

**MULTI-CHANNEL MARKETING STRATEGIES ON PERFORMANCE OF  
PHARMACEUTICAL COMPANIES IN KENYA: A CASE OF NAIROBI  
COUNTY**

**FREDRICK MENGESA LUVAYO**

**A Research Project Submitted in Partial Fulfillment of the Requirements for the  
Award of the Degree of Master of Arts in Project Planning and Management of  
The University of Nairobi**

**2017**

**DECLARATION**

This research project report is my own work and has not been submitted before any other degree at any other institution.

Signature..... Date.....

**Fredrick Mengesa Luvayo**

**Reg. No.L50/76717/2014**

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

Signature..... Date.....

**Dr. Matula Phylisters Daizy**

Senior Lecturer,

University of Nairobi

## **DEDICATION**

This Research Project report is passionately dedicated to my wife Stelah, my son Walton, parents Ernest, Honest, Jane and all other family members.

## **ACKNOWLEDGEMENT**

I would like to appreciate my supervisor Dr. Matula Phylisters for her guidance, time and support throughout this project. The lecturers who took me through my course work their efforts and resilience to ensure I complete the course successfully cannot pass unmentioned. The University of Nairobi will always remain iconic in my life for giving me the opportunity to pursue this Masters degree and especially the department Extra Mural studies. Finally I acknowledge my colleagues, you became a part of me you never let me make any mistakes in the academic work, always ready to be consulted and sometimes even late calls from me were answered.

## TABLES OF CONTENTS

	Page
<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>ii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study.....	1
1.1.1 Global Perspective of Multichannel Marketing .....	3
1.1.2 Multichannel Marketing and Performance of Pharmaceutical Companies .....	4
1.1.3 Registered Pharmaceutical Companies .....	4
1.2 Statement of the Problem.....	5
1.3 Purpose of the Study .....	6
1.4 Objectives of the Study .....	6
1.5 Research Questions .....	7
1.6 Significance of the Study .....	7
1.7 Delimitation of the Study .....	8
1.8 Limitations of the Study.....	8
1.9 Assumptions of the Study .....	8
1.10 Operational Definition of Terms.....	8
1.11 Organization of the Study .....	10
<b>CHAPTER TWO</b> .....	<b>11</b>
<b>LITERATURE REVIEW</b> .....	<b>11</b>
2.1 Introduction.....	11
2.2 The Influence of Webinar use on Performance of Pharmaceutical Companies .....	11
2.3 The Extent to which Tele-Detail has Influenced Performance .....	13

2.4 Influence of E-Mail Communication on Performance.....	14
2.5 Influence of Websites Accessibility on Performance .....	15
2.6 Theoretical Framework.....	16
2.6.1 Theory of Multi-channel Marketing Strategies.....	16
2.6.2 Theory of Organization Performance .....	18
2.7 Conceptual Framework.....	19
2.8 Summary of Literature review and Knowledge Gaps.....	21
<b>CHAPTER THREE .....</b>	<b>24</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>24</b>
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Target Population.....	25
3.4 Sample Size and Sampling Procedures.....	25
3.4.1 Sample Size.....	26
3.4.2 Sampling procedure .....	26
3.5 Data Collection Instruments .....	27
3.5.1 Pilot Testing of the Instruments.....	27
3.5.2 Validity of the Instruments .....	28
3.5.3 Reliability of the Instruments.....	28
3.6 Data Collection Procedures.....	28
3.7 Data Analysis Techniques.....	29
3.8 Ethical Considerations .....	31
<b>CHAPTER FOUR.....</b>	<b>32</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....</b>	<b>32</b>
4.1 Introduction.....	32
4.2 Questionnaires Return Rate .....	32
4.3 Demographic Characteristics of the Respondents .....	32
4.3.1 Gender Distribution .....	32
4.3.2 Distribution by year of Existence .....	33
4.3.3 Level of Education of Respondents .....	34
4.4 Webinar use on Performance of Pharmaceutical Companies .....	34

4.5 Tele-detail on Performance of Pharmaceutical Companies.....	35
4.6 Email Communication on Performance of Pharmaceutical Companies.....	36
4.7 Websites accessibility on Performance of Pharmaceutical Companies.....	37
4.8 Performance of the Organization.....	38
4.9 Regression Analysis Results.....	43
<b>CHAPTER FIVE .....</b>	<b>45</b>
<b>SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>45</b>
5.1 Introduction.....	45
5.2 Summary of the Independent Variables.....	45
5.2.1 Webinar use on Performance of Pharmaceutical Companies .....	45
5.2.2 Tele-detail on Performance of Pharmaceutical Companies.....	46
5.2.3 Emails Communication on Performance of Pharmaceutical companies .....	46
5.2.4 Website Accessibility on Performance of Pharmaceutical Companies .....	47
5.3 Discussion of the Findings.....	47
5.3.1 Webinar Use.....	47
5.3.2 Tele-detail .....	48
5.3.3 Emails Communication.....	48
5.3.4 Websites Accessibility .....	49
5.4 Conclusions.....	49
5.5 Recommendations of the Study .....	50
5.6 Suggestion for Further Research .....	51
<b>REFERENCES.....</b>	<b>53</b>
<b>APPENDICES .....</b>	<b>58</b>
Appendix I: Questionnaires .....	58
Appendix III: List of Pharmaceutical Companies in Nairobi County, Kenya.....	62
Appendix IV: Authorization Letter.....	72
Appendix V: Research Permit .....	73

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table 3.1: Sample Size .....	26
Table 3.2: Operational Definition of Variables .....	30
Table 4.1: Distribution of Respondents by Gender .....	33
Table 4.2: Distribution by year of Existence .....	33
Table 4.3: Level of Education I of Respondents.....	34
Table 4.4: Extent to Which Webinar Use Influence Performance.....	34
Table 4.5: Extent to which tele-detail influence the performance .....	35
Table 4.6: The extent to which Emails communications influence performance.....	36
Table 4.7: The Extent to Which Websites Influence Performance.....	37
Table 4.8: Establish whether multichannel marketing influence the performance.....	38
Table 4.9: Means and Standard Deviations of Webinar as an MCM strategy.....	40
Table 4.10: Means and Standard Deviations of Tele-detail as an MCM strategy .....	40
Table 4.11: Means and Standard deviations of Emails as an MCM strategy .....	41
Table 4.12: Means and standard deviation of websites as an MCM .....	41
Table 4.13: Means and Standard Deviations of performance.....	42
Table 4.14: Model Summary .....	43
Table 4.15: ANOVA Table.....	44



## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
Figure 2.1 Conceptual Framework .....	19

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CME</b>	Continuing Medical Education
<b>GNI</b>	Gross National Income
<b>HCP</b>	Healthcare Provider
<b>KAM</b>	Kenya Association of Manufacturers
<b>MCM</b>	Multichannel Marketing
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NICE</b>	National Institute for Health and Care Excellence
<b>PHARMA</b>	Pharmaceutical
<b>R &amp; D</b>	Research and Development
<b>ROI</b>	Return on Investment
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WHO</b>	World Health Organization

## **ABSTRACT**

Pharmaceutical industry in Kenya is growing extremely fast and contributing significantly to the growth of the national economy. It is the aim of each organization to make sustainable profits so as to continue with its operation in the market. Pharmaceutical marketing employ medical representatives who are entrusted with product information which is to be delivered to the healthcare provider (HCP) who has the responsibility to prescribe or dispense these medicines to the patient. The challenge these companies face revolve around reaching these HCPs with quality information about a medicine considering their tight schedule and at the same time minimizing the cost of marketing. The purpose of this research project was to establish the effect of multichannel marketing strategies on how pharmaceutical companies perform in Nairobi County. Descriptive design was employed in this research and questionnaires aided in primary data collection. The target population was 306 pharmaceutical companies registered and operating within Nairobi County with a sample size of 62. Purposive sampling was used in order to get targeted groups who were medical representatives, marketing managers and sales leaders from the organizations. Data was analyzed quantitatively using SPSS where the results were presented in tables. The mean, correlation and standard deviation was analyzed. The study found out that the multichannel marketing strategies where adopted they significantly influence income generation, reduce marketing costs and are convenient and timely in information delivery to the customers. The key conclusion of the study was that multichannel marketing strategies are working and have a greater influence on the performance of pharmaceutical companies in Nairobi County. The key recommendation from this study is that any company that wants to engage any of the channels must carry out thorough research to establish what suits their customers so as to effectively communicate and reap the benefits of multichannel marketing.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Pharmaceutical Companies performance is measured in terms of the sales generated monthly, quarterly or yearly depending on how the organization would like to look at it. Sales come as a result of prescription of medicines and dispense done by an HCP. It therefore means the marketing strategy should capture quality product information, consistency, reliable and convenience to the HCPs and be cost effective, timey and generate sustainable profits.

Ford and Ibrahim (2013) argues that in multichannel marketing it is well to consider the main three channel options of direct/online, or sales force, but increasingly a multichannel marketing strategy is required for buyers who use more than one channel when interacting with an organization; for example, when customers go online for information but then go offline to complete a purchase or the process might be reversed where someone goes into a shop to get some information, but then goes online to buy it. Multichannel shoppers are now in majority and studies indicate they account for just under two thirds of all shoppers and spend significantly more than single channel shoppers. The tendency for multichannel shopping will rise as wireless devices and mobile phones increasingly offer new ways to enter a market and associated services. Pharmaceutical marketing HCPs are the customers who are targeted to prescribe the product to their patients which generate sales.

Pharmaceutical marketing is an area that many companies are keenly looking at with the aim of maximizing on the quality product information that gets to the HCPs and the commercial benefits with constrained promotion budget. This therefore calls on pharmaceutical companies to plan, adapt and implement a marketing strategy that achieves with ease the fore mention aims. Customers don't get the information the way they want. Usually they are bombarded with similar information that does not address their constantly changing patient needs. Multichannel marketing is about choice, it allows the retail merchant to reach its prospective customers in a channel of his or her liking (Schierholz, Ragnar & Sussane G., 2006).

The information conveyed from pharmaceutical companies to physicians is complex involving the discussion on the therapeutic area and product. Depending on how effective the message is delivered the physician can make an informed choice to make use of the product which translates to a sell to the owner of the product. If not well relayed then the physician is obliged to use alternatives which he or she feels confident in.

The ever changing digital world is here which means Pharma companies must also look at how they deliver the information and the platforms used to convey this information. One on one interaction which involves a representative meeting the potential physician is currently popular among industry players. Meetings which involve one to many individuals play a major role in the delivery of this message. Mails, print, TV and radio are among the offline methods used as stated by (Gartner, A. & Julie, H., 2014). In addition the digital platform has its share of contribution; tele-detail, mobile, website, email, website, webinar and social media. The emergence of these digital channels has enabled many industries to understand individual customer needs and present required

information. The mentioned channels adapted in an organization represent multichannel marketing. Multichannel marketing produce large gains in company performance. Effective MCM can boost top-line growth by more than 10 percent or reduce costs by 10 to 25 percent or both, according to (Grosch & Anu, 2014).

### **1.1.1 Global Perspective of Multichannel Marketing**

Nordstrom, a multichannel retail firm in the United States of America established that clients who used several channels spent fourfold the number of times clients who shopped only through one channel (Clifford 2010). The WHO (2014) has placed the value of the world's pharmaceutical industry at more than three hundred billion United State's dollars. It further estimates that the industry grows at the rate of 8% annually. The US controls nearly half of this industry with the European Union controlling slightly above a quarter of the industry. Japan's share is just above 10% of the industry. The remaining one fifth is controlled by the rest of the world (Mohammad, A., & Khalid, Z. 2011).

In the United States (US), pharmaceutical companies have embraced multichannel marketing especially tele-detailing and this is clearly indicated by the surveys done by (Cegedim, 2010). In the United Kingdom (UK), in a conference dubbed insights online marketing and e-detailing (Bates, A. K, 2006) notes that after a decade of e-marketing and e-detailing, which included much hype and expectations, the dust is beginning to settle on a phase of more realistic expectations and approaches. This is evidence to show that European pharmaceutical companies at this point were already in the journey to embrace multichannel marketing as way to reach these physicians.

According to Kenya pharmaceutical profile (2010), the total population of Kenya in 2008 was 38,765,000 with an annual population growth rate of 2.6%. The annual GDP growth rate is 3.6%. The GNI per capita is US\$ 1,580, pharmaceutical giants like GSK, Pfizer, AstraZeneca and Boehringer all have their products in the Kenyan market and continue to compete each with different portfolios. They are now shifting from traditional marketing of using representatives to the introduction of multichannel marketing to support their representatives with the aim of providing accessibility of medicine to this fast growing population.

