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**STRATEGY IMPLEMENTATION IN HOSPITALITY
INDUSTRY: GLOBAL PERSPECTIVE**

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Abstract

Introduction: Strategy implementation entails one of the most misunderstood business concepts, while it is important for all persons at all levels of the organization to comprehend what strategy implementation is especially in the hospitality industry. Strategy is about long-term goals of the organization while its foundation is strategy orientation envision in the future of hospitality industry. The hospitality industry globally symbolizes one of the most dynamic and successful industries in the United States of America, as well as in all countries of the world. Certain countries including United States of America.

Purpose: The objective of the study was to establish strategy implementation in hospitality industry with a global perspective.

Methodology: The study was established through a thorough review of literature available in (journals, conference presented papers, and academic websites) in respect to strategy implementation in hospitality industry in various countries of the world. The study randomly surveyed the available research on strategy implementation in (10) countries within (3) continents of the world.

Findings: Several firms in the hospitality industry have recognize strategy implementation, however, there has been some evidence on the effective strategy implementation especially in developed economies including United States and European countries.

Unique contribution to theory, practice and policy: The driving force for strategy implementation is the interest to grow the industry in a competitive global environment. Strategy Implementation assist managers in the hospitality industry to achieve competitive advantage. The hospitality industry is still new yet growing very fast in other parts of the world and strategy implementation is of essence as a practice of strategic management.

Strategy implementations is a concept that is still misunderstood in many organizations including those in the hospitality industry. Therefore, there is need for all people within the organization to comprehend all aspects of strategy implementation and the impact on business performance thereof.

Keywords: *Strategy Implementation, Hospitality Industry, Global.*

INTRODUCTION

Strategy entails one of the most misunderstood business concepts, while it is important for all persons at all levels of the organization to comprehend what strategy is especially in the hospitality industry. Strategy is about long-term goals of the organization while its foundation is strategy orientation envision in the future of hospitality industry (Enz, 2011). A sustainable strategy is required for maintaining and improving global socio-economic and ecological balance (Migale, Stimie, & Brent, 2019). The hospitality industry is quite competitive and is susceptible to risks relating to competitiveness in industry both local and globally (Nafula, 2015).

Strategy is quite essential for the success of any hotel or restaurant organization. However, developing and implementing a strategy is a times a vague goal. For a strategy to be successfully implemented, organizations ought to align their activities with stakeholders in the hospitality operation (Withiam, 2013). Strategy implementation is a pillar among the four pillars of strategic management. It has attracted a sizeable amount of attention with a large number of researchers and practitioners. The growing consideration of strategy implementation is due to the scary percentage of restrained strategy implementation in several global business organization in the hospitality industry (Hourani, 2017).

The hospitality industry globally symbolizes one of the most dynamic and successful industries in the United States of America, as well as in all countries of the world. Certain countries including United States of America have a large hospitality industry that supports and shapes the country's economy (Holston-Okae, 2018).

Strategy implementation is the action stage and is considered the toughest stage of the strategic planning process. Strategy implementation influences the whole texture of an organization (Zaidi, Zawawi, Nordin, & Ahnuari, 2018). Strategy implementation has long been appreciated as critical to organizational performance, an area of particular weakness, in many organizations (Edeh, 2020). Effective strategy implementation can enhance a higher competitive advantage in an industry (Orugun, Nafiu, & Aduku, 2017).

STATEMENT OF THE PROBLEM

Effective strategy implementation is key for any organization's survival as it improves organizational performance. Several organizations could not sustain their competitive advantage despite having robust strategy formulation process, while lacking the proper process of strategy implementation. The high failure rates in implementing strategy in organizations require more attention to be given to implementing strategies. Formulating an innovative and an outstanding strategy is critical and sufficient to lead an organization to success (Rajesekar, 2014).

Strategy implementation process is an inevitable stage in the strategic management process of an organization. Business competition is a matter of all players in an industry, irrespective of their capacities or sizes, strategy implementation ought to be given the attention it deserves (Orugun, Nafiu, & Aduku, 2017). Effective strategy implementation results in improved customer satisfaction, achievement of performance targets, organizational operational efficiency, and large market share (Dubow & Kilika, 2017).

