
TURNAROUND STRATEGIES AND ORGANISATIONAL PERFORMANCE OF THE MANUFACTURING INDUSTRY IN SOUTH-SOUTH, NIGERIA.

By

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Abstract

The study examines the relationship between turnaround strategies and organizational performance of the manufacturing industry in South-South, Nigeria. The content scope covers the predictor variable which is turnaround strategies with its dimensions as retrenchment, and repositioning; while the criterion variable organizational performance has measures as operational excellence and service quality. The geographical scope is five (5) manufacturing firms in the South-South, Nigeria. The unit of sampling or analysis is at the micro-level. Thus, it covers 102 managers and supervisors in these manufacturing companies. The study was underpinned using the baseline theory of the Distress-Recovery model. It adopted the Cross-sectional survey design. The Partial Least Square-Structural Equation Modelling (PLS-SEM) data analysis method was adopted. The study found that retrenchment and repositioning could enhance the operational excellence and service quality, hence improve the correlation between turnaround strategies and organizational performance. It was concluded that turnaround strategies should be structured into the manufacturing firms to enhance their performance. Therefore, the study recommended that; manufacturing firms should develop and implement a turnaround strategic development program to enhance resourceful leadership skills of managers at all levels to boost their performance.

Keywords: Turnaround Strategies, Retrenchment, Repositioning, Organizational Performance, Operational Excellence and Service Quality.

1.0 Introduction

According to ENIPRO Inc. (2023), the Manufacturing sector in Nigeria has peculiarity of being the biggest on the Africa continent; with its subsectors dominance contributing to 77% of the industry's total production in the country. The manufacturing industry in Nigeria, also makes significant contribution of about 10% to the country's Gross Domestic Product (GDP) on an annual basis, despite its several challenges (Eromosele (2023), and Obasi (2023), and Kolawole (2023)).

These challenges include the high costs associated with power supply and fueling, excessive taxation imposed by the government, poor and insufficient physical infrastructure (ENIPRO Inc., 2023). Other substantial challenges include stemming from elevated business expenses resulting from corruption and bureaucratic inefficiencies, as well as competition from imported or foreign goods.

Several variables contribute to these challenges faced by the manufacturing industries in achieving operational efficiency. To address these issues, organizations may use turnaround strategies, which may include the option of retrenchment and repositioning as strategies to achieve operational excellence and service quality in terms of performance output. Others may include cost reduction, efficiency enhancement, diversification into new product offerings and markets segmentation and penetration.

The attraction and retention of consumers are significantly influenced by service quality, especially in the context of Nigeria, where there is a notable increase in consumers' rights and expectations. These variables are crucial for the overall success in sustaining a competitive advantage (Ogbari & Borishade, 2015; Moshood et al., 2022).

However, due to deficit in research, data collection problems, and limited research conducted, the literatures on turnaround strategies and organisational performance in the manufacturing industry in South-South, Nigeria is considerably low (Evwierhurhoma & Onouha, 2020; Obasi, 2023). Hence, the study hereby introduces turnaround strategies and organisational performance in the manufacturing industry to empirically fill this gap. This study evaluates the success of the dimensions of turnaround strategies adopted, identified problems these firms encounter, and provide suggestions to increase the organizational performance, efficiency and effectiveness in this sector of the economy.