### **1.1.2 Multichannel Marketing and Performance of Pharmaceutical Companies**

Mohammad *et. al*, (2011) opine that pharmaceuticals strategically employed numerous marketing techniques to reach their clients and target new markets. They note that contemporary business trends have over the years created obstacles to and avenues of profitability. In order to maximize their returns on investments, pharmaceuticals must embrace new trend in communication techniques alongside traditional marketing practices.

### **1.1.3 Registered Pharmaceutical Companies**

The Pharmacy and Poisons Board was by Parliament through legislation as the sole regulator of pharmacists and controller of the production and commerce of drugs in Kenya (Mjota, 2009; UNIDO, 2010).

Kenya Association of Manufacturers (KAM) is the body, created in 1959, to represent the interests of manufacturers in Kenya. It provides the link between industry and

Government. Kenya Pharmaceutical Sector Development Strategy (2012) suggests that, the hub of the pharmaceutical manufacturing industry in the region is based in Kenya.

## **1.2 Statement of the Problem**

For nearly a decade, the pharmaceutical industry has sustained numerous rounds of cost-cutting and restructuring in an effort to remain competitive. In the years since 2007, when the global economic downturn started, the industry as a whole has seen little improvement (McKinsey, 2014). Change has been bombarding the pharmaceutical industry from all directions—from evolving regulatory restrictions to the multitude of varying communication preferences of their now technology oriented customers. This creates significant new challenges for sales and marketing teams as they strive to engage with healthcare professionals in the current economic and technological environment. This degree of transformation has left the pharmaceutical industry “change fatigued,” according to (McKinsey, 2014). For these organizations to be meaningful to the environment they operate in, reaching more patients to benefit from their medicines is a social responsibility they grapple with day in day out. Accessibility to these drugs can only be achieved through a strategic marketing channel.

Meanwhile, marketing and sales organizations are forced to forge ahead with smaller teams tasked with growing their brands in this increasingly complicated landscape. Again, due to changing regulations, cultural shifts, and new competitors entering the market, sales teams routinely face reduced or no access to health care professionals. Even when they do secure a face-to-face interaction, meeting times are shorter than ever before. This creates a void within territories and stalls communication, thus reducing brand awareness, and ultimately the potential to increase sales and market share. By



including a well-choreographed, data driven combination of channels such as email marketing, e-detail, tele-detail, direct mail, websites, multimedia, webinars and social media into your traditional brand plan this can be addressed according to (Modern Marketing Concepts, 2015). For the companies that are already practicing multichannel marketing strategies the question to be answered is whether that has influence the organizations performance.

The gap in multichannel marketing is the numbers of companies that have come out to reach their customers through these channels continue to be low compared to the number registered in Kenya. Those that have embraced the strategy have not fully rolled out the strategy so as to enjoy its benefits. This is why the study seeks to give much information on the benefits based on evidence from other organizations.

### **1.3 Purpose of the Study**

The study aimed at investigating the effect of multichannel marketing strategies on how pharmaceuticals perform in Nairobi City.

### **1.4 Objectives of the Study**

Specifically, the study sought to:

1. To examine the influence of webinar use on pharmaceutical companies performance
2. To determine the influence of tele-detail on pharmaceutical companies performance.
3. To examine the influence of emails communication on performance of pharmaceutical companies.

4. To investigate the influence of websites accessibility on pharmaceutical companies performance.

### **1.5 Research Questions**

The research will be guided by the following research questions:

1. To what extent does webinar use affect pharmaceutical industry performance?
2. How does tele-detail affect the performance of pharmaceutical companies?
3. To what extent does emails communication influence performance of pharmaceutical companies?
4. To what extent does websites accessibility affect pharmaceutical companies' performance?

### **1.6 Significance of the Study**

This project may provide data for future studies in this area of study. Promotion cost and time has been a critical factor that the companies have been looking to manage so as to maximize on profits while at the same time delivering quality information that is tailor made to the need of each HCP. This research could provide crucial information to pharmaceutical companies marketing departments that have adopted multichannel strategies and provide an avenue for them further invest in this channel or change course to another strategy. For new entrants this may provide information on infrastructure needed to achieve customer access and value while maximizing on profits as they compete for the same customer. This in the long run may foster quality to patients and spur economic growth.

### **1.7 Delimitation of the Study**

The research was limited to the effect of MCM strategies on the level of performance of 306 pharmaceutical companies registered by KAM and PPB in Nairobi County. The study population included marketing managers and sales managers in these firms. Nairobi County was largely favored by the fact that, being the capital city of Kenya most of these companies are based here with only extending their branches to the upcountry region. That is to mean their operations are centralized in Nairobi.

### **1.8 Limitations of the Study**

The study was conducted in Nairobi alone in various pharmaceutical companies and therefore the sample may not be a clear representation of the pharmaceutical companies in Kenya because the sample size will be restricted to Nairobi.

### **1.9 Assumptions of the Study**

The assumptions of the researcher were that: the companies will allow their managers to respond to the questions, that the respondents were to be cooperative and honest with facts, available and with no bias.

### **1.10 Operational Definition of Terms**

**Emails Communication:** Email is a system of communication where one sends messages and attachments to the other individual via telecommunication links that can be viewed through a computer or terminals using dedicated software.

**Healthcare providers:** These are individual professionals who are tasked with the responsibility of offering medical services to the public. They range from nurses,

pharmaceutical technologists, pharmacists, clinical officers, and doctors. They interact one on one with the patients and therefore require adequate information on drugs for safe administration.

**Multichannel marketing strategies:** is a combination of online and offline channels together in a synergistic way to deliver the information that addresses the needs of each customer.

**Performance of Pharmaceutical Companies:** This defined by the sales generated at the end of a certain period. It begins with marketing or brand awareness, product prescription, product dispensing that later translates to sales. These are organizations formed with the intention of dealing in manufacturing, importing or distribution of pharmaceutical products with the aim of benefiting the patients and the core mandate of making sustainable profits.

**Tele-detail:** Dasigna (2013), states that tele-detailing is a service aimed at distance education and creation of awareness among doctors or pharmacists on behalf of the pharmaceutical company. Here a representative is tasked with responsibility of calling a HCP to book a time convenient for the doctor to have the conversation about the product and indication. In this channel the representative calls through a call centre of an organization then detail to the HCP. Both the HCP and the representative have a view of the material being detailed.

**Webinar Use:** The word webinar is derived from two words which are web and seminar. It is an educational, informative or instructional presentation that is done online, either as video or audio slides. It may take the form of an academic lecture or peer to peer

interaction. Webinar attendees connect online and therefore they use internet based technologies to enhance the communication. They employ techniques such as; instant messaging, file sharing, a whiteboard and interacting through social media.

**Websites Accessibility:** Website on the other hand refers to a connected group of pages on the World Wide Web regarded as a single entity, usually maintained by one person or organization and devoted to a single topic or several closely related topics.

### **1.11 Organization of the Study**

Chapter one provided the background to the study including the problem, the objectives, delimitations, limitations, definition of important terms and the organization of the study. Chapter two covered; theoretical framework, and the conceptual framework which was formulated to model the relationship of the study. Chapter three covered research methodology, project design, target population, data collection, sampling procedures and methods, research instruments and data analysis. Chapter four focused on data analysis in which descriptive research design was used and therefore descriptive design analysis. Data presentation and interpretation was also covered in this chapter. The fifth chapter focused on findings, conclusions, recommendation and suggestion for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter reviewed the theoretical foundation of the study. The conceptual framework was also analyzed. Empirical literature was also reviewed and critiqued.

#### **2.2 The Influence of Webinar use on Performance of Pharmaceutical Companies**

Webinar is as a type of conference that involving web-based seminars whose delivery is via the internet (LeGrand & Beard, 2013). Webinars started in the early 1990s when audio and video web-conferencing capabilities were created. Several businesses and higher education institutions began to take webinars seriously in the early 2000s and was a result emerging high-speed Internet access that became widely available and at a reasonable cost. Around this same time the cost of video capture software and web cameras decreased and webinar software providers made video conferencing accessible by providing affordable services. Companies including pharmaceutical companies began to embrace webinars and over the past decade the software capabilities have improved to the high quality services available today as reported by (Lauren M, 2014).

Use of webinars to facilitate communication has the following advantages: affordability, synchronization, real-time demonstration capability, multi-level interactivity, and the ability to allow users to save content for future use (Hsu & Wang, 2008).

In a study titled webinar training which focused on acceptable, feasible and effective approach for multi-site medical record abstraction, it shows that majority of people who

participated in a webinar for medical training reported that the webinar helped them understand the medical record abstraction content better. Out of ten participants, 87.5% rated the webinar high on its ability to facilitate discussion of questions and issues,” and all participants agreed they would recommend this platform for multi-site medical record review training (Quinn, V., 2011). This survey concludes that “conducting medical record abstraction training via web-based technology was an acceptable and effective approach” (Quinn, 2011), but due to the small sample size, more research in this area needs to be conducted for generalization to be made. Webinar brings together prescribers with the view of learning together a particular disease area and the trends in the industry. Webcasts done from a central point targeting a particular audience regionally or in Kenya alone brings HCPs together from all walks of life that learn and share with peers.

In a study published in the *American Journal of Pharmaceutical Education* titled “Instructional Design and Assessment” provides a detailed evaluation of how webinars can be used to train HCPs as part of a continuous improvement development program. This study was proposed due to a lack of research on what makes effective webinars within the contexts of professional development and continuous education (Burns, E., Buxton E. Muth J. 2012). A survey was given to all participants to give feedback about the webinar series. A total of 97 pharmacists completed the study and out of this group 75.5% had participated in webinars in the past and 49% were very likely to attend a similar webinar in the future. The research also identified several reasons that might limit future participation. These include time of the program, topics may not be of interest and/or useful to their practice, the cost of the webinar, standalone topics offered rather than a series (Burns, et al., 2012). The issue that came out strongly about this group of

participants was timing. This study found that 68% of participants agreed or strongly agreed that they preferred asynchronous offerings because they are more convenient to fit into their schedules (Burns, et al., 2012).

### **2.3 The Extent to which Tele-Detail has Influenced Performance**

Tele-detailing is initiated by a representative who calls a HCP and sets an appointment with him or her for future phone call when they are available. The HCP calls and they are connected to a secure website where they can see the representative. Once connected, the doctor is then guided by the sales rep to navigate the website via desktop sharing technology and they share reprints, presentations, videos and sales Aids. This is timely and minimizes on the travelling cost that the rep has to incur in the quest to see the HCP.

Secondly they have ample time to discuss on the product and the benefits to the patient and therefore build the HCPs confidence in the brand. Lastly, it is convenient for the HCP since they call at their own free time and at the comfort of their office. A sales rep may spend 3 - 5 minutes with a doctor to deliver the message to in a face-to-face call. By using tele-web, the rep has the chance to spend 25 minutes, or more with the doctor, and can increase the quality of the message while improving message retention, according to (Mack, J. 2011).

Cegedim (2010) published a report that looked at the changes that pharmaceutical industry was undergoing. These changes have pushed the industry to adapt marketing channels that allow them to more with fewer resources. Physicians busy schedule demand that sales representatives have valuable interactions with them. The sales models were adapted to circumvent the changes. Among them tele-detailing to physicians which



proved to be complementary to the face to face traditional model. This channel was available 24/7 and on demand by healthcare providers. The advantages of this channel include its availability to provide answers to product questions from HCPs. In addition healthcare trained representatives can be engaged or calls transferred to them to provide answers to clinical and scientific questions from HCPs. The report also highlighted the promotional spending on each media from the US pharmaceutical companies. The report established a nearly 50% of expenditure in communication techniques directed to physicians was on tele-detailing programs. The media was ranked the leading followed by web advertising to physicians.

#### **2.4 Influence of E-Mail Communication on Performance**

HCPs access to information regarding the disease area and drugs to treat the indication coined to suit their area of specialty is imperative if the patient has to benefit from a product. The number of patients seeking treatment from health facilities in many countries especially Kenya is way high and the HCPs are a small fraction. That means they have limited time to attend to other matters and spend much time with their patients. This is a challenge to pharmaceutical representatives who strive to deliver information to HCPs. The use of communication technology such as email and website to deliver the information saves on the HCPs time to look for information which they can easily access when send to their gadgets or accessed on websites created by pharmaceutical companies. This is what the busy HCP of today needs to get from the competitive pharmaceutical companies. The use of emails in the industry as an effective marketing tool has been under-rated. Emails can be employed to deliver precise messages to segments of a target market (Digital Marketing Handbook: Pharmaceutical 2009).

