

Turnaround Strategies and Performance of Kenya Planters Cooperative Union in Nairobi County, Kenya

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Abstract

This study sought to establish the influence of turnaround strategies on performance of Kenya Planters Cooperative Union. The specific objectives guiding the study were to assess the influence of restructuring strategy, reorganization strategy, repositioning strategy and diversification strategy on performance of Kenya Planters Cooperative Union. The resource-based view theory, contingency theory, institutional theory, and balanced scorecard theory all served as the study's guiding theories. The research design used for this study was a descriptive survey. The study's target population comprised all 815 people who work for the organization. A desired sample size of 268 respondents was reached by proportionate stratified sampling technique. With the aid of semi-structured questionnaires, primary data was gathered. To evaluate quantitative data, descriptive statistics such as mean and standard deviation were used. In the inquiry, two inferential statistics were used: correlation analysis and multiple regression analysis. The study found that Kenya Planters Cooperative Union's performance was positively and significantly impacted by restructuring strategy, reorganization strategy, repositioning strategy, and diversification strategy. The analysis found that the organization can reduce operating costs for the business and retail network by implementing a restructuring approach. The organization can respond to the financial challenges and pressures it is now experiencing by reorganizing. Based on the study findings, it is recommended that Kenya Planters Cooperative Union should evaluate its strengths and weaknesses by looking at how well and how poorly the current organizational structure accomplishes business goals.

1. Introduction

The performance of cooperative societies holds paramount importance as these entities serve as critical drivers of socio-economic development, particularly in fostering inclusivity and empowering marginalized communities (Caldwell & Clapham, 2019). Cooperative societies play a pivotal role in various sectors, including agriculture, finance, and consumer services, by providing a collective platform for individuals to pool resources, share risks, and jointly pursue economic activities. A strong performance by cooperative societies is thus essential for promoting financial stability among their members, enhancing local economies, and contributing to poverty alleviation (Mutie et al., 2020). Performance in this context encompasses various dimensions such as effectiveness, market share, operational efficiency, and innovativeness. It involves the analysis of key performance indicators (KPIs) to assess the impact of the implemented strategies and to identify areas that require further attention (Oladimeji & Udosen, 2019).

In their pursuit of enhanced performance, cooperative societies deploy a diverse array of strategies aimed at optimizing organizational efficiency, ensuring financial sustainability, and responding effectively to dynamic market conditions (Froelich, 2019). Common among these strategies are turnaround strategies, which involve deliberate and transformative measures to reverse organizational decline and bolster viability (Hambrick & Schechter, 2018). Cooperative societies, facing challenges such as fluctuating markets, evolving consumer preferences, and internal operational issues, often implement turnaround strategies to restructure their processes, reallocate resources judiciously, and adopt innovative approaches to remain competitive

(Day, 2019). These strategies may include revisiting governance structures, embracing technological advancements, diversifying product offerings, and engaging in collaborative ventures (Manzoor, 2018).

Through incorporating turnaround strategies, cooperative societies aim not only to overcome immediate obstacles but also to position themselves strategically for long-term success, thereby fostering resilience and ensuring the continued socio-economic impact of their cooperative model (Bourne & Bourne, 2018). According to Stutter (2019), a successful turnaround strategy implementation not only aids in resolving the immediate organizational crisis. However, it also teaches lessons that on the organizational structures in the long run and procedures, hence improving performance.

In Kenya today, cooperative unions constitute a strong, vibrant, and sustainable economic alternative. These cooperative unions have served as a powerful tool for people to assert control over their financial lives for more than 160 years. They offer a special instrument for achieving one or more economic objectives in a world where competition is getting fiercer (Nyoro, Ngugi & Omiti, 2017). However, the industry must undergo a fundamental transformation to become more contemporary, commercially focused, and if the country is to get the most out of it, it must be competitive. To accomplish the nation's food security goals, and nutrition security, this calls for coordinated efforts to revive the industry and the country's economy as a whole, as envisioned in the Kenya Vision 2030.

Over 300,000 people have been employed by the cooperatives, in addition to offering options for self-employment. Indeed, a sizable portion of Kenyans—roughly 63%—get their main source of income directly or indirectly through cooperative-based businesses. However, as of June 2019, just 64 of Nairobi's 264 registered cooperative organizations were still in business, according to the registrar of cooperatives. A closer examination of the cooperative financial records reveals that the non-operational societies had management disputes as well as a total debt to financial institutions of \$3.4 billion that had not been repaid since 2005. In addition, these cooperative societies had laid off the majority of their workforce. Despite the wide range of factors that contribute to financial crisis, management is often held accountable for many failures, either directly or indirectly.