Operational Framework

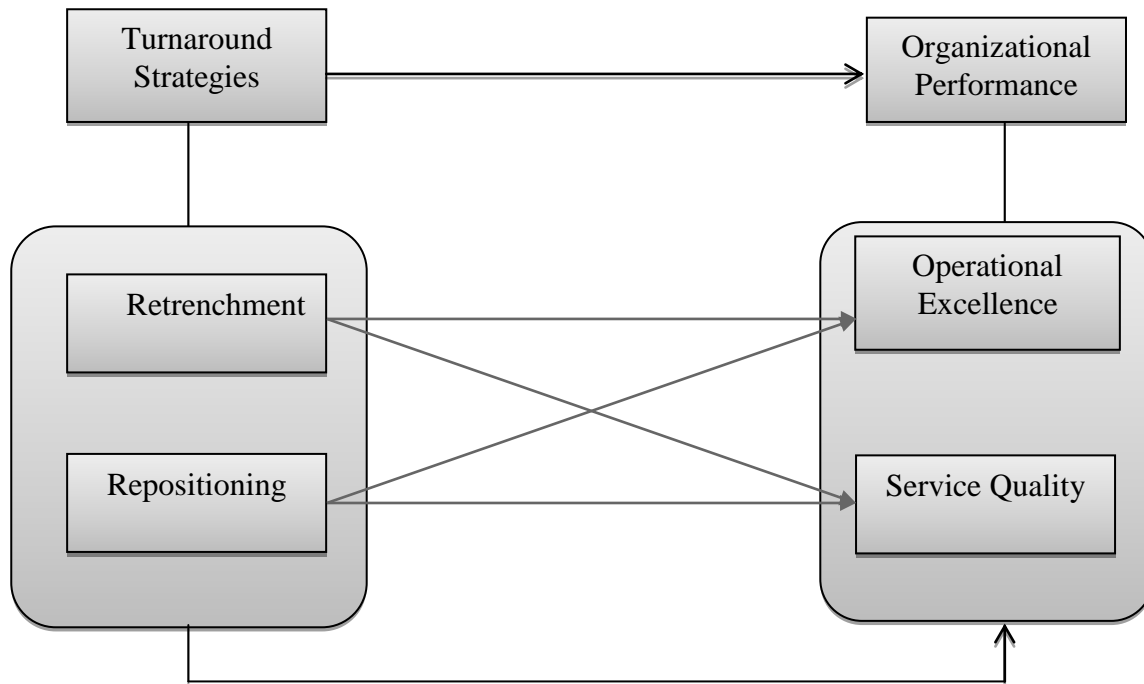


Figure 1: Operational Framework

(Conceptualised by Researcher, 2023)

Research Objectives

Therefore, the study aims to explore turnaround strategies and organisational performance of the manufacturing industry in South-South, Nigeria.

Specifically, the study

- i. Explores the correlation between retrenchment and operational excellence.
- ii. Accesses the correlation between retrenchment and service quality.
- iii. Ascertain the correlation between repositioning and operational excellence.
- iv. Explores the correlation between repositioning and service quality.

Research Hypotheses

The following null hypotheses were stated:

- H₀₁** There is no significant relationship between retrenchment and operational excellence of the manufacturing industry in South-South, Nigeria.
- H₀₂** There is no significant relationship between retrenchment and service quality of the manufacturing industry in South-South, Nigeria.
- H₀₃** There is no significant relationship between repositioning and operational excellence of the manufacturing industry in South-South, Nigeria.
- H₀₄** There is no significant relationship between repositioning and service quality of the manufacturing industry in South-South, Nigeria.

2.0 Literature Review

Theoretical Framework

The baseline theory for the study focused on the Distress-Recovery model.

The Distress-Recovery Model

The Distress-Recovery model is a theoretical framework for turnaround strategy, positing that a company's performance may be enhanced via a sequence of interventions aimed at addressing the root causes of distress and eventually facilitating recovery. According to this model, the implementation of these measures has the potential to enhance the operational excellence, efficiency and overall performance of the organisation. The first proposal for the aforementioned notion was put up by William C. Schwert in his 1989 article titled "Why do certain firms experience bankruptcy while others do not, and what measures can be taken to mitigate this occurrence?". The dynamic capabilities theory (DCT) is used to identify the critical dynamic capabilities that are necessary for achieving success in turnaround scenarios. Its characteristics include the ability to promptly recognise and address market fluctuations, facilitate the creation and implementation of novel goods and services, reorganise operational processes, and foster robust connections with consumers and suppliers. The DCT offers recommendations for the establishment and implementation of these capabilities, which may need investment in research and development, fostering an innovative culture, cultivating effective leadership and management skills, and fostering partnerships with pertinent stakeholders. The Dynamic Capabilities Theory (DCT) elucidates the manner in which dynamic capabilities might engender enhanced organisational performance by facilitating adaptability to change, bolstering operational efficiency, and mitigating costs, so resulting in heightened sales, profits, and market share. For example, a manufacturing firm located in the South-South region of Nigeria may use the Dynamic Capabilities Theory (DCT) to cultivate a dynamic capacity that enables swift product creation, operational restructuring, and the establishment of robust supplier partnerships. This measure would assist the organisation in preserving its competitive edge, detecting operational inefficiencies, and diminishing expenses, so enhancing its profitability and competitiveness. Thus, the Dynamic Capabilities Theory (DCT) has significant theoretical value in providing guidance for the formulation and execution of turnaround plans within the manufacturing industry in South-South, Nigeria. Manufacturing enterprises may effectively respond to fluctuations, enhance operational effectiveness and financial viability, and sustain their competitive edge via the cultivation and use of dynamic capabilities.

Turnaround Strategies

The primary focus of most methods aimed at corporate turnaround is the revitalization of the organization's operations. In the context of turnaround management, there is a strong emphasis on conducting audits of management practises, implementing activity-based costing, and doing SWOT analysis. This is because the fundamental goal of turnaround strategies in view to organisational performance and management is to discover the underlying issues that have contributed to the failure of a corporation (Thompson et al., 2014). The impulse for implementing turnaround plans generally stems from the need to acquire a more comprehensive comprehension of the underlying issues that initially led to the deterioration of a company. Organisations use various strategies, plans, and analytical tools to rejuvenate their operations when implementing these approaches. The incorporation of turnaround plans, which revolve on doing research and undertaking preparations for the effective resumption of operations by struggling enterprises, constitutes a crucial element within this context. The investigation of turnaround strategies has a notable impact on our understanding of organisational turnarounds, the elements that lead to decline, and the challenges connected with management strategy (Solnet et al., 2010; Bibeault & Donald, 2017).

