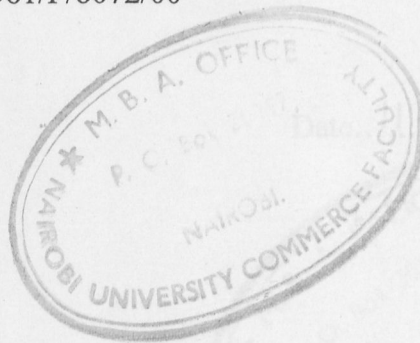
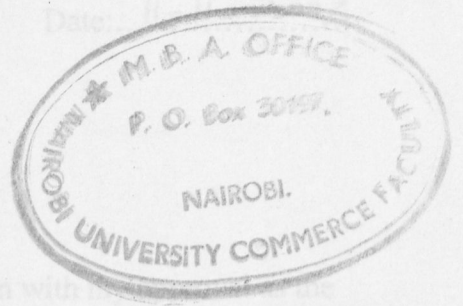


This research project is my original work and has not been presented for a degree in any

**A SURVEY OF THE MULTINATIONAL PHARMACEUTICAL
FIRMS AWARENESS AND PRACTICE OF KEY OPINION
LEADER MANAGEMENT "**

BY

CHARLES NJOROGE KIMANI
D61/P/8072/00



**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT FOR THE REQUIREMENTS OF THE DEGREE OF
MASTERS OF BUSINESS AND ADMINISTRATION FACULTY OF
COMMERCE, UNIVERSITY OF NAIROBI.**

OCTOBER, 2003

DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

Signed: C.N. Kimani

Date: 11-11-2003

Kimani C.N

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

Signed: M. Ombok

Date: 11-11-2003

M. Ombok

Lecturer
Department of Business Administration.



DEDICATION:

To my parents, Kimani and Wanjiru, thanks for the education and continuous encouragement. To my wife, Nancy and daughter Charlene for their love, support and understanding throughout the study period.

I am also grateful to all my colleagues in M.B.A class for their suggestions and contribution throughout my study period.

My most sincere gratitude goes to my wife and daughter for their love, support and understanding throughout the study period.

ACKNOWLEDGEMENTS

Several people contributed to the process of undertaking this project. It is my pleasure to extend my sincere gratitude to all of them. First, my thanks to my supervisor, Margret Ombok for her guidance, patience and dedication up to the completion of this project. Many thanks also go to the members of the faculty of commerce who read and critiqued the original proposal and made valuable contribution.

I'm also grateful to all my colleagues in M.B.A class for their suggestions and contribution throughout my study period.

My most sincere gratitude goes to my wife and daughter for their love, support and Understanding, throughout the study period.

TABLE OF CONTENTS.

| | |
|---|-----|
| DECLARATION | i |
| DEDICATION | ii |
| ACKNOWLEDGEMENT | iii |
| TABLE OF CONTENTS | iv |
| LIST OF TABLES AND DIAGRAMS | vi |
| ABSTRACT | vii |
| CHAPTER ONE | 31 |
| INTRODUCTION | 1 |
| Background | 1 |
| Statement of the problem | 7 |
| Objectives of the study. | 8 |
| Importance of the study. | 8 |
| CHAPTER TWO | 38 |
| LITERATURE REVIEW | 9 |
| INTRODUCTION. | 9 |
| Opinion leader | 9 |
| Key opinion leader | 11 |
| Roles of the key opinion leaders in Advancing company objective. | 11 |
| KEY OPINION LEADER MANAGEMENT | 16 |
| Characteristics of opinion leader | 17 |
| Identifying opinion leaders | 19 |
| Recruitment of key opinion leaders | 20 |
| Motivating key opinion leaders | 21 |
| Establishing key opinion leader relationship | 22 |
| Summary of the literature review | 25 |

| | |
|--|----|
| CHAPTER THREE | |
| RESEARCH METHODOLOGY | 26 |
| Research design | 26 |
| Population | 26 |
| Data collection | 26 |
| Data analysis technique | 27 |
| CHAPTER FOUR | |
| 4.0 DATA ANALYSIS | 28 |
| Key Opinion Leader roles in advancing Company objectives | 28 |
| Criteria used for Identification and Recruitment of Key Opinion Leaders in your organization | 31 |
| Incentives/Programs in Key Opinion Leaders relationship management | 34 |
| Factors considered important in establishment of Key Opinion Leaders Relation | 36 |
| CHAPTER FIVE | |
| 5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS | 38 |
| Introduction | 38 |
| Discussion | 38 |
| Conclusion | 40 |
| Limitation of study | 41 |
| Recommendations | 41 |
| APPENDICES | |
| Appendix 1- list of Multi-national Pharmaceutical Firms | 42 |
| Appendix 2- Letter to Respondents. | 43 |
| Appendix 3- Questionnaires | 44 |
| REFERENCES | 52 |

LIST OF TABLES AND DIAGRAMS

Pages

- Figure 1 Multi step flow of communication. 6
- Figure 2 Modified multi step flow of communication. 10
- Table 1 Role of Key Opinion Leaders. 30
- Table 2 Identification and Recruitment Criteria. 33
- Table 3 Incentives in Key Opinion Leader Management. 35
- Table 4 Success factors in establishing Key Opinion
Leader Relation. 37

ABSTRACT

It is widely recognized by medical markets today that the leading healthcare practitioners and researchers have retained their position as the primary influence over who prescribes what and when. This is despite the rise of healthcare organizations (that have strict formalities) and the unreserved importance of direct to consumer marketing.

Sadly though, careful management of relationship with opinion leaders too often had been neglected in favour of initiatives with more obvious immediate input e.g. broad based detailing and advertising campaigns.

It is against this background that this study was formulated to seek to establish how key opinion leaders management is conceptualized and practiced by multinational pharmaceutical marketers.

This study sought to achieve the following objectives- determine the extent of awareness by the pharmaceutical firms of the role of key opinion leaders in advancing company objectives and to establish key opinion leaders management practice adopted by multi national pharmaceutical firms.

This study targeted all the 25-multi national pharmaceutical firms in Kenya, out of which 20 of them responded to the questionnaires submitted to them.

Descriptive statistics, frequency and percentages were used to analyse the data.

The findings indicated that whereas multi national pharmaceutical firms are aware of the value of opinion leaders to medical marketing, they lack clear definition of who key opinion leaders are as well as techniques of identification and recruitments.

There is therefore need for marketing profession to build good key opinion leader management based on systematic and vigorous methods of key opinion leader identification, appropriate recruitment techniques and establishment of long-term relationship of mutual trust build on integrity and continuity.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The marketing environment has undergone enormous changes in the last decade, posing serious challenges to the traditional marketing premise and practices.

Marketing as it is practiced today, was introduced around the 1960, and the concept of the marketing mix and the four P's of marketing-product, price, place and promotion-began to appear in marketing literature. For almost 40 years since its introduction the marketing mix paradigm has dominated through research and practice.

However, this paradigm is beginning to lose its position as new approaches emerge in marketing research. The globalization of business and the evolving recognition of the importance of customer retention and market economics, segmentation, differentiation and focus reinforce the change in mainstream marketing.

Ravald and Gronvoos (1996) summarizes this fact very well by stating "the focus is shifting from activity of attracting customers to activities which concern having customers and taking care of them. Webster (1992) shares this view and reckons that the emphasis is shifting from a transaction to a relationship focus. Customers become partners and the firm must make long-term commitments to maintaining those relationships with quality service and innovation. The core of relationship marketing is relations, a maintenance of relations between the company and the actors in its environment i.e. suppliers, market intermediaries and the public and of course customers as the most important actor. The idea is first and foremost to create customer loyalty so that a stable, mutually profitable and long-term relationship is enhanced.

In Industrial marketing, services marketing, managing distribution channels and even consumer packaged goods marketing itself, a shift is clearly taking place from marketing to anonymous masses of customers to developing and managing relationship with more or less well-known or at least identified customers (Gronroos 1997)

Pharmaceuticals marketing in Kenya have not been spared these challenges. Several factors have conspired.

Capron and Hulland (1999) recognizes that customers have become better educated, more inquisitive and demanding. While products have become increasingly complex and specialized. This has been made increasingly possible by the information superhighway.

Atebe (1999) in his study points out that government has been ineffective in the supervision of the industry by abetting illegal importation, manufacture of substandard products and licensing of unqualified persons. This creates greater issues for managers who have to contend with a non-level playing ground.

Another factor affecting the pharmaceutical industry is the development of generics. A generic product is that which is manufactured by another company after the patent expiry. This has further intensified the competition Johnson (1999). The development have led to companies pooling resources in order to survive, this has been in form of mergers and acquisition. Examples : - Glaxo Smithkline, Aventis, Astrazenea etc.

Due to economic reforms and recession in Kenya there has been major changes in the industry which has been characterized by the exit of multinational manufacturing facilities, proliferation of companies marketing pharmaceutical products and increase in the number of products available in the market. (Drugs and chemists 1999).

Pharmaceutical Marketing

The pharmaceutical industry comprises of multinational companies, generic importers, local manufacturers, distributors (who are franchise holders), wholesalers, retailers and consumers Mba0 (2000).

Product

There are 3 categories of pharmaceutical products.

Prescription only medicines (POM)

POM refers to medicines available only at pharmacy or chemist upon prescription from registered medical practitioner. All marketing efforts are thus wholly directed towards the clinicians and pharmacists.

Pharmacy assisted medicines (PAM)

Like POM, PAM are only available at pharmacy outlet, a patient does not however require a doctors prescription, usually pharmacist guidance is adequate. Marketing efforts target mainly the pharmacists; some controlled direct to consumer advertisement can also be undertaken

Over the counter medicines (OTC)

The class of medicine is available even at supermarkets. Marketing activities are directed mainly to the end user.

This study will mainly emphasize on the prescription only medicines which are the drugs offered by multinationals.

