

**MARKETING STRATEGIES ADOPTED BY VETERINARY
PHARMACEUTICAL FIRMS IN KENYA TO ENHANCE
PERFORMANCE**

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DECLARATION

I declare that this is my original work and has not been presented for a degree in any other university or college for examination/academic purposes.

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DEDICATION

This research project is dedicated to my family for their inspiration, encouragement, understanding and prayers towards the successful completion of this course.

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ABSTRACT

In a competitive business environment, a marketing strategy will be an important step in which companies react to market or environment forces and internal forces and in the process enable the firms to achieve their objectives in the target market. The objective was to establish the marketing strategies adopted by veterinary pharmaceutical firms in Kenya to enhance performance. The population of study was all the veterinary pharmaceutical firms in Nairobi, the sample frame being provided by the Pharmacy and Poisons Board. All the sixteen registered firms were selected for the survey. A questionnaire was used to collect data, with respondents being top level managers. The data was analyzed using descriptive statistics and regression models. The study found that the common marketing strategies adopted by the firms, in order of precedence, are promotion strategy, product strategy, distribution strategy and pricing strategy. The popular promotion strategy employed by the firms is the coming up with a promotional strategy that elicits attention, interest, desire and action; and also developing an integrated marketing communication programmes. Further, the study found that marketing strategies employed by the veterinary firms have had positive effect on the performance of the firms. The performance is reflected in terms of improved organization relationship with its customers as well as improved level of efficiency in the firms due to the need to reduce cost.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The market place is not what it used to be, it is radically changing as a result of major societal forces such as technological advances, globalization and deregulation. These major forces have created new behaviors and challenges. Kotler (2000) argues that customers increasingly expect high quality, service and some customization. They perceive fewer real product differences and show less brand loyalty. They can obtain extensive product information from the internet and other sources, permitting them to shop more intelligently. They are showing greater price sensitivity in their search for value. Today's companies are in deep issues of changes in the markets and increase in global competition thus the management must employ good strategies to achieve their goals among the competitors (Armstrong and Green, 2007). Most businesses face internal and external environmental forces like management changes, culture changes and financial changes in internal and external analysis thus the organization need to develop a good strategy to overcome the forces. Marketing strategy is a vital key to the business growth and development. A good business should always have strategies to overcome the competitors which are well evaluated, implemented and controlled during the analysis of the business agenda. Marketing strategy enables the organization to utilize the limited resources to the maximum to achieve its goals and have competitive advantage in the business (Blumberg and Perrone, 2011).

The blockbuster model and the social technical theory will anchor the study. The social technical theory system is positioned as marketing's contribution to business strategy and is considered an important strategic orientation. Lui, Shah, and Schroeder, (2006). In particular STS dictates that

the firm's objectives are attained through joint optimization of its technical and social systems. The STS is a critical aspect of understanding the need to coordinate strategy decision within the firm. The block buster model involves the search for and distribution of a small number of drugs that achieve substantial global sales. The success of this model depends on achieving large returns from a small number of products in order to pay for the high cost of the market discovery and development process for a large number of candidates. Total revenues are highly dependent on sales from a small number of products (Sweeny, 2007) .

The Veterinary Pharmaceutical Industry in Kenya is expanding at an increasing rate and is becoming intensely competitive. As such, every organization needs to adopt some strategies which will enable it to have a competitive edge over the others. As competition intensifies, many businesses continue to seek profitable ways in which to differentiate themselves from competitors, thus the need to adopt marketing strategies that will ensure that the veterinary firms achieve their intended objectives. The firms however ought to be careful in the choice of the marketing strategy to be adopted as they are affected by several factors which needs market analysis before adoption.

1.1.1 Concept of Marketing Strategy

Marketing strategy is a reaction that takes place between the external environment forces and internal forces making the organization to determine its position in the target market, (Hult, & Olson, 2011). Marketing strategies in a business acts a key to the business growth and to the customer's satisfaction in terms of achievement made by the organization. The environmental forces which affect the business in attaining its needs require to be detected in advance and handled well to enable the business to meet its vision and mission. Strategies of organizations enable evaluation of the long and short term goals thus making it possible to achieve the

objectives in specified period. A Business or firm should have a unique strategy for effective competitiveness, growth and profitability of the business.

Marketing department should be updated with recent information; thus should be active (Cohen, 2011). The organization or firm should be in a position to establish a marketing framework for easier accessibility of frequently updated websites, announcements, sales presentations, and all other promotional materials. The frequent updates enable the organization in quick and easy development in different departments which makes it expand more to the international business, Marketing framework is very essential to the business sector as it gives the continuous flow of the business information daily, monthly, and yearly. Marketing strategy is a method of focusing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. A marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements (Hose, 2011). These strategies identify the firm's marketing goals, and explain how they will be achieved, ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources.

1.1.2 Organizational Performance

Organizational performance is the final achievement of an organization which is measured either in financial and non-financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness (Gibson *et al.*, 2010). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity

of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

The performance of any business organization is affected by the strategies that the organization has chosen. Performance in an organization may take many forms depending on whom and what the measurement is meant for. According to Richard *et al.*, (2009) organizational performance encourages three specific areas of firm outcomes: financial performance (profits, return on assets and return on investment), product market performance (sales and market share) and shareholder return (total shareholder return and economic value added). Thompson *et al.*, (2007) notes that using financial measures alone overlooks the fact that what enables a company achieve or deliver better financial results from its operations is the achievement of strategic objectives that improve its competitiveness and market strength. Non-financial measures include innovativeness and market standing (Saunders and Wong, 2005). Qualitative measures can be considered under outcomes which have affective (satisfaction, commitment, turnover, role conflict and group social integration), cognitive (innovation, range of perspective, number and quality of ideas) symbolic (behavior of lower level employees) and communication (communication with group members) consequences.

