

**A SURVEY OF POSITIONING STRATEGIES USED BY PHARMACIES  
IN NAIROBI**

**BY  
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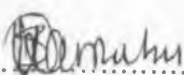
**A Management Research Project submitted in Partial Fulfillment of the  
requirements for the award of the degree of Master of Business  
Administration (MBA) School of Business, The University of Nairobi**

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**DECLARATION**

This is my original work and has not been presented for a degree in any other University

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

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## **DEDICATION**

To my husband Julius Irungu for the overwhelming support and encouragement that he gave me when I was taking this programme. To my daughters Tiffany and Julie, for enduring my absence when I was taking this course. To my dad Patrick Mbirwe and mum Margaret Mbirwe for bringing me up in a good way. I love you all.

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## ABSTRACT

The pharmacies in Nairobi today are facing stiff competition and are operating in a highly turbulent environment. For enterprises to survive this stiff competition, it has been necessary to develop positioning strategies to enable firms occupy a distinctive place in the minds of the consumer and thus have a competitive edge over the other competitors. It is against this backdrop that this study was formulated to try and identify the positioning strategies used by pharmacies in order to cope with competition. The study also sought to establish the process the pharmacies follow when developing a positioning strategy.

The survey design was used in the study. Out of a total of 468 pharmacies in Nairobi, 80 pharmacies were selected for the study and 68 (85%) of them responded. Convenience sampling method was used to select sample elements and the data was collected using the questionnaire method. Data on demographics of the firm was analyzed using frequency distribution and percentages while data on positioning strategies and the process used by the pharmacies when coming up with positioning strategies was analyzed using mean scores and standard deviations.

The findings indicated that various positioning strategies were used by the pharmacies and the most popular ones were differentiation, location and customer service strategies. Branding and operating strategies were least used by the pharmacies. The adoption of new technology seems to be low in most of the pharmacies. The study also found out that the pharmacies followed the process of developing a strategic position like determining the future of the pharmacy, defining the market in which the pharmacy wants to compete, defining the segment the pharmacy wants to target and analyzing the current strengths of the pharmacy and evaluating the success of the strategic position. However most of them did not conduct research.

The study did not focus on why the pharmacies embraced some strategies and the reasons for not embracing some. Further research should be conducted to find out why pharmacies are slow in adopting new technology and why the branding strategies are not popular amongst the pharmacies.

The study further proposed that pharmacies should identify ways of distinguishing themselves from their competitors and explore new strategies that have been ignored by the sector. In addition to the widely used strategies like location, differentiation and customer service there is a need to incorporate new and creative strategies that would give the pharmacies an edge over the other competitors so as to occupy a distinctive place in the mind of a consumer.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

The current economic period has been characterized as one of globalization. Globalization may be defined as a process of movement toward a situation where the obstacles to trade flows and factor movements between countries are no greater than the obstacles within countries. Although this end statement remains a long way off, such movement has occurred at an accelerated pace since the early 1980s, through liberalization of trade, foreign direct investment (FDI) regimes, capital controls, etc. in developing countries under structural adjustment programmes and similar, if more limited, changes in the developed countries under the GATT Uruguay Round, which also served to entrench many of the measures taken in developing countries. Technological changes have also contributed by reducing the cost of transport and communication and by facilitating trade in services (e.g., data processing) that would previously have been impractical (Woodward, 1998)

There seems to be only a single market in the world, with interdependent production and consumption. The impact of globalization can be seen in the growth of the world trade as a proportion of output. The ratio of world imports to Gross World Product (GWP) has grown from some 7% in 1938 to about 10% in 1970 to over 18% in 1996. FDI in developing countries has increased from \$2.2 million in 1970 to \$154 billion in 1997 (Globalization: The Concept, Causes and Consequences, the World Bank).

According to Smarta (1994), the new wave of liberalization and competitive business environment has forced organizations to awaken from the slumber, overhaul their thinking and wear new caps to re-assess the external and internal environment. He continues to say that organizations need to acquire new skills to develop a strategic vision for the future course of their business. Many organizations have adopted various strategies such as strategic alliances, diversification, mergers and acquisitions. The Kenyan organizations have not been left behind, and they have also adopted various strategies in dealing with challenges brought about by globalization and liberalization (Kibera and Waruingi, 1998). Studies in the local firms have revealed that competition has led to various strategic responses. At the East African breweries, competition has led to changes in the company's direction and philosophies all aimed at serving the customer better in order to increase sales (Njau, 2000).

In a study of the private hospitals, Gikombe (2002) found that cost leadership was the most popular strategic choice for competition amongst hospitals. Gathoga (2001) found that banks have adopted various strategies which included delivery of quality services at competitive prices, in strategic locations.

In a case study of one of the pharmaceutical firms in Kenya, Mukuria (2002) found that firms used unorthodox strategies to out-compete each other. Such strategies include evading licensing regulations, parallel importation, sell of generics, manufacturers, distributors and wholesalers selling directly to consumers thus undercutting retailers. According to the Kenyan Economic Survey (1999), most firms have embraced restructuring, re-engineering, re-strategizing, positioning and re-positioning, transformation, Total Quality Management (TQM) and other strategic changes to cope with this turbulent and discontinuous period.