Promotion

Drug advertising and promotion to health professional must be ethical, factual, educational and balanced to impact non-exaggerated information to the prescribers (Kenya National Drug Policy 1994) Pharmacy and Poisons Act of 1989 provides for stiff penalties for misleading and exaggerated claims in any advertisement.

Traditionally, prescription medicines were mainly sold in Kenya through detailing – that is through one to one encounter between the medical representative and individual doctors. Advertising was mainly confined to professional journals. However this has now changed with firms trying to create an end consumer demand for their prescription products through advertising in general leadership journals and Internet. (Mbau 2000)

Kenya national drug policy (1994) emphasizes the need to prescribe by generic names only. These offers quite a challenge for branded products in Kenya. Ranking of various promotional mix elements by the multinational pharmaceutical firms reveals that personal selling is the main form of promotion i.e. 94.4% this is in form of sales presentation (detailing), sales meeting and sampling. (Naikuni 2001)

Others include: -

1. Direct marketing, the major forms of direct marketing being telemarketing catalog and E-mailing especially targeting the retail outlets (Ronoh 2002)
2. Sales promotion which includes; give away-calendars, diaries and pens, bonus, discounts, exhibitions, continuous medical education.
3. Public relation - This is aimed at building good relation with the company various publics' by obtaining favorable publicity. Various tools used include seminars, publications, sponsorship, donation and contribution.
4. Advertising- This is done through brochures, bulletins, specialty journals and posters

Place

Siage (1999) in his study observes that the marketing of ethical products (brands) by multinational companies entails detailing to a generalized consumer.

The target group for ethical pharmaceutical marketing are in order of emphasize Specialized doctors, General practitioners, Pharmacist, Paramedics.

It is sad to note that marketing practices have influenced drug distribution so strongly that there is the risk of fake or low quality drugs being distributed. (Dong 1999).

This is already a reality in Kenya especially from the generic products offered into the market.

Opinion Leadership

It is widely recognized by medical marketers today that the leading healthcare practitioners and researchers have retained their position as the primary influencer over who prescribes what and when. This is despite the rise of healthcare organization (that have strict formularies) and the increased importance of direct to consumer marketing.

Sadly though careful management of relationship with opinion leaders too often has been neglected in favour of initiatives with more obvious immediate input e.g. broad based detailing and advertising campaigns. (Naikuni 2001)

Information obtained from those we know or talk with directly tends to be more reliable and trustworthy than those received through more channels and unlike advertising, it is often backed up by social pressure to confirm with those recommendation

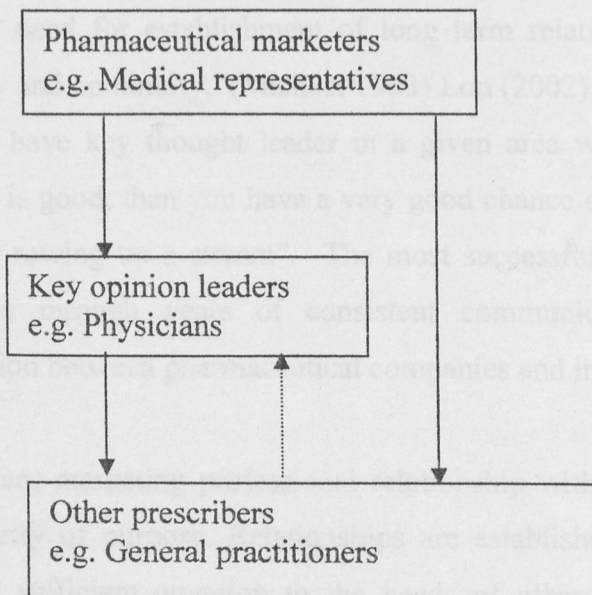
Adnt (1967) .It is thus clear that opinion leaders are highly credible sources of product related information because they perceived to be objective concerning the information and advice they dispense. This is because they receive no compensation for the advice and have no grudge. They also base their advice from first hand information.

Information is the primary tool that marketers use to influence consumer behavior. While an individual ultimately process information in a substantial number of cases one or more groups member filter, interpret or provide the information for the individual. The person who perform this case is an opinion leader (Hawkins 1997)

Leon (1996) defines opinion leadership as the process by which one person (the opinion leader) influences the action or attitudes of others, who may be opinion seekers or merely opinion recipients. The influence is usually informal and verbal.

Ralph (2002) defines key opinion leader as an individual who significantly influences the opinions and thereby the behavior of others by imparting knowledge, advise and enhance perspective. In Medical communities Key Opinion Leaders are renowned experts in particular often narrowly defined areas of healthcare practice and research e.g. cardiologist (heart specialist)

Figure 1: Multi-step Flow of Communication



Adapted from Everett M. (1983) diffusion of innovation, 3rd edition Free Press page 64

Key opinion leadership management moves from the traditional marketing strategy that treats prospects or customers as a mass to a strategy that treats them as individuals. Stacey (1993) recognizes that whereas there is a mass market out there (the prescribers), there is need to look inside to a firm's prospect and customers in order to accurately target the firm's prospect, turn a sale and generate loyalty and continuity. Some of the most important components / benefits that enhance customer (opinion leader) perceived value in a long term relationship are safety, credibility, security and continuity (Ravald & Gronroos 1996)

Ralph (2002) defines Key opinion leaders management here refers to clear definition, systematic and vigorous methods for identification, appropriate recruitment techniques and the establishment of mutual trust built on integrity and continuity

1.2 Statement of the Problem

Strong opinion leadership are vital to decreasing product time to pick sales and achieving blockbuster status (Montgomery 2001). Pharmaceutical companies that have had effective and successful development of standardized approach to key opinion leader management have strong brands and increased bottom line revenue.

In order for the pharmaceutical company to get the maximum benefit from the Key Opinion Leaders, there is need for the firm to recognize their vital role in marketing and the need for establishment of long term relationship of mutual trust built on integrity and continuity. (Michael 1993) Lou (2002) summarizes this better by saying "if you have key thought leader in a given area willing to stand up and say your product is good, then you have a very good chance of commercial success, otherwise you are rowing up a stream". The most successful key opinion leader relationship develops through years of consistent communication and mutually beneficial interaction between pharmaceutical companies and influential physicians.

Too often, marketing professional relationship with opinion leaders lack continuity and clarity of purpose. Relationships are established in one marketing department without sufficient attention to the needs of others. Key opinion Leaders may be frustrated or annoyed when contacted by multiple parties at a particular firm, responding to an apparent lack of proper co-ordination. Extensive lapses in communication with Key Opinion Leaders often occur, which may lead to weakening

of allegiances – this stems from the fact that companies have tendencies to put money into Key Opinion Leaders programmes during specific activities e.g. during product launches and pull back during times of inactivity. These swings are short sighted. Once developed relationship must be maintained, if not, Key Opinion Leaders are likely to become disaffected and even feel exploited which can be extremely damaging to the company. (Barley 2002)

To avoid this kind of problems it is essential that systems be developed through managerial procedures to provide for consistent and well co-ordinated administration of Key Opinion Leaders relationship. Institutional knowledge of the identity and characteristics of Key Opinion Leaders in a firm market areas as well as any prior relationship with them must be systematically retained and made available on a ready basis to the marketing team. Too often such knowledge is lost.

There is increased evidence that prescribers use personal source of information, this influence can be managed to maximize prescription from the doctors. Several pharmaceutical companies – Merck, Pfizer, Astra-Zeneca and Aventis successfully manage relations with subject experts. Pfizer pulled off two most successful launches ever with Viagra and Celebrex by targeting thought leaders throughout the launch process. Pfizer reached over 2 million prescription of each drug within the first two weeks of their launches Pfizer successfully employed thought leaders endorsements by consulting the Vatican when releasing Viagra and letting Physicians review direct to consumer advertising before launching campaigns (David 2002)

This study sought to establish how Key Opinion Leaders management is conceptualized and practiced by Multinational pharmaceutical marketers.

1.3 Objectives of the Study

This study sought to

- Determine the extent of awareness by the pharmaceutical firms of the roles of Key Opinion Leaders in advancing company objectives.
- Establish Key Opinion Leaders management practice adopted by the multinational pharmaceutical firms.

1.4 Importance of the Study

It is hoped that this study may be useful to the following groups of people.

- Marketers – The study will enhance their understanding of Key Opinion

- Researchers – Being a pioneer study it will give researchers an insight on area for further research and studies.
- Pharmaceutical companies – The study will provide the companies with a basis for adopting appropriate practices in Key Opinion Leader management.
- Key Opinion Leaders – The study will help in the establishment of long-term relationship with the pharmaceutical industry of mutual trust built on integrity and continuity which will further advance their professional reputation and career.

CHAPTER TWO

2.0 LITERATURE REVIEW

Opinion Leaders

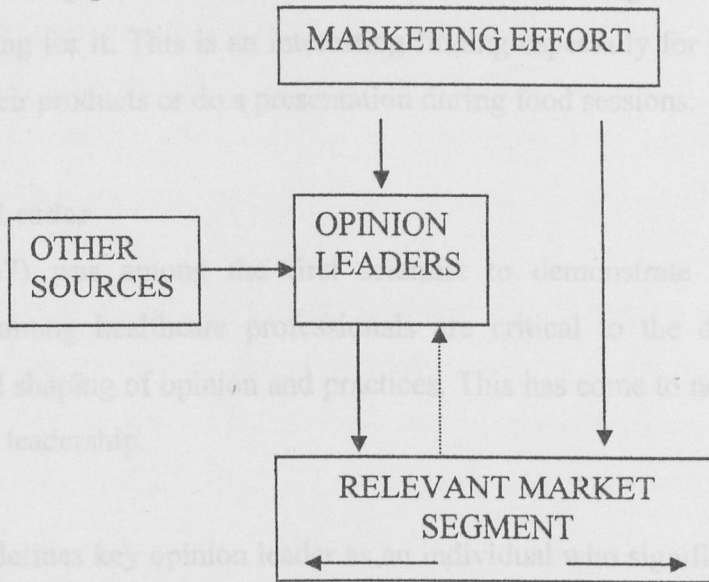
The concept of opinion leadership was first identified by Lazarsfeld in the 1940's US presidential election when it was shown that virtually no one was influenced in their voting by media campaigns but depended on the views of others in their groups. Lazarsfeld, Berelson and Gaudet (1948).

