MARKETING STRATEGIES ADOPTED BY CIPLA KENYA LIMITED IN RESPONSE TO COMPETITIVE RIVALRY IN THE PHARMACEUTICAL INDUSTRY IN KENYA

IRENE O. MOCHÉCHE

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DECLARATION

This research project is my original work and has not been presented to any other University for academic award to any examination body.

Signature…………………………….. Date …………………………………

Irene O. Mocheche

D61/67585 /2013

This research project has been submitted for examination with my approval as the University supervisor.

Signature: …………………………….. Date……………………………………

Ms: Mary Kimonye
DEDICATION

I dedicate this project to my immediate family, close friends and all those who held my hand me in the execution of this project.
ACKNOWLEDGEMENTS

I thank my supervisor, for her tireless support towards this project. Her constructive criticism, careful guidance and patience which enabled me to finish my project.

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ABSTRACT

The pharmaceutical companies are in constant competitive rivalry aimed at showing how superior the products they have invested in are with a view to outsmart their rivals and secure their position in the market place. Today’s market economy is characterized by firms adopting marketing strategies that are involved in the future thriving of the firm with a view to respond to competitors’ rivalry. The study objective was to determine CIPLA Kenya Limited adopted strategies in relation to competitive rivalry in the generic pharmaceutical industry in Kenya. Open systems and resource based view theories was guided this study. The researcher adopted the case study research design as it places more importance on full contextual analysis of lesser events or conditions and the intervention. Data collection was done using interview guide and analyzed using content analysis. This study inferred that strategic marketing increases efficiency by producing a brand identifiable with the customers and improved market share. Furthermore, strategic marketing is critical in enticing and retaining customers and therefore increased revenue. The study recommended that CIPLA Kenya Limited should collaborate with the Research & Development on changing customer needs in order to be able to produce the corresponding innovative product to introduce into the market in a timely manner and in good supply.
CHAPTER ONE: INTRODUCTION

1.1 Background

Strategies consist of approaches and initiatives undertaken by firms so as to entice clients and manage their anticipations, to overcome competitive pressures and improve market share consistently (Njoroge & Gachunga, 2015). As a result businesses must constantly analyze both their internal and external environment and competitors ‘conducts, investigate consumer needs and consumer current trends taking into account continuous improvement of marketing strategies in order to improve results (Kessel, 2014). The strategies give chances for the businesses to react to the multiple pressure within the surroundings it works (Kotler, 2011).

This study is founded on the Open Systems and Resource Based View theories. Systems school of thought argues that organizations are open system as they interact with immediate environment which has varying effects on organizational operational activities. The theory further identifies two types of systems that is and open systems. Closed systems do not interact with their environment. There is therefore no influence caused by immediate environments, open systems on the other hand are not only influenced by environment but they are also able to interact with the environment (Scott, 2002). The RBV theory holds tha organizations need to have sufficient resources in order to develop and implement strategies effectively. The resources come in the form of human capital and financial resources. A good strategy formulated but with limited resources may be difficult to implement. This is why planning in advance for strategy implementation is important if the strategy is to be implemented smoothly (Barney, 1991).

The generic pharmaceutical companies are in constant competitive rivalry aimed at showing how superior the products they have invested in are with a view to outsmart their rivals and secure their position in the market place (Kinyua, 2014). The Entry by generic pharmaceuticals into the Kenyan market has increased rivalry by offering variety and
reducing cost of drug favoring citizens’ health (Maina, 2015). Competition concerns arise, however, when different companies offering differentiated products strive to capture the same market. Managers of such companies must therefore come up with competitive strategies to win over the market. By doing so they will build brand loyalties and get approvals and recommendations by the global healthcare bodies and this will eventually see their products sales and profits grow.

1.1.1 Strategy

Various authors have explained strategy as a plan for interacting with the competitive environment aimed at attaining a firm’s goals (Analoui & Karami, 2003). Most researchers don’t view goals and strategies as substitutable rather, a goal defines where the organization ought to go, and strategy defines in what manner the organization will get there (Analoui & Karami, 2003). As the core concept of managing strategy, strategy is important in the planning process as tactical choices impact on the way firms react to their environment. Strategy is also the all-inclusive and merged idea that detail the strategic benefit of the organization to the challenges of the environment planned to ensure that the basic objects of the business are attained through proper implementation by the organization (Bradley, 2003).

Strategy is a long term, future-looking plan for interrelating with the competitive environment to improve accomplishment of the firms’ aims (Kinyua, 2014). Strategy also endeavors to realize long term achievable advantage in each of the organization’s business, by reacting to the dangers and opportunities in the firms surroundings, and strengths and weaknesses of the organization. Strategy aids to yield the basic long-term direction for the company, enabling it to have a distinct pathway so that the directors can focus on the future while still making sure the urgent things are dealt with (Analoui & Karami, 2003). It helps the organization cope with change.
1.1.2 Marketing Strategy
A marketing strategy comprises of a globally unified but externally focused set of selections about the firms interactions with its clients against a background of a competitive setting (Bradley, 2003). Marketing strategies are the ways through which an organization attains its marketing goals (Kotler, 2011). Marketing strategy echoes the corporation’s best view as to how it can most profitably use its abilities and assets in the marketplace in its broad scope. According to Kotler (2011) marketing strategy involves strategic situation analysis, designing, developing programs, and implementation and management of the marketing strategy. These strategies relate a company to its domain and it serves as a guide to the company on what the organization is aiming to attain (Simba, 2012).