To effectively navigate the cultural and transformative changes that arise during periods of organisational turnaround, it is essential for executives to prioritise the issues that may greatly improve their businesses (Johnson et al., 2005). When formulating a strategy to attain its goals, a corporation must consider not just the internal resources and capabilities at its disposal, but also the external challenges it will need to overcome (Nandakumar et al., 2010). Strategic management is primarily focused on the assessment, formulation, and implementation of effective resolutions to challenges encountered by firms, which have arisen due to changes in the external landscape. In the context of strategic management, an examination is conducted on the decision-making process and the policies used to guide the functioning of the organisation (Petrova, 2017).

Retrenchment

It would be unwise for any organisation to avoid the need of implementing personnel layoffs (Bax, 2009). Layoffs are a probable occurrence inside an organisation, particularly in times of economic volatility or when there is a need to restructure (Gulati et al., 2010). Nevertheless, several companies have made the decision to abstain from pursuing this course of action. Based on the results of a study conducted by Cyber-Ark in 2008, it was observed that a significant proportion of employees fifty-six (56%) expressed apprehension over the potential loss of their employment due to the ongoing economic crisis. According to the findings of the study, a significant proportion of the sampled workforce, namely thirty-five percent (35%) or more, expressed their willingness to engage in 80 hours of work per week in order to retain their employment. Furthermore, a similar percentage of employees, specifically twenty-five percent (25%) or more, indicated their preparedness to accept a reduction in their wages if it meant securing their jobs. Both of these replies demonstrate the extent to which employees are prepared to make significant efforts in order to retain their employment. Both of these possibilities exemplify the determination shown by individuals in their efforts to preserve their current job (Cyber-Ark Inc., 2008).

This symptom indicates that persons who experience layoffs exhibit a willingness to extend their working hours and may even expect to get less compensation. Consequently, this imbalance in the allocation of time between work and home life arises, resulting in a state of disequilibrium. Individuals who are through the process of getting laid off often exhibit a strong inclination to extend their working hours. During times of economic hardship, several organisations see it imperative to use workforce downsizing strategies within their management departments as a means to achieve cost savings. This phenomenon may be comprehended in light of the need to sustain financially viable and environmentally responsible businesses in the contemporary market. In order to ensure the achievement of this target, the management team has exerted considerable pressure on the people to perform at a high level. The phenomenon of employees extending their working hours may be attributed to several factors, including job instability, heightened competitiveness, and an augmented workload (Sparks et al., 1997). Workers expose themselves to various health risks when they engage in excessive work hours.

Repositioning

The term "positioning" pertains to the strategic endeavour of establishing a unique and recognisable image for a company's goods and brand among the target customers who will be acquiring these items. The concept of placement, as described by Kotler (2003), encompasses the same meaning conveyed in this statement. Public relations (PR) is a proactive, intentional, and iterative process aimed at defining, altering, and evaluating client perceptions towards a

certain product or service (Arnott, 1992). The ultimate outcome is a value proposition that is focused on the customer, sometimes referred to as a persuasive argument for why the target audience should make a purchase (Kotler, 2003). According to Fuchs and Diamantopoulos (2010), it is necessary to differentiate between the tangible spatial location of an object and the perceived spatial location that the object seems to inhabit. The ideal positioning of a business refers to the image that the company aims to convey to its target audience. The aforementioned objective is the ultimate aim that the organisation seeks to achieve. The consideration of a firm's strategic market positioning might be regarded as the first stage in the generation of novel ideas. Other characteristics, such as an organization's core competencies or its degree of domain knowledge, might also have an impact on these notions (Ellson, 2004). Conversely, the perception of a product's intended placement by customers within a target market is determined by a concept referred to as its perceived positioning.

A discrepancy in perception arises when the mental image constructed by the consumers, who are the primary recipients of an organization's endeavours, does not align with the viewpoint held by the company. This phenomenon may arise when there is a lack of alignment or coherence between the two entities under consideration. This discrepancy may have arisen due to many circumstances, such as inadequate customer communication, inadequate positioning tactics, and a failure to provide promised services. Surovitskikh and Lubbe (2008) conducted a study which revealed that while Etihad's major approach to positioning in the South African market focused on both service reliability and the range of services offered, consumers only perceived the airline's reliability. Despite the fact that Etihad's primary market positioning strategy focused on both service reliability and the range of services offered, this remained the case. The authors of the study arrived at the following conclusion after completing an analysis of the positioning procedures used by three Middle Eastern carriers operating in South Africa. Despite the airline's positioning strategy that emphasised inventiveness and personalised service, customers of Emirates Airlines reported a lack of these traits in the brand. In a similar manner, those who engaged in travel to Qatar expressed dissatisfaction with the country's approach towards its personal and enhanced merchandise (Surovitskikh & Lubbe, 2008).

