Organizational Transformation in India: Developing a Typology

Supriya Sharma

Organizational Transformation in India: Developing a Typology

Supriya Sharma
Doctoral Student
Indian Institute of Management Ahmedabad
Email: supriyas@iimahd.ernet.in

Abstract

Organizational transformation, which is frequently credited with turning around the fortunes of many organizations, has remained an underrated concept in India. This paper is an attempt to study the transformations that have taken place in organizations operating in India, and thus classify them to develop a broad typology, which is relevant for India. This typology has been developed by first identifying the three key components of any transformation – Object, Magnitude and Speed – and building a conceptual framework to understand each episode of transformation better. Analysis reveals nine types of transformations, which capture different aspects of each of the key components of transformation process.

Keywords: Organization, transformation, typology, change

Organizational Transformation in India: Developing a Typology

Supriya Sharma

Introduction

The world of business appears to be in a constant state of flux. Organizations must constantly adopt change to be able to survive and more importantly thrive in such a context (Ascari, Rock & Dutta, 1995; Chakravarthy, 1996). Organizational change has been classified primarily into two types – incremental and transformational. Incremental change keeps constantly happening in the organization, its impact may be in felt in the long term. Transformational change, however, has the capability to show its impact on the organization in the short as well as the long term (Chakravarthy, 1996). Transformational change has been a subject of study by management theorists for decades now. Many theorists have defined organizational transformation in terms that were relevant to their respective contexts (e.g., Mintzberg & Westley, 1992; Tushman, Newman & Romanelli, 1986)

With India being at the forefront of the global economy, it is highly pertinent for the Indian organizations to be ready for the increasing demands of the global customers and competition. Indian organizations must constantly transform themselves to be able to keep up with the pace of their environment.

The objective of this paper is to create a typology of organizational transformations that have taken place in organizations operating in India. This typology is developed in two parts – the literature review helps us in developing a framework of the components of transformations that other theorists have observed and the data analysis of secondary data about transformations that happened in organizations operating in India post 1991. The paper is structured in a similar way – starting with the literature review, followed by data collection and analysis and finally concluding with the typology thus proposed.

Literature Review

In common English parlance, transformation is defined as a "change to another form or shape to metamorphose, to change in character or condition, to alter in function or nature" (Oxford English Dictionary, 1989). Management theorists, however, have viewed transformation of an organization, from multiple dimensions.

Organizational transformation is said to be a change in some core property of the organization (Tolbert & Hall, 2010), including a change in mission, core values, power, status, culture, structure, strategy, systems, procedures, interaction patterns, personnel and power distributions (Romanelli & Tushman, 1994; Tushman, Newman & Romanelli, 1986), organizational form (Forte et al, 2000), the current way of doing things in an organization (Nutt, 2004), vertical information flow direction, horizontal process designs and performance measures (Orgland & Von Krogh, 1998), culture, skills, teams, strategy-structure and reward system (Kilmann, 1995).

Organizational transformation also includes a change in organizational orientation (Greenwood & Hinings, 1996; Johnson, 1987; Miller 1982, 1990), employee behaviors like trust, cooperation, learning and innovation (Chakravarthy, 1996) or how the employees perceive, think and behave (Kilmann, 1995, Muzyka, Koning & Churchill, 1995).

Researchers also lay emphasis on the process of organizational transformation, which has been divided into two broad areas covering the speed of the change (e.g., Greenwood & Hinings, 1996; Kilmann, 1995;) and the extent of its impact (e.g., Greenwood & Hinings, 1996; Kilmann, 1995; Mintzberg & Westley, 1992).

Putting the literature together, one was able to identify three key components that are common to most definitions and, once put together, explain what organizational transformation is. Although many authors don't identify these components categorically, most definitions of organizational transformation in the existing literature, includes these.

These components are the *Object* of the transformation (what changes), the *Magnitude* of the transformation (the extent of impact) and the *Speed* of the transformation (how fast the change occurs).

The Object is the core of change during the transformation i.e. property or aspect or part of the organization that undergoes change. The Object could be one core property like the organization structure or may include a coherent assembly of the different parts of the organization including its strategy, culture, structure, values etc. This spread of how many parts / properties of the organization are impacted during / by the transformation, is determined by the Magnitude. In essence, the Magnitude decides the size and the scope of the Object. The third component of Speed, determines how quickly or even how slowly the Object undergoes change, thereby transforming the organization in turn. These three components, put together, explain what underlies an organizational transformation.

As mentioned earlier, the definitions and explanations of organizational transformation that exists in the literature do not categorically include the components as described above (Object, Magnitude and Speed). However, a closer look reveals the presence of one or more of these components in the definitions proposed by other authors. For instance, Gouillart and Kelly (1995) describe transformation as an "orchestrated redesign of the genetic architecture of the corporation, achieved by working simultaneously – although at different speeds…" This definition captures the simultaneous (Magnitude) change in 'genetic architecture' (Object) of an organization, at varying Speeds. Another example is the definition given by Tushman, Newman and Romanelli (1986) - Transformation as the "Change in all or some (Magnitude) of mission, core values, power, status, structure, strategy, systems, procedures, interaction patterns, personnel (Object)" also captures the components of transformation. Thus, even if all the three components are not captured in the same definition, most definitions encapsulate one or more components of transformation.

Even though the existing literature does not dissect the definitions of organizational transformation, I believe that doing so and thus, identifying the components would help in developing the literature on organizational transformation. The three components that I propose here (Object, Magnitude and Speed) improve the understanding of the phenomenon of organizational transformation. The components (which are further broken down into characteristics in the next section) can be grouped together in different patterns to expand the territory of the types of transformation. These components (and characteristics) can be the building blocks for creating many other types of transformations and perhaps developing a new typology, as is my intention here.