The concept of opinion leadership was however best demonstrated by Stafford (1966). There was an experiment which showed that in a strongly knit, cohesive group, the leader will have dominating influence on the opinion and hence the behaviour of others.

Recognition of significance of opinion leadership led to the formation of a two-step hypothesis of communication Arndt, (1968). These argues that the effect of the mass media do not directly influence individuals. Messages are instead picked up by a relatively small number of opinion leaders who in turn disseminate the information to others in their social groups.

Yale and Gully (1995) uses a more comprehensive model, which they refer to as multi-step flow of communication. This involves opinion leaders for a particular product area who actively seek relevant information from mass media as well as other sources. The opinion leader processes this information and transmits their interpretation of it to some members of these groups. These group members also receive information from mass media as well as from group members who are not opinion members. These non-opinion leaders often initiate requests for information and supply feedback to the opinion leaders.

Figure 2. Multi – Step Flow of Communication



Adopted from Everett M. (1983), diffusion of innovation, 3rd edition, free press

Information is the primary tool that marketers use to influence consumer behaviour. While an individual ultimately processes information, in a substantial number of cases one or more group's member filter, interpret or provide the information for the individuals. The person who performs this task is an opinion leader Hawkins (1997). Schiffman (1966) defines opinion leadership as the process by which one person (the opinion leader) Informally influences the action or attitude of others who may be opinion seekers or merely opinion recipients.

Engel (1978) has a similar definition referring opinion leadership to the degree to which an individual influences others in a given situation. Those who do a disproportionately large amount of influencing others are called opinion leaders in those situations in which they exert influence.

Product discussion generally occur within relevant situations context e.g when a specific product or a similar product is used or served or as an outgrowth or a more general discussion which touches on the product category. Thus a cardiologist managing severe hypertension is likely to provide information to peers as an outgrowth of a successful patient management (shiffman 1996)

This appear to be in line with what Berle (1975) had found out in his study that most information exchange was in foods related situations, drinking coffee, talking about food or shopping for it. This is an interesting finding especially for sales person that has to detail their products or do a presentation during food sessions.

Key Opinion Leader

Coleman (1957) was among the first scientist to demonstrate that patterns of relationships among healthcare professionals are critical to the diffusion of new knowledge and shaping of opinion and practices. This has come to now be referred to as key opinion leadership.

Ralph (2002) defines key opinion leader as an individual who significantly influences the opinions and thereby the behaviour of others by imparting knowledge, advice and an enhanced perspective. In the medical community key opinion leader are renowned experts in particular, often narrowly defined areas of healthcare practice and research. The Influence of interest here is towards pharmaceutical products and services.

Role of Opinion Leaders in Advancing Company Objective.

The importance of Opinion Leaders varies radically from product to product and from target market to target market. Therefore, the critical step in using opinion leadership concept is to determine through research, experience or logic the role opinion leadership has in the situation at hand. Marketing strategies can thus be devised to make use of opinion leadership.

Murray (1995) acknowledges the importance of opinion leaders by noting that leaders may enhance, diminish the original message or pass it unchanged. Their importance in advertising is that. If it is possible to identify and get access to them, then it may also be possible to exploit the position and use them in promoting the product. Since opinion leaders are innovators then introductory special offers at “give away” prices may pay off if those who try the product pass on their opinion to others.

Andrea (1994) reports how Rocsa maker of a hypoallergenic lotion succeeded in penetrating American market for skin care products. Instead of competing head to head with the lavish consumer advertising of leading brand Revlon, the French

company decided to gain medical acceptance by winning over pharmacist and dermatologists. This was by advertising in medical journals, distribution of products to dermatologist and chemist patronized by patents of skin doctors.

Rawlins (1984) describes how medics are targeted by pharmaceutical industry and classified as either conservative or risk takers. The more innovative are identified by sales representatives who discuss doctors prescribing habits with local pharmacists. This information can be used to target the more innovative when a drug is been launched. The opinion leaders are invited to various events and seminars and often go back and start prescribing the new drug. The behaviour is observed by the less innovative and emulated.

Some time ago the drug Flosint was launched. It treated rheumatoid arthritis and the launch was based on selected medics (Opinion leaders) being taken to Switzerland for a weekend conference with plenty of food and drinks and an all expenses paid on the orient express. Many went back to prescribe Flosint and were copied by opinion followers. This approach can be effective in speeding up the diffusion rate (Evans 1997)

Foxall (1990) clearly demonstrated that informal or word of mouth communication is much more influential than formal advertising and promotion channel as a source of influence. Other sources of information include manufacturer or retailer –dominated sources (elements of marketing mix) and neutral channels. The 1st is trustworthy but expensive, the second cheap but biased and the last objective but not always available.

This appears to coincide with what Martilla (1971) had found out that advertising is more effective at reinforcing existing products preferences than at creating new ones while information from impersonal sources is important for creating brand awareness, word of mouth is relied upon in the latter stages of evaluation and adoption.

Top fashion designers are keen to show at major fashion shows in order to get editorial coverage in leading fashion and women's magazines and in national newspapers. These correspondents are read as if they possess a degree of source credibility in the subject matter and can act as opinion leader. (Evans 1997)

Hawkins (1997) reckons that since opinion leaders talk to other consumers about their experiences with products and services, it is extremely essential that marketers meet or exceed opinion leaders expectations concerning their products. When customer's expectations are not met, the firm must respond quickly and fairly to customer complaints. Unhappily opinion leader tell others about their dissatisfaction.

Wilkie (1990) argues that since opinion leaders receive, interpret and relay marketing messages to others, marketing research should focus on opinion leaders rather than representative sample in those product categories and groups in which opinion leaders play critical role. Thus product use, tests, pre-tests of advertising copy and media copies should be conducted on samples of individuals likely to be opinion leaders. It is essential that this group respond favourably to the firms marketing mix. This is the basis of research technique – focus group study.

Sampling is an effective means of generating interpersonal communication concerning the product. Instead of using a random sample, a marketer should attempt to send the product to individuals likely to be opinion leaders. These gives a chance for trial and increase chances of word of mouth communication. (Hawkins 1997).

Schiffman (1994) notes that advertising attempts to stimulate and simulate opinion leadership. Stimulating involves themes designed to encourage current owners to talk about the produce, brand or prospective owner to ask current owner for their impression. Simulating opinion leaders involves having an acknowledged opinion leader endorse a brand or it can involve having an apparent opinion leaders recommend the product in a commercial.

Solomon (1996) also argues that sales personnel can encourage their customers to pass along information to potential new customers by offering discounts and gifts for every new customer they recruit.

Kotler (1996) suggests several steps to stimulate personal influence channel to work on their behalf.

- Identify influential individuals and companies and devote extra effort to them. Early sales effort should thus focus on the market leader.
- Create opinion leaders by supplying certain people with the product on attractive terms. This strategy has been used in pharmaceutical marketing where a given group of medical doctors are sampled with medicines for trial prior to launch, the group form part of discussion panel during discussion session.
- Work through community influential such as local disk jockeys, class presidents and presidents of women organizations. It may be worthy for a pharmaceutical marketer to work with the various heads of departments at the hospital e.g. Kenyatta National Hospital as a marketing strategy.
- Use influential or believable people in testimonial advertising.
- Develop advertising that has high “conversation value” e.g the Nikes’ Slogan “Just do it” have created a popular command for those unable to make up their minds to take up some action.
- Develop word of mouth referrals channels to build business. One can ask satisfied customers to recommend friends and acquaintances and subsequently thank them for their recommendations.
- Establish a customer forum e.g. the Alfa Romeo Club or Toyota Electronic forum where Toyota owners hold online discussions to share their experiences. These discussions can be monitored and responded to appropriately.

Regis Malkena (1991) advises a software company launching a new product to initially promote it to the trade press, opinion luminaries, financial analysts and others who can supply favourable word of mouth then to dealers and finally to customers.

Potential Roles of Key Opinion Leader in Pharmaceutical Firms

According to Montgomery (2002) Strong opinion leaderships are vital to decreasing product time to pick sales and achieving blockbuster status. Pharmaceutical companies that have had effective and successful development of standardized approach to key opinion leader management have strong brands and increased bottom line revenue.

Opinion leaders influence other service providers and consumers by prominent medical professionals serving as continuous medical faculty having opportunities to directly shape perception of a company and its products among audiences of self selected, pre-qualified prospect. This is by increasing awareness, addressing areas of market resistance and countering misconceptions among potential subscribers.

Key opinion leader can offer essential competitive intelligence by sharing information on competitor's market tactic, report on trends observed among leading practitioners and report on development in research programmes.

Key opinion leaders can help shape companies market strategies by providing advice regarding the best avenues for market success. These may be in form of brand messages, brand reminders and target prescribers. They also call attention to potential points of resistance such as efficacy compliance and side effects. Key Opinion Leaders will help tailor appropriate objection handling techniques. Key opinion leaders recommend countermeasures against competitor's initiatives by pointing out the negative side of their initiatives. Key Opinion Leaders also can guide in selecting best avenues for publications disseminating new knowledge regarding company products.

Key Opinion Leaders also play a part in regulatory and legislative advocacy by providing insight and strategy regarding product registration process. They also Serve as expert witness before therapeutic advisory panels in key health constitution especially during tender process and drafting of formalities. Key opinion leaders defend the company's position in sensitive public relation situation such as following the post – marketing discovery of un-anticipated advance effects and testifying at congregations or joint national committees hearings on issues such as patent extension and inclusion in the essential drug list and national therapeutic guidelines.

Key opinion leader can also act as an advocacy within the profession by organizing, promoting and chairing company funded symposia they co-author reports of clinical trials or other research and can nominate / lobby for corporate clinical staff to have positions in national society committees and editorial boards.