The key role of marketing strategic marketing is to successfully assign and direct resources and undertakings to achieve the firm’s purposes inside a definite product market (Boyd, Walker, Larrãechãe, & Jean-Claude, 1998). Marketing strategy offers ideas and procedures for attainment of a competitive edge by conveying higher value to the company's customers (Cravens & Piercy, 2012). In its strategic role, marketing strategies emphasizes on a business’s goals in a market and the ways and skills of achieving those goals. Choices regarding the extent of a marketing strategy include identifying the target-market segment to be followed and the product line to be presented. Then, organizations pursue a competitive advantage and synergy, scheduling a unified package of marketing mix elements. The strategies impacts on the preferred earmarked segment in the market, positioning and deployment of capital. Businesses intend at electing the “correct” strategies from among many possible alternatives. These alternative strategies are reliant on the type of product or service and also create a parameter as to which marketing activities the business should emphasis its energies on (Boyd, Walker, Larrãechãe, & Jean-Claude, 1998). With marketing
strategies in place, any encounter that a company comes face to face with can be undertaken easily by relating those that are appropriate for the position.

1.1.3 Competitive Rivalry

Competitive rivalry occurs when one or more firms amongst several that market similar goods or services perceive endangered or sees a market opportunity (Porter, 2008). Competition advances usually results in counter-defensive strategies and schemes from the other organizations which includes advertisement and propaganda, improved customer and improvements on products. Porter (2012) identified seven determinants that strengthen internal competition and rivalry. Existence of many equally balanced competitors, saturation in sales, lack of differentiation and high fixed costs resulted to increased rivalry. The other factors cited by Porter (2012) were huge capital outlay to increase capacity, many diverse competitors coupled with high exit barriers from the industry.

Competitors in the industry put pressure on each other thus limiting their profit potential. This rivalry erodes firm’s earnings by incurring increased costs of competing or by passing on financial gain to buyers by reduced costs. Rivalry in the industry encourages firms to engage in price wars, increase spending on innovation and new products and also spend more on propaganda and advertising thus increasing the cost or running the business and hence lower profits (Porter, 2008). Mastering the abilities, motivation and awareness of the rival assists the organization to foresee the probability of and counter moves and react to actions started by the firm or other competitors (Kinyua, 2014). The growth in global drug generic industry and possible decline in revenues and profitability have necessitated the design of marketing strategies that will guarantee performance (Thakur & Ramacha, 2012).

Competitive rivalry is demonstrated by Porter (1998) as one the competitive forces of an industry. Competitive rivalry among businesses can distress the industry profits. When a firm
in an industry is under pressure to improve their competitive position, they start employing strategies like, price drops, increase in origination, increase in marketing, or improvement on service/product. One organization’s competitive advances will have a recognizable effect on the competition, who will then hit back to fight those achievements. The pattern of action and reaction may harm the company and the industry. Organizations that remain successful are those that develop strategies of attaining a competitive edge over their opponents in the industry. Porter gives three generic competitive strategies to outperform firms in a given sector: focus, differentiation, and low cost (Porter, 2008). Firms develop strategies to match the level of competition in the industry.

1.1.4 Overview of CIPLA Kenya Limited

The Kenyan pharmaceutical market industry is estimated at Shs 8 billion as at 2013 and set to expand at compound annual growth rate of 11.8 per cent to 2019 (Frost & Sullivan, 2008) with a high generic product penetration. The practice of pharmacy, manufacture and trade in pharmaceutical products and poisons in Kenya is controlled by the Pharmacy and Poisons Board (PPB) the Drug Regulatory Authority founded under the Pharmacy and Poisons Act, Chapter 244 of the Laws of Kenya. The Kenya National Pharmaceutical Policy (KNPP) serves as the official National Medicines Policy document. Currently the National Pharmaceutical Strategy is being developed that give admission to essential medicines/technologies as part of the achievement of the right to health, recognized in the law system. The Department of Pharmacy, Division of Pharmaceutical Policies is responsible for Pharmaceutical policy monitoring and evaluation.

CIPLA Kenya Limited, incorporated in October 2012, is a solely owned subsidiary of Cipla Limited a global healthcare company with its headquarters in India (CIPLA Kenya Limited, 2014). Technology and innovation is employed by CIPLA Limited to meet the healthcare wants of patients in various therapeutic areas.
CIPLA Limited presence in Kenya is through a partnership with Surgipharm limited, however, CIPLA will continues to retain ownership of its marketing authorizations and trademarks for its products in Kenya and will continue to invest further in developing the Kenya market. Cipla strong presence in Kenyan market is in a bid to ensure that patients receive accessible, high-quality medicines. The firm has a goal of providing one quality standard with manufacturing approvals from all key international regulatory authorities (CIPLA Kenya Limited, 2014). The giant company has to contend with the fact that Kenyan pharmaceutical sector is complicated with involvement of several stakeholders such as manufacturers themselves, national regulators, government ministries, wholesalers and others(United Nations Industrial Development Organization , 2010). The sector requires concerted effort across the actors to create enabling environment in which the sector can succeed and achieve its full potential.

1.2 Research Problem

The existence of founder drugs and innovations by pioneering corporations is essential to advance brand new therapy innovations to treat variety of illnesses and diseases. Following founder’s innovations, generic options lead to lower medicine prices because of increased competition, which plays a part to the reduction of healthcare expenditure generally. Thus authority frequently utilize a diversity of mechanisms to aid competition in generic. Nevertheless, some governing measures have antagonizing results must be refined encouraging inventor-generic medicine competition. Competition implementations plays a major part in encouraging innovation and lower prices in pharmaceutical trades by fostering and safeguarding competition. Generic pharma-companies inspire innovator companies to innovate and come up with new medicines which also helps in lowering cost of existing medicine. Pharmaceutical company shows a variety of elements that are valuable keeping in mind when gauging pharmaceutical firms conducts. Competition worries in the market for
the distribution of pharmaceuticals are framed by the distinctive economic features of the pharmaceuticals sector, which are not shared by other industries (Organisation for Economic Co-operation and Development, 2014). Taskmaster including policy makers require to understand these factors meticulously to intercede in this sector. Moreover, significant distinctness exist between established and less established economies in the type of competition problems that arise in the distribution of pharmaceuticals. Literature done mostly ignore middle and less developed countries and center on high income countries which in many times is so contrasting.

