

INNOVATION AS A STRATEGY USED BY THE  
PHARMACUETICAL WHOLESALERS AND RETAILERS IN  
KENYA

BY:

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A Research Project Submitted in Partial Fulfillment of the Requirement  
for the Award of the Degree of Master of Business Administration, School  
of Business, University of Nairobi.

September 2012

## DECLARATION

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

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This project has been forwarded for examination with my approval as the university supervisor

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## **DEDICATION**

I am proud to dedicate this project to my parents and my wife who were always supportive of me and they are the reason for what I am today.

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## **ACKNOWLEDGEMENT**

First and Foremost I would like to thank the Almighty Allah for giving me the strength and opportunity to complete this project. I would also like to thank my Spiritual leader His Holiness Dr. Syedna Mohammed Burhanuddin without whose blessing this project would not have been possible. My family who gave me all the moral support and courage I required. My wife, who has always been on my side and who has been a pillar of strength. My colleagues who gave me the encouragement at my work place and supported me to complete this project. Last but not the least, I would also like to thank my supervisor Dr. Maalu for his guidance and without whose help this project wouldn't have been successful.

## **LIST OF ABBREVIATIONS**

PPB	Pharmacy and Poisons Board
PSK	Pharmaceutical Society of Kenya
KEMSA	Kenya Essential Medicine Supply Agency
PSK	Pharmaceutical Society of Kenya
MOH	Ministry of Health
CBD	Central Business District
UK	United Kingdom
SME	Small and Medium Enterprises

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## **ABSTRACT**

The pharmaceutical sector is going through competitive times that force the sector to adopt different strategies in order to gain a competitive advantage. One of the strategies is to employ innovative techniques to achieve competitive advantage.

The aim of the research was to investigate the Innovation as a strategy used by the Pharmaceutical wholesalers and retailers in Kenya and it had two objectives. The first one was to establish the innovative techniques used by the pharmaceutical wholesalers and retailers in Mombasa County. The second objective was to identify the factors influencing adoption of innovative practices by them. The research design of this study was descriptive in nature with a target population of all the 78 registered Pharmaceutical wholesalers and retailers within Mombasa County. The study was carried out using a semi structured questionnaire that was circulated on a pick and drop basis.

The study revealed that Health promotion and disease prevention was moderately practiced. Post – hospitalization continuity of care and medication reconciliation was least practiced. patient refill and providing consultancy services were also ranked moderately important by the retailers while Asthma management was ranked least important. The pharmaceutical wholesalers ranked customer service call centre and stock management lessons as highly important. In the factors influencing innovative practices, customer needs and expectations was highly rated. The results were compared with the previous studies and found agreement with a few. The researcher also recommends that the pharmaceutical wholesalers and retailers implement the innovative practices that each rated highly in order to achieve the competitive advantage over their competitors.

# **CHAPTER ONE: INTRODUCTION**

## **1.1. Background of the study**

Organizations are in constant struggle to respond to the environment with which they interact. The environment is highly competitive and turbulent. This type of environment necessitates organizations to innovate in order to achieve a competitive edge towards others. In order to survive and succeed in business, organizations continuously needs to adopt innovative practice so that they can stand out among others. A business which is serious about competing in fast changing markets with fast changing technology must make things happen – it must innovate. If it does not innovate it risks being overtaken by competitors. Sometimes a business underestimates the competitive challenges it faces.

The pharmaceutical sector is no different from other organizations. All over the world they provide healthcare services to the general public. Its main goal is to provide safe medicines of the highest quality at the most affordable prices to the patient. The competition faced by pharmaceutical wholesalers and retailers is unhealthy, which prompts them to be innovative in order to be unique.

### **1.1.1. Innovation as a Strategy**

Innovations include new ideas or new products introduced in the region. Innovation is a process of taking new ideas through to satisfied customers. It is the conversion of new knowledge into new products and services. Innovation is about creating value and increasing productivity, and therefore growing your business. Nelson (1999)

emphasizes that without innovation, new products, new services, and new ways of doing business would never emerge, and most organizations would be forever stuck doing the same old things the same old way.

While there are clearly different definitions of innovation, there appears to be general agreement that an innovation is new, usually novel and aspires to change the way an organization operates and delivers services to the public. For the purposes of this research, this concept of innovation is used. Borins (2001) in his paper makes a distinction between invention, which is the creation of a new idea and innovation which is the adoption of an existing idea by an organisation. Hussey (1997) also makes a similar point that creativity and innovation is not the same thing. In most organizations there are many good creative ideas that never move into the action phase, and, therefore, do not become innovations. Innovative capability provides the organization with bricks from which a strategy can be formed and which can eventually evolve into a bastion of strong competitive advantage.

Innovative practice can be adopted for various reasons. Skrepnek and Fishman (2009) identified the six reasons to be an innovator: The first reason being to promote economic growth for which an entrepreneur may innovate to achieve new business with new opportunities for employment. The second reason being, for organizational survival and to create competitive advantage within the target market, as organisations that become stagnant are at a greater risk for failure. Thirdly, to create Opportunities for Organization Development, Growth and Creativity for individuals as innovations are likely to promote expansion or creation of departments, utilization of new knowledge / skills, new ways of approaching solutions to problems etc. Fourthly, to improve performance of organizations and individuals, as innovation and

entrepreneurial activities may break up boredom, monotony and inertia experienced by organizations and their employees. Fifthly, to produce and accumulate wealth as innovative activities are likely to generate higher revenues (sales) and earn greater profits than more common place products/services. Lastly, to improve human conditions in order to resolve societal problems and human condition, as innovation and entrepreneurial activities may be used to address issues that undermine human well being as well as create mechanisms that improve human life.

Innovation can be viewed as a component of a business strategy. Good innovation practices help enhance a firm's competitive advantage (Afuah, 1998; Bharadwaj *et al.* 1993). Organizations have to be innovative in order to stand out from the other Pharmacies. This means that the firm needs to build a capability to identify market opportunities and then develop products to meet them. Innovation capability has been defined by Lawson and Samson (2001) as the ability to continuously transform knowledge and ideas into new products, processes and systems for the benefit of the firm and its stakeholders. An innovation cannot be an innovation if it does not create growth or pure profit in an organization. To be innovative first needs a perspective to change the old methods of doing business. Innovation is also important in order to position the organization among the target clients.