Existing literature also delves into giving a nomenclature to the different types of transformations. The explanations to these types of transformations typically span across the three components specified above, and the names given include Turnaround (Mintzberg & Westley, 1992), Revitalization (Mintzberg & Westley, 1992; Chakravarthy, 1996; Gouillart & Kelly, 1995), Reorientation (Nadler & Tushman, 1989; Tushman & Romanelli, 1986), Recreation (Nadler & Tushman, 1989; Tushman & Romanelli, 1986), Reengineering (Ascari, Rock & Dutta, 1995; Hill & Collins, 2000; Muzyka, Koning & Churchill, 1995; Orgland & Von Krogh, 1998), Renewal (Gouillart & Kelly, 1995; Kilmann, 1995; Muzyka, Koning & Churchill, 1995), Reduction in size (Sutton & D'Aunno, 1989; Tushman & Romanelli, 1986), Radical new positioning (Gareis, 2010), Restructuring (Chakravarthy, 1996 ; Gouillart & Kelly, 1995; Muzyka, Koning & Churchill, 1995; Orgland & Von Krogh, 1998), Reframing (Gouillart & Kelly, 1995), Regeneration (Muzyka, Koning & Churchill, 1995) and Rejuvenation (Baden-Fuller & Stopford, 1994). While these nomenclatures go a distance in describing the different ways that organizational transformation works, I will be exploring them further later in the paper.

Components of organizational transformation

We, thus, revert our attention to the three key components of organizational transformation to understand what comprises these components – Object, Magnitude and Speed. The following section explains in detail what these three components encompass.

Object. This being the core, a change in which brings about the transformation in the organization, has been said to include the following:

Object Name	Signifies	Proposed by
Strategy	o Encompasses activities that gain / sustain competitive advantage o Includes decisions about the application of organizational resources and exchange of resources between the firm and the environment o Overall, depicts the direction of the organization	Ascari, Rock & Dutta, 1995; Mintzberg & Westley, 1992; Nadler & Tushman, 1989; Wischnevsky & Damanpour, 2006
Organization	o Indicates the basic state of the firm o Overall, depicts the structure that turns strategy into action	Ascari, Rock & Dutta, 1995; Greenwood & Hinings, 1996; Mintzberg, 1979; Mintzberg & Westley, 1992; Nadler & Tushman, 1989; Nutt, 2004
Organizational Form	o Includes four different forms – Prospectors, Defenders, Analyzers and Reactors o Forms differ on distinct organizational competencies and response systems	Proposed by Miles et al, 1978 Adopted by Barnard, 1938; Forte et al, 2000; Miles & Snow, 1978; Selznick 1957
Type of Organization	o Types include - Protected, Professional, Routinized, Buffeted and Proactive organizations o Types defined on internal capacity of the organization and responsiveness to the environment	Nutt, 2004
Deep Structure	o A system of interrelated parts that define an organization o Outlines the organization's relationship with its environment o Includes culture, strategy, structure, power distributions and control systems	Gersick, 1991; Romanelli & Tushman, 1994; Tushman & Romanelli, 1986; Zald, 1970
Formal systems	o Indicates formal grouping of resources, o Includes design of work units, communication channels, evaluation policies and programs	Kilmann, 1995; Tushman & Romanelli, 1986

	and HR management systems	
Informal systems	o Captures how people behave in an organization o Consists of core values, beliefs, norms, communication patterns, actual decision making and conflict resolution patterns	Kilmann, 1995; Tushman & Romanelli, 1986

While the above list tries to capture as many key parts of an organization, one would witness some overlap in the definition of some parts. We do not see these overlaps as an indicator to reduce the list. Our focus is clearly to develop a list that spans out much wider, explaining the Object in detail.

Magnitude. Determinant of the size of the Object and has been explained to the include the following:

- Revolutionary / Upheaval: Covers the entire organization, where all units in the organization are closely interconnected. Signifies change 'of' the system and not 'in' the system and sometimes destabilizes the organization (Gersick, 1991; Greenwood & Hinings, 1996; Hill & Collins, 2000; Mintzberg & Westley, 1992; Romanelli & Tushman, 1994; Tushman & Romanelli, 1986)

- Non-revolutionary: Indicates the independence of each unit of the organization, where each unit transforms itself independently in response to the same problem. The transformation is usually spread out over more than 2 years (Romanelli & Tushman, 1994; Tushman, Newman & Romanelli, 1986)

- Evolutionary: Mainly draws from Darwin's model of evolution, where natural, gradual change and growth brings about a transformation in the organization. The change works within the established systems of the organization and does not destabilize the organization (Gersick, 1991; Gouillart & Kelly, 1995; Greenwood

& Hinings, 1996; Hill & Collins, 2000; Miller & Friesen, 1984; Pettigrew 1985; 1987; Tushman, Newman & Romanelli, 1986)

While revolutionary transformation is all encompassing, non-revolutionary and evolutionary transformation may or may not impact the entire organization. Furthermore, one should not confuse non-revolutionary transformation with evolutionary transformation. While the latter lays emphasis on the natural and gradual change that may impact the entire organization, the former focuses on the independence in transformation of each unit of the organization (Tushman, Newman & Romanelli, 1986).

Speed. The speed at which the organization undergoes transformation can be classified under the following heads:

Speed	Signifies	Proposed by
Gradual	o Slow and more adaptive form of change o Assumes organization can absorb any amount of change, if given in small doses	Gersick, 1991; Kilmann, 1995; Mintzberg & Westley, 1992; Pettigrew, 1985; 1987
Learning / Continuous	o Continuous, no specific time frame attached o May occur during the entire life or a relatively long period in the organization o Entrepreneurial organizations are a classic example	Gareis, 2010; Kilmann, 1995; Muzyka, Koning & Churchill, 1995; Schreogg & Noss, 2000
Radical	o Abrupt, fast moving and discontinuous change o Includes distinct episodes of change where a drastic shift takes place in the organization	Gould, 1971; Greenwood & Hinings, 1996; Mintzberg & Westley, 1992; Tushman, Newman & Romanelli, 1986
Periodic Bumps	o The organization's periods of stability interrupted by episodes of change o These episodes aim at bringing the organization back in sync with its environment	Mintzberg & Westley, 1992
Oscillating Shifts	o The organization oscillates between two different cycles o One cycle focuses the	Mintzberg & Westley, 1992

	organization towards a strategy / theme and the other takes it away through experiments / innovation	
Life Cycle	o Patterns in the life of an organization o Include development, stability, adaptation, struggle, revolution and demise	Mintzberg & Westley, 1992
Regular Progress	o Orderly, planned / unplanned transformations during the lifetime of the organization	Mintzberg & Westley, 1992

On classifying each component of Object, Magnitude and Speed into characteristics a conceptual framework emerges (Figure 1). One or more of these characteristics from under each component can come together to be seen in any case of organizational transformation.

