

**PERSONAL SELLING STRATEGIES AND PERFORMANCE OF
PHARMACEUTICAL FIRMS IN NAIROBI, KENYA**

DENNIS M. MBUGUA

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

Signature

Date

Dennis M. Mbugua

D61/P/8687/2005

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

Signature

Date

Dr. Mary Kinoti

Senior Lecturer, Department of Business Administration

University of Nairobi

DEDICATION

I dedicate this work to my wife, Stella Nyaga, my two kids Ethan and Corinne who have been my pillars during this journey; and to my late dad, Barnabas Charles Mbugua who kept on encouraging me to move on even when it seemed hard.

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ABSTRACT

Today's dynamic business environment is continuously changing because of globalization, regulatory changes, increasing intensity of competition, increasingly demanding customers, new information technology, and mergers and acquisitions. This has resulted in markets that can be characterized as increasingly turbulent and volatile and has caused many organizations to seek competitive capabilities that enable them to exceed customers' expectations and enhance market and financial performance. Firms are increasingly adopting personal selling in order to reduce costs, increase market share and sales, and build solid customer relations. When competition is keen and the consumers are faced with brand choice in the market, it becomes imperative for the retailers to understand the major factors that can attract the attention of buyers to their outlets. These then form the basis for personal selling in order to increase the sales and ultimately the performance of the outlet. The objective of the study was to establish the influence of personal selling strategies and performance of pharmaceutical firms in Nairobi, Kenya. The study used descriptive cross sectional survey research design. The population of the study consisted of all the pharmaceutical firms operating within Nairobi. The study used primary data which was collected using self-administered questionnaires. The data collected was analyzed using statistical package for social sciences and presented in tables and charts. The study found out that the pharmaceutical firms were using personal selling strategy to market their products and it resulted in improved performance in terms of greater volume of sales, faster movement of drugs, improved profit margin, pharmaceutical firm education and sponsorship of events and increased financial performance. Canned strategy of personal selling resulted in sales people providing stimuli sought by the buyers until decision is arrived, provides the details that meet customer need spelled out in the script and that it enables salespeople to keep track of buyers' mental state. System personal selling strategy to market their products and this enabled the firms to sell products as a package rather than selling them separately or independently, creates a situation for both buyer and seller and customers were increasingly looking for a systems' solution rather than the buying of an individual product.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
ABSTRACT.....	v
LIST OF TABLES	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 The Concept of Personal Selling	2
1.1.2 The Personal Selling Strategies	3
1.1.3 Organization Performance	3
1.1.4 Pharmaceutical Firms in Kenya	4
1.2 Research Problem	6
1.3 Objectives of the Study	7
1.4 Value of the Study	7
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Theoretical Foundation	9
2.3 Personal Selling	10
2.4 Personal selling Strategies	12
2.4.1 Canned selling strategy	12
2.4.2 System strategy	13
2.4.3 Features strategy	14
2.4.4 Consultative strategy.....	14
2.5 Measures for personal selling strategy effectiveness.....	15
2.6 Personal selling strategy and organization performance	16

CHAPTER THREE: RESEARCH METHODOLOGY	17
3.1 Introduction.....	17
3.2 Research Design.....	17
3.3 Population of the study	17
3.4 Data Collection Methods	17
3.5 Data Analysis	18
CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION	19
4.1 Introduction.....	19
4.2 General Information.....	19
4.2.1 Core business of the Firm	19
4.2.2 Number of full time sales staff	20
4.2.3 Sector Constituting Major Customers.....	20
4.3 Personal Selling Strategies.....	21
4.3.1 Canned Strategy.....	21
4.3.2 Systems Strategy.....	22
4.3.3 Features Strategy.....	23
4.3.4 Consultative Strategy.....	24
4.4 Effects of Personal selling Strategy and organization performance	25
4.5 Correlation Analysis	26
4.6 Discussion.....	27
CHAPTER FIVE: DISCUSSION, CONCLUSION & RECOMMENDATIONS	29
5.1 Introduction.....	29
5.2 Discussion of Findings.....	29
5.3 Conclusion	30
5.4 Limitations of the study	30
5.5 Recommendations from the study	31
5.6 Recommendations for Further Research.....	32
REFERENCES.....	33
APPENDICES	
Appendix I : Questionnaire.....	37
Appendix II : Pharmaceutical firms in Nairobi (Pharmacy and Poisons Board).....	39

LIST OF TABLES

Table 4.1: Core business of the Firm	19
Table 4.2: Number of full time sales staff	20
Table 4.3: Sector Constituting Major Customers	20
Table 4.4: Canned Strategy.....	21
Table 4.5: Systems Strategy.....	22
Table 4.6: Features Strategy	23
Table 4.7: Consultative Strategy.....	24
Table 4.8: Effects of Personal selling Strategy and organization performance.....	25
Table 4.9:Pearson and Spearman’s Correlation Coefficient.....	26

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

According to Kotler (1999), selling is offering to exchange an item of value for a different item, either tangible or intangible. The second item, usually money, is most often seen by the seller as being of equal or greater value than that being offered for sale. Selling is a key element of a company's promotional mix. It is one-on-one interaction between a salesperson and a prospect.

A number of theories according to Kokemuller (2007) help sellers better understand the role they play in selling to customers. One of the foundational need theories in psychology is Maslow's Hierarchy of Needs (Maslow, 1943). Maslow introduced his five levels of human need. He indicated that people have five basic needs, which they address in order of priority. Physiological needs come first, followed by safety and security, social belonging, self-esteem and self-actualization. This theory has huge value in selling whereby salespeople get to know prospects and ask questions to discover their needs in a buying situation. Realizing where people are coming from on the Maslow pyramid is a part of a seller's emotional intelligence.

Selling of pharmaceuticals has a long history. The sale of miracle cures, many with little real potency, has always been common. Selling of legitimate non-prescription medications, such as pain relievers or allergy medicine, has also long been practiced, although, until recently, mass marketing of prescription medications has been rare. It was long believed that since doctors made the selection of drugs, specific advertisements targeting the medical profession were thought to be cheaper and effective. This would involve advertisements in professional journals and visits by sales staff to doctor's offices and hospitals. An important part of these efforts was selling to medical students. The pharmaceutical companies traditionally adopt four major selling strategies; giving drugs as free samples to doctors; providing details of their products through journal articles or opinion leaders; gifts that hold the company logo or details of one or multiple drugs; and sponsoring continuing medical education. Pharmaceutical representatives, popularly known as medical representatives, are the salespeople tasked with marketing drugs.

1.1.1 The Concept of Personal Selling

Personal selling is an approach that salespeople use to convince customers to purchase a product. The salesperson uses a personalized approach, tailored to meet the individual needs of the customer, to demonstrate the ways that the product will benefit him. The customer is given the opportunity to ask questions, and the salesperson addresses any concerns he has about the product.

Personal selling involves direct personal communications between a consumer and a salesperson, with the latter conveying the product or service benefits to the former. Direct personal communications involves oral conversations, either by telephone or face-to-face, between salespersons and prospective customers. As Klaus & Bass (1982) argued, personal selling is arguably the most important communication activity for many businesses, involving an interesting interplay between organizational needs and individual interpersonal relationship building occurring between a sales representative and customers. As Cheney et al (2011) explain interpersonal relationships between sales representative and customers are “moments of truth” that can have lasting impact on organizational goals.