Organizational Performance

Noyé (2002) makes the supposition that performance entails achieving the objectives you've established. According to him, performance is the result of a contrast between the outcome and the aim rather than the simple observation of an event. According to Lebas (1995), performance is forward-looking, created to represent the unique characteristics of each organization or person, and based on a causal model that connects factors with outcomes. He defines a wealthy firm as one that will achieve its goals as well as those set by the alliance of management. Performance thus depends equally on aptitude and the future. Organizational performance is defined by a set of financial and non-financial measures that reveal information about the extent to which objectives and results are achieved, according to a number of concepts offered by Lebas and Euske (2006). Performance demands interpretation and decision-making since it is dynamic. A causal model that describes how present behavior will affect future outcomes can be used to explain performance. Performance can be interpreted differently depending on who is evaluating the organizational performance (for instance, performance can be interpreted differently from someone inside the organization compared to someone outside). In order to develop the definition of efficiency, it is crucial to determine the characteristics that are unique to each area of

responsibility. The results must be quantified in order to gauge a company's performance level.

Operational Excellence

The term "operational excellence" is used to describe the achievement of optimal levels of performance across all aspects of daily business operations within a company or organisation. In the event that two distinct commercial enterprises use an identical strategy, it can be expected that the more successful organisation would yield higher operational results. These outcomes will not only benefit the firm's customers but also any other stakeholders associated with the firm. To achieve optimal operational performance, it is important to have a cohesive management system that is integrated across various functions, while fostering a culture that prioritises operational discipline. The achievement of any of these objectives is contingent upon the achievement of the other. An information management system may be conceptualised as a structured framework including guidelines and protocols for many aspects, such as strategic planning, risk assessment, and adaptability to dynamic circumstances. This perspective offers a potential framework for analysis. The presence of a unified management structure significantly reduces the probability of conflicting responsibilities among individuals. This leads to a reduction in wasted time and a decrease in the likelihood of conflicts arising. Based on this theoretical framework, a societal structure that prioritises operational discipline would consistently pick for the alternative that maximises the welfare and benefits of its constituents. The development of the five pillars that form the backbone of the United States Nuclear Navy, renowned for its dependability, may be attributed to this organisation. The four guiding principles included in this framework are honesty, scepticism, knowledge, assistance from watchdog organisations, and adherence to established norms. The aforementioned guiding principles function as a structural basis for the decision-making and behaviours of all personnel, so facilitating the organization's progress towards the attainment of its objectives (Ciccone & Hall, 1996).

Service Quality

The user-based approach defines quality as "fitness for use" (Juran, 1974), while the manufacturing-based approach defines quality as "conformance to specifications" (Crosby, 1979). Garvin (1984) outlines five fundamental approaches for conceptualising the concept of quality. There exist various approaches within the fields of philosophy, economics, and operations management. These approaches include: (1) the transcendent approach; (2) the product-based approach; (3) the user-based approach in economics, marketing, and operations management; (4) the manufacturing-based approach; and (5) the value-based approach in operations management. Quality, as defined by the transcendental perspective, is characterised by its inherent perfection. The sign in question represents a set of stringent criteria and outstanding achievements that are widely recognised and can only be really appreciated via firsthand encounter. Product-based methods consider quality to be a measurable and quantifiable factor, where alterations in quality indicate variations in the quantity of a certain component or characteristic. Consequently, the attainment of superior quality is contingent upon incurring elevated expenses within the framework of the product-based strategy. Quality is assessed within a user-centered framework by evaluating the extent to which customer satisfaction is achieved. The highest degree of quality corresponds to the greatest level of client satisfaction with regards to their preferences. In the context of a manufacturing-based approach, quality may be defined as the act of executing a task correctly on the first attempt. This programme focuses on the examination and implementation of engineering and manufacturing practises within the context of supply chain management. In a

value-based framework, quality is delineated with respect to cost and pricing, as opposed to other attributes. The observed outcome is regarded as a result of the imposed price.

Empirical Review

Mungai and Bula (2018) submitted that numerous organisations worldwide are now experiencing a decline in performance throughout certain phases of their cycles as a result of internal and external variables or changes in the business environment. Frequently, organisations experience a condition of decline as a result of pressures arising from these elements, which pose a danger to their continued existence. These organisations engage in competition for survival within a dynamic and challenging market environment sometimes referred to as the "red ocean." To achieve success during periods of difficulty, many of these organisations use turnaround strategies aimed at restoring their profitability and enhancing their overall performance. In order to improve an organization's likelihood of survival and achieve sustained performance and recovery, turnaround strategies are used as a viable solution to the crisis. This article is an investigation aimed at examining the impact of turnaround strategies on the performance of Kenya Airways. The primary objective of this research was to examine the impact of revenue generating strategies, cost reduction strategies, asset reduction strategies, and financial restructuring on the performance of Kenya Airways. The study used a descriptive research design in which data was evaluated using descriptive statistics. The results of the study indicated that the implementation of the four methods had a favourable impact on the performance of Kenya Airways, significantly contributing to its successful turnaround.

The use of schedule padding is a commonly employed tactic by transportation companies, which is often utilised with the aim of enhancing their punctuality metrics. Typically, the assessment of time efficiency revolves on the measurement of arrival delays. Nevertheless, within the realm of the air transport sector, empirical data indicates a propensity for planes to have delays during departure, while maintaining punctuality upon arrival. The objective of this research is to examine the turnaround time strategy used by airlines. This will be achieved by conducting a comparative analysis of the planned and actual daily movements of all aircraft originating from or destined for Europe throughout the year 2019. The findings indicate that there is a higher occurrence of turnaround variations at bigger airports, particularly during peak hours, and when an aircraft is engaged in a greater number of flights. Low-cost carriers often implement a much reduced turnaround time in comparison to established carriers, allocating a greater portion of the allotted block time for ground operations. This method has a significant impact on measurements of on-time performance and other efficiency metrics that are often derived from planned operations, hence carrying significant ramifications for both airlines and passengers.

