

**EFFECTIVENESS OF PROMOTION MIX METHODS ON SALES IN
LOCAL PHARMACEUTICAL MANUFACTURING COMPANIES IN
KENYA**

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DECLARATION

I, the undersigned, declare that this project is my original work and that it has not been presented in any other university or institution for academic credit.

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

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I wish to thank all my Respondents for their input. My special thanks goes to my mother for her encouragement. I say to all of you many thanks and may the Almighty God bless you all.

DEDICATION

This work is dedicated to the Almighty God for guiding me and allowing me to complete this task. I also dedicate this work to my family, my beloved wife Georgina, and my dear sons Solomon and Paul for their support and encouragement.

ABSTRACT

This study was set out to investigate the effectiveness of promotion mix tools on sales in the local manufacturing pharmaceutical companies in Kenya. The objectives of this study were to investigate the promotional mix methods used by local pharmaceutical manufacturing companies in Kenya and to determine the extent to which the promotional mix elements affect sales in the local pharmaceutical manufacturing companies.

This study adopted a survey design which was most appropriate in the investigation of the effectiveness of promotion mix methods on sales in local pharmaceutical manufacturing companies in Kenya. There are forty-two (42) local pharmaceutical manufacturing companies listed by Pharmacy and Poisons board of Kenya (PPB) as of June 2010. Due to the small size of the total population, a census was carried out on all the companies. The respondents were subjected to the study through a questionnaire. The researcher used primary source of data which was obtained through a semi-structured questionnaire.

The study found that the marketing managers need to determine what combination of promotion mix will make effective promotion programs for their ethical products. An effective promotion mix is a critical part of all marketing strategies. Designing an effective promotional mix involves a number of strategic decisions. Speed of return on promotion investment in relation to strategic objectives, nature of information, nature of distribution, image requirement, and others are some of the strategies of evaluating the effectiveness of the promotional mix on sales. A company should also carry out customer value analysis to determine the benefits the customer in a target market segment wants and how they perceive the relative value of competing suppliers' offers. The findings recommend that market share measures should be used as market performance indices. It is clearly desirable for the individuals concerned to have thorough knowledge of the promotion mix elements, which generate market share figures, and to be able to analyze the impact of their promotion mix on market shares, as well as their price implications. Further research could be undertaken on the promotion mix elements in other sectors and on the specific aspects of strategic marketing, as this will provide depth information crucial for development.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

As a result of change in the marketing environment, serious challenges have been posed to companies including both profit and non-profit organizations thus affecting the companies survival and profitability (Mbau, 2002). Customers have increased in their level of awareness, sophistication and now have a choice as far as buying and consumption of goods and services are concerned, they are increasingly expecting higher quality, service and some customization. They perceive fewer real product differences and show less brand loyalty. Companies are facing intense competition from domestic and foreign brands which is resulting in higher promotion costs and shrinking profit margins. On the same note, Pharmaceutical industry is not exceptional either.

However, Siage (1999), in his study, observes that the skills employed in marketing of ethical products (brands), found in the pharmaceutical industry have always been based on the generalization of the consumer marketing or industrial marketing models. In this context, therefore, consumer and industrial goods manufacturers have adopted the marketing concept since 1950's whereas the concept views the customer as the life-blood of the business (Bii, 1992). The Pharmaceutical firms therefore also do employ this marketing concept and market their products to the end users. This process involves communicating their functional features and benefits of their ethical brands (Naikuni 2001).

The changing of the world from agrarian economy, through industrial economy to the capitalist economy of today has necessitated the need for marketing (Webster, 2002). This is due to the liberalization of the economy which has led to intense competition in business be it in products or services. The information thus disseminated to the customers should be up to date, timely, accurate, complete and well repackaged for the end user to benefit from it. As competition intensifies, Baker, (1996) observes that organizations have realized that the strength of their brand names, corporate image, effective advertising are no longer sufficient to differentiate them from competitors. The impact of competition has led to reduced market share, loss of profits, reduction in sales levels and

has even increased consumer's choices thus making it difficult for most companies to thrive.

The pharmaceutical industry has undergone major changes in the last 30 years. These changes have been brought about by government legislation, changing systems of health care, developments in science and technology and consumer demand. As a result, the players in the industry have had to critically review their strategies in order to survive and grow and turn in profits. For instant in Kenya, establishment of pharmacy and poisons board, a regulating body in the industry has made many companies to come out with tailored promotion mix in order to go around the board's legislation controls legally. The board has adopted change in the marketing approach: there has been a change in marketing, from the original approach directed at medical practitioners to one directed at consumers. This has been necessitated by the change in makers of the purchasing decision from doctors to patients and the emergence of branded generics, which have increased the range of drugs available. Consumers therefore have choice and a say in purchase decision, and this calls for a new marketing strategy. Companies have adopted a global approach to development and marketing of drugs. They now have a global market presence characterized by global branding, simultaneous world wide launches, and world wide promotion (Naikuni 2001).

Marketers have, therefore to provide better customer sense than hitherto before since customers want value for their money. This calls for adoption of market driven economy with new behaviors and challenges as well as looking up to appropriate strategies of gaining competitive advantage such as relationship marketing, aggressive advertising, focusing on quality products and services and targeted marketing (Kotler, 2006). Most Pharmaceutical companies have realized that to cut on their promotion costs, they have to come up with promotions that are able to reach a wide coverage at the lowest cost possible and within the stipulated legislation.

1.1.1 Concepts of Promotion Mix

This is the total marketing communication programs' available to an organization for communication with its target market. They are mainly aimed at communicating with the

customers in order to generate sales and profits by informing them the benefits of the product. The customers may be intermediaries' e.g. advertising agencies, sales people or the end user of the product.

Promotion covers all those communication tools that can deliver a message to a target audience. These tools include advertising, sales promotions, personal selling and publicity (Kotler, 1997). The aim of a promotional strategy is to bring existing and prospective customers from a state of relative unawareness of an organization's services to a state of actively adopting them. Promotion also helps create widespread awareness about products on offer and enhance the image of the institution. This has a major impact on the customer and may sway his/her attitudes.

Promotion is generally sub-divided in the textbooks into two parts: Above the line promotion: Promotion in the media (e.g. TV, radio, newspapers, Internet) in which the advertiser pays an advertising agency to place the ad (Kotler, 1997).

Below the line promotion: All other promotion. Much of this is intended to be subtle enough that the consumer is unaware that promotion is taking place. E.g. sponsorship, product placement, endorsements, sales promotion, merchandising, direct mail, personal selling, public relations, trade shows. Pharmaceutical companies are using both the above and below the line promotion in order to have a wide reach and fight competition.

The specification of these variables creates a promotional mix or promotional plan. A promotional mix specifies how much attention to pay to each of the four subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image (Kurtz, 1992). The elements of the promotions mix are integrated to form a coherent campaign. As with all forms of communication, the message from the marketer follows the communications process. The individual components of the promotions mix are integrated to form a specific communications campaign.

1.1.2 Sales Concept

The selling (sales) concept holds that, consumers if left alone will ordinarily not buy enough of firm's products. The firm must therefore undertake aggressive selling and promotion effort to maximize sales. Product promotion consists of advertising, personal selling and sales promotion (Boren, 1981). The most valued brands have one thing in common over their lesser rivals: more customers contributing more margins. Whatever assets a company may have, big or small, it is its customers and their willingness to contribute margin that creates value to the company. It's loyal customer- those willing to return to a company's products on a regular basis that create sustaining value against which revenue can be forecast, investment raised payrolls met, stock valued, and worth measured. It's building and nurturing a base of loyal customers that the most valued companies separates themselves from the pack (Kotler, 2000).