## **2.5 Influence of Websites Accessibility on Performance**

In a survey done in Europe by (Bates, A. K. 2006) revealed that several multinational organizations e.g. Pfizer, Abbot and GSK among others had started adopting multichannel marketing strategies and among them internet as a source of information. It was also noted that, in UK 85% use the internet and in Belgian 83% use the same. On preferred channel websites emerged as preferred site to be accessed by HCPs. Independent medical websites 26%, online medical representative websites 19%, congress symposium website 11% and other websites receiving less than 5%. Websites emerge as the most accessed and trusted by HCPs and provides the following benefits: provides a link to additional sources, offer support to HCPs such as accredited medical education, provides relevant guidelines to be used, it is dynamic in that it allows the use of multimedia and audio, offers feedback mechanism and finally it is clear and concise.

The pharmaceutical industry could not escape the change, and while most pharmaceutical brands may have been surprisingly lethargic in embracing these new channels, their customers were already swimming in the change. The decision-making landscape for pharmaceutical purchases today has changed as a result of digitization and adaptation of websites a source of information. This is an indication that despite many pharmaceutical companies being rigid to adapt to modern technological revolution that is changing the pharmaceutical industry some were already in the journey to adapt new channel strategies in order to reach their customers with their ever changing needs as indicated in the Digital Handbook (2009).

Mack (2012) established that online sources outweigh the print, it's so much easier," said one respondent, an obstetrics/gynecology physician. Doctors do not need to have books

and journals in front of them to find information. Physicians can easily give the patient information or be able to explain things a little more easily. This can be accessed easily by use of a smart phone and laptops. Though efficient and reliable source of information, it is as well thought to be expensive to adapt.

## **2.6 Theoretical Framework**

Theory is a form of reference that helps people understand their world and how to function within it (Chen, 1997). Auslander (2008) suggests that theory, from the Greek theory, which means “a viewing” or “spectacle,” offers a way of seeing. A theory is something like a conceptual lens, a pair of spectacles, which you use to frame and focus what you’re looking at. It is a tool for discerning, deciphering, and making sense.

### **2.6.1 Theory of Multi-channel Marketing Strategies**

Multichannel retailers are often expected to be more successful than single-channel firms (Ansari, Mela, and Neslin 2008). This subject has the attention of several writers who attempted to understand the theory of marketing strategy.

Pharma manufacturing companies who involve marketing early in production especially in determining what the customer wants, the price and in forecasting. After that the marketer is tasked with responsibility of choosing the best marketing strategy that will generate sales with minimum costs spend in the process. The ultimate goal is better performance for the organization and maximum profits.

According to (Niraj, D., & Storneli, J. 2013), the real lesson of strategic marketing philosophy is that better performing organizations recognize the basic and enduring

nature of the customer needs they are attempting to satisfy. It is the technology of wants satisfaction which is transitory. The products and services used to satisfy customer needs and wants change constantly. Strategic marketing is one of the functional strategies that together constitute an overall business strategy. However, the importance of marketing strategy is very high over all business strategy, because of control of key marketing relationships with organizations outside of the support functions - delivery of the goods to the market and sales.

Other researchers of marketing strategy such as (Chlivickas, 2008) notes that marketing strategy development often is one of the most important aspect of the business, because it is necessary to achieve company goals, to organize activities in a focused and targeted manner. Marketing strategy addresses specifically how to act to achieve the desired results. Market conditions are particularly important because marketing strategy allows the assessment of market dynamics and responding to its changes.

Ramanauskiene (2008) claims that marketing strategy is aimed to adjust the market segments on which the organization plans to focus its efforts. These market segments differ in their needs and demands, the reaction to the marketing measure and profitability. The organization must possess certain skills to be able to target its resources and energy at preparing these segments, where it could obtain the maximum benefits of competition. For each target segment should be created as separate marketing strategy.

It is clear from the researchers that marketing is a vital component of the business and therefore further to explore multichannel marketing strategies is an added advantage to the business as this ensures that each customer (HCPs) gets the information in a way

convenient to them at their own time. This further generates sales which improve the profitability of the pharmaceutical organization and saves on marketing cost since the method adopted may reach a group of HCPs a sitting for example webcast.

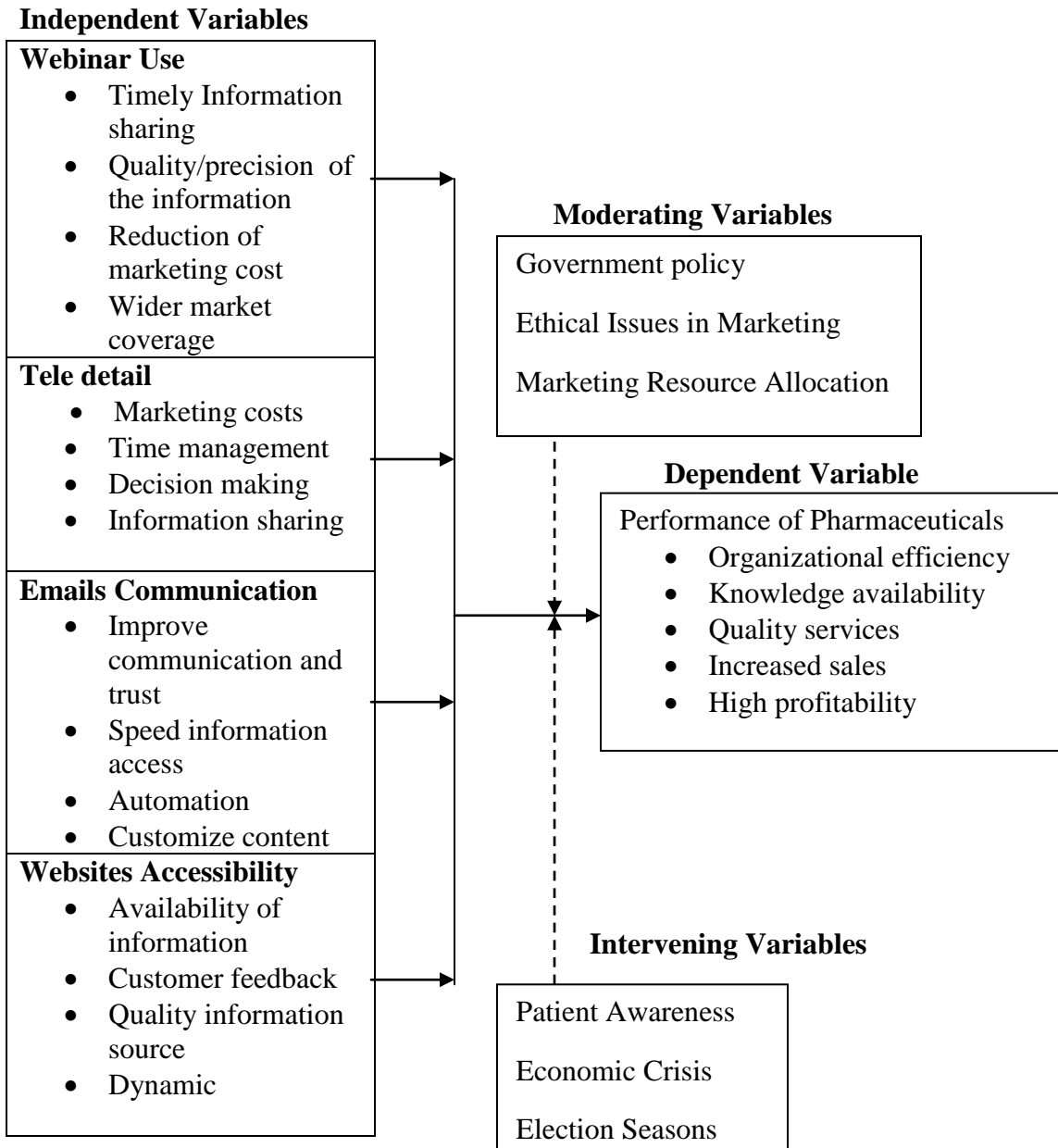
### **2.6.2 Theory of Organization Performance**

Elger (2000) states that Theory of Performance (TOP) develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements. To perform is to produce valued results. To echo Elger's sentiments, pharmaceutical companies compete among themselves. This is to say for one to emerge as the market leader then performance in the market is a key parameter which is defined by the market share of product owned by the leading company. Good performance is a subset of a strategic multichannel marketing (MCM).

Most multinational Pharmaceutical Companies are owned by shareholders who highly depend on dividends as a form of earning from their heavy investment. Usually pharmaceutical companies spend a lot in research and development before a product is released into the market tests on animals and humans must be conducted to ascertain the viability and safety of the medicine to humans. This clearly takes a lot of time and expense which the product has to repay once it is launched into the market. This calls for further spending in marketing and the workforce behind the product. Only one thing can guarantee the investors profits, and that is proper strategic marketing and customer segmentation. This in return will guarantee better performance for the company in terms of numbers thus happy shareholders.

## 2.7 Conceptual Framework

Stratman and Roth (2004) opine that conceptual framework are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature.



*Figure 2.1 Conceptual Framework*

Webinar sales generation strategy influences the performance of pharmaceutical organizations by increasing the revenues generated in the financial year. This is achieved when experts are engaged to deliver quality information to the audience/HCPs. Webinar provides an interactive platform where the HCPs are able to interact with peer experts who give clear and precise answers to queries raised about the product and that builds confidence which influences the HCP to recommend the product to their clients. In addition to that, webinar attempts to gather all HCPs in a region together at a central place at the same time while delivering the content thus this saves on time that representatives would have used to reach all this audience.

Tele detail cost/time strategy influences the performance of organization by reducing the cost that an organization would incur by sending a representative to meet each and every HCP in a region which involves traversing the region and considering the busy schedule of HCPs in attending to the patients. It also allows a synchronized quality of information to get to the target audience. This allows the organization to manage its time by early bookings and delivering the information at the comfort of the office.

Emails and websites product loyalty strategy influences the performance of the organization by providing quality information to the HCPs about the product that can be stored for further reference when needed. Automation in this strategy is also employed to ensure timely delivery of new information to the HCPs about the product. This again cuts down on the expense on representatives to travel to reach the HCP in person and provides a reference platform for the HCP that builds confidence to a product thus product loyalty that results to sales and enhanced performance of the organization thus happy shareholders/investors.

## **2.8 Summary of Literature Review and Knowledge Gaps**

Several studies done previously have attempted to give more information on marketing strategies, for example Jan van den Burg (2013 in a study done in US and UK reports that the pharmaceutical industry is moving away from a product-centric sales model toward a more engaging, customer-centric model, one that often includes supporting services. In addition, leveraging the growing number of communication channels available to interact with physicians is a crucial component of customer-centric selling. Multichannel activities are a highly cost efficient part of the marketing and sales strategy and offer a convenient way to reach hard to see physicians and those with low accessibility.

Margarita Isoraite (2009) in her research on theoretical aspects of marketing strategies suggests that in the world market the rapid penetration of new markets, increasing level of competition are among the factors that encourage firms to find more effective ways to conquer the global market as well as develop the internal market. For businesses seeking a successful and long-term participation in market, it is expedient to organize their marketing activities; therefore they need to choose a clear marketing strategy. This concept is widely shared in the pharma industry where customer segmentation is paramount to a target product and above all relationship building and trust which facilitate access and brand recognition.

Capgemini Consulting (2012) suggests that Pharma has been exploring the use of channels beyond the traditional field force, such as tele-detailing, video-detailing, physician communities, websites, email, and others. Companies hope to grow physician engagement by offering multiple options for interaction. This exploration has mostly taken the form of smaller, single-channel pilots, with few coordinated MCM programs



implemented. It further argues that history tells us that in every technological revolution there are winners and losers. At the beginning of the 20th century, electrical machinery began to replace steam in powering factories and other systems. Many companies saw the new machinery as a simple substitution or incremental improvement, and left the rest of their organizations unchanged. More astute companies, however, redesigned their production lines to take advantage of the fact that electric engines could be placed virtually anywhere in the factory, rather than having to be connected to the central drive train. That made it possible to design processes and buildings around the flow of the work, not around access to steam power. Other technology advancements, such as telephones, computers, and the Internet, have similarly provided an opportunity for visionary companies to revolutionize their operating model. The companies that saw technological change as a chance to transform their businesses often outperformed their competitors.

