and his immediate predecessors, STC's cultural transformation was widely heralded as successful by 2018. But Biyari left the CEO role that year, leaving Nasser Bin Sulaiman Al Nasser to take over the position. The change at STC's helm represented a critical inflection point for a company that, as the incumbent provider of all telecommunications in the Kingdom of Saudi Arabia, was seen as critical to the success of the country as a whole.

**Additional Reading (download from course page in Moodle)**

1. Changing change management. (2015). McKinsey Digital

2. The four building blocks of change. (2016). Basford & Schaninger

3. Winning hearts and minds in the 21st century (2016). Basford & Schaninger

4. Digital transformation: The three steps to success (2016). McKinsey Digital

5. How to beat the transformation odds. (2015). McKinsey & Co