Figure 1: Conceptual Framework of the components of organizational transformation

Object	**Magnitude**	**Speed**
Strategy Organization Organizational Form Type of Organization Deep Structure	Revolutionary/Upheaval Non-Revolutionary Evolutionary	Gradual Learning/Continuous Radical Periodic Bumps Oscillating Shifts Life Cycles

Methodology

With the conceptual framework in place, the next part of the study involved collecting data about the transformations that have happened in organizations operating in India and fit these to the framework based on the characteristics of the transformation. Such a fitment to

the framework would be the first step in identifying patterns, if any, across different cases of transformations.

The data collection phase of this study was defined in scope by multiple parameters. The Indian business scenario has witnessed a sea change owing to the Liberalization – Privatization and Globalization (LPG) policy of the government in 1991. In a way the current Indian business economy is fuelled by the measures and initiatives taken by the Indian government in and post 1991 (Ghoshal, Piramal & Bartlett, 2000; Ghoshal, Piramal, & Budhiraja, 2001). Given this clear divide in the business environment pre- and post-1991, I decided to study the transformations that happened post 1991 only. Furthermore, I expected that conducting the study on the data post 1991 would, in essence, help develop a typology that is recent and perhaps, more relevant to the present context.

Substantial, relevant and reliable information about business entities is available in the public domain. Since public limited companies are bound by law to announce all significant decisions / actions, information about them is more readily available. Making use of the information available publicly, I used secondary data, especially for public listed companies, operating in India that had undergone transformation(s) since 1991.

Apart from the handful of cases of transformation that are known as common knowledge, the uphill task was to identify and pick cases of transformations. To do this, I browsed through the corporate announcements / circulars issued by the Public companies to spot any actions of the organization that would hint at the organization undergoing or planning to undergo transformation. Based on the first cues / hints, a deeper study of the organization was done 3-4 years around the announcement. The sources of data were primarily the annual reports, news articles (newspapers & magazines) and case studies.

A total 52 cases of transformations were analysed. These 52 cases were observed in 46 organizations spread over 20 industries. A list of the organizations alongwith the

industries they operate in is summarised in Appendix 1. It is interesting to note that some organizations that are mentioned in the list may not exist today. The transformations of these organizations were studied in a given time frame. The current state of these organizations, is thus, out of scope for this study.

After initial identification of the organizations that had undergone transformations, a deep study of each case of transformation revealed characteristics of the transformation that were traced back to the component framework (Figure 1). Further, a code was attached to the transformation to help the reader identify the characteristics of a particular transformation in one quick glance. The key to the codes assigned can be found in Appendix 2. Further, a list of transformations, with the names of the organization, the time of the transformation and the code identifying the characteristics is summarised in Appendix 3.

Data Analysis and Interpretation

Having collected data and attached codes to the transformations, it was important to classify the transformation in groups. I used cluster analysis with the characteristics as variables and transformations as cases. The presence and absence of a characteristic was coded in binary in with '1' indicating presence of the characteristic in the transformation and '0' indicating absence. Agglomerative hierarchical clustering was found to be a suitable method for a data set of 52 cases with only binary values. Within groups linkage (average distance) with variance, as a similarity measure, was used as a parameter to create the clusters of cases.

To decide on a suitable number of clusters, at first, the indicators from the dendrogram (Appendix 4) were used. With a distance between clusters less than 10 units, the choice of clusters between 9, 11 or 14 appeared to be apt. To decide between these, the cluster membership was looked into. A comparison between 9, 11 and 14 clusters revealed

that the additional clusters (above 9) included only individual cases of transformation and not a group of cases. Furthermore, the characteristics of these cases were not very different from other cluster(s). To seek further support for the choice of the number of clusters, the Agglomeration Schedule was looked into. It was found that the difference between the coefficients of consecutive cluster numbers was the highest for 9 clusters as compared to 11 or 14. Based on the above parameters, 9 clusters were chosen to be an appropriate number to classify the 52 cases of transformation studied. The cluster membership for these clusters alongwith codified transformation characteristics is shown in the Table 1.

Transformations, classified

Based on the characteristics of the transformations classified under each clusters, I interpreted what each cluster stood for. Cluster one, the biggest cluster, is collection of cases that went through a revolutionary and radical change primarily in strategy, organization, deep structure and formal systems. Most of the cases falling under this cluster were observed during the period 2008-09, when the Indian economy was reeling under the impact of the global recession. Given the pressures of falling revenues, some organizations chose to consciously transform themselves, while the others were forced to. But the common thread between all these organizations was the fast paced change in four objects brought about all together. It is also interesting to note that all these transformations were radical or fast paced. Most organizations that tried to counter the slow economy by transforming themselves, transformed rapidly so as to be ready for an upswing in the environment, whenever it happened. This type of transformation can be called the *Quickfixer*, since it rapidly fixes the problem at hand. Certain aspects, like quick, fast paced change, with relatively short term but clear focus, of this kind of transformation can also be found in restructuring (Chakravarthy, 1996; Orgland & Von Krogh, 1998) and turnaround (Mintzberg & Westley, 1992).

Cluster two is special case of transformation. The three organizations that went through this type of transformation were stable businesses in the past. However, market and environment pressures inspired the changes to be undertaken by the management. The changes undertaken were also not commonplace, but ones that changed the tracks of these organizations for better and more prosperous future. Furthermore, under this kind of transformation, a radical change impacts certain objects in the organization, but the differentiating factor is that this transformation starts with an revolution/upheaval in the organization and slowly tapers off as a non-revolutionary transformation. In all the three cases that fall under this cluster, there was no clear line of difference between the revolutionary and the non revolutionary part of the transformation with the latter following the former in all three cases. It was for this reason that these cases were taken to be one case of transformation and not two. This type of transformation is named as the *Extender* and can be seen in comparison with reorientation (Nadler & Tushman, 1989; Tushman & Romanelli, 1985).