1.1.3 Veterinary Pharmaceutical Industry in Kenya

The veterinary pharmaceutical industry consists of three segments namely the manufacturers, distributors and retailers. All these play a major role in supporting the country's animal health sector, which is estimated to have about 9014 animal health providers with a livestock population estimated at 60 million. The veterinary pharmaceutical sector includes local manufacturing companies and large Multi-National Corporations, subsidiaries or joint ventures. The veterinary

pharmaceutical industry interconnectedness with other sectors and its significant investments in technology, research, and development mean that the industry's gains can have an outsized effect on the economy as a whole. The domestic veterinary pharmaceutical industry in Kenya shows considerable strengths and has significant opportunities for growth and development. The manufacturing sector remains significant in leading economies worldwide, but faces major issues such as cost competitiveness, product innovation and how to compete in an increasingly global market.

The Veterinary Pharmaceutical products are categorized according to particular levels of outlet as over the Counter drugs, pharmacy technologist, or paravet technologist dispensable or prescription only drugs. The products are handled by agrovets and pharmacies, animal health clinics thus veterinary pharmaceutical sector includes local manufacturing companies and large Multi-National Corporations, subsidiaries or joint ventures. Most are located within Nairobi and its environs. These firms collectively employ over 2,000 people, about 65% of who work in direct production, therefore 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 Veterinary Pharmaceutical products in Kenya are channeled through pharmacies, agrovet shops chemists and animal health clinics. These facilities are manned by registered Veterinary surgeons, pharmacists or technologist. The market for Veterinary Pharmaceutical products in Kenya is estimated at sh15 billion per annum. The government of Kenya through, the Kenya Veterinary board, and pharmacy and poison board regulate the licensing and use of the Veterinary product in the country.

1.2 Research Problem

Market strategy has been an important aspect in most of the organizations, in enabling them achieves their objectives. Organizations decision making process on selection and implementation of appropriate marketing strategy makes it possible for them to adhere to the objectives easily, however most of them do not meet their objectives while others venture into different strategies due to the competition in the market (Renart, 2007). Companies are therefore evaluating their retail services with an aim of coming up with more focused strategies that help them meet their unit and companywide objectives. They are working towards developing coherent strategies on how to differentiate and add value to the customers. The most commonly pursued marketing strategies are; product portfolio management, pricing, distribution and relationship marketing or customer services and promotion strategies.

The Kenyan market for animal health products is unstable, mainly due to a combination of national economic problems and in particular fragility of the agricultural sector. Appropriate and affordable veterinary drugs and vaccines are an essential component of any animal health service. However, there are particular challenges involved in providing reliable and efficient supplies of such products to the remote regions of Kenya, particularly to the arid and semiarid areas. The twin objectives of establishing better animal health services in remote areas, and of finding profitable new markets for veterinary products, both demand more effective marketing strategies to ensure that communities have adequate access to appropriate veterinary products.

Studies that have been undertaken on marketing strategies include, Lule (2011) who studied the effectiveness of marketing strategies on sales performance of pharmaceutical companies in Nairobi, Kenya and established that penetration pricing, economy pricing, skimming, single channels, reverse distribution, direct mailing, advertising, different quality products, entering

into joint ventures, mergers, acquisition takeovers and reactor competitive strategies were used by the companies to increase their sales. On the other hand, Rugut (2012) researched on the marketing strategies adopted by small and medium enterprises in Nairobi central business district. The findings of the study were that product, place, promotion, price, persuasion (personal selling), market penetration strategy and product development strategy were used by the enterprises. Finally, Magu (2014) undertook a study on factors influencing marketing strategies adopted by Nakumatt supermarket retail chain in Nairobi and established that environmental factors, political/legal environment; consumer purchasing power; consumer buyer behavior; consumer social status; availability and cost of energy; and technology, influence marketing strategies adopted by the retail chain. The findings of the studies that have been undertaken, have not dealt with the marketing strategies adopted by the veterinary sector. The study therefore seeks to answer the question;” Do the marketing strategies adopted by veterinary pharmaceutical firms enhance performance?”

1.3 Research Objective

The objective of the study was to establish the marketing strategies adopted by Veterinary Pharmaceutical Firms in Kenya to enhance performance.

1.4 Value of the Study

The study contributes to the research to identify strategies adopted to enhance performance and competitiveness. In particular, it contributes to the rising body of research on various measures to be considered when an organization decides to venture into business in different regions of the world. The research gives the firms or organization information on the environmental forces affecting the market and strategies to improve their competitive positions in the business The

management and staff of the firms will benefit with source of material in developing and harnessing their competitive strategies in the present evolving and dynamic business environment.

The government and regulators of the industry will obtain useful information to formulate positive policies that guide and encourage veterinary pharmaceutical firms in Kenya by acknowledging the adoption of marketing strategies to other organization for better performance and penetration in the market. The findings of this study will contribute to future scholar and research, by elaborating the marketing strategies used by organization for better competitive position in the market, future references in their studies and a room of new areas of further research .

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to focus on the review of the literature by other scholars and researchers on theoretical foundation of the study, marketing strategies adopted by veterinary pharmaceutical firms and the effect of marketing strategies on performance.

2.2 Theoretical Foundation

In this section, the focus is to examine the various theoretical models that will be used to inform the study on the marketing strategies adopted in dynamics of business in an economy.

2.2.1 Blockbuster model

This involves the search for and distribution of a small number of drugs that achieve substantial global sales. The success of this model depends on achieving large returns from a small number of sales in order to pay for the high cost of the market discovery and development process for a large number of candidates. Total revenues are highly dependent on sales from a small number of sales (Sweeny, 2007). According to Thomke (2004) there are some in the industry who would argue that the dependence of companies on a small number of high selling is an outcome of the industry's economics not a result of a deliberate strategy. There is little doubt however that a large number of the largest companies are highly dependent on the sales of a handful of sales for most of their sales and an even higher proportion of their profits (Johnson, 2002).

Most of the companies have found themselves caught short, without new blockbusters to keep sales growing due to failure to invest adequately in the business. Gambardella (1995) outlines the

case of SmithKline which failed to reinvest the proceeds of its Tagamet success in upstream research and it was forced to merge with Beecham in 1989. The skewness of the returns to drug development makes it difficult for a company of any size to achieve stable and predictable returns.

2.2.2 socio – technical systems (STS) theory

The social technical system (STS) theory put forward by Day and Wensley (1983) explain why the specific variables identified (related to planning, executing and control of resource) need to connect to the firms operational environments. In particular, STS dictates that the firm's objectives are attained through joint optimization of its technical and social system, and a firm's design should cater to the need of the external environment (Lui, Shah, and Schroeder, 2006).

