

**CHALLENGES OF IMPLEMENTING ACCESS STRATEGY BY
PHARMACEUTICAL COMPANIES IN KENYA**

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DECLARATION

I declare that this project is my original work and has not been presented for a degree in any other University.

Signature.....

Date.....

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D61/68486/2013

I confirm that the work in this project was done by the candidate under my supervision as the appointed University Supervisor

Signature.....

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DEDICATION

I dedicate this research project to my parents Hassan Abdimalik and Maryan Sadik, my family and my siblings who have encouraged and supported me throughout the project. I sincerely appreciate your moral support and prayers that have contributed to the completion of this project.

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I am grateful to Allah for the health and in seeing me through this project. Without the good health, knowledge and the strength it would have been difficult to complete this research project.

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ABBREVIATIONS

COMESA	Common Market for Eastern and South Africa
EPZ	Export Processing Zone
KEMSA	Kenya Medical Supplies Agency
KIPPRA	Kenya Institute for Public Policy Research and Analysis
MNCs	Multinational Corporations
UNIDO	United Nations Industrial Development Organization

ABSTRACT

The motive behind this study was to establish challenges of implementing access strategy by pharmaceutical companies in Kenya. The specific objectives of the study were to; establish the challenges of implementing access strategy by pharmaceutical companies in Kenya and identify measures taken by pharmaceutical companies operating in Kenya to deal with challenges of implementing access strategy. The research design adopted was a descriptive research design. Descriptive research design was considered appropriate because it provided the opportunity of recording data without manipulation. The study adopted a census approach where information was sought from all the (50) pharmaceutical companies operating in Kenya. The unit of analysis was pharmaceutical companies and unit of observation was employees of pharmaceutical companies. The study used primary data which was collected through questionnaires containing both open ended and closed questions. Data collected was analyzed using SPSS software version 21. Quantitative data was measured using descriptive statistics like mean, standard deviation and frequency distribution tables. Qualitative data was analyzed using content analysis method where key themes were reviewed from published content to make conclusions about the problem under investigation Results of the study were presented in tables for easier interpretation by various stakeholders. The study established that inadequate allocation of resources, inadequate environmental scanning before implementation of access strategy, poor leadership, high cost products, lack of employee training and automated distribution systems were some of the challenges that were experienced by pharmaceutical companies in Kenya during implementation of access strategies. It can be concluded that unless pharmaceutical companies embrace modern management practices like employee training, technology integration in the system, production of low cost quality products and review their vision and mission, gaining competitive edge will be an uphill task. The study recommends that pharmaceutical companies should embrace good leadership, resource management, restructure, train employees and automate their distribution system in order to implement access strategies or gain competitiveness in the changing business environment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

World class organizations around the world are driven by successful implementation of strategies formulated (Afsar, 2011). Porter (2004) states that most of the global companies operating in the developed have achieved their strategic goals by successfully implementing their strategies. All forms of businesses, including those in the pharmaceutical industry, regardless of their size or level of development have embraced strategic management in their practices to gain competitive edge (Hrebiniak, 2006). Arthur, Strickland and Gamble (2008) assert that access strategy involves an action plan that specifies how a company will reach customers and achieve competitive advantage. The purpose of an access strategy is to provide a plan for delivering a product or service to the end customer, taking into account such factors as pricing, market segmentation and distribution.

The theories the study is anchored on are the Open system, Dynamic capability and the Resource based view theory. According to Allio (2005), Open system theory is based on the notion that organizations are environmental dependent. Dynamic capability theory is based on the notion that firms are likely to remain competitive if they have the ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment. Charles and Gareth (2007) assert that the resource based-view theory is based on the concept that firms with unique core competencies are likely to be more productive due to economies of scale and innovative nature of the enterprise. The

motivation behind this study was to establish challenges experienced by pharmaceutical companies in Kenya when implementing access strategy.

Pharmaceutical sector in Kenya comprises of manufacturers, distributors and retailers who provide multiple services to various stakeholder. The business environment of the pharmaceutical industry in Kenya has become very competitive because of the many players in the market. Market access is critical to the sales and survival of the companies so pharmaceutical companies are adopting access strategies to gain more market share.

1.1.1 Concept of Strategy

According to Arthur, Strickland and Gamble (2008), a strategy is the long-term direction which organizations adopt to gain competitive edge in the dynamic business environment by using resources and core competencies to fulfill stakeholder expectations. An organization cannot operate without a strategy because strategy formulation is vital to the well-being of an organization. Strategic reactions to the external environment of the organization are crucial to the success of any company. Businesses operating in the changing business environments should formulate, implement and evaluate strategies based on objectives formulated.

Strategy implementation is the fundamental stage that determines the success or failure of a strategy. Managers should ensure that formulated strategies are translated into action by allocating adequate resources, training workers, providing feedback, motivating workers and engaging external strategy evaluators to measure the viability of formulated

strategies. It is argued that effective strategy implementation is directly correlated with good leadership in the organizational context (Pearce & Robinson, 2011).

1.1.2 Access Strategy

Thompson and Strickland (2003), suggest that access strategy entails a set of coordinated activities needed to ensure that the products or services developed will ultimately reach the intended customers in a more efficient and effective manner. Using appropriate means of accessing customers with products developed by firms enhances organizational performance in terms of the volume of sales and profits generated. Access strategy developed by firms need to be integrated with modern technologies to ensure quality customer service.

Yunggar (2005) suggests that logistical processes of competitive firms should be built around customer needs to promote efficiency and effectiveness. Without access strategy implementation, performance of modern competitive companies will be an uphill task. Access strategy enables companies to have access to individual and organizational customers thus increased market share, while access strategy enables companies to increase their market share, its implementation is not without challenges. With appropriate access strategy, firms have a competitive edge in the dynamic business environment (Arthur, Strickland & Gamble, 2008). Among the pharmaceutical companies that have adopted access strategies include; Novartis with Sandoz's products, GlaxoSmithKline with branded generics and Sanofi with Medreich's products.

1.1.3 Strategy Implementation

A Strategy is the long-term direction which organizations adopt to gain competitive edge in the dynamic business environment by using resources and core competencies to fulfill stakeholder expectations (Arthur, Strickland & Gamble, 2008). An organization cannot operate without a strategy because Strategy formulation is vital to the well-being of an organization. Porter (2008) suggests that strategy implementation involves the process of transforming formulated plans into action thus achieving organizational goals. For successful strategy implementation, firms should have internal drivers that steer the implementation process. Effectiveness of strategy implementation can be measured based on the extent to which the organization meets the formulated objectives as stipulated in the strategic plan (Afsar, 2011).

