

**EFFECTS OF MARKETING MIX STRATEGIES ON SALES
PERFORMANCE AMONG MEDICAL DEVICES DISTRIBUTORS IN
KENYA**

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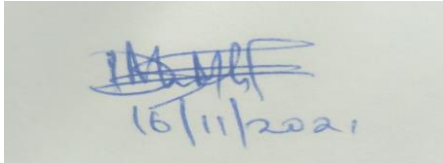
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF A DEGREE MASTER OF
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UNIVERSITY OF NAIROBI**

2021

DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution

Signature:



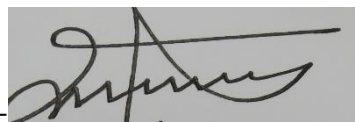
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DEDICATION

This research project is dedicated to everyone who supported in the various stages of the research work.

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ABSTRACT

The current trend of markets being global has made businesses to review their business models to remain competitive. Strategies and in particular marketing mix strategies are being utilized by organizations globally to remain afloat as competition to maintain and grow the customer base locally, regionally and globally gets tough. The general objective of the study was to investigate influence of marketing mix strategies on sales performance within medical devices distributors in Kenya. This study was based on two theories, pull and push and the marketing mix theory. The study adopted descriptive, cross-sectional design. The target population for this study comprised 110 medical devices distributors. The target respondents was the managers. Data Analysis was done using multiple linear regression and correlation analysis. The results revealed that product development strategies, promotion strategies and place strategies are adopted at great extent by medical devices distributors. Similarly, pricing strategies are adopted at moderate extent by medical devices distributors. The marketing mix strategies and sales performance have a strong connection. The research also found that when the techniques are employed separately to increase sales volumes, they have a substantial impact. The study also found that the nature of medical device distributors provides little space for them to focus on price tactics in order to increase sales volumes since the returns are so low. However, distribution plans that place a strong emphasis on distribution channels are the most effective in increasing sales performance. Local medical device distributors may follow suit and engage in interactive marketing, channel distribution methods, and product strategies to increase sales volumes and gain a competitive advantage, according to the research. Medical device distributors should use more value-based and customer-centric tactics to distinguish themselves in the market to avoid the commoditization curse..

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ABBREVIATIONS AND ACRONYMS

TQM	Total Quality Management
SPSS	Statistical Package for the Social Sciences
GDP	Gross Domestic Product
KBA	Kenya Bankers Association
ROI	Return on Investment
NGO-	Non governmental Organization
FBO-	Faith Based Organization
CBHF	Community Based Health Organization
MFL	Master File Listing
KEMSA	Kenya Medical Supplies Agency
MEDs	Mission for essential drugs and supplies
ICT	Information & Communication
USD	United states Dolla
CAG	Compound Annual Growth
SME	Small medium Enterprises

CHAPTER ONE:INTRODUCTION

1.1 Background of the Study

In order to meet the challenges associated with the rapidly changing markets, firms ought to establish proper strategies. Defined plans and strategies remain very critical for firms seeking to utilize their limited resources. Being market oriented is among the most critical strategic directions that firms ought to undertake (Kotler and Armstrong, 2021). Sales relate to selling activities or the number of goods or services sold over a certain period hence, they directly affect the business's profits and losses. Sales performance refers to the measure of the sales made by a certain employee for the business.

Marketing strategy and sales success are effectively described by two theories: push and pull theory. Marketing mix. In the present market the concept of push and pull is utilized. Sometimes push solutions are seen as interfering with the client or disregarded by the consumer if the arrangement is lost due to data overload. Pulling solutions have been routinely utilized in several businesses. "A client would go to the business and ask questions and someone would reply." Clinical gadgets merchants would accentuate the draw hypotheses to build productivity and accept that if, for example, they make a pool of deals groups, they will cover more clients, make more awareness and eventually increment sales.

MFL states that there are about of 9,696 health facilities nationally. 4,600 public owned, 3,700 privately owned and 1,400 is owned by NGOs, CBOs, or FBOs,. The private healthcare market is worth 20.7 Billion is. The non-public sector has control over approximately two thirds of the total healthcare

facilities in Kenya. With this, the number of medical devices distributors is increasing and therefore the need for proper focus on the future especially with multinationals setting up offices in the capital. There is every effort to remain relevant towards the supply of these devices to the large potential in the health facilities all around the country either through the government agency (KEMSA) or MEDS or directly to the facilities.

1.1.1 Marketing Strategies

A marketing strategy is a technique used on the existing market; customers may see pushing course of action as invasive or overlooked by customers because of the data overload the game plan is forgotten. In most companies, pulling agreements have proven reliable. A client would visit the company and ask inquiries and someone would respond. Clinical devices vendors would complement the attract theories to fabricate efficiency and acknowledge that if, for instance, they make a pool of arrangements groups, they will cover more customers, create awareness and in the end increase sales. Arranging with the key objective of accomplishing a competitive advantage. It enables a company to concentrate its assets on the greatest opportunities for sales and a competitive edge (Blumberg and Perrone 2021). A marketing concept of a company should thus concentrate on the main notion that customer loyalty is the main goal. It is excellent if it is a major component of the entire company strategy and defines how a partnership may effectively engage with consumers, opportunities and market rivals.

The marketing idea of making an organization's effective fulfilment of consumer wishes has helped corporations to make progress in high-development, serious enterprise sectors. however, to achieve success in business sectors wherein financial development has leveled and in which there exist several contenders who comply with the advertising and marketing concept, a very an

awful lot idea out advertising method that thinks approximately an arrangement of products, considers the foreseen actions of opponents in the market and creates compelling reactions to changing business sector conditions is needed.

