

## **ABSTRACT**

This paper presents research findings on Competitive Strategy Implementation which compared the levels of strategy implementation achieved by different generic strategy groups, comprising firms inclined towards low cost leadership, differentiation or dual strategic advantage. The study sought to determine the preferences for use of implementation armaments and compared how such armaments related to the level of implementation achieved. Respondents comprised 71 top executives from 59 companies among the top 300 private sector firms in Kenya. SPSS software was used to conduct t-test, ANOVA, and multiple linear regression analysis, to within 95% confidence interval or 5% statistical significance. The results indicated that there was no significant difference between the levels of strategy implementation achieved by any pair set of the three strategic groups. The study revealed that the predictors of strategy implementation include the firm's capacity to overcome resistance to change, having incentives based on meeting strictly quantitative targets, adopting a win-lose competitive posture, its effectiveness in strategy implementation, and the environmental rate of change. The results also indicated that there was no significant difference between the preferences for use of either win-lose or win-win competition by any pair set of the strategic groups.