Hill and Jones (2010) argue that strategy implementation process can vary from one organization to another, depending on the nature of businesses, structure and culture. Strategy implementation is one of the crucial practices of any competitive firms operating in the changing business environment. Strategy institutionalization and conceptualization are key aspects of any successful strategy. Employees of the organization are expected to understand the vision, mission and core values before implementing strategies. Top leaders have the responsibility of creating an environment that will enhance strategy awareness to existing workers thus minimal resistance to change during strategy implementation.

1.1.4 Pharmaceutical Industry in Kenya

According to EPZ (2005), the pharmaceutical industry in Kenya has continued to increase in size despite the challenges of technology, legal policies and changing consumer demand. The pharmaceutical industry can be categorized into; manufacturers, distributors and retailers. Kenya being one of the developing countries in the world, the pharmaceutical industry is perceived to comprise of 50% of the region's market.

According to the Pharmacy and Poisons Board of Kenya, there are more than 35 licensed pharmaceutical manufacturers in Kenya which include local and large multinational corporations. Cosmos Limited, Dawa Limited and Universal pharmaceuticals are some of the manufacturing companies operating in Kenya. Most of these companies are located within Nairobi and its environs and focus on repackaging and processing of bulk drugs into small quantities.

Currently, there are over 14,000 registered pharmaceutical products in Kenya, KEMSA being the largest purchaser of drugs manufactured both locally and imported. It buys about 30% of the drugs in the Kenyan market and ensures effective distribution to government medical institutions such as the dispensaries, health centers and county hospitals. Therefore, it is approximated that there are about 297 registered wholesale and 3859 retail dealers of pharmaceutical products in Kenya (Pharmacy and Poison Board, 2015).

According to UNIDO (2010), the branded pharmaceuticals market in Kenya is anticipated to grow less rapidly than the market for generic pharmaceuticals and this is attributed to the government purchasing more of generics and the price-sensitive nature of the market. Therefore, pharmaceutical companies in Kenya are adopting access strategies to increase access to their medicines through affordable pricing targeting particular market segments and increasing their workforce so as to reach more people. Access to markets in Kenya today is far more challenging due to a number of factors ranging from; rising costs, the production of competing brands by local and global players and penetration of generic products.

1.2 Research Problem

Access strategy implementation has become the most challenging part of strategic planning process among modern competitive firms in the global and local business environment. Accessibility of products and services by consumers has contributed to competitiveness among local and global companies (Pearce & Robinson, 2011). However, it is evident from empirical studies that majority of the companies experience a number of challenges when implementing access strategies. A study conducted by Forbes (2014) established that 71% of the companies experienced internal and external challenges of implementing access strategies. Competition from local and global firms, employee skills, influence of technology, partnerships and marketing strategies were some of the aspects that contributed to poor performance of companies.

Pharmaceutical companies in Kenya are currently experiencing deteriorating performance due to a number of challenges associated with poor implementation of access strategies. Stiff competition, employee incompetency, changing market demands, industry regulation are problems experienced by pharmaceutical firms operating in Kenya (King'ori, 2010). According to a report by access to medicine index (2014), close to two billion people in developing countries have little access to the pharmaceutical products they need. Price plays a significant role when it comes to purchase of medicine. Increased competition among pharmaceutical companies and medicines with prices above the reach of most people has made pharmaceutical companies adopt access strategies to make the prices of their medicines more affordable for particular market segments. All of this is geared towards reaching more people and increase market share for these companies.

A study by Likuyani, (2015) established that multinational pharmaceutical corporations have adopted a number of strategies which included differentiation, offering low price products, cost focus strategies among others to gain competitive edge. Another study by Mumo (2014) on challenges of strategy implementation at Laborex Pharmaceuticals Limited Kenya identified that inadequate capital, shortage of skilled and qualified professionals and poor coordination were among some of the challenges faced during strategy implementation. Another study conducted by UNIDO (2010) indicated that developing countries experience challenges of accessing pharmaceutical products due to inappropriate distribution strategies adopted by pharmaceutical companies.

However, from the findings of the previous studies, it was evident that little has been done with regard to challenges of implementing access strategy by pharmaceutical companies. Therefore, it was for this reason that this study sought to answer the question; what are the challenges of implementing access strategy by pharmaceutical companies in Kenya?

1.3 Research Objectives

The objectives of the study were:

- i. To establish the challenges of implementing access strategy by pharmaceutical companies in Kenya.
- ii. To identify measures taken by pharmaceutical companies operating in Kenya to deal with challenges of implementing access strategy.

1.4 Value of the Study

This study will be of value to various stakeholders. Its findings will be important to the government, Policy makers, manufactures, wholesalers, procurement managers and retailers in making important strategic decisions. The findings will also enhance our knowledge on aspects like strategic management techniques used by successful pharmaceutical companies, how those techniques enhance decision making and the various departments within the company that such techniques have a great impact on.

The findings of this study will increase the existing body of knowledge in the area of strategic management and provide a basis that would be used by other researchers to formulate hypothesis of relevant research topics. The study will also be of importance to future scholars in the field of strategy management. The study will add value to already existing theories in the field of strategic management.

The findings of this study will be used by researchers and scholars to form hypothesis on challenges of implementing access strategy by pharmaceutical companies. The findings will enhance the literature and provide scholars with new perspectives on solving related problems.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines; theoretical foundation of the study that discusses theories that the study is anchored on, strategy implementation, challenges of strategy implementation and managing strategy implementation challenges.

2.2 Theoretical Foundation of the Study

Theories that were adopted to inform this study included; open system theory, dynamic capability theory and resource based view theory as discussed.

2.2.1 Open System Theory

Open system theory was initially developed by Ludwig von Bertalanffy (1956). The theory was founded on the notion that firms are open systems that lend themselves to the external environment. Systems can be categorized into closed and open. Open systems tend to collect information from the changing business environment, analyze it and interpret it for strategic decision making. Managers should rely on research to gather intelligence on the changing business trends for strategic decision making. On the other hand, closed systems are perceived to be systems that do not interact with the business environment but they are independent. The external aspects that may influence business activities of an organization can range from; political, economic, ecological, societal and technological aspects. The internal aspects also may include management, culture, employees, policies, strategy and structure (Pearce & Robinson, 2013).

Pearce and Robinson (2011) suggest that to cope with uncertainty during strategy implementation process, mechanistic thinking organizations are now focusing on becoming leaner, agile, flexible, and right-sized. For organizational competitiveness in the unpredictable environment, firms should always focus on aligning their vision, mission and objectives with the changing business environment.