### **Positioning Strategies**

Quinn (1990) sees strategy in short as about winning. A strategy is a pattern or plan that integrates an organizations major goals, policies, and actions into a cohesive whole. A well formulated strategy helps marshal a unique and viable posture based upon its relative internal competencies and shortcomings anticipated changes in the environment and contingent moves by intelligent opponents. Olsmae (1993) feels that the sole purpose of strategic planning is to enable a company to gain as efficiently as possible a sustainable edge over its competitors. He adds that corporate strategy thus implies an attempt to alter a company's strength relative to that of competitors in the most efficient way.

Positioning is concerned with an individual brand but it can refer to the company as a whole (Moore and Pessemier, 1993). According to Brassington and Pettitt (1997) product positioning means thinking about a product in the context of the competitive space it occupies in its market, defined in terms of attributes that-matter to the target market. It is the target customer's definition of important attributes and their perception of how your product compares on them that matter. Aaker 1996; Craven 1990; Payne 2001 look at positioning as a combination of marketing actions that transform the brand concept into specific position in the target market. The concept could be functional, symbolic or experiential.

According to Moore and Passemier (1993), in a number of packaged goods, companies like

Proctor and Gamble brands are not directly linked to the corporate name and virtually all emphasis is on positioning individual brands. In other cases brands may be denoted by numbers such as Dell's system 320LT Laptop and the primary positioning emphasis is on the company or division. Such companies include Intel, IBM and General Electric's appliance division. McKenna (1986) says that products in high-tech markets should be positioned on the basis of more tangible attributes such as quality, performance, reliability, or service instead of narrow performance specifications or low price. This is because technical leads on any given dimension are often short lived and customers rely more on overall feelings, quality and performance than they do on technical details (Moore and Pessemier, 1986).

Temporal (2005) believes that positioning is applicable to every circumstance where influencing minds is the objective. Everything has a 'position' and people who see or hear about them form views, judgments, comparisons, ratings and opinions. Given that people's thoughts and behaviors can be influenced, strategic positioning can be used in a multitude of situations to help, for instance politicians, countries and nations, Non-profit organizations, places and destinations, entertainers, companies, products and services, you and me. According to an article written by The manager (2001), positioning issues are especially important when competitors in a market appear to be very similar. For example, many people think that there isn't much difference between one brand of TV and another. But Sony wants TV buyers to see its Trinitron brand screen as offering the very best picture.

Johnson (1987) identified three main advantages of the positioning strategy: positioning may help to create a barrier to entry of competition and once established and successful, it provides a retailer with a unique image in the market place; market positioning may also facilitate fine tuning of strategy as the experience gained by being close to the customers helps in determining precisely what retail offering is required; positioning may increase the power of the retailers and reduce that one of its suppliers because the retailer will have understood his customers so much that he is the one who will be telling the manufacturer what is needed by the consumers. According to Johnson (2004) advertising agencies report that companies who have completed positioning documents will save 30% to 50% of their agency costs. Just as your local video store profits from late fees, the hidden costs of agency work come from all the re-work. Johnson (1987) also cited three disadvantages of strategic positioning; Positioning strategies may be costly e.g. cost of continual research to establish market need and building an image through promotions and communication; A precise

position strategy may entail the acceptance of shorter time-horizons for the life of that strategy e.g. may be imitated by competitors and customer needs may change

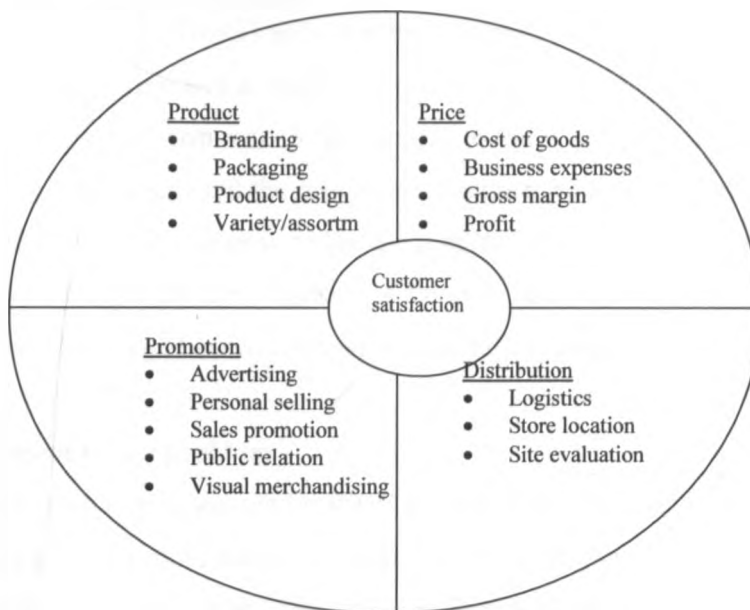
### **1.1.2 Pharmacies in Kenya**

Lewison and Delozier (1989) present retailing as a business activity of selling goods or services to the final consumer. A retailer is any business establishment that directs marketing efforts toward the final consumer for the purpose of selling goods or services. Hasty (1997) agrees with Lewison & Delozier that retailing is the activity involved in the sales of goods and services to consumers for their personal, family or household use but expands the definition of retailing as the marketing activities designed to provide satisfaction to final consumers and profitably maintain these customers through a program of continuous quality improvements. According to Hasty and Reardon (1997), to execute the marketing process and facilitate customer satisfaction, a retailer develops a retail marketing strategy which involves selecting a retail target market and implementing a retail marketing mix.