The marketing mix refers to a collection of marketing tools that a firm uses to deliver the reaction it needs from its different objective business sectors and for ideal quantifiable profit. It is of prime favourable position for the firm to have the capacity of steady arranged exercises to meet and surpass client. The innovation related factors ought to be all around analysed to comprehend their impact on sales performance. Dissemination system provides a fundamental role in the management of transport time, which impacts the company's performance since it affects the company's duties in relation to seriousness and market achievement. According to Kotler (2001), subsequently, to expand sales, the systems will be planned towards market development through overseeing existing items better to including new items; and from arriving at existing business sectors to developing totally new business sectors.

The strategies include Product development strategy - Companies try to differentiate their products to have a competitive advantage and the differences can be displayed in their physical appearance, availability, service, and price; Price strategy - Pricing methods can either be: cost-based where selling prices includes a percentage of the total cost which is added to the profit element, value-based pricing where the company sets their prices based on the perceived value that the customer would pay for, and competition-based pricing where a firm uses similar prices as the competition (Gordon, 2021); Place strategies - It considers the channels of distribution that are used to ensure that the product is provided to the customer (Huang and Sarigollu, 2021); and

promotion strategies - are aspects of marketing and may include special offers, public relations and advertising (Vargo and Lusch, 20121).

1.1.2 Sales Performance

The extent to which the company achieves its commercial and financial objectives is described as organizational performance (Hill & Cuthbertson, 20211). Multiple studies of overall success of businesses have been conducted on both financial and market parameters like ROI, market share, sales margin, increased revenues, sales growth percentage and the usual aggressive role (Hill & Cuthbertson, 2011). Nonetheless, there is need for further studies on finding the link between strategy and sales performance.

As companies become more optimistic about growth possibilities, sales companies are more important in achieving greater revenue goals. Sales performance in the economy thus has to be streamlined more thoroughly and information-driven in dealing with key sales metrics. Leistung may be described as the degree to which a person carries out genuine labor. (Richard, 2009). Strategic selling methods are basically not working in an age of growing competition and tough discussions with customers. The method to accomplish sales is to provide a value that the buyer does not already consider in making decisions.

The sales overall performance concept includes each outcome and behavioural dimensions. income outcomes have always been visible with the aid of performance-oriented income human beings as evidence to their behavioural performance and in go back a superb courting exists among activity involvement component of commitment and sales overall performance (Muthengi, 2015)

1.1.3 Healthcare Sector in Kenya

The healthcare system in Kenya can be broken up into 3 subsystems: Public zone, commercial non-public region, and faith based totally businesses (FBOs). In terms of the quantity of fitness centers the public region is leading followed by way of the industrial private zone and the FBOs. The public quarter, which includes all government fitness centers, medical schools and the general public pharmaceutical supply chain known as KEMSA. The non-business non-public zone which encompasses the FBO and NGOs. The non-public industrial ('for-profit') region which includes healthcare centers, clinical distributors/suppliers, pharmaceutical/scientific manufacturers, fitness financing (f.e. medical health insurance), ICT in fitness, health control advisory and training establishments. There's a huge disparity among these health facilities, mainly in rural areas.

The whole health Expenditure (THE) has increased from 33% in a 2 yr timeframe to KES 334 billion in 2016/17. Health financing is mixed and it is funded by taxation, NHIF, personal medical covers, agency schemes, CBHF, consumer charges (out of pocket prices), development partners and NGOs. The government's expenditure on healthcare is approximately 5% the GDP. Which is low as compared to other nations. About 25% of the Kenyans are covered by a public health scheme, personal covers or CBHF. The quantity of Out Of Pocket (OOP) spending stays high, mainly a lot of human beings into poverty and posing a barrier to get right of access to healthcare.

1.1.4 Medical Devices Distributors in Kenya

Medical devices distributors are local or international owned companies that have been directly appointed exclusively or otherwise by the device manufacturers to import, sell, market and develop their devices in the Kenyan market. A medical device is any instrument, apparatus, implement, machine, appliance, implant, reagent for in vitro use, software, material or other similar or related article, intended by the manufacturer to be used, alone or in combination for a medical purpose. Around 95% of the medical device market is supplied by imports and medical devices distributors have had to invest heavily in the market and becoming liberal in the way they do business. Multinationals have opted to do business through agents and medical distributors to the extent of having their own sales teams working with the distributor marketing teams.

In 2014, the Kenyan medical device marketplace turned into expected at USD 106 million, or USD 2.3 in keeping with capita. it is expected to develop by 2014-2019 CAGR of 9.2% in US dollar phrases, attaining USD a hundred sixty-five million, or USD 3.2 in keeping with capita. affected person aids are expected to have the highest increase over the 2013-2018 period. The leading non-public region medical institution businesses are stressing the significance of excessive stage branded system and you could locate hospitals with the latest, most pricey clinical gadgets. but, on the opposite facet the Kenyan market could be very valued organized wherein numerous players do not have the privilege to browse a wide scope of devices due to costing implications.

1.2 Research Problem

The current worldwide trend has pushed businesses to review their corporate strategy in order to remain competitive. Strategies and in particular marketing mix strategies are being utilized by organizations globally to remain afloat as competition to maintain and grow the customer base locally, regionally and globally gets tough. In Kenya, the need to bring world-class technology locally in the healthcare industry is by no doubt increasing and medical devices manufacturers and distributors thus need to have intelligently gathered sales and marketing data. This will then influence the decision on how their sales will be affected by the marketing mix strategies that will be adopted.

There exist a need for a supply chain solution focused on knowledge and technology to distribute medical devices. There exist a need for affordable and quality medical devices across all health facilities hence this gives a business opportunity to venture in providing quality and affordable medical devices (*Netherlands Enterprise Agency. Kenyan Healthcare Sector. Study Commissioned in September, 2016*). With the market estimate of USD 165M and the Universal Health Coverage agenda, there is need to understand better the need for effective marketing mix strategies and their influence on sales performance within the medical devices distributors as they optimally tap into these vast opportunities.