It is evident that there are few studies done in developing countries to find out the impact of MCM to performance of pharmaceutical companies. The studies done to look at MCM majority are done in the developed world where technology has taken a milestone unlike in developing countries. In addition technology has greatly improved how people interact and communicate yet few companies in the Kenyan Pharma companies are yet to embrace it. Therefore there is need to evaluate how this technology and MCM marketing strategy has improved the performance of those companies in the journey to fully embrace MCM so that others can also follow suit.

The organizations that are have not implemented MCM are missing out on benefits such as revenue potential, increased coverage, margin improvement, fit strategy and ease of

implementation. To the customers or HCPs they miss on convenience, cost, speed of response, availability, product information and ease of use which could be provided by these channels. Therefore there was need to carry out this study to explore the benefits of these channels so that other organizations can also see.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter discussed the way the study was designed; the population that was targeted in the study; the manner in which the study sample size was arrived at; how the variables were measured; the validity and reliability of research instruments, and; how the data was processed, analyzed, and presented.

#### **3.2 Research Design**

Burns and Grove (2003) define research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. (Parahoo, 1997) describes a research design as a plan that describes how, when and where data are to be collected and analysed. (Denise F., Polit & Cheryl Tatano, 2010) also define research design as the researcher's overall form for answering the research question or testing the research hypothesis. (Yin, R. K., 2003) asserts that research design deals with a logical problem and not a logistical problem. This study adopted descriptive research. Information was obtained from internal stakeholders in the Pharma industry on their opinion on how MCM strategies influence the performance of the organizations partaking in the industry. The research tends to ask the question ``what?``, as suggested by (Saunders & Lewis, 2012).

### **3.3 Target Population**

Target population can also refer to the larger group from which a sample is taken as suggested by (Orodho, 2003). Medical journal of therapeutics Africa (2009) indicates that there are 22 pharmaceutical manufacturing companies in Kenya and 284 others dealing in importing and marketing of pharmaceutical products in Kenya. It therefore means the relevant population for this study will comprise of medical representatives, marketing managers, and sales managers from the 306 organizations operating in Nairobi. 45 of the companies are foreign pharmaceutical companies according to Pharmacy and poisons board (2012). These respondents will give clear feedback on the influence of MCM strategies since they are involved directly in formulation and implementation of the strategies.

### **3.4 Sample Size and Sampling Procedures**

Burns, et al (2003) define sampling as a process of selecting a group of people, events or behavior with which to conduct a study. In sampling a portion that represents the whole population is selected (Denise, *et al*, 2010). Stratified random sampling method was used to select pharmaceutical companies in Nairobi County. The respondents were selected using purposive sampling from the various organizations.

Fienberg (2003), Cooper and Schindler (2006) note stratified random sampling method was applied to come up with the sample size, since the population in different Pharma firm categories was considered heterogeneous. This ensured that each category of Pharma companies is represented unlike in the case of simple random sampling.

### 3.4.1 Sample Size

Cooper and Schindler (2006) posit that samples should have a non zero probability of 0.101. However, Mugenda and Mugenda (2003) stresses that it is advisable that the researcher does a complete census of the population if they have enough resources. According to Kenya Pharmaceutical profile (2010) 306 pharmaceutical companies are registered in Kenya and are situated in Nairobi County.  $0.101 = \text{Sample Size} = 31 \times 2 = 62$ . Taking two respondents from each will give a total of 124.

### 3.4.2 Sampling procedure

This study involved 306 Pharma companies and the respondents were medical representatives, marketing managers and sales managers from these organizations. In order to collect enough data and information, two categories of sampling were put in place. Out of a target population of 306 Pharma Companies 62 were selected which is 20% sample size supported by Mugenda and Mugenda (2003) who argues that a sample size of 10 – 30% is a representative sample size from the total population. In each of the organizations selected above 2 respondents were obtained from each. The two represented their different experience as the MR and the Marketing manager/Sales manager.

*Table 3.1: Sample Size*

<b>Strata</b>	<b>Firms</b>	<b>Percentage</b>	<b>Proportion</b>	<b>Sample</b>
Manufacturing/Marketing	21	6.9	4	8
Importing/Marketing	285	93.1	58	116
<b>Total</b>	<b>306</b>	<b>100</b>	<b>62</b>	<b>124</b>

### **3.5 Data Collection Instruments**

Data collection is defined according to Mugenda and Mugenda (2003) as a means by which information is obtained from the selected subject of an investigation. The study used questionnaire which is an ideal instrument to gather descriptive information from a large sample in a fairly short time and it is economical (Kothari, 2004). The questionnaire had closed ended questions for ease of analysis.

The questionnaire consists of two sections, the first which has demographic statistics such as the name of the organization, department, job designation, gender, level of education and years elapsed since inception of the MCM strategies. The second section was to seek information based on the various variables and respondents were asked to indicate on a five point scale their perception on the various variables and the performance of the organization. The range of scale is: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

#### **3.5.1 Pilot Testing of the Instruments**

Mugenda (2003) observes that the quality of research instruments determines the outcome of the study. This means when selecting the instruments to be used in a research one must do careful investigation of the instruments to protect the quality of the results of the research. In this case a pilot test was conducted using questionnaires administered to MRs and sales managers. This covered 10% of the 31 pharmaceutical companies in Nairobi Kenya registered by PPB. Therefore 3 were selected using simple random sampling. Thus 6 respondents were used for the pilot testing since the MRs and Sales managers were the target.

### **3.5.2 Validity of the Instruments**

According to Crocker and Algina (2006) content validity is usually applied whenever the validity of an instrument is to be tested based on the judgment of experts in the field. This study adopted content validity since it borrowed instruments that were developed by experts in the field of study.

### **3.5.3 Reliability of the Instruments**

In order to ensure reliability of the instruments and increase confidence that the instrument would yield acceptable results, reliability analysis of the scales in the research instruments was carried out after a pilot test with 10 respondents from Family Bank. The reliability level was determined using Cronbach's Alpha. From the analysis, a coefficient of 0.840 was attained. From the Cronbach's Alpha, a coefficient of  $0.9 > \alpha \geq 0.8$  is good. These coefficients show that the instrument was reliable.

### **3.6 Data Collection Procedures**

The questionnaire was the ideal instrument to gather descriptive information from a large sample in a fairly short time. It can also be answered at the convenience of the respondent and picked at a later time (Kothari, 2004). An Introduction Letter and a Research Permit were obtained from the University of Nairobi and NACOSTI respectively. The 124 questionnaires were distributed to medical representatives, marketing managers and sales leaders in the pharmaceutical marketing industry to be filled. After that the questionnaires were collected for data processing and analysis.

### **3.7 Data Analysis Techniques**

Data coding, cleaning, polishing and organization for consistency, accuracy and effectiveness were undertaken. The results were then computed using Version 22 of SPSS (Statistical Package for Social Scientists).



**Table 3.2: Operational Definition of Variables**

<b>Objective</b>	<b>Variables</b>	<b>Indicators</b>	<b>Data Collection</b>	<b>Analysis Technique</b>
To examine the influence of webinar quality of product information delivery and sales generation on pharmaceutical companies performance	Independent variable: Webinar	sales product knowledge	Questionnaire	Mean Standard deviation
	Dependent variable: performance of the organization	customer satisfaction	Questionnaire	Percentage Correlation
To determine the influence of tele-detail on pharmaceutical companies performance.	Independent variable: Tele-detail	Reduced marketing cost Efficiency	Questionnaire	Mean Standard deviation
	Dependent variable: performance of the organization	Decision making	Questionnaire	Percentage Correlation
To what extent does emails communications on performance of pharmaceutical companies	Independent variable: Emails	Improve communication and trust	Questionnaire	Mean Standard deviation
	Dependent variable: performance of the organization	Speed information access Automation Customize content	Questionnaire	Percentage Correlation
To investigate the influence of websites accessibility on performance of pharmaceutical companies	Independent variable: Websites	Availability of Information Customer feedback	Questionnaire	Mean Standard deviation
	Dependent variable: performance of the organization	Quality information source Dynamic	Questionnaire	Percentage Correlation

### **3.8 Ethical Considerations**

Organizations that have adopted the marketing concept are concerned about marketing ethics as well as broader issues of social responsibility. It is simply not possible for a firm to be truly consumer oriented and at the same time intentionally unethical in decisions or actions that affect customers (McCarthy & Perreault, 1993). In that reference the researcher had to seek permission from the organizations in order to collect the views of their employees and assure them of the confidentiality. In addition relevant authorities were consulted for permission to carry out this research bearing in mind the purpose of this study is to accomplish academic goals.

For the purpose of this study permission from relevant authorities such as NACOSTI was sought and from the pharmaceutical companies. The researcher has acknowledged all sources of information from other scholars. The researcher made sure that respondents understand what they are engaging in. Consent to participate was voluntary.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

The composition of this chapter includes data output presentation and interpretation of the findings. The findings were tabulated through frequency tables and presented diagrammatically.

#### **4.2 Questionnaires Return Rate**

A total of 124 questionnaires were administered with 90 returned duly filled; representing a return rate of 72.58%.

#### **4.3 Demography**

Demography influences the variables in a study. For example you will expect to have better feedback from organizations that adopted the strategy earlier than the newly adopted because they have a longer experience with the strategy. Also since it's new then many organizations are expected in the cadre of 1-5 years.

##### **4.3.1 Gender**

The study sought to establish the gender distribution of the respondents as this affects gender involvement in the industry which can be referred to for improvement purpose. From Table 4.1, 55.6% of those interviewed were male while female were 44.4%.

*Table 4.1: Gender*

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>
Male	50	55.6
Female	40	44.4
<b>Total</b>	<b>90</b>	<b>100</b>

#### **4.3.2 Distribution by year of Existence**

The study sought to determine adoption year of the multichannel marketing strategies as this is an indicator of how this is embraced across the industry.

*Table 4.2: Distribution by year of Existence*

<b>Age</b>	<b>Frequency</b>	<b>Percent (%)</b>
One to Five	51	56.7
Six to Ten	24	26.7
Eleven to Fifteen	15	16.7
Over Sixteen	0	0
<b>Total</b>	<b>90</b>	<b>100.0</b>

According to the results presented in Table 4.2, it shows that MCM is not an old concept to many organizations. Majority of them fall in the 1-5 years category which has 56.7% followed by those between 6-10 years at 26.7% and 11-15 years bracket who are only 16.7%. Above 16 years scores zero.

### 4.3.3 Education

The study went further to investigate the level of education attained by the respondents. Education is an indicator of the level of professionalism in the industry and understanding of the concept.

*Table 4.3: Education*

<b>Education level</b>	<b>Frequency</b>	<b>Percent (%)</b>
Certificate/ diploma	26	28.9
Bachelors	50	55.6
Post graduate degree	14	15.6
<b>Total</b>	<b>90</b>	<b>100.0</b>

The research findings shown in Table 4.3 indicate that the number of respondents with certificate or diploma were 28.9%, while those with bachelors degree were 55.6%. Those with post graduate degrees accounted for 15.6% of the respondents. It is clear that industry employs professionals who have been trained.

### 4.4 Webinar use on Performance of Pharmaceutical Companies

The study sought to examine influence of webinar use on performance of pharmaceutical companies.

*Table 4.4: Extent to Which Webinar Use Influence Performance*

<b>Factor</b>		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Timely information sharing	Count	5	16	29	30	10
	Percent	5.6	17.8	32.2	33.3	11.1

Improved quality/ precision of information shared	Counts	7	12	39	25	7
	Percent	7.8	13.4	43.3	27.8	7.8
Reduction in marketing cost	Counts	1	14	30	34	11
	Percent	1.1	15.6	33.3	37.8	12.2
Wider market coverage	Counts	5	14	36	21	14
	Percent	5.6	15.6	40	23.3	15.6

The findings in Table 4.4 indicate that 11.1% strongly agree that webinar influence timely information sharing which affects performance of the organization. 33.3% agree, 32.2% are neutral, 17.8% disagreed and 5.6% strongly disagreed. 27.8% agreed that use of webinar an MCM influences improved quality or precision of information shared, 7.8% strongly agreed, 43.3% neutral, 13.4% disagreed and 7.8% strongly disagreed. From this it is clear that for pharmaceutical companies to achieve timely information delivery to their HCPs and reduction in the cost of marketing, webinars is the way to go. This is as observed in the table above where many feel it delivers well on those two variables.