Organizations all over the world, including those in the hospitality industry, face significant challenges with regard to strategy implementation as most strategies fail to produce superior performance to the organization owing to poor strategy implementation (Kilile, Munga, & Were, 2018). Strategy implementation is still taken as an afterthought in the field of hotel business management and this is quite a serious oversight because, if these are not removed beneficial process of business organizations would fail to maximize their full potential (Maotwanyane, 2017). It is observed that most hotel business in the hospitality industry have failed owing to neglect of strategy implementation. Those businesses in the hospitality industry do not engage in strategic planning and hence strategy implementation and were not able to survive in critical periods (Oparanma, Hamilton, & Jaja, 2009).

Although hospitality industry stakeholders and strategy scholars have recognized strategy implementation as an important element of the strategic management process, there has been limited concern on the implementation in the hospitality industry in both developed and emerging markets (Anchor, Aldehayyat, & Jehad, 2012). Most strategies in hotel business remain just as good ideas unless the strategies are implemented (Nafula, 2015).

OBJECTIVE

To establish the strategy implementation in hospitality industry with a global perspective

LITERATURE REVIEW

Contingency Theory

Contingency theory was fronted by Fred Fiedler in 1967. The importance of the theory is that there is no single leadership style suitable for all situations in an organization. The theory assumes that the best leadership practices hanged on the contingencies of prevailing situation (Bello, 2015). Contingency theory played a key role in leadership since 1970s, it scrutinized the relationship between prevailing conditions and organization structure by use of comparative analysis approach. Contingency management theory is also recognized as situational theory of management. Contingency theory ought to be adopted in managing situations in hospitality industry (Omoluabi, 2016). The theory is concerned with class of behavioural theory that alleges that there is no general best accepted method to organize a firm, to lead an organization or arrive at

managerial decisions. However, the best course of action is contingent up on the internal and external environment. Contingency theory gives an explanation of organizational behavior anchored on contingency factors (Abba, Yahaya, & Suleiman, 2018).

The fundamental assumption of contingency theory is that there is no single kind of organizational structure, somewhat organization effectiveness is dependent on the technology used, the size of the organization and characteristics of the organization structure (Islam & Hu, 2012). Contingency theory provides a view that goes afar from analysis of additive relationships but also entails possible interactive aspects with diverse related variables. It is argued that contingency theory allows for more fine-grained theory development as contingency theory take into concern on the context of organizations (Linton, 2014). The theory supports the study in that strategy implementation is not the same in different countries but depends on the prevailing situational factors within that country.

Technological Innovation

Innovation is a set of strategies undertaken by a firm, as a source of new products and services or production processes. Innovation entails the commercialization of new ideas and developing it into particular product, process, or service. Today, in a world of globalization, technological innovation strategy readiness into the adversity for competitive advantage (Obradovic & Obradovic, 2016). Innovation Strategy assist firms in the hospitality industry to improve on quality of their products and services through better practice of technology and its equipment. The benefit of process innovation enables, firms in the hospitality industry to launch more improved products and services at affordable cost that meets the customer's needs (Karanja, Kinuthia, & Gakena, 2018).

Hospitality industry today, is dynamic with the use of information technology in its basic strategic activities. The industry is propelled by the competition inherent within the industry as well as evolving innovative ideas and practice (Khatri, 2019). The level of technological innovation of a firm in the hospitality industry need to be amended and matched with the current requirements of the society and to the strategy of the firm is implementing (Kihara, Bwisa, & Kihoro, 2016). Innovation occurs as a necessity in the modern world. Large hotels in order to survive in a turbulent environment must innovate its products, process, and services. The realization of innovation must be executed in a very organized way and with continuous monitoring of management responsible for innovation (Obradovic & Obradovic, 2016).

Strategic Leadership

For firms in the hospitality industry to effectively implement their strategies, leaders ought to vividly ascertain their strategic direction and bring all stakeholders on board in understanding the contents of the strategy. Where firms are to remain competitive, there is need to accept strategy implementation which involves putting in place intended strategies for implementation (Mwathi, 2018). The leadership style in the hospitality industry affects how the selected strategies will be implemented. Strategic leadership influences strategy implementation by propelling the strategy, consistent strategic focus, being strategic visionary, and acting as a change management driver as dictated by the new strategy (Rajeseekar, 2014).