Ukaidi (2016) noted that organisations experiencing a decline in performance often use turnaround strategies, which include several approaches such as revenue creation, cost reduction, asset reduction, and financial restructuring. These strategies aim to enhance profitability and overall performance. The use of schedule padding is a prevalent tactic employed by transportation companies, particularly within the realm of air transport, with the aim of enhancing punctuality. Low-cost carriers have reduced turnaround times, hence impacting punctuality and efficiency metrics. The fall of MSKY Vision Enterprise was subjected to investigation via the use of PESTEL and Porter's Five Forces frameworks, resulting in the discovery of suitable measures for turnaround. Turnaround maintenance programmes in fertiliser plants need the use of efficient planning and risk response mechanisms.

3.0 Methodology

Current study used quantitative research approach to reach at the decisions by using numeric data. As this study is correlational in nature, deductive method of inferencing was applied. The purpose of a cross-sectional survey therefore is to generate a body of data in connection with two or more variables, and to examine and identify patterns of association (Nachimias, & Nachimias, 1981). This design meets our purpose and enables us to generalize from the result of our sample for the entire population. The study utilized simple random sampling technique to select members of the sample frame, whereas copies of a structured questionnaire were distributed to the sample, made up of 102 managers and supervisors of 5 manufacturing firms in South-South, Nigeria. Partial Least Square – Structural Equation Modelling (PLS-SEM), using SmartPLS software, was used for analysing the data. Path coefficients (β values) of 0.10 - 0.29 are weak; 0.30 - 0.49 are moderate; and 0.50 to 1.0 are strong correlations, respectively. P-values less than 0.05 level of significance were accepted, while those above 0.05 were rejected.

Table 1: Reliability Test

	Cronbach's alpha	Composite reliability (rhoa)
Retrenchment	0.799	0.844
Repositioning	0.899	0.935
Operational Excellence	0.702	0.857
Service Quality	0.882	0.887

The Cronbach's Alpha reliability and Composite reliability values for each of the constructs were greater than 0.7. Therefore, our constructs are reliable.

Table 2: Validity Test

	Average variance extracted (AVE)	Retrenchment	Repositioning	Operational Excellence	Service Quality
Retrenchment	0.566	0.752			
Repositioning	0.709	0.332	0.842		
Operational Excellence	0.501	0.272	0.203	0.708	
Service Quality	0.685	0.225	0.338	0.249	0.828

For each of the constructs, we realized an average variance extracted greater than 0.5 which signifies the presence of convergent validity. The diagonal values (in bold) denote the square roots of AVEs which are greater than 0.7, and are greater than the off-diagonal figures (correlations between the constructs), thus confirming that each construct is distinct from any other one. Therefore, the model endorsed discriminant validity for all the constructs.

4.0 Analysis and Discussion

A total of 102 copies of the questionnaire were distributed to the respondents, out of which, 97 copies were returned, and hence, were utilized in this research. The hypotheses were tested using PLS-SEM to test the relationship between Turnaround Strategies and Organizational performance.

There are 20 observed variables for which questionnaire has been framed. All these 20 observed variables are conceptually related to four constructs (Retrenchment, Repositioning, Operational Excellence and Service Quality). The indicators represent the different components of the Latent variables. The diagrammatic representation of the relationship between the variables is given in the Path Diagram of Figure 2.

Turnaround Strategies (TAS): Retrenchment (RET), Repositioning (REG), and Organizational Performance (ORP): Operational Excellence (OPE), Service Quality (SEQ),