Related research includes, Ndubai (2003), carried out a study in Nairobi of competitive pharmaceutical tactics and the results indicated that methods used covered the strategic wishes of the surrounding countryside. Mbugua (2014) examined non-public sales tactics and pharmaceutical firms' performance in Nairobi and found that private sale offers the company a competitive edge. Ngamau (2016) did a case have a look at on challenges dealing with marketing

of pharmaceutical merchandise in Kenya and concluded that there may be lack of commonplace strategic imaginative and prescient and clear guidelines on get entry to external market.

Locally, there exist very few studies on the impact of advertising strategies on sales overall performance of clinical devices distributors in Kenya. This observe consequently sought to determine the outcomes of advertising and marketing techniques on sales performance of these vendors in Kenya with the aided of answering the question: what are the effects of marketing mix strategies on sales performance of medical devices distributors in Kenya?

1.3 Research Objective

The objective of the study was to determine the influence of marketing mix strategies on sales performance within medical devices distributors in Kenya.

1.4 Value of the Study

The theories in subject including pull and push and the marketing mix theory will gain more value through this research as this research will validate the application of the theories in subject on the current business context and situation. This research was additional evidence on the already proven theories in the academia field. This research was able to test the 2 theories in relation to the gaining sales performance.

The research was important to the medical sector in that it enabled senior managers to understand better how marketing mix strategies affect performance. This helped medical practitioners in make decisions and coming up with the best strategies that supported marketing

mix strategies. The management gained more knowledge on how to ensure that their strategies fit with the structure in place.

Finally, it helped policy making by supporting professional organizations that have mandates for policymaking in both the private and public sectors and, in particular, the distributors of medical equipment. Policies are aimed at giving directions, laws, rules and limitations and thus need practical knowledge about the specific industrial situation given by the study results here. The method adopted by people who create policy out of the study's findings may lead to strategic shift.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Key theoretical concepts and empirical studies in sales management practices and organizational performance will be covered in the literature. The chapter will examine the gaps in the body of knowledge that exist with regard to sales performance and marketing mix strategies.

2.2 Theoretical review

The study was based on two theories: pull and push theory and marketing mix theory.

2.2.1 Marketing Mix Theory

The concept of marketing mix developed as a strategy to keep abreast with the changes of the twenty first century which have required companies to satisfy the changing needs of the customers. Marketing mix was introduced in the early 60s by Jerome McCarthy to guide marketing planning (Goi, 2009). The concept is critical in a marketing plan as it takes into account the 4Ps; Product, Price, Promotion and Place. However, the 4Ps have been criticized by scholars in that, they fail to take into account other factors such as services and public opinion. The marketing mix framework is essential in the marketing environment because if it is applied appropriately it can change the competitive position of a firm.

The marketing mix theory puts into perspective all aspects of marketing including the perceptions of the market (Constantinides, 2002). It combines all the components of a brand to ensure a company increases its market share. Companies are faced with competitions in the market necessitating the incorporation of strategies that are consumer-oriented rather than profit-

oriented. However, Dominici (2009) argued that the marketing mix was more production-oriented than consumer-oriented and the claims were criticized by Tapp and Spotswood (2013) who asserted that all the aspects of the 4Ps were accomplished by putting the consumer into perspective.

Other opponents claim that marketing mix components cannot be applied in marketing services and do not allow for establishing relationships and interacting with customers. Despite the degree of dissatisfaction with the marketing mix, it is still considered the most relevant strategy in consumer marketing. According to Kim and Hyun (2011), the extent to which the 4Ps can be implemented depends on the differences in pricing and culture and language. To manage these differences a company should use adaptation by combining standardization and localization, use international media to capture a larger audiences, and use personal selling.

2.2.2 Push and Pull Theory

This is a motivation theory which is based on the argument that there is a big relationship between efforts that people employ in their work, performance achieved from that particular work, rewards the people draw from the efforts and lastly performance they are able to get from those efforts. Motivation comes where people strongly believe that great efforts result in good performance, while good performance results to achievement of expected rewards. Victor Vroom (1964) developed the first theory of push and pull theory which had applications directly to the work settings. Porter and Lawler (1968) and many others have continued and clarified this idea (Pinder, 1987). It is based mainly on four assumptions (Vroom, 1964). Assumption one argues that individuals join various firms and possess motivations, needs expectations, experiences of the past and these determine their adaptability. For the second one state that a conscious choice is

the determinant of the behavior of a certain individual and people are allowed to select their behaviors out of their calculations. Assumption number three is that different people do not want the same thing from a firm. There are those that want good pay, others security of their jobs, challenge and advancement. Assumption number four is that there are several alternatives from which people choose in order to optimize all the outcomes personally.

Basing this push and pull theory on the four assumptions, it has three very important elements; valence, instrumentality and expectancy. Here an individual will be motivated up to a point where they get to believe that efforts gives them performance which is acceptable (expectancy), performance has got a reward(instrumentality) and that rewards have got highly positive values(valence). This push and pull theory again describes motivation to be a result of continuous interaction between a certain individual and their situations. To managers performance is the main goal and to workers it remains a means of personal goals attainment. In order for one to understand the motivation of workers to perform, it is clear that one ought to identify how this performance exactly fits into their “equation” of personal expectancy. More generally, the theory of push and pull theory tells us that one must understand causal beliefs of a particular situation if they are to know the levels of people’s efforts on a task. Again, one must clearly know more about what remains important for them

2.3 Marketing Mix strategies and Sales Performance

Various marketing strategies have different impacts on the sales performance of an organization (Rust, Lemon and Zeithaml, 2004). Marketing mix strategies and sales performance are directly linked since the former influences the latter and there have been various studies in an attempt to understand the nature of marketing mix strategies and their influence on the sales. Marketing

strategies are plans that a company makes to reach consumers to make them aware of their products and turning them into purchasers of those products. The contemporary business world requires marketing mix strategies that take into consideration the dynamic consumer tastes.