Salespersons are increasingly being perceived as an important contributor to a firm's business success. Boone & Kurtz (1992) claim that salespersons are an important promotion tool in communicating company image and persuading consumers to buy. According to Hawes et al (1993), consumers are increasingly turning to salespersons as a source of information and reliability. This dependency trend is more so if the consumers are shopping for relatively expensive products as there is considerable evidence that personal selling is being used by medium and high price retail firms to service their customers (Fam, 1997). Salespersons can be used to convince the consumers that the more expensive products possess attributes which justify their premium prices. In return, the consumers can look to the salespersons as a source of information and reliability. Personal selling is an important promotion tool in that it can lead to a better relationship between the buyer and the seller. Hence, personal selling fits neatly into the present trend in the field of relationship marketing, where amongst others, its use was intended to retain customers and prevent them from switching to another retailer.

1.1.2 The Personal Selling Strategies

Strategy in this context is a collection of processes that firms utilize before selling their goods and/or services. The aim of a good strategy in selling is that one can meet a proper person at the proper time and location using the best technique in order to influence that person.

According to Shannahan, et al (2013), the recognition of customers as the starting point of all marketing activities and the driving force of the exchange process is evidence that marketing has become increasingly customer-centric. Sales organizations are beginning to replace attempts to influence customers with concern over how to better respond to customers' demands and behaviors. The result is co-creation marketing involving marketers and customers interacting in product or service design, production, and consumption thus relying on collaboration, cooperation, and communication. One aspect of marketing for which collaboration, cooperation, and communication are particularly salient is personal selling in a relational selling context, as customers and salespeople work together toward mutually beneficial ends (Moncrief & Marshall, 2005).

Managers and researchers are interested in how to develop more effective selling strategies for increased sales performance which can contribute to the creation of strong and long-lasting positive relationships with customers. Customers have more information, demand increased levels of customer service and have higher expectations. Producing the best available product or service is not enough; it has to be sold. If companies are to survive, they must pay great attention to the training of their sales force and their selling strategies. During the past decade, both academics and practitioners have devoted increasing attention to the selling strategies approach in managing customer relationships (Morgan & Hunt, 1994). A competitive advantage exists for companies that are engaged in successful long-term buyer-seller relationships.

1.1.3 Organization Performance

There are various methodologies used to measure the value and performance of an organization. These are the shareholder-based financial performance, balanced scorecard and triple bottom line (Harrison & Wicks, 2013). Organizational

performance for much of the business and economics literature is focused on providing financial returns, variously referred to as profits, return on investment (ROI), economic rents, or shareholder returns. Providing the maximum possible return to shareholders is the primary duty of firm managers. (Barney, 2011)

The Balanced Scorecard examines firm performance from the perspective of finances, customers, innovation and learning, and internal efficiency. Triple bottom line includes the broad interests of society directly (Elkington, 1999). It is based on the idea that firms should measure performance from the perspective of economic, environmental and social value added. It is strong in its ability to raise the awareness of the firm's broader performance in the eyes of its managers, and helps to increase the accountability of firms. Organizations should adopt a "shared value" approach that encourages the generation of profits that also create social benefits. The Balanced scorecard and triple bottom line are multifaceted approaches to organizational performance as they not only look at financial figures but other aspects are also looked into thus giving a healthier and more critical approach to gauging the financial performance.

1.1.4 Pharmaceutical Firms in Kenya

The pharmaceutical industry develops, produces, and markets drugs or pharmaceuticals licensed for use as medications. Pharmaceutical companies are allowed to deal in generic and/or brand medications and medical devices. They are subject to a variety of laws and regulations regarding the patenting, testing and ensuring safety and efficacy and marketing of drugs as set in each country.

Pharmaceutical products include both prescription and non-prescription over-the-counter (OTC) drugs. For prescription drugs, the following different buying parties can be identified (Corstjens, 1991): prescriber - doctor; influencer - hospitals, nurses, professors, reimbursement agencies - government; consumer - patient; financier - partly patient, partly government or third party (varies by country), managed health care organizations - hospitals. Pharmaceutical products are patentable in most major Western countries, and involve heavy investment in research and design, both money wise and time wise. Prescription drugs are often aimed at relatively large populations of consumers. Overall, these are the factors that make pharmaceutical firms prefer

personal selling for their products since it at least assures them of returns for their investments and enhances knowledge of their products.

Kenya spends about 8% of its GDP on health where pharmaceutical firms are all encompassed. The number of companies engaged in manufacturing and distribution of pharmaceutical products in Kenya continue to expand, driven by the Government's efforts to promote local and foreign investment in the sector. The market for pharmaceutical products in Kenya is estimated at Kshs. 8 billion per annum. The government, through Kenya Medical Supplies Agency (KEMSA) is the largest purchaser of drugs manufactured both locally and imported, in the country. It buys about 30% of the drugs in the Kenyan market through an open-tender system and distributes them to government medical institutions. There are about 700 registered wholesale and 1,300 retail dealers in Kenya, manned by registered pharmacists and pharmaceutical technologists. These pharmacies are accorded approximately 25% mark-up on retail drugs.

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. Kenya's pharmaceutical industry is on a rebound, riding on the back of increased expenditure in healthcare and general economic growth over the years. The rapid growth of the pharmaceutical market in the region has presented the need to increase quantity of production, and also increase the export ratio for quality products. Kenya enjoys preferential access to the regional market under a number of special access and duty reduction programs related to the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA) among others. The country exports its medicinal and pharmaceutical products to Tanzania, Uganda, DRC, Rwanda, Burundi, the Comoros, Ethiopia and Malawi among other destinations.

1.2 Research Problem

Personal selling has been known to be a great contributor to sales in most industries due to its individual touch and the development of relationship with the customer. The pharmaceutical industry has been known to be in existence since time immemorial due to the need for healthy populations. With growing competition from the entrance of new firms into the industry every so often, all existent firms have found the need to sustain customer base as well as seek to gain the untapped market. However, most pharmaceutical firms are still using traditional pharmaceutical promotion practices which include detailing (where sales representatives visit with physicians to update them on recent therapeutic advances and encourage them to write prescriptions that favor the firm's products), sampling (where samples of company's drugs are provided to encourage trial and act as starter packs) and physician meetings (where educational meetings are convened to show efficacy evidence of company's drugs) among other related practices. With increased competition among the pharmaceutical firms, adaptation of the best, most modern and proven to work personal selling strategies is essential therefore becoming a highly placed goal for each company.

The Pharmaceutical Industry plays an important role in the provision of health care in Kenya. According to Kenya Pharmaceuticals and Healthcare Report, Q1 2012, pharmaceuticals expenditure grew from KES33.02bn (US\$417mn) in 2010 to KES38.72bn (US\$450mn) in 2011, that is +17.3% growth in local currency terms and +5.6% in US dollar terms. The pharmaceuticals industry has been recording tremendous growth in terms of revenue generated as a result of selling strategies employed. Globally, the promotion spend by the pharmaceutical industry is also growing, like in the United States, it was estimated to be between \$27.7 and \$57.5 billion in 2008(IMS Health, 2008).