The contextual study problem manifests in evident ways across key dimensions of organizational performance for the Kenya Planters Cooperative Union. In terms of effectiveness, there is a discernible challenge as the union grapples with the impacts of unexpected ministry splits, new pests and diseases, and climate change, which collectively hinder its ability to achieve strategic goals and deliver intended outcomes (Amondi, 2020). Efficiency is compromised due to the administrative complexities arising from ministry changes and the subsequent overlaps in mandates, leading to suboptimal resource utilization and increased operational costs (Njagi, 2018). Innovativeness is stifled by the persistence of longstanding issues, such as biodiversity loss, hindering the union's capacity to adapt and respond to emerging challenges with cutting-edge solutions (Machogu & Yegon, 2017). Additionally, market share is under pressure as the union contends with shifts in agricultural land use and biodiversity loss, impacting its competitiveness and market positioning (Amondi, 2020). The convergence of these issues underscores the urgency of addressing the study problem to revitalize the effectiveness, efficiency, innovativeness, and market share of the Kenya Planters Cooperative Union.

The empirical gap lies in the fact that while a number of extant studies have been conducted in relation to turnaround strategies and performance, the focus has been on organizational contexts other than KPCU. For instance, Okello (2017) focused on SMEs, while Jepchumba and Janet Wagude (2021) focused on public sugar companies in Kenya. Reger (2019) focused on mid-sized manufacturing companies in Colorado; while Roberts (2021) studied the role of management in the turnaround process in Manchester. There were also methodological gaps that warranted the present study. According to Wambui (2014)'s research of the Kenya Planters Cooperative Union's turnaround tactics, KPCU's turnaround efforts included cost-cutting measures and restructuring through the replacement of the company's board of directors. The current study, however, concentrated on other factors such as restructuring, reorganization, and repositioning strategy. In their 2018 study, Mungai and Bula looked at how turnaround tactics affected Kenya Airways' performance and found that asset reduction and financial restructuring had a positive impact. The study, on the other hand, used a convenience-sampling technique, which is prone to sample bias. Wandera's (2019) investigation into the

relationship between turnaround techniques and performance revealed a significant positive association between the realignment strategy and performance. Kenyan state-owned sugar firms, however, served as the study's context. The aforementioned studies employed different variables and were conducted under different conditions. To ascertain the effect of turnaround strategies on performance, this study which was carried out in Kenya Planters Cooperative Union was conducted.

The overall aim of the study was to assess the influence of turnaround strategies on performance of Kenya Planters Cooperative Union. More specifically, the study sought to establish the effect of the Kenya Planters Cooperative Union's restructuring strategy on its performance; examine the effect of the Kenya Planters Cooperative Union's reorganization approach on its performance; determine the effect of repositioning strategy on Kenya Planters Cooperative Union performance; and assess the effect of Kenya Planters Cooperative Union's diversification plan on its performance.

2. Literature Review

The study was grounded by a mix of three theories, including the Resource based view (RBV) theory, Contingency theory, institutional theory and Balanced Scorecard model. Together, these theories offer a robust framework for analyzing the strategic maneuvers and performance outcomes of the Kenya Planters Cooperative Union, providing insights into how internal capabilities and external adaptations drive organizational success.

The Resource-Based View (RBV) theory, as posited by Penrose (1959) and later expanded by Slatter and Lovett (2019), underlines the strategic importance of a firm's unique resources and capabilities in achieving competitive advantage. In the context of the Kenya Planters Cooperative Union, RBV helps examine how the cooperative's internal assets—such as specialized knowledge and human capital—are pivotal in its restructuring and turnaround efforts. This perspective highlights that leveraging these distinctive assets not only helps navigate operational challenges but also enhances performance, suggesting that a firm's internal strengths are crucial for its strategic success and sustainability.

Contingency Theory, introduced by Burns and Stulker (1961) and elaborated by Lawrence & Lorsch (2009) and Okeyo (2013), posits that organizational effectiveness is contingent upon the alignment of strategy and structure with the external environment. This theory is particularly relevant for the Kenya Planters Cooperative Union, which operates in a dynamic agricultural sector influenced by factors such as climate change and policy shifts. The theory supports the notion that the union's ability to adapt its organizational structures and strategies to changing external conditions is critical for maintaining resilience and operational effectiveness.