Cravens and Piercy (2006) found that good marketing strategies contribute immensely to the growth of market share. The strategic marketing practices support sales since they exert a positive effect on brand equity and ultimately customers' satisfaction. The pressure for organizations to optimize their sales performance demands the implementation of tactical approaches such as strategic planning. Sales performance is measured from an outcome and behavioral perspective. Sales outcomes are evidence of the actual work performed by an individual and therefore sales people with greater efforts are linked to better sales outcomes hence behavior performance is correlated to sales performance. On the other hand, sales performance provides the marketing department with the necessary performance measures to analyse whether their strategies are meeting the organization goals.

A research by Kanugi and Gichira (2017) sought to identify factors linked to marketing tactics and sales success. The research includes factors from the organization's internal and external environment that need to be aligned to maximize sales success. The first variable is transformational leadership. Effective implementation of a market strategy requires proper leadership qualities to ensure corporation and alignment of activities. Transformational leaders ensure that marketing mix strategies are implemented effectively and align with the goals of sales people hence improving sales performance. Demand uncertainty, which is the second variable, may be caused by the rapid changes in consumer behaviors affecting the marketing department responsible in managing demand. This uncertainty however encourages the

department to identify changes in consumers and establish strategies that cater to their changing needs ultimately improving the sales performance. The final variable is competitive intensity. When the competition is intense, businesses have to adapt to the conditions of the environment and establish strategies that are influenced by these conditions. The study thus argues that competitive intensity and demand uncertainty are negatively correlated to sales performance while marketing strategies and sales performance are positively correlated (Trepanier, 2010).

The medical device industry is a potentially huge market in Africa especially with the improvements in standards of living as a result of the growing middle class population (Lee et al, 2018). In Kenya particularly, the market was estimated at \$106 million and expected to rise by 9.2% in 2019. Additionally, the private sector remains the fastest growing in the health industry, with demand for high quality and affordable services increasing the opportunities for medical devices distributors. Despite the industry being a potential opportunity in the Kenyan market, medical device distributors have undergone various challenges with regards to barriers and regulations.

The medical device industry has seen a shift from activities between healthcare professions and medical representatives to activities that include the impact the products have on the stakeholders and medical device distributors need to develop business models that connect with customers and patients to be able to compete with new entrants in the market (Ogrodnik, 2012). There is demand for innovative devices, and countries such as China are unlocking the opportunities in the medical device industry. Lifestyle diseases have become prevalent and consumers are looking for devices that will reduce the cost of healthcare and the time spent in hospitals. WHO (2010) asserts that, the digital age, through the internet, enables consumers to acquire

information with relation to innovative devices and are seeking for distributors that have repositioned themselves to meet their needs.

2.4 Empirical Studies and Research Gaps

Abdul (2009) conducted a cross-sectional research on the results of mix marketing strategies and practices in Canadian SMEs. The findings of the research revealed a strong statistical connection between performance strategy in the marketing mix. The research suggested that companies should invest in the marketing mix strategy to enhance company performance. On the other hand, a research paper was published by Berheand Jooh (2008), and her findings revealed that price discount and sales promotion impact on the purchasing intention of the customer, but only when presented via social media. The study was based on cross sectional survey. It was found out that sales promotion influence consumer purchase behaviour. The studies suffered from a limitation of context which was only based in developed counties.

A study was conducted by Heiner and Mühlbacher (2010) on marketing management practices adopted by General Motors East Africa Ltd. Primary data was collected via interview guides. The research found that, strategy implementation was greatly affected by top management commitment. The study recommended that management should employ and position competent and qualified personnel as well as employ monitoring mechanisms for efficient strategy implementation. The study however focused on manufacturing industry and collection of data was through interview guide and not questionnaires.

As per a study by Farshid (2011) on large pharmaceutical businesses strategic management strategies and performance in Kenya. She utilized a cross-sectional study methodology and gathered information using questionnaires. According to the study, strategic management

practices had an impact across various operational areas such as customer service, marketing, finances, human resource management as well as customer service and business coordination processes. Although strategic management practices were implemented, there was need to improve on how to identify rare resources and how to deploy them. Because the study focused on strategic management practices rather than sales management methods, there was a conceptual mismatch.

In Merrilees, Thiele and Lye (2010), the authors evaluated the connection between advertising abilities and the performance of SMEs in Ghana. Resource-based theory led the investigation while agency theory served as a framework. The study was descriptive and researched 12,600 SMEs. Questionnaires were used to collect primary data. In this work, we have employed a cross-sectional survey design. More attention should be directed towards customer service and relationship building, especially for businesses who can prove that they are interested in their customers beyond just selling them things. The current study environment is different from the one used in the research and the results are not what were predicted.

A study by Fathali (2016) examined sales strategies and their effect on firm performance among Iranian automobile companies. Data collection was through questionnaires administered to 286 executives of automobile firms where correlation techniques was used for analysis. The findings showed that the Porters' competitive strategies positively and significantly affected corporate innovation. However, the study used quantitative tools for analysis and context was automobile companies making impossible to generalize the finding to SMEs. .

Oyewale et al, (2013) studied the effect on Ibadan, Nigeria of the marketing mix approach for SMEs. The study has shown that marketing strategy, e.g. product, pricing, promote, location,

packaging and service after sales, has a major effect on company success in market share, profitability, investment return, and growth. Kelemu and Gedam (2017) conducted marketing study on the sales case report from Ethiopian textile companies. The findings revealed that components of the Marketing Mix had a favorable impact on volume.

Several research were carried out on marketing mix strategies in the medical sector, but some were done in other industries across the world. Ecology is so varied in the USA and in other parts of the globe that the results cannot be used without more research in this area. Local studies concentrated on factors other than how marketing mix strategies tactics influence the company's success. This study thus has a knowledge gap to be addressed.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the technique of research used in the study. Its primary focus is the study's design, followed by methods for data analysis, and finally the data collecting and presentation tactics that will be used as a part of this research.