Most studies done previously on the pharmaceutical industry in Kenya have leaned more on incidence of abuse of prescription type drugs. Synovate Kenya (2011) commissioned a study that revealed a worrying trend of self medication with 73% of the pharmacists being guilty of selling prescription drugs despite lack of doctor's prescription. According to National Authority for the Campaign against Alcohol and Drug Abuse (NACADA), Opioids (pain relievers like OxyContin and Vicodin), central nervous system depressants (Xanax, Valium), and stimulants (Concerta, Adderall) are the

most commonly abused prescription drugs. Many reasons have been cited for this. According to Kumba (2011), they range from avoidance of consultation fees to plain old taking shortcuts and assumptions that symptoms are similar. According to Siringi (2003), 22% of secondary school students were on drugs and males had a higher exposure to miraa and inhalants. In addition, the prevalence of drug abuse increased from primary to tertiary institutions. Alcohol was the most frequently abused drug followed by miraa, tobacco and bhang. Over the past two decades, the use of illegal drugs and misuse of therapeutic drugs have spread at an unprecedented rate and have penetrated everywhere. Kenya has not been spared the pestilence of drugs and it is clear that it is a transit hub for hard drugs (Otieno&Ofulla, 2009).

However, so far attention has not been paid to the personal selling strategies employed by pharmaceutical firms in Kenya since there are no known local research studies done and this is what we seek to achieve through this research. This study attempted to fill this knowledge gap by answering the following research question. What are the Personal Selling Strategies used by Pharmaceutical firms in Nairobi, Kenya?

1.3 Objectives of the Study

The objective of this research was:

- i) To determine the personal selling strategies used by pharmaceutical firms in Nairobi, Kenya.
- ii) To investigate the influence of personal selling strategies on performance of pharmaceutical firms in Nairobi.

1.4 Value of the Study

This study is important to management of companies in the pharmaceutical industry. Of significant importance will be to the sales managers who will be informed on the selling strategies and re-evaluate accordingly. Top sales executives and middle managers understanding and utilizing emotional intelligence by identifying where the prospects are on the Maslow Hierarchy of Needs when attempting to gain a competitive advantage through developing various personal selling strategies may find this to be of added value when reaching their customers. To enhance the sale

representative's arsenal of weapons when attempting to close sales, this article will review some appropriate approaches and then attempt to develop various winning mixes of selling strategies based on these propositions. This article will seek to establish the personal selling strategies used by successful pharmaceutical firms.

The study is also important to employees of pharmaceutical companies by providing them facts on the selling strategies in play and the role they play in ensuring successful market share penetration. The study will also be beneficial to academicians and researchers as it will contribute to the existing empirical evidence and growing body of knowledge in the pharmaceutical industry and particularly when it comes to personal selling strategies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter highlights literature related to works of other scholars and writers related to the topic of the study. The chapter is divided into sections covering: theoretical foundation of study, personal selling and personal selling strategies. It explores personal selling, discussing its meaning tracing it back through time, recording theories behind it, the process and the various strategies.

2.2 Theoretical Foundation

This study will be based on AIDA theory of selling. AIDA is an acronym used in selling that describes a common list of events that may occur when a consumer is engaged by a salesperson. This theory advances four main steps namely grabbing the customer's Attention or awareness, igniting Interest by focusing on and demonstrating advantages and benefits, creating Desire by convincing customers that they want and desire the product or service and that it will satisfy their needs, and inspire Action by leading customers towards taking action and/or purchasing (Sheldon, 1911).

The strength of personal selling lies in the fact that it allows for communicative interchange, a process more subtle but, at the same time, more hazardous than classical methods such as advertising, which rely on one-way communication (Hamman, 1979). Formalized research in personal selling, while being a vibrant topic in popular literature, has received comparatively little attention from scholars. Sales research is largely underrepresented in university curricula (Stewart, 2006). Despite the long history of the sales career, formally studying selling and sales management remains a relatively young endeavor. In 1902, the first college courses relating to selling were offered. However, these early courses did not have the widespread impact on the profession because they did not adequately address the needs of business (Powers et al, 1988). While Churchill et al (1985), identify sales scholarship from as early as 1918, Fine (2007) states the study of personal selling started in earnest during the 1970s.

Early scholarly research viewed sales success as a function of the sales representative's job satisfaction, motivation, ability, role clarity, and other attributes particular to the sales representative's biographical or psychological profile (Riordan et al, 1977). The most frequently studied theme pertaining to personal selling is the examination of the selling processes and techniques of salespeople (Williams & Plouffe, 2007). Selling process and technique research examines individual-level approaches toward improving the effectiveness of customer and prospect interactions and sales outcomes, respectively.

A sales representative's ability to adapt within a selling situation, first examined during the 1980s, is one of the most frequently studied and theorized topics pertaining to influence techniques used in personal selling (Fine, 2007). Known as adaptive selling, theorists suggest successful salespeople can evaluate and adjust their sales approaches to fit perceptions of customers and such adjustments improve performance. Perhaps the primary draw of adaptive selling is that it logically makes sense. The adaptive selling framework developed by Weitz et al (1986) and the personality traits Spiro & Weitz (1990) advocate seem to align with an ability to tailor and alter a pitch by salespeople. After all, what scholars and practitioners are searching for are the qualities that some individual salespeople possess that make them more persuasive, and thus, more successful in sales interactions with customers.

2.3 Personal Selling

Kotler & Armstrong (2008), state that personal selling is the personal communication between a firm's sales force and customers for the purpose of making sales and building customer relationship. Personal selling can be traced back to as far as ancient Greece. The need for salespeople was enhanced by the Industrial Revolution and modern personal selling got its start during the first part of the twentieth century. The Industrial Revolution began in the 18th century in Great Britain. This meant that the local economies were no longer self-sufficient and the need to reach new customers to buy the mass-produced products increased. The birth of the traveling salesperson began. Salespeople are the primary way for providing paid personal communications to customers. In the early 21st century relationship-oriented consultative style approach to personal selling has gained favour, salespeople

get to know prospects, find out their needs and make honest recommendations about product or service solutions.

The personal selling process consists of several steps as documented by Spiro et al (2008). Prospecting is the first step where salespeople determine leads or prospects. After they figure out potential customers, they must determine whether they are qualified leads; those who have a need for the product, can afford the product, and are willing to be contacted by the salesperson. Next, the preapproach is used for preparing for the presentation. This consists of customer research and goal planning for the presentation. Then comes the approach. This is when the salesperson initially meets with the customer. It is helpful to schedule an appointment to ensure capturing the buyer's attention. Since first contact leaves an impression on the buyer, professional conduct, including attire, a handshake and eye contact, is advised. Following the approach is the need assessment. Salespeople should evaluate the customer based on the need for the product. They should ask questions to reveal the current situation, the source of any problems, the impact of the problems, the benefits of the solution, and the interest of the buyer.