In Kenya, the retail sector is made up of shops that stock various types of medicines (drugs). Besides medicines, the pharmacies also stock surgical items such as clutches, blood pressure measuring machines, stethoscopes and wheelchairs. Most pharmacies also stock cosmetic items such as skin lotions, hair treatments, soaps, perfumes and baby products such as diapers, teats etc.

The sale of medicines is regulated by the ministry of health through the Pharmacy and Poisons Board Act, Chapter 244 of the Laws of Kenya, (Government of Kenya, 1980). To operate a retail pharmacy one requires registration by the board. The process of registration involves the inspection of the premises where the business is to be carried out by drug inspectors of the Ministry of Health. All the pharmacies are required to be run by a registered pharmacist or pharm-technician. Pharmacists and pharm-technicians are individuals who have had formal training in dispensing pharmaceutical products. This is done in order to ensure that the pharmacist is personally responsible for the professional ethics for each pharmacy. According to Johnson (1987), one of the most dynamic sectors of every economy from the least developed to the most developed is retailing. Though there has always been substantial competition amongst the American retailers, the competitive environment has rapidly been changing.

**Figure 1: The retail marketing mix**



Source: Hasty R. and Reardon J. (1997) "Retail Management" McGraw Hill, pg 11.

The clear boundaries that were once helpful in understanding types of retailers and their competitive behaviours have all but disappeared. Westbrook and Black (1985) believe that intensive competition among similar firms has been replaced in part by competition among diverse types of retailers in large well-defined market segments. According to Johnson (1987), retailing in the U.K is seen as staid, traditional and unexciting and has hallmarks of maturity where conventional retail shops are slowly and steadily losing a share of the consumer expenditure.

The retail pharmacies in Kenya have not been spared from the challenges facing the retail industry. Nyikal (2001) observed that Health Management Organizations (HMOs) and insurance companies have introduced a new challenge to retail pharmacies by restricting their insured patients to certain pharmacies only. Besides this, an increased number of medical clinics, hospitals and HMOs are now operating pharmacies alongside the other services offered in their health facilities. Previously, such clinics only kept emergency medicines and issued out a prescription after consultation. Private hospitals e.g. Nairobi Hospital can now serve any patients whereas before their pharmacies were meant for their patients only (Ndubai, 2003)

According to Mukuria (2002), the retail pharmacies in the country rose from 1200 in 1996 to 3500 in 2001. Ndubai (2003) adds that many unregistered chemists have come up especially in the residential areas and as such they do not care for professionalism. Nowadays, it is the order of the day for consumers to go directly to the wholesale outlets to buy drugs that have been prescribed to them and the result posing a great pricing problem to the retailer. This has resulted to intense competition within the industry and some previously big, well performing pharmacies like E.T Monks, Sigma and Coopers have closed down their shops. Others like Howse and McGeorge have withdrawn from retailing and turned to pure are wholesaling.

## **1.2 Statement of the problem**

According to an article written by WHO (1994), Pharmacy services are the provision or sale of pharmaceutical products by drug retailers. In developing countries, drug retailers include pharmacists and drug sellers. The drug retailers not only provide access to pharmaceutical products, but also provide advice as to which medicine to take. In addition, drug retailers often serve as the first health care contact for sick individuals, making them a significant component of a health system. Rovira et al., (2005) feel that retail drug businesses are particularly important providers of care because in most countries, pharmacies and over-the-counter drug stores are widely distributed geographically and are the most frequently visited of all health-related facilities.

The pharmaceutical retailers in Kenya operate in a very competitive and turbulent environment. More and more pharmacists are graduating each year, most with a dream of one day owning a pharmacy shop. The number of pharmacies has grown over time and the distance between any two pharmacies has reduced tremendously. All these pharmacies are competing for the same customer. Barat et al., (2005) cites Sustainable Health Foundation, an NGO in Kenya, as using micro-finance and franchising schemes to develop pharmacies in underserved areas to offer high-quality, low-cost drugs and a limited array of diagnostic services. Obviously such NGOs are giving pharmacies a different kind of competition whereby the normal private pharmacies are subjected to unfair competition. In addition, there are currently increased pressures such as the pace of change in the retail environment, aggressive management, technological developments and staff shortages (Broadbridge, 2002). Whilst these apply across the whole retail sector, they also can be specifically recognized in the pharmacy setting.



McCarthy and Perreault (1991) asserts that retailers including pharmaceutical retailers are directly involved with the final consumers and therefore their strategic planning is critical to survive. According to Hasty and Reardon (1997) and Berry (1982) everyday many retailers permanently close their doors, often the victim of a competitor who has done a better job of meeting customer needs. In fact, from 1957 to 1987, the USA saw some 400,000 retailers going out of business for one reason or another. If a retailer loses a customer to a competitor, the retailer is the one who suffers as the other retailers and the producers still make their sale regardless of which retailer sells the product. Therefore, there is great need for retail pharmacies to differentiate themselves from their competitors and identify a market niche that can invest their loyalty to them. One proven way of doing this is by adopting a positioning strategy that will appeal to the target market and occupy a distinctive place in the mind of the target market. According to (Anderson, 2005), lack of strategic positioning is like a brand without a personality and in this case, an organization has only transactions and does not cultivate customer loyalty.

