STRATEGIES ADOPTED BY SAROVA HOTELS GROUP LTD IN KENYA TO GAIN COMPETITIVE ADVANTAGE

BY

DENNIS MUTHOKA RICHARD

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER 2013
Organisations are environment serving and thus have to align themselves well so as to cope with the ever changing business environment. The increasing competitive environment has forced organization to critically think of strategies that will enable them create a competitive edge. The implementation of such strategies eventually determine the success or otherwise of the organization. Strategy is about performance and it explains why some organizations succeed and others fail. It is a unifying theme that gives coherence and direction to actions and decisions of an individual or organization. An organization strategic goal is to position optimally in its competitive environment by maximizing the anticipation of environmental changes. The analysis of a firm’s strategy involves the interaction between the strategic choice and its environmental context. The environment in which organizations operate is constantly changing with different factors influencing the organizations. This study sought to establish the strategies adopted by Sarova Hotels Group Ltd to develop competitive advantage. In this study, the researcher has used both primary and secondary data. Primary data was collected using interview sessions with prospective respondents at the middle and top level management. Content analysis was used to analyze. The study established that managers in organizations strive to make strategic choices that align the goals of the organizations to their existing environment. Managers use a mix of various strategies that eventually pull positive responses from the market. The study further concludes that product improvement, staff training, capacity management and pricing play a major role in positioning the hotels as premium hotels. Since this was a study from one Hotel group, the data gathered might differ from strategies adopted by other organizations. The study recommends that further studies should be done on the strategies adopted by other companies within the industries to find out if the same results would be obtained. It would also be important to find out the influence of various strategies adopted by other organizations to achieve their competitive advantage.