The Balanced Scorecard (BSC) model, developed by Kaplan and Norton (1992), provides a multifaceted framework for linking strategic objectives to performance metrics across financial, customer, internal processes, and learning and growth dimensions. This model is instrumental in assessing how the Kenya Planters Cooperative Union's strategic initiatives—like diversification and reorganization—impact its overall performance. By integrating both tangible and intangible measures, the BSC offers a comprehensive view of the cooperative's operational health and strategic alignment, ensuring that all aspects of the organization are aligned towards achieving long-term goals.

The impact of organizational restructuring on performance has been examined across various sectors in Kenya through multiple studies. Amboka (2015) utilized a case study approach on Safaricom Limited, involving ten top managers, and found that organizational reorganization significantly boosted performance, despite methodological and contextual limitations. Similarly, Gituma (2016) focused on Airtel Kenya Ltd, engaging 176 out of 315 targeted employees in a descriptive survey, and identified that business engineering substantially enhanced productivity in the telecommunications sector, though the findings were limited to this industry context. Mutie, Kariuki, and Namusonge (2020) expanded the scope to include all 47 Kenyan county governments, using a quantitative approach with 1,128 respondents, and concluded that restructuring positively affects organizational performance, suggesting broader applicability of restructuring strategies despite the distinct operational nature of county governments compared to other sectors. These studies

collectively underscore the positive correlation between restructuring and improved organizational performance across different contexts, although each with its own set of contextual limitations. Against this backdrop, the study set out to test the first null hypotheses:

H₀₁: Restructuring strategy does not have a significant effect on the performance of Kenya Planters Cooperative Union

Several studies have explored the relationship between restructuring strategies and organizational performance across various sectors and organizational types in Kenya. Sije, Omwenga, and Iravo (2016) analyzed the performance of SMEs in relation to restructuring and found no significant correlation, highlighting a contextual gap where SME operations differ from those of cooperative societies. Isabwa, Joel, and Derek (2016) employed an explanatory research approach to study the impact of reorganization on corporate performance among 54 respondents, revealing improvements in performance that were not statistically significant, with the study's methodology potentially overlooking more detailed aspects typical of descriptive research. Meanwhile, Wandera, Sakwa, and Mugambi (2017) conducted a survey among 406 managers using a descriptive methodology and found a moderate positive link between restructuring strategies and organizational performance, specifically in the context of mergers and acquisitions, which may not directly relate to the dynamics within cooperative societies. Collectively, these studies indicate varied results and methodological approaches, each with its own gaps and limitations in different organizational contexts. Against this backdrop, the study set out to test the second null hypotheses:

H₀₂: Reorganization strategy does not have a significant effect on the performance of Kenya Planters Cooperative Union

A cross-section of studies assessed the impact of repositioning strategies on organizational performance in different sectors and regions. Muzny and Simba (2019) focused on Kenya's Coast Development Authority, using a case study approach with 35 senior employees and structured questionnaires to find a positive and significant effect of repositioning on performance, although their findings were limited to the operational specifics of the development authority. Similarly, Mukeshimana et al. (2019) examined Rwanda's independent power producers with a purposive sample of 30 participants, concluding that repositioning positively influenced organizational performance, though their study faced methodological and contextual limitations due to its focus on a specific sector. Odhiambo and Wanjira (2019) looked at commercial banks in Kenya's Uasin Gishu County, using a stratified random sample of 173 employees to establish a significant positive correlation between repositioning strategies and organizational performance, yet their study was also constrained by its focus on commercial banks, which have distinct operational characteristics compared to cooperative societies. Each study demonstrated positive outcomes from repositioning strategies but also highlighted the need to consider sector-specific dynamics when applying their conclusions more broadly. Against this backdrop, the study set out to test the third null hypotheses:

H₀₃: Repositioning strategy does not have a significant effect on the performance of Kenya Planters Cooperative Union