Key opinion leader can give research oversight by Suggesting potential alternative indication for existing compounds. They also can review compounds within the company's global product portfolio to determine which holds most promise locally. Key opinion leaders can recommend sites for clinical trials and assist in recruitment of trialists and also manage clinical trial networks.

KEY OPINION LEADER MANAGEMENT

Pharmaceutical marketers would like to know who the key opinion leaders are, and to monitor informal channels to determine how actively they can be used as well as the content of the communications hence key opinion leader management.

Ralph (2002) defines key opinion leader management refers to a clear definition, systematic and rigorous method of identification, appropriate recruitment techniques and the establishment of long –term relationship of mutual trust built on integrity and continuity.

Characteristics of Opinion Leaders

Marketing organization would like to know who the opinion leaders are, those having such importance in influencing acceptance or rejection of a company product or services. If opinion leaders can be identified, possibility exists that more or better promotional efforts can be targeted to them.

Interest and Knowledge

Opinion leaders possess a high level of Interest in product category which they provide advice or information. They are highly involved with the subject and seek information about the product category. Opinion leaders read more about related consumer activities and derive greater satisfaction from these product related activities. Hawkins (1996)

Shiffman (1994) demonstrated that opinion leaders tend to be consumer innovators especially of new products in their product category of interest. Innovators function as opinion leaders by recommending specific products based on their own experiences.

Social Activity

According to Engel (1978) – Opinion Leaders tend to be self – confident and gregarious. They are also outspoken. They are likely to hold office in community groups and clubs. These are important traits, as opinion leaders must be involved in social interaction to function.

Social Class

Ram and Jung (1994) in their studies of the relationship between social class and opinion leadership found out that they tend to be similar to the consumer in terms of their values and beliefs. They are in slightly higher level than those they influence in terms of status and educational attainment, but not so high as to be in a different social class.

Demographic Characteristics

Most studies have found that demographic relationships are usually too weak to be very helpful but it is generally accepted that consumers tend to seek information and advice from people perceived to be highly knowledgeable. A general practitioner in an outpatient is likely to seek advice from the hospital physician on a patient that is non-responsive to a given therapy.

Media Habits

Opinion leaders usually read special interest publication devoted to their specific topic / product category. The special interest magazines serve to inform about new development in a given category and also on personal interest. (Chris 1997)

Education and Training Background of Key Opinion Leaders

Almost all have an advanced degree, mostly at doctoral level. Most have some post-graduate training. Most prominent medical doctors commonly completed a fellowship at a top teaching hospital. Key opinion leaders frequently have spent time at national health laboratories.

Career Profession Of Key Opinion Leaders

Most Key Opinion Leaders are active practitioners, many also hold academic position at major teaching hospital and medical schools. Its here that opportunities to train junior colleagues as well as pursue research programme that contribute to knowledge occur. This enhances the key opinion leaders professional reputation through publication in peer-reviewed journals. Key Opinion Leaders at this stage frequently has numerous co-authors among the peers as well. Later, key opinion leaders may start serving in leadership roles at prominent associations (as committee members) and journals (mostly as editorial board members). Key opinion leaders also start teaching as faculty in continuous medical education programmes outside their host institution. Its at this stage where a Key opinion leaders publishes one or more textbooks. Late stage key opinion leaders may retire from active teaching. Many continue their involvement in research. Some rise to become presidents of professional societies or editors of medical journals. The most successful come to be generally acknowledged as a top expert on particular topics.

Ralph (2002) clarifies about several common misconceptions about the characteristics of key opinion leaders. **Key opinion leaders are not necessary product champions**, infact most opinion leaders do not affiliate themselves exclusively with one brand or company. This helps to establish their status as reliable source of advice and information, their participation in speaker programmes demonstrating the products value will boost the perceived integrity of a given brand.

Key opinion leaders are not also necessarily high prescribers. Typically, the most prominent healthcare professional devote so much of their time to research and knowledge dissemination that the number of patients they see is insufficient to place them among the higher prescribers in a particular market. Also because many hold positions at teaching hospitals, they may treat such range of indications that their prescribing behaviors is unlikely to conform to any set of pattern.

Their main advantage however comes because they are among the most influential over the prescribing behaviour of those who will.

Key opinion leaders are not necessary physicians. PhD scientist, nurses and other professionals may be highly influential. Nurses particularly have significant impact on

patient's decisions making and collaborate closely with medical doctors. PhD scientist is among the most frequent research collaborations with leading physicians and they may be well connected in government circles as well.

Identifying Opinion Leaders

Everet M (1983) summarizes Methods of identifying key opinion leaders

| Opinion Leadership Identification method | Description Method | Sample Questions Asked | Advantages | Limitations |
|--|--|--|---|--|
| Self-designating method | Each respondent is asked a series of questions to determine the degree to which he or she perceives himself or herself to be an opinion leader | Do you influence other people in their selection of products | Measures the individual's own perceptions of his or her opinion leadership | Depends upon the objectivity with which respondents can identify and report their personal influence |
| Sociometric Method | Members of a social system are asked to identify to whom they give advice and to whom they go for advice and information about a product category. | Whom do you ask? "Who asks you for information about that product category?" | Sociometric questions have the greatest degree of validity and are easy to administer | Very costly and analysis often is very complex. Requires a large number of respondents. Not suitable for sample design where only a portion of the social system is interviewed. |
| Key Informant method | Carefully selected key informants in a social system are asked to designate opinion leaders | "Who are the most influential people in the group?" | Relatively inexpensive and less time-consuming than the sociometric method | Informants who are not thoroughly familiar with the social system are likely to provide invalid information. |
| Objective Method | Artificially places individuals in a position to act as opinion leaders and measures results of their effort | "Have you tried the product?" | Measures individual's ability to influence others under controlled circumstances. | Requires the establishment of an experiment of an experimental design and the tracking of the resulting impact on The participants |

Techniques abound for identifying opinion leaders are not systematic and comprehensive. Choosing a KOL is involving especially due to complexity of their

careers and the wide array of specialist from which to choose from. To augment suggested measurement above other technique includes:-

- Authorship records

Involves reviewing their publication records. This method is reliable and has greater validity since it relies on objectively verifiable data, which is publicly available.

The main advantage here is that those with relevant publications have had their research reports and practice validated by peers. The status of the particular peer reviewed journal is important as better journals are read more widely

- Authorship records supplemented with additive data. This data includes membership at drug evaluation board, treatment guideline committees and editorial boards represent some of the most reliable and significant indicators of prominence in a medical community. This is also publicly available information.

- Identifying rising KOL's

Identifying up and comers among the author of relevant work comply by age or by determining who among those with significant publication began publishing only in recent years.

- Social Network

Examination of patterns of relationships can help identifying some who may not have published a great deal but who are well connected .i.e those individuals that have high centrality (in terms of social network analysis).

Recruitment of Key Opinion Leaders

According to Andrea (1994) developing a successful Key Opinion Leader programme requires recruiting from a pool that is substantially larger than the target number for an advisory panel, speaker programme, clinical trial or other project. Typically successful recruitment rates range from 10 to 25%. However, this does not mean that you should always try to identify just the top 100 Key Opinion Leaders for a 10 person panel.

Hawkins (2001) suggests key elements important in recruiting customers, first develop a core product around which to build a customer relationship, customize the relationship to the individual customer, augment the core product with extra benefits,

encourage loyalty through offers, sampling, special prices and marketing to employees so that they perform for the opinion leader.

Lou (2002) advises firms to consider geographic needs, types of specialties and educational backgrounds that will best serve the firm's purpose. Marketers may focus on Key Opinion Leaders from a particular region or the Nation as a whole. To advance a product that is to be sold nationwide, identifying Key Opinion Leaders in many regions is probably the best approach but for an educational programme it is best to combine local and international approaches, for example – bringing an internationally known physician to a regional meeting elevates the status of that meeting and give local opinion leaders a chance to spend time with one of their most prominent colleagues. However, if you bring too many international “stars” to a regional meeting it may backfire by triggering a perception that the opinion leader in the local community have been slighted.

Motivating Key Opinion Leaders

Kofler (1996) defines motivation as that inner drive that propels people to fulfill a need. Marketers want to know what motivates customers so that they can appeal to those motives. Bareham (1995) notes the several factors that motivates opinion leaders to talk about a given product or service –

First - the more interested an individual is in a given topic, product or service, the more likely he or she is to initiate conversation about it.

Second - self involvement may also play a major role in motivating opinion leaders to comment about a product or service. Talking about a product or service often performs such function as gaining attention, showing connoisseurship, suggesting status, giving impression that the opinion leader has inside information and asserting superiority.

Third - concern for others may also precipitate talk by opinion leaders. Some conversations are motivated by a desire to help the listener make better purchasing decisions. In other instances, talking about a product or service allows the opinion leader to share the satisfaction resulting from the use of the product or service.

Fourth – Advertising involvement is another type of opinion leader motivation. Some people find it interesting to talk about certain advertisement or like the advertisement jokes.

Finally – under certain conditions, word of mouth is used to reduce cognitive dissonance following a major purchase decision by the Key Opinion Leader.

On the other hand opinion receivers satisfy a variety of needs by engaging in product related conversation including obtaining new product information and reduced perceived risk associated with getting first hand information. It also reduces the service time entailed. (Bareham 1995)

In recruiting and retaining opinion leaders as consultants, advisors and collaborators, it is vital that you employ the most appropriate and effective incentives. Consulting fees, perks such as travel and entertainment allowances have been employed by various firms (Rawlins 1984). Andrea (1994) notes that the incentives that are most likely to be effective in persuading opinion leaders to join your cause are those that are also perceived as the most legitimate. These include grants and supplies for research, funding for postgraduate courses and sponsored opportunities for networking with other experts in the same field. No matter what the career stage of KOL in question, you may obtain the greatest leverage by enabling activities that will lead to the further advancement of his or her professional reputation.