Furthermore, STS theory helps account for the intertwining of social and technical aspects of understanding the need to coordinate strategy decision within the firm and thus become more effective in implementing critical control mechanism (Renart 2007).

Merlo 2011 noted that when viewed from the perspective of STS theory, this makes logical sense given technology and people need to interact with the environment (external and internal) to optimize outcomes. Accordingly, the nature (and dynamism) of technology within the market (and firm) will have a bearing upon the capacity of the firm to deliver sustainable and forward competitive offering. Technological change is conceptualized as the degree of change with appropriate firm design that link the manner in which people work to maximize outcomes. While this is ultimately the firm's performance, one of the intrinsic outcomes of such link is managerial commitment (at all levels) towards the firm and its strategies. Manager involvement in strategy

planning propagates both their commitment to the strategy as well as ownership of the finalized strategy (Piercy, 2012).

2.3 Marketing Strategies

Marketing strategies includes all basic and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives Kotler and Armstrong (2013). Marketing strategies have elements drawn from the 4P's of marketing which include Promotion, Price, Product, and Place.

2.3.1 Pricing Strategy

The price is the amount a customer pays for the product. It is fixed after considering various factors such as market share, competition, material costs, product identity and the customer's perceived value of the product. The business may increase or decrease the price of product if other stores have the same product. The price decision is very sensitive and for that special care is to be taken to get the competitive edge (Lee and Griffith, 2012). Pricing strategies provide general and consistent approaches for firms as they come up with prices for their products. Lovelock (2011) suggested that pricing is the only factor of the marketing mix strategy that produces revenues for the organization, whereas all the others are related to expenses. The degree of complexity of pricing strategy amongst the service sector is comparatively significant due to the high degree of homogeneity between most service groups and shared service delivery and operating systems (Kotler, 2011).

For consumer products, consumers use price as an important extrinsic cue and indicator of product quality or benefits. Customers often perceive high priced brands to be of higher quality

and less vulnerable to competitive price cuts than low priced brands. Gomez-Mejia and Palich (2011) argue that companies doing business within the base of pyramid segment should think about developing products that can be affordable to those consumers. With the growing competition in the market, companies more often than not opt for niche strategies to serve specific areas in the market. They need to make a price-quality trade off to choose their consumers.

2.3.2 Product Strategy

Product is anything that can satisfy human needs and wants. The product is a combination of tangible and intangible aspects of the products offered by the manufacturer to the customers.. It includes decisions about package design, brand names, trademarks, warranties, product image, new-product development and customer service (Merlo, 2011). Product marketing passes through distinct stage with different challenges, opportunities and problems. In introduction stage, sales are low and costs are high per customer, so the strategy is to create product awareness and trial. In growth, sales are rapidly rising and the profits are substantially improved. The strategy is to maximize market share. In maturity stage, the sales are peak, costs are low and the profits are very high. The strategy is to maximize profit. In the decline stage, the costs are low, but the profits are decreasing. The strategy is to reduce the expenditure.

The product can be argued to be the most important element of the retailing mix, as only with reasonable products will the effort put into such things as pricing and promotions reap any rewards (Corso and Pavesi, 2010). Product is the principal item offered by a company to satisfy the needs of their consumers. Kotler and Armstrong (2013) noted that some of the strategies adopted in the domain of products are: perceived quality or image, as the market faces

competition, quality and reliability of the product offerings gain importance. There are at least six marketing strategy options related to the newness of products (Baldauf, Cravens, and Wagner, 2010). These are innovation, new product lines, product line extensions, improvements or changes in existing products, repositioning and cost reductions.

2.3.3 Place Strategy

Today, availability and on-time delivery are very important and the firm with better distribution methods are more successful in an international market. In a competition environment in market and similarity of the firm in services, the place strategy is a good strategy for differentiation. Griffith (2004) explained that exporter channel strategy was imagined as the degree to which a firm applied direct instead of indirect channels for the sale its products. Products move through marketing channels via physical distribution. Distribution strategy should be made on the basis of economies of scale. Producers achieve economies of scale through the use of specialization, which breaks down a complex task into smaller, simpler ones and thus creates greater efficiency and lower average production costs. Marketing distribution can also attain economies of scale through specialization, which distribution members can do some things more efficiently than producers because they have built good relationships with their customers (Weingand, 2007).

2.3.4 Promotion strategy

Promotion is one of the marketing mix that many researchers assessed its relationship with a market share to find whether sound promotion would increase sales and profit. The promotion includes all communications a marketer used in the market for his products and services to create awareness, to persuade the customers to buy and to be retained in future. To be effective, the promotional strategy must be guided by the marketing concept such as focusing on consumer

needs and integrating all activities of the organization to satisfy those needs (Desimone, Werner and Harris, 2012). Such strategies include advertising and direct customer interaction. Good salesmanship is essential for small businesses because of their limited ability to spend on advertising. Promotion strategies play a vital role in the creation of mutually beneficial exchanges between producers and consumers of goods, services or ideas. To be effective, the promotional strategy must be guided by the marketing concept such as focusing on consumer needs and integrating all activities of the organization to satisfy those needs (Reeder, Brierty and Reeder, 2011).

Cavusgil, Knight and Riesenberger, (2008), stated that effective sales promotion campaign enables a business organization to successfully out-brand its competitors in a continuous battle for the hearts and minds of the market share and customers. The development of a successful promotional mix demands the careful integration of each of the following elements; situation analysis, developing objectives, designing messages, selecting channels, preparing budget, choosing mix and evaluating. In situation analysis, companies are assessing the current position of customer features, the competitive situation and the environment. While assessing the target audience, companies look at the demographics and lifestyles, life stages, usage levels, understanding and perception of services and the organization and the buying process of the targets (Langes and Montgomery, 2005). Further, Desimone, Werner and Harris, (2012), indicated that the service environment has a significant impact on customer perception of overall service quality. They pointed out that customers make inferences about the service quality on the basis of tangibles that surround the service environment.