Sales force "detailing" costs, for many companies are the greatest operating expense, with the cost of sales and marketing frequently in the order of 30% of total revenues. The term detailing is one used in the pharmaceutical industry to describe calls on doctors to explain the features and benefits of a product. A second obvious axis for a strategic group mapping of the pharmaceutical industry is therefore the number of details or sales calls, where sales-force size acts as an effective mobility barrier in three main ways. First, the investment required limits field force size for many companies. Second, fielding a large sales force acts to differentiate a product from the competition and provides a barrier that competitors must overcome. Third, mopping up available doctor appointments effectively excludes the competition from the opportunity to compete. In effect, all pharmaceutical companies compete for available time with the doctor, which is a finite resource.

1.1.3 Local Pharmaceutical Manufacturing Companies in Kenya

The pharmaceutical industry in Kenya has come of age. Ongubo (2003) states that there are over 7000 registered pharmaceutical products presented in various formulations in the Kenyan market Ronoh (2002) points out that there are over 452 pharmaceutical firms in the Kenyan market with well over 700 medical representatives. According to Vinayak (2001), the pharmaceutical industry in Kenya comprises manufacturing and multinational

companies that import raw materials and manufacture finished products for sale in Kenya and East Africa. Some multinational companies import finished research products into the country, and undertake to market these either directly or through Kenyan agents who are local firms operating on franchise agreement with foreign manufacturers. Local pharmaceutical trading firms engage only in distribution. The pharmaceutical industry has undergone tremendous changes over the last decade globally, the real growth and prominence of the industry started after the Second World War (Vinayak, 2001). According to Majumder (1996), increased competition, information technology success of free market economies and an increasing voice of the developing countries have all led to substantial changes.

The pharmaceutical industry consists of three segments namely the manufacturers, distributors and retailers. All these play a major role in supporting the country's health sector, which is estimated to have about 4,557 health facilities countrywide. Kenya is currently the largest producer of pharmaceutical products in the Common Market for Eastern and Southern Africa (COMESA) region, supplying about 50% of the region's market. Out of the region's estimated of 50 recognized pharmaceutical manufacturers: approximately 30 are based in Kenya. It is approximated that about 9,000 pharmaceutical products have been registered for sale in Kenya. These are categorized according to particular levels of outlet as freesales/ OTC (Over The Counter), pharmacy technologist dispensable, or pharmacist dispensable/ prescription only.

The pharmaceutical sector consists of about 42 licensed local manufacturing companies and large Multi National Corporations (MNCs), subsidiaries or joint ventures. Most are located within Nairobi and its environs. Many authorities (Redwood, 1988, Corstjens, 1991, Taggart, 1993, Agrawal, 1999) have cited the importance of research and development within the pharmaceutical industry. The cost of research activity generally constitutes equivalent to 15% to 20% of total revenues in the industry and is a major mobility barrier both into the industry and within the industry between different markets and different market segments. With the cost of research and development of each new chemical entity in the order of \$800m (Hawthorne, 2003) and patent expiry a critical competitive watershed, the importance of building a market presence rapidly has

increased the role of an effective sales force to build prescription share and differentiate products from the available alternatives.

1.2 Statement of the Problem

Promotion is an element in the marketing mix. It's importance in the current marketing environment and can not be underrated; in fact it has become the driving force in the marketing. Promotion are those activities other than personal selling, advertising and publicity that stimulate consumer purchasing and dealer effectiveness such as displays, shows, exhibits, demonstrations and various non-recurring sales efforts not in the ordinary routine. Its importance is the customers' impression when he enters the offices. Several studies have been undertaken in the promotional mix elements both in manufactured goods, locally and internationally as well as in the service industry. Most of this studies exhibits preferential use of certain promotional elements as opposed to others and the trend differs from one industry to another, but there effectiveness on sales across industries has not been studied.

Locally, Naikuni (2001). in his study on the application of promotional mix elements within multinational pharmaceutical companies in Kenya concluded that there is wide application of promotional mix elements in pharmaceutical industries, but he didn't go as far as explaining their effectiveness in sales. Bii (1992), in his study on the extent to which commercial banks in Kenya use the promotion mix elements to market their services concluded that the banks used promotion mix elements to a great extent to market their services. Mwaura (2001), in his study, an empirical investigation of the marketing practice in the pharmaceutical industry in Nairobi concluded that the pharmaceutical industries heavily adopt the marketing practice to promote sales in a study done in Nairobi. Vinayak (2001). in his study on the strategic marketing of pharmaceutical products manufactured in Kenya, concluded that the manufacturers of pharmaceutical products in Kenya adopt strategic marketing to promote sales of the pharmaceutical products and went as far as explaining some promotional tools as part of strategies adopted an their extent of use.

Internationally, Taneja and Garish (2008), in their study conducted on behalf of Asia-Pacific Business review on impact of pharmaceutical industry promotion mix on doctors prescribing behavior, a study conducted in India concluded that promotional mix has an impact on the prescribing behavior of doctors, which in turn has an impact on sales of pharmaceutical industry. Pharmaceutical promotional effectiveness on sales, a research done by Research and market (1998-2001) for fourteen leading pharmaceutical firms in USA, Germany, Italy, Spain and Ireland, concluded that, though some aspects like promotion investment, cost and duration of promotion determine promotional effectiveness; the whole process had an impact on sales of the fourteen pharmaceutical firms on study

Local manufacturing Pharmaceutical companies are not left out as far as spending in promotions is concerned, yet no study to the best of my knowledge has been carried out to investigate the effectiveness of promotion mix tools on sales in the local manufacturing pharmaceutical companies and thus a knowledge gap exists that this study seeks to fill. Therefore, this study sought to answer the following research questions:

- (a) What are promotional mix promotional mix methods used by local pharmaceutical manufacturing companies in Kenya?
- (b) To what extent do promotion mix elements affect sales in local pharmaceutical manufacturing companies in Kenya?

1.3 Objective of the Study

The main purpose of this study was to investigate the extent to which promotional mix practices affect the sale of local pharmaceutical manufacturing company's products.

The study mainly addressed the following specific objectives:

- (a) To investigate the promotional mix methods used by local pharmaceutical manufacturing companies in Kenya.
- (b) To determine the effectiveness of promotion mix elements on sales of local pharmaceutical manufacturing companies in Kenya.

1.4 Importance of the Study

The study will be of importance to academicians as the study will provide a good basis for future research on promotional mix activities of the industrialists. It will contribute to the growing body of knowledge in the field of marketing.

The study will be of importance to the policy makers. It will help them evaluate whether the promotion mix adopted has had an impact on the targeted groups in as far as the choice of the brand is concerned. It will indicate whether the promotion mix is able to bring about the benefits that are associated with promotion. As a result it will caution or encourage the promoters on the choice of promotion mix in future: so that the amount of resources spent on promotions can in some way be linked to the intended positive reaction or change.

This study will determine the image created by the promotion mix for the local pharmaceutical manufacturing companies' products. It will give an idea on improving the promotional activities in order to improve the efficiency of the promotion mix. in creating awareness and customer loyalty.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In today's environment, Pharmaceutical firms are increasingly recognizing that they face marketing problems. The shrinkage of clients, funds and other resources are reminders of dependence on the marketplace. Challenges to firms come in many forms, including changing client attitudes and societal needs, increasing public and private competition and the need to find alternative or substitute products. Effective marketing is essential for helping them meet these challenges and maintain vitality, viability and relevance in today's turbulent environment.

Competition in most pharmaceutical product markets is intense. Product type competition has become intense, so has brand competition. Substitute competition has also become an increasingly bitter battleground, with products being able to replace others as technology and tastes changes. Marketing attempts to understand the needs of the client and to adapt operations in order to meet those needs and achieve greater sustainability. It addresses the issues of new product development, pricing, the location of operations and the promotion of the institution and its products. Marketing is a comprehensive field aimed at strengthening the institution by maintaining focus on the client. In doing so, it creates exchanges that satisfy individual and organizational goals (Kotler, 1999).

Promotion is the communication link between sellers and buyers organizations and uses many different means of sending messages about goods, services and ideas. The message may be communicated directly by sales people or indirectly through advertisement and sales promotion. In developing various elements of promotion marketers blend together the various elements of promotion that will communicate most effectively with target markets. Promotion strategies serve different purposes and vary in size and scope. A good place to begin the discussion of promotion is by defining the term. Promotion is the function of informing, persuading and influencing the consumer's purchase decision (Paliwan, 1993).