Cluster three has a standalone case of a large conglomerate which was going down under the impact of dismal performance due to multiple deep rooted problems. The new leadership envisioned and operationalized a transformation that was Gradual and Learning based in Magnitude and happened in Non-Revolutionary and Evotionary speeds. The defining characteristic of this transformation was the impact it created without destabilizing the organization and culling out the problems right from their roots. The impact of this transformation was felt on the organization for a long time since it was cured of its fundamental problems. It is was this reason, that this type of transformation is named as the *Healer*. The single case of transformation found holds close similarities to organizational renewal (Kilmann, 1995). The focus of this transformation was on building capabilities in people, behavior modification, foster a learning organization – characteristics that have been

identified with organization renewal (Gouillart & Kelly, 1995; Muzyka, Koning and Churchill, 1995)

Cluster four encapsulates transformations that happened gradually and at Evolutionary speed. These transformations, again, impacted different Objects in the organization but brought about a slow change in them which seemed like they were undergoing evolution. This type of transformation, which comes across as functioning in the regular course, is called the *Evolver*. This kind of a change has been classified as evolutionary in the literatures. However, the features of re-establishing link to the market, building market focus and inventing new businesses hint at some similarities with organizational revitalization (Gouillart & Kelly, 1995).

What differentiates cluster five from cluster one is the difference in the objects that went through transformation. Cluster five is characterised by the radical and revolutionary change in strategy, organization or any other object, except formal systems. As described earlier, formal Systems essentially encompass the HR systems, policies and frameworks in an organization (Kilmann, 1995; Tushman & Romanelli, 1986). When a transformation affects any set of objects in an organization without bringing about a change in the HR systems and policies, it falls under this type of transformation. Since the change could impact any Object in the organization, except the people, this type of transformation is named as the *Peripheral*. While none of the existing types of transformations captures this form of change – encompassing everything except people processes – Muzyka, Koning and Churchill's (1995) perspective on Reengineering comes close to this type of transformation. According to them (Muzyka, Koning & Churchill, 1995), reengineering just focuses on improving efficiency in the existing product market opportunities and no more.

As mentioned earlier, there are organizations that transformed themselves to counter the effects of an unfavourable economic scenario. On the other end of the spectrum, there are

organizations that undergo transformations periodically. These episodes of transformations are not always prompted by an unfavourable environment. Rather internal changes in the organization (change in leadership, primarily) are seen to bring about such transformations more often. Overriding the reason, objects and magnitude, the transformations under cluster six are characterised by presence of Periodic Bumps. Due to the recurring nature of this type of transformation, it is named as the *Recurrent*. Because of the content of change, this type of transformation can be seen very similar to reorientation (Nadler & Tushman, 1989; Tushman & Romanelli, 1985). However, the distinguishing feature of Recurrents is not the content, rather it is the frequency of change. It is because of this, that one cannot draw clear parallels to existing types of transformations.

Organizational form, proposed by Miles and Snow (1978), differentiates organizations in four classes based on distinct competencies and response systems. It is not often that one witnesses a change in form of an organization (Forte et al, 2000; Miles et al, 1978; Miller & Friesen, 1984). Cluster seven, stands an exception to this rule. This, again, is a standalone case of a large government commissioned steel plant which was almost on the verge of being shutdown. Through multiple periodic bumps, under different leadership, the organization bounced back and is now consistently seen to be in the black. Such a conscious revolutionary change across Objects in the organization, including its Form that occur through periodic bumps is classified under Cluster seven and is named as the *Methodical*. This specific case of transformation can also be seen as the strategic turnaround (Mintzberg & Westley, 1992).

In the first glance on the membership of Cluster eight, one notices the absence of Strategy as the Object of change in the transformation. We know that Strategy stands for the relationship of the organization with its environment, including the use of its resources (Mintzberg & Westley, 1992; Nadler & Tushman, 1989). Except Strategy, all the other Objects as mentioned in the conceptual framework operate inside the boundaries of the

organization. The transformation classified under Cluster eight brings about a change in the internal properties of the organization without changing its relationship / terms of exchange with its environment i.e. the Strategy. Furthermore, this transformation is also characterised by a learning based change that happens as the evolutions of the organization – a large petrochemicals corporation, in this case. This type transformation is named as the *Internal*. This specific case of a juggernaut corporation, can clearly be seen as regeneration of an organization where developing and empowering people is a key aspect of a change (Muzyka, Koning & Churchill, 1995).

The organization and the transformation studied under Cluster nine, is noticeable by the number of Objects that go through a change during the transformation episode. But, the differentiating factor is not the number of Objects that undergo change, rather the fact that so many aspects of the organization change not by Upheaval or even at a breakneck speed. Instead, the transformation happens slowly, with Oscillating shifts between theme and innovation as the organization go through evolution. The stability of the organization is not compromised during such a transformation, yet almost the entire organization is overhauled as a result of this transformation. Due to the natural outlook towards curing the organization through transformation, this type of transformation is named as the *Cultivator*. The type of transformation can be seen very similar to revitalization which brings about questioning existing and identifying and developing new competencies (Chakravarthy, 1996), re-establishing link to the market, building market focus and inventing new businesses (Gouillart & Kelly, 1995).

Table 1: Cluster Membership – 9 Clusters

Cluster 1		Cluster 2		Cluster 3		Cluster 4		Cluster 5		Cluster 6		Cluster 7		Cluster 8		Cluster 9	
Case	Code	Case	Code	Case	Code	Case	Code	Case	Code	Case	Code	Case	Code	Case	Code	Case	Code
1	SODMNRU	2	SOFDRUB	4	SOFDMGLBE	6	SODGE	7	SDRU	8	SODMRPU	10	SODFPU	31	ODMNLE	44	SOTDMNGCE
3	SOTDMNRLUE	21	SOFDRUB			23	SODMGE	12	SOFDRLU	17	SODMNRPU						
5	SOTDNRU	42	SOFDMRUB			51	SODGE	15	SODRU	24	SODMRPU						
9	SODMNRU							16	SODRU	27	SODMRPU						
11	SOFDMRU							19	SODRU	28	SODMRPU						
13	SODMRU							25	SODRU	29	SODMRPU						
14	SOFDMRU							40	SODRU	41	SODMNGPU						
18	SODMRU																
20	SOFTDMRLU																
22	SODMRU																
26	SODMRU																
30	SODMRU																
32	SODMRU																
33	SODMRU																
34	SODMRU																
35	SODMRU																
36	SODMRU																
37	SODMRUB																
38	SODMRU																
39	SODMRCU																
43	SODMRU																
45	SODMRU																
46	SODMRU																
47	SODMRU																
48	SODMRU																
49	SODMRU																
50	SODMRU																
52	SOFDMNRU																

The nine types of transformations proposed are put together with existing descriptions of transformations available in the literature. This is presented in Table 2.