2.4 Marketing strategies and Performance

The main purpose of marketing is to understand and meet customers' needs and this is achieved when all components of the marketing system, that is, suppliers and distributors, are co-ordinating efforts and working in harmony (Kuester, Homburg, & Robertson, 2006). He points out those well-conceived and effective marketing activities will facilitate the achievement of typical organizational objectives such as higher sales, market share, profits and competitive advantage. Indeed, a marketing function is an important and integral part of organizational business strategy. Specifically, marketing activity in this study is based on practices associated with product, price, promotions, distribution, and finally, customer-orientation, since the customer is perceived as the focus of all marketing efforts.

Cavusgil, Knight and Riesenberger (2008) noted that marketing strategies assist firms to increase sales by getting and keeping customers. It identifies the various ways on how a firm can talk to its customers, and concentrate on the ones that would result into more sales. It guides business on what they are supposed to say, and who to say it to, in order to make more sales. Since timing is also critical, it assists in determining the right time for firms to provide information to various stakeholders (Hamper and Baugh, 2011). Marketing strategy assists in tailoring a company's message and putting the right mix of marketing approaches in place so that a firm can bring sales and marketing activities together effectively in an effective marketing plan. It helps in understanding the customers, what they need and how best an organization can persuade these potential customers to buy from them. The marketing strategy should be able to make the firm understand how its market works. It builds a more detailed picture of customers segments with similar needs.

Hunt and Morgan (2005) argue that product and price decisions are two of the most crucial strategic decisions faced by managers. However, marketing captures a more multifaceted high value, high price, and high investment in marketing function. Marketing is a strategic behavior; it is a plan on how an organization will use its strengths and capabilities to match the needs and wants of the market (Desimone, Werner and Harris, 2012). The marketing concept of building an organization on the profitable satisfaction of customer needs assist firms to achieve success in high-growth, moderately competitive markets. A marketing strategy should also help the firm in measuring up against competition and what the new trends to expect in the market. In doing so, it propels a business to create marketing plan that will explain how to put the strategy into action. It sets the marketing budgets and deadlines in addition to establishing how the firm will pass the information about the product to the clients- whether through advertising, networking, going through trade shows, direct marketing, and so on (Merlo, 2011).

Market oriented organization possesses the ability to generate, disseminate, and respond to information about market forces and market conditions better than their less market oriented rivals (Jaworski and Kohli, 2003). This gives a market oriented organization an important basis for improving performance by learning what buyers want, building the processes necessary to deliver the value they desire and adapting those value generating processes as market conditions change. To use these processes as the basis for improving performance, an organization needs to develop the capabilities to generate, disseminate, and respond to market intelligence and the processes to act on this information (Hunt and Morgan, 2005).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to carry out the study. The chapter describes the proposed research design, the target population, data collection instruments and the techniques for data analysis.

3.2 Research Design

The study adopted a cross sectional descriptive survey design. Cross sectional descriptive design aim to describe or define a subject, by creating a profile of large retail stores through the collection of data and tabulation of the frequencies on research variables or their interaction (Cooper and Schindler, 2003). A survey is deemed appropriate as it enabled the researcher to make comparisons based on differences in demographics. These require a broad range of data which was possible through a survey. Furthermore, a research design is structured, has investigative questions and is part of formal studies.

3.3 Population of the study

Population is a well-defined or set of people, services, elements, events, group of things or house hold that are being investigated(Ngechu,2004). The target population consists of all the units being studied. The unit of analysis is the entity or who is being analyzed. The population of the study will be all the registered veterinary pharmaceutical firms in Kenya. According to Pharmacy and poisons Board (2015) there are 16 registered firms in Kenya and all of them will participate in the study, hence it is a census survey

3.4 Data Collection

The study will use primary data that will be collected through self-administered questionnaires containing closed questions. The questionnaire will be designed on five point Likert type scale and will be administered through a drop and pick method. Walliman (2011) notes that use of questionnaire ensures that confidentiality is upheld, saves on time and easy to administer. The respondents will be marketing managers in all the veterinary firms. The questionnaire will contain three sections which are, section A which deals with demographic characteristic of respondents, section B which deals with marketing strategies, and while section C deals with performance measure

3.5 Data Analysis

The questionnaires collected were edited for accuracy, consistency and completeness. However, before final analysis is performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variance). Mean scores, standard deviations, percentages and frequency distribution will be used to summarize the responses and to show the magnitude of similarities and differences. Results were presented in tables and charts.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the analysis, findings and the discussion with regard to the objective. The analysis is presented in mean and standard deviations while the findings are presented in frequency distributions and tables.

4.1 Demographic Characteristics

The ability of a respondent to answer questions appropriately will depend upon his/her capacity that is determined by among others, level of education and years of experience. In this regard therefore, the researcher sought to establish the same through this section in the questionnaire. The demographic characteristics considered in this study included the name of the organization, highest level of respondents' education, length of continuous service with the organization number of employees, number of outlets of the firm and the period that the organization had operated in Kenya. A total of 16 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 16 questionnaires distributed, 13 were returned. The returned questionnaires' represented a response rate of 81% and this response rate was deemed to be adequate in the realization of the research objectives.

Table 4.1.1 Level of Education

Characteristics	Frequency	percentage	Cumulative percentage
- Post graduate	5	38.5	38.5
- Undergraduate	8	61.5	100
	13	100	100

The level of education was important as it enabled the respondents to answer the questions appropriately on the strategies that have been pursued by veterinary pharmaceutical firms. The results in table 4.1.1 above show that 61.50% of the respondent has attained undergraduate level of education while 38.50% of the respondent has attained post-graduate level of education. This means that all the respondents are graduates and this is explained by the fact that the most of the respondent were veterinary doctors and therefore, knowledgeable o the marketing strategies necessary to enhance their organization performance.

Table 4.1.2 Length of service with the veterinary pharmaceutical firm

- less than 5years	3	23.1	23.1
- 5-10years	5	38.5	61.5
- Over 10 years	5	38.5	100
Total	13	100	

The length of service that a respondent will have worked in an organization will determine the understanding of the firm’s strategies. The results of the respondents lengths of service with then

veterinary pharmaceutical firms is presented table 4.1.2 above. The results show that 8.5% of the respondents have worked in the pharmaceutical between 5-10years and over 10 years. The results indicates that majority (77%) of the respondents had been working in the pharmaceutical firms for more than 5 years. means that they have better understanding of the workings of the firms.