3.2 Research Design

A research design is a method a researcher has chosen to describe a series of elements of a major process that allow responses to research problems (Kombo & Tromp 2006). The descriptive survey method will be used in this investigation. Descriptive research design tries to describe a topic via data collection and the table of variables' requirements and their integration through the presentation of a profile of a set of problems, people or events (Cooper & Schindler, 2007). A descriptive approach can be brought into reality by coming up with a snapshot of the market environment, regarding the elements under question, at a critical time. The approach ensures that it can do analyze what, when, who, and the place regarding a certain relevant and the degree of within the variables.

3.3 Target Population

According to Zikmund et al. (2010) define population as a collection of individuals that includes families, for example, that live in a city or states, and that you choose a smaller subset of people such as families, students, or electors, to interview in order to answer your inquiry question. The population studied was 110 medical devices distributors as per (Kenya Postel Directories Ltd 2020).

3.4 Data Collection

The study was conducted using data from primary sources. Structured questionnaires have been used to collect primary data. That concluded the questions in the questionnaire. The first component was basic information, and the second element on the marketing mix and the third part were sales representatives. One questionnaire per company was utilized in the study. The researcher employed a researcher to send surveys to different distributors of medical equipment where the researcher was to drop the questionnaire and retrieve it later. Secondary data was collected for information relating to the various companies such as their published financial results.

3.5 Data Analysis

Questionnaires were modified for uniformity to be described as comprehensive after data collection. Any abnormalities in the replies as well as certain numerical values in the answers for further investigation are detected by editing, tabulating and coding. Descriptive statistics were utilized to analyze the data including central trend (mean) measurements and dispersion measurements (Standard deviations and variance). Results were presented using graphs and tables.

The following multi-linear regression model was used to identify the link between variables:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y is Sales Performance

β_0 is the model 's constant

β_1 to β_5 are the regression coefficients

X_1 = Product development strategies

X_2 = Pricing Strategies

X_3 = Promotion Strategies

X_4 = Place Strategies

E=Error Term

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter includes the statistical analysis of marketing and sales mix technology outcomes.

4.2 Response Rate

Of the 110 questionnaires received, 80 were returned with 72.7% for processing. The findings correspond with the statement of Mugenda & Mugenda (2013), that rates over 50% in the analysis are acceptable. Babbie (2010) considers a 60% return rate to be excellent, and a 70% return rate to be exceptional. The results were sufficient to analysis the data. This is an acceptable response rate, and the investigator has assessed the information.

4.3 Background Information of the respondents and the firm

This section is dedicated to firm's basic details. The data aided in comprehending the company' background details under consideration. It requested information on the details on the gender, duration for work, size of sales team, ownership of distributor and length of operation as depicted in Table 4.1

Table 4.1 Background Information of the Respondents and the Firm

Gender	Frequency	Percentage
Male	45	56.25
Female	35	43.75
Total	80	100

Experience	Frequency	Percentage
Less than 5 year	35	43.75
5-9 years	20	25
10-15 years	10	12.5
Over 15 years	15	18.75
Total	80	100.0

Number of sale team	Frequency	Percentage
Less than 5	40	50
5-10	30	37.5
Over 10	10	12.5
Total	40	100.0

Ownership of Distributor	Frequency	Percentage
Kenyan national	55	68.75
Non-Kenyan National	25	31.25
Total	80	100

Length of operation.	Frequency	Percentage
Less than 5 year	15	18.75
5-9 years	10	12.5
10-15 years	25	31.25
Over 15 years	30	37.5

Total	80	100.0
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The majority of respondents in Table 4.1 were male at 56.25% while 43.75% female. The gender ratio was found to be nearly same, but distributors of medical equipment in Kenya were dominated by men compared with women. This indicates that the researcher examined all respondents regardless of sex to get accurate information about the topic under study.

The conclusion of the above table shows that most people have less than 5 years experience of 43.75%, and less than 12.5% experience of 10-12 years. The responders gave confident and accurate information about the subject in issue.

Most distributors of medical products have fewer than 5 sales teams at 50% and more than 10 sales staff at 12.55%. This means that most medicinal distributors do not recruit sales representatives because of hefty pay charges and strong worldwide rivalry. On the other hand most of the medical devices distributors are owned by Kenyan national at 68.75% and Non-Kenyan National at 31.25%.

Most respondents worked with 37.5% for distributors of medical equipment over 15 years, while fewer people had experience of 5 to 9 years with 12.5%. This means that the majority of responders at medical device dealers under study had strong marketing expertise in developing strategies.

4.4 Marketing Mix Strategies

The independent variable of this research was marketing mix strategies. It was essential to determine the opinions of respondents on their organization's marketing mix strategies. The marketing mix strategies have been assessed at a 5-point scale of Likert and the responses are

required to either agree on "Not at all," "little extent" and "moderate extent" or "large extent", "very large extent". For each question, the most favorable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree.

4.4.1 Product Development Strategies

The participants were furnished with five questions on product development strategies product innovation strategy and prompted to demonstrate their degree of understanding. Table 4.2 depicts the outcome.

Table 4.2: Product Development Strategies

Product Development Strategies	N	Mean	SD
Medical devices distributors offer a broad product line	80	3.79	.631
Medical devices distributors have products with a broad market appeal	80	4.37	.597
Medical devices distributors are efficient in meeting customer wants	80	3.98	.649
Medical device distributors create and test their goods to ensure that they are adaptable and suitable to target clients	80	4.00	.667
Overall		4.035	0.636

In Table 4.2, the participants agreed that distributors of medical equipment had goods that are as wide as displayed on average of 4.37 S.D. 0.597. The respondents also believed that distributors of medical equipment have a wide product range as indicated by an average 3.79 for S.D of .631.

From Table 4.2 the total mean was 4.035, which means that respondents agreed to participate to a large degree in product development plans.

4.4.2 Pricing Strategies

The participants were furnished with five questions on pricing strategies product development strategies and prompted to demonstrate their degree of understanding. Table 4.3 depicts the outcome.