Strategic Communication

Strategy communication is the art of exchanging corporate information from one firm to another and such information ought to be received in the manner that was intended. Strategy communication is a tool that is crucial in strategy implementation in hospitality industry (Kevin-Iloafu, 2016). Successful strategy communication is essential for effective strategy implementation in the hospitality industry. Strategy ought to be communicated to all stakeholders before strategy implementation. Strategic leadership should frequently evaluate strategy progress and provide feedback on time for corrective action to be taken (Ambani & Wanyoike, 2014). Strategy communication moderates the relationship between firm support and strategy implement in hospitality industry (Chuah, Teoh, Ting, & Lau, 2016).

Organization Structure

For proper strategy implementation, suitable organization structure ought to be in place or the current organization structure amended to assist the strategy implementation process. Strategy and organization structure are intertwined and depends on each other for adequate strategy implementation (Ajagbe, Bih, Olujobi, & Udo, 2016). Organization structure is an important factor of organization effectiveness and strategy implementation in the hospitality industry (Khayota, 2014). A firm in the hospitality industry ought to have a vivid organization structure while a firm should also streamline the organization structure and organization design to enable effective strategy implementation (Abuga & Deya, 2019).

Research Methodology

The research paper engaged literature study, which is descriptive in nature and established on a thorough review of literature available in (journals, conference presented papers, and academic websites) in respect to strategy implementation in hospitality industry in various countries of the world. The study randomly surveyed the available research on strategy implementation in (10) countries within (3) continents of the world

with the main objective to establish strategy implementation in the hospitality industry globally.

DISCUSSION AND FINDINGS

Kenya

The hospitality industry is one of the largest in Kenyan economy. Owing to the stormy nature of hospitality industry, hotels are faced with several problems that demand efficient and effective operational strategies. Safari Park Hotel in Kenya has been found to have formulated strategies suitable for smooth implementation. The strategies included staffing, effective communication strategy, staff training and resource availability (Mahonge, 2017). There is an increased global competition between destination and hotels while it is necessary that Kenya's hospitality competitive strategies ought to be aligned to both local and global competition. This competition requires hotels in Kenya to adopt strategies that give the country competitive edge over other competitors (Bukirwa & Kising'u, 2017).

Jordan

Managers of Hospitality industry in Jordan offer more attention and more time to strategy formulation than strategy implementation, which may be the major cause of high percentage of failed strategies. Poor communication of strategies is a pointer to misunderstanding by hotel staff on the role they play in strategy implementation. The lack of proper staff training and the lack of sufficient capabilities among hotel staff minimizes their effort to implement strategy effectively (Anchor, Aldehayyat, & Jehad, 2012). There is evidence in implementation pricing strategy which can contribute to positive performance among Jordanian hotels, while hotels that implement strategies perform better than those hotels that do not do (Al-Shakhsheer, Habiballah, Al-Ababneh, & Alhelalat, 2017).

Somalia

Strategy implementation in the hospitality industry in Mogadishu is regarded as the actions required for an organization to achieve strategic competitiveness. The growth and expansion of the hospitality industry in Mogadishu is fueled by the intention of Somali in diaspora to invest in the industry. The existing decline in hotels in Somalia is not due to lack of investment strategy but because of challenges with strategy implementation. Successful strategy implementation in the hospitality industry in Somalia requires the analysis of problems that may influence progress in the hospitality industry in Somalia (Ali & Kisingu, 2018).

Singapore

The hospitality industry in Singapore has been drastically driven by tourism over the past decades. The rigorous global competition, requires hotels especially in Singapore to not only offer accommodation but a kind of customer through standardized services. Raffles Hotel Singapore is an example of the splendid hotels in the sector. The consistency of strategies has accounted for the prior success in strategy implementation in hotels in Singapore. The differentiation and niche market strategies have been implemented well over time in Singapore (Sun, 2011).