### **1.1.2. The Kenyan Pharmaceutical Industry**

The Pharmaceutical Industry is a very highly regulated, capital as well as labor intensive industry. The Kenyan Pharmaceutical Industry operates in a liberalized environment that is characterized by stiff competition of the price nature, political

factors, and fight against counterfeit medicines, prohibitive and wanting regulation. Many new wholesalers and retailers outlets are on the rise hence the importance of innovation. The fundamental role of the wholesalers is to distribute the pharmaceutical products in the most effective and efficient way. The role of the pharmaceutical retailers is to ensure the patient health and safety. All the Kenyan pharmaceutical businesses from the manufacturing stage to the supply stage is regulated by the Pharmacy and Poisons Board (PPB) of Kenya as per the Cap 244 Act, inspection of premises and registration of qualified personnel and businesses, quality control and pharmaco-vigilance among other duties. Aseto (2002) states that the Kenyan Pharmaceutical Industry comprises of local manufacturers, importers, wholesalers and Retailers. One needs to obtain a license to run and operate business of pharmacy from the PPB.

The focus of this study was basically on the pharmaceutical wholesalers and retailers. All the wholesalers and retailers in Kenya are privately owned companies. The Government has its own distribution chain through KEMSA which was formed by an act of parliament in 2000 and whose mandate is a medical logistics supplier for MOH. Retail pharmacies, also known as community pharmacy, are in direct contact with the patients and doctors hence serve as a link between both. Retail pharmacy is both a product and service oriented Industry. The product focus is the actual selling of the on-shelf products at any given time. Services can be divided of two types: Information service such as drug information programme, a pharmacy newsletter and more general health and disease information services. The Pharmacy business has to be practiced as per the Pharmacy and Poisons Act, Cap 244. The Pharmaceutical Society of Kenya

(PSK) which is an association of all the pharmacists in Kenya has also developed a strategic plan for 2008 – 2012

## **1.2. The Research Problem.**

Innovation is important in this age of turbulent business environment. Creating a separate niche of the business will go a long way in value added service that will also lead to customer retention. One needs to find new ways to drive sales, growth and profits. Retaining your customers, bringing them in more often, increasing their point-of-purchase sales, driving referrals and testimonials, building customer loyalty, and providing the most incredible customer service experience in your community are your best guarantees of increasing your revenues short term and long term. Innovation is important in order to ensure the long term survival of organizations. Burgelman and Rosenbloom (1997) argue that innovation is as important to the firm's long term survival as its financial and human resources. This means that the firm needs to build a capability to identify market opportunities and then develop products to meet them. It's therefore evident that this is the most important strategy to counteract competition.

The healthcare environment is constantly changing and evolving in response to concerns associated with cost, quality and access amid new technologies, regulations, scientific knowledge, consumer demands and outcomes. Thus pharmacists must prepare for change and be innovative in their efforts to anticipate change. Zahra (2003) commented on Drucker's work that emphasized the need to be proactive and innovative. With the health care costs rising daily and majority of the Kenyan citizens without health insurance of any kind, opens an avenue for innovation. Pharmaceutical



business is a very lucrative and high growth industry because health is important to all, thus a great interest in this business. They compete with each other to attract the same portion of the population leading to the saturation of business opportunities. So far, the competition has always been based on the price issues, resulting into price sensitivity. This denies loyalty of customers. The other source of competition is the illegally operating chemists also known as quacks that operate and offer the same services (dispensing of medicines) like any other registered chemists. The 2012 PSK Annual Symposium identified that the Pharmaceutical business is also prone to malpractices by professionals and quacks through unofficial channels of distribution that also encourage the circulation of the counterfeits. The emergence of e-pharmacies has also exerted impact on retail pharmacy sales. Supermarkets selling non-government-legislated products such as beauty products, headache and pain relief products, and sports injury items direct to their customers have similarly impacted on pharmacy profits. Technology is moving ahead and within pharmacy it's finally catching up.

Several studies have been carried out to demonstrate whether branding can help the retail pharmacy in UK. Schmidt and Pioch (2005) revealed that the UK pharmacy market is polarized into the highly branded large scale multiples and an independent sector which still fails to make full use of the opportunities for retail marketing support available. Hamilton (2009) investigated pathways that can enhance pharmacy-to-customer engagements, and give capacity to build closely aligned customer interface systems. Perepelkin and Zhang (2011) found that significant brand personality differences exist among various types of pharmacies. Therefore, customers preferred to go to certain chemists due to their perception on different

brands. However, there is a gap on the innovative practices adopted by the wholesalers and retail pharmacies to counter act competition. The study undertakes to answer the following questions: What are some of the innovative techniques that are employed by the pharmaceutical wholesalers and retailers in Kenya to achieve a competitive advantage? What are the factors that lead organizations to innovate?

### **1.3. Research Objectives**

This study had two objectives:

- i) To establish the innovation techniques used by the pharmaceutical wholesalers and retailers in Mombasa that will enable them to achieve some positioning among the target market.
- ii) To identify the factors influencing adoption of innovative practices in Pharmaceutical wholesalers and retailers in Mombasa.

### **1.4. Value of the study.**

This study is of value to all the pharmaceutical wholesalers and retailers who wish to stand out among the unhealthy competition to offer some path breaking services. Adopting innovative practice can be seen as a component of a business strategy itself. This study is also of value to the policy makers like the Ministry of Health of Kenya and / or PPB during the policy making since with the introduction and implementation of the new constitution of Kenya new needs will arise and new markets will develop. New reforms are currently taking place in Kenya in all the sectors; the health sector is no different. Therefore innovation must be considered while writing the new policies. For example, the new constitution guarantees equal healthcare to the whole

population regardless of the social status. This needs to be taken into consideration by the government to strengthen the pharmacists and to empower them so that the competition becomes service based and not just price based.

Lastly, this research is also useful to future researchers who may wish to explore more in this field. Since not much of research has been done on the pharmaceutical distributors and retailers, there is still a lot of scope for further research in form of a comparative study.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1. Concept of Innovation.**

Deiss (2004), for example, describes an innovation as something that changes the way we can do what we want to do, and that adds value to our lives. On the other hand, Damanpour (1996)'s much quoted definition of innovation focuses on innovation as a means of changing an organization, either as a response to changes in the external environment or as a pre-emptive action to influence the environment. Other commentators such as Barringer and Ireland (2008) associate innovation with creativity and entrepreneurial behaviour, designed to contribute economic, social, or cultural value. Nohria and Gulati (1996) defined innovation to include any policy, structure, method or process, or any product or market opportunity that the manager of an innovating unit perceives to be new. Innovation is identified as the main driver for companies to prosper, grow and sustain a high profitability (e.g. Drucker, 1988; Christensen, 1997). Innovation does not necessarily involve technology and technological knowledge. Successful innovation can involve the use of any type of knowledge, provided its application results in additional value and wealth. Second, innovation is not invention. Innovation may not even require the creation of new knowledge – be it to the world or to the firm. What it does require is the inspired application of knowledge (old or new) to create additional value.