Boz, Yigit, and Anil (2013) investigated the relationship between organizational performance and diversification tactics, comparing companies from Belgium and Turkey over 2007-2011 using data from 114 Belgian and 118 Turkish companies. They used Rumelt's measure of diversity and found that diverse diversification strategies led to higher performance ratings in Turkish firms across single firms, dominant industries, and unrelated diversification, though the study narrowly focused on diversification, excluding other strategies. Similarly, Ondari et al. (2016) analyzed the impact of diversification on firms indexed at the Nairobi Securities Exchange, utilizing a cross-sectional methodology. They noted that diversification didn't significantly affect financial performance but did impact organizational success in non-financial terms, despite methodological flaws and a limited focus on diversification. Mwangi (2017) explored the performance of small and micro enterprises in Nairobi's Embakasi Central Constituency, funded by the youth fund, using a descriptive longitudinal approach and panel regression. The study revealed a strong positive relationship between related diversification and performance, though its findings were mainly applicable to SMEs, indicating a contextual gap due to different operational scales compared to larger enterprises or cooperative societies. Each study underscored diversification's varying impacts on

organizational performance while highlighting methodological or contextual limitations. Against this backdrop, the study set out to test the fourth null hypotheses:

H₀₄: Diversification strategy does not have a significant effect on the performance of Kenya Planters Cooperative Union

3. Research Methodology

The approach that is descriptive in nature was used. The choice of a descriptive research design for this study is justified by its appropriateness in providing a comprehensive and detailed exploration of the current state of affairs regarding the Kenya Planters Cooperative Union and its performance dynamics. Descriptive research is particularly suited to offering a thorough analysis of existing conditions, behaviors, or phenomena without manipulating variables. In the context of this study, where the focus is on understanding the multifaceted challenges and factors influencing the cooperative's performance, a descriptive design allows for the collection of rich, contextual data. The descriptive approach aligns well with the study's objectives, facilitating a nuanced examination of the various elements contributing to the performance trends of the Kenya Planters Cooperative Union over the specified time frame.

Employees of Kenya Planters Cooperative Union in Nairobi City County, in the country, were the investigation's target demographic. The population of the organization is made up of a total of 815 employees who came from all of the departments including Administrative and board of directors affairs, Human resource, FOSA, Corporate finance and accounting, ICT and Customer care. The selection of administrative and board of directors' affairs, human resources, FOSA, corporate finance and accounting, ICT, and customer care as key areas of focus for the study is strategically justified, aligning with the objectives of comprehensively understanding the performance dynamics of the Kenya Planters Cooperative Union. Administrative and board of directors affairs are crucial for governance and decision-making, offering insights into the overall strategic direction and leadership of the cooperative. Human resources provide the backbone of organizational capabilities, and understanding their role sheds light on workforce management and organizational culture. FOSA activities are pivotal for financial service provision, reflecting the cooperative's diversification and financial strategies. Corporate finance and accounting illuminate the financial health and fiscal strategies of the cooperative. The examination of ICT usage provides insights into technological adaptation, efficiency, and innovation. Lastly, customer care is central to assessing the cooperative's external relationships, market responsiveness, and member satisfaction.

Table 1: Target Population

Department	Population
Administrative and board of directors affairs	68
Human resource	125
FOSA	197
Corporate finance and accounting	164
ICT	85
Customer care	176
Total	815

Source: KPCU, Human Resource Management Report of 2020

To ensure that each respondent was equally represented, the respondents were organized by department using a proportionate stratified sampling procedure. A sampling frame was then obtained from KPCU's human resources department, from which respondents were selected through a random selection procedure. Random selection is justified as a methodological approach in research due to its inherent ability to minimize bias and enhance the generalizability of study findings to the broader population. When participants are randomly selected from the population of interest, each individual has an equal chance of being included in the study. This randomness ensures that the sample is a representative subset of the larger population, making it more likely that the findings can be generalized to the population as a whole. With a 5 percent error term assumed, the study used Taro Yamane's (1967) sample size formula.

$$n = N / (1 + N(e)^2) = 815 / (1 + 815(0.05)^2) = 268$$

As a result, using a factor of 0.329, the sample size in Table 2 was 268 respondents.

Table 2: Sample Size

Department	Population	Sample Size (0.329)
Administrative and board of directors' affairs	68	22
Human resource	125	41
FOSA	197	54
Corporate finance and accounting	164	65
ICT	85	28
Customer care	176	58
Total	815	268

Source: Researcher (2021)

A systematic survey was utilized to obtain primary information. Since it was considered that the sampled respondents understood the study's questions, the use of questionnaires was made possible. Statistical information, such as the average and the standard deviation are used to measure quantitative data. Statistical data such as the correlation coefficient of Pearson and multivariate regression analysis are also used in the study to determine where one variable affects the other.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby Y = Organizational Performance
 X_1 = Restructuring strategy
 X_2 = Reorganization strategy
 X_3 = Repositioning strategy
 X_4 = Diversification strategy
 β_1 - β_4 = Regression coefficients
 ϵ is the error term

4. Results

This section delves into the outcomes derived from both correlation and regression analyses. The correlation analysis helps in identifying the strength and direction of the relationship between variables, while the regression analysis enables us to understand the extent to which these variables predict or affect one another. Together, these statistical methods provide a comprehensive insight into the dynamics at play within our dataset, allowing for a deeper interpretation of the underlying patterns that influence the phenomena under investigation.