Several studies on the Kenyan retail industry have been done. Amongst these, Ndubai (2003) conducted a survey competitive strategies applied by retail sector of the pharmaceutical industry in Nairobi; Karemu (1993) surveyed the state of the strategic management practices in the retailing sector – the case of supermarkets in Nairobi; Theuri (2003) carried out a study of the strategic positioning of promotional marketing firms in Kenya ; Khalid (2003) did a survey of competitive strategies adopted by supermarkets in Nairobi while Theuri (2002) studied the competitive strategies adopted by fast food chains in Nairobi. Theuri (2003) carried out her study on strategic positioning in the advertising industry whereas the rest focused more on competitive strategies adopted different industries.

Despite the importance of strategic positioning no study seems to have been found that has specifically addressed the positioning strategies employed by pharmaceutical retailers in Kenya, the extent to which the retailers use positioning strategies and the positioning process. The characteristics of these retailers and the specificity of their competitive environment also increase the difficulties of a proper positioning and there is therefore need to determine how they have been addressing the issue of positioning. Therefore, this study will endeavor to find out the positioning strategies employed by the retail pharmacies and process the pharmacies follow when establishing the right position for the organization.

### **1.3 Objectives of the Study**

- i. Determine the positioning strategies employed by pharmacies in Nairobi.
- ii. Establish the process the pharmacies follow when developing a positioning strategy.

### **1.4 Importance of the Study**

The results of this study will be useful to the following:

- i. The pharmaceutical retailers can use this strategy to ensure continued growth and sustainability of their businesses
- ii. Retailers in other industries may use this strategy as a tool for gaining competitive advantage over their competitors
- iii. Researchers and academicians as a source of reference for future studies on positioning strategies in the pharmaceutical retail industry.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 The Concept of Strategy

According to Nickols (2000), the concept of strategy has been borrowed from the military and adapted for use in business. Strategy is a term that comes from the Greek word, *strategia*, meaning “generalship”. In the military, strategy often refers to maneuvering troops into position before the enemy is actually engaged. In this sense, strategy refers to the deployment of troops. Once the enemy has been engaged, attention shifts to tactics. Here, the employment of troops is central. Substitute “resources” for troops and the transfer of the concept to the business world begins to take form. Steiner (1979), a professor of management notes that strategy entered the management literature as a way of referring to what one did to counter a competitor’s actual or predicted moves. Some of the definitions in use to which Steiner pointed include the following; Strategy is that which top management does that is of great importance to the organization; Strategy refers to basic directional decisions, that is, to purposes and missions; Strategy consists of the important actions necessary to realize these directions; strategy answers the question: What should the organization be doing?; Strategy answers the question: What are the ends we seek and how should we achieve them?

Mintzberg (1994) points out that people use “strategy” in several different ways, the most common being these four; Strategy is a plan, a “how”, a means of getting from here to there; Strategy is a pattern in actions over time; for example, a company that regularly markets very expensive products is using a “high end” strategy; Strategy is position i.e. it reflects decisions to offer particular products or services in particular markets; Strategy is perspective, that is, vision and direction. Andrews (1980), presents corporate strategy as the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities. Andrew’s definition obviously anticipates Mintzberg’s attention to pattern, plan, and perspective. Andrews also draws a distinction between corporate strategy which determines the businesses in which a company will compete and business strategy which defines the basis of competition for a given business. Thus, he also anticipated “position” as a form of strategy.

According to Porter (1986; 1996), competitive strategy is about being different. He adds that it means deliberately choosing a different set of activities to deliver a unique mix of value. In short, Porter argues that strategy is about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors. Thus, Porter seems to embrace strategy as both plan and position. The notion of restricting the basis on which strategy might be formulated has been carried one step further by Treacy and Wiersema (1994). They assert that companies achieve leadership positions by narrowing, not broadening their business focus. They go ahead to identify three “value-disciplines” that can serve as the basis for strategy: operational excellence, customer intimacy, and product leadership. As with driving forces, only one of these value disciplines can serve as the basis for strategy. Newman et al., (1989), Hax and Majluf (1996) define strategy as a fundamental framework through which an organization can simultaneously asset it vital continuity and facilitate its adaptation to a changing environment

In General Electric, strategy is defined as that activity which specifies a business course of action that is designed to achieve desired long-term objectives in the light of all major internal and external factors, present and in the future (Taylor and Sparkes, 1977). According to Porter (1947), strategy is creating a fit among a company’s activities. He continues to say the success of a strategy depends on doing many things well and integrating them well so as to acquire a fit. Strategy is a central vehicle for attaining certain competitive advantage (Porter, 1947). Strategy is the means an organization uses to achieve its objectives (Majumdar, 1996).

## **2.2 Competitive Advantage**

The means by which some businesses achieve and sustain a competitive advantage over other firms is the central research focus of strategic management. For nearly two decades, the dominant research paradigm has been Porter’s (1980) competitive forces model which argues that the intensity of competition determines the profit potential for individual firms. Porter contends that a firm seeks a position in an attractive market that they can defend against both existing and potential competitors. Although the identification and development of the requisite capabilities are important, management's primary focus is on achieving a defensible low-cost or differentiation position, and on keeping rivals off balance through strategic investments, pricing strategies, and competitive signaling.