#### **2.2. Types of Innovation**

Many studies have addressed the question of how to classify innovation in terms of its importance and impact on the market. Markides and Gerosky (2005) propose

innovation as incremental, major, radical and strategic. In terms of newness, Rowley (2011) describes innovations as either incremental or radical. A radical innovation is a fundamental change that often is implemented through a specific project associated with the development of a new product or service. Depending on the significance of the new product or service, a radical innovation may impact on organizational culture, structure, resource allocation, and job roles. An incremental innovation, on the other hand, is an add-on to a previous innovation without changing its essential concept.

In addition to classification on the basis of their newness, Rowley (2011) also categorizes innovation on the basis of the outcome of the innovation process. Two broad groups are external/tangible and internal/intangible innovations. External innovations are those in which the customer directly uses or benefits from the innovation. Product and service innovations are types of external innovation. Giving medicine related information and advice and keeping records of the patient vital statistics are examples of Product / Service innovation. Internal innovations focus on enhancements in internal processes such as production systems, ordering and acquisition systems, and team working logistics. Customers benefit from such internal innovations indirectly either because they support enhanced service delivery or reduce the cost of a product or service. Real time ordering from the suppliers can be an example of Internal / Process innovation.

Francis and Bessant (2005) proposed two additional and more far-reaching types of innovation, position, and paradigm innovation. Position innovation is concerned with the role of innovation in exploiting new customer bases and markets and new ways of offering or introducing the innovation to the potential customer. Pharmacies offering

non – pharmaceutical products such as Nutraceuticals, Body building products, health and wellness products can be an example of attaining Position innovation. Paradigm innovation, on the other hand, occurs when the way of looking at things is reframed or when the organization changes its business model (revenue generation model). Paradigm innovation requires that whole strategies and principles of the organization, or even a sector, have to change. A pharmacy changing its business model from selling pharmaceuticals to entering into collaboration with doctors to offer consultancy services is an example of paradigm innovation.

Innovation can also be of closed or open type. Innovations are produced and commercialized only within the company's boundaries is what is defined as closed innovation by Chesbrough (2003). In today's information-rich and dynamic environment, where there is increased mobility of knowledge and highly skilled employees, rapid alternations in consumption and production functions and the shortening of product lifecycles, companies can no longer afford to rely entirely on their own ideas to advance their business, nor can they restrict their innovations to a single path to market. As a result, this traditional model for innovation--which has been largely internally focused, closed off from outside ideas and technologies--is becoming obsolete. Emerging in its place is a new paradigm, open innovation, which strategically leverages internal and external sources of ideas and takes them to market through multiple paths. Chesbrough (2003) states that firms can and should use internal and external knowledge as well as internal and external commercialization paths, as the companies intend to advance their technologies. In this regard, open innovation models allow fostering collaboration with customers, suppliers and other innovation sources to everyone's benefit.

Johne (1999) classifies three types of innovation which contribute to organic business development: Product innovation, Process innovation and Market innovation. Product innovation provides the most obvious means for generating revenues. Improved and radically changed products are regarded as particularly important for long term business growth (Hart, 1996). The power of product innovation in helping companies retain and grow competitive position is indisputable. Products have to be updated and completely renewed for retaining strong market presence. It is important to delineate just what product features are to be improved or radically changed (Johne, 1999)

Process innovation embraces quality function deployment and business process reengineering (Cumming, 1998). Process innovation is important in both the supply of the core product as well as in the support part of any offer (Johne, 1999). In the case of services, which by their very nature rely on personal interactions to achieve results, the management of process innovation is a particularly challenging activity (Johne and Storey, 1998). Process innovation enable service firms to introduce front office customer service improvements and add new services, as well as new products that are visible to the customers (Tucker, 2008)

Market innovation is concerned with improving the mix of target markets and how chosen markets are best served. Its purpose is to identify better (new) potential markets; and better (new) ways to serve target markets. We deal first with the identification of potential markets. Identification is achieved through skilful market segmentation. Market segmentation, which involves dividing a total potential market into smaller more manageable parts, is critically important if the aim is to develop the profitability of a business to the full. Incomplete market segmentation will result in a

improving goods and services, and as a means of making our organizations more effective, efficient, and meaningful to their members. Innovation – the creative definition, development, and commercialization of substantially new products, services or businesses – facilitates the development of new sources of competitive advantage and, as such, it has become an important process to the success of companies (Tushman & O’Reilly, 1997). This is becoming even more evident as we move into a post-capitalist, knowledge based society (Drucker, 1993). The rate of change in the state of knowledge is also increasing due in part to exponential advancements in technology, frequent shifts in the nature of customer demand, and increased global competition. D’Aveni (1994) categorizes the situation in its extreme form as hyper-competition and, as we move into a more knowledge-based society, an increasing number of industries and firms are likely to face such hypercompetitive conditions.

## 2.4. Process of Innovation

Figure 1 below provides a simple model of innovation process that will help to explore the ways in which innovation can be managed

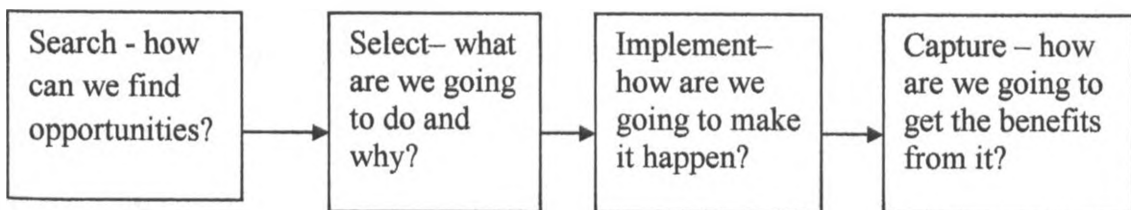


Figure 1 Source: Bessant, J. & Tidd, J. (2011). *Managing Innovation: Integrating Technological, Market and Organizational Change*. John Wiley & Sons, UK



Phase one involves scanning the environment (external and internal) for opportunities and threats such as market signals and competitor behaviour. Phase two is to select from the set of options the variants most likely to help grow and develop a business. It needs to take into account competitive differentiation and previous capabilities. Can the firm build on what it already has or is it a step into unknown. Generating and selecting ideas still leaves a problem of actually making it happen. Converting ideas into reality needs commitment of resources. The last phase is to capture the benefits of the innovation. The response from the clients will be delivering its value of innovation. Improve the ways in which innovation process is managed.