Marketing managers need to determine what combination of the promotion mix will make effective promotion programs for their ethical products. This is a tricky job since they do not know from the outset, which among the tools will help achieve the goals of their marketing objectives (Naikuni, 2001). An effective promotion mix is a critical part of virtually all marketing strategies, product differentiation, market segmentation, trading up and trading down and branding, all require effective promotion (Stanton, 1994). Designing an effective promotional mix involves a number of strategic decisions. Marsh (1989) gives some of the strategies as speed of return on promotion investment in relation to strategic objectives, nature of information, nature of distribution, image requirement, and others. A company should also carry out a customer value analysis to determine the benefits the customer in a target market segment wants and how they perceive the relative value of competing suppliers' offers (Bii, 1992).

2.2 Promotion Concept

This covers all those communication tools that can deliver a message to a target audience. These tools include advertising, sales promotions, personal selling and publicity (Kotler, 1997). The aim of a promotional strategy is to bring existing and prospective customers from a state of relative unawareness of an organization's services to a state of actively adopting them. Promotion also helps create widespread awareness about services on offer and to enhance the image of the institution. This has a major impact on the customer and may sway his/her attitudes.

Like the marketing mix, the promotional mix involves the proper blending of numerous variables to satisfy the needs of the firm's target market and achieve organizational objectives. While the marketing mix is comprised of product, pricing, promotion, and distribution elements, the promotional mix is a subset of the overall marketing mix. With the promotional mix, the marketing manager attempts to achieve the optimal blending of various promotional mix are personal selling and non personal selling, including advertising, sales promotion, and public relations (Kurtz, 1992).

Marketing communication (commonly referred to as promotion mix), as defined by Keegan (1995), refers to all forms of communication that organizations use to establish

meaning and influence buying behaviour among existing and potential customers. A marketing communication should be designed to tell customers about the benefits and values that a product or service offers, therefore marketers jobs are cut out in ensuring that they communicate effectively to their target market to gain leverage as well as use it to gain competitive advantage.

Kotler (2000), points out that, it is no longer enough to first develop a good product, price it attractively, and make it accessible. He states that firms must also communicate with the present and potential stakeholders, and the general public. Every firm is cast into the role of communicator and promoter. To promote its products, and gain market share, individual firms must carry out research and plans based on sound and basic concepts of marketing research and product development (Grosse and Hempell, 1980). For purposes of this study, the researcher has adopted the promotional mix as defined by Kotler (2000). He sees promotional mix as consisting of five major modes of communication, viz: advertising, sales promotion, public relations and publicity, personal selling and direct marketing (Naikuni, 2001).

Fig. 2: The common communication platforms.

Advertising	Sales Promotion	Public Relations	Personal Selling	Direct Marketing
Print and broadcast ads	Contests, games	Press kits	Sales program	Catalogs
Packaging – outer	Sweepstakes	Speeches	Sales meetings	Mailings
Packaging inserts	Premium and gifts	Seminars	Incentive programs	Telemarketing
Motion pictures	Sampling	Annual reports	Samples	Electronic shopping
Brochures and booklets	Fair & trade shows	Charitable donations	Fairs & trade shows	TV shopping
Posters & leaflets	Exhibits	Sponsorships		Fax mail
Directories	Demonstrations	Publications		E-mail
Reprint of ads	Coupons	Community relations		Voice mail
Billboards	Rebates	Lobbying		
Display signs	Low interest financing, Identity media			
Point of purchase displays	Entertainment	Company relations		
Audio-visual materials	Trade in allowance	Company magazines		
Symbols and logos	Continuity programs			

Source: adapted from Kotler P., "Marketing Management, the millennium ed., 2000, Pg. 605, Prentice-Hall, Inc., N.J.

The techniques involved in the use of the promotion mix elements are used in communication with intended to influence the buying process by achieving cognitive, effective or behavioural outcomes in target markets. The marketers need to answer the question of how the communication's program can be integrated with the other elements of the marketing mix in order to achieve the greatest degree of synergy. Marketing is concerned with satisfying the needs of customers (Wilson and Gilligan, 1998).

2.3 Promotional Mix Elements

This is the total marketing communication programs' available to an organization for communication with its target market. They are mainly to communicate to customers in order to generate sales and profits by informing them the benefits of the product. The customers may be intermediaries' e.g. advertising agencies, sales people or the end user of the product. End users may continue the communication chain by influencing the decision making of their friends and acquaintances. Promotion involves disseminating information about a product, product line, brand, or company. Promotion is generally sub-divided into above the line promotion which is promotion in the media (e.g. TV, radio, newspapers, Internet) in which the advertiser pays an advertising agency to place the ad. Below the line promotion on the other hand is all other promotion. Much of this is intended to be subtle enough that the consumer is unaware that promotion is taking place. E.g. sponsorship, product placement, endorsements, sales promotion, merchandising, direct mail, personal selling, public relations, trade shows(Kotler, 2000).

The specification of these variables creates a promotional mix or promotional plan. A promotional mix specifies how much attention to pay to each of the four subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image (Kotler, 2000). The elements of the promotions mix are integrated to form a coherent campaign. As with all forms of communication, the message from the marketer follows the communications process. The individual components of the promotions mix are integrated to form a specific communications campaign. These elements are:

2.3.1 Personal selling

Personal selling, the original form of all promotion, may be defined as a seller's promotional presentation conducted on a person-to-person basis with the buyer. It is a direct form of promotion that may be conducted face to face, over the telephone, through videoconferencing, or through interactive computer links between the buyer and seller. Personal Selling is an effective way to manage personal customer relationships. The sales person acts on behalf of the organization. They tend to be well trained in the approaches and techniques of personal selling. For example, salesmen are often used to sell cars or home improvements where the margin is high (Kotler, 2000). This element is commonly used in the pharmaceutical industry. Personal selling involves the use of a sales force to support a push strategy (encouraging intermediaries to buy the product) or a pull strategy (where the role of the sales force may be limited to supporting retailers and providing after-sales service).

The main advantage of personal selling is the ability to tailor the message to the customer in real time, responding not only to their questions but also to their body language and tone. This type of direct contact lets the salesperson address customer concerns, sometimes even when the customer hasn't voiced them aloud. Salespeople in fashion retail stores are ready (or at least they should be) with advice on how to accessorize an outfit or to help in deciding among outfits. Personal selling is even more important in products that are complex and require significant customer education or custom configuration. A sales force is a key part of medical products sales, information technology and solutions sales, or other complex products and services selling (Boone and Kurtz, 1992).

Personal selling can either be done through sales programs or incentives programs. Incentive programs include aspects like team selling and sales force automation. An outside network of sales representatives is an example of team selling. Agents get bonuses based on the amount of income they generate in addition to a minimum base commission (Wilson and Gilligan, 1998). Some products and services are so complex and intertwined that a team sales approach is required. Team sales approach is selling that is handled by a team of salespeople, technical specialists, field engineers, and supply chain

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specialists who coordinate the timetable from order to production to delivery; often used for complex business-to-business sales. Is needed, in which the selling is handled by a team of salespeople, technical specialists, field engineers, and supply chain specialists who coordinate the timetable from order to production to delivery (Thompson,).

Marketing information systems often include tools to help the sales force and are examples of Sales force automation (SFA). It includes use of computers to track such functions as contact management, sales quotes, sales order information, and reporting. It includes a myriad of functions such as contact management, sales quote automation, sales order information, and reporting functions. The tools use collected data to maximize the productivity and effectiveness of the sales force (Boone and Kurtz, 1992).