Establishing Key Opinion Leader Relationships

Commitment and trust are the key success factors in any relationship Hunt and Morgan, (1994), Dwyer (1987). Commitment is an indicator of stability and success in a relationship and is essential for a long-term relationship Beaton and Beaton, (1995) Russbult and Buunk(1993), similarly all relationship require trust in-order to develop Scanzoni, (1979), Ring and Van den Van (1992). In a study conducted by Gabarino and Johnson (1999), in a consumer environment in which customers receive highly similar services, the further extension of low-relational customers was found to be driven by overall satisfaction, whereas the future intentions of the highly-relational customers was found to be driven by trust and commitment. Commitment has been defined as an enduring desire to maintain a valued relationship. According to Hawkins

(2001) committed customers have reasonably strong emotional attachment to the product or firm generating committed customers requires that the firm consistently meet or exceed customer expectations. Further, customers must believe that the firm is treating them fairly and is to some extent at least, concerned about their well being. To achieve this a customer focused attitude is required in the firm, which is then translated into action that meet customers' needs Abramson and Ai (1998) found that establishing a sense that a relationship will provide mutual benefits to both the company and the customer is of greatest importance in establishing an effective buyer- seller relationship that extends beyond a simple business connection, by establishing what each others needs were, and then allowing many opportunities to discuss how both sides will benefit each other.

Trust is defined as a willingness to rely on an exchange partner in whom one has confidence Garbariro and Johnson, (1999). An expectation of trustworthiness then results from the ability to perform (expertise), reliability and intentionality. Morgan and Hunt (1994) define trust as perception of confidence in the exchange partners reliability and integrity. A successful relationship with opinion leaders is dependent on the ability to build trust within the relationship. Trust is built when reliability is established through many dealings and competence is demonstrated through fulfillment of contracts. Hence confidence and reliability are important if trust is to be established.

Communication with the key opinion leader through e.g direct mail is a strong determinant of how consumer perceive relationship investment De Wult (2001)

According to Levit (1983) to effectively manage relationship managers must meet four requirements:-

Awareness- understands both your needs and the type of opinion leader that will best serve your purpose.

Assessment- determines where the company now stands, especially in terms of the desired results.

Accountability- Establish regular reporting on individual relationship and then on group relationships, so that these can be weighed against other measures of performance.

Action- Make decisions and allocations establish routines and communications on the basis of their impact on the targeted relationships constantly reinforce awareness and action.

Pressey and Mathews (2000) give indicators of effective relationship. A high level of trust between parties, a high level of commitment between both parties, a long time horizon (or lengthy relationship), open communication channels between both parties with information exchanged between both parties, having customers' best interest at heart, a commitment to quality for both parties, clarity of purpose, proper co-ordination of activities between parties involved and sufficient budgetary allocation on a continual basis.

Ravald and Gronroos (1996) proposes that for any company to provide competitive value to the customer it needs to gain a thorough understanding of its customers' needs and the activities, which constitute the customers value chain. If this is not done the chances of winning the battle for customer loyalty is greatly reduced.

The following steps are suggested in the development of relationship with KOL's Christopher (1991)

1. Formulation of a mission statement or purpose statement.
2. A strategic reviews which involves an audit of relationship markets and an industry analysis of the firm.
3. An internal analysis of the firm.
4. The formulation of strategy based on decisions about how and where to compete in the market place involving the development of plans aimed at both external and internal markets.
5. Implementation of opinion leader management supported by a service quality management system.

Pharmaceutical industry leading company builds strong key opinion leader relationship by focusing on three key strategic components. (Barley 2002)

1. Timing
Brand teams create the most effective thought leader campaigns when they begin interacting with key opinion leaders early in product development cycle.
2. Involvement
Company ability to increasingly involve thought leaders in their research and marketing plans create consistently beneficial relationships.
3. Critical activities
Thought leaders provide valuable advice across a spectrum of crucial marketing activities.

Summary of Literature Review

- Key Opinion Leader definition
- Key opinion leader management components are clear definition, systematic method of identification, appropriate recruitment technique and the establishment of good relations with the Key opinion leader.

Characteristic of key opinion leaders include: - They are highly knowledgeable with a lot of interest in a given product category, are self confident and gregarious, hold positions of leadership, belong to the same social class as the opinion recipient. They also read special interest magazines. Identification of key opinion leaders is mainly through their characteristics.

Roles of key opinion leaders include: - serving as continuous education faculties, offering essential marketing intelligence, shaping company's marketing strategies. They also play a role in regulatory and legislative advocacy and also give research insights.

Certain issues are critical to development of a successful key opinion leader relation – the company needs to develop a core service or product around which to build a relation, collaboration in new product development/ launch/ research is important. Both parties must clearly understand the purpose of the

relationship including the fact that it has a long time horizon. There should be a high level of commitment, trust and consistency between both parties. The company should allocate and audit sufficient funds for key opinion leadership on a continual basis. It is important that there be open communication channels between both parties, with constant information exchange.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Design

A Descriptive study was conducted to establish how multinational pharmaceutical firms conceptualize and practice key opinion leader management.

3.2. Population

The population of interest in this study included all the multinational firms operating in Kenya. According to Kenya medical directory (2000) a total of 137 pharmaceutical firms exist (see appendix 1.) of these 55 companies are categorized as multinational pharmaceutical firms. This comprise of 25 research based multinational pharmaceutical firms and 20 dealers/agents.

3.3 Data collection method

Primary data was collected. Questionnaires were administered using a drop- and-pick later technique. One respondent from each of the multinational firms was interviewed. Respondent was person vested with the responsibility of marketing the firm's products. These were heads of marketing or holders of positions mandated to play roles and functions of marketing. The questionnaire were pretested on the 20 multinational pharmaceutical dealers / agents.

The questionnaires were divided into three sections.

Section 1

Contained questions aimed at obtaining general information i.e respondents biodata and firms relevant information.

Section 2

Contained questions aimed at examining the respondents' level of awareness of the roles of key opinion leaders in advancing company objectives. Using a five point scale (1=strongly disagree 5= strong agree), respondents were assessed on the roles of key opinion leader in advancing company objectives (this forms basis for forming relationship with the opinion leaders).

Section 3

Contained questions aimed at assessing the respondent's current practices, specifically

- a) The criteria used by the pharmaceutical firms to identify and recruit key opinion leaders. A five point scale of importance (1= very important and 5 = not tat all important) will be used.
- b) Incentives/programs in place by pharmaceutical companies in key opinion leader management. A five-point scale (1=very often 5= never) will be used to determine this.
- c) A five-point scale (1= very important 5= not at all important) will be used to assess the respondents understanding of success factors associated with establishment of key opinion leader relation of mutual trust built on integrity and continuity.

3.3 Data analysis

The result of the study was analyzed by descriptive statistics, percentages and frequencies. These offer clarity, preciseness and ease of understanding.

Measurements was made by assigning weights to alternative responses e.g incase of section II weights 5,4,3,2 and 1 have been assigned to the answers. Strong agreement indicates the most favorable response on the statement and the weight 5 is assigned to this response. Several scale items in each section form an index. Each statement is assumed to represent an aspect of a common domain. The total score is the summation of the weights assigned to an individual response.

CHAPTER FOUR

4.0 DATA ANALYSIS

4.01 INTRODUCTION

This section presents an analysis on the findings from the data collected. The data collected was initially coded to enable grouping of similar responses after which descriptive statistical techniques, frequency and percentage, were used to analyze the data. Of the 25 multinational pharmaceutical firms targeted, only 20 of them responded to the questionnaires. 3 of the firms had merged and 2 companies did not have scientific offices thus could not be traced.

The respondents were either sales supervisors or marketing managers of multinational pharmaceutical firms.

4.1 Key opinion leader roles in advancing company objective.

Respondents were asked to indicate from some statements which described the role of Key Opinion Leaders in advancing the objectives of a company whether they strongly agree, agreed, neither agreed nor disagreed, disagreed, disagree or strongly disagree.

The statements were summarized under the following variables: -

Strategic guidance, research oversight, competitive intelligence, regulatory and legislative advocacy, advocacy within profession, continuous medical education.

Summation of the weighted response was used to determine the frequency and percentages of responses on the rating of strongly agree to strongly disagree scale.

The results were presented on the table in the next page

TABLE: 1 Key Opinion Leaders Roles.

| | Strongly Agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | |
|-----------------------------------|----------------|----|-------|----|----------------------------|----|----------|---|-------------------|---|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| Key Opinion Leader roles | | | | | | | | | | |
| Strategic guidance | 11 | 55 | 6 | 30 | 2 | 10 | 1 | 5 | 0 | 0 |
| Research oversight | 8 | 40 | 8 | 40 | 4 | 20 | 0 | 0 | 0 | 0 |
| Competitive intelligence | 7 | 35 | 7 | 35 | 4 | 20 | 1 | 5 | 1 | 5 |
| Regulatory & legislative advocacy | 5 | 25 | 12 | 60 | 3 | 15 | 0 | 0 | 0 | 0 |
| Advocacy within profession | 6 | 30 | 13 | 65 | 1 | 5 | 0 | 0 | 0 | 0 |
| Continuos medical education | 14 | 70 | 5 | 25 | 1 | 5 | 0 | 0 | 0 | 0 |
| | N =20 | | | | | | | | | |

4.1.1 Strategic Guidance

From the table, 85% of multi national pharmaceutical firms agreed that key opinion leaders play vital role in shaping company market strategies with 55% of which in strong agreement. Only 5% disagreed and non of the respondents strongly disagreed. The main form of strategic guidance was providing advice regarding the best avenue for market access, calling attention to points of resistance and recommending counter measures against competitors activities.

4.1.2 Research Oversight.

It is discernible from table 1 that 80% of multinational pharmaceutical firms agreed that key opinion leaders play important roles in overseeing research programmes, with 40% in strong agreement. None of the companies interviewed either disagreed or strongly disagreed. Research oversight role includes suggesting potential alternative for existing products, reviewing compounds in development to determine which hold most promise, recommend sites for clinical trials and assist in recruitment trials.