## **2.5. Developing innovation capabilities**

Innovation starts at the top of an organization. However it is not an individual's activity instead it is a team effort. According to Abramson and Littman (2002), organizations can clearly create environments that encourage and stimulate their employees to seek new and novel ideas to change the way they operate or deliver services. There must be a commitment from senior management to facilitate this kind of innovative working environment (Ahmed and Abdalla, 1999). The study by Cottam, A. *et.al* (2001) revealed that a majority of respondents (71%) stated that there were no dedicated personnel responsible for innovation within their organization. Although innovation starts at the top of the organization, it is triggered by changes in the broader consumer, economic, technological, or policy environment (Rowley, 2011).

The ability to innovate is increasingly viewed as the single most important factor in developing and sustaining competitive advantage. It is no longer adequate to do things better; it's about doing new and better things (Slater and Narver, 1995). Based on a

review of the literature, three key elements affect the implementation and process of innovation.

The first of these elements is innovation culture. It is important that managers understand cultural implications in the innovation process. In order to bring about any kind of significant innovation implementation, managers must take account of cultural fit. Beer *et al.* (1993) argued that the way to bring about innovation based change is to first change behaviour, which will consequently lead to desired changes in attitudes and values. A study by McAdam and McClelland (2002) on the link between the culture of continuous improvement and that of innovation in SMEs found a strong correlation between the two factors. Secondly, Innovation Technology exerts a significant influence on the ability to innovate and is viewed both as a major source of competitive advantage and of new product innovation (Porter, 1990). Technology is considered as a very important resource requirement. Without technology, you cannot get the ability to innovate. Information Technology such as information database can alert the customers to come for their refills. Customer service call centre can be viewed as another avenue of adopting technology. Lastly, Innovation and Leadership is required in Implementing and developing the innovation process to overcome the resistance to change. Therefore, it is essential that visionary and committed leadership provide the energy to overcome this resistance. Leaders in an innovative role must be competent and knowledgeable about their work, and must also excel at inspiring employees (Higgins, 1995).

## **2.6. Factors influencing Business Innovation**

Many factors influence business innovations, some of them are as follows: Industry Maturity as the first one. The focus of the business competitiveness moves from product innovation to process innovation as the business ages/matures. Utterback and Abernathy (1975), soon after the birth of a new industry companies compete according to the product differentiation and strongly invest in new product development. As a market matures and customer needs become defined in a better way, companies transfer the focus of their competition to expenses and economy of range, investing more in business processes in order to make them more effective and more efficient. Klepper (1996) emphasizes that in mature industries companies pay more attention to business process innovations than to product innovations. Customer needs and expectations according to Hippel's (1988) approach based on customer needs emphasises that companies, in their innovative efforts, have to turn to users' needs. Market oriented companies beside existing customers, also focus on potential customers.

Demand is another factor. The point of view that market demand presents the main factor of innovations comes from Schmookler (1962). According to him, demand growth is prior to the growth in innovative activities, i.e. market requests guarantee stimuli for companies to innovate and take up new technologies. This concept is popularly called market pull in a sense that a market pulls innovations. Technological opportunity is another factor which according to Schumpeter (1934) emphasizes that entrepreneurs are led by technological opportunities. Contrary to Schmookler's theory, this approach is known as technology push, which suggests that the direction and rate

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of technological change is defined, not by demand, but by appropriateness of technology. Technology development can lead to radical and disruptive innovations.

Attractiveness for investments - The capability of controlling and benefiting from innovations plays an important role for investment into innovations. Only if a company does expect to benefit from innovations, it will have an intention to innovate. According to Gentle and Contri (2005) a positive side of process innovation is that it does not resemble product innovations which are visible in the market and can be easily copied. Competitive advantage realized through process innovation stays within the company and competitors cannot repeat it easily. Intensity of competition as a factor, Schumpeter (1943) emphasizes that market concentration is a stimulus to innovation. Arrow (1962) challenges this view and establishes the reverse proposition that more competitive environments would give a greater incentive to innovate. Company size is another factor which determines the returns on the innovations. Various studies by researchers (Kauffman 1999, Todtling 1999) have proved that big companies are the most active in innovative while small companies are on the bottom. The reasons for this can be either limited financial, human or technical resources of small companies

Some authors emphasize individual resistance to management initiatives for innovation, the effects of training and of individual empowerment. Motivation is frequently used to bring changes in behaviour in the work place. Perry and Porter (1982) identified motivation as that which energizes, directs, and sustains behaviour. The social environment in an organization is sometimes referred to as its organizational or corporate culture. Organizational culture is commonly used to

describe the social environment in a workplace. According to Cummings and Huse (1989) these cultural elements are generally taken for granted and serve to guide members' perceptions, thoughts and actions.

## **2.7 Summary**

The literature review looked at various types of innovation classified in various ways by different authors and it also looked at the importance of innovation or the need to be innovative. The process of innovation model was also provided which described the four stages of innovation. For a pharmaceutical to be innovative it also needs some capabilities that will enhance innovation of support innovation, for example, technology and organization culture, management support. Lastly, it looked at various factors that influence business innovation. These factors are driving forces of pharmaceutical innovations. The studies mentioned previously attempted on branding as a strategy of pharmacies in UK and pathways that can enhance pharmacy-to-customer engagements. Since, the Kenyan pharmaceutical business is price sensitive and National Health coverage is not yet provided, it is important to look at how pharmaceutical business will use innovation as a strategy.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter outlines the plan that was used to collect and analyze data so that desired information can be obtained with sufficient precision. It further lays down the procedures and methods to be used in the exercise.

#### **3.2. Research Design**

The study employed a cross sectional descriptive survey. According to Cooper and Schindler (2006), a study concerned with finding out who, what, which and how of a phenomenon is a descriptive study. Descriptive research attempts to provide a description of variables from the members of the population. The objective of this research was to describe the innovative strategies used by organizations; therefore use of the descriptive research was appropriate.

#### **3.3. Population and Sampling**

In Kenya, there were 1567 registered pharmacies according to the PPB website visited as at 29<sup>th</sup> May 2012 out of which 90 are in Mombasa County. The population of this study was therefore all the pharmaceutical wholesalers and retailers in Mombasa. This is because the behaviour of the pharmaceutical business is the same all over Kenya since it is all controlled by the PPB which exerts equal regulatory action.