Table 4.1.3 Duration of veterinary pharmaceutical firm in operation in Kenya.

- 11-15years	2	15.4	15.4
- 16-20years	2	15.4	30.8
- Over 25years	9	69.2	100.0
Total	13	100.0	

The duration in which the firms have been in operation was important for the study as it will indicate the understanding of the local market an undertaking the diversification strategies to new markets in whose success will be determined by the marketing strategies that they undertake. The results in the table 4.1.3 above indicates that 69.2% of the veterinary firms had operated in Kenya for over 25-years while 15.4 of the firms had been in operation for between 16-20years. Only 2 firms had operated for less than 15years. The results shows that the majority of the firms had been in operation in Kenya for over 15years and will probably have developed appropriate marketing strategies to improve the organizational performance.

Table 4.1.4 Number of employees in the veterinary firm.

Less than 100	1	7.7	7.79
100-499	10	76.9	84.6
More than 500	2	15.4	100
	13	100	

The number of employees of employees that each of the firms had employed is presented in table 4.1.4 above. The results show that majority of the firms (76.9%) had between 100-499 while 15.4 of the firms had over 500 employees. The higher the number of employees is reflection of the size of the firm and it means that the majority of the firms were mid-sized firms and because of the number, the level of competition will be intense.

Table 4.1.5 Number of outlets in Kenya

Less than 10	2	15.47	15.4
10-49	7	53.8	69.2
Above 50	4	30.8	100.0
Total	13	100	

Furthermore, the number of outlets that the veterinary firms had in Kenya will give a reflection of firm's coverage in Kenya. The results are presented in the table 4.1.5 above. The results indicate that majority of the firms (53.8%) had established between 10-49 outlets in Kenya while 31% of the firms had over 50 distribution outlets. Hence 85% of the firms had more than 10 outlets spread all over the country of the respondents length of service with the veterinary pharmaceutical firms is presented in table 4.1.5 above.

4.2 Marketing strategies

The marketing strategies of a firm determine its choice of target market segments, positioning, marketing mix, and allocation of resources. For effectiveness the marketing strategy need to be an integral component of overall firm strategy and should define how the organization will successfully engage customers, prospects, and competitors in the market arena. Marketing strategies adopted by the veterinary pharmaceutical firms include; pricing, product, distribution and promotion. The respondents were requested to indicate the extent to which they applied various marketing strategies in a five point Likert scale. The range was ‘Not at all (1)’ to ‘Very greater 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 greater extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq G.E. < 5.0$). A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents. The results are shown in Table 4.2.0.

Table 4.2.0: Marketing Strategies Adopted

Marketing strategy	Mean	Std. Deviation
Promotion strategy	4.6154	.50637
Product strategy	4.5385	.66023
Distribution strategy	4.4615	.87706
Price strategy	3.1538	1.14354

The results in table 4.2.0 show that, to a great extent, the popular marketing strategies adopted include promotion strategy (M=4.6154), the product strategy (M=4.5385) and the distribution strategy (M=4.4615). However, to a moderate extent, the veterinary pharmaceutical firms employed the pricing strategies (M=3.1538, SD=3.1538) in their operation. The higher standard deviation shows that there was a less agreement on the application of this strategy among the respondents.

4.2.1 Product strategy

A product is anything that satisfies the human need and consists of a combination of tangible and intangible aspects of the products offered by the manufacturer to the customers. Hence the package design, brand names, trademarks, warranties, product image, new-product development and customer service will influence the features of a product. The extent in which the veterinary pharmaceutical firms employ the product strategy is presented in table 4.2.1.

Table 4.2.1: Product strategy

Product strategy	Mean	Std. Deviation
Our veterinary pharmaceutical firm offer a broad product line	4.3846	.50637
The packaging of the firm products is done according to the standards required	4.3846	.65044
The veterinary pharmaceutical firm uses product design and technology in product development as well as delivery	4.3846	.50637
The veterinary pharmaceutical firm ensures that quality and reliability of the product offerings gain importance	4.3077	.48038
Our veterinary pharmaceutical firm have products that have a broad market appeal	4.2308	.43853
Our veterinary pharmaceutical firm has innovative new products	4.1538	.68874
The veterinary pharmaceutical firm has products for different customer clusters (based on need)	4.1538	.98710
The product strategy of the firm is that its focus is on catering the needs of almost all the segments	3.9231	.64051
Overall Mean	4.24	

The findings in table 4.2.1 suggest that the veterinary pharmaceutical firm offer a broad product line, uses product design and technology in product development as well as delivery and the packaging of the firm products is done according to the standards required (M=4.3846). In all the above features the standard deviation is lower than 0.7 and this means that there was a greater consensus among the respondents. Because of the uniqueness of the products, it was found that the firms product ability to meet the needs of almost all the segments (M=3.9231) was

moderately realized and being able to customize products for different customer needs (M=4.1538, SD=0.9871).

4.2.2 Pricing strategy

One of the important factors that determine the demand of a product is its price. This is because, *ceteris paribus*, the higher the price the lower the demand. A price of a product refers to the amount a customer pays for the product. A firm will determine what is the worth of the product by considering such factors as market share, competition, material costs, product identity and the customer's perceived value of the product and therefore, the price decision is very sensitive and therefore a special care is to be taken to get the necessary competitive edge from the pricing strategy. On the application of the pricing strategy in the veterinary pharmaceutical firms, the results are presented in table 4.2.2.