Incentives programs are primarily used to drive sales, reduce sales costs, increase profitability, develop new territory, and enhance margins. Sales incentive programs have the most direct relationship to outcomes. A Sales Incentive Plan (SIP) is a used to motivate and compensate the sales professional (or sales agent) to meet goals over a specific period of time, usually broken into a plan for a fiscal quarter or fiscal year. Sales metrics used in a SIP are typically in the form of sales quotas (sometimes referred to as point of sale or POS shipments), new business opportunities and/or management by objectives (MBOs) independent action of the sales professional and is usually used in conjunction with a base salary.

SIPs are used as incentives by pharmaceutical sales professionals where total value sold is not a precise measure of sales productivity. This is usually due to the complexity or length of the sales process or where a sale is completed not by an individual but by a team of people, each contributing unique skills to the sales process. SIPs are used to encourage and compensate each member of the sales team as he/she contributes to the team's ability to sell. The members of such teams are located in different physical locations and the product introduction may happen in one location and the purchase of such a product occurs in another location (Boone and Kurtz, 1992).

2.3.2 Advertising

Advertising is a 'paid for' communication. It is used to develop attitudes, create awareness, and transmit information in order to gain a response from the target market. There are many advertising 'media' such as newspapers (local, national, free, trade), magazines and journals, television (local, national, terrestrial, satellite) cinema, outdoor advertising (such as posters, bus sides). Advertising and sales promotion are usually regarded as the most important forms of non-personal selling. About one-third of marketing dollars is spent on media advertising and two-thirds on trade and consumer promotions (Kotler, 1996).

However according to Wilson and Gilligan(1998), advertising may be defined as paid, non-personal communications through various media by business firms, nonprofit organizations, and individuals that are in some way identified in the advertising message and hope to inform or persuade members of a particular audience. Advertising primarily involves print and broadcast. The print media includes news papers, billboards, brochures and booklets, posters and leaflets, directories, point of purchase displays, online advertising and others. Broadcast includes, television, radio, motion pictures and also included are less traditional forms such as commercials on videotapes, video screens in supermarkets, and messages on signs pulled by airplanes. Businesses have come to realize the tremendous potential of this form of promotion, and advertising is a major promotion mix component for thousands of organizations. Mass consumption and geographically dispersed markets make advertising particularly appropriated for goods and services that rely on sending the same promotional message to large audiences

The Television commercial is generally considered the most effective mass-market advertising format, as is reflected by the high prices Television networks charge for commercial airtime during popular Television events. The majority of television commercials feature a song or jingle that listeners soon relate to the product. It may also take the form of an infomercial which is a long-format television commercial, typically five minutes or longer. The main objective in an infomercial is to create an impulse purchase, so that the consumer sees the presentation and then immediately buys the

product. Infomercials describe, display, and often demonstrate products and their features, and commonly have testimonials from consumers and industry professionals.

2.3.3 Sales Promotion

Sales promotion consists of marketing activities other than personal selling, advertising, and publicity that stimulate consumer purchasing and dealer effectiveness. These include displays, trade shows, coupons, contests, samples, premiums, product demonstrations, and various non recurrent selling efforts used combined with other forms of promotion to emphasize, assist, supplement, or otherwise support the objectives of the promotional programme (Thompson, 1998). Sales promotion tends to be thought of as being all promotions apart from advertising, personal selling, and public relations. For example the BOGOF promotion, or Buy One Get One Free. Others include couponing, money-off promotions, competitions, free accessories, introductory offers, and so on. Each sales promotion should be carefully costed and compared with the next best alternative.

According to parks (2002), sales promotion can be classified based on target group and the tools used. Based on target, when the target is the consumer the following tools can be used; price or value discount tools (coupons, rebates and bonus packs).

Visibility increasing tools (premiums, contests and sweepstakes, trade shows, promotional products and incentive programs). Volume increasing tools (Sampling and loyalty programs). All the mentioned tools above have an expiration date and are made to encourage immediate purchase.

When the target is the trade partners such as, employees, distributors, and retailers, sales promotion here is done to facilitate the passage of the product to the ultimate customers. The trade partners here are given discount premiums in order to encourage them to stock the product or the partners are given merchandising allowances, where by the manufacturer reimburses its channel partners a certain amount off the total price of the product. For example when Volvo wanted to double the sales of its certified vehicles, it offered dealers a \$200-per vehicle cooperative advertising allowance ((Farese, Kimbrell and Woloszyk, 1991).

Case allowances is another form of trade promotion tool in which a manufacturer offers a discount to the channel partner based on the volume of products it buys during the deal period. These are a discount the manufacturer offers to the channel partner based on the volume of products it buys during the deal period. The greater number of products the partner buys, the greater the discount.

2.3.4 Public Relations and Publicity

Public Relations can be defined as 'the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics' (Institute of Public Relations). It is relatively cheap, but certainly not cheap. Successful strategies tend to be long-term and plan for all eventualities. All airlines exploit PR; just watch what happens when there is a disaster. The pre-planned PR machine clicks in very quickly with a very effective rehearsed plan (Kotler, 1996).

Public relations are a firm's communications and relations with its various publics. These publics include customers, suppliers, stockholders, employees, the government, the general public, and the society in which the organization operates. Public relations programs can be either formal or informal. The critical point is that every organization, whether or not it has a formally organized program, must be concerned about its public relations. Publicity is an important part of an effective public relations effort. It can be defined as the non-personal stimulations of demand for a good, service, person, or by obtaining favorable presentation of it through radio, television, or the stage that is not paid for by an identified sponsor. Compared to personal selling, advertising, and even sales promotion, expenditure for public relations are usually low in most firms. Since they don't pay for it, companies have less control over the publication by the press or electronic media of good or bad company news. For this reason, a consumer may find this type of news source more believable than if the information were disseminated directly by the company (Farese, Kimbrell and Woloszyk, 1991).

Traditionally, communications professionals have perceived public relations differently from advertising, which is persuasive, controlled content paid for by an identified

sponsor. To the contrary, PR messages are not purchased and placed, or ultimately controlled, by clients. If news or information pieces originating with PR sources ultimately make it into the public discourse, it is presumably because the items warrant attention on their own merits and the original source of the information, the public relations professional, is obscured. Today, distinctions between the disciplines are less clear-cut: frequently, advertising agencies are instrumental in trying to cultivate social networks and free, word-of-mouth exposure for their clients (Semenik and Bamossy, 1995). There are several methods of public relation and publicity used as promotional tools.

Guerrilla marketing is one of them, where public relations professionals stage an event to “ambush” consumers with messages in places they’re not expecting to encounter them. Like events staged by public relations professionals that “ambush” consumers with messages in places they’re not expecting to encounter them, can be effective ways of attracting highly valued news coverage for clients. Advertising agencies initiate and exploit consumer-generated content that is used for commercial purposes, thereby relinquishing control of the creative product in the process, much as PR professionals do when they issue press releases for editors to reformulate for their audiences. Some agencies take advantage of the relative anonymity of the Internet to develop positive chat and “consumer” reviews about their clients’ products—the source of content promoting products is not always clearly linked to an agency source, as public relations sources are seldom identified as the source of stories featuring their clients (Faresc, Kimbrell and Woloszyk, 1991).

Public relations professionals also use press release. This is public relations tool in the form of a report of an event that the marketer (or the marketer’s PR agency) writes and distributes to the media in hopes that they will write about or feature the event., which can be anywhere from a paragraph to several pages long. The press release is a report of an event that the marketer (or the marketer’s PR agency) writes and distributes to the media in hopes that they will write about or feature the event. Related to the press release is the video news release (VNR). Marketers also a use Video News Release (VNR).They produce and distribute them to the media in hopes that they will show the video or feature

the event, which describes the event via video rather than words. The topics covered by press releases are wide ranging, but the common thread is that they are topical and newsworthy, such as announcing a new product, new research, or timely helpful information to consumers, such as romantic getaway ideas a travel company publishes ahead of Valentine's Day.