#### **4.5 Tele-detail on Performance of Pharmaceutical Companies**

The study sought to determine the influence of tele-detail on performance of pharmaceutical companies.

***Table 4.5: Extent to which tele-detail influence the performance***

<b>Factor</b>		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Tele-detail is convenient to the customer	Count	3	18	28	33	8
	Percent	3.3	20	31.1	36.7	8.9

Tele-detail facilitates quick decision making	Counts	3	16	35	29	7
	Percent	3.3	17.8	38.9	32.2	7.8
Tele-detail reduces biasness	Counts	4	14	38	29	5
	Percent	4.4	15.6	42.2	32.2	5.6
Tele-detail improves customer confidence in the organization	Counts	5	18	33	26	8
	Percent	5.6	20	36.7	28.9	8.9

According to the findings in table 4.5, 36.7% agree and 8.9% strongly agree that tele-detail as an MCM strategy is convenient to the customer and therefore influence the performance of Pharma companies. 32.2% agree while 7.8% strongly agree that tele-detail facilitates quick decision making. On reduction of biasness 32.2% agree while 5.6% strongly agree that tele-detail has an influence. Tele-detail as a strategy that improves customer confidence in the organization, 28.9% agree while 8.9% strongly agree. Tele-detail is convenient to customers and it facilitates quick decision making when used as an MCM strategy.

#### **4.6 Email Communication on Performance of Pharmaceutical Companies**

The study sought to establish the extent to which emails communications influence the performance of pharmaceutical companies.

***Table 4.6: The extent to which Emails communications influence performance***

<b>Factor</b>		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Emails communication facilitate speed access to information	Count	9	14	27	32	8
	Percent	10	15.6	30	35.6	8.9

E-mails allow information to be tailored to meet customer expectations	Counts	6	13	25	31	15
	Percent	6.7	14.4	27.8	34.4	16.7
E-mails improve communication and trust between the customer and organization	Counts	4	17	39	24	6
	Percent	4.4	18.9	43.3	26.7	6.7
E-mails allow automation of services to HCPs	Counts	3	16	35	28	8
	Percent	3.3	17.8	38.9	31.1	8.9

In the Table 4.6 above, 35.6% agree and 8.9% strongly agree that emails as a channel of communication in MCM facilitates speed access to information. 34.4% agree while 16.7% strongly agree that emails allow information to be customized to meet the customer expectations. 26.7% of the respondents agree while 6.7% strongly agree that emails improve communication and trust between the customer and the organization. On whether emails allow automation of service to customer or HCPs 31.1% agree while 8.9% strongly agree. Emails allow information to be tailored to the needs of the customer and are thought to be efficient and accessible by HCPs.

#### **4.7 Websites accessibility on Performance of Pharmaceutical Companies**

The respondents were asked to give their opinion on the extent to which websites accessibility influences performance of pharmaceutical companies.

**Table 4.7: The Extent to Which Websites Influence Performance**

<b>Factor</b>		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Websites provide quality information to HCPs	Count	3	14	24	38	11
	Percent	3.3	15.6	26.7	42.2	12.2



Websites are a ready source to give information to HCPs	Counts	4	20	31	29	6
	Percent	4.4	22.2	34.4	32.2	6.7
Websites allow customers to give feedback and comments for improvement	Counts	1	16	33	32	8
	Percent	1.1	17.8	36.7	35.6	8.9
Websites are dynamic and use multimedia and audio thus enhance content understanding	Counts	2	17	33	29	9
	Percent	2.2	18.9	36.7	32.2	10

In table 4.7 above, the study established that 42.2% agree while 12.2% of the respondents strongly agree that websites as a MCM strategy provides quality information to HCPs. 26.7% of the respondents were neutral while 15.6% and 3.3% disagree and strongly disagree respectively. Websites access as a ready source to HCPs, 32.2% agree while 6.7% of the respondent strongly agree. 35.6% agree and 8.9% strongly agree that websites allow customers to give feedback and comments for improvement. The motivation for pharmaceutical companies to adopt websites as an MCM channel seem to be drawn mainly from the fact that they can be trusted with quality information and allow HCPs to give feed instantly and therefore influence how their business performs.

#### **4.8 Performance of the Organization**

The question in this section sought to find out from the respondents the level at which the various factors or areas have influenced the performance of the companies. The factors are listed in the table below.

***Table 4.8: Establish whether multichannel marketing influence the performance***

<b>Factor</b>	<b>DF</b>	<b>F</b>	<b>N</b>	<b>T</b>	<b>DT</b>
---------------	-----------	----------	----------	----------	-----------

In general, over the last five years, the state of the organization brought about by the changes in marketing strategies can be described as beneficial	Count	1	23	22	30	14
	Percent	1.1	25.6	24.4	33.3	15.6
There is increased brand loyalty as a result of MCM marketing strategies;	Counts	4	11	33	33	9
	Percent	4.4	12.2	36.7	36.7	10
We are generating sales on upward trend since the implementation of MCM in our organization	Counts	2	9	36	34	9
	Percent	2.2	10	40	37.8	10
The marketing plan has been made easier By the emergency MCM;	Counts	0	9	28	41	12
	Percent	0	10	31.1	45.6	13.3
The overall performance has generally improved.	Counts	0	9	30	33	18
	Percent	0	10	33.3	36.7	20

The study established that 15.6% trust that in general over the last five years, the changes brought about by MCM are beneficial to the pharmaceutical companies while 15.6% definitely trust the same. 36.7% trust that there has been increase in brand loyalty as a result of MCM strategy and 10% definitely trust the same while 36.7% of respondents remain neutral. 37.8% trust while 10% of the respondents definitely trust that MCM strategies in the organization helped generate sales in an upward trend since its inception. In summary majority of the respondents believe that in their various organizations, there has been an improvement in the revenue generated as a result of using MCM strategies. Brand loyalty has also received a huge boost since inception of the strategies.

**Table 4.9: Means and Standard Deviations of Webinar as an MCM strategy**

The study sought to establish the Mean and Standard Deviation of webinar as an MCM strategy.

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Timely information sharing	90	3.2667	1.05788
Improved quality/precision of information	90	3.1444	1.01185
Reduction in marketing cost	90	3.4444	0.93750
Wider market coverage	90	3.2778	1.08128

According to research findings in Table 4.9, the respondents' feedback is consistent and reliable as it does not show a big deviation from the mean and therefore normal results.

**Table 4.10: Means and Standard Deviations of Tele-detail as an MCM strategy**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Tele-detail is convenience to the customer	90	3.2778	0.99468
Tele-detail facilitates quick decision making	90	3.2333	0.94868
Tele-detail reduces biasness	90	3.1889	0.92280
Tele-detail improves customer confidence in the organization	90	3.1556	1.02673

According to the research findings in Table 4.10, the responses on the use tele-detail as a MCM and its influence on performance of organizations had a MS of 3.2139 and a SD of 0.97 implying that there is consistency as it does not deviate much from the mean and therefore reliable.

**Table 4.11: Means and Standard deviations of Emails as an MCM strategy**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Emails communication facilitates speed access to information	90	3.1778	1.11756
Emails allow information to be customized to meet customer expectations	90	3.400	1.12978
Emails improve communication and trust between the customer and the organization	90	3.1222	0.95605
Emails allow automation of services to HCPs	90	3.2444	0.96350

This research sought to understand the Mean and Standard deviations of Emails as an MCM strategy. According to Table 4.11 the MS was 3.24 and the SD was 1.04 implying that Email as an MCM strategy has an influence to performance of the organization as it deviates by a small margin from the mean.

**Table 4.12: Means and standard deviation of websites as an MCM**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Websites provide quality information to HCPs	90	3.4444	1.00684
Websites are a ready source of information to HCPs	90	3.1444	0.98939
Websites allow customers to give feedback and comments for improvement	90	3.3333	0.91184
Websites are dynamic and use videos and audio thus enhance content understanding	90	3.2889	0.96273

In this section the study sought to establish the Mean and Standard deviation of websites as an MCM strategy. In the above Table 4.12, the mean is 3.30275 and a Standard deviation of 0.9677. This is an indication that majority of the respondents agree that Emails use as an MCM strategy has influence on performance of pharmaceutical companies.

**Table 4.13: Means and Standard Deviations of performance**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
In general, over the last five years, the state of the organization brought about by the changes in marketing strategies can be described as beneficial	90	3.3667	1.06476
There is increased brand loyalty as a result of MCM marketing strategies;	90	3.3556	0.97510
We are generating sales on upward trend since the implementation of MCM in our organization	90	3.4333	0.88749
The marketing plan has been made easier By the emergency MCM;	90	3.6222	0.4239
The overall performance has generally improved.	90	3.6667	0.91184

The study sought to understand Means and Standard deviation of Performance of the organization. According to research findings in Table 4.13, the responses on websites as an MCM strategy and its influence to performance of organizations had a mean of 3.4889

and standard deviation of 0.936316. This shows that generally most respondents agreed that websites as an MCM strategy influence performance of Pharma companies.

#### 4.9 Regression Analysis Results

Multiple regression analysis was conducted to determine the relationship between the independent variables which are webinars, tele-detail, email and websites against the dependent variable, performance of pharmaceutical companies. A statistical model was generated. These results are shown in Table 4.14.

**Table 4.14: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.170 <sup>a</sup>	0.029	0.017	0.91941

According to the model summary, the predictors explained 95% of change in the dependent variable (Y). The dependent variable is performance and the independent variables or predictors are webinars, tele-detail, emails and websites.

ANOVA was used to test the fitness of the regression model used in this study. A statistically significant F value shows that the model was fit while F value that is not statistically significant shows that the model was not fit for the study. Table 4.15 shows the results.

**Table 4.15: ANOVA Table**

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2.148	4	0.537	0.635	0.639 <sup>b</sup>
1	Residual	71.852	85	0.845		
	Total	74.000	89			

The ANOVA table shows that F value was statistically significant. This implies that the model used for analysis was fit ( $F=0.635, p<0.05$ ).

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter discusses the summary of the findings of the study and conclusions drawn from the findings. Recommendations that relate to the influence of multichannel marketing strategies on pharmaceutical companies performance in Kenya, a case of Nairobi County have also been made. It also outlines proposed areas of future research. The chapter is organized according to the objectives of the study.

#### **5.2 Summary of the Independent Variables**

The purpose of this summary is to provide insights on each objective by looking at the results as provided in the previous chapter. The study reveals that all the objectives contribute significantly to the performance of the pharmaceutical companies.

##### **5.2.1 Webinar use on Performance of Pharmaceutical Companies**

It was established that webinar influences timely delivery of information at 44.4%; webinar influences the quality and precision of information delivered to the HCPs at 35.6%; webinar as a marketing strategy reduces marketing cost at 50%, and; wider market cover is achieved when webinar marketing strategy is used to market pharmaceutical products at 38%.



### **5.2.2 Tele-detail on Performance of Pharmaceutical Companies**

From the study findings, 45.6% were of the opinion that tele-detail as a marketing strategy is convenient to the customer since they get to decide when to be engaged; 40% agreed that tele-detail enhances quick decision making since the interaction is one on one and decision can be agreed upon, 37.8% agreed that tele-detail reduces biasness and therefore contributes to the performance of the organizations and finally 37.8% agreed that customer confidence is improved on a product since tele-detail allows an HCP enough time to seek clarity on various questions thus improves performance of pharmaceutical companies (Mack, J. 2011).

### **5.2.3 Emails Communication on Performance of Pharmaceutical companies**

The study found that cumulatively strongly agreed and agree were 44.5% of the respondents approve that access to information is enhance when emails is used as a mode of communication during marketing of the products; 51.1% stated that customer needs or expectations are widely met when emails is used as a marketing strategy. 33.4% agree or strongly agree that customer trust is built when a customer is engaged through email as a MCM strategy, thus influence performance of the organization. On automation of services 31% agree that the use of emails as a channel in marketing can be used to automate services to HCPs thus improve performance of pharmaceutical companies (Pharmaceutical, 2009).