Table 4.2.2 : Pricing strategy

Pricing strategy	Mean	Std. Deviation
The veterinary pharmaceutical firm monitor competitors' prices and price changes	4.3846	.76795
The veterinary pharmaceutical firm uses price promotions and discounts	3.8462	1.34450
The firm has allocated sufficient resources for research and development	3.8462	1.14354
The firm's pricing strategies are such that every customer can purchase a product or upgrade to another one of his or her choice	3.5385	1.19829
Our veterinary pharmaceutical firm use premium pricing on its products	3.3846	1.19293
The firm price-point-strategy wherein they have products available in almost all possible price points	3.3077	1.10940
The veterinary pharmaceutical firm uses pricing skills and systems to respond quickly to market changes	3.2308	1.16575
The patent allows the firm to wield immense pricing power for their new products	3.1538	1.14354
The veterinary pharmaceutical firm prices are below industry average	2.3846	1.60927
Overall Mean	3.453	

From the findings in Table 4.2.2 it is evident that what determines the prices set by the veterinary pharmaceutical firm is the prices of similar products set by the competitors (M=4.3846), the use of price promotion and discounts (M=3.8462) as well as allocating adequate resources for research and development (M=3.8462). To a low extent, it was found that the firms pricing strategy were considered to be below the industry average (M=2.3846) or that the firm uses pricing skills and systems to respond quickly to market changes (M=3.1538). In addition, it is

evident that because the standard deviations of the pricing strategies above are greater than 1.0, it is evident that the responses among the firms were varied.

4.3.3 Distribution strategy

A firm's products move through marketing channels via physical distribution. In a firm that has its products being sold across the country, it needs to develop an appropriate mechanism that will facilitate its products to be accessed by many of its customers. The distribution strategy should be made on the basis of economies of scale such that a firm should employ a distribution channel that will be cost effective and also efficient on its capacity to deliver to customers the product. The result on the application of the distribution strategy among the veterinary firms is presented in table 4.2.3.

Table 4.2.3: Distribution strategy

Distribution strategy	Mean	Std. Deviation
The veterinary pharmaceutical firm is efficient in meeting customer wants	4.4615	.66023
The veterinary pharmaceutical firm has convenient operating hours	4.4615	.66023
Our veterinary pharmaceutical firm uses selective distribution through the best available distributors	4.5385	.66023
The veterinary pharmaceutical firm has incorporated technology in provision of its services	4.3077	.75107
Overall Mean	4.4423	

The results on the distribution strategies used by the veterinary pharmaceutical firms indicate that firms use selective distribution channels through the best available (M=4.5385) and also the firms being able to meet promptly the customer wants (M= 4.4615), ensuring that the firms

operate in convenient hours to customers (M=4.4615) and also with the pharmaceutical firms have incorporated technology in provision of its services M=4.3077. Further, since the standard deviation of the distribution strategies adopted by the firms is less than 1.0, there was more consensus among the respondents on the distribution strategies.

4.3.4 Promotion strategy

A firm's promotion strategy plays an important role in the creation of mutually beneficial exchanges between producers and consumers of goods, services or ideas. Therefore, there is need for a firm's promotional strategy to be guided by the marketing concept such as focusing on consumer needs and integrating all activities of the organization to satisfy those needs. The results on the application of this strategy by the veterinary pharmaceutical firms is presented in table 4.2.4.

Table 4.2.4: Promotion strategy

Promotion strategy	Mean	Std. Deviation
The veterinary pharmaceutical firm promotional strategy elicit attention, interest, desire and action	4.3077	.63043
The veterinary pharmaceutical firm uses integrated marketing communications programmes	4.2308	.83205
The veterinary pharmaceutical firm focus on consumer needs and integrating all activities of the organization to satisfy those needs	4.1538	.68874
The veterinary pharmaceutical firm has loyalty programs with its customers	3.2308	1.16575
The veterinary pharmaceutical firm provide a lot of discounts (such as cash, sale, or trade discounts) for our customers	3.1538	1.40512
Overall Mean	3.8154	

The findings as presented in table 4.2.4 show that to a great extent the firm promotional strategy elicit attention, interest, desire and action with mean of (M=4.3077) and also that the veterinary firms use integrated marketing communications programs with mean of (M=4.2308). These two strategies were found to be popular among the firms because of the low standard deviation. The capacity of the veterinary firms to offer loyalty programs to its customers, it was found that the practice was moderately applied (M=3.2308) and also providing discounts to customers.

4.4 Organizational Performance

A firm's foregoing objective is to maximize shareholder wealth. However it has come out that the same cannot be realized if the firm does not develop appropriate marketing strategy that will enhance its competitiveness. Financial and non-financial performance measures are expected to be affected by the firms marketing strategy. As a result, the researcher sought to find out the effect of marketing strategies adopted by the firm on its performance. The finding is presented in table 4.3.0.

Table 4.3.0: Performance indicators

Performance indicators	Mean	Std. Deviation
Enhanced organization relationship with its customers	4.6923	.63043
Efficiency in serving customers	4.5385	.51887
Increased company sales volume	4.4615	.66023
Increase in market share of veterinary pharmaceutical firm	4.3846	.65044
Marketing strategies increases customer satisfaction	4.3846	.65044
Enhances the purchase of organizational products by the consumer	4.3077	.63043
Increase the profits of the outlet	4.0769	.75955
Overall Mean	4.4066	

From the findings above, the capacity of the veterinary firms to enhance their organizational relationship with its customers (M=4.6923) was largely noted as the most improved performance measure that arose from the marketing strategies adopted by the firms. The firms marketing strategies were also found to have improved the level of efficiency in serving the customers (M=4.5385) and consequently the company's sales volume (M=4.4615). In addition, the firms marketing strategy led to increases customer satisfaction (M=4.3846) and the number of service outlets. The standard deviation of the performance measures are in all less than 1.0 and this means that there was more uniformity in the answers given by the respondents.

4.5 Discussion of the Findings

The literature covered and the findings of the study reinforces the position that a firms marketing strategy is a crucial determinant of successful firm's performance. It was also reinforced that a good strategic planning alone does not guarantee success, but rather the implementation of such strategies. The study found out that effective implementation of marketing strategies is a function of control mechanisms that the firm has put in place in such actions as having an effective feedback mechanism. As Jaworski, Stathakopoulos and Krishnan (1993) noted, for a firm to implement its marketing strategies effectively, then it needs to put in place a monitoring and control mechanism that will lead to an effective implementation process.