Table 4.3: Pricing Strategies

Pricing Strategies	N	Mean	SD
Pricing is a basis for competition among medical devices distributors	80	3.84	.688
Medical devices distributors prices are higher compared to standard quality	80	3.89	.737
Product price is influenced by the market orientation of the product.	80	3.92	.784
Medical devices distributors have quality transportation to deliver their products to the market	80	4.23	.513
Overall		3.97	0.680

As indicated in Table 4.3, the findings demonstrate that respondents strongly agreed that distributors of medical equipment had excellent transport for market delivery of their goods as evidenced by an average of 4.23 with an SD of 0.513. Similarly, most respondents agreed that price for the medical device distributor's competitiveness is based on an average of 3.84 and SD of 0.688. Finally, the average total price strategy 3.97 implies that respondents agreed somewhat with pricing methods. This implies that medical devices distributors using pricing strategy to get new customers.

4.4.3 Promotion Strategies

The participants were furnished with five questions on promotion strategies and prompted to demonstrate their degree of understanding. Table 4.4 depicts the outcome.

Table 4.4: Promotion Strategies

Promotion Strategies	N	Mean	SDV
Existence of promotion strategies amongst Medical devices distributors	80	4.45	.496
Medical devices distributors advertise their products through various media	80	4.26	.733
Medical devices distributors focus on customers needs and integrating all activities of the organization to satisfy those	80	4.11	.809
Medical devices distributors promotional strategy elicit attention, interest and action	80	4.00	.816
Medical devices distributors introduce new products in	80	3.37	.684
Overall		4.03	0.708

As indicated in Table 4.4, the participants firmly agreed that the medical equipment wholesalers had a marketing strategy of 4.45 on average and an SD of 0.496. As Table 4.4 shows. The respondents also agreed that distributors of medical equipment offer new design and style goods as demonstrated in a mean 3.37 with an SD of 0.684. The mean total was 4.03, which means that most respondents agreed quite widely on promotional methods.

4.4.4 Place Strategies

The participants were furnished with five questions on place strategies and prompted to demonstrate their degree of understanding. Table 4.5 depicts the outcome.

Table 4.5: Place Strategies

Place Strategies	N	Mean	SD
Medical devices distributors are accessible to customers	80	4.23	.547
Medical devices distributors have a reliable channel of distribution for their products	80	4.41	.612
Location of the Medical devices distributors affect performance and distribution of the products	80	4.69	.562
Place strategy outline how and where the Medical devices distributors will place their products or services to gain	80	4.26	.561
Overall		4.397	0.570

As shown in Table 4.5, respondents believed that the position of medical equipment suppliers affects the performance and the dispersion of the average 4.69 and S.D of .562 product. The respondents agree on the other hand that distributors of medical equipment are available to consumers with a medium 4.23 and S.D of .547. Overall mean is 4.39 and S.D.570 which means that methods are implemented to a large degree.

4.4.5 Other marketing strategies

The respondents were asked to indicate other marketing strategies that are used.it was indicated that medical distributors have continuous training of end users on general medical issues and identified gaps in the field, CMEs, Product training, Scientific conferences, one on one meetings between the marketing people and the users, free on Loan machine, conferences to enlighten users on effective uses of the devices and market development strategies.

4.5 Sales Performance

Under this research, a sales performance was a dependent variable. The respondents' opinions on the performance of their firm had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<50.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 6 statements were used to evaluate performance. The results are indicated in Table 4.6

Table 4. 6: Sales Performance

Sales Performance	N	Mean	SD
Net profit	80	4.11	.705
Sales Volume	80	4.20	.809
Market share	80	4.06	1.346
Customer satisfaction	80	4.27	1.327
Efficiency	80	4.08	.658
Effectiveness	80	4.12	.457
Overall		4.14	0.8836

As Table 4.6 showed, the findings showed customer satisfaction as averaged 4.27 and S.D 1.327. On the other hand, the respondents indicate net profit by 4.11 with S.D of .705. Finally, the total average of 4.14 and S.D.8836 indicated that sales performance. For medical distributors was great due to market mix strategies leading to increase in customer satisfaction and sales volume.

4.6 Regression and Correlation Analysis

Regression analysis was utilized to assess impacts on sales performance by means of determination coefficients (r^2) by marketing mix strategies and for predicting connections between independent and dependent variables by means of β cofactor. In order to evaluate the ratio of the dependent variable (sales) many linear regression analyses were undertaken (place, promotion, pricing and product development strategies). A correlation analysis was conducted to evaluate the connections among variables. The study utilized correlation analysis to assess the link between these variables.

4.6.1 Model Summary

Table 4.7 shows the model summary of the variables.

Table 4.7: Model Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.732	.654	.410

Predictors: (Constant), place, promotion, pricing and product development strategies

In Table 4.7 at significance level of 0.005, the outcomes show that R and R² were 0.856 and 0.732 respectively. There is a relationship between marketing mix strategies and sales performance as evident by R=0.856. The findings also showed that 73.2% of the fluctuation of the sales performance is shown by model predictors, whereas 26.8% is not explicit because of additional variables not in the model.

4.6.2 Goodness of Fit of the Model

Whether the regression model used was appropriate for the data gathered, the investigator performed a variance analysis (ANOVA).As shown on Table 4.8

Table 4.8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.090	4	1.618	2.427	.000 ^b
	Residual	2.460	75	.176		
	Total	10.550	79			

As demonstrated in Table 4.8, 95% confidence in $F(4,79)=2.427$ was significant. This model suggests that the connection can explain in terms of marketing mix strategies and sales success. The significance indicates the usefulness of the 95% reliability pattern, where the P value of ANOVA was lower than alpha ($P<0.05$), thus marketing mix techniques have been identified as significant sales predictors.

4.6.3 Model Regression Coefficients

Table 4.9 shows significant values, t-statistics, standardized and unstandardized coefficients.