4.1.3 Competitive Intelligence

The table also shows that 70% of multinational firms agreed that key opinion leaders provide essential competitive intelligence, with 35% in strong agreement. It is evident that 10% were in disagreement. Key opinion leaders share information on competitors market tactics, they report on trends observed among leading practitioners and report on developments in research programs

4.1.4 Regulatory and legislative advocacy

90% of the multinational firms agreed that key opinion leaders may perform important function in advocating for the companies interest before regulatory and legislative bodies, this was mainly by providing insight and strategy regarding product registration process, serving as expert witness before therapeutic advisory panels and testifying at joint national committees hearing on issue such as patent extension and inclusion in essential drug lists and formularies. None of the pharmaceutical firms disagreed about this role.

4.1.5 Advocacy within profession

Table 1 reveals that 95% of the multinational firms were in agreement that key opinion leaders perform critical roles in advocating for companies' interest within the medical profession as a whole. This is done by assisting in authoring reports of

clinical trials, they also help in organizing, promoting and chairing company sponsored symposium.

4.1.6 Continuing medical education

95% of multinational pharmaceutical firms agreed that prominent medical professions serving as continuous education (C.M.E) faculty have opportunities to directly shape perception of your company and its products among audiences of self-selected, pre-qualified prospects. None of the companies analyzed disagreed with this important role.

4.1 **Criteria used for Identification and Recruitment of Key Opinion Leaders in your Organization**

From statements that describe criteria used for identification and recruitment of Key opinion Leaders, respondents were asked to indicate the level of importance attached to each criteria.

The questionnaire were summarized under the following valuables:

Characteristics and nature of their clinical practice, authorship record, social activity, leadership roles, expertise, training and education.

Summation of the weighted response was used to determine the frequency and percentages of responses on the rating of very important to not all important.

These considered key opinion leaders have an advanced degree of some kind, have spent time at reputable research centers and are currently practicing at leading hospitals.

None of the companies analyzed disagreed with these identification criteria.

4.2.2 Characteristics and nature of their clinical practice.

Table: 2 Identification and Recruitment Criteria

| | Very important | | Important | | Neither important nor unimportant | | Not important | | Not at all important | |
|---|----------------|----|-----------|----|-----------------------------------|----|---------------|----|----------------------|---|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| Identification & recruitment criteria | | | | | | | | | | |
| Expertise, training & education | 0 | 0 | 11 | 55 | 9 | 45 | - | - | - | - |
| Characteristics & nature of their clinical practice | 8 | 40 | 11 | 55 | 1 | 5 | - | - | - | - |
| Leadership roles | 5 | 25 | 8 | 40 | 6 | 30 | 1 | 5 | - | - |
| Publication in peer reviewed journals | 7 | 35 | 11 | 55 | 2 | 10 | - | - | - | - |
| Social activity | 2 | 10 | 11 | 55 | 5 | 25 | 2 | 10 | - | - |
| | N=20 | | | | | | | | | |

4.2.1 Expertise, Training and Education

55% of multinational pharmaceutical firms analyzed showed that a key opinion leader must possess a high level of expertise in a particular area of healthcare practice and research. Those considered key opinion leaders have an advanced degree of some kind, have spent time at reputable research centers and are currently practicing at leading hospitals.

None of the companies analyzed disagreed with these identification criteria.

4.2.2 Characteristics and nature of their clinical practice.

Table-2 reveals that 95% of firms of analyzed showed that the nature of their medical practice is important consideration is identification of key opinion leader. This can be derived from level of support for a given brands, nature of affiliation to given products or brand, independence from any one sponsor, volume of prescription and innovativeness.

4.2.3 Leadership Roles

65% of pharmaceutical firms analyzed felt that it is important for key opinion leaders to hold office either is teaching hospital and medical school or in professional association or journal, with 25% feeling it is very important. However 5% felt it was not important.

4.2.4 Authorship Record

90% of pharmaceutical firms felt that reviewing key opinion leader publication records is important in their identification. This can be systematic assessment of their publication in peer-reviewed journal and authorship of textbooks. Now of companies analyzed differed with this view.

4.2.5 Social Activity

65% of respondents felt that key opinion leaders that are outspoken and socially connected exert more influence within their relevant community of practitioners and researchers and therefore constitute an important consideration in identification of key opinion leaders 10% of the residents felt it was not an important consideration.

4.3 Incentives/ Programs in Key Opinion Leaders Relationship Management

From some statements that describe incentives used by pharmaceutical firms in key Opinion Leader management, respondents were asked to indicate how often it is used in the company.

All the statements were summarized under the following variables:

Consultant fees/perks/presents, sponsored opportunities for net working, grants and supplies for research, support for post doctorate training.

Summation of the weighted responses of each variable was used to determine the frequency and percentage of the responses on the rating of very often to never scale.

TABLE 3 : Incentives In Key Opinion Leader Management

| | Very often | | Often | | Sometimes | | Rarely | | Never | |
|-----------------------------------|------------|----|-------|----|-----------|----|--------|----|-------|----|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| Incentives in key opinion leaders | | | | | | | | | | |
| Consultants fees/ Perks/presents | 2 | 10 | 6 | 30 | 12 | 60 | - | - | - | - |
| Sponsorship to meeting | 6 | 30 | 9 | 45 | 2 | 10 | 3 | 15 | - | - |
| Grants & supplies for research | 4 | 20 | 9 | 45 | 4 | 20 | 2 | 10 | 1 | 5 |
| Support for post Graduate courses | 2 | 10 | 0 | | 4 | 20 | 11 | 55 | 3 | 15 |

4.4 Factors Considered Important In Establishment Of Key Opinion Leaders

4.3.1 Consultant fees/ perks/ presents

All companies that responded give consultants fees, perks, or presents to key opinion leaders as an incentive during recruitment or in an effort to retain them. 10% very often, 40% often and 60% occasionally. This is in form of consulting fees, travel and entertainment. These results indicate that pharmaceutical firms use consultant fees as incentives in order to recruit and retain Key Opinion Leaders.

4.3.2 Sponsored opportunities for networking.

All the multinational pharmaceutical sponsor key opinion leader for conferences and meetings, 30% very often, 45% often and 10% occasionally and 15% rarely.

4.3.3 Grants and supplies for research.

95% of pharmaceutical assist key opinion leader during their research endeavors by acting as a resource centre for scientific materials in form of journals, grants and materials. 20% of companies doing so occasionally and 10% rarely.

4.3.4 Support for post Doctors Training

70% of pharmaceutical firms either rarely or never support key opinion leaders for their post-doctors, 20% of pharmaceutical firms occasionally do it. However 10% of the firms very often sponsor key opinion leaders for their post-doctors.

4.4 Factors Considered Important In Establishment Of Key Opinion Leaders Relation

Respondents were presented with factors considered important in establishment of key Opinion Leader relationship and asked to indicate whether they considered them very important, important, neither important nor unimportant, not important and not at all important.

The statements were summarized under the following variables:

Systems developed for administration of key opinion leader relations, clarity and continuity, budgetary allocation and performance review criteria, commitment and trust.

Summation of the weighted response was used to determine the frequency and percentages of response on the rating of very important to not at all important.

TABLE 4: Success Factors in Establishing Key Opinion Leaders Relation

| | Very important | | Important | | Neither important Nor unimportant | | Not important | | Not at all important | |
|--|----------------|----|-----------|----|-----------------------------------|----|---------------|---|----------------------|---|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| Success factors in key opinion leaders relation | | | | | | | | | | |
| Systems developed for Administration of KOL Relation | 6 | 30 | 14 | 70 | 0 | 0 | 0 | 0 | 0 | 0 |
| Clarity & continuity of purpose | 13 | 65 | 4 | 20 | 3 | 15 | - | - | - | - |
| Budgetary allocation & performance review criteria | 6 | 30 | 7 | 35 | 7 | 35 | - | - | - | - |
| Commitment & Trust | 7 | 35 | 11 | 55 | 2 | 10 | - | - | - | - |
| | N =20 | | | | | | | | | |

4.4.1 Systems developed for Administration of Key Opinion Leaders Relation

All companies that responded felt that it was important for companies to develop system to provide for consistent and well-co-ordinated administration of key opinion leader relations. Indeed 30% of the companies felt that it was very important.

4.4.2 Continuity and Clarity

65% of the companies that respondent felt that it was very important that relationship with key opinion leader have continuity and clarity of purpose 20% felt that it was important. None of the respondent thought that it was not important.

4.4.3 Budgetary allocation and performance review criteria.

Table-3 reveals that 65% of the companies felt that it was important that your company allocate sufficient budgetary resources on a continuous basis with a sound performance review criteria, of this 30% felt that it was indeed very important. None of the respondents disagreed with this view.

4.4.4 Commitment & Trust

90% companies' felt that commitment and trust are important factor is key opinion leader relationship, 35% of which felt that it was very important

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The two main objective of the study, as outlined in chapter 1, were to determine the extent of awareness by the pharmaceutical firms of the roles of key opinion leaders in advancing company objectives and to establish key opinion leader management policies adopted by the multinational pharmaceutical firms.

5.2 Discussion

The findings in the research on the first objective indicate that among multinational pharmaceutical firms in Kenya, are in various degree of agreement on the roles of key opinion leaders in advancing company objectives.

The strongest agreement was in the fact that key opinion leaders serve as faculty in continuous medical education with 70% in strong agreement. This was followed by the role that key opinion leaders play vital roles in shaping companies market strategies. For all the assessed roles between 70-95% of the multinational pharmaceutical firms either strongly agreed or agreed with the roles. These findings reveal a high level of awareness by pharmaceutical firms of the roles of key opinion leaders (Ralph 2002 summarizes this fairly well by stating that aside from insuring the credibility and perceived integrity of your company and its brands, opinion leaders have the potential to influence other providers and consumers in numerous ways each which adds value to the sales and marketing effort.

Pharmaceutical firms that responded had various criteria for identification and recruitment of key opinion leaders, but few are systematic or comprehensive.