#### **3.4. Data collection**

Primary data was collected using a semi structured questionnaire. The questionnaires was distributed on a drop and pick basis. The questionnaire was done in two parts. Part A gathered the Company Profile of the business. Part B gathered information on various innovative practices adopted by the chemists, the factors on which the competition of pharmacy business is based and lastly to determine the importance of some innovative practices. The respondent in all the pharmaceutical wholesalers and retailers interviewed were the Registered Superintendant Pharmacists / Pharmtechnologists who also played the role of managers in their respective chemists.

### **3.5. Data Analysis**

Since the research carried out was descriptive in nature, the data analysis method that was most appropriate was Descriptive Statistical Analysis such as measures of central tendency and measures of dispersion. Measures of central tendency include the Mean, Median and Mode. While the measures of dispersion used will be the Standard Deviation.

The first part which is the organizational bio data was analysed using the frequency tables and percentages. The second part which aimed to describe the innovative practices was also analysed using the frequency tables, mean and standard deviation. The data was also further analysed by cross tabulation with some first part of the questions.



## **CHAPTER FOUR:**

### **ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter contains the analysis of the data that was collected over a period of 10 days. Out of the 90 registered pharmaceutical wholesalers and retailers in Mombasa County, 5 of them were closed and 7 couldn't be physically located. Therefore 78 questionnaires were circulated, of which was 58 (74%) responded. The data collected was analyzed in terms of the organization profile and in terms of the objective.

#### **4.2 Profile of the respondent firms**

This contains the general organizational profile such as Size of the company, Number of years of their operations, Ownerships, Qualification and Type of Organizations

##### **4.2.1 Size of the Pharmaceutical Wholesalers / Retailers**

In regard to this study the size of the firm refers to the number of employees in an organization. The size of the organization reflects its presence in the industry. The respondents were asked to select from a list of options of the number of employees working in their organization the results of which are in the table 1 below.

Table 1: Size of the firm

Number of employees	Frequency	Percentage (%)
1 – 5	28	48.28
6 – 10	14	24.14
11 – 15	9	15.52
16 and above	7	12.07
Total	58	100

Source: Research data

The study revealed that the majority (48%) of the Pharmaceutical wholesalers / retailers were very small consisting of only 1 -5 employees in the organization. 24% has 6 – 10 employees working in them, 16% with only 11 – 15 employees. Only 12% has more than 16 employees working in their organization.

#### 4.2.2. Number of years in operation

The number of years in operation refers to the number of years the organization is in the business in Kenya. The more the number of years the more authority it has in initiating a practice. The respondents were asked to select an option that matches the number of years they have been in operation. The results are as shown in the table 2 below.

Table 2: Number of years of operation

Number of Years	Frequency	Percentage (%)
0 – 4 years	21	36.21
5 – 9 years	14	24.14
10 – 14 years	13	22.41
15 years and above	10	17.24
Total	58	100

Source: Research Data

The study also revealed that majority (36%) of the wholesalers and retailers were only between 0 – 4 years old in the market. 24% were between 5 – 9 years old in the market and 22% were 10 – 14 years old in the market and the remaining 17% were more than 15 yrs old. It is also clear from the above data that the older the pharmaceutical firm in Kenya the bigger is its size.

#### 4.2.3 Highest Educational Qualification

This refers to the highest university degree attained by the various respondents. The qualification achieved relates to the quality of decision making involved since the

same respondents were also managers of the organization. The respondents were asked to select an option that best fits their highest educational qualification. The results as shown in the table 3 below.

Table 3: Level of educational qualification

Qualification	Frequency	Percentage (%)
Bachelors	27	46.55
Masters	3	5.17
PhD	0	0
Diploma	28	48.28
Total	58	100

Source: Research data

The number of Bachelor degree holders and other type of qualification were almost equal in number with 46.6% for Bachelor degree holders and 48.3% for other qualifications mostly being Diploma Holders. Merely, only 5.1% held a Masters degree. None of the respondents had a PhD

#### 4.2.4. Type of Organization

This refers to whether the organization is a pharmaceutical wholesaler, retailer or both. The level and the type of innovation will depend on the type of the organization it is. The respondents were asked to choose whether their organization is operating as a pharmaceutical wholesaler, retailer or it operating both. The data captured is as shown in the table 4 below.

Table 4: Type of Organization

Type of Organization	Frequency	Percentage (%)
Retail Pharmacy	39	67.24
Wholesale Pharmacy	7	12.07
Both	12	20.69
Total	58	100

Source: Research data

Majority (67.24%) of the respondent were only retailers while only 12.07% were only wholesalers. The remaining 20.69% were both wholesalers and retailers.

#### 4.2.5. Online shopping facility

Online shopping facility refers to a service of offering the products for sale on a website to enable shoppers to purchase products online. The respondents were asked to choose whether they offer online shopping facility or they don't offer. The data was captured is as shown in the table 5 below

Table 5: Online shopping facility

Yes / No	Frequency	Percentage (%)
Yes	11	18.97
No	47	81.03
Total	58	100

Source: Research data

It is evident from the table above that very few (19%) offered an online shopping facility while 81% do not offer online shopping facility

#### 4.2.6. Computerized database

This section intends to show the number of organization who had a computerized database of all their customers. The data captured is as shown in the table 6 below.

Table 6: Computerized database

Yes / No	Frequency	Percentage (%)
Yes	14	24.14
No	44	75.86
Total	58	100

Source: Research data

24% had database for the patient records and 76% had no database for the patient records. We can thus correlate that the 81% who offered online shopping facility may be the same as those who have computerized database of patients.

### 4.3 Innovative practices

Innovative practices are those practices that are unique in nature and those which give a competitive edge to a business. To establish the innovation techniques was the first research objective hence its relevance. Such innovative practices can be many for a Pharmaceutical wholesaler/retailer. The respondents were asked to what extent they implement various innovative practices in their organization ranging from a scale of 1 to 5 where 1 is Very rarely and 5 is very highly. n = to the number of respondents. Different respondents gave different choices on the basis of which the data collected was presented as in the table 7 below.