Table 2: Proposed typology and existing descriptions of transformations

Proposed typology	Existing Descriptions
Quickfixer	Restructuring (Chakravarthy, 1996; Orgland & Von Krogh, 1998) and Turnaround (Mintzberg & Westley, 1992)
Extender	Reorientation (Nadler & Tushman, 1989; Tushman & Romanelli, 1985)
Healer	Renewal (Gouillart & Kelly, 1995; Muzyka, Koning and Churchill, 1995)
Evolver	Revitalization (Gouillart & Kelly, 1995)
Peripheral	Reengineering (Muzyka, Koning & Churchill, 1995)
Recurrent	Reorientation (Nadler & Tushman, 1989; Tushman & Romanelli, 1985)
Methodical	Turnaround (Mintzberg & Westley, 1992)
Internal	Regeneration (Muzyka, Koning & Churchill, 1995)
Cultivator	Revitalization (Chakravarthy, 1996), (Gouillart & Kelly, 1995)

To summarise, the Quickfixers bring about fast transformation in the organization to come in sync with their environment. The Extenders, on the other hand, bring in the transformation by a revolution by also let is ease off slowly part-by-part. The Healers treat the core of the problem through sustainable means not threatening the current existence of the organization. While Evolvers include transformation as a part of their growth journey, the Peripherals undertake transformation that impact everything except a change in the people and HR processes and policies. Transformation occurs through Periodic bumps as a part of both Recurrents and Methodicals, but the Methodicals carefully plan out a change in the Organizational Form by this transformation. When an organization transforms itself internally without disturbing the Strategy, it is classified as with the transformations called Internals. Finally, Cultivators are transformations that help an organization grow through the swings between its theme and innovation. These nine clusters house the 52 cases of transformations that were analysed for organizations operating in India. Table 3 summarises the features of each type of transformation thus identified.

Table 3: Summary of the transformation types

S No	Type	Features
1	Quickfixer	o Object: Change in Strategy, Organization and Deep Structure, among others o Magnitude: Revolutionary, all encompassing o Speed: Radical, fast paced
2	Extender	o Object: Change in Strategy, Organization, Form and Deep Structure, among others o Magnitude: Revolutionary followed by Non-Revolutionary o Speed: Radical, fast paced
3	Healer	o Object: Covers almost all properties of the organization o Magnitude: A mix of non-revolutionary and evolutionary o Speed: Slow but continuous, learning oriented
4	Evolver	o Object: Change in Strategy, Organization, Form and Deep Structure, among others o Magnitude: Evolutionary, as part of the organization's life path o Speed: Slow and gradual, incremental
5	Peripheral	o Object: Any Object except Formal Systems could change o Magnitude: Revolutionary, all encompassing o Speed: Radical, fast paced
6	Recurrent	o Object: Change in Strategy, Organization, Deep Structure and Formal Systems, among others o Magnitude: Revolutionary, all encompassing o Speed: Periodically occuring, fast paced, radical change
7	Methodical	o Object: Change in Strategy, Organization, Form and Deep Structure, among others o Magnitude: Revolutionary, all encompassing o Speed: Episodes of change that occur periodically
8	Internal	o Object: Any Object, except Strategy could change o Magnitude: Evolutionary, as a part of the organization's life path o Speed: Continuous, learning oriented
9	Cultivator	o Object: Covers almost all parts of the organization o Magnitude: Evolutionary, as a part of the organization's life path o Speed: Gradual, with oscillating cycles of converging to a theme and divergence with innovation

Limitations & Future Research

While the widely available information in the public domain was an advantage for carrying out this research project, it could also be seen as a limitation. It was physically

impossible to capture and record all the information about an episode of transformation, available in the public domain. Thus, addition of further information may potentially change the characteristics of the transformations studied under this paper.

As mentioned earlier in the paper, extant literature is marked with many types of organizational transformations. These transformations have been given different names but most of them describe the transformation in terms of the three components identified in this paper (Object, Magnitude and Speed). On the apparent level, there are some commonalities that I could draw between the typology proposed by previous theorists and the one being proposed in this paper. Quickfixer appears to be very close to Restructuring, which is essentially an organization's response to a crises by defining new structures, goals, values, mission etc (Chakravarthy, 1996 ; Orgland & Von Krogh, 1998) by redesigning the economic model and the firm's work architecture (Gouillart & Kelly, 1995). Similarly, Renewal which is defined as a continuous process of change and growth in a firm shares many common facets with Healer. The transformation as Renewal is led by overhauling the complete organization including the behavior of employees and the organization's culture (Gouillart & Kelly, 1995; Kilmann, 1995; Muzyka, Koning & Churchill, 1995). On the same lines, future research could focus on the drawing more parallels between the typology of transformation proposed in this paper with those proposed in other literature.

The characteristics of Life Cycle and Regular progress as defined under the component of Speed have not been captured for any of the transformations. This is primarily because this study was focused on understanding the organizational transformations by deeply studying the individual cases of transformations. Understanding of Life Cycle and Regular Progress required the study of the organization and its life cycle and not the transformations. This would have led to some loss of focus in conducting the study. It is for this reason that these two components are not captured in the data. Further studies could

explore these two characteristics in the context of the impact of the organizational transformation depending of the stage of the Life Cycle or perhaps on the Regular Progress of the organization.