Characteristics and nature of their clinical practice was considered the most important criteria with 95% companies indicating that it was either very important or important.

Ralph (2002) however cautions that Key Opinion Leaders are not necessarily product champions and are not also high prescribers, their main advantages comes from influencing other prescribers.

Others were authorship records, leadership roles, social activity and level of expertise.

Hawkins (2001) notes that given the array of specialists from which to choose, and given the complexity of their careers, identification of their most influential individuals may appear a daunting task indeed. Combining various criteria may therefore offer the best way-out. Authorship information ensure that their expertise and practice has been validated by peers and thus is credible and respected. Membership or leadership in various medical functions also represents some of the most reliable and significant indicators of prominence in the medical community. Patterns of the relationship can help identify some opinion leaders who may not have published a great deal but are well connected. Those that are leaders, have published extensively and are well connected are likely to be most influential.

In recruiting and retaining opinion leaders as consultants, advisors and collaborators, it is vital that you employ the most appropriate and effective incentives. 100% of the pharmaceutical firms at various frequencies employed consultation fees, perks or presents. According to the Andrea (1994), while often necessary they have limited effect on opinion leaders allegiances and if excessive (10% firms used this very often and 40% often) may diminish, not enhance the perceived integrity of the contract sponsor. The incentives that are most effective in persuading opinion leaders to join your course are grants and supplies for research, funding for post-doctors, and sponsored opportunities for networking. 100% pharmaceutical companies sponsor companies for meetings and conferences with varying frequencies, thus offering opportunities for networking. 95% of pharmaceutical firms assist to various extents key opinion leaders during their research endeavors. 70% of companies seldom sponsor doctors for their post-graduate courses, these may be an indication of lack of investment for long-term leverage and due to pull back tendency during recent lean times.

It is however important to note that you may obtain the greatest leverage from the key opinion leaders by enabling activities that will lead to further advancement of their professionals' reputation (Rawlins 1984). There is hence need for pharmaceutical firms to consider funding Key opinion Leaders for post graduate courses.

In establishing key opinion leader relation several issues are important. Commitment and trust are key success factor in any relationship, (Hunt and Morgan 1994) 90% of companies that responded were felt that it was important in key opinion leader relation.

Commitment and trust enables establishment of an effective relationship that extends beyond a simple business connection.

It is essential that a company allocates sufficient budgetary resources on continuous basis for key opinion leader relation management and also integrate performance review criteria. This was an important issue for 65% of the firms that responded. This will avoid swings in funding into key opinion leader programmes that may lead to weakening of allegiances. 100% of the firms were in agreement that is equally important that systems be developed to provide for consistent and well- co-ordinated administration of key opinion leaders relationships. This is consistent with Pressey and Mathews (2000) on indicators of effective relationships.

5.3. Conclusion

The finding indicates that whereas multinational firms are aware of the roles of opinion leaders to medical marketing, they lack clear definition of who Key Opinion Leaders are as well as techniques for identification and recruitment.

Pharmaceutical firms must recognize the relationships with opinion leaders are important to marketing as other initiatives such as broad based detailing and advertising campaigns.

There is therefore need for marketing professionals to build good Key opinion Leader management based on systematic and vigorous methods of key Opinion Leader

identification, appropriate recruitment technique and establishment of long term relationships of mutual trust built on integrity and continuity.

5.4 Recommendations

From this study, further research should be carried out to find impact of drug formularies in major hospitals and health-care organization on the role of individual opinion leaders in influencing who prescribes what and when.

A study that includes generic and local manufacturing firms in the population of study should also be carried out to further assess the roles of key opinion Leaders. The questionnaire should also target the healthcare providers on their attitude towards opinion leadership.

5.5 Limitations of the study.

The study was constrained by several factors.

- (1) The study was limited to only research based multinational pharmaceutical firms. Inclusion of generic pharmaceutical firms especially those that use marketing tools to build branded generics could probably have affected the outcome of the study.
- (2) Difficult in getting the marketing executives to fill in the questioners on time. This was especially due to non-availability and busy schedules owing to nature of their field work. Reluctance to part with certain company information was also a major problem.

Appendix 1

List of 25 multinationals Pharmaceutical Companies

- 3M Healthcare
- Abbot Laboratories
- Astra Zeneca
- Aventis Pasteur Ltd.
- Aventis Pharma
- Bayer E.A. Ltd.
- Boehringer Ingelheim
- Bristol Myers Squibb
- Eli Lilly
- Glaxo Smithkline
- Grunenthal Gbmh
- Janssen Cilag
- La Roche
- Laboratories Servier
- Mernarin International
- Merck Co.
- Merck Sharpe and Dolme
- Norvatis E.A. Ltd.
- Novo Nordisk
- Pfizer Labs
- Pharmacia Upjohn
- Reckitt Benkisser
- Sanofi Pharma
- Schering Plough Corp
- Wyeth Ayerst

Source: Pharmaceutical Society of Kenya 2000 page 96

APPENDIX 2.

Letter To Respondents

SECTION I

Dear Respondent,

**RE: RESEARCH ON KEY OPINION LEADER MANAGEMENT
IN MULTINATIONAL PHARMACEUTICAL FIRMS**

I am a student at the University of Nairobi pursuing a masters degree in Business Administration (M.B.A). I am undertaking the above named research project.

I would be grateful if you could kindly spare some of your time filling the questionnaire. The information you give shall be treated with utmost confidentiality and will be solely used for the research. However, the findings of this research can be availed to you upon completion of the research on request.

Incase of any queries pertaining to this project, please do not hesitate to call me on 02-557744 or 0722-490835.

Yours faithfully

Charles Njoroge Kimani
CANDIDATE

Margaret Ombok
SUPERVISOR

APPENDIX 3.

QUESTIONNAIRE

SECTION I

Kindly answer the questions as appropriate.

1. Name of pharmaceutical company
2. Designation of respondent.....

SECTION II

Below are some statements which describe the role of key opinion leaders in advancing the objectives of a company. Please indicate your agreement or disagreement. For each statement please tick the appropriate box that indicates whether you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree.

| | 5. Strongly agree | 4. Agree | 3. Neither agree nor disagree | 2. Disagree | 1. Strongly disagree |
|--|--------------------------|--------------------------|--|--------------------------|----------------------------|
| 1) Key opinion leaders provide advice regarding the best avenue for market success | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Key opinion leaders call attention to potential points of resistance of our offerings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Key opinion leaders recommend counter measures against competitors initiatives | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4) Key opinion leaders guide the company in selecting the best venues for publications disseminating new knowledge regarding company products. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5) Key opinion leaders suggest potential alternative indications for existing compounds | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6) Key opinion leaders review | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

companies global product portfolio to determine which hold most promise locally.

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 7) Key opinion leaders recommend sites for clinical trials and assist in recruitment trials | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8) Key opinion leaders manage the clinical trials networks locally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9) Key opinion leaders offer competitive intelligence by | | | | | |
| a) Sharing information on competitors market tactics | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Reporting on trends observed among leading practitioners | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Report on developments in research programmes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. key opinion leaders provide insight and strategy regarding product registration process | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. key opinion leaders serve as expert witness before therapeutic advisory panels in key health institution especially during tender processing and drafting. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Key opinion leaders testify at congregational or joint national committees hearings on issues such as patent extension and inclusion in the essential drug list and national therapeutic guidelines. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Key opinion leaders help in organizing, promoting and chairing company – sponsored symposia. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Key opinion leaders co-author of reports of clinical trial or other research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. Key opinion leaders nominate lobby for corporate clinical staff to have positions on national society committees and editorial boards.

16. Key opinion leaders serve as faculty for continuous medical education programmes at company sites or conferences.

17. Key opinion leaders help increase product awareness through C.M.E.

18. Key opinion leaders during C.M.E.s address areas of market resistance

19. Key opinion leaders at C.M.E's counter misperception among potential potential prescribers.

- 1. A person who is perceived as being credible among peers
- 2. One who does not affiliate himself/herself exclusively with any one brand or company
- 3. One who exercises independence from any one sponsor
- 4. One who is perceived as being credible among peers
- 5. One who has a busy practice with high prescriber volume
- 6. One who holds position at teaching hospital & medical school
- 7. One who devotes their time to research and knowledge dissemination
- 8. A non medical person can be an opinion leader
- 9. A nurse can be a key opinion leader

SECTION III (A)

Below are statements that describes criteria used for identification and recruitment of key opinion leaders in you organization. For each statement, tick in the appropriate box one that indicates the level of importance attached to each criteria.

| | | | | | |
|--|-----------|-----------|-------------|-----------|------------|
| | 5. | 4. | 3. | 2. | 1. |
| | Very | Important | Neither | Not | Not at all |
| | important | | important | important | important |
| | | | nor | | |
| | | | unimportant | | |

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. An avid supporter of my product / brands | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. One who does not affiliate himself / herself exclusively with any one brand or company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. One who exercises independence from any one sponsor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. One who is perceived as being credible among peer. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. One who has a busy practice with high prescription volume | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. One who holds position at teaching hospital & medical school | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. One who devotes their time to research and knowledge dissemination | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. A non medical person can be an opinion leader | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. A nurse can be a key opinion leader | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. a key opinion leader does not need to be a prescriber | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Key opinion leaders have advanced degrees of some kind | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Key Opinion Leader has spent time at a leading research laboratory | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Reputation of the leading hospital where doctor completed internship is important | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Key Opinion Leader Contributes regularly through publications in peer – reviewed journals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Key Opinion Leader is a prominent leader in professional association or journal | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Key Opinion Leader has published textbook in their area of authority | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Key Opinion Leader is recognized As a top expert on particular topics | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Key Opinion Leader is outspoken and socially connected | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. Key Opinion Leader is an innovator in their category of interest | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. Key Opinion Leader reads special interest publication devoted to their specific topic / product category | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SECTION III (B)

Below are statements that describe incentives / programs used by firms in key opinion leader management. For each statement tick in the appropriate box how often this is used in your company