The concepts of this theory suggest that strategic management being an externally oriented management philosophy in the modern context; it helps firms to sail through the ever-changing business environment in order to be efficient and effective in the long run. On the other hand the theory is seen as having a number of limitations that range from inability of the organization to control the external forces that influence business activities. The organization has unlimited challenges that cannot be controlled within a given period. Therefore, the effectiveness of any system is appraised with respect to the link between; inputs, transformations, outputs and feedback effects.

2.2.2 Dynamic Capability Theory

Dynamic capability theory was founded by Teece and Pisano (1997). The theory was founded on the notion that firms are likely to remain competitive if they have the ability to integrate, build, and reconfigure competences to address the changing business trends. The theory suggests that competitive firms should create, extend and modify its resource in order to compete effectively. Dynamic capabilities of an organization can enhance new opportunities to firms that adopt diversification, strategic partnerships and technology integration in the system.

For any firm to respond appropriately on environmental changes, combinations of multiple capabilities are needed (Burgelman, Grove & Meza, 2007). Arthur, Strickland and Gamble (2008) suggest that dynamic capabilities cannot be imitated or bought. Any competitive firm should establish unique processes to distinguish itself from other players in the industry. The four main processes of dynamic capabilities can be grouped into; reconfiguration, leveraging, learning and integration. Reconfiguration can be regarded as transformation and recombination of assets and resources to achieve the intended goals of an enterprise. Leveraging can be described as the replication of a processes and integration can be regarded as the ability of the firm to integrate and coordinate its assets for the benefits of the firm.

This theory underpins this study by providing a strong foundation by describing organizations as dynamic systems that can reconfigure its resources like human resources and technology to gain competitiveness in the dynamic business environment. However, on the other hand the theory is seen to have a number of limitations. First, definitions, nature and the scope of the theory are controversial. Second, Scanty information on empirical research and operationalization of terms on the theory also pose a great challenge.

2.2.3 Resource-Based View Theory

Resource based view theory was established by Barney J (1991). It suggests that modern competitive firms operating in the dynamic business environment should consider their core resources when formulating, implementing and monitoring strategies. Formulation and implementation of strategies is determined by organizational resources that are

unique and cannot be imitated by other competitors. Pearce and Robinson (2013) assert that resource based view is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles.

Sustainability of organizational competitiveness is based on unique resources of the organization that range from employee skills, technology, customer development and new product development (Burgelman, Grove & Meza, 2007). The theory postulates that a firm has a sustained competitive advantage when it has a relative advantage over another firm in any competitive environment. A firm is said to have a competitive advantage when competitors find it difficult to copy or apply similar strategies. Firms can be competitive in multiple ways ranging from information, production and marketing systems (Thompson & Strickland, 2003).

This theory underpins this study based on the notion that access strategies by pharmaceutical companies in Kenya are strategic resources that would contribute to improved performance. Inability to imitate the new technologies by industry players and integration of systems with modern technologies will enhance efficiency and effectiveness of the supply chain. Training employees and investing in modern technologies are unique capabilities that would give pharmaceutical companies a competitive edge in the changing business environment.

2.3 Strategy Implementation

According to Charles and Gareth (2007), there has been greater appreciation to implementation of strategies by organizations that has led to the emergence of the following trend. Formulating an appropriate strategy is not correlated to strategy implementation. Firms should ensure that appropriate systems are put in place to actualize strategies formulated. These systems can range from; structures, technology, human resources, reward systems, information systems, organization culture, and leadership styles.

Aosa (1991) studied on strategic management practices and performance of commercial banks in Kenya and revealed that strategic culture among competitive firms was directly correlated with organizational performance. The study noted that organizations with strategic leadership are likely to perform well and vice versa. Leaders should involve employees in key decision making and ensure that feedback is provided to key stakeholders to minimize resistance to change.

Strategy operationalization is one of the critical processes during strategy implementation in large and small organizations (Hbreniak, 2006). Transforming formulated strategies to actual plans determines the success of strategy implementation process. According to John and Richard (2011), strategy implementation is regarded as the process in which the planned strategies are translated into actions. It is the fourth phase in the strategic management process which comes after strategy formulation and situation analysis. Strategy institutionalization always enhances synergy of implementing strategies formulated in the organization (Gall & Borg, 2006).

Management should promote institutionalization culture through employee empowerment and adequate support (Johnson & Scholes, 2002). Pearce and Robinson (2013) argue that strategy implementation can be conceptualized using the following four interrelated steps; objectives formulation, the development of specific functional tactics, empowerment of operating personnel and the implementation of effective reward systems. For any strategy to be successful, each employee must have a thorough understanding of the organizational vision, mission and objectives. Pearce and Robinson (2013) also acknowledge that organizational leadership is one of the aspects that accelerate strategy implementation among successful companies around the globe.

2.4 Challenges of Strategy Implementation

Hrebiniak (2006) asserts that strategy implementation is one of the links between formulation and control. Strategy formulation exercise can be perceived as a simple but key challenges are experienced during implementation process. To implement strategies, a number of initiatives should be put in place ranging from resource allocation, training, communication and motivation of employees. Despite the uncertainty of the business environment, firms should adopt appropriate models when analyzing the business environment in order to determine internal and external aspects that influence strategy implementation. A study conducted by Odhiambo (2006) on challenges of strategy implementation of non-governmental organizations observed that internal factors were the major hindrances of strategy implementation. Poor leadership, inadequate resource allocation, poor employee skills were among some of the factors that contributed to poor strategy implementation.

A study by Machuki (2005) on challenges of strategy implementation at CMC Motors Group Ltd, Kenya established that employee resistance was an obstacle to strategy implementation and performance of organizations. According to a study conducted by James (2006) in the United Kingdom on the strategy implementation among manufacturing firms established that strategy implementation has become one of the most challenging aspect among modern competitive firms. Some of the aspects that resulted to poor strategy implementation ranged from; inadequate planning, poor communication and ineffective coordination of implementing activities.

2.5 Managing Strategy Implementation Challenges

A study by KIPPRA (2015) on factors influencing organizational strategy implementation established that employee commitment contributed to strategy implementation among state corporations in Kenya. In an effort to successfully apply these excellence models, the organization must share a clear mission and strategic vision that fosters objectives addressing the critical actions needed for adopting strategies and reaching long-term goals.

Rapert, Velliquette and Garretson (2002) argue that adequate budgetary allocation promotes successful strategy implementation. This is helpful especially in ensuring that activities of the company are carried out efficiently so as to strengthen the implementation of strategy.