Once the salesperson knows the needs, he or she is ready for the presentation (Greening, 1993). The point of this is to grab the customer's Attention, ignite Interest, create Desire, and inspire Action, or AIDA. The salesperson can do this through product demonstrations and presentations that show the features, advantages and benefits of the product. After this comes meeting objections. Customers who are interested will voice their concerns, usually in one of four ways. They might question the price or value of the product, dismiss the product/service as inadequate, avoid making a commitment to buy, or refuse because of an unknown factor. Salespeople should do their best to anticipate objections and respectfully respond to them. Then, gaining commitment comes next. The salesperson can use several different sales closes to move the sale forward. They can use the 'alternative close': presenting an alternative that will still help achieve sale, the 'assumptive close': merely assume prospects are going to buy and begin taking orders, the 'summary close': provide a summary of the benefits that the buyer has already acknowledged and then to suggest an action for finalizing the sale, or the 'special-offer close': provide a special customer offer that will encourage a purchase. The core process is to encourage the

customers to make their decisions. Finally, the salesperson must remember to follow up. Following up will ensure customer satisfaction and help establish a relationship with the customer, which leads the long-term sales success.

Personal selling is therefore a communication process that helps salespeople fulfill customer's needs. This makes personal selling the most important part of marketing communication for most business. According to Wotruba (1991), there is more money spent on personal selling than on any other form of marketing communication, whether it is advertising, sales promotion, publicity, or public relations.

2.4 Personal selling Strategies

A salesperson's selling strategies will differ, depending on the type of relationship the buyer and seller either have or want to move toward. Business relationships range from transactional, or one-time purchases, to strategic partnerships that are often likened to a marriage. Somewhere in between are functional and affiliative relationships that may look like friendships. These are the foundations of the selling strategy to be used based on the kind of relationship a salesperson is looking to have with the customers (Stanton et al, 1994).

2.4.1 Canned selling strategy

Salespeople memorize and deliver sales pitches verbatim when they utilize a script-based selling strategy. Script-based selling is also called canned selling. The term "canned" comes from the fact that the sales pitch is standardized, or "straight out of a can." According to Jobber & Lancaster (2009), the script comprises a logical set of questions and when the salesperson meets an obstacle they remember what is in the script and methods of overcoming it. The script covers a range of techniques from opening the sales interview to closing techniques. This selling strategy works well when the needs of customers don't vary much. The salesperson will ask the customer a few questions to uncover his or her need, and then provides the details that meet it as spelled out in the script. This approach is used by many telemarketers who are trying to sell an inexpensive product and untrained people are used for this type of selling. The salesperson virtually do all the talking and have no interest in understanding (or satisfying) your needs.

Canned selling strategy has two approaches. The first one is Stimulus Response Selling. This is the simplest approach to selling. Stimulus response selling salesperson provides stimuli; buyer responses sought continue process until purchase decision is arrived at. It uses structured questions and statements, which act as stimuli for the customer and the salesperson to get the desired response in their favor. Words and statements of salesperson furnish a stimulus if they are well planned and hit the nail on the head. Planning or preparation of conversation is done on the salesperson's end. This approach involves less contribution of the buyer, it is a one sided conversation in favor of salesperson, who has the aim to sell at any cost. It is suitable in the situations when buyer is unprofessional and has less knowledge. Example includes telemarketing, in which one script is being memorized and then repeated on every call till the sale call is closed.

The second approach is Formula Selling Format also known as Mental State selling. It is similar to stimulus response selling as it also uses structured question to lead the buyer to different mental states. These mental states are AIDA (Attention, Interest, Desire, and Action). Sales person should be intelligent enough to keep track of buyer's mental state while asking him questions. It is a bit technical and requires sound mental ability of the sales person. First he tells customer about his product to gain attention, then tries to develop customers' interest. Conviction comes when the salesperson describes the functions and benefits of products. In the next stage of desire, the salesperson should overcome the hesitation in the customer and make him warm up to his product/service and at the end seek to conclude the sales call with an actual sale.

2.4.2 System strategy

System selling is the process of selling interrelated goods or services together as a package rather than selling them separately or independently ("System Selling", n.d.). The goods that are clubbed together are mostly complimentary goods. This increases the sales volume of the products and it helps the customers to save their time as well, hence it creates a win-win situation for both.

Further, customers are increasingly looking for a systems' solution rather than the buying of an individual product. This means, for example, that to sell door handles to a company like Ford a supplier must not only be able to sell a door system that

includes door handles as well as locking and opening devices but also have a thorough knowledge of door technology, and the ability to suggest to Ford solutions to problems that may arise.

2.4.3 Features strategy

A feature is something important or outstanding that the manufacturer, provider, or seller has either included with, eliminated from, or made available in our product or services while a benefit is what the feature will do for, or give to, the prospect (Huisken, 2013). Knowledge of product features is insufficient for sales success. Since people buy products for the benefits they confer, successful salespeople relate product or service features to consumer benefits; features are the means by which benefits are derived. In the planning and developing of the presentation of features vs. benefits, use of visual aids is important (Ghazaleh & Mohammad, 2009). The purpose of an organized sales presentation is to present ideas so systematically that they lead to action on the buyer's part. Most prospects must be shown reasons for buying. The salesperson can do this through product demonstrations and presentations that show the features, advantages and benefits of the product to show the customer why they need it.

Personal selling is mostly concerned with the analysis of customers' needs and wants and, through the company's total marketing efforts, with the provision of benefits to satisfy these needs and wants. Customer benefits need to be communicated in terms that are meaningful to customers. This means, for example, that advantages such as higher productivity may require translation into cash savings or higher revenue for financially minded customers. This thus closely ties to need satisfaction selling that states that each customer has a different set of needs/desires, therefore the sales presentation should be adapted to the individual customer's needs and more focused on problem solving; this is a key advantage of personal selling in comparison to advertising (Kate et al, 1999).

2.4.4 Consultative strategy

The key to successful selling today is a consultative, problem-solving, relationship-building approach (Anderson, 1996). Consultative selling is considered as the preferable sales technique, particularly when interacting with prospective commercial

accounts. It is defined as personal selling, in which the salesperson becomes a trusted advisor to the customer and plays the role of a consultant. It requires sales professionals to focus on identifying and satisfying the needs and wants of their customers. This technique focuses on building relationships, creating an atmosphere of trust and selling the way customers want to buy not the way you like to sell.

The traditional salesperson is the talker; the consultative salesperson is the listener. Customer satisfaction is the ultimate goal of the consultative salesperson throughout the selling process (Rustenburg&Steenbeek, 2012). The salesperson establishes a firm foundation for a productive relationship with the client, including the use of an icebreaker to warm up clients before discussing any service or product information. A consultative salesperson is a solutions provider who uses a “we can” approach and becomes an ally for the customer’s business. He also builds trust, probes and asks questions, listens, discusses benefits, reassures and then finally and unobtrusively closes. Consultative selling frequently works hand-in-hand with value-added selling, in which a salesperson presents customer-specific benefits related to the product or service. The consultative approach, when properly executed, yields a quantity of information about the prospect’s wants and needs, which makes it easy for the salesperson to take the next step and present the perfect benefits for those wants and needs.