**Table 7: Extent of Innovative Practices Implemented**

Innovative practices	1		2		3		4		5		Mean
	n	%	N	%	n	%	n	%	n	%	
Collaborative primary health care teams	19	32.8	14	24.1	17	29.3	4	6.9	4	6.9	2.3
Expanded prescribing authority	11	18.9	15	25.9	23	39.6	7	12.1	2	3.4	2.55
Chronic disease management	20	34.5	17	29.3	13	22.4	6	10.3	2	3.4	2.19
Health promotion and disease prevention	5	8.6	9	15.5	17	29.3	22	38	5	8.6	3.22
Post-hospitalization continuity of care and medication reconciliation	27	46.6	18	31	7	12.1	5	8.6	1	1.7	1.88
Consulting and cognitive services	11	18.9	10	17.2	18	31	12	20.7	7	12.1	2.9
Enablers of innovative pharmacy practice	7	12.1	12	20.7	15	25.9	17	29.3	7	12.1	3.09

Source: Research data

From the table 7 above, it is can be concluded that Post hospitalization continuity of care is the least innovative practice offered by the pharmaceutical firms since it has a mean score of 1.88 which is close to a score of 2 (rarely). The innovative practice moderately offered by the firms is the health promotion and disease prevention and enablers of innovative pharmacy practice with a mean of 3.22 and 3.09 respectively since both of them are close to a score of 3 (neutral). Expanded prescribing authority is just above averagely practiced since it has a mean of 2.55

Mean rankings and Standard Deviation of the above 7 Innovative practices are summarised in the table 8 below. The following formula was used to compute the standard deviation

$\sigma = \sqrt{1/N \sum (x_i - \mu)^2}$  where  $\sigma$  = standard deviation, N = total number of respondents,  $x_i$  = rank number and  $\mu$  = mean.

Table 8: Mean Ranking of the Innovative Practices

Innovative practices	Mean	Standard Deviation
Collaborative primary health care teams	2.3	4.01
Expanded prescribing authority	2.5	3.19
Chronic disease management	2.19	4.39
Health Promotion and disease management	3.22	3.30
Post hospitalization continuity of care and medication reconciliation	1.88	3.60
Consulting and cognitive services	2.9	3.96
Enablers of Innovative practice	3.09	3.73

Source: Research data

Health promotion and disease prevention having the highest mean of 3.22 also has smaller standard deviation which means that individual score varied little from the mean. Enablers of Innovative practice having a mean score of 3.09 had a standard deviation of 3.73 which was higher than the standard deviation of Health promotion. This signifies that the individual scores was a bit further away from the mean score. Health promotion and disease prevention and Enablers of innovative pharmacy

practice having the highest mean is further explained as shown in the frequency tables 9 and 10 below.

Table 9: Extent of Health promotion and disease prevention

Extent of Practice Implemented	Frequency	%	Cumulative %
Very Rarely	5	8.6	8.6
Rarely	9	15.5	24.1
Neutral	17	29.3	53.4
Highly	22	38	91.4
Very Highly	5	8.6	100
Total	58	100	

Source: Research data

As in the table 9 above, it is very much evident that most of the respondent practice Health promotion and disease prevention to a high extent followed by some respondents practicing it to a moderate extent.

Table 10: Extent of Enablers of Innovative Pharmacy practice

Extent of Enablers of Innovative pharmacy practice	Frequency	%	Cumulative %
Very rarely	7	12.1	12.1
Rarely	12	20.7	32.8
Neutral	15	25.9	58.7
Highly	17	29.3	88
Very highly	7	12.1	100.1
Total	58	100	

Source: Research data



From the above table, it is evident that majority of the respondents have enablers of innovative pharmacy practice to a high extent followed by some good number having it a neutral extent.

#### 4.4a Importance of Innovative Practices (Pharmaceutical Retailers)

Innovative practices are important Pharmaceutical retailers in order to achieve a competitive advantage. The respondents from the pharmaceutical retailers were asked to rate on a scale of 1 to 5 the importance of the following innovative practices where 1 = Very little and high 5 = very high. The data was presented as shown in the table 11 below.

Table 11: Importance of the Innovative practices by retailers

Innovative practices	1		2		3		4		5		Mean
	n	%	n	%	n	%	n	%	n	%	
Patient refill reminder	5	9.8	7	13.7	8	15.6	14	27.5	17	33.3	3.6
Stocking Non-Pharmaceuticāls	7	13.7	14	27.5	14	27.5	9	17.6	7	13.7	2.9
Vaccination services	16	31.3	8	15.6	10	19.6	10	19.6	7	13.7	2.7
Providing consultancy services	3	5.9	5	9.8	9	17.6	21	41.1	13	25.5	3.7
Specializing in any specific products	12	23.5	5	9.8	17	33.3	11	21.5	6	11.7	2.9
Asthma management	19	37.3	7	13.7	13	22.4	8	15.6	4	7.8	2.4
Diabetes screening	10	19.6	4	7.8	10	19.6	13	22.4	14	27.5	2.9
Weight loss	15	29.4	5	9.8	18	35.3	9	17.6	4	7.8	2.6
Smoking cessation	9	17.6	10	19.6	14	27.5	11	21.5	7	13.7	2.9

Source: Research data

From the above table, the innovative practice with the highest mean was providing consultancy services and patient refill reminder with a mean score of 3.7 and 3.6 respectively. The innovative practice with the least mean was Asthma management with a mean of 2.4. Other innovative practices like stock non – pharmaceutical, vaccination services, specializing in specific products, diabetes screening, weight loss management and smoking cessation all had a mean score between 2.6 to 2.9.

Since the patient refill reminder and providing consultancy services had the highest mean, they are further explained as shown in frequency tables 12 and 13 below.

Table 12: Importance of Patient refill reminders

Importance of Patient refill reminders	Frequency	%	Cumulative %
Very little	5	9.8	9.8
Little	7	13.7	23.5
Neutral	8	15.6	39.1
High	14	27.5	66.6
Very high	17	33.3	99.9
Total	51	100	

Source: Research Data

Majority of the respondents gave a high and very high importance to patient refill reminder both having a cumulative score of 60%.

Table 13: Importance of Providing Consultancy services

Importance of Providing consultancy services	Frequency	%	Cumulative %
Very little	3	5.9	5.9
Little	5	9.8	15.7
Neutral	9	17.6	33.3
High	21	41.1	74.4
Very high	13	25.5	99.9
Total	51	100	

Source: Research data

Also in this case, majority of the respondents ranked providing of consultancy services as highly and very highly important both having a cumulative percentage of 56%.

#### **4.4b Importance of Innovative Practices (Pharmaceutical Wholesalers)**

Just like the retailers, the innovative practices are equally important to the pharmaceutical wholesalers. The respondents from the pharmaceutical wholesalers were therefore asked to rate on a scale of 1 to 5 the importance of the following innovative practices where 1 is to a very little extent and 5 is to a very high extent.

The data was presented as shown in the table 14 below.