Hrebiniak (2006) suggests that financial and non-financial resources are critical in effective strategy implementation. Resources may include physical, financial, technological and human resources. Without proper resource allocation, strategy

implementation will be a challenge in the modern changing business environment.

Burgelman, Grove and Meza (2007) suggested that training of employees is one of non-financial rewards that drive and empowers workers to work towards organizational strategic intent. Other aspects that improve employee ability to perform better include; recognition of employee efforts by managers, delegation, promotion, job design and salary increment. Satisfied employees are likely to adapt to changes more easily compared to dissatisfied workers. Institutionalization and operationalization of strategy in any organization is based on empowering staff with relevant skills to perform the task with fewer difficulties (Rapert, Velliquette & Garretson, 2002).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the researcher's scope of methodological procedures to be employed in the study. These include; research design, target population, data collection, data analysis and presentation.

3.2 Research Design

The study adopted a descriptive research design to establish the challenges of implementing access strategy by pharmaceutical companies in Kenya. Krishnaswami (2003) regards a research design as an arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedures. The descriptive study method was appropriate because it explored and describes the relationship between variables in their natural setting without manipulating them.

Cooper and Schindler (2011) suggest that descriptive research design was appropriate in research because it provided an opportunity to the researcher to hypothetically relate variables of the study with existing theories to make deductive reasoning concerning the problem under investigation. The researcher analyzed data quantitatively and qualitatively since the study collected ideas, opinions and views of respondents concerning the problem under investigation.

3.3 Population of the Study

Information was sought from all the pharmaceutical companies (50) operating in Kenya and their headquarters based in Nairobi County as shown in appendix (III). Respondents were employees of pharmaceutical companies which included marketing managers, sales managers and senior management of pharmaceutical companies. The unit of analysis was pharmaceutical companies operating in Nairobi County and unit of observation was employees of the pharmaceutical companies. Majority of the respondents were selected based on the number of years they had worked in their companies to make accurate recommendations about the problem under investigation.

According to Kothari (2006), a census involves the procedure of systematically collecting, analyzing and interpreting data about the members of a given population. Information from every member of the population was sought to establish the problem under investigation. A census was preferred because the pharmaceutical companies operating in Kenya were not too many and collection of data was manageable to bridge the gap of the problem that was under investigation.

3.4 Data Collection

Primary data was collected from respondents by use of questionnaires as the main instrument of data collection. Questionnaires were administered to respondents by the researcher during working hours. Drop and pick later method was applied where respondents did not have time to respond immediately. According to Gall and Borg (2006), questionnaires were preferred instruments of data collection in scientific studies because of their opportunity to capture respondents' opinions in a structured manner and

in written form for future reference. It helped the researcher to save on time and money during data collection. It also enabled the respondents to answer questions without revealing their identity. In addition, they offered an opportunity of uniformity in answering questions thus consistency of findings.

3.6 Data Analysis

To analyze the data, the Statistical Package for Social Sciences, (SPSS version 21) software was used. The data collected was edited, coded and classified on the basis of similarity and then tabulated. Cooper and Schindler (2006) assert that the core function of the coding process was to create codes and scales from the responses, which can then be summarized and analyzed in various ways. Kothari (2006) points out that, analysis meant categorizing, ordering, manipulating and summarizing of data that was obtained to answer the research questions.

To permit quantitative analysis, data was converted into numerical codes representing attributes or measurement of variables. Descriptive statistics such as frequency distributions, percentages and frequency tables were used to summarize and relate variables which were attained from the administered questionnaires. Descriptive statistics technique was chosen because it made it possible to show the distribution or the count of individual scores in the population for a specific variable. The analyzed data was presented in form of tables.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of the data collected from the respondents and discusses the research findings on challenges of implementing access strategy by pharmaceutical companies in Kenya. Response rate of 76 % was achieved from the total target of 50 pharmaceutical firms operating in Kenya.

The specific objectives of the study were to; establish the challenges of implementing access strategy by pharmaceutical companies in Kenya and identify measures taken by pharmaceutical companies operating in Kenya to deal with the challenges of implementing access strategy. In addition, this chapter provides discussions on the statistical relationships between variables of the study and further discusses the findings of the study in relation to existing empirical literature.

4.2 Respondent Demographics

The respondent demographics includes; position held in the company, period worked with the company, how long the company operated in Kenya, size of the company among others.

4.2.1 Position of Respondents

The respondents of the study were asked to indicate the positions they held in their pharmaceutical companies and the following were the findings as shown in Table 4.1.

Table 4.1 Position of Respondents

Response	Frequency	Percentage
Director	8	21.1
Sales Manager	14	36.8
Marketing Manager	14	36.8
Sales Representative	2	5.3
Total	38	100

Source: Research data, 2016

As shown in Table 4.1, majority (36.8 %) of the respondents of the study were sales and marketing managers of pharmaceutical companies with their headquarters based in Nairobi County, Kenya. 21.1% of the respondents of the study were directors and 5.3% of them were sales representatives. This implied that majority of the respondents were sales and marketing managers and directors due to their adequate information with regard to challenges of implementing access strategy.

4.2.2 Respondents Period of Work

The respondents of the study were asked to indicate the period they had worked with their pharmaceutical companies and the following were the findings as shown in Table 4.2.

Table 4.2 Respondents Period of Work

Response	Frequency	Percentage
1-3 years	4	10.5
4-6 years	15	39.5
7-9 years	12	31.6
10 and above years	7	18.4
Total	38	100

Source: Research data, 2016

As shown in Table 4.2, majority (39.5%) of the respondents had worked with their pharmaceutical companies for a period between 4-6 years. 31.6% of them had worked for a period between 7-9 years. 18.4% of them had worked for a period more than 10 years and 10.5% of them had worked for a period between 1-3 years. This implied that the majority of the respondents had adequate working experience to establish challenges that were experienced by their companies during implementation of access strategies.

4.2.3 Years of Operation

The respondents of the study were asked to indicate the period which their pharmaceutical companies had operated in Kenya and the following were the findings as shown in Table 4.3.

Table 4.3 Years of Operation

Response	Frequency	Percentage
2-5 years	5	13.2
6-10 years	8	21.1
11-15 year	12	31.6
16-19 years	7	18.4
20 and above years	6	15.8
Total	38	100

Source: Research data, 2016

As shown in Table 4.3, majority (31.6%) of the pharmaceutical companies had operated for a period of between 11-15 years. 21.1% of them had operated for a period of between 6-10 years. 13.2% of them had operated for a period of between 2-5 years. 18.4% of them had operated for a period of between 16-19 years and 15.8 % of them had operated for a period more than 20 years. This implied that most of the pharmaceutical companies had operated for many years with minimal penetration of market segments.