CIPLA Kenya has had to contend with litigation defending claims of trademark infringement by competitors. The pharmaceutical company had sued a Kenyan agent for allegedly importing counterfeit drugs after terminating a contract that the two companies had. Pharmaceutical companies sometimes intentionally provide false or misleading information to regulators, drug providers (hospitals, doctors, pharmacists) or consumers in order to hinder competition or entry of generic substitutes. There have been instances where competitor companies had mislead doctors regarding the quality, efficiency or side-effects of their drugs as opposed to the generic version, to influence doctors’ decision and induce them to deny generic substitution.

Several local studies have focused on the Kenya pharmaceutical industry. For example (Munyole, 2015) carried out a study that sought to establish marketing strategies embraced by veterinary pharmaceutical firms in Kenya got that the recurrent strategies in marketing employed by industries, in order of precedence, are promotion strategy, product strategy, distribution strategy and pricing strategy. His study was focused on veterinary pharmaceutical firms and it is not clear whether the study findings are portable to human pharmaceutical firms.(Maina, 2015), carried out a survey that Sought to determine if entry strategies influenced competitive advantage of multinational pharmaceutical companies in Kenya in
light of the patent cliff. The study established that most of the pharmaceutical companies allowed other companies to use their brands in marketing their products through licensing arrangement. It was not clear if the same strategies were adopted by generic firms operating in Kenya and more specifically Cipla limited.

Kinyua (2014) examined strategies embraced by multinational pharmaceutical companies in Kenya to react to competitive rivalry and concluded that competition in the pharmaceutical industry has resulted in the multinational companies adopting different strategies that include differentiation, niche marketing, and low cost strategy in order to compete effectively. However, the study was confined to the multinational pharmaceutical firms who operating in Kenya and there is need to see if the findings are replicated to individual firms in the generic pharmaceutical market. (Nyamai , 2014), investigated the strategies in marketing employed with pharmaceutical industries in reaction to dynamics of the end users purchasing behavior in Kenya and found out that strategies such as promotional, pricing, marketing segmentation, positioning, branding and distribution strategies were adopted. The study focused on responses to consumer changing behavior and left out responses to competitor’s rivalry. Odhiambo (2013) in a study on competitive entry strategies underscored the want for competitive edge as an approach strategy for competitive strategies on pharmaceutical sector. In a research to determine strategies employed by Pharmaceutical Multinational Corporations (MNCs) to fight disagreements created by competition from generic companies, Simba (2012) did not state specific strategies for a specific pharmaceutical MNC, and consequently further research is recommended to be done on strategies employed by any specific Pharmaceutical companies.

None of the above studies have examined the marketing strategies employed by generic drugs companies in reaction to competitive rivalry. Furthermore none focused on CIPLA Kenya Limited. This study hence aims to give a solution to what are the strategies in marketing
employed by CIPLA Kenya to respond to competitive rivalry in the generic pharmaceutical industry in Kenya?

1.3 Objective of the Study

The main aim of this study was to determine strategies in marketing adopted by CIPLA Kenya Limited in response to competitive rivalry in the generic pharmaceutical industry in Kenya.

1.4 Value of the Study

The outcome is expected to come up with a more knowledgeable understand on the strategies in marketing adopted by companies in responses competitive rivalry in Kenya thus assist several shareholders to form strategic marketing decisions in order to be able make it in the competitive environment.

Pharmaceutical Companies will attain a conclusion of various consumers wants that make them invent new medicine that are tailored to personal needs. The research will be of substantial importance to Pharmaceutical organization in day to day advancement of products as it will notify companies about their niche market reactions towards their products being produced.

Policies will be developed by the government with an aim to always safeguard and grow the interests of pharmaceutical companies based on drugs affordability. This will strengthen their efficiencies and competitiveness and in due course boost the livelihood of the said market. The development associates who are normally engrossed at supporting the Pharmaceutical Companies to succeed will have a comprehension of a vast range of factors that hamper the Pharmaceutical industry thus defensible.

Researchers and analysts will form a basis upon which further readings on the same will be based. The outcome will assist the researchers understand the important resources which may
be needed in future related studies. Analyst and researchers who would like to debate or implement other studies on strategies in marketing deployed by Pharmaceutical organizations in management of competitive rivalry will find this study useful.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This part dwells on the many concepts in regards to marketing strategies and competitive rivalry among generic pharmaceutical firms in Kenya. The researcher will discuss the two concepts and their implication to the research.

2.2 Theoretical Foundations
Many theories were discussed on marketing strategies and how good marketing strategies lead firms to gain competitive edge. The research was based on open systems and Resource based view theories.

2.2.1 Open systems Theory
This helps explain the interdependence between organizations and their immediate operating environment (Scott, 2002). It was developed in an attempt to explain how organizations relate with the environment in which they operate (Scott, 2002). It was developed in an attempt to explain how organizations relate with the surroundings in which they preside over (Scott, 2002). The theory is of the school of thought that organizations are environmental dependent in that they are strongly influenced by their immediate environment in which they operate (Pfeffer & Salancik, 2003). As an open system, organizations get key resources in the form of human capital and raw materials and turn these resources into goods and services that can help human beings solve their day to day challenges. In so doing, the operations of the organization are affected in equal measure as the effect that the organization has on the operating environment (Galbraith & Lawler, 1993). This has given rise to corporate citizenship where organizations are attempting to improve the society in which they operate. This theory explains how organizations interact with the environment in which they operate and how they are affected by the same environment. This theory is vital for this study.
because the changes in the operating environment affect organizations (Pfeffer & Salancik, 2003). In order for organizations to adapt their operations to the environment in which they operate, they have to formulate and execute appropriate response game plans (Scott, 2002). This theory will help explain how organizations develop and implement response strategies to ensure that they remain competitive in the current highly competitive operating environment.