More recent research, however, has begun to recognize the use of resource-based capabilities in gaining and maintaining competitive advantage (Chandler & Hanks, 1994; Long & Vickers-Koch, 1995; McGee & Finney, 1997). Reaching back to the traditional strategic management concept of distinctive competence (e.g. Selznik, 1957; Andrews, 1971), the resource-based view argues that competitive advantage results from a firm's resources and its capabilities. Resources include capital equipment, worker and management skills, reputation, and brand names (Barney, 1991). Resources are not normally productive in and of themselves, however, and the firm's skill at effectively coordinating and using its resources constitutes the firm's capabilities. In other words, resources are the source of a firm's capabilities; and capabilities refer to a firm's ability to bring those resources together and deploy them advantageously (Day, 1994). While resources are relatively tangible, capabilities are less readily assigned a monetary value, and are often deeply embedded in organizational routines and practices, thereby making them less subject to imitation by present or potential competitors (Dierckx & Cool, 1989).

These capabilities have been termed "distinctive competencies" and generally refer to the unique skills and activities that a firm can do better than its competitors (Selznik, 1957; Lado, Boyd, & Wright, 1992). When competition intensifies, the possession of these competencies should become increasingly important for the firm's continued success. Moreover, these are the distinctive capabilities that support a market position that is valuable and difficult to imitate. Wal-Mart's cross-docking system is a well-cited example of how an inimitable capability led to a convincing distinctive competence (Stalk, Evans, & Shulman, 1992). While Wal-Mart has the same resources (e.g., retail space, employee skills, equipment) as many other discount chains, it is distinguished by its unique capability to manage its resources for maximum productivity. This retail chain's sophisticated cross-docking system provides Wal-Mart with substantial cost advantages by improving its ability to reduce shipping and handling costs. The interaction between competitive advantage and distinctive competencies is well researched and results generally suggest that those firms that develop and exploit their distinctive competencies generally outperform firms that do not (Conant, Mokwa, & Varadarajan, 1990; Hambrick, 1983; McDaniels & Kolari, 1987).

### **2.3 The Meaning and Role of Positioning Strategies**

The basic ideas of positioning were developed more than 30 years ago by marketing consultants Al Ries and Jack Trout. Regarded as pioneers today, they coined the modern

notion of marketing warfare and in the 1970s, began thinking about product positioning as the battle for your mind. How target customers think and feel about a product, Ries and Trout maintained, will determine their behavior - what they buy and consume, and ultimately the kind of market share the brand wins. Temporal (2005) agrees with Ries and Trout and states that strategic positioning is a planned initiative that convinces or persuades people to think about why they are different or better from what the competition has to offer. Positioning differentiates the ordinary from the special in people's minds (Temporal 2005). Lynch (2000) defines positioning as the process of establishing and maintaining a distinctive place in the market for an organization and its individual product offerings. Lippman and Rumelt (1982) believe that positioning represents uncertain imitability and its effect is to reduce competition within part of the market.

According to Oliver (1941), the concept of positioning was originally applied to product positions, but today, it is widely used to describe corporate positions. He continues to say that currently it is not only being employed by commercial organizations but has also been adopted by public authorities, charities and hospitals. Corporate positioning concerns how the organization is and wishes to be and how it is regarded by consumers relative to the competition (Oliver, 1941). Vanderveer (2005) argues out that positioning couples the understanding of the marketplace (including customers and customer segments) with the appreciation of the product (including its competitors) and guides the development of the marketing message. Boone and Kurtz (1992), looks at it from a marketing perspective and says that positioning involves a marketing strategy aimed at a particular market segment are designed to achieve a desired position in the prospective buyers mind. They continue to say that marketers use their positioning strategies to distinguish their goods and services from the competition and create advertisements to communicate desired positions. To deliver the desired positioning in the market effectively, the whole of the marketing mix needs to be synchronized and there must be consistency on all elements in order to provide mutual reinforcement of the basic positioning platform.

According to Porter (1947), strategic positions should have a horizon of a decade or more; not a single planning cycle. Continuity fosters improvements in the individual activities and the fit across activities, allowing an organization to build unique capabilities and skills tailored to its strategy and also reinforce the company's identity. Frequent shifts in positioning are costly for not only must a company reconfigure individual activities, but it

must also realign entire systems. The inevitable result of frequent change in strategy or a failure to choose a distinct position in the first place is “a me too” or hedged activity configurations, inconsistencies across functions and organizational dissonance (Porter, 1947). Temporal (2005) asserts that positioning depends on perceptions, and perceptions are the result of a filtering process. Whatever someone says or communicates to people passes through ‘filters’ that affect the way in which they eventually think about one’s brand /organization. He insists that great care must be taken to ensure they are not misinterpreted or forgotten. They must make long lasting vivid impressions. But more than that, strategic positioning attracts minds and brings about positive changes in behavior of the target audience. Lynch (2000) states that an organization can also be re-positioned depending on the environment and this involves changing one existing position to a more suitable one.

Hooley and Saunders (1993) see positioning as having a central role within modern marketing, providing a bridge between a company and its targets customers, describing to customers how the company differs from the current and the potential competitors. Positioning therefore becomes the actual designing of company’s image so that the target customers understand and appreciate what the company stands for in relation to its competitors. Oliver (1941) argues out that positioning reaches deeply into the strategic decisions made by organizations and could reflect aspects of its basic missions. Because positioning drives strategy and helps determine what communications materials are created, it is central to the success of the brand. According to Porter (1980), two things determine the company’s profitability: the industry in which it competes and its strategic position in the industry. The most profitable companies have a strong competitive position in a highly profitable industry while the poorest companies have weak positions in weak industries. Johnson (2004) sees positioning as having two main benefits to the marketers; the one obvious to all marketers is the consistency of message. Each marketing and sales piece communicates exactly the same message. A less obvious benefit, but perhaps the more important one, is that the positioning process forces Product Management to identify and spell out clear benefits for each type of buyer. Without a clear message, most products are doomed to failure. In a competitive market place, “a position” reflects how consumers perceive the organization (or product) performance on specific attributes relative to that of the competitors (Lynch, 2000).