Table 4.9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B (β)	Std. Error	Beta (β)		
1	(Constant)	.179	.756		.236	.001
	Product Development Strategies	.149	.239	.155	.623	.000
	Pricing Strategies	.247	.159	.262	1.554	.000
	Promotion Strategies	.239	.125	.307	1.906	.010
	Place Strategies	.200	.273	.136	.733	.000
a. Dependent Variable: Sales Performance						

The regression coefficients illustrated in Table 4.9 show that a relationship exists between marketing mix strategies and sales performance. Product development strategies posted $p=0.000 < 0.05$, Pricing strategies posted $p=0.000 < 0.05$, promotion strategies posted $p= 0.010 < 0.05$ and place strategies posting $p=0.000 < 0.05$. This Significance test was conducted at $\alpha=0.05$ in which the significance exists when p records a value < 0.05 . The results show that the parameters of marketing mix strategies possess a significant with sales performance.

The Overall regression equation was as follows: -

$$Y = 0.179 + 0.155X^1 + 0.262X^2 + 0.307X^3 + 0.136X^4$$

Where:

Y =Sales Performance

X₁= Product Development Strategies

X₂ = Pricing Strategies

X₃ = Promotion Strategies

X₄ = Place Strategies

The coefficient indicates that all other variables are constant at 0.179. Increased unit sales performance by the use of product development processes would rise by 0.155. A unit increase in pricing methods would boost sales by 0.262. An increase in unit marketing tactics leads to sales growth of 0.307. A unit increase in implementation methods leads to a sales performance increase of 0.136.

Table 4.10: Pearson Product-Moment Correlations Results for Study Variables

		PD	PS	PRO	Place	SP
PD- Product Development Strategies	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	80				
PS- Pricing Strategies	Pearson Correlation	.523*	1			
	Sig. (2-tailed)	.05				
	N	80	80			
PRO- Promotion Strategies	Pearson Correlation	.583**	.141*	1		
	Sig. (2-tailed)	.01	.05			
	N	80	80	80		
Place-Place Strategies	Pearson Correlation	.650**	.324**	.215*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	80	80	80	80	
SP- Sales Performance	Pearson Correlation	.783**	.638**	.466*	.625**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	80	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.10 above indicates a favorable link between techniques of creation of products and sales performance in the Pearson correlation value of $r = 0.783$. Pricing and sales performance with a Pearson correlation coefficient of 0.638 and 0.01 value level. On the other hand, promotional tactics have a fairly significant positive connection with sales success at Pearson's 0.466 and meaning level of 0.05 correlation coefficient. Finally, location tactics relate significantly to Pearson's sales output with a correlation of 0.625 and 0.01 p-value.

4.7 Discussion of Findings

The research aimed to explore the impact of marketing mixing methods on Kenya's sales results. It was found out that the gender ratio was almost the same although the medical devices distributors in Kenya are dominated by male compared to female. Most of the respondents have

less than five years' experience and most of the medical devices distributors have less than 5 sales team. Medical devices distributors are owned by Kenyan national and majority of the respondents in medical devices distributors have over 15 years' experience hence have a solid experience in marketing mix strategies.

The results revealed that product development strategies are adopted at great extent by medical devices distributors. This was supported by the following comments that distributors of medical devices have large-scale goods, and distributors of medical instruments create and test their products to ensure their adaptability and appropriateness for the target consumer. This is consistent with the Kanugi and Gichira (2017) efforts to emphasize factors which connect marketing and sales success methods. This research includes factors from the company's internal and external environment that must be aligned to achieve optimum sales performance.

The results revealed that pricing strategies is adopted at moderate extent by medical devices distributors. This was supported by the following comments which show that medical device distributors have a good transport system to distribute their goods on the market.. Trepanier, (2010) that competitive intensity and demand uncertainty are negatively correlated to sales performance while marketing strategies and sales performance are positively correlated performance.

The findings also revealed that promotion strategies is adopted at great extent by medical devices distributors. This was supported by the following statements that existence of promotion strategies amongst medical devices distributors advertise their products through various media. These findings correspond with Merrilees, Thiele and Lye (2010), her findings revealed that price discount and sales promotion impact on the purchasing intention of the customer, but only

when presented via social media. The study was based on cross sectional survey. It was found out that sales promotion influence consumer purchase behaviour

The results revealed that place strategies is adopted at great extent by medical devices distributors. This was supported by the following statements: distributors of medical devices have a dependable distribution channel for their goods, and the position of medical device distributors affects the performance and distribution of items. This concurs with Kelemu and Gedam (2017) place strategies increases on the sales volume for an firm.

The results of the research also pertain to the push and pull hypothesis, which refers to tactics aimed at transferring information and goods between companies and customers. The findings show that distributors of medical equipment employ a push approach to make sure the target audience is aware of the goods via marketing channels. These results match the assertions from Ittner and Larcker (2016) to explain how employees are motivated to succeed and how this performance is precisely aligned with their 'equation' of personal expectations. More generally, the theory of push and pull theory tells us that one must understand causal beliefs of a particular situation if they are to know the levels of people's efforts on a task. Again, one must clearly know more about what remains important for them

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the results, conclusions and suggestions of researchers. This is done according to the research objective.

5.2 Summary

The research generally aimed to explore the impact of marketing mix strategies on sales success in Kenya's medical device distributors. The gender ratio was found to be almost the same, but medical equipment distributors in Kenya are dominated by men over women. Most of the respondents have less than five years' experience and most of the medical devices distributors have less than 5 sales team. Medical devices distributors are owned by Kenyan national.

The results revealed that product development strategies is adopted at great extent by medical devices distributors. This was supported by the following statements that medical devices distributors have products with a broad market appeal and medical devices distributors develop. Similarly, pricing strategies is adopted at moderate extent by medical devices distributors. This was supported by the following comments that distributors of medical equipment may carry excellent goods to the market.