Media events are used to attract attention. This is a public relations tool in the form of a preannouncement to the media to garner attention for a product introduction, new channel partner, or major change in strategy. To garner attention for a product introduction, new channel partner, or major change in strategy. The goal is to give the media time to create background stories and bring reporters and news crews to the event to ensure the broadest possible audience. For example, when Apple brought the iPhone to the United Kingdom, it told the press that Steve Jobs, the company's CEO, would be making an announcement at Apple's London store in the heart of the city's main shopping district (Semenik and Bamossy, 1995). The other forms of these elements are publicity which is unpaid communication which is measured in terms of impression created, sponsorship is another one where an organization pays to be associated with a particular event, for example sponsoring of a sport event such as marathon

2.3.5 Direct Marketing

This is one of the newer elements added on to the promotional mix tools. The advances made in the telecommunications sectors have now opened avenues where promotions can be carried out. This new media incorporates the use of mailings, telephone, fax, email and other non-personal contact tools to communicate directly with or solicit a direct response from specific customers and prospects. Direct marketing is a sales communications delivered directly to individual customers through e-mail, direct mail, and telemarketing. This refers to sales communications delivered directly to individual customers through e-mail, direct mail, and telemarketing. The goal is to use information about individuals in order to present them with messages relevant to their needs and interests. The growth of consumer databases and improvement of technology and methods (such as advanced modeling and segmentation strategies) has led to increased use and increased success of direct marketing (Ben and Jerry, 2007).

Many sophisticated advertisers understand that it makes sense to keep track of their customers and perhaps even those who are not their customers. Database marketing is a system of marketing that collects information on consumers such as name, purchasing profile, demographics, and credit rating and uses it to build a long-term relationship with a customer. It is a system of marketing that collects information from consumers and then uses it to build a long-term relationship with a customer. Today this strategy underpins many promotional tools, especially those that have an element of direct communications with the customer, such as personal sales and direct marketing. Databases contain customer names, addresses, purchase profiles, psychographic and demographic details, purchase patterns, media preferences, credit ratings, and other information that helps a company target and create the right message and offer for each customer. This data can come from sources such as internal sales data, online opt-in registrations, loyalty program data, contest forms, third-party database sellers, and public government records (e.g., home sales) (Parks, 2002)

For this reason, database marketing has evolved to be called customer relationship management (CRM) customer relationship management (CRM) Marketing that uses specific database marketing information about individual customers to create more effective marketing communications specific to them. CRM uses the specific information about individual customers to create more effective marketing communications specific to them (Ben and Jerry, 2007). For example, if you know that an individual customer has a ten-year-old child, you can target her with offers relevant to children in that age group. Or, if you know that the customer has bought Lunchables, you can send her a coupon to stimulate a repeat purchase or to cross-sell a related product.

Loyalty programs that reward customers for continuing to purchase from the company make extensive use of CRM. For example, the retailer Brookstone uses its loyalty program to recognize customers who have purchased from its store, catalog, or Web site before (using an e-mail address, phone number, or membership number to recognize the customer). Brookstone records every sales transaction across every channel (whether at the store, online, or through a catalog) and rewards the customer with credits based on

how much they have purchased from the company. Customers can apply these credits toward future purchases; this cements their relationship with the company (Churchill and Peter, 1995).

For better or worse, technological advances make it easier and easier for marketers to track us and our preferences very precisely. As we saw when we discussed target marketing, one hot trend is *behavioral targeting*, which refers to presenting people with advertisements based on their Internet use. For example, Microsoft combines personal data from the 263 million users of its free Hotmail e-mail service, the biggest in the world, with information it gains from monitoring their searches. When you sign up for Hotmail, the service asks you for personal information including your age, occupation, and address (Maddox, 2006).

Direct mail is very highly focused upon targeting consumers based upon a database. As with all marketing, the potential consumer is defined based upon a series of attributes and similarities. Creative agencies work with marketers to design a highly focused communication in the form of a mailing. The mail is sent out to the potential consumers and responses are carefully monitored. For example, for marketing medical text books, one would use a database of doctors' surgeries as the basis of the mail shot (Farese, Kimbrell and Woloszyk, 1991).

Online marketing can serve several purposes such as actual sales of products—e.g., Amazon.com. Promotional advertising involves effectively targeting customers in many situations because of the context that they have sought out for. For example, when a consumer searches for a specific term in a search engine, a “banner” or link to a firm selling products in that area can be displayed. Print and television advertisements can also feature the firm's web address, thus inexpensively drawing in those who would like additional information. Online marketing provides Customer service where the site may contain information for those who no longer have their manuals handy and, for electronic products, provide updated drivers and software patches. It can also Market research in which data can be collected relatively inexpensively on the internet (Maddox, 2006).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives the details regarding the procedure that will be used in collecting data and analysis. Pertinent issues that are discussed here include the research design, population of interest, data collection methods and data analysis methods. It focuses on the sources of data and their collection techniques, the sampling procedure to be adapted and tools for data presentation and interpretation.

3.2 Research Design

The research adopted the survey design which was most appropriate in the investigation of the effectiveness of promotion mix methods on sales in local pharmaceutical manufacturing companies in Kenya. The research was modeled on a descriptive survey design which concerned with finding out what, where, and how of a phenomenon.

3.3 Population of the Study

The population consisted of all the local pharmaceutical manufacturing companies in Kenya. There are forty-two (42) local pharmaceutical manufacturing companies listed by Pharmacy and Poisons board of Kenya (PPB) as at June 2010 (see appendix II). Due to the small size of the total population, a census was carried out on these companies. Most of the companies' headquarters were located within Nairobi.

3.4 Data Collection Methods

The study used primary source of data. Primary data was obtained through semi-structured questionnaires with closed, likert type statements and open-ended questions (see appendix I). The closed ended questions and likert type statements enabled the researcher to collect quantitative data while open-ended questions were used to collect qualitative data. The questionnaire was divided into two sections. Section one was concerned with the general information about the respondent. Section two dealt with the promotion mix elements and their effectiveness on sales. The data was collected from people managing the marketing department: who included either, marketing manager,

sales managers, brand manager, marketing supervisors or the equivalent. The questionnaire was administered through drop and pick later method.

3.5 Data Analysis

Data from the completed questionnaires was summarized and tabulated. Descriptive statistics were used to analyze the data because this study is modeled on a descriptive framework. Descriptive statistics namely means scores; standard deviation and frequency distribution were used to analyze the data. Data presentation was done by the use of frequency tables, pie charts, bar charts and graphs. Data was entered into the Statistical Package for Social Sciences (SPSS) for analysis. SPSS was used to perform the analysis as it aids in organizing and summarizing the data by the use of descriptive statistics. Data in part A of the questionnaire was analyzed using frequency distributions and percentages to determine the profile of respondents. Data in part B was analyzed using mean scores and standard deviations to determine the effectiveness of promotion mix methods on sales of local pharmaceutical companies in Kenya. Differences in effectiveness of promotion mix methods on sales in local pharmaceutical manufacturing companies in Kenya were analyzed by comparing means and standard deviations of the companies. Mean scores of the likert type scale were used to determine the extent to which the promotion mix methods affect sales of pharmaceutical companies in Kenya.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents a detailed discussion of the research findings in an attempt to achieve the research objectives. Data analysis is carried out based on the objectives of the study.

4.2 Response Rate

Forty two (42) questionnaires were distributed to managers of local pharmaceutical manufacturing companies. However, only 36 were completed and returned, representing an 85.71% response rate.

4.3 General information of the Respondents

4.3.1 Gender of the Respondents

The study sought to find out the gender of the respondents. It captured the gender of the respondents. Table 4.1 shows that 77.80% of the respondents interviewed were male while 22.20% were female.

Table 4.1: Gender of the Respondents

	Frequency	Percent
Male	28	77.8
Female	8	22.2
Total	36	100.0

4.3.2 Age of the respondents

The study sought to establish the age of the respondents. From table 4.2 it is evident that most of the respondents were aged between 31 and 40 years with 63.9% followed by 41 to 50 with 25.0% years of the respondents in this category, while 5.6% of the respondents were aged 21 to 30 years and 51 to 60 years respectively.