The study found that the popular marketing strategies employed by the firm are the promotion, product, distribution and pricing. This implies that for effective realization of the firms objectives through the marketing strategies, there is need for a seamless combination of people and technological output in the organizational operations. As the Social-Technical systems theory (STL) (Pasmore and Sherwood, 1978) postulates, people and technology within a firm

must be viewed as inseparable from the external environment and that the capacity of a firm to successfully link its employees to the customer with the aid of technology has been will lead to an increase the firms product sales and market share. This point is consistent with the STL theory because the four common marketing strategies employed by the veterinary pharmaceutical firms combine human factors as well as technological factors in the distribution of its products.

A business organization must sell products in order to survive and grow. This happens if the awareness of the product is created among the potential buyers through advertisement and promotion activities. Promotion serves to create a psychological effect to customers, which encourages the decision to purchase the product. Promotion is a communication process between companies and customers, aimed to create positive attitude about products and services, which favors the products and services stand in the buying and consumption process. A firm should develop a promotion process that will remain ongoing communication between the company on one side and existing and potential customers on the other side. The study found out that the veterinary pharmaceutical companies advertise their products through various media, to elicit attention, interest, desire and action, and focusing on customer needs and integrating all activities of the organization to satisfy those needs. This was found to be consistent with Kimball (2002) findings that effective sales promotion campaign enables a business organization to successfully out-brand its competitors is a continuous battle for the hearts and minds of the market share and customers. Lewinson and Delozier (2012) suggest that it is important for institutions to build up channels of communication with potential customers, and use marketing intelligence to gather any information that an institution would find useful in a competitive environment.

The study found that it is necessary for organizations to continually review marketing strategies with an aim of reviewing and aligning them with the overall business environment. This process was necessary because the business environment is dynamic and it requires constant re-evaluation and re-alignment of business strategies to remain relevant in the market and ahead of the competition. It was also evident that the organization adopts different marketing strategies as dictated by the business environment and organizational capacity at different points in time. This finding is in line with Hlavacka (2001) who indicated that an organization may also choose a combination strategy by mixing of the aforementioned generic marketing strategies. For example, a firm may choose to have a focused pricing strategy that will target a given market this means the organization has a unique product offered to a targeted market segment. An organization may also choose to have a focused distribution and promotion strategy. As Eaglesham (1990) note, consumers are becoming more increasingly price sensitive and in such a market, pricing is a major competitive tool. For the veterinary pharmaceutical firms the commonly used price strategies are image pricing whereby the price here follows the image of the brand.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research objective was to establish the marketing strategies adopted by veterinary pharmaceutical firms in Kenya to enhance performance. This chapter outlines the study's findings in summary, draws out conclusions from the study's findings and outlines recommendations for policy and practice and suggestions for further study.

5.2 Summary

The study intended to reach respondents who have worked in the veterinary pharmaceutical firms for a longer duration of time that will enable them to understand the marketing strategies which was being adopted in the firms. Majority of the firms had been in operation for more than 25 years while all the respondents had university degrees and worked in the veterinary pharmaceutical firms for more than 5 years. It was found that most of the firms had more than 100 employees and therefore qualify to be mid-sized firms and considering that there are over 20 local firms dealing with veterinary medicine plus the other firms that import the products directly, then the level of competition that the firms face will be high and consequently will need to develop appropriate marketing strategies.

The study found that the common marketing strategies adopted by the firms, in order of precedence, are promotion strategy, product strategy, distribution strategy and pricing strategy. The popular promotion strategy employed by the firms is the coming up with a promotional strategy that elicits attention, interest, desire and action; and also developing an integrated

marketing communication programmes. As a way of adopting the product strategy, the firms have come up with a broad product line that meets diverse needs of the customer and also packaging the same products according to the required standards. The veterinary pharmaceutical firms have also used the product design and technology in their products that enables a proper stacking in the shelves at the retail outlets. The firm's distribution strategy was found to have a greater effect on the performance of entities because with a distribution system that is efficient in meeting customer wants and being able to operate in convenient hours and using a selective process in identifying the outlets that meet set criteria, the pharmaceutical firms have been able to improve their performance.

The study further found that the marketing strategies employed by the veterinary firms have had positive effect on the performance of the firms. The study found that the organization relationship with its customers had improved as well as improving the level of efficiency in the firms because of the need to reduce cost and the products are cost effective. By employing the four marketing strategies, it was found that the firms had been able to increase their sales volume and consequently their market shares. On the basis of improved customer service, there is always a likelihood of the customer level of satisfaction to be enhanced and this is the finding from the study. Hence the firm's level of performance improved with the adoption of the appropriate marketing strategies.

5.3 Conclusions

A firm's marketing strategy should be tailored towards realizing the customer satisfaction goal. In order to achieve an effective marketing strategy, there is need to make it an integral component of overall firm strategy, defining how the organization will successfully engage

customers, prospects, and competitors in the market arena. On the basis of the study findings, it is concluded that the factors responsible for improving the firms' performance among the veterinary pharmaceutical firms in Kenya include: product, price, distribution and promotion strategies. However, it should be noted that there are other factors that play an important role towards gaining improved firm's performance.

It can be concluded that veterinary firms have adopted the marketing mix to help them gain improved firm performance and there is need for these firms to adopt the right marketing mix strategies in their operation. In order to improve their sales and market share, the firms should consider selling of their products in a right manner and also sell relevant products to the public. The veterinary companies should also team up with the other firms that deal with human drugs in order to carry out promotions throughout the country in a bid to promote public awareness. The Pharmaceutical Association of Kenya should also set up measures to ensure that the right practices are followed by the players in the Pharmaceutical industry aimed at safeguarding customer interest.

5.4 Limitations

This study was conducted with a strong presence of firms that are in the manufacturing of veterinary drugs in Kenya. It is possible that this exposure contributed significantly to their perceptions on the role of the identified marketing strategies on firm performance. There is need therefore to also get the views of non-players in the sector, such as the customers. Further, the study used a descriptive research design and there is need to employ various inferential techniques to validate further the results. This study was also limited by other factors in that some respondents may have been biased or dishonest in their answers. More respondents would

have been essential to increase the representation of respondents in this study and allowed for better check of consistency of the information given. However, despite the above limitations, the findings presented in this paper have important policy implications.