4.2.4 Company Size

The respondents of the study were asked to indicate the size of their pharmaceutical companies in Kenya and the following were the findings as shown in Table 4.4.

Table 4.4 Company Size

Response	Frequency	Percentage
Below 150	22	57.9
Between 151- 450	15	39.5
Above 450	1	2.6
Total	38	100

Source: Research data, 2016

As shown in Table 4.4, majority (57.9%) of the pharmaceutical companies had employees below 150 based on their market coverage. 39.5% of them had employees of between 150-450 and 2.6 % of them had more than 450 employees based on their market coverage locally.

4.2.5 Adoption of Access Strategy

The respondents of the study were asked to indicate whether their pharmaceutical companies had access strategies for specific market segments in Kenya and the following were the findings as shown in Table 4.5.

Table 4.5 Adoption of Access Strategy

Response	Frequency	Percentage
Yes	36	94.7
No	2	5.3
Total	38	100

Source: Research data, 2016

As shown in Table 4.5, majority (94.7%) of the respondents fully agreed that their pharmaceutical companies had access strategies while 5.3% of them indicated that their companies had no specific access strategies. This implied that most of the pharmaceutical companies operating in Kenya were adopting different access strategies to expand their market share and generate more profits despite challenges experienced during implementation process.

4.2.6 Challenges of Implementing Access Strategy

The respondents of the study were asked to indicate whether their pharmaceutical companies had challenges during implementation of access strategies in Kenya and the following were the findings as shown in Table 4.6. The study sought to determine the extent to which respondents agreed on the challenges of implementing access strategies by their pharmaceutical companies in Kenya. From the findings, the study indicated that majority agreed to a great extent that; inadequate allocation of resources to implement access strategy was a challenge with a mean of 3.78. Employees involved in the formulation of the access strategy were not involved in the implementation of the strategy with a mean of 3.61. Cost of the product as a constraint in the implementation of access strategy with a mean of 3.58. Resistance to change and slow acceptance of access strategy by those involved in implementation with a mean of 3.47.

Table 4.6 Challenges of Implementing Access Strategy

Challenges	Mean	SD
Inadequate allocation of resources to implement access strategy	3.78	1.12
Employees involved in the formulation of the access strategy were not involved in the implementation of the strategy	3.61	1.32
Cost of the product as a constraint in the implementation of access strategy	3.58	1.22
Resistance to change and slow acceptance of access strategy by those involved in implementation	3.47	1.19
Inadequate environmental scanning before implementation of the access strategy	3.42	1.29
Lack of experienced staff to implement access strategy	3.37	1.39
The existing organizational culture doesn't support the proper implementation of access strategy	3.36	1.31
Not factoring and allocating resources during the planning process for access strategy	3.11	1.94
Lack of clear guidelines to implement access strategy	3.09	1.05
Lack of automated distribution system for implementing the access strategy	2.45	1.09
Lack of good leadership to implement access strategy	2.33	1.09
The existing organizational structure doesn't support the implementation of access strategy	2.27	1.33

Notes: N=38 constructs = 1-5 measured using five-point scale

Source: Research data, 2016

Lack of clear guidelines to implement the access strategy with a mean of 3.09. Lack of automated distribution system for implementing the access strategy with a mean of 2.45. Lack of good leadership to implement access strategy with a mean of 2.33. The existing organizational structure doesn't support the implementation of access strategy with a mean of 2.27.

From these findings of the study, it was established that majority (70%) of the pharmaceutical companies in Kenya experienced a number of challenges during implementation of access strategies: Firstly, most of the pharmaceutical companies did not have adequate financial resources to recruit competent and skilled personnel, cost of product was a constrain in the implementation of access strategy. some of the pharmaceutical companies did not have an establish automated distribution system to implement access strategy.

Further it was revealed that majority of the employees involved in the developments of access strategies were not the ones who implemented the strategies hence leading to ineffective implementation of the access strategy. Top level managers did not give lower level employees room to make independent decisions to implement the strategies. Most of the employees involved in implementation of access strategies did not have adequate trainings on how to implement access strategy.

These findings are supported by Odhiambo (2006) who argues that resource allocation and leadership support are the drivers of access strategies implementation. Without adequate resource allocation and accountability, firms are likely to drag behind

competitiveness. Further, Pearce and Robinson (2011) suggest that participatory leadership style is one of the key factors that will promote strategy institutionalization and conceptualization among workers of companies operating in the changing business environment. Leaders should adopt contingency plans to ensure strategies formulated and implemented with minimal resistance.

Secondly, the studies revealed that majority (83%) of the pharmaceutical companies were not in a position to implement access strategies due to poor leadership. Inability of managers/ leaders to develop appropriate policies and motivate workers was a key challenge. Lack of clear guidelines from top leaders on the framework of implementing access strategy contributed to poor performance of some pharmaceutical companies. Inability of the leaders to scan the business environments and align access strategies with the changing market demands contributed to poor performance of pharmaceutical companies in terms of profits and volume of sales. Inability of managers to enhance a culture of creativity and innovation among the marketing team and institutionalizing it in the vision and mission of the company also contributed to poor performance of the companies.

These findings are in line with Porter (2004) who suggests that modern competitive firms cannot realize strategy implementation if leaders do not have the vision and mission of their companies at heart. Formulation, implementation and evaluation of strategies should be a practice of modern competitive firms operating in the dynamic business environment. For an organization to achieve its goals, managers should conceptualize performance from customer, financial, innovation and process perspectives.

Thirdly, structural rigidity among pharmaceutical companies was one of the factors that contributed to their poor performance. Most of the pharmaceutical companies did not have clear structure to enhance communication and coordination of activities during implementation of access strategies. Lack of delegation and decentralized decision making was one of the challenges faced during implementation of access strategies. Top-down management approach was the culture of many pharmaceutical companies in Kenya. Participatory decision making was uncommon practice among the companies.

As proposed by Thompson and Strickland (2003), modern competitive firms should have decentralized structures to implement access strategies. Firms with centralized structures are likely to experience employee resistance during strategy implementation. Organic structures that enhance communication and coordination of activities in an organization can accelerate organizational productivity. Application of democratic style of management and management by objectives gives employees a clear picture of achieving organizational goals with minimal resistance.