Consultative sales is therefore not an art, it is a process in which the salesperson has outstanding listening skills, takes the time to build the relationship, understands clients’ unique problem, offers solutions for the desired result, identifies and caters to the client’s unique personality style, finds common ground for initiating the conversation, gets clients to a place where they can feel comfortable knowing they are making the right choice, never interrupts clients and never finishes clients’ thoughts

2.5 Measures for personal selling strategy effectiveness

With economic restraint a dominant factor, big pharmaceutical firms are eager to find more cost-effective ways to convince physicians of the value of their products, and this is where technology can come in. Mobile sales platforms allow for a smoother interaction with physicians, and the interactive approach can be carried through to social media forms of e-detailing. Platforms of this kind offer a new level of sales

integration, with customer relationship management, presentation tools and analytics-based closed loop marketing all in one place.

(Stanton et al, 1994) Physicians have been among the earliest of the early adopters of mobile technology, beginning with beepers and pagers, and then PDAs, smart phones, tablet PCs and other handhelds that make patient records and reference materials portable.

2.6 Personal selling strategy and organization performance

The various selling strategies discussed each have their varying impact on organizational performance. Canned and system selling strategies would invariably relate to pushing a greater number of sales which will relate only to the financial aspects of performance. The system selling, when well executed, is normally expected to push a greater volume as complementary products can be sold in unison, hence improving the profit margin of a given company that manufactures such complementary products (Iain, 2005).

Consultative strategy, gifts and free samples may influence the organization's performance positively when gauged using the balanced scorecard technique. The gifts and free samples can be used to provide valuable feedback to the manufacture's on the efficacy of the drugs, as well as reception by the doctors and consumers. This would lead to innovation on the part of the manufacturer.

The triple bottom line method of performance is best embodied by the pharmaceutical education and sponsorship of events. This would tap into the non-fiscal aspects of performance such as CSR, resulting in good will on the part of doctors as well as patients who may be more inclined to purchase products of companies that are able to give back to the society. According to Lyles (2001), direct marketing to the clientele of the pharmaceutical products invariably adds to the bottom line of the company involved, hence tied to the canned and system strategy. This direct marketing pushes the sales of products by volume hence increasing profitability. However, Blair et al (2004), in their strategy study of enhancing performance of an organization, tie in the good will of the customers and general public to augment performance. This relates profoundly with the triple bottom line strategy which they note, helps performance though not directly measurable.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This study aimed at determining the extent pharmaceutical firms in Nairobi are using personal selling strategies and how effective they are to the firm's performance. This chapter starts with a description of the research design followed by the definition of the population to be studied and the sampling design to be employed. The chapter also described the data collection instruments as well as the method to be used. Also included in the chapter were data analysis and presentations methods to be applied.

3.2 Research Design

The study adopted a descriptive cross sectional survey research design where data concerning the relevant personal selling strategies was collected. The data was both quantitative and qualitative, consisting of primary data from the respondents in pharmaceutical firms. Kombo & Tromp (2006), state that the major purpose of descriptive research is to describe the state of affairs as it exists. Descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. It describes data and characteristics about the population or phenomenon being studied. A descriptive design was therefore preferred because this study seeks to obtain information on world acclaimed personal selling strategies vis-à-vis those in place at various pharmaceutical firms in Nairobi, Kenya.

3.3 Population of the Study

The population of the study consisted of 33 pharmaceutical firms within Nairobi according to the Pharmacy and Poisons Board. It was a census study and focused on sales managers and pharmaceutical representatives from the pharmaceutical firms in Nairobi.

3.4 Data Collection Methods

The study majorly used primary data. The questionnaire contained a combination of both open ended and close ended type of questions where the respondents had an opportunity to explain their views in details. The use of a semi-structured

questionnaire ensured consistency of questions to and answers from the respondents. The response choices were nominal while the closed questions were on an interval scale. The nominal questions required the respondents to answer either yes (to agree) or No (to disagree). The interval scale was measured on a 5 point Likert scale ranging from strongly disagree to strongly agree. Data was collected from pharmaceutical sales representatives and sales managers from registered pharmaceutical companies within Nairobi. Drop and pick methods were used to administer the questionnaires and respondents had a two-week response period. To increase the response rate, follow up calls were made.

3.5 Data Analysis

The data collected was first edited then code numbers assigned to each answer of the question to generate a coding list which was then fed into a computer software SPSS version 18. The data was analyzed using descriptive statistics such as mean scores, frequencies, and measures of dispersion including variance and standard deviation. Further correlation analysis was used to establish relationships between personal selling strategies and performance of pharmaceutical firms in Nairobi. Data was presented using frequency distribution tables and figures.

CHAPTER FOUR : DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1 Introduction

The research objective was to determine the personal selling strategies used by pharmaceutical firms in Nairobi. This chapter presents the analysis, findings and interpretations of the results. The findings are presented in percentages and frequency distributions, mean and standard deviations. A total of 33 questionnaires were issued out and only 27 were returned. This represented a response rate of 82%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

4.2 General Information of the organization

The general information sought in this study included the core business of the firm, number of full time staff and the sector that constitutes major customers of the firms' products.

4.2.1 Core business of the Firm

The respondents were requested to indicate the core business of the pharmaceutical firms. The results are in Table 4.1

Table 4. : Core business of the Firm

Core business of the firm	Frequency	Percent
Manufacturing	7	24.2
Wholesale	20	75.8
Total	27	100.0

The results in Table 4.1 shows that 75.8% of the respondents said that the pharmaceutical firms were wholesalers while 24.2% of the respondents said that the firms were manufacturers. The results show that the respondents were from two sectors namely manufacturing and wholesale

4.2.2 Number of full time sales staff

The respondents were requested to indicate the number of full time sales staff in the pharmaceutical firm they worked for and this was to know the extent to which the firms were using sales personnel to market their products. The results are contained in Table 4.2

Table 4. : Number of full time sales staff

Number of full time sales staff	Frequency	Percent
Less than 12	4	14.8
11-25	6	22.2
41-55	10	37.1
71-85	7	25.9
Total	27	100.0

The results in Table 4.2 indicates the number of full time sales staff . It shows that 37.1% of the respondents said that the firms had between 41 and 55 sales staff, 25.9% of the respondents said that the firms had employed between 71 and 85 sales staff, 22.2% of the respondents said that their sales staff ranged from 11 and 25 while 14.8% of the respondents said that the number of the pharmaceutical firms sales staff was less than 12. The results show that the number of sales staff in the firms differed and this was attributed to the size of the firms and the market covered.

4.2.3 Sector Constituting Major Customers

The respondents were requested to indicate the sector that constitutes major customers of the pharmaceutical firms. The results are presented in Table 4.3.

Table 4. : Sector Constituting Major Customers

Sector constituting major customers	Frequency	Percent
Private	16	60.6
Public	11	39.4
Total	27	100.0

From the findings in Table 4.3, 60.6% of the respondents were from the private sector while 39.4% of the respondents were from the public sector.