5.5 Recommendations

The study shall lead to the following recommendations

5.5.1 Policy Implications

Managers should realize that the appropriateness of a particular marketing strategy, whether adapted, standardized, or somewhere in between, hinges on its fit with external environmental factors that the firm operates in. Hence managers should concentrate their limited attention and resources on finding the right marketing mix that will improve the firm's performance. In addition, marketing managers need to comprehend the fact that although some elements (e.g., product, price, promotion, physical ambience and distribution) still exert a positive and significant effect on the firm's performance among veterinary companies in Kenya, the strongest impact has emerged from promotion and product strategies. It is reasonable to say that the effect of the 4Ps is a potential outcome of a successful service delivery process and the interactions that take place between the customer and the service provider, which represents a fundamental part of successful business operations. The firms should also endeavor to examine the potential value creation of marketing strategies and align this value to their overall strategy

5.5.2 Suggestions for further research

The study centered on ways of improving a firm's performance through pursuing of appropriate marketing strategy. The research suggests that further investigation on the role of marketing

strategy on the level of customer loyalty and satisfaction be undertaken. In addition, other researchers can test other moderators to an effective implementation marketing strategy and identifying which of the variables have the most significant effect on the performance of a firm. Other studies should consider introduction of other moderating variables such as government policy existing in a country.

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APPENDICES

Appendix I: Letter of Introduction

Marketing manager

Hallo! My name is PATRICK MUNYOLE

I am a Masters of Business Administration student at University of Nairobi. I am conducting a survey concerned with “marketing strategies adopted by the veterinary pharmaceutical firms in Kenya to enhance performance”, as part of a research proposal presented in partial fulfillment of the requirement for the award of the degree of Masters of Business Administration of University of Nairobi.

Will you please take a few minutes to answer the question attached? I assure you that your answers will be kept completely confidential.

Thank you very much for your cooperation.

Appendix II: Questionnaire

Please give your answers in the spaces provided that matches your response to the questions.

Section A: Demographic Characteristics of Respondents

1. Name of the veterinary pharmaceutical firm (Optional).....
2. What is your highest level of education qualification?
 - a) Post graduate level ()
 - b) University ()
 - c) Tertiary College ()
 - d) Secondary ()
3. Length of continuous service with the veterinary pharmaceutical firm?
 - a) Less than five years ()
 - b) 5-10 years ()
 - c) Over 10 years ()
4. How long has your veterinary pharmaceutical firm been in operation in Kenya?
 - a) Under 5 years () b) 6 – 10 years ()
 - c) 11 – 15 years () d) 16 – 20 years ()
 - e) Over 25 years ()
5. How many employees are there in your veterinary pharmaceutical firm?
 - a) Less than 100 ()
 - b) 100 – 499 ()
 - c) Above 500 ()
6. How many outlets does your veterinary pharmaceutical firm have in Kenya?
 - a) Less than 10 ()
 - b) 10 – 49 ()
 - c) Above 50 ()

Section B: Marketing Strategies

7. To what extent does your veterinary pharmaceutical firm use the following marketing strategies? Use 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent and 5-Very great extent.

Marketing Strategies	1	2	3	4	5
Pricing strategy					
Product strategy					
Place strategy					
Promotion strategy					

8. To what extent do you agree with the following on the use of marketing strategies?

Product strategy	1	2	3	4	5
The product strategy of the firm is that its focus is on catering the needs of almost all the segments					
Our veterinary pharmaceutical firm offer a broad product line					
The packaging of the firm products is done according to the standards required					
Our veterinary pharmaceutical firm have products that have a broad market appeal					
Our veterinary pharmaceutical firm has innovative new products					
The veterinary pharmaceutical firm uses product design and technology in product development as well as delivery					
The veterinary pharmaceutical firm ensures that quality and reliability of the product offerings gain importance					
The veterinary pharmaceutical firm has products for different customer clusters (based on need)					
Pricing strategy					
The firm’s pricing strategies are such that every customer can purchase a product or upgrade to another one of his or her choice					

The veterinary pharmaceutical firm monitor competitors' prices and price changes					
Our veterinary pharmaceutical firm use premium pricing on its products					
The firm price-point-strategy wherein they have products available in almost all possible price points					
The veterinary pharmaceutical firm uses price promotions and discounts					
The veterinary pharmaceutical firm uses pricing skills and systems to respond quickly to market changes					
The veterinary pharmaceutical firm prices are below industry average					
The firm has allocated sufficient resources for research and development					
The patent allows the firm to wield immense pricing power for their new products					
Place strategy					
Our veterinary pharmaceutical firm uses selective distribution through the best available distributors					
The veterinary pharmaceutical firm is efficient in meeting customer wants					
The veterinary pharmaceutical firm has convenient operating hours					
The veterinary pharmaceutical firm has incorporated technology in provision of its services					
Promotion strategy					
The veterinary pharmaceutical firm uses integrated marketing communications programmes					
The veterinary pharmaceutical firm provide a lot of discounts (such as cash, sale, or trade discounts) for our customers					
The veterinary pharmaceutical firm has loyalty programs with its customers					

The veterinary pharmaceutical firm focus on consumer needs and integrating all activities of the organization to satisfy those needs					
The veterinary pharmaceutical firm promotional strategy elicit attention, interest, desire and action					

Performance indicators	1	2	3	4	5
Increase in market share of veterinary pharmaceutical firm					
Increase the profits of the outlet					
Increased company sales volume					
Enhances the purchase of organizational products by the consumer					
Marketing strategies increases customer satisfaction					
Efficiency in serving customers					
Enhanced organization relationship with its customers					

9. To what extent has the adoption of various marketing strategies by the veterinary pharmaceutical firm affected the following performance indicators. Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent.

Appendix III: Veterinary Pharmaceutical Firms Registered In Kenya

1. High Chem Limited
2. Unga Firm Care
3. Coopers Kenya Limited
4. Osho Chemicals
5. Ultra Vetis East Africa
6. Norbrok Limited
7. Cosmos Limited
8. Assia Chemicals
9. Nutrix Limited
10. Bayer Limited
11. Vetcare Limited
12. Eagles Limited
13. Biodeal Chemicals
14. Twiga Chemicals
15. Novatis Limited
16. Kenya Veterinary Vaccine Production Institute

Source: Pharmacy and Poisons Board (2015)