4.1 Correlation Analysis

As per Table 3, the Pearson correlation coefficient for the restructuring plan was 0.771, which is close to 1. This implies that the performance of Kenya Planters Cooperative Union and its restructuring strategy have a significant linear relationship. The findings are congruent with those of Gituma (2016), who looked at the impact of organizational restructuring on Kenya's telecoms sector performance. The Pearson correlation coefficient between the performance of Kenya Planters Cooperative Union and the reorganization technique was 0.834, indicating a very strong linear relationship between the two. The outcome is in alignment with Mutie et al. (2020) study on how restructuring strategies enhanced the operational efficiency of Kenyan county administrations. The study's conclusions indicate that the Kenyan county governments' restructuring plan positively impacts the effectiveness of organizations.

The Pearson correlation coefficient for the repositioning strategy was 0.797, indicating that changing the repositioning strategy has a linear relationship with Kenya Planters Cooperative Union's performance. The outcomes align with Muzny and Simba's (2019) investigation on how repositioning methods affected organizational performance in the setting of Kenya's coast development authority. According to the study's findings, Kenya Planters Cooperative Union's success was strongly linked to its diversification strategy, with a Pearson correlation coefficient of 0.897. The outcomes align with those of a prior study by Ondari et al. (2016), which studied how the success of quoted firms is affected by the strategy of diversification. The study's findings display that diversification has a statistically vast effect on non-monetary measures of organizational effectiveness however now no longer on monetary indicators.

Table 3: Correlation Analysis

	Restructuring strategy	Reorganization strategy	Repositioning strategy	Diversification strategy	Organizational performance
Restructuring strategy	1				
	261				
Reorganization strategy	.109	1			
	.341				
	261	261			
Repositioning strategy	.080	.711**	1		
	.485	.000			
	261	261	261		
Diversification strategy	.223*	.492**	.303**	1	
	.048	.000	.007		
	261	261	261	261	
Organizational performance	.771**	.834**	.797**	.897**	1
	.002	.000	.000	.000	
	261	261	261	261	261

Source: Research Data (2022)

4.2 Regression Analysis

A factor of 0.872, which is closer to 1 than 0 and represents R, which measures the extent at which the dependent and predictor factors are connected, shows that both dependent and independent variables have a high degree of correlation. The outcomes on Table 4 lend credence to this conclusion. R², also referred to as the coefficient of determination, is a statistical indicator that shows how well the data fit the regression line. As a result, restructuring, reorganization, repositioning, and diversification strategies account for all variation in response data in the vicinity of its mean of 0.801 (80.1%). The adjusted R square value was 0.797 (79.7%), showing that the restructuring, reorganization, repositioning, and diversification strategies were responsible for a 79.7% difference in the performance of Kenya Planters Cooperative Union. This implies that 20.3% of Kenya Planters Cooperative Union's performance was influenced by factors not investigated in this study. As a result, additional research focusing on unstudied variables is required.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.801	.797	1.233

Source: Research Data (2022)

The level of significance was fixed at 0.001. (less than 0.05). As a result, the model predicting how the restructuring strategy, reorganization strategy, repositioning strategy, and diversification strategy influenced Kenya Planters Cooperative Union's performance is statistically significant. In addition, the statistical F value was 293.596 higher than the statistical mean square value of 26.130. As a result, the overall implication of the algorithm was identified.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.521	4	26.130	293.596	.001
	Residual	23.008	256	.089		
	Total	130.529	260			

Source: Research Data (2022)

As per the outcomes on Table 6, Kenya Planters Cooperative Union's performance would have been 0.750 without the influence of restructuring, reorganization, repositioning, and diversification strategies. The performance of Kenya Planters Cooperative Union would improve by a factor of 0.809 if the restructuring strategy's regression coefficient of 0.809 was enhanced by a single unit. If Kenya Planters Cooperative Union's performance were to be improved by only one unit, reorganization would boost it by a factor of 0.764. If the repositioning strategy were enhanced by one unit, Kenya Planters Cooperative Union's The level of success would rise by an element of 0.613. Kenya Planters Cooperative Union's performance would grow by a ratio of 0.711 for every unit increase in diversification strategy.