4.3 Personal Selling Strategies

Salespeople are the primary way for providing paid personal communications to customers. Salespeople should evaluate the customer based on the need for the product. The respondents were requested to indicate personal selling strategies used by pharmaceutical firms in a five point Likert scale. The range was ‘not at all (1)’ to ‘very great extent’ (5). The scores of not at all and small extent have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq S.E. < 2.4$). The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. < 3.4$) and the score of both great extent and very great extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq L.E. < 5.0$). A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents.

4.3.1 Canned Strategy

The respondents were requested to indicate the extent to which the pharmaceutical firms used canned strategy of personal selling. The results are presented in Table 4.4.

Table 4. : Canned Strategy

Canned Strategy	Mean	Std. Deviation
The salesperson provides the details that meet customer need spelled out in the script	4.14	.7703
Salesperson provides stimuli as buyer responses sought continue process until purchase decision is arrived at	4.21	.8925
Salesperson keep track of buyer’s mental state while asking questions	4.02	1.2403
Overall mean	4.12	0.9677

From the findings in Table 4.4, the respondents noted that the canned strategy enables the sales people to provide stimuli sought by the buyers until decision is arrived at to a very great extent with a mean score of (4.21) The respondents further said that the strategy provides the details that meet customer need spelled out in the script to a very great extent with a mean (4.14) and that enables the salespeople to keep track of buyers’ mental state while asking questions also to a very great extent with a mean

(4.02). The results show that the strategy enables the sales people to monitor the state of mind of the buyer as they provide details of the products as spelled out in the script. The overall mean was found to be 4.12, an indication of high usage of the marketing strategy by the pharmaceutical firms. Jobber & Lancaster (2009) established that the salesperson will ask the customer a few questions to uncover his or her need, and then provides the details that meet it as spelled out in the script.

4.3.2 Systems Strategy

The respondents were requested to indicate the extent to which salespersons' uses systems strategy in marketing of their products. The results are presented in Table 4.5.

Table 4. : Systems Strategy

Systems Strategy	Mean	Std. Deviation
The firm sells products as a package rather than selling them separately or independently	4.25	.8941
The strategy increases the sales volume of the products and creates a win-win situation for both buyer and seller	4.05	.9945
Customers are increasingly looking for a systems' solution rather than the buying of an individual product	3.98	.6046
Overall mean	4.09	0.8310

The respondents indicated that the salespersons' were using system strategy which enables the firms to sell products as a package rather than selling them separately or independently to a very great extent (mean 4.25), creates a situation for both buyer and seller (mean 4.05) and that customers were increasingly looking for a systems' solution rather than the buying of an individual product (mean 3.98). It can be concluded that the salespersons' in the pharmaceutical firms were using systems strategy of personal selling and this enabled them to sell products as a package which enables both parties to achieve their intended objective of selling and buying. The overall mean was found to be 4.09 and this indicate that the respondents were unanimous on the usage of system strategy by the firms in order to market their

products. This was consistent with Futrell (2006) findings that the goods that are clubbed together are mostly complimentary goods. This increases the sales volume of the products and it helps the customers to save their time as well, hence it creates a win-win situation for both.

4.3.3 Features Strategy

The respondents were requested to indicate the extent to which the pharmaceutical firms used features strategy in marketing of their products.

Table 4. : Features Strategy

Features Strategy	Mean	Std. Deviation
Salespeople relate product or service features to consumer benefits	4.15	.9287
Salespeople present ideas so systematically that they lead to action on the buyer's part	4.46	.8217
Sales presentation is adapted to the individual customer's needs and more focused on problem solving	4.21	1.1259
Overall mean	4.27	.9588

The findings of the study was that the pharmaceutical firms were using the strategy as it enabled the salespeople present ideas so systematically that they lead to action on the buyer's part (mean 4.46). The study further established that the strategy enabled the salespersons' adapt the presentation to the individual customer's needs and more focused on problem solving (mean 4.21) and that the salespeople are able to relate product or service features to consumer benefits (mean 4.15). The results show that the features personal selling strategy enabled the salespeople' present their products to the customers in a way that will enable the customers understand the product and enquire more about the product thus making a conclusive decision on the product to a very great extent. The overall mean was found to be 4.27, indicating high level of agreement in regard to the use of features strategy. This is consistent with the findings of Ghazaleh & Mohammad (2009) which established that people buy products for the benefits they confer, successful salespeople relate product or service features to consumer benefits; features are the means by which benefits are derived.

4.3.4 Consultative Strategy

The respondents were asked to indicate the extent to which the pharmaceutical firms were using the consultative personal selling strategy to market its products.

Table 4. : Consultative Strategy

Consultative Strategy	Mean	Std. Deviation
Sales professionals to focus on identifying and satisfying the needs and wants of their customers	4.28	.8254
Salesperson establishes a firm foundation for a productive relationship with the client	3.92	.8287
Salesperson presents customer-specific benefits related to the product or service	4.33	.6333
The strategy yields a quantity of information about the prospect's wants and needs	4.07	.8287
Overall mean	4.15	.7790

The respondents agreed to a very great extent with all the indicators of consultative strategy in relation to the results on the usage of consultative personal selling strategy was that the pharmaceutical firms were using the strategy as the salesperson presents customer-specific benefits related to the product or service (mean 4.33), sales professionals to focus on identifying and satisfying the needs and wants of their customers (mean 4.28) and that the strategy yields a quantity of information about the prospect's wants and needs (mean 4.07). The respondents further noted that the salesperson establishes a firm foundation for a productive relationship with the client (mean 3.92). From the findings, it can be concluded that the firms were using the strategy as a way of selling their products and it enabled the firms to present the benefits of the products to the customers, satisfy their needs through information about the product. The overall mean was found to be 4.15, indicating high level of agreement in regard to consultative strategy of personal selling. Rustenburg & Steenbeek, (2012) found out that consultative personal selling strategy focuses on building relationships, creating an atmosphere of trust and selling the way customers want to buy not the way you like to sell.

4.4 Effects of Personal selling Strategy and organization performance

The respondents were requested to indicate the effect of personal selling strategy on organizational performance among the pharmaceutical firms, in order to make the positional advantage sustainable, the firm must continue to invest into the sources of availing the product to the market. The findings are presented in Table 4.8.

Table 4. : Effects of Personal selling Strategy and organization performance

Effect of Personal selling Strategy and organization performance	Mean	Std. Deviation
It results in increased financial performance	4.17	.7817
Greater volume of sales	4.52	.5270
Improved profit margin	4.36	.8660
Faster movement of drugs	4.43	1.0137
Pharmaceutical firm education and sponsorship of events	4.22	.8333
Overall	4.34	.8043

The findings presented in Table 4.8 indicate the distribution of responses on the effect of personal selling strategy on organization performance among pharmaceutical firms in Nairobi. The findings indicate that the firms expressed high level of influence on greater volume of sales (mean 4.52), faster movement of drugs (mean 4.43), improved profit margin (mean 4.36), pharmaceutical firm education and sponsorship of events (mean 4.22) and that results in increased financial performance (mean 4.17). The findings indicate that the performance of the pharmaceutical firms was affected by the extent to which they pursue personal selling strategies that will ensure that they positioning itself in the market by finding the best defensive position against competitive forces, by swaying the balance of the forces to enhance the firm's position, and by choosing a personal selling strategy for competitive balance prior to opponents' movement. The overall mean was found to be 4.34, indicating that the personal selling had an influence on the performance of pharmaceutical firms. Iain (2005) established that personal selling when well executed, is normally expected to push a greater volume as complementary products can be sold in unison, hence improving the profit margin of a given company that manufactures such complementary products.