Table 4.2: Age of the Respondents

	Frequency	Percent
31-40 Years	23	63.9
41-50 Years	9	25.0
21-30 Years	2	5.6
51-60 Years	2	5.6
Total	36	100.0

4.3.3 Level of Education

The study sought to find out about the levels of education of the respondents which is captured in table 4.3 below. It is evident that most of the respondents, (97.2 %), had university level of education and only 2.8% had a secondary level of education.

Table 4.3: Level of Education

	Frequency	Percent
Secondary	1	2.8
University	35	97.2
Total	36	100.0

4.4 Presence of a Sales and Marketing Department

The study sought to find out whether the company had a sales and marketing department. All the respondents indicated that a sales and marketing department was present in the company. They further indicated that the promotion activities in the organization were conducted by the sales manager or the sales and marketing manager.

4.5 Promotion Methods extent of use

The main purpose of this study was to investigate the extent to which promotional mix practices are used by the local pharmaceuticals manufacturing companies

4.5.1 Promotion Methods Used by local Pharmaceutical Manufacturing Companies in Kenya

The respondents were asked to rate the extent of use of the following promotion mix by the company on a scale of 1-5: (1= To no extent, 2= To a small extent, 3= To a moderate extent, 4= To a great extent, 5= To a very great extent). Means less than one implied that the factor was rated to no extent by most respondents, means less than 2 implied that most respondents rated that the factor to a small extent, means less than 3 implied to a moderate extent, means less than 4 implied that the factor was rated to a great extent while means less than 5 implied that the factor was rated to a very great extent by the respondents. The results are as indicated in the table 4.5.

The respondents indicated that the companies used personal selling to a great extent as it had a mean of 4.42. The respondents further indicated that the use of sales promotion and direct marketing was to a moderate extent which had means of 3.33 and 3.31 respectively. Public relations and publicity was rated to have been used to a moderate extent and advertising to no extent. This is attributable to the fact that there is a restriction on pharmaceutical advertising which limits the companies to personal selling. The respondents further indicated that the company evaluated the impact of their promotional campaign quarterly.

Table 4.4: Promotion Methods Used by the local Pharmaceutical manufacturing Companies

	Mean	Std. Deviation	Rank
Personal selling	4.4167	0.99642	1
Direct Marketing	3.3333	1.12122	2
Sales promotion	3.3056	1.23796	3
Public Relations and Publicity	2.5833	1.18019	4
Advertising	1.4722	1.13354	5

4.5.2 Extent of Use of Promotion Methods by local Pharmaceuticals Manufacturing Companies in Kenya

The respondents were asked to rate the extent of use of promotion mix elements by their companies on a scale of 1-5: (1 To no extent, 2 To a small extent, 3 To a moderate extent, 4 To a great extent, 5 To a very great extent). Means less than one implied that the factor was rated to no extent by most respondents, means less than 2 implied that most respondents rated the factor to a small extent, means less than 3 implied to a moderate extent, means less than 4 implied that the factor was rated to a great extent while means less than 5 implied that the factor was rated to a very great extent by the respondents.

The respondents indicated in table 4.6 below that medical representative were used to a great extent as it had a mean of 4.61 and a low standard deviation of 0.96. followed by group presentations, product demonstrations which had means of 3.25 and 2.75 respectively. Both observations had a standard deviation of 1.13 which shows a low variability in the observations.

Table 4.5: Personal Selling Elements

(i) Personal Selling:	Mean	Std. Deviation	Rank
Medical representatives	4.6111	0.96445	1
Group presentations	3.2500	1.13074	2
Product demonstrations	2.7500	1.13074	3

In table 4.7, the respondents indicated that the use of sampling (free medical samples) was to a moderate extent as indicated by a mean of 3.08. sales promotion elements, premium and gifts (branded gifts e.g. pens, calendars) and bonus (cash discounts, product discounts) were used to a moderate extent with means of 2.67 and 2.88 as was sponsorship (doctors travel expenses, trophies) and continuity programs (continuous medical educations) with means of 2.33 and 2.31.. There was low variability in observations as indicated by the standard deviations which were between 0.89 and 1.29.

Table 4.6: Sales Promotion Elements

(ii) Sales Promotion:	Mean	Std. Deviation	Rank
Sampling (Free medical samples)	3.0833	1.20416	1
Bonus (Cash discounts, product discounts)	2.8889	1.36858	2
Premium and gifts (Branded gifts e.g. pens, calendars)	2.6667	1.28730	3
Continuity programs (Continuous medical educations)	2.3333	1.12122	4
Sponsorship (Doctors travel expenses, trophies)	2.3056	1.16667	5
Exhibits(KMA, PSK, COGS)	1.9444	0.89265	6
Entertainment (Doctors nights, Distributors dinner parties)	1.9444	0.98400	7
Fair & trade shows(pharmaceutical trade fairs)	1.8333	0.91026	8

The respondents indicated in table 4.8 advertising, branded brochures and booklets were used to a great extent as it indicated by a mean of 4.11 and a standard deviation of 1.01. followed by branded posters & leaflets which had a mean of 3.66 and a standard deviation of 0.96. Television and radio were used to a little extent as portrayed by means of 1.7647 and 1.8529 respectively.

Table 4.7: Advertising Elements

(iii) Advertising:	Mean	Std. Deviation	Rank
Branded Brochures and booklets	4.1111	1.00791	1
Branded Posters & leaflets	3.6667	0.95618	2
Company Symbols and logos	2.7222	1.23314	3
Directories (dedicated pages for your company)	2.1143	1.05081	4
Point of purchase display (Floor and wall mats)	2.0000	0.97014	5
Radio	1.8529	1.37361	6
Television	1.7647	1.37199	7

The respondents indicated in table 4.9 that all elements under public relations, were used to no extent as depicted by the means ranging between 1.39 and 1.91.

Table 4.8: Public Relations Elements

(iv) Public Relations	Mean	Std. Deviation	Rank
Speeches(By leading doctors e.g. Physicians. Surgeons)	1.9167	1.13074	1
Seminars for doctors	1.9167	1.20416	2
Charitable donations(Money, free medicine)	1.5278	0.84468	3
Publications in medical journals	1.7500	0.76997	4
Community relations(corporate social responsibility)	1.6111	0.72812	5
Company magazines	1.3889	0.59894	6

The respondents indicated in table 4.10. that the companies used mailings to (individuals and groups of customers), fax mail to (doctors, distributors, retailers, hospitals) and E-mail to (doctors, distributors, retailers, hospitals) to a small extent as indicated by the means of 2.92, 2.53 and 2.28. The respondents indicated that the use of catalogs (product lists, price lists, and new introductions) and telemarketing to (doctors, distributors,

retailers, hospitals) was to a moderate extent which had means of 3.58 and 3.19 respectively. All observations had a standard deviation less than 1.0.

Table 4.9: Direct Marketing Elements

(v) Direct Marketing	Mean	Std. Deviation	Rank
Catalogs (product lists, price lists, new introductions)	3.5833	0.76997	1
Mailings (Individuals and groups of customers)	2.9167	0.93732	2
Telemarketing (doctors, distributors, retailers, hospitals)	3.1944	0.98036	3
Fax mail (doctors, distributors, retailers, hospitals)	2.5278	0.99960	4

4.6 Promotion methods Effectiveness on Sales

The main purpose of this study is to investigate the extent to which promotional mix practices affect the sale of local pharmaceutical manufacturing companies.

4.6.1 Effectiveness of Promotion Methods on Sales of the local Pharmaceutical Manufacturing Companies in Kenya

The respondents were asked to rank the effectiveness of promotion mix elements on the company sales on a scale of 1-5: (1- To no extent, 2- To a small extent, 3- To a moderate extent, 4 - To a great extent, 5- To a very great extent). Means less than one implied that the element had effect on sales, means less than 2 implied that the element had a small effect on the sales, means less than 3 implied that the element had moderate effect, means less than 4 implied that the factor had a great effect while means less than 5 implied that the factor had a very great effect on the sales.