Appendices

Appendix 1: List of organizations and respective industries

S No	Organization	Industry
1	Monsanto India Ltd.	Agriculture
2	Rallis India Ltd.	Agriculture
3	Bajaj Auto Ltd.	Auto
4	Tata Motors Ltd.	Auto
5	Axis Bank	BFSI
6	Bank Of Baroda	BFSI
7	Edelweiss Capital Ltd.	BFSI
8	HDFC Ltd.	BFSI
9	ICICI Bank Ltd.	BFSI
10	Indusind Bank Ltd.	BFSI
11	LIC Housing Finance Ltd.	BFSI
12	State Bank Of India	BFSI
13	Yes Bank Ltd.	BFSI
14	ACC Ltd.	Cement
15	Gujarat Heavy Chemicals Ltd.	Chemicals
16	Gujarat Fluorochemicals Ltd.	Conglomerate
17	Indiabulls	Conglomerate
18	ITC Ltd.	Conglomerate
19	L&T Ltd.	Conglomerate
20	Vedanta	Conglomerate
21	Electrolux India	Consumer Durables
22	T.I. Cycles of India	Consumer Durables
23	TTK Prestige Ltd.	Consumer Durables
24	Videocon Industries Ltd.	Consumer Durables
25	ABB Ltd.	Engineering
26	Zee Entertainment Enterprises Ltd.	Entertainment
27	Hindustan Unilever Ltd.	FMCG
28	Ruchi Soya Industries Ltd.	Food & Beverage
29	SabMiller India	Food & Beverage
30	GMR Infrastructure Ltd.	Infrastructure
31	Dell India	IT
32	Infosys Ltd.	IT
33	Mindtree Ltd.	IT
34	MphasiS Ltd.	IT
35	Tata Consultancy Services Ltd.	IT
36	Wipro Ltd.	IT
37	Gitanjali Gems Ltd.	Lifestyle
38	Finolex Industries Ltd.	Manufacturing
39	Mangalore Refinery & Petrochemicals Ltd.	Oil & Gas
40	Oil & Natural Gas Corporation Ltd.	Oil & Gas

41	Ballarpur Industries Ltd.	Paper
42	Ranbaxy Laboratories Ltd.	Pharma
43	DLF Ltd.	Real Estate
44	Rashtriya Ispat Nigam Ltd.	Steel
45	Bharti Airtel Ltd.	Telecom
46	BSNL	Telecom

IT includes ITeS, Software and Hardware

Appendix 2: Coding pattern for the characteristics of transformation

OBJECT	**Code**	**SPEED**	**Code**	**MAGNITUDE**	**Code**
Strategy	(S)	Gradual	(G)	Revolutionary /	
Organization	(O)	Learning/Continuous	(L)	Upheaval	(U)
Organizational form	(F)	Radical	(R)	Non-revolutionary	(B)
Type of organization	(T)	Periodic bumps	(P)	Evolutionary	(E)
Deep structure	(D)	Oscillating shifts	(C)		
Formal systems	(M)	Life cycles	(Y)		
Informal systems	(N)	Regular progress	(A)		

Appendix 3: List of transformations studied

S No.	Organization	Year	Characteristics
1	ABB Ltd.	2001-03	SOFDMRU
2	ACC Ltd.	2005	SODRU
3	Axis Bank	2003-07	SODMRPU
4	Bajaj Auto Ltd.	1998	SODMNRU
5	Ballarpur Industries Ltd.	2008	SODMRU
6	Bank of Baroda	2005 onwards	SOFDRLU
7	Bharti Airtel Ltd.	2011	SODRU
8	Bharti Airtel Ltd.	2006-07	SODMRU
9	BSNL	2009-11	SODMRUB
10	Dell India	2009	SODMRU
11	DLF Ltd.	2009	SODMRU
12	Edelweiss Capital Ltd.	2011 onwards	SODMGE
13	Electrolux India	2004	SODMRU
14	Finolex Industries Ltd.	2003-05	SODMRU
15	Gitanjali Gems Ltd.	2011	SODMRCU
16	GMR Infrastructure Ltd.	2007	SODMRU
17	Gujarat Fluorochemicals Ltd.	1994-1999	SOFDRUB
18	Gujarat Heavy Chemicals Ltd.	2009	SODMRU
19	HDFC Ltd.	1991-2002	SODGE
20	Hindustan Unilever Ltd.	2009-10	SODMRU
21	ICICI Bank Ltd.	2009-11	SODRU
22	ICICI Bank Ltd.	1990	SODMNRPU
23	Indiabulls	2010-11	SODMRU
24	Indusind Bank Ltd.	2008 onwards	SOFTDMRLU
25	Infosys Ltd.	1996 onwards	SODMRPU
26	Infosys Ltd.	2011	SODMRPU
27	ITC Ltd.	1996 onwards	SODFRUB
28	L&T Ltd.	2003 onwards	SOFDMGLBE
29	LIC Housing Finance Ltd.	2011	SODRU
30	Mangalore Refinery & Petrochemicals Ltd.	2004	SODMRU
31	Mindtree Ltd.	2009	SODMRU
32	Mindtree Ltd.	2011	SODMRU
33	Monsanto India Ltd.	2008-10	SODGE
34	MphasiS Ltd.	2010-11	SODMRU
35	Oil & Natural Gas Corporation Ltd.	2012	ODMNLE
36	Rallis India Ltd.	2002	SOFDMNRU
37	Ranbaxy Laboratories Ltd.	1993	SODMNRU
38	Ranbaxy Laboratories Ltd.	2009-11	SOTDMNGCE
39	Rashtriya Ispat Nigam Ltd.	1991-97	SODFPU
40	Ruchi Soya Industries Ltd.	2005	SODMRU
41	SabMiller India	2003-08	SODMNGPU
42	State Bank of India	2000 onwards	SOTDMNRLUE
43	T.I. Cycles	1992-94	SDRU
44	Tata Consultancy Services Ltd.	2008	SODMRPU
45	Tata Consultancy Services Ltd.	2011	SODMRPU
46	Tata Motors Ltd.	2001	SOTDNRU
47	TTK Prestige Ltd.	2003-07	SODMRU

48	Vedanta	2008-09	SODMRU
49	Videocon Industries Ltd.	2000	SOFDMRUB
50	Wipro Ltd.	2011	SODMRU
51	Yes Bank Ltd.	2009-10	SODRU
52	Zee Entertainment Enterprises Ltd.	2000	SOFDMRU