4.5 Correlation Between Personal Selling Strategies and Performance

Table 4.9 below shows the Pearson and Spearman's correlation coefficient generated from the data. Consistent with Shin and Soenen (1998), the spearman's rank correlation coefficients are on the upper right triangle while the Pearson product moment correlation coefficients are on the lower left triangle. Pearson's Correlation analysis is used for data to see the relationship between variables such as those between personal selling strategies and performance. If the selling strategy is effective in increasing the firms performance, then a positive correlation will be expected.

Table 4. : Pearson and Spearman's Correlation Coefficient

		Perf	X ₁	X ₂	X ₃	X ₄
Perf	Pearson Correlation	1	.464	.298	.386	.102
	Sig. (2-tailed)		.043	.133	.003	.444
X ₁	Pearson Correlation	.464	1	.517	.633	.604
	Sig. (2-tailed)	.043		.000	.000	.000
X ₂	Pearson Correlation	.298	.517	1	.431	.832
	Sig. (2-tailed)	.133	.000		.001	.000
X ₃	Pearson Correlation	.386	.633	.431	1	.139
	Sig. (2-tailed)	.003	.000	.001		.293
X ₄	Pearson Correlation	.102	.604	.832	.139	1
	Sig. (2-tailed)	.444	.000	.000	.293	

Source: survey data, researchers' computation

The findings from the correlation table above shows that the strategy with the average positive correlation with the performance of the firm is canned strategy ($r=0.464$) followed by the features strategy ($r=.386$). This result shows that the pharmaceutical firms should give more attention on the packaging system that they use as well as the ingredients and quality of the products that they are selling. This is because the two strategies are found to have more effect on the performance of the firm than the systems and consultative strategies.

4.6 Discussion

Firms are increasingly adopting personal selling in order to increase market share and sales, and build solid customer relations. When competition is stiff and consumers are faced with brand choice in the market, it becomes imperative for pharmaceutical firms to understand the major factors that can attract the attention of buyers to their products. These then form the basis for personal selling in order to increase the sales and ultimately the performance of the firms. The study found out that the pharmaceutical firms were using canned strategy of personal selling. This resulted in salespersons providing stimuli sought by the buyers until a decision is made. It also provides the details that meet customer needs spelled out in the script that enables salespersons to keep track of buyers' mental state. The results were found to be consistent with Jobber and Lancaster (2009) findings that the salesperson will ask the customer a few questions to uncover his or her need, and then provides the details that meet it as spelled out in the script. This approach is used by many telemarketers who are trying to sell an inexpensive product. Untrained people are used for this type of selling.

The objective of all businesses is to make profits and improve their organization overall performance by increasing its sales at competitive prices. Personal selling plays a vital role in making pharmaceutical products available to people. The study found out that the pharmaceutical firms were using system strategy to sell their products. This enabled the firms to sell products as a package rather than selling them separately or independently. Customers were increasingly looking for a systems' solution rather than the buying of individual products. The results are in tandem with Rustenburg and Steenbeek (2012) findings that the goods that are clubbed together are mostly complimentary goods. This increases the sales volume of the products and it helps the customers to save time, creating a win-win situation.

The features of the product enable the salespeople to sell products based on their features. The study found out that the pharmaceutical firms were using features strategy which enabled the firms salespeople to present ideas systematically leading to action on the buyer's part. Salespersons adapt the presentation to the individual customer's needs and are more focused on problem solving and related product

features to consumer needs. This is consistent with the findings of Ghazaleh & Mohammad (2009) which established that people buy products for the benefits they confer. Successful salespeople relate product features to consumer benefits; features are the means by which benefits are derived. The key to successful selling today is a consultative, problem-solving, relationship-building approach. The study found out that consultative selling strategy was used by pharmaceutical firms to sell their products by presenting customer-specific benefits related to the product and identifying as well satisfying the needs of their customers. Rustenburg & Steenbeek, (2012) found out that consultative strategy focuses on building relationships, creating an atmosphere of trust and selling in a customer centric manner. Consultative selling frequently works hand-in-hand with value-added selling, in which a salesperson presents customer-specific benefits related to the product or service.

In this modern cut throat competition a firm needs to communicate the features and benefits of the product to current and potential customers after producing, pricing, packaging and placing it at convenient places. According to Jain (2005), system selling, when well executed, is normally expected to push a greater volume as complementary products can be sold in unison, hence improving the profit margin of a given company that manufactures such complementary products. This was found to be consistent with the findings of the study which established that personal selling strategies results in high level of influence on greater volume of sales, faster movement of drugs, improved profit margin, pharmaceutical firm education and sponsorship of events and that results in increased financial performance.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary, conclusion, limitations and recommendations of the study. The suggestion for further research was also highlighted.

5.2 Discussion of Findings

The study found out that the pharmaceutical firms operating in Nairobi were using personal selling strategies to sell their products. Such strategies included: canned strategy, system strategy, features strategy and consultative strategy. The use of personal selling was found to have improved performance of the pharmaceutical firms. Personal selling as a selling strategy requires the salespeople to understand the features of the products they are selling in order to provide the stimuli sought by the buyers through tracking of buyers' mental state.

The use of personal selling by the pharmaceutical firms influences the perception of buyers through selling of interrelated products that this enabled the firms to sell different products thus increasing its sales volume. The use of the strategy enabled the buyers to get all the goods they need at once and this saves time as well thus creating a win-win situation for both parties. Personal selling plays a vital role in selling pharmaceutical firms' products. The use of features strategy of personal selling by the pharmaceutical firms was as a result of the need by the salespeople to present the product to the customers by connecting the customers needs and the features of the product. Building relationship with customers enables the firms to win the trust of the customers on the effectiveness of the products of the firm. Therefore the use of consultative strategy of personal selling enabled the salespeople to identify and satisfy the needs of their customers thus selling in a wholistic customer centric manner. The use of personal selling strategy by the firms was found to have improved their performance in terms of profitability, faster movement of drugs, greater volume of sales, market share and increased financial performance. These showed that the performance of the firms was being influenced by their selling strategies.

5.3 Conclusion

The rapid changes in today's business and technological environment requires firms to adopt selling strategies that ensures they achieve competitive advantage over their competitors. Personal selling is one such strategy. Personal selling plays a vital role in marketing pharmaceutical products by creating rapport. Pharmaceutical firms were found to have successfully employed personal selling to inform and persuade potential clients about their products offered in the market.

It can be concluded that personal selling plays a major role in the performance of the pharmaceutical firms as it creates awareness while at the same time encouraging the non-users to try the products of the firm. This enhances the competitiveness of the firm. Personal selling not only helps the firms to maintain a superior standing in the industry as well as enhance profit maximization, but additionally provides information about products. It also gives consumers knowledge about the products. A well structured and continuous personal selling strategy might stand as one of those strategies that sustain a distinct market position.