2.2.2 Resource Based View Theory

The theory is attributed to Penrose (1959) and advanced by Barney (1991) to understand the potential of the human resource of the company in offering an advantage competitively and the role they play in organizations. In accordance to the resource based view, human asset is attributed to provide a consistent competitive advantage for a company when they are valued, not traded, not imitated and non-sustainable. In strategic management, this school of thought was used to deduce the importance of the resource perspective in gaining competitive advantage among organizations (Wernerfelt, 1984). The resource-based view (RBV) emphasizes how organizations can make use of resources at their disposal to gain competitive advantage (Peteraf & Barney, 2003). This theory explains how organizations differ in strengths in dealing with competition. There are no two organizations that are similar in terms of resources as the skills and financial muscles differ across organization. This theory explains the role played by internal resources and external networks in creating organizational competitive advantage in an industry. This theory is crucial for this particular study because it explains how organizations can use the resources they control to gain competitive advantage which may not be easily replicated by other firms in the industry.

2.3 Marketing Strategies

2.3.1 Overall Cost Leadership

The purpose of overall cost guidance is to achieve the lowest production and distribution costs considering that a firm with lowest manufacturing cost in the sector earns higher profits.
The cost leadership strategy seeks competitive advantage in large market or industry segments thus leading to increase in market share. The strategy is mainly related with an industry giving differentiated products. Cost leadership as a strategy to obtain consistent competitive advantage is when an industry is able to utilize its manpower, low cost materials, controlled expenses and well organized systems to achieve best value for end users (Kotler, 2011). An organization manufacturing on a minimal cost in its sector maximizes its financial gains most of the times. Porter posit that for an organization it must have a large market share and it should be ready to stop any activities that have no cost advantage and argues that such activities should be outsourced and save on companies costs. The cost leadership strategy aids an institution to achieve competitive advantage in large market or industry segments. Thus in consequence leads to growth in the market share.

Overall cost leadership strategies usually have existed based upon the economies of scale extended through increased sales volume (Christopher, 2011). As a result market share is deliberated as being so important in most businesses. Nonetheless, if sales volume is to be the foundation of overall cost leadership then it is desirable for sales volume to be gained at initial stages of market life cycle. The model of experience curve validates the worth of early market share achievements in that the higher the market share compared to the completion, the lower the costs (Christopher, 2011). The overall cost advantage can enable a firm to strategically adopt price leadership position and if applicable, to make it difficult for higher-cost competitors to continue in business. However, price may be maintained, enabling super normal profits to be earned, which potentially is accessible to supplement and develop the product position in the market (Christopher, 2011).

The low-priced principal in the market provides an edge from being able to manufacture at minimal expense. Lower costs plus its associated advantages results from the benefits of innovations, experience curve, economy of scale, price subsidies, product designs reducing
development timespans and related costs, together with reinvented processes (Allen & Helms, 2006). According to Allen (2006), leadership cost strategy is applied successfully when the firm plans, makes, and markets a good or service more systematic compared to its challengers. The business may be able to get raw materials or better copyrighted technology. Cost advantages and reduced cost is an outcome from innovative processes, learning curve advantages, and economies of scale, product ideas that result in time-efficient production and reduced costs, and innovative activities. Overall cost guidance approach is successfully executed when the organization develops, manufactures, and promotes a similar product more skillfully compared to its industry competitors. (Prajogo, 2007). Low cost front-runner’s source of competitive advantage is lower overall costs than rivals. Though cost management is not new, many of the firms struggle to regulate expenses and hence achieve lower expenditure.

To get such comparatively lower cost advantages, organizations must employ adequate commitment in managing manufacturing costs, capacity building, controlling supply or distribution of material and product, and regulating other costs, such as advertising and research and development costs (Prajogo, 2007).

The strategy of overall cost guidance aims to reach exceptional profits above competition via reduced prices by guiding all activities elements towards minimal costs (Kireru, Ombui, & Omwenga, 2016). Businesses do not have to forgo profits to be the cost front-runner as high returns are attained by obtaining a large market share (Allen & Helms, 2006). Reduced price levels generate higher demand and hence a bigger market shares (Helms, Marilyn, Dibrell, & Wright, 1997). Low cost leader business can block new entrants to the market as they would need huge start-up outlay to access the market (Hyatt, 2001). Though the low cost leader is in a way shielded from the entire industry price reductions, there are inherent disadvantages as it creates little customer loyalty and further lowering of prices may result to reduced
profitability (Malburg, 2000). Successful low cost front-runners are extremely good at coming up with means of managing the operating expenses of their businesses.

2.3.2 Product Differentiation Strategy

Product differentiation approach has been illustrated as placing a brand in a way that differentiates it from competition thus establishing a unique place in the market (Friedman, 2012). The perceived quality could be imagined or real, depending on designs and customs, brand image, or name (Hyatt, 2001). Differentiation of a product satisfies a distinctive customer need by modifying the good or service, permitting businesses to levy a higher cost for the sake of seizing the market share. The strategy to differentiate the product is more appealing to a highly knowledgeable or enlightened customer who wants an exclusive, quality good and is able and willing to pay the premium price (Allen & Helms, 2006). Differentiation is one of the main business approaches where a firm places more attempt on offering a distinctive goods or services thus providing high customers loyalty (Allen & Helms, 2006). In product differentiation strategy, the firm concentrates on achieving better results in an area the consumer perceives to be important to him such as quality, service, packing, technology or after sale support (Kotler, 2011). Differentiated products and services fulfill the needs of clients over endurable competitive advantage. This permits firms to sensitize prices and emphasis on value that brings a relatively higher price hence a superior deal.

The central step in coming up with a differentiation approach is to seek that which shapes a business distinct from a competitor’s (Reilly T., 2002). Some of the key aspects that differentiate a business from competitors include, the market sector, work quality firms size, the image, geographical reach, social corporate responsibility, the product on offer, and marketing approach (McCracken, 2002). According to McCracken (2002) the information of differentiation should get to the targeted clients if it is to be effective. The research further
suggests reaching out to the client will be in line with the organization’s mission through differentiation. When applying the product differentiation, strategy, businesses should consider adding a premium to the (Hyatt, 2001).