The respondents indicated that the effectiveness of medical representatives on sales was to a great effect as indicated by a mean of 4.61 and a standard deviation of 0.81, while effectiveness of group presentations and product demonstrations was to a moderate extent on sales as indicated by the means of 3.28 and 3.03 respectively. See table 4.12

Table 4.10: Effectiveness of Personal Selling on Sales of the Company

(i) Personal Selling:	Mean	Std. Deviation	Rank
Medical representatives	4.5278	0.81015	1
Group presentations	3.2778	1.03126	2
Product demonstrations	3.0278	1.08196	3

The respondents indicated that effectiveness of premium and gifts (branded gifts e.g. pens, calendars), sampling (free medical samples), entertainment (doctors nights, distributors dinner parties), continuity programs (continuous medical educations), bonus (cash discounts, product discounts) and sponsorship (doctors travel expenses, trophies) was to a small extent on sales with means ranging between 2.03 and 2.83. They indicated the effectiveness of trade shows (pharmaceutical trade fairs) and exhibits on sales of the company were to no effect. See table 4.13

Table 4.11: Effectiveness of Sales Promotion on Sales of the Company

(ii) Sales Promotion:	Mean	Std. Deviation	Rank
Sampling (Free medical samples)	2.8333	1.29835	1
Premium and gifts (Branded gifts e.g. pens, calendars)	2.6944	1.41056	2
Continuity programs (Continuous medical educations)	2.5000	1.78085	3
Bonus (Cash discounts, product discounts)	2.4722	1.38329	4
Entertainment (Doctors nights, Distributors dinner parties)	2.3056	1.11661	5
Sponsorship (Doctors travel expenses, trophies)	2.0278	1.15847	6
Fair & trade shows(pharmaceutical trade fairs)	1.9167	0.90633	7
Exhibits(KMA, PSK, COGS)	1.6667	0.79282	8

The respondents indicated that effectiveness of using branded posters & leaflets, branded brochures and booklets on sales was to a moderate extent. the effectiveness of directories (dedicated pages for your company), company symbols and logos on sales of the company was to a small extent with means of 2.00 and 2.89 respectively, while that of

television, radio and point of purchase display (floor and wall mats) was to no extent on sales as all had means closer to one. Table 4.14 explains more.

Table 4.12: Effectiveness of Advertising on Sales of the Company

(iii) Advertising:	Mean	Std. Deviation	Rank
Branded Brochures and booklets	3.8056	1.00909	1
Branded Posters & leaflets	3.5556	0.80868	2
Company Symbols and logos	2.8889	1.16565	3
Directories (dedicated pages for your company)	2.0000	0.79282	4
Point of purchase display (Floor and wall mats)	1.6944	0.85589	5
Television	1.2778	0.94449	6
Radio	1.2778	0.94449	7

The respondents indicated that the effectiveness of all elements of public relations on the sales of the company was to no extent as shown by the means ranging between 1.33 and 1.86. The observations had a standard deviations ranging between 0.53 and 1.20 which shows low variability in the observations.

Table 4.13: Effectiveness of Public Relations on Sales of the Company

(iv) Public Relations	Mean	Std. Deviation	Rank
Seminars for doctors	1.8611	1.19888	1
Speeches (By leading doctors e.g. Physicians, Surgeons)	1.7500	1.02470	2
Publications in medical journals	1.6667	0.95618	3
Charitable donations (Money, free medicine)	1.6389	0.76168	4
Community relations (corporate social responsibility)	1.5278	0.81015	5
Company magazines	1.3333	0.53452	6

The effectiveness of catalogs (product lists, price lists, and new introductions) on sales was to a moderate extent which had a mean of 3.56. The respondents indicated that under mailings to (Individuals and groups of customers), telemarketing to (doctors, distributors,

retailers, hospitals), Fax mail to (doctors, distributors, retailers, hospitals) and E-mail to (doctors, distributors, retailers, hospitals), their effectiveness on sales was to a small extent as indicated by means of 2.86, 2.83, 2.00 and 2.44 respectively. This is shown by table 4.16 below.

Table 4.14: Effectiveness of Direct Marketing on Sales of the Company

(v) Direct Marketing	Mean	Std. Deviation	Rank
Catalogs (product lists, price lists, new introductions)	3.5556	0.77254	1
Mailings (Individuals and groups of customers)	2.8611	0.93052	2
Telemarketing(doctors, distributors, retailers, hospitals)	2.8333	1.18322	3
E-mail (doctors, distributors, retailers, hospitals)	2.4444	0.96937	4
Fax mail (doctors, distributors, retailers, hospitals)	2.0000	0.95618	5

4.6.2 Procedure for tracking Effectiveness of Promotional Activities

The study sought to find out if the company had a procedure of tracking and analyzing the effectiveness of the promotional activities. The results have been captured in table 4.4. Majority of the respondents (80.6%) indicated that the company had a procedure of tracking and analyzing the effectiveness of the promotional activities. They further indicated that this was done by the use of market research, appraisal of individual and product performance, distributor and reseller audit, and via acknowledgement receipts.

Table 4.15: Procedure for tracking Effectiveness of Promotional Activities

	Frequency	Percent
Yes	29	80.6
No	7	19.4
Total	36	100.0

4.7 Chapter Summary

This chapter presented a detailed discussion of the research findings while answering the research objectives. Data analysis was carried out based on the objectives of the study. Descriptive statistics such as means, and frequency distribution were used to analyze the data. Data presentation was done by the use of graphs, percentages and frequency tables.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the results gathered from the analysis of the data, as well as the conclusions reached. The chapter incorporates the various suggestions and comments given by the respondents in the interview. Findings have been summarized alongside the objectives of the study, conclusions have been drawn from the study and the recommendations for action are also given.

5.2 Summary of the Findings

Majority of the respondents interviewed were male. Majority of the respondents were aged between 31 and 40 years. The respondents had university level of education and only one had a secondary level of education. Majority of the respondents indicated that the company had a procedure of tracking and analyzing the effectiveness of the promotional activities. They further indicated that this was done by the use of market research, appraisal of individual and product performance, distributor and reseller audit, and via acknowledgement receipts.

The respondents indicated that the companies used personal selling to a very great extent. The respondents further indicated that the companies used to great extent, sales promotion and direct marketing. Public relations and publicity was rated to have been used to a moderate extent and advertising to no extent. This is attributable to the fact that there is a restriction on pharmaceutical advertising which limits the companies to personal selling. The respondents further indicated that the company evaluated the impact of their promotional campaign quarterly.

The respondents indicated that under personal selling, medical representatives were used to a very great extent while under sales promotion elements, premium and gifts (branded gifts e.g. pens, calendars) and bonus (cash discounts, product discounts) were used to a great extent. The respondents indicated that advertising elements, branded brochures and

booklets were used to a great extent unlike under public relations where all the elements were indicated to have been used to a small extent. Under direct marketing, the companies used mailings (individuals and groups of customers), fax mail (doctors, distributors, retailers, hospitals) and e-mail (doctors, distributors, retailers, hospitals) to a moderate extent. Majority of the respondents indicated that the companies made deliberate efforts in promotional activities towards creating a positive image of their products.