Fourthly, lack of employee training among pharmaceutical companies was another aspect that contributed to resistance to new changes. Most of the pharmaceutical companies did not have training programs that will enhance employee skills and knowledge during implementation of access strategies. Maintaining key accounts by pharmaceutical companies was an uphill task since employees did not have customer relationship management skills.

These findings concur with Rapert et al, (2002) who argue that investment in employees training is a practice of competitive firms. Firms that achieve their goals within the stipulated timeframe and implement strategies successfully always prioritize organizational development. Employee motivation, job design, job enrichment and enlargement are all aspects that facilitate implementation of access strategy. Mumo (2014) also supports the findings of this study by suggesting that organizations are likely to fail in implementing strategies formulated due to lack of employee knowledge and commitment. Crafting employee development policies will enhance implementation of formulated strategies with minimal resistance.

Fifthly, lack of automated distribution systems among pharmaceutical companies was another challenge that contributed to high cost of operation. Inability of the companies to adopt and train employees on automated distribution was a major challenge. Procurement of pharmaceutical products and marketing was done using traditional methods like physical distribution rather than online order placement and e-marketing. Majority of the Pharmaceutical companies were having challenges in marketing their products in lower market segments in Kenya due to lack of appropriate technology.

These findings concur with Likuyani (2015) who suggests that technology remains the driver of organizational competitiveness. Firms that do not embrace modern technologies in functional areas of an enterprise are likely to experience inefficiency and ineffectiveness in the overall service delivery. To penetrate global markets and have competitive edge in the changing business environment, technology has remained the only alternative. Employee training on modern technological practices will enhance

organizational competitiveness ranging from new product development, improved service delivery, minimal costs of operation, increased profits and employee motivation.

4.2.7 Measures Taken to Deal with Challenges of Access Strategy Implementation

The respondents of the study were asked to indicate measures that were taken by their pharmaceutical companies to deal with challenges of implementing access strategies and the following were the findings as shown in Table 4.7. The study sought to determine the extent to which respondents agreed on the Measures taken by pharmaceutical companies in Kenya to deal with challenges of access strategy implementation. From the findings, the study indicated that majority agreed to a great extent that; allocating adequate resources was a factor that contributed to implementation of access strategy with a mean of 4.26. Involving the same employees in both formulation and implementation of the access strategy with a mean of 4.31. Coming up with low cost brands to aid implementation of access strategy with a mean of 3.29.

Table 4.7 Measures Taken to Deal with Challenges of Access Strategy**Implementation**

Measures taken to deal with challenges of access strategy implementation	Mean	SD
Allocating adequate resources to support implementation of access strategy	4.26	1.53
Involving the same employees in both formulation and implementation of the access strategy	4.31	1.44
Coming up with low cost brands to aid implementation of access strategy	3.29	1.34
Doing adequate environmental scanning to support implementation of access strategy	3.28	1.37
Bringing on board new employees with experience in access strategy implementation	3.21	1.33
Factoring and allocation of adequate resources during the planning process for the access strategy	3.20	1.33
Having an automated distribution system to aid access strategy implementation	3.19	1.33
Having good leadership to implement access strategy	3.18	1.44
Having clear guidelines to guide the staff on implementation of access strategy	3.16	1.34
Having new organizational culture has helped the proper implementation of the access strategy	3.14	1.27
Having the company's vision and mission aligned to the access strategy helps its implementation	3.12	1.31
Having a new organizational structure has helped implementation of access strategy	3.10	1.09

Notes: N=38 Constructs = 1-5 measured using five-point scale

Source: Research data, 2016

Doing adequate environmental scanning to support implementation of access strategy with a mean of 3.28. Having clear guidelines to guide the staff on implementation of access strategy with a mean of 3.16. Having new organizational culture has helped in the implementation of the access strategy with a mean of 3.14. Having the company's vision and mission aligned to the access strategy helps its implementation with a mean of 3.12. Having a new organizational structure has helped in the implementation of access strategy with a mean of 3.10.

From the findings of the study, it implied that majority of the pharmaceutical companies are taking several measures to deal with challenges of implementing access strategy. Firstly, pharmaceutical companies in Kenya are allocating adequate resources to implement access strategies formulated; employees who formulated strategies are also being involved in the implementation; low cost brands are being developed to aid in market penetration; environmental analysis is being done to support strategic decision making; leaders are being appointed based on their skills and knowledge to perform; clear guidelines are being developed by leaders on strategy implementation; company mission and vision are being aligned with changing business trends and finally, organizational culture is being institutionalized and conceptualized by all employees.

Therefore, these findings are supported by (King'ori, 2010) and (Aosa, 1991) who argue that the cornerstone of any strategy implementation is based on the internal business environment. If the internal factors of an organization are not aligned with newly formulated strategies, strategy implementation will be an uphill task. Formulating strategies in an organization is not enough if implementation does not take place.

Therefore, it's through strategies implemented by the management of an organization that can make it sail in the dynamic business environment.

According to John and Richard (2011), the ability of employees to share information and learn new skills facilitates effective implementation of access strategy. Well trained employees are likely to have a wide understanding of the business environment and adjust quickly to changes with minimal resistance to change. Training promotes motivation among workers thus giving them the drive to accomplish their duties.

Pearce and Robinson (2011) argue that investments in employee training can contribute to strategy implementation among small and large organizations. Employees with appropriate skills are likely to implement strategies formulated more effectively and vice versa. Konzi (2012) also revealed that effective implementation of access strategy is determined by the extent to which organizations integrate technology in the supply chain and train workers on how to operate the system. Further, Odhiambo (2006) postulates that strategy implementation is directly correlated with the amount of funds allocated. Therefore, without funds, strategy implementation will be an uphill task.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summaries of the study findings as per the study objectives, conclusions based on those findings, recommendations, limitations of the study and suggestion for further research.

5.2 Summary of the Findings

From these findings of the study, it was established that majority (70%) of the pharmaceutical companies in Kenya did not have adequate financial resources to recruit competent and skilled personnel and cost of product was a constrain in the implementation of access strategy. Pharmaceutical companies did not have an established automated distribution system to implement access strategy. Further it was revealed that majority of the employed involved in the developments of access strategies were not the one who implemented the strategies.

It was established that majority (83%) of the pharmaceutical companies were not in a position to implement access strategies due to poor leadership. Inability of managers/ leaders to develop appropriate policies and motivate workers was a key challenge. The study indicated that structural rigidity among pharmaceutical companies let to companies not having clear structure to enhance communication and coordination of activities during implementation of access strategies.