This in no way proposed values and prices are not considered; only that they are not the major center of attention (Allen & Helms, 2006). Such costs will be recouped since the clients view the product as superior and willing to pay a high price for it. Some of the main models of launching product differentiation are: talking of the product to individuals, publishing on main themes touching the firm in the industry’s newsletter or magazine, being connected with the community being inventive when representing the company’s portfolio providing over and above the competitor. Ensuring product and firm information are accessible easily and quickly, employee training, improved and innovative products have been cited as other ways of creating differentiation. Allen & Helms (2006), added to the list emphasizes on companies’ superior technology, quality service and products and services selection for which there is a powerful communal needs as the other models. Product differentiation approach seeks to ensure there is competitive advantage by giving distinctive goods which are described by valuable features as outlined above (Ogutu & Samuel, 2012).

2.3.3 Focus strategy

Focus strategy allows the firm to pay recognition to one or more limited segmented markets, by knowing the targeted markets well and pursuing either cost differentiation or leadership cost within the target market (Kotler, 2011). In focus strategy, a business aims a particular portion of the said market (Hyatt, 2001). An organization could opt to target a particular end user grouping, offer a particular range of products, a particular geographical region or a particular line of service (McCracken, 2002). Focus can be created by acquiring a limited competitive range in an industry aimed at bringing up the share of the market through
operating in an exclusive market or other markets which are unattractive and have been ignored with other firms in the same industry (Allen & Helms, 2006).

Of key importance of the focus strategy is market development or penetration. Medium and large organizations use focus based strategy together with either differentiation or leadership cost generic strategies. Yet center approaches have greatest effect when clients have separate likings and when the niche has not been undertaken by competing companies (Allen & Helms, 2006). The niche markets come up as a result of various factors inclusive of geographical location, buyer behavior and product description or necessities. The successful outcome of the focus strategy is dependent on the chosen segment which should be large to afford growth prospective yet not of prime significance to other rival.

A firm may opt for a combination strategy by using any of the other two strategies together with the focus strategy. For instance, a business can opt for a focused differentiation strategy which suggests that the business has an inimitable goods or services presented to a targeted market segment. In this regard, the business to differentiate its products and services within various target market sectors. The distinct client requirements of the sector means that there are chances to bring brands that are evidently dissimilar from opponents who can be aiming a wider group of clients. This stresses that the client’s distinct desires and needs be acknowledged. Porter (2008) echoes that a company only stands a chance of obtaining sustainable competitive advantage if it makes a resilient and steady dedication to one of the generic competitive strategies that such strategies can bring if it’s adequately implemented. The study suggested that a mix of differentiation and reduced cost might be important for organization to reach a sustainable competitive advantage.

An organization can choose to use focused cost-leadership strategy in which case the firm would use overall cost leadership will targeting a specific market segment(Allen & Helms,
Lower cost benefits to a target market sector where the market leader is offering well and services is a strategy accepted in the business world. The aim of focused low-cost strategy is to acquire a competitive edge by offering consumers in the selected market niche a price lower than competition. This strategy offers a considerable pull when an organization is able to reduce costs notably by restricting its clients pool to a distinct buyer category. Porter indicated that differentiation and cost-leadership strategies could not be used together. Some studies however contradicted the position and found out that lower cost and differentiation were positively related to profitability. Other literature in connection between strategy and execution deduced that generic strategies of cost- guidance or differentiation purely resulted in better achievement, and other literature concluded that mix of strategies like reduced- cost and differentiation were ideal(Allen & Helms, 2006).
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This part sets out the research design used in the current research, the justification of the design, the data collection method, the analysis and reporting of data was also explained.

3.2 Research Design

Research design is a plan, blueprint or outline used to deduce answers to research problems (Orodho, 2003). It’s a presentation of the outline or strategy of investigations that aim to address various research questions (Legase, 2009). The researcher adopted the case study research design as it emphasizes on complete context analysis of lesser events or conditions and the interventions. Research on the case study is flexible and allows the analyst to keep the holistic characteristics of real-life events while investigating empirical events (Yin, 2013). A case study is a pragmatic analysis which: investigates a contemporary phenomenon within its realistic setting; when the margins between spectacle and framework are not visibly apparent; and in which multiple sources of evidence are used, this is according to Yin (2013).

3.3 Data collection

The research used the original data from the interview guide used. An interview guide is a very vital tactic in a case study plan as it stresses numerous sources of information to be used for verification and comprehensiveness (Cooper and Schindler, 2003). Interviews done in person was carefully chosen as the most appropriate primary data collection method taking into account the strategic approach of the study as well as the intricacy and predominant qualitative dimension of the phenomenon under investigations (Kothari, 2004). The interview guide comprised of open ended questions (unstructured) to elicit detailed information from the interviewees. The respondents were the Regional Sales Manager, the Marketing Manager,
Training Manager, Key Accounts Manager, Salesforce Effective manager, and four line managers of CIPLA Kenya Limited, as they are considered key to marketing strategies.

3.4 Data Analysis

Data got was evaluated using content analysis. This is because the nature of data collected is qualitative in nature. It’s an approach of making conclusions by comprehensively and candidly distinguishing features of messages as the beginning to relate trends (Nachmias and Nachmias, 1996). It takes a qualitative picture of interviewees, apprehensions, thoughts, attitudes and emotional state. In addition, it contributes beneficial historical and cultural insights through analysis of texts. More so it is an obtrusive tool of evaluating interactions and yield insights to complex models of human thought and expressions used.
CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

Data analysis and discussions are presented here. Intention of the study was to confirm strategies in marketing adopted by CIPLA Kenya Limited in response to competitive rivalry in the pharmaceutical industry in Kenya. The data was analyzed using content analysis.

4.2 Background information of interviewee

The study established the interviewees had worked at CIPLA Kenya Limited for more than five years which made them conversant with marketing strategies in response to the competitive rivalry in the generic pharmaceutical industry in Kenya. The number of years of working for the same company accorded the interviewer assurance and high level of confidence on the expected outcome.