Appendix 4: Dendrogram with Average linkage (within group)

```
                  Rescaled Distance Cluster Combine

    S  E     0         5        10        15        20        25
    l  Num   +---------+---------+---------+---------+---------+

        6   -+---------+
       51   -+         +----------------------------+
       23   ----------+                              +--------+
        4   ---------------------------------------+         |
       28   -+                                                |
       29   -+                                                |
        8   -+---+                                            |
       24   -+   +-----------+                                |
       27   -+   |           +--------------+                 |
       17   -----+           |              |                 |
       41   -----------------+              |                 |
        2   -+--------+                     |                 |
       21   -+        +------------------+  |                 |
       42   ----------+                  |  |                 |
       25   -+                           |  |                 |
       40   -+                           |  |                 |
       15   -+---+                       |  |                 |
       16   -+   +---------+             +-+|                 |
       19   -+   |         +---------+   | ||                 |
        7   -----+         |         |   | ||                 |
       12   --------------+          |   | ||                 |
        1   -+-------+               |   | ||                 |
        9   -+       |               |   | ||                 |
       11   -+-----+ |               |   | ||                 |
       14   -+     | |               |   | ||                 |
       49   -+     | |               |   | ||                 |
       50   -+     | +-+             +---+ ||                 |
       13   -+     | | |             |     ||                 |
       47   -+     | | |             |     ||                 |
       48   -+     | | |             |     ||                 |
       45   -+     | | |             |     ||                 |
       46   -+     | | |       +-+   |     ||                 |
       38   -+   +-+ |         | |   |     ||                 |
       43   -+   |   |         | |   |   +---+               |
       35   -+   |   |         | |   |   | ||                 |
       36   -+   |   +-+        | |   |   | ||                 |
       33   -+   |   | |        | |   |   | ||                 |
       34   -+   |   | |        | |   |   | ||                 |
       30   -+   |   | |        | |   |   | ||                 |
       32   -+   |   | |        | |   |   | ||                 |
       22   -+   |   | +-+      | +---+   | ||                 |
       26   -+-+ |   | | |      |         | ||                 |
       18   -+ +---+ | | |      | |       |   +-------+       |
       39   -+ |   | | +---+    | |       | ||                 |
       37   ---+   | | |   |    | |       | ||                 |
       52   ----------+ | | +-----+   |   | ||                 |
       20   ------------+ |   |       |   | ||                 |
        5   --------------+   |       |   | ||                 |
```
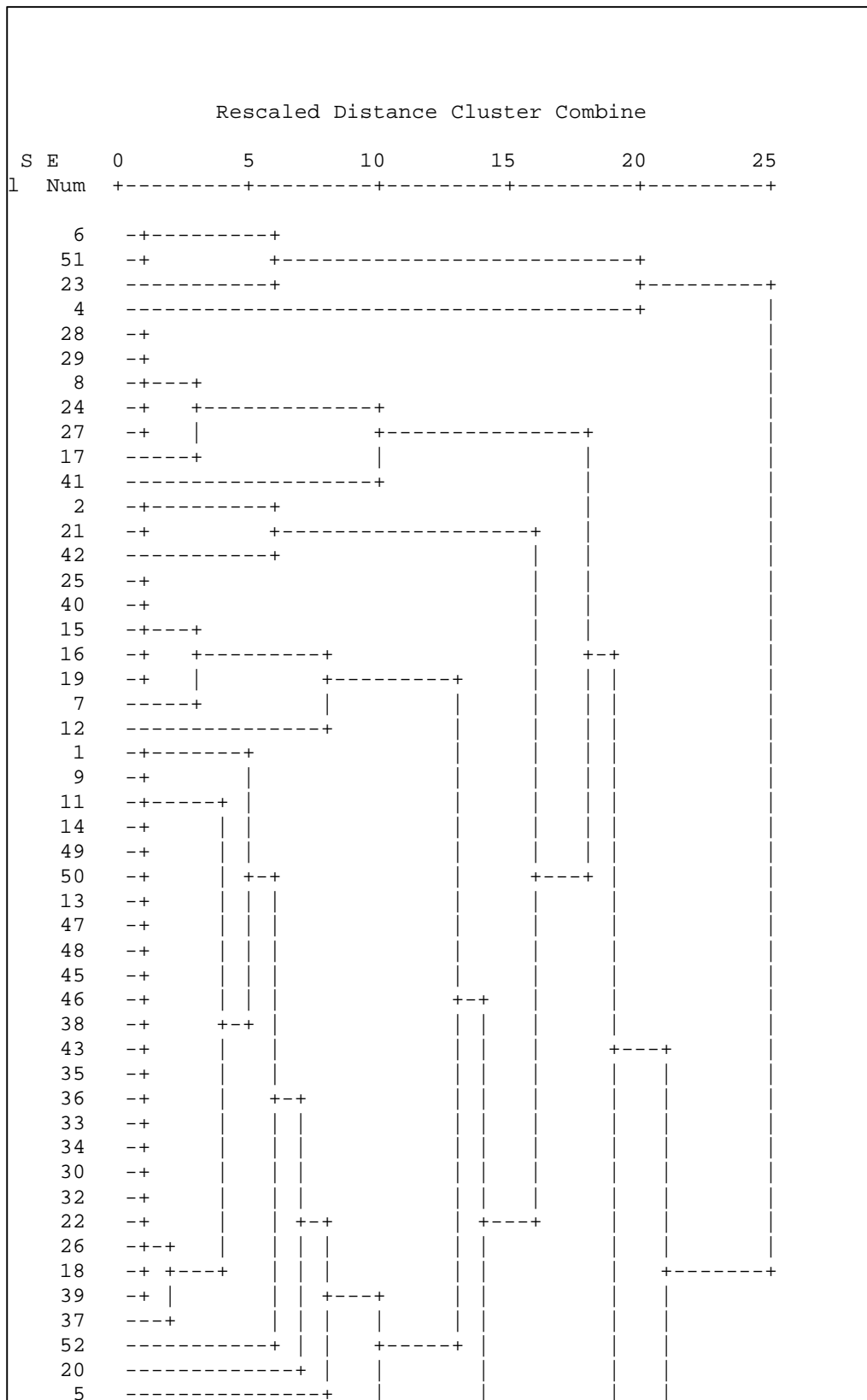
References

Alfaro, L., & Chari, A. (2009). India transformed? Insights from the firm level 1988-2005. *Working Papers - Harvard Business School Division of Research*, 1-54.

Ascari, A., Rock, M., & Dutta, S. (1995). Reengineering and organizational change: Lessons from a comparative analysis of company experiences. *European Management Journal, 13(1)*, 1-30.

Baden-Fuller, C., & Stopford, J. M. (1994). *Rejuvenating the mature business (2nd ed.).* London: Routledge.