This result led to the following multiple regression equation:

$$\text{Organizational performance} = 0.750 + 0.809(\text{Restructuring strategy}) + 0.764(\text{Reorganization strategy}) + 0.613(\text{Repositioning strategy}) + 0.711(\text{Diversification strategy}).$$

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.750	.263		2.852	.001
Restructuring strategy	.809	.108	4.154	7.491	.000
Reorganization strategy	.764	.264	1.001	2.894	.002
Repositioning strategy	.613	.390	2.360	1.572	.002
Diversification strategy	.711	.227	3.051	3.132	.000

Source: Research Data (2022)

5. Discussion

The goal of the study was to evaluate how Kenya Planters Cooperative Union performance was impacted by their restructuring strategy. Because of the t-value of (t=7.491, p0.05) in, restructuring method also had a favorable and substantial impact on Kenya Planters Cooperative Union's performance. The findings are congruent with Mutie, Kariuki, and Namusonge's (2020) investigation into how Kenyan County Governments' corporate success was impacted by their restructuring plan. The study revealed that the restructuring plan of Kenyan county administrations has a positive impact on organizational performance.

The goal of the investigation was to analyze how Kenya Planters Cooperative Union's reorganization plan affected its performance. Given that the reorganization strategy's t-value was (t=2.894, p0.05), it was determined to have a favorable and substantial impact on Kenya Planters Cooperative Union's performance. The findings are congruent with those of an earlier study by Isabwa et al. (2016), which used the National Bank of Kenya as a case study to analyze the effects of reorganization strategy on business performance. The study revealed that, while not statistically significant, the organizational restructuring strategy has a favorable impact on firm performance.

The goal of the study was to assess how Kenya Planters Cooperative Union's performance was affected by their repositioning strategy. According to the study, Kenya Planters Cooperative Union's performance was positively and significantly impacted by the repositioning approach, as shown by the t-value of (t=1.572, p0.05). The findings are congruent with those of Odhiambo and Wanjira's 2019 investigation on the impact

of organizational repositioning on the effectiveness of financial institutions in Kenya's Uasin Gishu County. The study discovered a substantial and favourable relationship between organizational performance and repositioning strategy.

The purpose of this investigation was to ascertain how Kenya Planters Cooperative Union performance was impacted by its diversification plan. The results of the investigation show, diversification approach significantly and positively impacted Kenya Planters Cooperative Union's performance, as indicated by the t-value of ($t=3.132$, $p<0.05$). According to Mwangi's (2017) research on the link between productivity and job diversity in micro and small businesses supported by the Youth Fund in Nairobi's Embakasi Central Constituency. Study finds a link between performance and teamwork.

6. Conclusions and Recommendations

The research highlights how organizational restructuring can significantly decrease operating costs and enhance communication and decision-making, which in turn increases operational efficiency, particularly when integrating new technologies. This reorganization enables a firm to swiftly adapt to financial challenges and competitive markets by addressing inefficiencies and formulating effective strategies, thereby enhancing its competitiveness, growth potential, and agility. Additionally, the study underscores the benefits of repositioning strategies, which involve altering market perceptions of a product to boost competitiveness in current or new markets. Repositioning helps in refreshing the brand's consumer perception, while diversification through vertical and horizontal integration allows the firm to achieve quality control, improve supply chain management, increase market share, reduce competition, and realize economies of scale.

The findings emphasize the importance of refining and continuously assessing the restructuring approach to align with the long-term goals of the Kenya Planters Cooperative Union, advocating for adaptability and strategic alignment to enhance organizational performance and growth. Recommendations include a comprehensive review of restructuring plans to optimize internal processes and maintain strategic focus, alongside enhancing communication and stakeholder engagement to support a unified organizational culture. Additionally, the positive impact of repositioning strategies suggests a need for ongoing evaluation of market trends and consumer preferences to support effective market adaptation. The study also highlights the benefits of diversification, recommending a strategic expansion of product offerings and exploration of new markets based on current market demands and trends, with collaborative efforts and continuous economic monitoring to bolster resilience and sustained success.

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