Table 14: Importance of Innovative practices by wholesalers

Innovative Practices	1		2		3		4		5		Mean
	n	%	n	%	n	%	n	%	n	%	
Customer service call centre	1	5.2	0	0	2	10.5	9	47.3	7	36.8	4.1
Merchandizing	0	0	4	21	2	10.5	11	57.9	2	10.5	3.6
Stocks management lessons	0	0	1	5.2	4	21	8	42.1	6	31.5	4
Providing instruments for carrying out pharmacy screening	0	0	2	10.5	6	31.5	6	31.55	5	26.3	3.7

Source: Research data

From the above data, it can rightfully be concluded that all the four innovative practices were ranked above average but the two highly important practices were customer service call centre and stocks management lessons with a mean score of 4.1 and 4 respectively. The other two practices were merchandizing and providing instruments for carrying out pharmacy screening which ranked just above average having a mean score of 3.6 and 3.7 respectively.

Since the customer service call centre attained the highest mean it is further shown in the table 15 below.

Table 15: Importance of Customer service centre

Importance of Customer service centre	Frequency	%	Cumulative %
Very little	1	5.2	5.2
Little	0	0	5.2
Neutral	2	10.5	15.7
High	9	47.3	63
Very high	7	36.8	99.8
Total	19	100	

Source: Research data

Majority of the respondents (47%) ranked the customer service centre to a high and very high extent (37%) and only 1 respondent ranked it to least extent.

#### 4.5 Factors influencing Innovative Practices

Factors influencing the innovative practices are those factors which lead an organisation to seek innovative techniques in order to achieve a competitive advantage. This section is therefore related to the second research objective which aims to establish the factors influencing adoption of innovative practices in the organizations. The respondents ranked the factors in the table below on a five point scale where the factor can influence from a very small extent to a very high extent.

The data was presented and analysed as shown in the table 16 below.

Table 16: Factors influencing innovative practices

Factors Influencing Innovative practices	V.S.E		S.E		N		H. E		V. H. E		Mean
	n	%	n	%	n	%	n	%	n	%	
Industry Maturity	5	8.6	10	17.2	12	20.7	20	34.5	11	18.9	3.38
Customer needs and expectations	0	0	1	1.7	6	10.3	20	34.55	31	53.4	4.57
Demand	0	0	1	1.7	7	12	22	38	28	48.3	4.33
Technological opportunity	1	1.7	5	8.6	13	22.4	23	39.65	16	27.6	3.83
Attractiveness of investments	1	1.7	7	12	10	17.2	25	43.1	15	25.9	3.79
Intensity of Competition	0	0	0	0	9	15.5	20	34.5	29	50	4.34
Company Size	1	1.7	16	27.6	15	25.9	20	34.5	6	10.3	3.24
Organizational Culture	1	1.7	11	18.9	22	38	21	36.2	3	5.2	3.24

Source: Research data

On an average the following : Industry maturity, Technological opportunity, Attractiveness of investments, Company size and Organizational Culture all had mean score of less than 4 but scored above 3. Therefore, they can be considered as factors influencing innovative practices to a moderate extent.

However, Customer needs and expectations, Demand, Intensity of Competition had a score of above 4, hence considered to be the factors influencing innovative practice to a high extent.

The table 17 below shows the mean ranking of the above factors with their standard deviation. The standard deviation is a measure of dispersion that shows how much

dispersion exists from its mean. The following formula was used to compute the standard deviation

$\sigma = \sqrt{1/N \sum (x_i - \mu)^2}$  where  $\sigma$  = standard deviation, N = total number of respondents,  $x_i$  = rank number and  $\mu$  = mean.

Table 17: Mean ranking of the factors influencing Innovative practices

Factors influencing Innovative practices	Mean	Standard deviation
Industry Maturity	3.38	3.77
Customer needs and expectations	4.57	3.46
Demand	4.33	2.93
Technological opportunity	3.83	3.14
Attractiveness of investments	3.79	3.17
Intensity of Competition	4.34	3.10
Company Size	3.24	3.61
Organizational Culture	3.24	2.94

Source: Research data

As per the above standard deviations, it can be concluded that the demand factor is the closest to its centre. Though both the company size and organizational culture have the same mean, the organizational culture has the least variation from its mean.

Cross examining all the data, it reveals that 48% and 53% of those who chose that customer needs and expectations and demand are factors which influenced their business to innovate are the same 48% of the pharmaceutical firms who are very small consisting of only between 1-5 employees in their organizations. Also the 27.6% of

those who chose that company size influences to a small extent are correlates to the 28% of the pharmaceutical firms who have more than 11 employees.



## **CHAPTER FIVE:**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This is the final chapter of the research project. This chapter attempts to cover the summary of the findings and also looks at conclusion drawn from the research and correlate with the Literature review carried out in the second chapter of this study. Based on the finding, it will then give recommendations to the pharmaceutical organizations and the policy makers. Results are compared with the two objectives of the study. It will also give the limitation the researcher faced during the research of the project. Suggestions for future research will be given as this study will provide with a baseline data.

#### **5.2 Summary of Findings**

The data was analyzed using the descriptive techniques and was presented in the form of tables and charts. The first part was on the organizational profile while the second part dealt with the extent of innovative practices achieved and its importance. The study sought to identify the various innovative techniques practiced by the pharmaceutical wholesalers and retailers in Kenya using Mombasa County as a sample.

The first part of the findings revealed that most of the organizations (48%) were small consisting of only 1 -5 employees and also majority of them (36%) were also less than 4 years old in operation. In terms of the respondents' qualification, most of them had either bachelors or diploma degree to the same extent. On the type of organization,

majority (67%) were solely Pharmaceutical retailers and 81% offered no online shopping facility neither had any computerised patient records.

The second part revealed that Health promotion and disease prevention were practiced to an above average extent by the pharmaceutical organizations. Enablers of innovation in pharmacy practice was ranked moderate. Post – hospitalization continuity of care and medication reconciliation was practiced to the least extent. Providing consultancy services and patient refill reminders were both rated highly important by the Pharmaceutical retailers while the same organization ranked asthma management as the less important. Pharmaceutical wholesalers rated customer service call centre and stocks management lessons were rated highly important. Merchandizing was and providing instruments for carrying out pharmacy screening was rated moderately important. In terms of the factors influencing innovative practices, customer needs and expectations, demand and intensity of competition highly influenced the innovative practices of the pharmaceutical organizations but other factors like Industry maturity, Technological opportunity, Attractiveness of investments, company size and organizational culture influenced the innovation to a moderate extent.

### **5.3 Conclusions**

From the data collection it is very clear that the older the pharmaceutical organization in Kenya the bigger is the size of organization. The first objective of the study was to establish the innovation techniques used by the pharmaceutical wholesalers and retailers in Mombasa that will enable them to achieve some positioning among the target market. The results were the health promotion and disease prevention and

enablers of innovative pharmacy practice being the most innovative technique being practiced though they scored just above average.