## 2.4 Positioning Strategies

Retailers face a multitude of strategic options with differing levels of risk and profitability and societal impacts (Mudambi, 1994). According to Mudambi, when a retailer is facing an identity crisis that prompts them to examine their operating environment and clearly rethink their vision and mission, 'the retailer has begun to think strategically' (p. 32). Strategies ensure that the firm's resources are utilised in the best way possible to take advantages of external opportunities. Managers must therefore decide which strategies are most likely to generate competitive advantages for their organisations. Strategic choices are affected by a myriad of factors. Amongst these are the degrees of risk a firm is willing to take, the desired levels of profitability, compatibility of the firm's resources and capabilities, political changes, demographic, lifestyle and socio-economic trends.

Positioning in the context of retailing has been defined as "as the design and implementation of a retail mix to create an image of the retailer in the customer's mind relative to its competitors" (Levy and Weitz, 2001, quoted in Devlin, Birtwistle and Macedo, 2003). Valley and Rafiq (2004) have suggested that retail positioning is the process of creating and maintaining a distinctive and valued image of the retailer in the target customer's mind relative to the competition. They emphasize that positioning is a relative concept and is concerned with the understanding of consumer's perceptions in order to be effective. Positioning can therefore be a deliberate attempt to differentiate from the rest of the market or an attempt to be as close as possible to the average shopper's view of the attributes of an ideal retailer in the particular market segment.

Strategic choices generally vary according to the circumstances of the industry in question. For instance, Alvine (1968) described strategic choices in food retailing as tradeoffs between prices and product assortments while Duke (1978), who formulated a strategic choice grid as a response to saturation in the UK grocery retail sector; found that in order to grow, the UK grocery retail outlets had to modify or take new approaches on their outlet type or offer type. Gist (1968) presented a classification of five key competitive alternatives (price, promotion, location, merchandise assortment and services) and five qualitative characteristics (longevity, creative distinctiveness, market sensitivity, ease of implementation, and likelihood of precipitating reprisal).

Pharmacies and chemists generally fall in to the grouping of category retailers – stocking a



complete merchandise assortment for the category in which they compete. According to Schmidt and Pioch (2005), the developments of strategic direction, as well as clear operational measures are a must if independent pharmacies are to survive and thrive. The researchers further assert that the challenge for community pharmacists is to develop a unique selling proposition (USP) tailored to the particular needs of the pharmacy's current and potential customer base and to build strong relationships and loyalty. In Kenya, most pharmacies operate as independents. Baron et al. (2001) have argued that if independents are to maintain their market share, they may have to come up with creative marketing and branding efforts.

The following positioning strategies have been suggested in strategic management literature: branding, product differentiation, customer service strategy, end user strategy, price leadership strategy, operations strategy and location positioning strategies.

#### **2.4.1 Branding Strategy**

Branding has been suggested as a potentially successful positioning strategy to counter high market competition since it offers potential for centralised control and format standardization (Schmidt and Pioch, 2005). An added value or cost driven strategy can be used to differentiate the retail offering and enhance market positioning. According to Kent (2003), a successful brand is defined as a name, symbol, design or some combination of these, which identifies the product of a particular organisation as having a sustainable differential advantage. Kent further posits that the branding of retailers is a complex process in which the distinction between goods and services disappears and focus is instead put on 'format' which becomes the brand. A retail brand should generally be differentiable, be capable of a separate existence, command a premium price and offer psychic value to the consumer. Retail branding can take forms such as store brands, store sub brands and use of brand names separate from the retailer name. Retailer brand name and identity are achieved through the use of fascia and windows as well as the use of tangible and intangible in store elements.

Brands provide informational cues for buyers about the store's merchandise quality with favourable images of the brand positively influencing patronage decisions (Porter and Claycomb, 1997). Davies (1998) has argued further that successful retail branding can provide a form of insulation against price competition and stated that "where the store brand name is itself a brand name based on a quality appeal, it will be easier to position the own-

brand as a premium product under the same name". Up market labels such as Marks and Spenser in the UK have successfully developed premium priced privately labelled products 'demonstrating that retail branding can be highly compatible with the superior quality image that healthcare providers may find desirable' (Schmidt and Pioch, 2005). Retailers can create brand image by advertising their own products or creating brand equity in their own stores and transferring such imagery to their physical products. The costs of branding to the retailer are approximately an order of magnitude lower than that to the manufacturers of brands sold via those same retailers (Davies, 1998). Stanley (2003) has summarised the benefits of retail branding as reduced manufacturer power, enhanced customer dependence on the retailer, increased sales, improved differentiation and variety, increased customer loyalty, positive image building, improved stock control, greater freedom in pricing and better bargaining positions in times of recession.