4.3 Marketing mix strategies in CIPLA Kenya Limited

The study asked the interviewees various questions relating to Marketing strategies adopted by CIPLA Kenya Limited and obtained various responses. This was meant to specify various marketing mix strategies adopted by the firm, and how the strategies have enhanced the overall performance of CIPLA Kenya Limited

4.3.1 Marketing strategies and competitive rivalry

When asked whether marketing strategies adopted by pharmaceutical organization help in competitive rivalry, the respondents answered in affirmative. This implies that marketing strategies adopted by CIPLA Kenya Limited help in competitive rivalry. The study established that CIPLA Kenya Limited has taken on varied promotional undertakings to market its products. Caring for Life is its tagline and it has become its vision and consequently this idea has been absorbed by its workers, processes and brands. The study further established that CIPLA Kenya Limited offers low cost products in comparison to competitors which has led to an improvement in their market share. The firm’s major focus is
offering affordable and competitive products in all regions in the country. The firm target is to have a large customer base through development of diversified products.

4.3.2 Strategies adopted by CIPLA Kenya Limited to respond to competitive rivalry
The study sought to determine some of the strategies used by CIPLA Kenya Limited to respond to competitive rivalry. Respondents reported that CIPLA Kenya limited sets a minimal initial price for a product. The aim is to quickly entice new customers based on reduced cost. The strategy is most effective for growing market share and sales volume while averting competition. The strategy is commonly known as market penetration pricing. The study also established that the company exercised customary pricing whereby the prices of the products tailored towards their customers’ needs. The study also finds that pricing strategy is a vital component of a product marketing campaign since pricing strategy in price directly influences the financial gain a company can make, pick a pricing strategy that benefits the firm meet its long term objectives and strengthens the firm’s reputation and ultimately providing the highest profit point for the market demand. For example the company provides products to Kenyatta National Hospital at lower prices with a motive of enhancing their market penetration. The outcomes are same with the outcome of Dutta, et al. (2003), Capability of the company to assign the fair costs is an important means of appropriating value and hence determines capacity of the company to make rents adding that competitive pricing for high-quality products demands continuous observation to make certain that the pricing is comparable the same products outside there.

In addition, the study established that in order for CIPLA Kenya Limited to remain competitive, the company undertakes market research to establish customer needs. Further, the company undertakes aggressive advertisement and promotion to all potential customers. The company aims at attaining capacity utilization of resources by expanding at a rate that is in sync with the growth in the need for products. The industry focusses in manufacturing
distinct goods for a certain segmented market. CIPLA limited has discriminating advertising appeals to a particular said market. Also respondents indicated that CIPLA Kenya Limited has established relationship marketing whereby it strives to develop and foster good relations with its clients

4.4.4 Overall cost leadership strategies used by CIPLA Kenya in response to competitive rivalry
The study established the overall cost leadership strategies used by CIPLA Kenya in response to competitive rivalry to include aggressive tracking of reducing cost, control expenditure, preventing marginal cost accounts, cost minimizations, and offering low price products. Further, respondents indicated that production of the products is done in bulk and done in India making production cheaper. Distribution is done in East Africa for every bunch as the names are the same across the board. It was also established that it has the most affordable and quality drugs in the industry as compared to the original brands. It was also revealed that CIPLA Kenya Limited keep prices lower than competition and it keeps expenses lower than theirs. The research uncovered that the company has effectively mastered techniques of adopting the basic costs on its value chain without compromising on the quality of its products nor affecting its profits

4.4.5 Overall Cost Leadership and Competitiveness
The study sought to establish how has CIPLA Kenya Limited enhanced its competitiveness as a result of its overall cost leadership. The study findings reveals that overall cost leadership strategies have benefited the firm in successfully bringing endless enhancement in all areas of achievement, inclusive of decision-making, sales revenue, market share and profitability. Further, the interviewees were on the view that fewer frequent changes of prices has caused CIPLA Kenya Limited customers to realize the company as focused and this has assisted in planning hence positively strengthening an organization perception in the market.
4.4.6 Product differentiation strategies used by CIPLA Kenya in response to competitive rivalry
Respondents were requested to indicate the product differentiation strategies used by CIPLA Kenya in response to competitive rivalry. It was established that the company has put in place good quality company packaging, branding labeling and product attributes, as well as customer oriented products to satisfy their needs profitably. CIPLA has one of biggest product portfolios in Kenya and its brands range is huge and diverse. It comprises over sixty dosage-forms and exceeds 1500 brands for therapeutic segment.

4.4.7 Product differentiation strategies and Competitiveness
The study aims to prove how CIPLA Kenya Limited has enhanced its competitiveness as a result of its product differentiation. The study revealed that firm ensures continuous product improvement and innovation. The firm partners with customers to produce highly customized products. The firm also poses unique characteristics that distinguish the company from competitors. The company uses diversification and development of new products as a strategy to make its products distinct from competitors. The findings indicate that the CIPLA Kenya Limited respond to competition through differentiation strategy has resulted in continuous product improvement through advertising, possession of unique characteristics, knowledge on customer needs and partnering with customers.

4.4.8 Focus strategies used by CIPLA Kenya in response to competitive rivalry
The study established that CIPLA Kenya Limited distribution policy for global companies includes associations with other skillful organizations so that it can take advantage of their distribution links. The firm has various research and enhancement units for development of new and existing medicines. It has corporate offices in dealing with customers. CIPLA Kenya Limited has its medicines easily accessible at health facilities as it has strong distribution network in the outside market.
Majority of the respondents’ concurred that the company employed distribution strategies through distributors, retailing and personal selling, this is from the research outcome. The study also noted that focus strategies helped to ensure competitive advantage through Cost Saving, Time Saving, Customer Convenience and provision of valuable information. The results are in agreement with the analysis by Smith (2012) who claims that to remain competitive, the firm must choose the right focus strategies to ensure that clients in various areas can purchase the firms brands and get the right level of service from same company.

4.4.9 Focus strategies and competitiveness

The study sought to establish how CIPLA Kenya Limited has enhanced its competitiveness as a result of its focus strategies. It was established that focus strategies have helped CIPLA Kenya Limited improve employee performance, enhanced sales to the customers as well as improved clientele base. One of the respondents noted that the overall profitability of CIPLA Kenya Limited has increased as a result of adoption of focus strategies. Respondents further indicated that focus strategies adopted by CIPLA Kenya Limited had notably enhanced gain on the measures of competitive advantage, greater sales volume, more financial gain and better return on investments.