#### **5.2.4 Website Accessibility on Performance of Pharmaceutical Companies**

The study found that majority, 42.2% agreed that use of websites as a marketing strategy influences the quality of information shared to the HCPs; 32.2% agreed that websites acts as repository of information which can be used as information source by the HCP, 35.6% agreed that websites provide the user with a chance to give feedback to the pharmaceutical companies and finally 32.2% agreed that websites provide the HCP with detailed information that includes videos and audio thus it enhances understanding of the content.

### **5.3 Discussion of the Findings**

#### **5.3.1 Webinar Use**

The research findings clearly indicate that webinar as a multichannel marketing strategy has a lot to offer to the organization and to the healthcare providers who rely on the same as a source of information for various products. Timely information dissemination or source is one the benefit that the respondents agree that webinar offers. Precision or quality of information delivered during webinars is agreed on by 25% of the respondents and therefore it is an emphasis that webinar is a useful multichannel strategy. In general respondents agree that marketing cost is reduced when webinar is used though a few disagree an indication that webinar could be used more in such organizations for the employees to realize the benefits. This in relation to the theory of MCM strategies which emphasizes that the adoption of this delivers better revenue compared to multichannel retailers (Ansari, *et al*, 2008).

### **5.3.2 Tele-detail**

It was established that use of tele-detail as a multichannel strategy enhances performance of the pharmaceutical companies. Nearly 40% agree that it is convenient to use tele-detail, 32.2% agree that decision making is faster with tele-detail. Majority agree, however a few have a feeling that convenience, decision making, reduction in cost of marketing and customer confidence cannot be achieved by use of tele-detail as indicated by 20%, 17.8%, 15.6% and 20% respectively for each of the factors. It therefore means a few of the respondents do not see the benefits of the channel. This can be improved by involvement of many employees in such activities for them to realize the benefits. Needs and wants of customers must be met at their convenience and therefore in pharmaceutical marketing all activities must be directed towards HCPs with the aim of enhancing revenue collection and thus better company performance (Kotler P., 1996).

### **5.3.3 Emails Communication**

In table 4.6, 35.6% agreed there was improved access to information where emails were used to reach HCPs; in addition customer trust is built when emails are used to reach HCPs because of the interaction involved that is regular and aimed at satisfying the customer. However this can be improved by ensuring each conversation the organization has with the customer, the medical representative is looped in to be aware of what is going on.

### **5.3.4 Websites Accessibility**

From the study findings, 42.2% agree that quality information is shared when websites created are used to reach HCPs as a form of marketing. 32.2% on the other hand agree that websites act as sources of information to HCPs which are available whenever needed. This is realized because of the improved technology and availability of mobile gadgets which enable this HCPs acquire the information as alluded to earlier in the literature review. 15.6% disagree that websites provide quality information while 22.2% disagree that websites are a rich information source. This can be attributed to the fact that respondents believe that internet access is still a challenge to this part of the world and fact that we have older HCPs who are not techno survey.

### **5.4 Conclusions**

The key conclusion of the study was that multichannel marketing strategies are working and have a greater effect on how pharmaceutical perform in Nairobi County. The analysis indicates that webinar significantly affected timely information delivery, quality of information shared, wider market cover and reduction in marketing cost because HCPs from remote areas of Nairobi were reached by this channel. This in return improved the performance of the pharmaceutical companies in Nairobi County.

The study also found that tele-detail was more convenient to the HCPs because they would engage at their place of work or at home. Decision making was easily achieve since it involved a face to face call with the HCP and in addition left the customer more confident all the issues were raised and addressed in a face to face call. This in the long

run accorded the representative much time with HCP and translated to sales and therefore improved performance of pharmaceutical companies.

Multichannel marketing was noble idea since its inception however it faces challenges in Nairobi County. The challenges range from lack of internet within the location of the HCP, lack of knowledge in using some of channels, availability of some the gadgets and software required to run the channel on the HCP side and much of the channel activities being performed by management and therefore denying representative chance to interact with the various channels. The primary challenges are understanding customer behavior and managing MCM execution.

Emails as an MCM strategy, the study found that has a lot to offer. First it ensures speedy access to information, at the click of a button in the office an HCP can be supplied with sufficient information of the drug. In addition through emails the study noted that automation can be done to ensure the HCP receives information periodically on the drugs. This results to more understanding of the drug disease area and generates prescription that translates to sales of a particular drug and therefore influences performance of the organization. That said, the study also found out that some respondents do not agree with the above statement as indicated in Table 4.6 which can be attributed to the perception that HCPs do not have time to look at emails.

## **5.5 Recommendations of the Study**

Multichannel marketing is slowly taking root in the Pharmaceutical industry; from the data collected nearly all respondents agree that they have multichannel marketing strategies used in their marketing. When these strategies are adopted and used in the right

way the performance of the pharmaceutical companies will be an upturn. This is evident from the study which clearly indicates that respondents appreciate the benefits of MCM.

Literature review shows that when MCM was started, pharmaceutical companies were so reserved and reluctant to adopt this and so they were left behind. But progressively the trend is changing as clearly stated in this research finding. Therefore the researcher wishes to recommend that:

The success of these channels will call on all stakeholders to be involved. HCPs have different tests and preference depending on their schedule and flexibility of the channel. It will be important for the pharmaceutical companies to carry out a survey and indentify a suitable MCM channel that suits Nairobi County or many HCPs. This will enhance the engagement and hence generate more sales to this organization. The medical representatives from each organization should be trained to understand the importance of this channels and their role in making it succeed. The organizations should look into ethical issues around the use of MCM channels. For example without consent from a healthcare provider to receive emails, can be impact negatively to the company if a legal action is taken.

## **5.6 Suggestions for Further Research**

The researcher suggests that further research should be done to understand what other impact MCM has to the pharmaceutical companies and to the HCPs. Similar studies should also be done in other areas such as education in order to generalize the findings to a wider scope beyond pharmaceutical companies and Nairobi County. This study further

recommends that since the study was limited to four variables, a similar research study could be done with additional variables.

## REFERENCES

- Ansari, Mela & Neslin, (2008). Customer Channel Migration: *Journal of Marketing Research* 60 Vol. XLV (February 2008), 60–76.
- Archdeacon, T., (1994). *Correlation and Regression Analysis: A Historian's Guide*. University of Wisconsin Press. Retrieved from <http://www.statisticshowto.com/probability-and-statistics/f-statistic-value-test/#ANOVA>
- Auslander, P. (2008). *Theory for Performance Studies: A student's guide*:
- Bates, A. K, (2006). *Online Marketing and eDetailing*: In-depth report from an eyeforpharma conference.
- Burns & Grove (2003), *Research Design: Understanding Nursing Research* 3<sup>rd</sup> Edition, Philadelphia.
- Burns, E., Buxton, E., De Muth, J. (2012). *Instructional Design and Assessment: American Journal of Pharmaceutical Education*. Retrieved from <http://www.ajpe.org/doi/pdf/10.5688/ajpe768155>
- Capgemini Consulting (2012). *Multichannel Closed Loop Marketing: Digitally Transforming the Life Sciences Industry*.
- Cegedim Strategic data, (2010). *Strategic marketing: US Pharma Company Promotional Spending Trends in New Media*.
- Chen, H. T. (1997). *Applying mixed methods under the framework of theory-driven evaluations: New directions for Evaluation*. Pg.61-72.
- Chliviekas, E. (2008). *Marketing strategies: Marketing aspect of the business*. pg. 207-288.
- Cooper, D. R., Schindler, P. S. (2003). *Business Research Methods (8<sup>th</sup> edition)*: USA McGraw-Hill.
- Cooper, D. R., Schindler, P. S. (2006). *Business Research Methods*: Tata, McGraw Hill Edition.
- Creswell, J. W., Miller, D. L. (2000). *Determining validity in qualitative inquiry: Theory into Practice*, 39(3), 124-131
- Creswell, J.W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Upper Saddle River, NJ: Prentice Hall



- Cundiff, E.U. (1982). *Fundamentals of Modern Marketing*, New Delhi: Prentice Hall of India Pvt. Ltd.
- Dasigna, (2010). *Tele-detailing or medical representative: A fresh approach in pharmaceutical marketing*.
- Davies, D., Dodd, J. (2002). *Qualitative research and the question of rigor: Qualitative Health research*, 12(2), 279-289.
- Denise, F. P., Tatano, C. (2010). *Essentials of Nursing Research: Methods, Appraisals and utilization*.
- Digital Marketing Hand book (2009). *Pharmaceutical Marketing strategies: Pharmaceutical Edition*.
- Don, E. (2000). *Theory of performance: Rationale for theory of performance*.
- Doyle, P. (2000). Valuing marketing's contribution; *European management journal*, 3 (18), 233-45.
- Drucker, P.F. (1990). *Management Task: Responsibilities and Practices*, Bombay: Allied Publishers, p.35.
- Fienberg, S.E. (2003). Notes on stratified sampling (for statistics: *Sampling, survey, and Society*).
- Ford, J., & Ibrahim, E. (2013). *Strategic marketing: Creating competitive advantage* second edition.
- Frazier, G. L. (1999). Organizing and Managing Channels of Distribution: *Journal of the Academy of Marketing Science*, 27 (Spring), 226–40.
- Gartner, A., Hopkins, J. (2014). Magic Quadrant: Multi-channel Campaign Management.
- Grosch, B., Anu Gupta, A. (2014). Breaking through the noise: *Pharmaceutical Multichannel marketing in a digital world*.
- Hise, R.T. (1979). *Basic Marketing Concepts and Decision*, Cambridge: Uilthrop Publishers, p.11.
- Hsu, H., & Wang, S. (2008). The Use of Webinar Tool (Elluminate) to Support  
<http://www.ncolr.org/jiol/issues/pdf/7.3.2.pdf>
- Jaeger, R. M., (1988). *Survey Methods in Education Research: Washington D.C.* Brooking Institution Press.
- Jan van den, B. (2013). *Smarter Multichannel Interactions*.

- Joppe, M., (2000). *The Research Process: Reliability and validity in qualitative research*
- Kaplan & Norton, (1992). *Harvard Business review: Conceptual Foundations of the Balanced Scorecard.*
- Kenya Association of Manufacturers, (2015).
- Kenya Pharmaceutical Profile, (2010).
- Kenya Pharmaceutical Sector Development Strategy, (2012).
- Khawaja, K., & Hilman, D. K. (2012). *Get Along With Quantitative Research Process: International Journal of Research in Management ISSN 2249-5908 Issue2, Vol. 2 (March-2012).*
- Kothari, R. (2004). *Research Methodology: Methods and Techniques*, New Delhi: New age International, Ltd.
- Kotler, P. (1980). *Marketing Management: Analysis, Planning and Control.*
- Kotler, P. (1996). *Marketing Management: Analysis, Planning, Implementation, and Control.*
- Lauren, M. H. (2014). *Case Study on the first-time use of webinar by small marketing firms: Professional projects.*
- Lebens, M., & Euske, K. (2006). *A conceptual and operational delineation of Business Performance Measurement: Cambridge University Press.*
- LeGrand, C. S., & Beard, D. F. (2013). *How to Host a Successful Webinar: Strategic Finance.*
- Longman Dictionary, (2003). *Contemporary English.*
- Lusthaus, C., Adrien, M.H. (1998). *Organizational assessment: A review of experience Universal, p 31.*
- Mack, J. (2011). *Pharma marketing news: Journal new 29 March 2011 Vol. 10, No.6.*
- Mack, J. (2012). *Pharma Marketing News: Multichannel Relationships Marketing pg. 19.*
- Margarita, I., Mykolas, R. (2009). *Theoretical aspects of marketing strategy.*
- Marilla D. S. (2010). *A Guidebook on Conceptual Frameworks; Research in Engineering Education.*
- Mayer, F. (2012). *Multichannel Technology: The Four Benefits of Multichannel Retailing.*

- Mc Kinsey, (2014). Overcoming change fatigue in pharmaceutical industry; *Optimizing Pharmaceutical sales through multichannel marketing*.
- McCarthy, E.J., & Perreault, W.D. (1993). *Basic marketing*: Eleventh edition.
- Mjota, (2009) Kenya pharmaceutical manufacturers, *Medical Journal of Africa*, vol 3 no. 3 pp 5961.
- Mohammad, A., Khalid, Z. (2011). Review of Pakistan Pharmaceutical Industry: *SWOT Analysis: Int. Jour. of Business & Inf. Tech* Vol-1 No. 1 June 2011
- Multi-site medical record abstraction: The BOWII experience*. BioMed Central.  
Retrieved from <http://www.biomedcentral.com/1756-0500/4/430/>
- Murray, L. (2011). *Customer- centric Multi-channel Pharma Marketing: Quintiles navigating the new health*.
- Neslin, S. A., Leghor, R. (2006). Challenges and Opportunities in Multichannel Management: *Journal of Service Research*. vol. 9 (2), 95–112.
- Niraj, D., Stornelli, J. (2013). Rebuilding the relationship between Manufacturers and retailers.
- Orodho, A. J. (2003). *Essentials of Educational and Social Science Research methods: Qualitative and Quantitative Approaches*. Nairobi Acts Press
- Owuoth, R. (2010). Critical Success Factors In the Pharmaceutical Industry: *A survey Of Multinational Pharmaceutical Companies in Kenya*.
- Parahoo, K. (1997). *Nursing Research: Principles, processes and issues*. Retrieved from <http://www.ais.utm.my/researchportal/files/2015/02/Example3-Res-Design.pdf>
- Pharmacy and Poisons Act, Cap 244 Laws of Kenya.
- Quinn, V. (2011). *Webinar Training an acceptable, feasible and effective approach for*
- Ramanauskienė, J. (2008). *Marketing strategies models: Marketing organization*.
- Rangaswamy, A., & Gerrit H. V. B, (2005). Opportunities and Challenges in Multichannel Marketing: An Introduction to the Special Issue,” *Journal of Interactive Marketing*, 19 (Spring), 5–11.
- Saunders, M., Lewis, P. (2012). *Doing Research in Business Management*: Edinburg Gate Pearson Education Limited.
- Saunders, M., Lewis, P., Thornhill, A.(2009). *Research Methods for Business Students* (5<sup>th</sup> edition). New Jersey.

