

**STRATEGY IMPLEMENTATION IN HOSPITALITY INDUSTRY:
A COMPETITIVE ADVANTAGE VIEW OF RIFT VALLEY
ADVENTURES, TOURS AND HOTELS LIMITED**

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Abstract

Despite the growing popularity of strategy implementation in the private sector, managers frequently fail to implement strategies. This is not because of inadequate strategy formulation but because of impediments to strategy implementation. The ability to implement strategies successfully is fundamental to any organization. This research project sought to investigate the extent to which competitive strategies have been implemented relative to attainment of competitive advantage at RVATH Limited. The respondents in the study were employees of RVATH Limited. The study utilized primary data collected using the structured questionnaires, administered by the researcher. Data was analyzed with the help of the statistical package for social sciences (SPSS) computer program. Measures of central tendencies including the mean, standard deviation, and variance were used to analyze the data. The data output was presented using tables, and graphs. The study found out that RVATH had implemented competitive strategies to a modest level. The strategies had significantly improved the product range, improved customer care and service orientation, and compared to competitors improved responsiveness to societal needs. The study further found out that RVATH had successfully managed to adjust product prices through differentiation strategy to suit the various market segments of focus and managed to retain its clientele through provision of special rates to their key customers. The study also found out that several broad factors influenced the implementation of these strategies by RVATH including; leadership, support systems, resources, change management and organization culture. The study recommends that albeit the success achieved, there is need for RVATH to consider streamlining some issues touching on aspects of organization culture, support systems, leadership, and resources in order to optimize the expected outcomes of strategy implementation. It is hoped that the research findings and recommendations shall enable the management of Rift Valley Adventures Tours and Hotels Limited and other industry players to make appropriate decisions to address and improve the key challenges for effective and efficient service delivery that emanate from strategy implementation.