Chakravarthy, B. (1996). The process of transformation: In search of Nirvana. *European Management Journal, 14(6)*, 529-539.

Comodromos, G. (2011). Beyond transformational change: incremental transformational change in institutions. *Journal of Modern Accounting and Auditing, 7(4),* 424-430.

Dobrev, S. D., Tai-Young, K., & Carroll, G. R. (2003). Shifting gears, shifting Niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885-1981. *Organization Science, 14(3)*, 264-282.

Forte, M., Hoffman, J. J., Lamont, B. T., & Brockmann, E. N. (2000). Organizational form and environment: An analysis of between-form and within-form responses to environmental change. *Strategic Management Journal, 21(7)*, 753-773.

Garies, R. (2010). Changes of organizations by projects. *International Journal of Project Management, 28,* 314–327.

Gersick, C. J. G. (1991). Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *The Academy of Management Review, 16(1)*, 10-36.

Ghoshal, S., Piramal, G., & Bartlett, C. A. (2000). *Managing radical change: What Indian companies must do to become world-class.* New Delhi: Viking.

Ghoshal, S., Piramal, G., & Budhiraja, S. (2001). *World class in India: A casebook of companies in transformation.* New Delhi: Penguin Books.

Gouillart, F. J., & Kelly, J. N. (1995). *Transforming the organization.* New York: McGraw-Hill.

Greenwood, R., & Hinings, C. R. (1996). Understanding radical organizational change: Bringing together the old and the new institutionalism. *The Academy of Management Review, 21(4)*, 1022-1054.

Hill, F. M., & Collins, L.K. (2000). A descriptive and analytical model of organizational transformation. *International Journal of Quality & Reliability Management, 17(9)*, 966 – 983.

Huizing, A., Koster, E., & Bouman, W. (1997). Balance in business reengineering: An empirical study of fit and performance. *Journal of Management Information Systems, 14(1)*, 93-118.

Kets De Vries, M. F. R., & Balazs, K. (1998). Beyond the quick fix: The psychodynamics of organizational transformation and change. *European Management Journal, 16(5)*, 611-622.

Kilmann, K. (1995). A holistic program and critical success factors of corporate transformation. *European Management Journal, 13(2)*, 175-186.

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review, 73(2)*, 59-67.

Labianca, G., Gray, B., & Brass, D. J. (2000). A grounded model of organizational schema change during empowerment. *Organization Science, 11(2)*, 235-257.

Mezias, S. J., & Glynn, M. (1993). The three faces of corporate renewal: Institution, revolution and evolution. *Strategic Management Journal, 14(2),* 77-101.

Miles, R. E., Snow, C. C., Meyer, A. D., Coleman, H. J., Jr. (1978). Organizational strategy,

structure, and process. *The Academy of Management Review, 3(3)*, 546-562.

Miller, D., & Friesen, P. H. (1980). Momentum and revolution in organizational adaptation. *Academy of Management Journal, 23,* 591-614.

Miller, D., & Friesen, P. H. (1982). Structural change and performance: Quantum vs. piecemeal- incremental approaches. *Academy of Management Journal, 25*, 867-892.

Mintzberg, H., & Westley, F. (1992). Cycles of organizational change. *Strategic Management Journal, 13,* 39-59.

Muzyka, D., Koning, A. D., & Churchill, N. (1995). On transformation and adaptation: Building the entrepreneurial corporation. *European Management Journal, 13(4)*, 346-362.

Nadler, D. A., & Tushman, M. L. (1989). Organizational frame bending: Principles for managing reorientation. *The Academy of Management Executive, 3(3),* 194-204.

Newman, K. L. (2000). Organizational transformation during institutional upheaval. *Academy of Management Review, 25(3)*, 602-619.

Nutt, P. C. (2004). Prompting the transformation of public organizations. *Public Performance & Management Review, 27(4)*, 9-33.

Orgland, M., & Von Krogh, G. (1998). Initiating, managing and sustaining corporate transformation: A case study. *European Management Journal, 16(1)*, 31–38.

Prastacos, G., Södoerquist, K., Spannos, Y., & Van Wassenhove, L. (2002). An integrated framework for managing change in the new competitive landscape. *European Management Journal, 20(1),* 55-71.

Romanelli, E., & Tushman, M. L. (1994). Organizational transformation as a punctuated equilibrium: An empirical test. *The Academy of Management Journal, 37(5)*, 1141-1166.

Schreyögg, G., & Noss, C. (2000). Reframing change in organizations: The equilibrium logic

and beyond. *Academy of Management Proceedings & Membership Directory*, B1-B6.

Sheaffer, Z., Honig, B., Zionit, S., & Yeheskel, O. (2011). Radical changes, ideology, dwindling membership and financial distress: A macro longitudinal study. *European Management Journal, 29(4),* 291-305.

Simons, R. (1994). How new top managers use control systems as levers of strategic renewal. *Strategic Management Journal, 15(3)*, 169-189.

Spector, B. (1995). The sequential path to transformation management. *European Management Journal,* 13(4), 382-389.

Staudenmeyer, N., Tyre, M., & Perlow, L. (2002). Time to change: Temporal shifts as enablers of organizational change. *Organization Science, 13(5)*, 583-597.

Sutton, R. I., & D'Aunno, T. (1989). Decreasing organizational size: Untangling the effects of money and people. *The Academy of Management Review, 14(2)*, 194-212.

Tolbert, P. S., & Hall, R. H. (2009). *Organizations: Structures, processes and outcomes (10th ed).* New Delhi: Prentice-Hall of India

Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review, 38(4),* 8-30.

Tushman, M. L., Newman, W. H., & Romanelli, E. (1986). Convergence and upheaval: Managing the unsteady pace of organizational evolution. *California Management Review, 29(1)*, 1-16.

Van De Ven, A. H., & Poole, M. (1995). Explaining development and change in organizations. *The Academy of Management Review, 20(3),* 510-540.

Vandermerwe, S., & Vandermerwe, A. (1991). Making strategic change happen. *European Management Journal, 9(2),* 174-181.

Wischnevsky, J., & Damanpour, F. (2008). Radical strategic and structural change: occurrence, antecedents and consequences. *International Journal Of Technology*

Management, 44(1/2), 53-80.