Poland

The hospitality industry is comparatively new and fast-growing industry in Poland. The key drivers for strategy implementation of hotel business strategy include: dynamic hotel industry growth, popularity of local trips, and growth of expenses of polish resident trips. Branding strategies are increasingly implemented by organization for realizing better positioning on the market, as well as attaining competitive advantage and customer loyalty. Therefore, competition among actors in the hospitality industry, along with organizations need to differentiate their offering from those of other competitors in the industry (Ghribi, 2018).

Romania

The stiff competition in the hospitality industry in Romania had required managers to reevaluate the way in which hospitality business is done. Strategy implementation is perceived as an approach that could assist manager in the hospitality industry to gain competitive advantage against other firms in the industry. Romanian managers in the hospitality industry seen to implement more of differentiation strategies as compared to other generic strategies. Innovation strategy is implemented in Romania hospitality industry by improving existing products and services. This indicates that innovation is done through existing products and services rather than advancing new ones (Bordean & Borza, 2014).

United Kingdom

Bearing in mind the importance of hospitality industry for the United Kingdom economy, it is crucial to improve overall strategic understanding within the hospitality industry in order to enhance overall industry success. Strategy implementation success in the hospitality industry in United Kingdom at all markets destinations is determined by the ability to objectively formulate and implement a clear strategy. For the industry to better implement the strategies, a closer focus ought to be taken at the configuration of business process (Silvano, Tammo, & Dieck, 2014).

Malaysia

The hospitality industry in Malaysia still fairly emphasis on hybrid competitive strategy implementation as their main business strategies though it was generated about three decades earlier. Firms in the hospitality industry that implement hybrid competitive strategy ought to use strategic capability to gain better performance in the industry in Malaysia (Kaliappen, Chuah, Gorondutse, & Moktar, 2018). The hospitality industry in Malaysia uses diverse business strategies at different hotel star ratings (Saad, Isa, & Salahhuddin, 2016).

Egypt

The hospitality industry in Egypt is facing diverse crisis arising from natural disasters, and man-made one such as earthquakes and terrorism. Crisis management strategies are established and implemented to ensure that hospitality industry operations survive the process of the crisis. Most of the hospitality industry firms in Egypt implement crisis management strategy then wait for market reactions later (Shaer, 2018). There diverse practices concerned with strategy formulation stage are highly implemented in the hospitality industry in Egypt. External obstacles have adverse impact on strategy implementation process in hospitality industry in Egypt (El-Said & ElMakkawy, 2017).

Bulgaria

Bulgarian hospitality industry is still at its infancy and confronted but quite a number of challenges for technological innovation strategy implementation. There are still technological innovation strategies that are of great novelty, but Bulgarian hospitality industry misuse them owing to traditional business behaviours, insufficient individual approach, and absence of management creativity which makes it difficult to implement technological innovation strategy. It is also observed that there is a lack of dynamic and interactivity of Bulgarian hospitality industry firm's websites (Kazandzhieva, Lukanova, & Santana, 2019).

China

The hospitality industry is important industry in China, it is important not only on people's life but also on the national economy of China. Since the close of the 20th century, with the establishment of technological innovation, the hospitality industry in China as developed rapidly. On the market of hospitality industry in China there are famous hotels with market development strategies, industry entry new market, capturing the potential market and taking lead in market. These remain strategies that are implemented in hospitality industry in China (Ying-Chang, Cheng, & Chien, 2011).

CONCLUSION

In conclusion, several firms in the hospitality industry have recognize strategy implementation, however, there has been some evidence on the effective strategy implementation especially in developed economies including United States and European countries. It is important to improve the overall understanding of strategy implementation in the hospitality industry in order to foster exceptional performance of the industry. The hospitality industry is still new yet growing very fast in other parts of the world. The driving force for strategy implementation is the interest to grow the industry in a competitive global environment. Strategy Implementation assist managers in the hospitality industry to achieve competitive advantage.

RECOMMENDATION

The study recommends that leaders in the hospitality industry should emphasize on strategy implementation in order to register superior performance in their organizations through strategic leadership, technological innovation, and strategic communications. The hospitality industry ought to recognize, appreciate and implement strategy in order to improve business in the hotel industry. Strategy implementations is a concept that is still misunderstood in many organizations including those in the hospitality industry. Therefore, there is need for all people within the organization to comprehend all aspects of strategy implementation and the impact on business performance thereof.

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