- Schierholz, R., Glissmann, S. (2006). Performance measurement in multichannel Environments: (PDF) *journal of information Science and technology*.
- Sekaran, U., Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach* (5<sup>th</sup> edition). New Jersey.
- Stephanie, C., (2010). Nordstrom Links Online Inventory to Real World,” *The New York Times*.
- Stratman, J.K., Roth, A.V. (1999). *Enterprise Resource Planning Competence: A Model, Propositions and Pre-Test, Design-Stage Scale Development*, Proceedings of the 30<sup>th</sup> Annual Meeting of the Decision Sciences Institute, New Orleans, pp. 199-201.
- Sundeeep, R., Ghosh & Chittamitra, (1984). Marketing Search for Identity; Indian Management, New Delhi: All India Management Association *journal Vol.23, pp.:3-7*
- Training: The Effects of Webinar-Learning Implementation from Student Trainers' Perspective, *Journal of Interactive Online Learning*. Retrieved from
- Van Scotter, J., Motowidlo, S. J., Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards: *Journal of Applied Psychology*, **85**,
- Wilson, J. F. (2011). *Annals of Internal Medicine: In the clinic, Herpes zoster: Annals of Internal Medicine, 154 (5), ITC31-15; quiz ITC316*.
- Winter, G. (2000). *A comparative discussion of the notion of validity in qualitative and quantitative research: The Qualitative Report*.
- World Health Organization. (2014). *Pharmaceutical Industry: World Health Organization (WHO) Report*.
- Yin, R. K. (2003). *Case Study Research: Design and Methods* (3<sup>rd</sup> ed.) Thousand oaks: sage.
- Zikmund, W.G., Babin, B. J., Carr, J. C., Griffin, M. (2009). *Business Research Methods* (8<sup>th</sup> edition). USA: South-Western College Publishing.

## APPENDICES

### Appendix I: Questionnaires

#### SECTION A: ORGANIZATIONAL PROFILE

1. Name.....
2. Dept.....
3. Title.....
4. Gender: M [ ]                      F [ ]
5. Education  
     High School                                      [ ]      Tertiary Education                                      [ ]  
     Undergraduate Degree                                      [ ]      Advanced Degree                                      [ ]
6. Have you embraced multichannel marketing strategies?  
     Yes                                      [ ]                      No                                      [ ]
7. For how long have you embraced multichannel marketing strategies?  
     One to Five Yrs                                      [ ]      Six to Ten Yrs                                      [ ]  
     Eleven to Fifteen Yrs                                      [ ]      More than Sixteen Yrs                                      [ ]
8. How many people does this company employ? .....

#### SECTION B:

9. The influence of webinar use on performance of pharmaceutical companies. Please indicate the extent to which webinar marketing strategy influences product information delivery and sales generation using a scale below: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

Statements	1	2	3	4	5
Timely information sharing					
Improved quality/precision of information shared					
Reduction in marketing cost					

Wider market coverage					
-----------------------	--	--	--	--	--

In your own opinion do you think webinar marketing strategy has an influence on sales performance in your organization?

.....  
 .....

10. The influence of tele-detail on performance of pharmaceutical companies. Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

Statement	1	2	3	4	5
Tele-detail is convenience to the customer					
Tele- detail facilitates quick decision making					
Tele-detail reduces biasness					
Tele-detail improves customer confidence in the organization					

Outline the importance of tele-detail marketing strategy to the improvement of the organization performance.

.....  
 .....

11. The extent does emails communication influence performance of pharmaceutical companies. Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

Statement	1	2	3	4	5
Emails communication facilitates speed access to information					
Emails allow information to be tailored to meet					

customer expectations					
Emails improve communication between the customer and the organization and builds trust.					
Emails allow automation of services to HCPs					

Explain.....

12. The influence of websites accessibility on performance of pharmaceutical companies. Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire.

Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

<b>Statement</b>	1	2	3	4	5
Websites provide quality information to HCPs					
Websites are a ready source of information to HCPs					
Websites allow Customers to give feedback and comments for improvement					
Websites are dynamic and use multimedia and audio and thus enhance content understanding					

In your own opinion do you think websites as marketing channel contribute to organization performance?

.....  
 .....

13. Performance of the organization: The questions in this sub-section are on the evaluation of performance of the organization in several areas. Use a scale of 1-5, where (1-definitely false, 2-False, 3-Neither, 4-True and 5- Definitely true)

<b>Performance of the Organization</b>	1	2	3	4	5
In general, over the last five years, the state of the organization brought about by the changes in marketing strategies can be described as beneficial;					

There is increased brand loyalty as a result of MCM marketing strategies;					
We are generating sales on upward trend since the implementation of MCM in our organization					
The marketing plan has been made easier by the emergence of MCM;					
The overall performance has generally improved.					

THANK YOU FOR YOUR PARTICIPATION.



### **Appendix III: List of Pharmaceutical Companies in Nairobi County, Kenya**

1. Accord Healthcare (Kenya) Ltd
2. Ace Pharmaceuticals Ltd
3. Adcock Ingram East Africa Ltd
4. African Cotton industries Ltd
5. Alpha Medical Manufacturers – Nairobi
6. Alpha Medical Manufacturers Ltd
7. Alpine Medical & Laboratory Supplies
8. Ansell Pharmaceuticals Ltd
9. Archevanell General Supplies Kenya Ltd
10. Ariquest Ltd
11. Ariquest Ltd
12. Armicon Pharmaceuticals Ltd
13. Ashcott Ltd
14. Asterisk Ltd
15. Astrazeneca
16. Autosterile (E.A) Limited
17. Aventis Pasteur SA East Africa – Nairobi
18. Bactlab Ltd
19. Bakpharm Ltd
20. Bayer East Africa Limited – Nairobi
21. Bayer East Africa Ltd
22. Beijing Holley-Cotec Co., Ltd.
23. Beta Healthcare (Shelys Pharmaceuticals) – Nairobi
24. Beta Healthcare International Ltd
25. Betroy Pharmaceuticals
26. Bio Zeq Kenya Ltd
27. BiodealLboratories Ltd
28. Biofit Diagnostics
29. Bioline Agency
30. Biologic Solutions Ltd
31. Biopharma Ltd
32. Bioquest Kenya Ltd

33. Biosystems Lab Supplies Ltd.
34. Biotech Laboratories (K) Ltd
35. Biotech Pharma Ltd
36. Bobcare Medical Systems
37. BOC Kenya Ltd
38. BOC Kenya Ltd
39. BOC Kenya Ltd
40. BoehringerIngelheim Division
41. Bonmed Medical Systems
42. Bora Biotech Ltd
43. Bora Biotech Ltd
44. Bot of Merino Enterprises
45. BridgewellScientific
46. Brisk Diagnostic Limited
47. British Pharmaceuticals Ltd
48. Bureau Pharmaceuticals Ltd
49. Buyimpex Agencies Ltd
50. C. Mehta 8. Co. Ltd
51. C. Mehta Co. Ltd
52. Cadila Pharmaceuticals (EA) Ltd
53. Cardiac Implant Systems Ltd
54. Caroga Pharma Kenya Ltd
55. Central Drug Company Ltd
56. Central Scientific Supplies
57. Chem-Labs Services Ltd.
58. Chemolife Ltd.
59. Chemoquip Ltd
60. Chem-Rectic Ltd.
61. Chinkwe Enterprises Ltd.
62. Chromlab Scientific Services & Supplies
63. Cistein Pharmaceuticals
64. Cloriti Pharmaceuticals (E.A) Ltd
65. Come Diagnostics
66. Comet Healthcare Ltd

67. Concepts (Africa) Ltd
68. Consolata Pharmaceuticals Ltd
69. Cosmos Limited – Nairobi
70. Cosmos Ltd
71. Crown Solutions Ltd -Crown Healthcare Division
72. DafraPharma Ltd
73. Dajohn Enterprises Ltd
74. Dannes Pharmacy Ltd
75. Dapco Pharmaceuticals Kenya Ltd
76. Dawa Limited
77. Dawa Pharmaceuticals Limited – Nairobi
78. Dentex Industries Ltd
79. Dentmed (K) Ltd
80. DepoPharma Ltd
81. Diagnostics Automation Ltd
82. Dialab Supplies Ltd.
83. Didy Pharmaceutical – Nairobi
84. Disposable Surgicals& Recoveries Ltd
85. Diversey Lever – Nairobi
86. DOL International (K) Ltd
87. Easton Pharmaceuticals Ltd
88. Egypro East Africa Ltd
89. Eldohosp Pharmaceuticals Ltd
90. Elegant Surgical Suppliers
91. Elgonian Distributors
92. Elgonian Distributors
93. Eli-Lilly (Suisse) SA – Nairobi
94. Elisatech Diagnostics E.A Ltd
95. Elys Chemical Industries Ltd
96. Elys Chemical Industries Ltd – Nairobi
97. Emex(Africa) Ltd.
98. Eros Ventures Ltd
99. Estec Limited
100. Europa Healthcare Ltd.