Delegation and participatory management were uncommon practices among pharmaceutical companies. It was revealed that most (71%) of the pharmaceutical companies did not have training programs that will enhance employee skills and knowledge during implementation of access strategies. It was established that majority of the pharmaceutical companies did not have automated distribution systems. Majority of the Pharmaceutical companies were having challenges in marketing their products in lower market segments in Kenya due to lack of appropriate technology.

5.3 Conclusion

It can be concluded that unless pharmaceutical companies embrace modern management practices like employee training, technology integration in the system, production of quality products and review their vision and mission, gaining competitive edge will be an uphill task. To implement access strategies good leadership, resource allocation and employee motivation are key drivers. Coming up with low brands as well as doing environmental scanning are very important in the successful implementation of access strategy. Therefore, due to changing business environment, pharmaceutical companies should conduct a periodical survey to determine aspects that influence implementation of their access strategies and develop contingency plans.

From the findings it was evident that pharmaceutical companies endeavor to achieve some competitive advantage over their competitors in such a stormy environment by using different access strategies. However, this study concludes that pharmaceutical companies should invest in global marketing strategies which include; product strategy, pricing strategy, promotion strategy, distribution strategy to gain competitive edge. These

pharmaceutical companies have also understood the value of global marketing strategies in the management of service quality among customers but less emphasize is put due to inappropriate policies developed by the Government. Regulating authorities like Pharmacy and Poisons Board of Kenya should sensitize the public on the value of the pharmaceutical products.

It can be concluded that if a proper mechanism is put in place with regard to investment in ICT by pharmaceutical companies operating in Kenya, pharmaceutical companies will gain competitive advantage in the global and regional markets thus contributing to social economic developments in Kenya. Training of pharmaceutical staff, capital advancement in reasonable terms, good business operating environment and good business practices, the pharmaceutical industry will contribute to social economic developments of the Kenyan people. For pharmaceutical companies to gain a competitive edge in the changing business environment, the study concludes that outsourcing strategy should be considered as a method of reducing logistical costs.

5.4 Limitation of the Study

After evaluating the results of this study, the study had the following limitations: Conceptually, the study only focused on the challenges of implementation access strategy by pharmaceutical firms in Kenya. This challenge was minimized by the study recommending other studies to be conducted in related fields to establish the problem under investigation.

Contextually, the study was limited to the pharmaceutical companies in Kenya and that these findings may not represent all firms in other sectors. Also some of the respondents in the pharmaceutical companies were unwilling to provide information fearing that the information might reach their competitors. The respondents were assured of the data being collected was to be used wholly for academic purpose.

5.5 Recommendations

The recommendations of the study are divided into four parts namely; recommendations for managerial policy, for management practice, for academicians and for theories.

5.5.1 Managerial Policy

The study will enable policy makers and industry experts to formulate strategic policies that will minimize obstacles of quality management practices in modern organizations. For instance, from the findings of the study, it was established that majority (70%) of the pharmaceutical companies in Kenya did not have adequate financial resources to recruit competent and skilled personnel and establish an automated distribution systems that will aid access strategy implementation.

Therefore, this study recommends that top management of pharmaceutical companies should embrace the culture of supporting implementation of access strategies through annual budget allocation. Marketing managers should draw and submit marketing budgets to top management for approval in advance as an initiative of implementing access strategies.

It was revealed that most (71%) of the pharmaceutical companies did not have training programs that will enhance employee skills and knowledge during implementation of access strategies. Therefore, this study recommends that all pharmaceutical companies should develop and implement a policy that promotes employee development.

New employees should be trained on pharmaceutical products and understand marketing strategies that will make their firms have a larger market share. It was established that majority of the pharmaceutical companies did not have automated distribution systems. Therefore, this study recommends that pharmaceutical companies should integrated modern technologies in the production and marketing of their products. All companies should partner with ICT firms to gain a platform of marketing their products in the local and global market. The Government of Kenya should develop a policy that necessitates pharmaceutical companies to register online and promote their products and services through online channels.

5.5.2 Management Practice

The findings of this study will add value to already existing body of knowledge in the area of strategic management and provide a basis that will be used by other researchers to formulate hypothesis of relevant research topics. For instance, It was established that majority (83%) of the pharmaceutical companies were not in a position to implement access strategies due to poor leadership.

Therefore, this study recommends that management of pharmaceutical companies should recruit and engage people in different positions based on their leadership abilities like entrepreneurship skills, change implementation and creativity. The study indicated that structural rigidity among pharmaceutical companies led to companies not having clear structure to enhance communication and coordination of activities during implementation of access strategies. Therefore, this study recommends that management of pharmaceutical companies should review the structures to enhance communication and coordination among workers. Centralized structures should be reviewed and replaced with organic structures that facilitate top-down and bottom-up approach of management. All pharmaceutical companies should have a database of their customers and ensures that they update them on new pharmaceutical products and trends in the sector. Large and small pharmaceutical companies should have active websites to market and place orders through online platforms.

5.5.3 Academicians

The study recommends that scholars should carry out further research to establish the relationship between access strategy implementation and performance of pharmaceutical companies in Kenya. Further research should also be carried to find out the relationship between strategic information systems and performance of pharmaceutical companies in Kenya.

This study was confined to pharmaceutical companies operating in Kenya and its findings may not be applicable to other sectors therefore, the study recommends that researchers

should replicate this study in other sectors to establish the challenges of implementing access strategy and what measures were taken by the firms to deal with the challenges.

5.5.4 Theories

This study is consistent with the open system and dynamic capability theories which were the theories anchoring this study. Open system theory is based on the notion that organizations are environmental dependent (Allio, 2005). Pharmaceutical companies in Kenya are able to align to the changing business environment by adapting access strategy in order to increase their market share and eventually gain competitive advantage. The study recommends new theories to be developed that will look into how access strategy implementation affects the overall performance of pharmaceutical companies in Kenya. The study also recommends research to be done across industries to see if this theory still applies in the modern day business environment.

The study is also consistent with the Dynamic capability theory. Pharmaceutical companies in Kenya demonstrated dynamic capability in that they were capable of integrating, building and reconfiguring internal and external competences to address rapidly changing environment (Teece et al, 1997) Pharmaceutical companies in Kenya were able to come up with measures to manage the challenges of access strategy implementation so as to survive in the turbulent business environment and become competitive. This study recommends new theories to be developed that will look into how internal competences of companies contribute to the overall performance of the companies.

5.6 Suggestions for Further Research

It is recommended that further research should be carried out to establish the relationship between access strategy implementation and performance of pharmaceutical companies in Kenya. Further research should be carried to find out the relationship between strategic information systems and performance of pharmaceutical companies in Kenya.