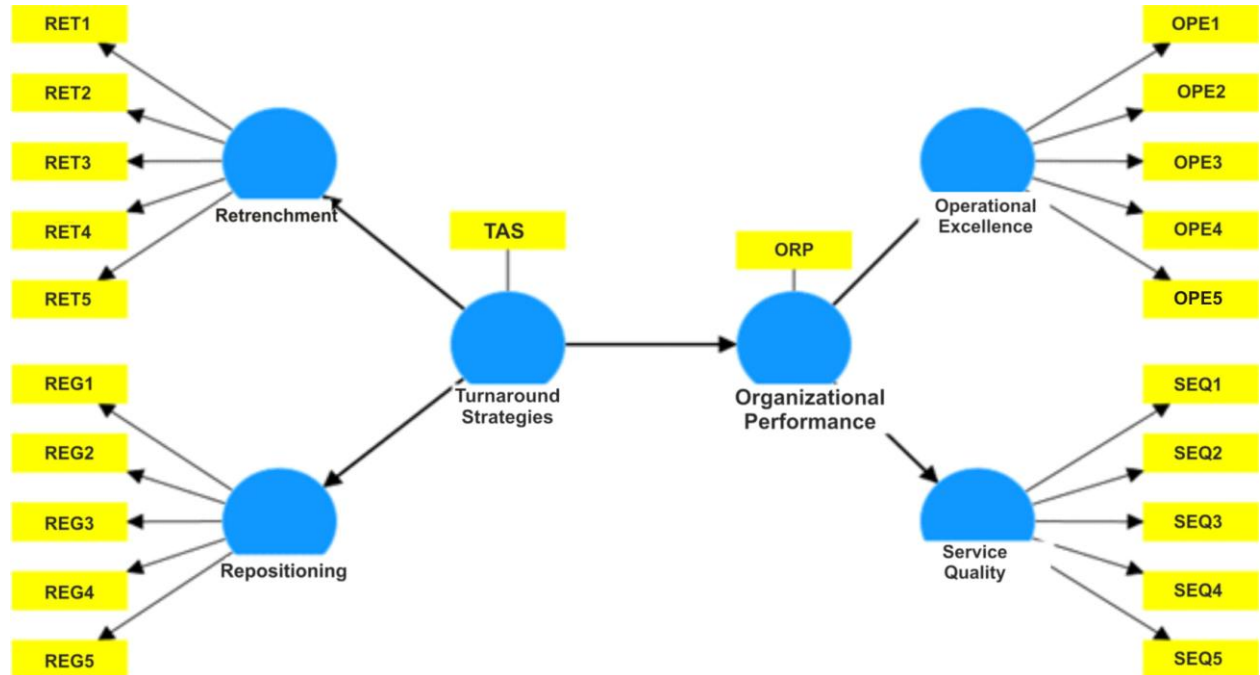


Figure 2: Research Model

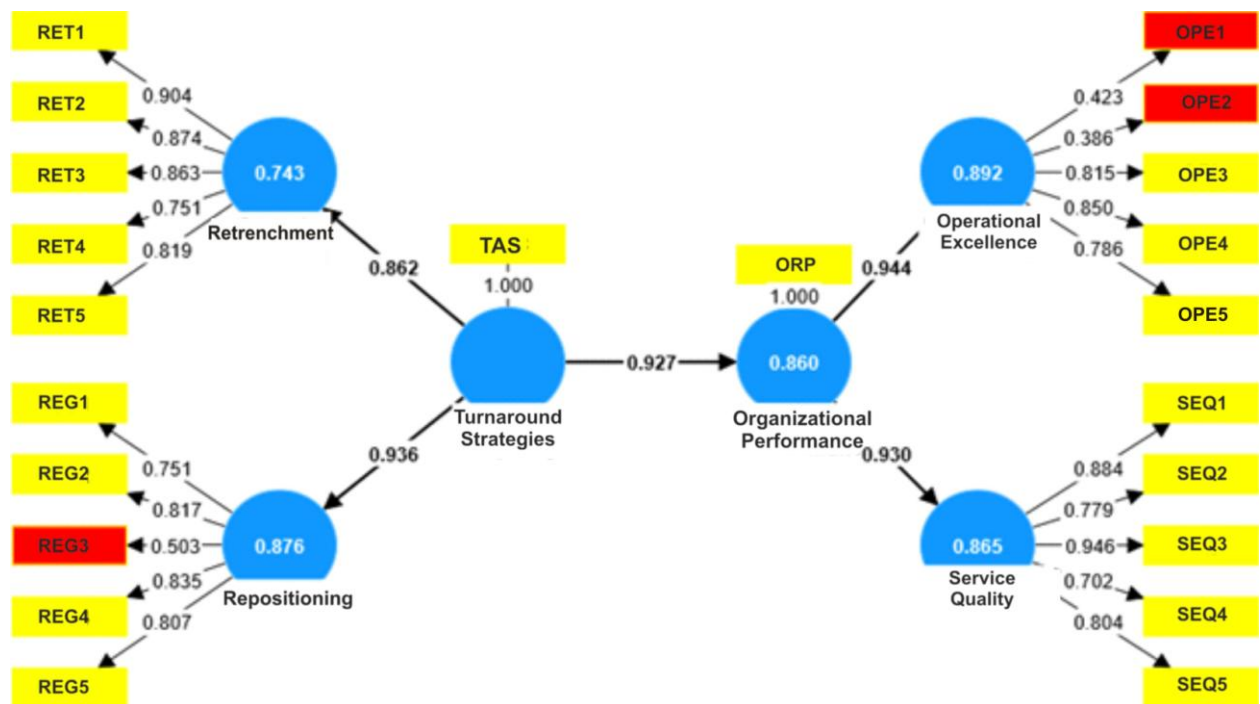


Figure 3: Output for Outer Loadings of Indicators

Figure 3 shows that that most response items for the constructs satisfied the threshold condition of 70%. However, REG3, OPE1 and OPE2 had outer loadings indicator value that were less than 70% and were not used subsequently in the analysis.