The second objective was to identify the factors influencing adoption of innovative practices in Pharmaceutical wholesalers and retailers in Mombasa. The results found were Customer needs and expectations, Demand, Intensity of Competition were the three major factors that influenced their organizations to adopt innovative practices to a high extent. The results obtained from the second objective were in agreement to the study of Schumpeter (1934) who emphasised that entrepreneurs are led by technological opportunities. It also agrees to the theory of Hippel's (1988) whose approach revealed that companies have to turn into the users' needs in their innovative efforts.

#### **5.4 Recommendations**

From the above conclusions, I strongly recommend the pharmaceutical wholesalers and retailers to consider offering online shopping facility in order to open the market and to tap more customers who may wish to order from the comfort of their house or office. I also recommend that there is an urgent need for them to establish collaborative primary health care teams and to engage in giving more of the post hospitalization pharmaceutical care. For the retailers specifically, they can come up with a system of reminding the patients to come for their monthly medicine refill as most of them rated it as very important. Same also applies for the stocking of non-pharmaceutical items such as baby care products and veterinary products.

For the wholesalers, they can think of coming up with ways of merchandizing their products and giving stock management lessons. The regulators are also recommended

to make policies that will help the pharmaceutical organizations to offer innovative practices.

## **5.5 Limitations of the study**

No research is void of any limitations. This research encountered a few limitations. Most of the respondents were very welcoming but some were very hesitant to attempt the questionnaire. Some completely refused to attempt the questionnaires since they insisted that the information may infringe on their confidentiality. The pick and drop questionnaire exercise was done in a period of 10 days during which many had to be encouraged to take part in the exercise. A lot of time was also wasted in picking the questionnaire since they used to postpone and delay the filling of the questionnaire.

Locating some of the pharmaceutical wholesalers and retailers was more of a problem because few of them were located in very interior areas which were inaccessible. Unfortunately, those few could not be part of the research.

## **5.6 Suggestions for future research**

Future researchers are suggested to assess the challenges faced in adopting the innovative practices by pharmaceutical wholesalers and retailers in Kenya. This study would help to link the innovative practices and the challenges faced by these wholesalers and retailers. Some researchers can also assess the impact of their innovative strategies on their business outcome.

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**APPENDICES:**  
**QUESTIONNAIRE**

**PART A**

1. Name of the respondent: (optional)

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2. Numbers of employees in your organization. (Tick appropriately)

- 1- 5
- 6 – 10
- 11 - 15
- 16 and above

3. How old is your Pharmacy in Kenya? (Tick appropriately)

- 0 – 4 years
- 5 – 9 years
- 10 – 14 years
- 15 years above

4. What is your highest educational qualification? (Tick appropriately)

- B. Pharm
- M. Pharm
- PhD
- Others?

5. Is your organisation

- a. Retail Pharmacy
- b. Wholesale Pharmacy
- c. Or both?

6. Does the pharmacy have a website that offers online shopping facility?

Yes / No

7. Do you have any computerized data base for the patient records?

## PART B

8. Classify on the scale of 1 to 5 the extent to which the following innovative practice is practiced in your organisation, where 1 = Very rarely, 2 = Rarely, 3 = Neutral, 4 = Highly and 5 = Very highly.

	1	2	3	4	5
Collaborative primary health care teams					
Expanded prescribing authority					
Chronic disease management					
Health promotion and disease prevention					
Post-hospitalization continuity of care and medication reconciliation					
Consulting and cognitive services					
Enablers of innovative pharmacy practice — information and communication technology, and pharmacy technicians					

9. Rate on a scale of 1 to 5 the Importance of the following innovative practices where 1 = Very little, 2 = Little, 3 = Neutral, 4 = High and 5 = Very high

### FOR RETAIL CHEMISTS USE ONLY

	1	2	3	4	5
Patient refill reminder					
Stocking Non Pharmaceuticals					
Vaccination Services					
Providing Consultancy services					
Specializing in any specific products					
Asthma/COPD screening Management Programme					
Diabetes Screening					



management					
Weight loss					
Smoking cessation					

**FOR WHOLESALE CHEMISTS USE ONLY**

	1	2	3	4	5
Customer Service Call Centre?					
Merchandising?					
Stocks management lessons					
Providing instruments and materials for carrying out pharmacy screening					

10. To what extent do the following factors influence innovative practice in your organisation?

	Very small extent	Small Extent	Neutral	High extent	Vey High Extent
Industry maturity					
Customer needs and expectations					
Demand					
Technological opportunity					
Attractiveness of investments					
Intensity of Competition					
Company size					
Organizational Culture					

**THANK YOU FOR YOUR CO-OPERATION!!**

## LIST OF CHEMISTS

1. Ahlam Chemist
2. Al – Riyadh Chemist
3. All Seas Pharmacy
4. Al-Mansourah chemist
5. Ansell Pharmaceuticals
6. Atom Pharmaceuticals Ltd
7. Badar Pharmacy
8. Blue Pyramid Chemist
9. Brans Pharmacy
10. Citadel Pharmacy
11. Cosmic Pharmacy
12. Dawamart Pharmacy
13. Diamond Arcade Pharmacy
14. Dulasin Pharmacy
15. Edward St. Rose Pharmacy
16. Faiz Pharmacy
17. Galaxy Pharmaceuticals
18. Goldengates Chemists
19. Harleys Pharmaceutical Ltd
20. Hatimi Chemist
21. Hussein Chemist
22. Jedan Pharmacy
23. Jomvu Pharmacy
24. Josnel Pharmacy
25. Keshvir Pharmacy
26. Kisauni Pharmacy
27. Kisima Chemist
28. Laborex Pharmaceuticals Ltd
29. Logichem chemists
30. MacNaughton Ltd
31. Makadara – Opposite GPO

32. Makadara Chemists
33. Makupa Chemists
34. Medichem Pharmacy
35. Memon chemists
36. Mikindani Pharmacy
37. Miritini Pharmacy
38. Mombasa County Pharmacy
39. My chemists
40. New Era Chemist
41. Njimia Pharmaceuticals
42. OceanView Pharmacy
43. Palmland Chemist
44. Palmland Chemist – GPO
45. PentaPharm Chemist
46. Pharmaken Ltd
47. Pharmart – Likoni
48. Pharmatt - Nyali
49. Popular Chemist
50. Rangechem Pharmaceutical Ltd
51. Saeed Pharmacy
52. Sai Rose Pharmacy
53. Sechman Chemist
54. Shifa-Chem Pharmacy
55. Shoreline Chemists
56. Superchem chemists
57. Tononoka View Chemist
58. Villafront Chemist