This study was confined to the pharmaceutical companies in Kenya and its findings may not be applicable to other sectors therefore, it is recommended that the study is replicated in other sectors to establish the challenges of implementing access strategy and what measures were taken by the firms to deal with the challenges.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
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P.O. Box 30197
Nairobi, Kenya

DATE 18/07/16

TO WHOM IT MAY CONCERN

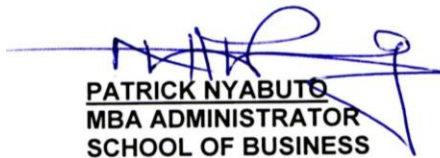
The bearer of this letter LIBAN HASSAN ABDIMAWK
Registration No. D61/68486/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



Appendix II : Questionnaire

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please supply the required data by filling in the blanks where space is provided or by ticking [√] against the most appropriate answer.

1. What is the name of your company.....

2. What position do you hold in your firm?

a) Director []

b) Sales Manager []

c) Marketing manager []

d) Others []

3. How long have you worked with your company?

a) 1-3 years []

b) 4-6 years []

c) 7-9 years []

d) 10 and above years []

4. How long has your Company operated in Kenya

a) Below 1year []

b) 2-5 years []

c) 6-10 years []

- d) 11-15 year
 - e) 16-19 years
 - f) 20 and above years
5. What is the size of your Company according to number of employee?
- a) Below 150
 - b) Between 151- 450
 - c) Above 450

SECTION B: CHALLENGES OF IMPLEMENTING ACCESS STRATEGY

6. Does your pharmaceutical company have an access strategy for a particular market segment?
- Yes No
7. Has your company experienced challenges with the access strategy implementation?
- Yes No

Please tick the following statements on a scale of 1-5 ranging from Not at all to very great extent

Where; 1= Not at all 2= Less extent 3= Moderate extent, 4= great extent 5= Very great extent

8. Please rate the extent to which the following challenges affect the implementation of access strategy in your Company. Kindly tick as appropriate

	Challenges	1 Not at all	2 Less extent	3 Moderate extent	4 Great extent	5 Very great extent
1.	Inadequate allocation of resources to implement access strategy					
2.	Employees involved in the formulation of the access strategy were not involved in the implementation of the strategy					
3.	Cost of the product as a constraint in the implementation of access strategy					
4.	Resistance to change and slow acceptance of access strategy by those involved in implementation					
5.	Inadequate environmental scanning before implementation of the access strategy					
6.	Lack of experienced staff to implement access strategy					
7.	The existing organizational culture doesn't support the proper implementation of access strategy					
8.	Not factoring and allocating resources during the planning process for access strategy					
9.	Lack of clear guidelines to implement the access strategy					
10	Lack of automated distribution system for implementing the access strategy					
11	Lack of good leadership to implement access strategy					
12	The existing organizational structure doesn't support the implementation of access strategy					

SECTION C: MEASURES TAKEN TO DEAL WITH CHALLENGES OF ACCESS STRATEGY IMPLEMENTATION

9. Please rate the extent to which the following measures are implemented by your company to deal with the challenges of access strategy. Kindly tick as appropriate

	Measures implemented to deal with the challenges of the access strategy	1 Not at all	2 Less extent	3 Moderate extent	4 Great extent	5 Very great extent
1.	Allocating adequate resources to support implementation of access strategy					
2.	Involving the same employees in both formulation and implementation of the access strategy					
3.	Coming up with low cost brands to aid implementation of access strategy					
4.	Doing adequate environmental scanning to support implementation of access strategy					
5.	Bringing on board new employees with experience in access strategy implementation					
6.	Factoring and allocation of adequate resources during the planning process for the access strategy					
7.	Having an automated distribution system to aid access strategy implementation					
8.	Having good leadership to implement access strategy					
9.	Having clear guidelines to guide the staff on implementation of access strategy					
10	Having new organizational culture has helped the proper implementation of the access strategy					
11	Having the company's vision and mission aligned to the access strategy helps its implementation					
12	Having a new organizational structure has helped implementation of access strategy					

10. What other challenges of access strategy implementation has your company experienced?

.....
.....

11. What measures were taken by your company to deal with the above challenges?

.....
.....

Thank you for participating in this survey.

Appendix III: List of Pharmaceutical Companies in Kenya

1. Pharmaken Ltd
2. Phillips Pharmaceutical Ltd
3. Harleys Ltd
4. Galaxy Pharmaceuticals Ltd
5. Medisel (K) Ltd
6. United Pharma (K) Ltd
7. Syner-Med Pharmaceuticals (K) Ltd
8. Sunpar Pharmaceuticals Ltd
9. Simba Pharmaceuticals Ltd
10. Sanofi Aventis
11. Sai Pharmaceuticals Ltd
12. Regal Pharmaceuticals
13. Pharmaco Healthcare
14. Pan Pharmaceuticals Ltd
15. Omaera Pharmaceuticals Ltd
16. Novartis Pharma Services
17. Mac's pharmaceuticals
18. Medox Pharmaceuticals Ltd
19. Madawa Pharmaceuticals Ltd
20. Mac Naughton Ltd.
21. Lords Healthcare Ltd.
22. Kulal International Ltd
23. Hoffman La-Roche Products Ltd
24. Highchem Pharmaceuticals Ltd
25. Globe Pharmacy Ltd
26. Glenmark Pharmaceuticals Ltd
27. GlaxoSmithKline
28. Europa Healthcare Ltd.
29. Elys Chemical Industries Ltd

30. Cosmos Ltd
31. Dawa Limited
32. Dapco Pharmaceuticals Kenya Ltd
33. MSD Pharma
34. Laboratories and Allied
35. Cadila Pharmaceuticals (EA) Ltd
36. Boehringer Ingelheim Division
37. Biodeal Laboratories Ltd
38. AstraZeneca
39. Beta Healthcare International Ltd
40. Bayer East Africa Ltd
41. Dafra pharmaceuticals
42. Novo Nodisk
43. Sun Pharma limited
44. Didy Pharmaceutical – Nairobi
45. Universal Pharmaceutical Limited – Nairobi
46. Eli-Lilly (Suisse) SA – Nairobi
47. Pfizer Corp (Agency) – Nairobi
48. Novelty Manufacturers Ltd – Nairobi
49. Pharmaceutical Products Limited – Nairobi
50. Sphinx pharmaceutical limited

Source: [https://: www.Pharmacyboardkenya.org](https://www.Pharmacyboardkenya.org)