4.4.10 Promotional strategies used by CIPLA Kenya in response to competitive rivalry

Promotional strategies are extensively used by CIPLA Kenya Limited in response to competitive rivalry. The study revealed that the company employed promotional strategies through physical office setting, telephone handling, use of flyer and brochure, personal selling, advertising and sponsorships. The study also noted that promotion of brands helped to grow sales, entice customers, improve product recognition and boost brand identity and before initiating a promotion campaign one needs to plan an effective strategy and specifically important for small businesses to make use their scarce resources efficaciously.
The interviewees indicated that CIPLA Kenya Limited employs combined communications strategy in marketing as its main strategy for promoting what it is fashioned to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work on its own. One of the respondents indicated that all of these communications procedures work better if they work together in peace rather than each on its own. Their synergy exceeds their parts - providing they speak consistently with one accord all the time.

4.4.11 Promotional strategies and competitiveness

The interviewees explained that promotional strategies used have been useful in advocating for label adherence among customers, thereby, influencing its customer base hence remunerative. Moreover, the interviewees opined that integrated marketing communication (IMC) which is a more effective method of promotion has helped CIPLA Kenya Limited to improve its growth.

4.5 Other Marketing strategies adopted by CIPLA Kenya Limited

Interviewees were asked to indicate other Marketing strategies adopted by CIPLA Kenya Limited. Strategies in marketing were used to increase sales, marketing competitive strategies including defender strategy which tends to explain who holds the highest market share, prospector who will continually search for market opportunities and are creators of change and analyzer who read the market and watch competitors closely in various segments and rapidly employ creative thots. They indicated that corporate social responsibility has led to goodwill, and the scholarship program adopted has benefited the organization due to internship and employment of the sponsored students in the organization.

4.6 Impact of marketing strategies to CIPLA Kenya Limited

The study sought to establish the overall impact of marketing strategies to CIPLA Kenya Limited, in terms of: Market share, brand reputation, return on investment and employee
turnover. The respondents indicated that Marketing Mix Strategies have led to high growth in sales revenue, sales volume, market share and expansion to regional markets. Further respondents indicated that marketing mix strategies have improved the firm’s image and increased competitive advantage. It was further noted that sales performance is positively affected by marketing mix strategies. Validation from the research that the firm is able to get acquainted with the coming trends to stay remain above the opponents. It was indicated that the company is collaborating to the new markets and creating services in order increasing market share.

4.7 Discussion of the Findings

The outcome confirmed that strategies in marketing improves efficiency through building brand loyalty to the customers as well as increased market share. Furthermore, the outcome disclosed that an efficacious strategy in marketing is crucial to lure and keep customers as well as grows sales. From the study it was found that the company has been able to remain focused on the upcoming trends to stay ahead of the competition. From the analysis it was discovered that effective marketing mix strategies have assisted CIPLA Kenya Limited to predict market trends and segment its market. This segmentation has helped product development efforts and an understanding of what creates value for each segment. In arrangement with the analysis results, Kurtz & Boone (2011) note the firms great performance is influenced by the application level of the strategies mainly affected by how effective the strategies of marketing mix strategies are implemented. Marketers are faced with challenges because they are unable to show the level of effectiveness of their strategies in the marketing mix which in turn makes it difficult to foresee and evaluate marketing changes within the firm and market. Also, similar to the above findings are the findings of Taiwo (2010) who established that marketing strategy practices interact with the different components to enhance effectiveness of a firm and have last full impression on performance
variabilities. Alibhai (2015) also reported similar findings that customer’s relationship marketing strategies influence firm performance and concluded that all the employees who are conversant with the CRM strategies and are constantly involved in the implementation of the strategies. Additionally, Velnampy and Sivesan (2012) also established that customer relationship marketing impact on customer value creation.

The findings are consistent with Kithinji (2014) who reports similar results by establishing internet marketing optimistic impact on the implementations of SMEs as it increased profitability, SMEs market share, enhanced firm’s image and increased competitive advantage as well as more loyalty and access to new markets. Mbugua (2013) also obtained similar findings and concluded that poor marketing is major constraint of micro and small enterprises since most of the small business entrepreneurs are not keen with marketing since they relied on the quality of their products as their marketing tool. Krohmer (2002), Marketing corresponds positively to some accomplishment benchmark involving sales performance, performance of a unit and financial gain. It incorporates achievement in innovation and management of various products. Inter-functional cooperation in arranging marketing activities so that various departments contribute to those activities usually enhances the performance on organization or a particular business unit. There are always both sides, for example inter-functional integration can make the decision making take time (Krohmer, 2002).
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

It gives a summary, conclusions and recommendations of the study. This study was centered on marketing strategies adopted by CIPLA Kenya Limited in response to competitive rivalry in the pharmaceutical industry in Kenya.

5.2 Summary of Findings

Interviewees elaborated that the company ensured market skimming pricing, market penetration pricing, location focused pricing, customary pricing and time based pricing. The study also noted that price as strategy is a critical thing in goods and services since strategy in price relates to the amount of financial gain made. A price strategy should be picked on the basis that it helps the firm meet its overall objectives and facilitates the firm’s good name, ultimately providing the best profit point for the market demand.

The study established the overall cost leadership strategies used by CIPLA Kenya in response to competitive rivalry to include aggressive tracking of reducing cost, straining cost and expense control, preventing marginal cost accounts, cost minimizations, and offering low price products. Further, respondents indicated that production of the products is done in bulk and done in India making production cheaper. Distribution is done in East Africa for every bunch as the names are the same across the board. It was also established that most affordable and quality drugs in the industry as compared to the original brands. It was also revealed that CIPLA Kenya Limited keep reduce charges than competition and it keeps lower expenses than others.