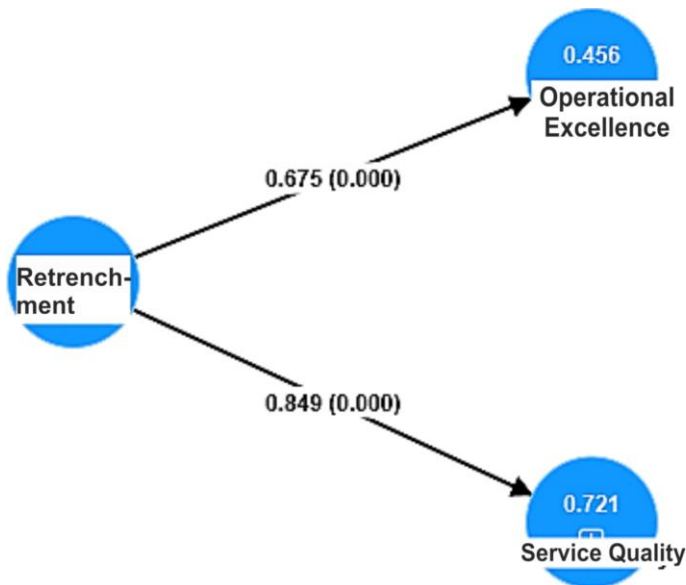


Figure 4: Hypotheses 1 and 2

The path relationship analysis presented in Figure 4 indicate that there are positive and significant paths between:

- ✓ Retrenchment(RET) and Operational Excellence (OPE), where, $\beta = 0.675$; and $p = 0.000$, and
- ✓ Retrenchment(RET) and Service Quality(SEQ) where, $\beta = 0.849$; and $p = 0.000$,

Therefore, the null hypotheses 1 and 2 were rejected and the alternate hypotheses were accepted.

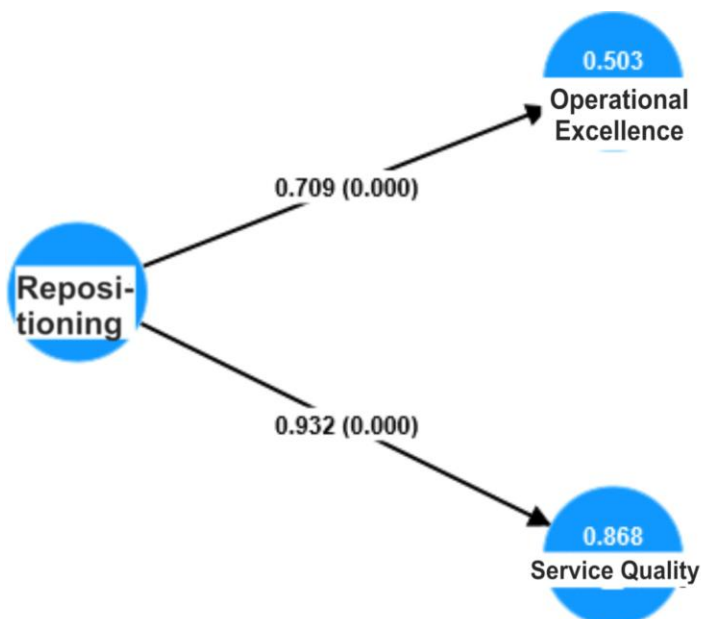


Figure 5: Hypotheses 3 and 4

The path relationship analysis presented in Figure 5 indicate that there are positive and significant paths between:

- ✓ Repositioning (RPT) and Operational Excellence (OPE), where, $\beta = 0.709$; and $p = 0.000$, and
- ✓ Repositioning(RPT) andService Quality (SEQ)where, $\beta = 0.932$; and $p = 0.000$.

Therefore, the null hypotheses 3 and 4 were rejected and the alternate hypotheses were accepted.

Table 3: Hypotheses Testing Result

Hypotheses	Path Relationship	Path Coefficient (β)	P Values (p)	Decision
H₀₁	Retrenchment and Operational Excellence	0.675 (Strong)	0.000 (Significant)	Reject null hypothesis
H₀₂	Retrenchment and Service Quality	0.849 (Strong)	0.000 (Significant)	Reject null hypothesis
H₀₃	Repositioning and Operational Excellence	0.709 (Strong)	0.000 (Significant)	Reject null hypothesis
H₀₄	Repositioning and Service Quality	0.932 (Strong)	0.000 (Significant)	Reject null hypothesis

The result of the analysis for hypothesis one showed that there is a significant relationship between retrenchment and operational excellence of manufacturing firms in south-south, Nigeria. It was also observed that the relationship between the two variables is positive and strong. The null hypothesis is rejected. This confirms the work of Adebajo, Enyi and Adudu (2023) who posited from their work that retrenchment strategy has a positive and significant effect on organisational performance.