5.4 Limitations of the Study

The researcher used questionnaires with closed ended questions to collect data. These types of questions have the disadvantage of limiting the responses whereby the respondent is compelled to answer questions according to the researchers' choice. There are many other factors which may influence the performance of the firms but due to time constraint others were not taken for research. The study is exclusive of any intervening or moderating variables. The response from participants may be lower than expected, which may interfere with their willingness to participate.

The study limited itself to information and details that could be discussed without compromising any part of the firm's business aspects as it competes in a very dynamic and competitive industry. Limited accessibility to information in the pharmaceutical firms due to confidentiality being maintained which strained accessibility of data. There was also a lack of cooperation from some staff during interviews as they had to go out of their work schedule to respond.

5.5 Recommendations from the Study

As a result of long term benefit of personal selling on the economy, the Government should compel all pharmaceutical firms to educate consumers and the general public about their products. This will protect the public from side effects of the various products that are being sold by the firms. The Government and other relevant regulatory bodies should come up with policies that will ensure that there is effective regulation of the sector to protect the public against substandard products.

The findings of the study supported the theory as it established that personal selling was being used by the pharmaceutical firms to sell their products by understanding the needs of their customers and evaluating and adjusting their sales approaches to fit perceptions of customers and such adjustments improve performance.

The study found out that personal selling plays a role in the operations of the pharmaceutical firms and it is recommended that the firms should endeavour at all time to have a planned and systematic personal selling programme in place as this would help to make such marketing strategy implementation effective. Top management should be involved in the continuous evaluation and monitoring of personal selling strategy to ensure that the goals and objectives set are achieved and appropriate corrective actions are taken in the event of deficiencies. The companies should harmonize all departments so as to realize the goals and objectives of personal selling.

The study found out that personal selling influence performance of the pharmaceutical firms and it is recommended that the firms should ensure that they put emphasis on selling their products in areas where consumers easily identify with them then make a purchase. A good personal selling strategy should be effective, persuasive and contain the necessary information on the products. Regular and consistent up-to-date training on product information should be given to the salespeople so that they will have the current knowledge and skills to handle the strategy and also to ensure that product information is being emphasized so as to enlighten the customers.

5.6 Recommendations for Further Research

This study was undertaken in the pharmaceutical firms operating in Nairobi alone which is wholistically representative . Further research should be undertaken to explore the nature of personal selling in employing bigger samples and carrying out a more detailed analysis of firms. This would, in turn, help us get more insight into the nature of personal selling and informing various stakeholders on the benefits or otherwise of spending large sums of money on personal selling.

This study was done on pharmaceutical firms operating in Nairobi alone only. Every organization has its uniqueness of culture, staff, structure, resources and the environment it operates in. A similar study should therefore be done on other sectors to establish the influence of personal selling on performance and the results compared to establish whether there is consistency with this study.

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Appendix 1

Questionnaire

Instruction

Dear respondents, I am carrying out a research study to determine the personal selling strategies used by pharmaceutical firms in Nairobi. The research is carried out as a minimum requirement for award of degree of Masters of Business Administration (MBA) at the University of Nairobi. Your participation will be highly appreciated. All responses provided will be treated confidentially for academic purposes. Kindly answer all questions by ticking or explaining as appropriate as per your opinion and based on the facts. Where possible you can quote figures.

1. Indicate the pharmaceutical firm where you work?.....

2. Indicate your position?.....

3. Indicate the core business of the pharmaceutical firm where you are currently working?
Manufacturing Wholesale Retail

4. Indicate the size of full time sales staff in your organization?
> 10 11-25 26-40 41-55 56-70 71-85 86<

5. Indicate the sector that constitutes major customers of the pharmaceutical firm?
Private Public

6. Are there personal selling strategies in use?
Yes No

7. In your opinion, are the personal selling strategies in place effective?
 _____ _____ _____ _____
Strongly Agree Agree Neutral Disagree Strongly Disagree

8. To what extent has your pharmaceutical firm used the following strategies of personal selling to market its products? Use 1- Very low extent, 2-Low extent, 3- Moderate extent, 4- Great extent, 5- Very great extent

Canned Strategy	1	2	3	4	5
The salesperson provides the details that meet customer need spelled out in the script					
Salesperson provides stimuli; buyer responses sought continue process until purchase decision is arrived at					
Salesperson keep track of buyer's mental state while asking questions					
System Strategy	1	2	3	4	5
The firm sells products as a package rather than selling them separately or independently					
The strategy increases the sales volume of the products and creates a win-win situation for both					
Customers are increasingly looking for a systems' solution rather than the buying of an individual product					
Features Strategy	1	2	3	4	5
Salespeople relate product or service features to consumer benefits					
Salespeople present ideas so systematically that they lead to action on the buyer's part					
Sales presentation is adapted to the individual customer's needs and more focused on problem solving					
Consultative Strategy	1	2	3	4	5
Sales professionals to focus on identifying and satisfying the needs and wants of their customers.					
salesperson establishes a firm foundation for a productive relationship with the client					
salesperson presents customer-specific benefits related to the product or service					
The strategy yields a quantity of information about the prospect's wants and needs					

Section B: Personal selling strategy and organization performance

9. To what extent has the performance of your pharmaceutical firm improved as a result of adoption of personal selling strategy. Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Personal selling Strategy and organization performance	1	2	3	4	5
It results in increased financial performance					
Greater volume of sales					
Improved profit margin					
Faster movement of drugs					
Pharmaceutical firm education and sponsorship of events					

Appendix II

Pharmaceutical firms in Nairobi (Pharmacy and Poisons Board)

Pharmaceutical Firm	No. of Sales Reps	No. of Managers
Ace Pharmaceuticals Ltd	18	2
Adcock Ingram	13	3
Alkem Laboratories Ltd	10	1
Bayer East Africa Ltd	16	2
Beta Healthcare Ltd	5	1
Biodeal Laboratories Ltd	6	1
C.Mehta and Company	11	2
Cadilla Pharmaceuticals	2	1
Cosmos Limited	9	1
Dawa Ltd	8	1
Elys Chemical Industries	3	1
GlaxoSmithKline Ltd	118	10
Harleys Ltd	34	4
Hoffmann La Roche Ltd	7	1
Kulal International Ltd	14	2
Laborex Kenya Ltd	8	1
Lords Healthcare Ltd	27	3
Madawa Pharmaceuticals	19	2
Medisel (K) Ltd	6	1
Novartis	8	1
Pan Pharmaceuticals Ltd	64	6
Pharma specialties Ltd	66	7
Phillips Pharmaceuticals	159	14
Regal Pharmaceuticals Ltd	7	1
Sai Pharmaceuticals Ltd	65	6
Sanofi Pasteur	6	1
Sanofi Aventis (k)	25	3
Spread Marketing Agency	6	1
Surgipharm Limited	64	6
Syner-Med	26	3
Syner- Medica	14	2
Unicorn Pharma	43	4
Universal Corporation Ltd	10	1
Total	897	96