The respondents indicated that under personal selling elements, medical representatives had a very great effect on sales, with sales promotion elements, premium and gifts (branded gifts e.g. pens, calendars), sampling (free medical samples), entertainment (doctors nights, distributors dinner parties), continuity programs (continuous medical educations), bonus (cash discounts, product discounts) and sponsorship (doctors travel expenses, trophies) had a moderate effect on sales. The respondents also indicated that under advertising, directories (dedicated pages for your company), company symbols and logos had a moderate effect on the sales and under public relations, all the elements had little effect on the sales. Under direct marketing, the respondents indicated that mailings (individuals and groups of customers), telemarketing (doctors, distributors, retailers, and hospitals), fax mail (doctors, distributors, retailers, hospitals) and e-mail (doctors, distributors, retailers, and hospitals) had a moderate effect on the sales

5.3 Conclusions

The study focused on the extent to which promotional mix practices affect the sale of local pharmaceutical manufacturing company's products. The objectives of this study were to investigate the promotional mix methods used by local pharmaceutical manufacturing companies in Kenya and to determine the extent to which promotion mix elements affect sales in local pharmaceutical manufacturing companies in Kenya. From the findings it can be concluded that

Marketing managers need to determine what combination of the promotion mix that will make effective promotion programs for their ethical products. This is a tricky job since they do not know from the outset, which among the tools will help achieve the goals of

their marketing objectives. An effective promotion mix is a critical part of virtually all marketing strategies. product differentiation, market segmentation, trading up and trading down and branding, all require effective promotion. Designing an effective promotional mix involves a number of strategic decisions. Speed of return on promotion investment in relation to strategic objectives, nature of information, nature of distribution, image requirement, and others are some of the strategies of evaluating the effectiveness of the promotional mix on sales. A company should also carry out a customer value analysis to determine the benefits the customer in a target market segment wants and how they perceive the relative value of competing suppliers' offers

5.4 Recommendations

Marketers have many tools to include in the promotional mix; these include sales promotions, public relations, personal selling, and direct marketing. No one tool is perfect; each has strengths and weaknesses, and often the tools are most effective when they're combined. The amount of money available for promotion is the ultimate determinant of the promotion mix effects. The money available to promote each product will significantly affect the type of promotion material that can be considered. In this era of intense competition, both world wide and domestic, pharmaceutical manufacturing firms of all sizes and varieties have become more and more concerned with the market-share figures they achieve in the market place; Market share measures should be used as market performance indices. It is clearly desirable for the individuals concerned to have thorough knowledge of the promotion mix elements, which generate market share figures, and to be able to analyze the impact of their promotion mix on market shares, as well as their profit implications.

5.5 Recommendations for Further Studies

This study has served as a foundation for further research on promotion mix elements in pharmaceutical industry, continuously and overtime since the marketing environment is changing every day and also in other industries away from pharmaceutical industry. This is because of the importance of promotion mix in today's promotion mix elements. Further research need also be undertaken on the specific aspects of strategic marketing in

the local pharmaceutical manufacturing companies. as this will provide in depth information crucial for development.

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SECTION TWO: PROMOTION MIX ELEMENTS AND THEIR EFFECTIVENESS ON SALES

1. On a scale of 1-5, how would you rank the extent of use of the following promotion mix elements by your company? (1= To no extent, 2= To a small extent, 3= To a moderate extent, 4= To a great extent, 5= To a very great extent)

Promotion Mix Elements	1	2	3	4	5
Advertising					
Sales promotion					
Personal selling					
Public Relations and Publicity					
Direct Marketing					

2. After how long does the company evaluate the impact of your promotional campaign?

- a) Months
- b) Quarterly
- c) Semi annually
- d) Yearly

3. On a scale of 1-5, how would you rank the extent of use of the following promotion mix elements by your company? (1= To no extent, 2= To a small extent, 3= To a moderate extent, 4= To a great extent, 5= To a very great extent)

(i) Personal Selling:	1	2	3	4	5
Medical representatives					
Group presentations					
Product demonstrations					

(ii) Sales Promotion:	1	2	3	4	5
Premium and gifts (Branded gifts e.g. pens, calendars)					
Sampling (Free medical samples)					
Fair & trade shows(pharmaceutical trade fairs)					
Exhibits(KMA, PSK, COGS)					
Entertainment (Doctors nights, Distributors dinner parties)					
Continuity programs (Continuous medical educations)					
Bonus (Cash discounts, product discounts)					
Sponsorship (Doctors travel expenses, trophies)					

(iii) Advertising:	1	2	3	4	5
Television					
Radio					
Branded Posters & leaflets					
Directories (dedicated pages for your company)					
Point of purchase display (Floor and wall mats)					
Company Symbols and logos					
Branded Brochures and booklets					

(iv) Public Relations	1	2	3	4	5
Speeches (By leading doctors e.g. Physicians, Surgeons)					
Seminars for doctors					
Charitable donations (Money, free medicine)					
Publications in medical journals					
Community relations (corporate social responsibility)					
Company magazines					

(v) Direct Marketing	1	2	3	4	5
Catalogs (product lists, price lists, new introductions)					
Mailings (Individuals and groups of customers)					
Telemarketing (doctors, distributors, retailers, hospitals)					
Fax mail (doctors, distributors, retailers, hospitals)					
E-mail (doctors, distributors, retailers, hospitals)					

4. Does your company make deliberate efforts in promotional activities towards creating a positive image towards your products?

Yes No

5. If yes, please specify the activities?

- a)
- b)
- c)
- d)

6. On a scale of 1-5, how would you rank the effectiveness on sales of the following promotion mix elements by your company? (1 To no extent, 2 To a small extent, 3 To a moderate extent, 4- To a great extent, 5 To a very great extent)

(i) Personal Selling:	1	2	3	4	5
Medical representatives					
Group presentations					
Product demonstrations					

(ii) Sales Promotion:	1	2	3	4	5
Premium and gifts (Branded gifts e.g. pens, calendars)					
Sampling (Free medical samples)					
Fair & trade shows(pharmaceutical trade fairs)					
Exhibits(KMA,PSK,COGS)					
Entertainment (Doctors nights, Distributors dinner parties)					
Continuity programs (Continuous medical educations)					
Bonus (Cash discounts, product discounts)					
Sponsorship (Doctors travel expenses, trophies)					

(iii) Advertising:	1	2	3	4	5
Television					
Radio					
Branded Posters & leaflets					
Directories (dedicated pages for your company)					
Point of purchase display (Floor and wall mats)					
Company Symbols and logos					
Branded Brochures and booklets					

(iv) Public Relations	1	2	3	4	5
Speeches(By leading doctors e.g. Physicians, Surgeons)					
Seminars for doctors					
Charitable donations(Money, free medicine)					
Publications in medical journals					
Community relations(corporate social responsibility)					
Company magazines					

(v) Direct Marketing	1	2	3	4	5
Catalogs (product lists, price lists, new introductions)					
Mailings (Individuals and groups of customers)					
Telemarketing(doctors, distributors, retailers, hospitals)					
Fax mail (doctors, distributors, retailers, hospitals)					
E-mail (doctors, distributors, retailers, hospitals)					

7. Any other comments.....

Appendix II: List of Pharmaceutical Manufacturing Companies as at June 2010

	Company Name		
1	Alpha Medical Manufacturers	27	Metropolitan pharmaceuticals
2	Aventis Pasteur SA East Africa	28	Ossechemie Pharmaceuticals
3	Bayer East Africa Limited	29	Concept pharmaceuticals
4	Beta Healthcare (Shelys Pharmaceuticals)	30	Noorbrook phamaceuticals
5	Cosmos Limited	31	Universal pharmacy
6	Dawa Pharmaceuticals Ltd	32	Benmed pharmacy
7	Didy Pharmaceutical	33	Pio Chem.. Limited
8	Diversey Lever	34	Cussons chemicals limited
9	Eli-Lilly (Suisse) SA	35	Belova pharmaceuticals
10	Elys Chemical Industries Ltd	36	Omaera Pharmaceuticals
11	Glaxo Smith Kline	37	Lords Pharmaceuticals
12	High Chem East Africa Ltd	38	Roche Pharmaceuticals
13	Ivec Aqua EPZ Limited	39	Alembic Pharmaceuticals
14	Mac's Pharmaceutical Ltd	40	Medisel Pharmaceuticals
15	Manhar Brothers (Kenya) Ltd		
16	Novartis Rhone Poulenc Ltd		
17	Novelty Manufacturers Ltd		
18	Concept pharmaceuticals		
19	Pharmaceutical Manufacturing Co (K) Ltd		
20	Pharmaceutical Products Ltd		
21	Phillips Pharmaceuticals Ltd		
22	Regal Pharmaceutical Ltd		
23	Universal Pharmaceutical Ltd		
24	KAM Pharmaceutical Ltd		
25	Sphinx pharmaceuticals		