It was established that the company has put in place good quality company packaging, branding labeling and product attributes, as well as customer oriented products to satisfy their needs profitably. From the research findings respondents agreed that the company employed
focus strategies through retailing, distributors and personal selling. The study also noted that effacing focus strategies helped to ensure competitive advantage through Cost Saving, Time Saving, Customer Convenience and provision of valuable information. The study revealed that the company ensured promotional strategies through physical office setting, telephone handling, use of flyer and brochure, employment of personal selling and sponsorships. The study also noted that promoting products helped in growing sales, enticing consumers, improving the end product acceptance and make awareness.

The study established that CIPLA Kenya Limited has taken on varied promotional undertakings to market its products. Caring for Life is its tagline and it has become its vision and consequently this idea has been absorbed by its workers, processes and brands. In their mission to make a difference, the firm contributes to the community through themes like education, health & sanitation and by creating opportunities for suitable livelihood. It has developed strategies like selling anti-aids drugs at an only a dollar a day. It has associations with many global companies like Mylan, Watson and this helps it to hone its own manufacturing, development and marketing skills. CIPLA Kenya Limited takes pride in giving its workers best accessible opportunities and therefore has impacted them with employee well-being. For some of its, products CIPLA Kenya Limited has taken the help of commercial advertisement through television and print media.

The interviewees indicated that CIPLA Kenya Limited employs combined marketing communications strategy as its main strategy for promotion which is fashioned to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work on its own.
5.3 Conclusion

The study concludes that strategies in marketing improves effectiveness by creating make or label adherence to the consumers and increased share in the market. Furthermore, the outcome disclosed that an efficacious strategy in marketing is crucial to lure and keep customers as well as growing sales. From the study CIPLA limited has been able to keep tabs with developing trend and is able to be above the competition. It has also deduced that effective strategies in marketing mix have assisted CIPLA Kenya Limited in predicting upcoming marketing trends and segment its market. Which in turn has helped in product innovation as well as understanding of what each segment values.

The analysis concludes that CIPLA Kenya Limited has taken on varied promotional undertakings to market its products. Caring for Life is its tagline and it has become its vision and consequently this idea has been absorbed by its workers, processes and brands. In their mission to make a difference, the firm contributes to the community through themes like education, health & sanitation and by creating opportunities for suitable livelihood. CIPLA Kenya Limited through the Palliative Care Centre gives medication for free for very sick patients suffering from cancer. One of its strategies is selling anti-aids medicines at only a dollar a day. It has associations with many global companies like Mylan, Watson and this helps it to hone its own manufacturing, development and marketing skills. CIPLA Kenya Limited takes pride in giving its workers best accessible opportunities and therefore has impacted them with employee well-being. For some of its, products CIPLA Kenya Limited has taken the help of commercial advertisement through television and print media.

5.4 Recommendations

It is recommended that CIPLA Kenya Limited strengthens collaborates with the Research & Development on changing customer needs in order to afford to produce the corresponding innovative product to introduce into the market in a timely manner and in good supply. The
products have to be supported by a good marketing budget and activities that will ensure differentiation of the firm and its products and penetration to all potential customers in the country.

It is recommended that CIPLA Kenya Limited employs more of cost leadership strategy. This is to enable the products to reach wider market and increase profits from economies of scale. This will also ensure that the customers are protected from substandard copies of the products from being introduced into the country by competitor generic companies.

5.5 Limitations of the Study

This research was a case study and as a result it was limited to CIPLA Kenya Limited thus the findings on the effectiveness of marketing strategies on performance are limited only to CIPLA Kenya Limited and as such they cannot be generalized as remedies to other organizations.

The study focused on interviewing some of the busy executive team members while the junior staff are the ones on the ground implementing the strategies and would have given a better insight on the same.

5.6 Suggestions for Further Research

Further analysis must be done to identify the other elements that can grow performance of pharmaceutical companies apart from the marketing strategies. The research can also be conducted on other industries other than the pharmaceutical Industry.

The study made use of interview guide on which the findings were subjective as each respondents had their own opinion and in subsequent studies, other instruments of data collection should be employed.

This research was limited to the strategies in marketing applied by CIPLA Kenya Limited. This research hence can be replicated on other organizations in similar sectors.
REFERENCES


APPENDIX I: INTERVIEW GUIDE

SECTION A: INTERVIEWEE PROFILE

1. Which business unit do you work?

2. What is your rank in the department?

3. For how long have you been with CIPLA Kenya Limited?

SECTION B: MARKETING STRATEGIES

1. In your own opinion, do marketing strategies adopted by pharmaceutical organization help in competitive rivalry?

2. What strategies does CIPLA Kenya Limited adopt to respond to competitive rivalry?

3. We have several marketing strategies which are:
   
   i. Overall cost leadership strategies
   
   ii. Product differentiation strategies
   
   iii. Focus strategies
   
   iv. Promotional strategies.

Does CIPLA Kenya Limited incorporate either of the marketing strategies in response to competitive rivalry?

4. If adopted, what are the overall cost leadership strategies used by CIPLA Kenya in response to competitive rivalry?

5. How has CIPLA Kenya Limited enhanced its competitiveness as a result of its overall cost leadership?

6. If adopted, what are the product differentiation strategies used by CIPLA Kenya in response to competitive rivalry?
7. How has CIPLA Kenya Limited enhanced its competitiveness as a result of its product differentiation?

8. If adopted, what are the focus strategies used by CIPLA Kenya in response to competitive rivalry?

9. How has CIPLA Kenya Limited enhanced its competitiveness as a result of its focus strategies?

10. If adopted, what are the promotional strategies used by CIPLA Kenya in response to competitive rivalry?

11. How has CIPLA Kenya Limited enhanced its competitiveness as a result of its promotional strategies?

12. Apart from the four mentioned marketing strategies are there any other strategies CIPLA Kenya Limited has adopted?

13. What is the overall impact of marketing strategies to CIPLA Kenya Limited, in terms of: Market share, brand reputation, return on investment and employee turnover?

THE END:

THANK YOU FOR YOUR COOPERATION