The findings also revealed that promotion strategies is adopted at great extent by medical devices distributors. This was supported by the following statements that existence of promotion strategies amongst Medical devices distributors. On the other hand, place strategies is adopted at great extent by medical devices distributors. This was supported by the following remark that distributors of medical equipment have a dependable distribution channel for their goods.

The research found a favorable relationship between the mix of marketing tactics and sales success. The regression analysis showed that a good predictor was the model of regression used in this research. As shown by the p-value variance analysis < 0.05 , the model was statistically significant.

5.3 Conclusion of the study

The study concludes that product development strategies, promotion strategies and place strategies are adopted at great extent by medical devices distributors. Similarly, pricing strategies is adopted at moderate extent by medical devices distributors. This was supported by the following comments that wholesalers of medical equipment may carry excellent goods to the market.

The connection between marketing mix strategies and sales success is significant. The research also showed that tactics affect sales volumes significantly when they are employed separately. We may thus conclude that if promotion, location and product tactics are utilized together, sales volumes will increase exponentially.

Furthermore, the researcher may infer that the nature of the medical equipment suppliers provides limited space for distributors of medical devices to focus on price tactics, with little returns. Distribution plans with a primary emphasis on distribution channels are nevertheless the most important methods for increasing sales performance.

5.4 Recommendations

The study shows that Marketing Managers do not consider eMarketing to have a significant effect on sales volumes, since more research might be begun to identify causes for their lack of

support among medical equipment distributors. This research further suggests an examination into the difficulties facing marketers of medical equipment distributors in Kenya in developing and implementing marketing strategies.

Practitioners advise that local medical device distributors are also involved and engage in interactive marketing, distribution of channels and product policies to increase sales and achieve competitive advantages. Distributors may utilize greater value and customer-oriented effort to differentiate themselves in the market to free themselves.

In terms of policy, the government has to reduce advertisement charges and electricity costs so that medical equipment distributors at a cheaper price, both locally and internationally, can provide greater revenues. The government would also be encouraged to introduce strict regulations to regulate brand copyrights and packaging so that the similarities between categories are reduced, thus increasing profits and reducing quantities.

5.5 Limitations of the Study

One of difficulties was that mid-level management personnel were the target respondents for the research. Many were extremely busy and strained due to the pressure at work, therefore there was no enough time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had

to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings.

The research also has a further disadvantage because it focuses solely on marketing mix management practices tactics. However, other variables are extremely important in obtaining a company's performance edge.

5.6 Recommendation for Further Studies

This research is a quantitative cross-sectional study. It merely documented the participants' opinions and experiences. The cross sectional study has been selected using the quantitative method as it was the best option to tackle issues because of the time and financial restrictions. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on medical devices distributors sector. This leaves gaps in the effect of marketing mix strategy on other firms such as airline companies, large-scale farms, manufacturing firms, motor firms amongst others. Future research should also be done to evaluate the effect on sales performance in other sectors of the marketing mix approach.

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APPENDICES

Appendix i: Questionnaire

I'm a University of Nairobi student researching marketing tactics and sales effectiveness among Kenyan medical equipment distributors. This is an academic project, therefore any information you give will be kept private and used solely for scholarly reasons.

Please mark or fill in the blanks as appropriate.

Section A: Background information

1. Your job title
2. Indicate your gender
Male () Female ()
3. Indicate the period you have worked with the current distributor
Less than 5 year () 5-9 years () 10-15 years () Over 15 years ()
4. Indicate size of sales team members
Less than 5 () 5-10 () Over 10 ()
5. Who owns the distributor
Kenyan national () Non-Kenyan National ()
6. Indicate how long the distributor has been in operation
Less than 5 year () 5-9 years () 10-15 years () Over 15 years ()

Section B: Marketing strategies

Please specify the degree to which you are in agreement with the following statements by checking the correct box. Where 5 denotes extent of very great, 4 denotes extent of great, 3 denotes extent of moderate, 2-denotes extent of low and 1 denote lack of any extent. Utilize the key given to mark

1. Product development strategies	1	2	3	4	5
Distributors of medical equipment provide a wide product range					
Distributors of medical equipment have large market appeal goods					
Medical device wholesalers offer goods that appeal to a wide range of customers.					
Medical device distributors design and test their goods to ensure that they are adaptable and suitable for the intended audience.					

2. Pricing Strategies	1	2	3	4	5
Medical equipment distributors compete on the basis of pricing.					
The costs of medical device wholesalers are greater than those of normal grade.					

Product price is influenced by the market orientation of the product.					
Medical equipment To get their goods to the market, distributors need high-quality transportation.					

3. Promotion Strategies	1	2	3	4	5
Existence of promotion strategies amongst Medical devices distributors					
Medical device distributors use a variety of media to promote their goods.					
Medical device distributors concentrate on the requirements of their clients and integrate all of the company's operations to meet those needs.					
Attention, interest, and action are elicited by medical device distributors' advertising approach.					
New items in design and style are introduced by medical device wholesalers.					

4. Place Strategies	1	2	3	4	5
Customers have access to medical device distributors.					
Medical device distributors may rely on a dependable distribution channel for their goods.					

The location of medical device distributors has an impact on product performance and distribution.					
Medical device distributors' placing strategies define how and where their goods or services will be placed in order to achieve market share.					

5. Describe any additional marketing strategies that your organization employs

- I.
.....
- II.
.....
- III.
.....
- IV.
.....
- V.
.....

Section C: Firms Performance

To what extent do marketing strategies adopted by medical devices distributors influence sales performance

Not at all ()

Minimal extent ()

Moderate extent ()

Large extent ()

When it comes to your business performance, please mention how much you believe it has improved in the following areas as a consequence of using marketing strategies.

Depending on your situation, you may want to use the scale below.

Where 5 denotes extent of very great, 4 denotes extent of great, 3 denotes extent of moderate, 2- denotes extent of low and 1 denote lack of any extent

Performance	1	2	3	4	5
Customer satisfaction					
Efficiency					
Effectiveness					
Net profit					
Sales Volume					
Market share					