101. Eurox Pharmaceuticals Ltd.
102. F & S Scientific Ltd
103. Family Medical Supplies Limited
104. Faram (E.A) Ltd
105. FAW Pharmaceuticals Ltd
106. Fiolabchem Company Ltd
107. Flambert Holdings Ltd
108. Fuji Kenya Ltd
109. Galaxy Pharmaceuticals Ltd
110. Galaxy Pharmaceuticals Ltd.
111. Gelsup Laboratory Equipment Supply
112. Genelab Supplies Ltd (Subsidiary of Limatec (K) Ltd)
113. Giant Pharmaceuticals Ltd
114. Glaxo SmithKline – Nairobi
115. Glenmark Pharmaceuticals Ltd
116. Global Net-Medical Ltd
117. Global Sightcare & Supplies
118. Globe Pharmacy Ltd
119. Goodman Agencies Ltd.
120. HainLifescience E.A Ltd
121. Haripharma Pharmaceuticals
122. Harley’s Limited
123. Hass Scientific & Medical Supplies Ltd
124. Healthcare Direct (K) Ltd
125. Health-care Equipment Suppliers
126. HemoCue Kenya Ltd
127. High Chem East Africa Ltd – Nairobi
128. Highchem Pharmaceuticals Ltd
129. Himani Traders & Distributors
130. Hoffman La-Roche Products Ltd
131. Hospital Suppliers Ltd
132. House of Hearing International Ltd
133. Human Quality Assessment Services (HUQAS)
134. Ilam Pharmacy (Wholesale) Ltd

135. IMED Healthcare Limited
136. Infusion Medicare Limited
137. Invalid Equipment Ltd
138. In-Vitro Diagnostics (EA) Ltd.
139. IPCA Laboratories Ltd
140. Isis Africa
141. I-Tech Supplies E.A Ltd
142. Ivec Aqua EPZ Limited – Athi River
143. Jabez Healthcare Ltd
144. Janst Healthcare International
145. Jaskam& Company Ltd
146. Jawamed Pharmaceuticals Ltd
147. Jencons Africa Ltd
148. Jimcare Diagnostic Suppliers
149. Jireh Laboratory Supplies
150. Joru Laboratory Suppliers Ltd
151. Jos Hansen & Soehne (EA) Ltd
152. Joslab Supplies Ltd
153. Jupiter Pharmacy Ltd
154. Kadunguni Pharmacy Limited
155. KAM Industries Ltd
156. KAM Pharmacy (Wholesale) Ltd
157. Kem Supplies East Africa
158. Ken-Bangla Pharmaceuticals Ltd.
159. Kendent Supplies Ltd
160. KenRuss Medics Ltd
161. Kentons Ltd
162. Kenya Laboratory Supply Centre Ltd
163. Kenya Medical Engineering Ltd
164. Kenya Surgical Engineers Ltd
165. Kobian Kenya Ltd
166. Kodak Dental Systems
167. Kulal International Ltd
168. La Bonne Sante Enterprises

169. Labaccess Diagnostics
170. Labmed Limited
171. Labnet Africa Ltd
172. LaboPharma Kenya
173. Laboquips Suppliers
174. Laborama Limited
175. Laborare Medical Supplies
176. Laboratory & Allied Ltd
177. Laborex Kenya Eurapharma Ltd
178. Laborex Kenya Ltd
179. Labtech Electronic Services E. A. Ltd
180. Labulax Supplies Ltd
181. Laikipia Lab Services & Supplies
182. Lancet Laboratories (2000) Ltd
183. Leo Pharmaceuticals
184. Life Resources Enterprises
185. Links Three Thousand Ltd
186. Liwajo Diagnostics Ltd
187. LizzolChem Company Limited
188. Interlake Pharmaceuticals Co. Ltd
189. Lords Healthcare Ltd.
190. Lued (A) Chemicals Ltd
191. Lukim Pharmaceuticals Agencies Ltd
192. 3M Kenya Ltd
193. Mac Lawrence Pharmaceuticals Co. Ltd
194. Mac Naughton Ltd.
195. Mac's Pharmaceutical Ltd – Nairobi
196. Macmed Healthcare (K) Ltd
197. Madawa Pharmaceuticals Ltd
198. Magic Chemical Kenya Ltd
199. Manhar Brothers (Kenya) Ltd – Nairobi
200. Manigate Agencies Ltd
201. Marty Enterprises Ltd
202. Masten Pharmaceuticals Ltd

203. Maxim Pharmaceuticals Ltd
204. Medi System Supplies & Services Ltd
205. Medica Enterprises Ltd
206. Medigroup Support Ltd
207. Medilink Labs and Surgicals Ltd;
208. Medipharm E.A. Ltd
209. Medisel (K) Ltd
210. Mediserve Healthcare Ltd
211. Medispec Kenya Ltd
212. Medisyst Ltd
213. Meditec Systems Ltd
214. Medivet Products Ltd.
215. Medkam Pharmaceuticals E.A Ltd
216. Medox Pharmaceuticals Ltd
217. Medspan Laboratory Supplies
218. Megascope Healthcare (K) Ltd
219. Metro Pharmaceuticals Ltd
220. MICA Pharmaceuticals Ltd
221. Micro Labs Ltd
222. Mission For Essential Drugs and Supplies
223. Modupharma Ltd
224. Mombasa Surgical Supplies
225. Mt. Kenya Surgical & Laboratory Supplies
226. Nairobi Pharmaceutical (K) Ltd.
227. Nakuchem (K) Ltd
228. Neema Pharmaceuticals Ltd
229. Nila Pharmaceuticals Ltd.
230. Nilson Pharmaceuticals Ltd
231. Njimia Pharmaceuticals Ltd
232. Norbrook Kenya Ltd
233. Novartis Pharma Services
234. Novartis Rhone Poulenc Ltd – Nairobi
235. Novelty Manufacturers Ltd – Nairobi
236. Novelty Manufacturing Ltd

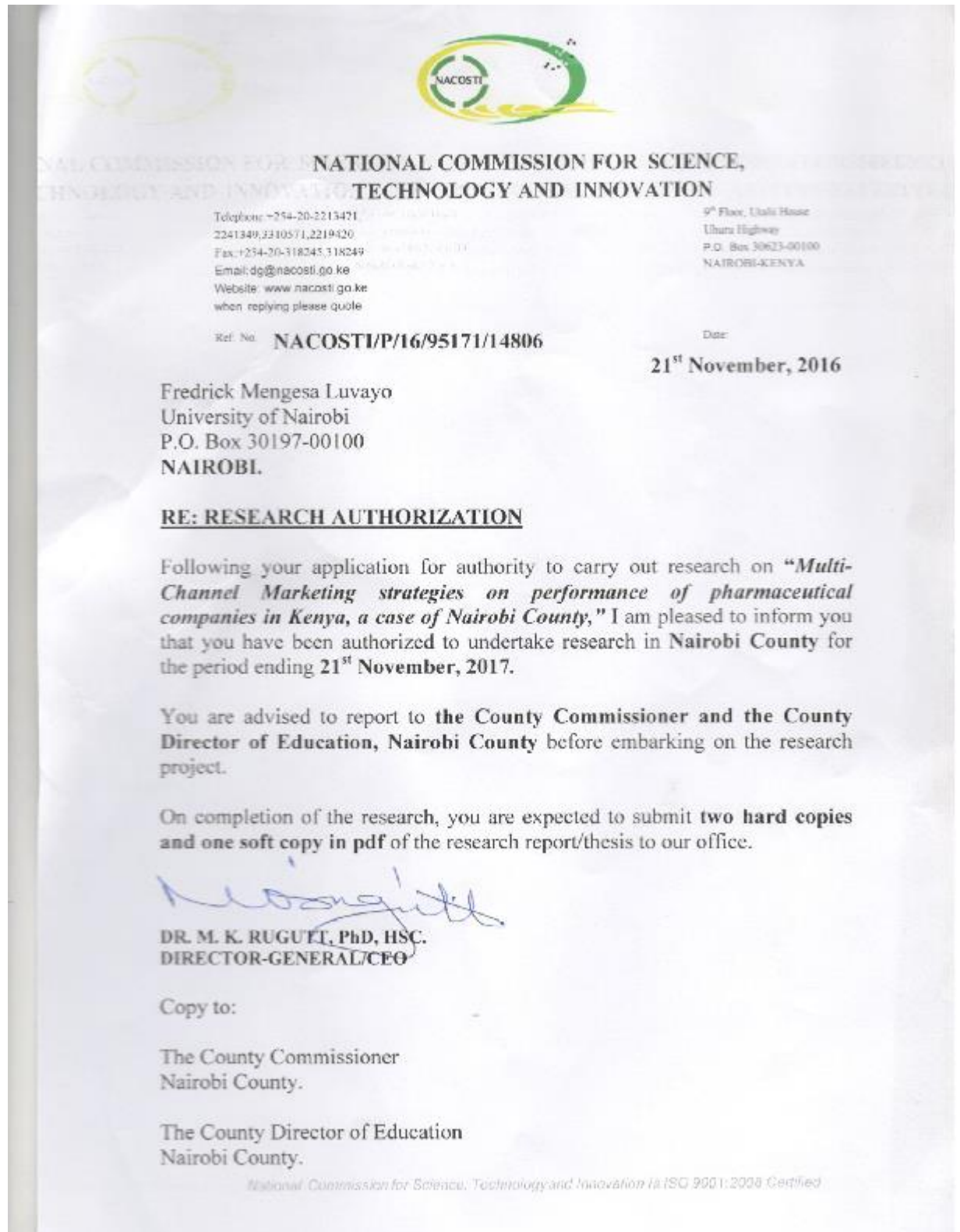
237. Oceanview Pharmaceuticals Ltd.
238. Omaera Pharmaceuticals Ltd
239. Opamo Pharmacy
240. Pan Pharmaceuticals Ltd
241. Paramedic & Healthcare Supplies Ltd
242. Parl Medical Suppliers
243. Partec East Africa Ltd
244. Pefric (EA) Ltd.
245. Pfizer Corp (Agency) – Nairobi
246. Pharm Access Africa Ltd.
247. Pharma Share Supplies Ltd
248. Pharmaceutical Manufacturing Co (K) Ltd – Nairobi
249. Pharmaceutical Products Limited – Nairobi
250. Pharmaco Healthcare
251. Pharmaken Ltd
252. Philips Medical Systems E.A. Ltd
253. Phillips Pharmaceuticals Limited – Nairobi
254. Polarize Enterprises Ltd
255. Pulse Care System
256. Pulse Healthcare Ltd
257. Pulse Medics Equipment (K) Ltd
258. PY- REX East Africa
259. Rapid Medical Supplies
260. Ray Pharmaceuticals Ltd
261. Regal Pharmaceutical Ltd – Nairobi
262. Retina (E.A) Medical Suppliers Ltd.
263. Riviera Pharmaceuticals Ltd
264. Roi Scientific Ltd
265. Rosax (Africa) Ltd
266. Rup Pharm Ltd.
267. Rycedental Supplies
268. Sai Pharmaceuticals Ltd
269. Saicare Enterprises Ltd
270. Saima Surgical Supplies Ltd



271. Sam Tech Diagnostics
272. Sanmedic Laboratory Supply Ltd
273. Sanofi Aventis
274. Sanofi Pasteur International
275. Sanyo Armco (K) Ltd
276. School Equipment Production Unit (SEPU)
277. Sciencescope Limited
278. Scitech Diagnostics Ltd
279. Seropharm E.A Ltd
280. Shamco Industries Limited
281. ShifaChem Ltd
282. Simba Pharmaceuticals Ltd
283. Sky Pharmacy Ltd
284. Solvex Agencies
285. Sonal Holdings (K) Ltd
286. Statim Pharmaceuticals
287. Suken International LTD
288. Sunnyland Pharmaceuticals Ltd
289. Sunpar Pharmaceuticals Ltd
290. Surgilabs Limited
291. Surgilinks Ltd
292. Surgimed Healthcare Supplies Ltd
293. Surgipath Services
294. Surgipharm Limited
295. Swama Ltd
296. SynerChemie Ltd
297. Syner-Med Pharmaceuticals (K) Ltd
298. Sys-Med Diagnostics Ltd
299. Technomed Ltd
300. Teknobyte Ltd
301. Three Pyramids Company Ltd
302. Total Hospital Solutions Ltd
303. Transchem Pharmaceuticals Ltd.
304. Transwide Pharmaceuticals Ltd

- |                                      |   |
|--------------------------------------|---|
| 305. Trauma Surgical& Healthcare Ltd | 312. Uni Supplies & Marketing (K) Ltd           |
| 306. Travotech Agencies              | 313. UniselPharma (K) Ltd                       |
| 307. Trinity Pharma Limited          | 314. United Pharma (K) Ltd                      |
| 308. Trismed Supplies                | 315. Universal Pharmaceutical Limited – Nairobi |
| 309. Twokay Chemicals Ltd            | 316. Ursy Chemist Ltd                           |
| 310. Twokay Chemicals Ltd            | 317. Wellmed Pharmaceutical Ltd                 |
| 311. Ultralab& East Africa Ltd       | 318. Woodvale Pharmacy                          |

**Appendix IV: Authorization Letter**




## Appendix V: Research Permit

**THIS IS TO CERTIFY THAT:**  
**MR. FREDRICK MENGESA LUVAYO**  
**of UNIVERSITY OF NAIROBI, 78392-507**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**

**Permit No : NACOSTI/P/16/95171/14806**  
**Date Of Issue : 21st November,2016**  
**Fee Received :Ksh 1000**

**on the topic: MULTI-CHANNEL**  
**MARKETING STRATEGIES ON**  
**PERFORMANCE OF PHARMACEUTICAL**  
**COMPANIES IN KENYA, A CASE OF**  
**NAIROBI COUNTY.**

**for the period ending:**  
**21st November,2017**




**Applicant's Signature**


**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

**CONDITIONS**

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.



**REPUBLIC OF KENYA**



**National Commission for Science,**  
**Technology and Innovation**

**RESEACH CLEARANCE**  
**PERMIT**

**Serlal No.A 11975**

**CONDITIONS: see back page**