#### **2.4.2 Product Differentiation Positioning**

Product differentiation positioning strategy is mainly involved with the merchandise assortment that retail offers its customers. According to Porter (1980), differentiation strategy involves creating a product that is perceived as unique. The unique features or benefits should provide superior value for the customer if this strategy is to be successful. Because customers see the product as unrivaled and unequaled, the price elasticity of demand tends to be reduced and customers tend to be more brand loyalists. This can provide considerable insulation from competition. Valley and Rafiq (2004) following Wortzel (1989) describe product differentiation as the stocking of unique or exclusive products or brands, own branded products, and unusually broad and deep merchandise assortment. Merchandise decisions are concerned with the core merchandise policy, branding, assortment profiles, branch stocking policies and merchandise augmentation (Walters and Levi, 1996). However there are usually additional costs associated with the differentiating product features and this could require a premium pricing strategy (Porter 1980).

#### **2.4.3 Customer Service Strategy**

This involves decisions about the level of customer service that the retailer is willing to provide to the shoppers. According to Treacy and Wiersema (1994, quoted in Kotler, 2003) one of the strategies that a firm can adopt is to be 'customer intimate' – that is, aspire to be one that is responsive to the personal needs of consumers. The customer service strategy, which is also referred to as service and personality augmentation, can be achieved through the

use of high levels of personal service, convenient locations, long opening hours, generous returns policy, home delivery, etc. Customer service decisions relate to numbers of facilities, product services, service products and personal services.

#### **2.4.4 End User Positioning Strategy**

End user strategy is concerned with the positioning of the product to suite the usage or application of the consumer. End user positioning strategy has also been referred to as focus or niche positioning strategy (Porter, 1980). Porter (1980); Wells and Prensky (1996) and Zeithaml and Bitner (2004) agree that end user positioning is about focusing on a segment or sub-segment of the market and serving their needs in the best ways. End user positioning is based on the distinction between the symbolic and functional uses of products and whether they attract high or low margins. This is based on the belief that people are usually motivated to buy the two categories but to shop for them differently (Wortzel, 1989).

User strategies mainly focus on the buying behavior of individuals using a given product (Craven, 1990). End user strategies focus on the actions and reactions of consumers around the product purchase and consumption process. A firm or retailer can target a consumer group and satisfy in a superior way at the time of purchase and/or consumption. According to Wells and Prensky (1996), consumer behavior is influenced by factors such as demographic characteristics; culture, personality, lifestyles and psychographics; or the values, attitudes and behavior of a reference group which can further be used to identify market sub segments. Members of a society may share culture and values but enact them differently within subculture groups. A firm may therefore position its products by using the values of a particular sub culture group and by providing the benefits that the group is seeking from the product. A firm can gain from this kind of positioning since the sub-group could be an unoccupied market or a poorly served market sub segment (Zeithaml and Bitner, 2004). It is hoped that by focusing your marketing efforts on one or two narrow market segments and tailoring your marketing mix to these specialized markets, you can better meet the needs of that target market. The firm typically looks to gain a competitive advantage through effectiveness rather than efficiency. It is most suitable for relatively small firms (Porter, 1980).

#### **2.4.5 Positioning by Use or Application**

Use or application strategy associates a product with a use or Application (Shugan, 1987).

The users of Apple computers can design and use graphics more easily than with Windows or UNIX. Apple positions its computers based on how the computer will be used (Jackson 2006). Batra et al.(1996) cites that positioning by use strategy represents a second or third position for the brand's market e.g. Quaker Oats has attempted to position its product as a natural whole grain ingredient for recipes in addition to its breakfast food niche.

#### **2.4.6 Price Leadership Strategy**

Price leadership positioning strategy is a low price competitive strategy which aims to ensure that the retailer incurs the minimum costs so that they can offer the best price available to the market. Price leadership is similar to cost leadership strategy which Porter (1980) has described as emphasizing on efficiency. By producing high volumes of standardized products, the firm hopes to take advantage of economies of scale and experience curve effects. The product is often a basic no-frills product that is produced at a relatively low cost and made available to a very large customer base. Maintaining this strategy requires a continuous search for cost reductions in all aspects of the business. Boten and McManus (1999) describe the dimensions of price leadership to include the building of efficient scale facilities, the vigorous pursuit of cost reductions through experience, tight cost overhead control and cost minimizations in areas such as research and development, service sales force and advertisement.

Retailers make long-term decisions when setting up their store, such as determining the size of the store, location and prices (Dhar and Rossi, 2004). These actions are supposed to help retailers sell more and differentiate themselves in the marketplace. At the same time, these actions will affect the extent to which consumers respond to price cuts, feature ads, and displays at their stores. Following a study of responsiveness to retail promotions, Dhar and Rossi (2004) found that price format and store format retail strategies affected customers' responses to promotions. A price leadership strategy characteristically involves the use of low/discounted pricing, value for money and price promotions on key items. Retailers can generally use Everyday Low Pricing (EDLP) or Hi-Lo pricing strategies. Prices in EDLP stores are always reduced while Hi-Lo stores normally have higher priced products, and then reduce those prices by substantial amounts in promotional periods, discounting more frequently than EDLP stores.