The result of the analysis for hypothesis two (2) showed that there is a significant relationship between retrenchment and service quality of manufacturing firms in south-south, Nigeria. Research findings indicate that the implementation of retrenchment strategies has been associated with a deterioration in service quality, shown by a decrease in customer satisfaction within organisations that have undertaken substantial workforce reductions. Nevertheless, some research studies have shown that retrenchment measures may provide either a neutral or even a favourable effect on service quality. This may be attributed to the strategic allocation of resources towards addressing the most critical customer requirements. Instances of adverse effects on service quality resulting from retrenchment may be seen in several cases, such as the layoffs experienced by United Airlines in 2008, Wells Fargo in 2016, and Deutsche Bank in 2022. The aforementioned instances illustrate the intricate correlation between retrenchment and service quality, since some research studies have shown that airlines that implemented significant workforce reductions saw a decrease in customer satisfaction and on-time performance. In summary, the correlation between retrenchment and service quality is intricate and needs meticulous examination. Organisations contemplating retrenchment should adopt measures to alleviate any adverse consequences and diligently execute their strategy to maintain a superior standard of service quality.

The result of the analysis for hypothesis three indicated that there is a significant relationship between repositioning and operational excellence of manufacturing firms in south-south, Nigeria. The null hypothesis was rejected. Operational excellence refers to a collection of beliefs and practices used by organisations to enhance their operational efficiency, effectiveness, and overall customer satisfaction. Research has shown that the act of repositioning has been associated with enhancements in operational efficiency, resulting in a significant reduction in expenses, with an average decrease of 10%. Nevertheless, the attainment of operational excellence is vital in order to achieve effective repositioning, as it enhances the probability of organisations successfully repositioning themselves as esteemed and high-quality brands. The scholarly discourse pertaining to the correlation between repositioning and operational excellence encompasses several notable works. These include "Repositioning: How to Change the Way Customers See Your Company" authored by David A. Aaker in 2001, "The Operational Imperative: Turning Strategy into Results" written by Kevin J. Sullivan and Richard B. Chase in 2008, and "Competing on Analytics: The New Science of Winning" penned by Thomas H. Davenport and Judith C. Harris in 2010.

Several companies have effectively employed repositioning and operational excellence strategies to enhance their performance. Notable instances include Starbucks, which transitioned from a conventional coffee shop to a high-end coffeehouse during the 1990s; Apple, which transformed itself from a computer company to a consumer electronics powerhouse in the early 2000s; and Amazon, which evolved from being an online bookseller to becoming a prominent player in the e-commerce industry during the same period. In summary, the correlation between repositioning and operational excellence is intricate and lacks a straightforward solution. Organisations contemplating repositioning strategies should diligently assess their operational capacities and ascertain the presence of requisite infrastructure and procedures to effectively sustain their intended new stance.

The result of the analysis for hypothesis four (4) showed that there is a significant relationship between repositioning and service quality of manufacturing firms in south-south, Nigeria. The significance of service quality in achieving effective rebranding has been underscored by research conducted at the Harvard Business School. According to the result analysis, organisations that enhanced their service quality showed a higher propensity to redefine themselves as premium brands. Illustrative instances of effective repositioning and service quality may be seen at some known renowned establishments which are Notore Chemical Industries Plc. Onne and Indorama Eleme Petrochemicals Ltd. Eleme, both in in south-south Nigeria.

Several other manufacturing firms, such as Air Liquide Nig. Plc., Amarine Ltd., and Sun Flower Manufacturing Company Ltd, has effectively used repositioning strategies and prioritised service quality to enhance their overall performance. In the 1990s, Notore Chemical Industries Plc (formally NAFCON) underwent a strategic repositioning, transitioning from a Nitrogenous and Phosphatic fertilizer production to Polypropylene, Polyprothylene and Resins.

In summary, the correlation between repositioning and service quality is intricate and lacks a straightforward solution. When contemplating repositioning, companies should thoroughly evaluate their service quality capabilities and ascertain the presence of requisite infrastructure and procedures to effectively uphold their revised posture.

5.0 Conclusion/Recommendations

The study's results led to the following conclusion, which was reached. There is a strong and significant relationship or connection exists between the dimensions of turnaround strategies used in the study i.e. reorganisation and repositioning and the measures of organizational performance, which are operational excellence and service quality.

Manufacturing firms should develop a comprehensive retrenchment plan that prioritizes key talent retention and minimizes operational disruption, based on a thorough review of the organization's structure and operations, including severance packages and open communication about the retrenchment process. To maintain service quality during retrenchment, manufacturing firms should conduct a customer survey to identify key factors, develop a service quality management system to track performance, train employees on best practices, and empower them to make quick and efficient decisions regarding customer issues.

Manufacturing firms should adopt a repositioning strategy, prioritizing operational excellence, market analysis, and a clear value proposition. Core competencies should be prioritized, non-core activities outsourced, new technologies and processes invested, and performance benchmarking against industry leaders emphasized. Also, manufacturing firms should implement a repositioning strategy to enhance service quality, conduct a customer survey to identify key factors, develop a service quality management system, train employees on best practices, empower them to resolve customer issues quickly, and establish a customer loyalty program to reward business.

Lastly, it reveals that retrenchment and repositioning can enhance operational excellence and service quality. Again, the findings can assist managers and policymakers in creating and executing more effective turnaround strategies, and researchers can explore the correlation between turnaround strategies and organizational performance in various contexts.

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