5. Very often 4. Often 3. Sometimes 2. Rarely 1. Never

| | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Have a key opinion leaders as an employee of company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Pays key opinion leaders consultant fees after a given activity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Compensates key opinion leaders on a regular basis | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Company pays travel and entertainment allowance to key opinion leaders | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Company has a budget that go towards key opinion leaders support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Company funds key opinion leaders for post-graduate courses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Company sponsors key opinion leaders meetings and parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Company gives personalized gifts and presents to doctors especially on special occasions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Company acts as a resource center for key opinion leaders in form of clinical studies, journals and scientific materials | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Company gives key opinion leaders sponsorship to either local and international scientific conferences. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Company sponsors key opinion leaders research projects in form of grants and supplies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Company sponsor key opinion leaders in their publications of articles and journals in form of adverts and subscriptions

13. Company participates in key opinion leaders welfare activities (weddings, medical and funeral assistance)

SECTION 111 (C)

For each of the following statements, tick in the appropriate box one that best describes factors considered important in establishment of key opinion leader relation in your company.

| | 1. Very important | 2. Important | 3. Neither important nor unimportant | 4. Not important | 5. Not at all important |
|--|--------------------------|--------------------------|--|--------------------------|-------------------------------|
| 1. Collaboration in new product development/introduction/ research / launch | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Consistency in company meeting the needs / expectation of the key opinion leaders | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Consistency of key opinion leaders in meeting company objectives | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Co-ordination of logistics between key opinion leaders and company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Key opinion leaders understands company expectations from him/her. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Company understands what key opinion leaders expects from them | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Formal contacts between the parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Equal Powers between the parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Personal liking between the parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Minimal conflicts between parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 11.Trust in the action of other | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12.Commitment to each other | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13.Periodic evaluation of one another | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14.Positive contribution by the key opinion leaders | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15.Frequent communication between parties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16.Key opinion leaders belief that company will not act opportunistically | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17.Company belief that key opinion leaders will not act opportunistically | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18.Explicit performance review criteria for Key opinion leader on board | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19.Sufficient budgetary resources on a continual basis for Key opinion Leader | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20.Systematic data of Key opinion leader retained and made available on a daily basis to all appropriate staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21.The relationship has long term intention | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Thank you very much for your co-operation.

REFERENCES

Atebe R; Challenges faced by pharmaceutical products and services in the next millennium. The pharmaceutical Journal of Kenya Vol 5 No 14 September 1999

Andrea Adelson A French skin -care seeks to take America by 1st winning over pharmacist and Doctors. New York times 1994.

Abraham, Neil R. and Ai Janet X., Practicing relationship marketing in South East Asia. Reducing uncertainty and improving performance, Management international review special issue 1998 pp 113 - 144

Arndt J. (1968) "A test of the two step flow in diffusion of a new product". Journal of Marketing Research 1968

Arndt J. Role of product related conversation in the diffusion of a new product" Journal of marketing research August 1967 vol. 4 pp.293

Barley S. The place and practice of key opinion leaders 2002
<http://www.pharmathoughtleader.com>

Brodie, R .L Coriello. W.E, Brooks,R.W and little V, towards a paradigm shift in marketing practices. Journal of marketing management, 1997, vol 13 No 15 pp 383-406

Beaton M and Beaton C; Marrying service providers and their clients: a relationship approach to services management. Journal of Marketing Management 1995 vol 11 no 12 pp 55-70

Berk R. - Situational variables and consumer behaviour. Journal of consumer research 1975 vol. 2 issue 2

Coriello N.E, RJ and Gronroos, C (1998) Transaction or relational marketing? A cross-national investigation of contemporary practice proceedings of the European Marketing Academy conference Vol 1 pp 445-51

Christopher M, Payne, A and Ballanyne, D, Relationship Marketing, Butter worth Heinemann, Oxford, 1991

Capron, L and Hulland. J Redeployment of brands, sales force ,general marketing expertise are resource base view, Journal of marketing Vol 63 1999

Coleman J Elihu Katz and Herbert Mensel. The diffusion of an innovation among physicians" Sociometry. 1957 pp 223-70

Chris Lile – Understanding customer 2nd edition 1997 – Butter worth- heinneman press.

David Wang, driving sales through a thought leader relationship
<http://www.benchmarkingreports.co>

Drug and chemist magazine: Drug news December 1999 commentary

Dong H, Bogg L Rehnberg, C. Dewai Drug policy in China pharmaceutical distribution in rural areas. Social science and medicine Vol 48 Issue 6 1999

Dwyer F Robert, Paul H Scurr, and Selo Oh Developing buyer –seller relationship
Journal of marketing 1987 Vol 57 no 12 pp 11-27

De Wulf, Kristoff, Gaby Oder Ker Ken Shroder and Dawn Lacobucci Investments in consumer relationships. A cross-country and cross-industry exploration, Journal of marketing 2001, October 2001, Vol. 65 issue 4 pp 33 – 51

Engel. Consumer behaviour. 3rd edition, the Dryden Press Hinsdala, Illinois 1978

Everett M. Diffusion of innovation 3rd edition Free press 1983

Evans, Martin J. – Applied consumer behaviour 2nd edition Addison – Wesley publishers 1997

Foxall G. (1980) Consumer Behaviour. Groom Helm London.

Gronroos Christian. From marketing mix to relationship marketing, Management Decision 1997, Vol 35 Issue 3/4 pp 322-340

Gronroos C, Relationship approach to marketing in service context.: Marketing organization behaviour interface. Journal of business Research 1990, vol 20 pp 3-7

Gronroos, Christian. Relationship marketing: strategic and tactical implications, management decision 1996 vol 34 issue 3 pp 5 –15

Gabarino, Ellen and Mark S. Johnson, the different roles of satisfaction, trust and commitment in customer relationships, Journal of marketing, April 1999 vol. 63 pp. 70 – 81.

Humit S. D. and Morgan, RM, Relationship marketing in the era of network competition Journal of Marketing Management, 1994 vol 2 no 3 pp 139 –148

Hawkins, Del I, Best, Roger J. and Coney, Kenneth A., Consumer behaviour : Building marketing strategy, Irwin / McGraw – hill Publishers, 2001

Hawkins, D. J., Consumer behaviour. Building marketing strategy Irwin 7th edition McGraw-hill 1997

Johnson GR Scholes, K Exploring corporate strategy 5th edition, Prentice Hall Europe 1999

Kenya National Drug policy, ministry of health, government press (1994)

King C. W. and Summers, J. D. (1970) 'Overlap of opinion leadership across consumer product categories' Journal of marketing research 1970 pp 43 – 50

Kotler – Marketing management analysis planning, implementation and control 9th edition Prentice-hall India 1998

Leon G Shiffman and Lesli Lazaz Kanu K Consumer behavior 5th edition-Prentice – hall of India 1996

Lou Sawaya, Know your physician; the importance of Profiles, Pharmaceuticals representative magazine September 2002

Levit, T After the sale is over. Haward Business Review October 1983 pp 87 – 93

Lazarsfeld, P. F. Berelson, B.R. and Gaudet H. 1994 The people's choice Columbia University press, New York.

Mbau E .R, an empirical investigations or creation and application of brand equity in Kenya: The case of pharmaceutical sector, unpublished university of Nairobi M.B.A thesis 2000

Martilla J “ Word of mouth communication in the adoption process” Journal of marketing research March 1971 pp 174

Murray D. Success in Advertising and Promotion 1st edition, John Murray publishers pp 64-65

Rawlins M. Pharmaceutical marketing The Lancet 1984

Michael Kiely. word or mouth marketing. Marketing 1993 pp 6

Montgomery, developing strong brand by targeting opinion leaders in pharmaceutical companies 2001-<http://www.leadershipinmedicine.co//htm>

Naikuni-An empirical investigation of the application of promotional mix elements within pharmaceutical companies in Kenya-unpublished university of Nairobi M.B.A thesis 2001

Pressey O, Andrew D and Brian P Mathews. Barriers to relationship marketing in consumer detailing. Journal of services marketing, 2000 Volume 14 issue 2/3 pp272-87

Pharmacy and poisons Act 1998

Ravald, Annika and Gronroos C., The value concept and relationship Marketing, European Journal of Marketing, 1996, vol 30, No 2 pp 19-30

Ralph C Hybels and Alice O Andrews .Key opinion leaders. Their habits and habitats: Leadership in medicine 2002 pp 1-10

Ronoh. Investigation of the state of direct marketing of pharmaceutical products in Kenya unpublished university of Nairobi M.B.A thesis 2002

Russbult, T and Buunk, R commitment processes in close relationships: an interdependence analysis, Journal of social and personal relationships, 1993, vol 10 pp 175-204

Ring P. S. and Van De Van, A., Structuring co-operative relationships between organizations. Strategic management journal 1992, Vol. 13 PP 483-498

Sheth, Jagdis and Atul Pawatiyar, Relationship marketing in consume Market antecedents and consequences. Journal of the academy of marketing science 1995 Vol

Siage. Marketing of ethical pharmaceutical products by multinational pharmaceutical pharmacies unpublished university of Nairobi M.B.A thesis 1999

Stacey, Roberts. The many benefits of relationship marketing, Direct marketing September 1993, volume 55 issue 5 pp 68-69

Scanzoni J. Social exchanges and behaviour interdependence in social exchange in developing relationships, Academic Press, 1979.

Schiffman and Karuk K. Consumer behaviour, 5th edition, Prentice-hall India 1994.

Solomon M.R., Consumer behaviour Buying, having and being. 3rd edition Prentice-hall International 1996.

S. Ram and H. Jung "Innovativeness in product usage" psychology and marketing pp 57-67

Webster, Fredrick E, The changing role of marketing corporation, Journal of marketing October 1992 pp 1-17

Wilkie W. Consumer behaviour 2nd edition John Wiley and Sons 1990 pp 440

Yale L. J. and M.S. cully, Dynadic perception in personal source information search" Journal of business research March 1995 pp 225/6