#### **2.4.7. Operations Positioning Strategy**

Operations positioning strategy can also be used by a retailer to gain competitive advantage in the market place. Lowson (2005) has argued that operations strategy is a vital ingredient in successful retailing. Operations strategies are important for a retailing organisation due to the dynamics and complexity of operations in the retailing sector. Operations strategies also contribute substantially to position taken by a retailing firm. Retail competition concerns value. Although price is important to most consumers, it is only a part of value. Slack and Lewis (2002) have suggested that an operation strategy concerns the total pattern of decisions that shape the long term capabilities of an operation and their contribution to strategy. Lowson (2002) further extended the definition and suggested that such strategies constituted the “major decisions about operational core competencies, capabilities, processes, and technologies used in an organization’s internal and external operational systems to create and deliver products and services and the value demanded by a customer”. An operation strategy revolves around a pattern of choices that are concerned with ‘the transformation system that is part of the organisation and the resources, competencies and capabilities needed’ (Lowson, 2004, p.).

#### **2.4.8. Location Positioning**

Location positioning strategies are concerned with the fit between location and product (Collins, 1992). Different sorts of retail location can meet different needs of consumers. Davies and Clarke (1994), provide an example of the dimensions of locational positioning which is based on the objectives of consumer groups when they go shopping. Under this model, the principal driver of consumer behaviour when they go shopping is the degree to which time is valuable to them. If time is short, convenience is the major factor, whereas an absence on time pressures means that shopping can be done at a more leisurely pace and there is increased opportunity to compare goods and prices between different stores. In convenience shopping, proximity is important to the consumer and therefore if mobility is low customers may generally gravitate towards the nearest outlet to where they live or work. For the same person, or for members of the same household when time is still precious, mobility might be increased through car ownership, and therefore the convenience of the overall shop (either in terms of bulkiness or amount spent) can be the main motivator. Where time is less important but the ability to compare goods either in terms of variety or price is concerned, different locational outcomes are possible. For example, there tends to be gravitation towards town centres in order to be able to compare durable items from different

outlet operators. Where the individual is more mobile, however, price is often a frequent motivator, and the ability to compare prices of often bulky items can lead to a pattern of shopping behaviour which tends towards clusters of out-of-town outlets, such as on retail parks which, in most instances, are more accessible by car.

#### **2.4.9. Competitor positioning**

This strategy tends to associate with main competitor and draws away from the small players or less popular firms in the industry. Batra et al. (1996) cites the Avis campaign that stated that “We are number two, we try harder”. The message was that the Hertz company was so big that they did not need to work hard and the strategy was to position Avis with Hertz as a major car-rental options. They continue to give an of Subaru comparing itself to a competitor that has a well defined safety image, such as Volvo and thus the communication task becomes easier for Subaru. Bradley (2006) says that BMW and Mercedes often compare themselves to each other segmenting the market to just the crème de la crème of the automobile market.

#### **2.5 Strategic Positioning Process**

According to Forsyth (2004), there is no single defined process that is right for every organization, but rather the process must be tailored to meet the needs of each situation. She however argues that there are common typical components that guide an organization in developing a process that works. Kent and Wilkinson (1992) believe that the strategic positioning process begins by leaders of an organization being fully committed and aware of the resources needed to embark on the process. They argue out that without commitment, the whole process is doomed. Once the leaders are committed, they should then prepare themselves to plan the process; develop strategic statements including the vision and mission of the organization; develop operational plans; implement the strategies; monitor and evaluate the process; and finally celebrate the success which would involve communication to the media, stakeholders and the community.

Temporal (2005), as well as Kent and Wilkinson have suggested that the strategic positioning process involves four steps which include: Knowing the current position of the organization; knowing where you want the organization to be i.e. the desired position in terms of where you want to take the organization, what you want the organization to be, what you want the organization to achieve and what you want the organization to have; taking action to get

there and finally deciding whether you have made it by assessing the results. According to Porter (1998), the first approach to positioning the company, takes the structure of the industry as given and matches the company's strengths and weaknesses to it. Knowledge of the company's capabilities and of the causes of the competitive forces will highlight the areas where the company should confront competition and where to avoid it. Hax and Mayluf (1996) point out that the strategic posture of an organization involves identifying strategic thrusts (strategic agenda and key strategic issues) and corporate performance objectives.

Temporal (2005), Anderson (2005) assert that the end result of the strategic process should be the achievement of your desired image and it would be important to carry out some research to find out whether people see it differently or the same. The process requires rigorous data analysis and primary research. Organizations steer away from strategic positioning because of the perceived time commitment; the reality is that visionary organizations make the time to plan (Forsyth, 2004). According to Calin (2004), one of the major functions of marketing strategies is the proper positioning of the organization in order to create the best competitive advantage. The process of positioning is very important especially for small and medium sized enterprises (SMEs). Calin (2004) following a study of biopharmaceutical SMEs in the United Kingdom found that most SMEs considered the process of strategic positioning as requiring market research and information collection capabilities. This is a major challenge for the organizations due to their limited resources and the enormity of the process of data collection, processing and interpretation. In most circumstances, the managers of SMEs are usually forced to make decisions on positioning strategies using incomplete or distorted information. Calin (2004) also reported that the strategic focus of most firms had not been consciously defined but rather successfully constructed through the adaptation of the market requirements and competitive conditions.

Using disparate research findings and theoretical considerations, Calin (2004) has provided a general overview of the process of strategic positioning. Generally, an entrepreneur can start from a SWOT analysis to identify and define the range of activities that should form the focus of a firm's strategic positioning. On the basis of such an analysis the firm's existing resources can be allocated or developed to achieve the stated objective. If the present resources are inadequate, the firm may attempt to outsource the complimentary resources through direct market transactions, partnerships or mergers. The proper allocation and use of the resources will determine, after a proper period of time, the specific competitive advantage

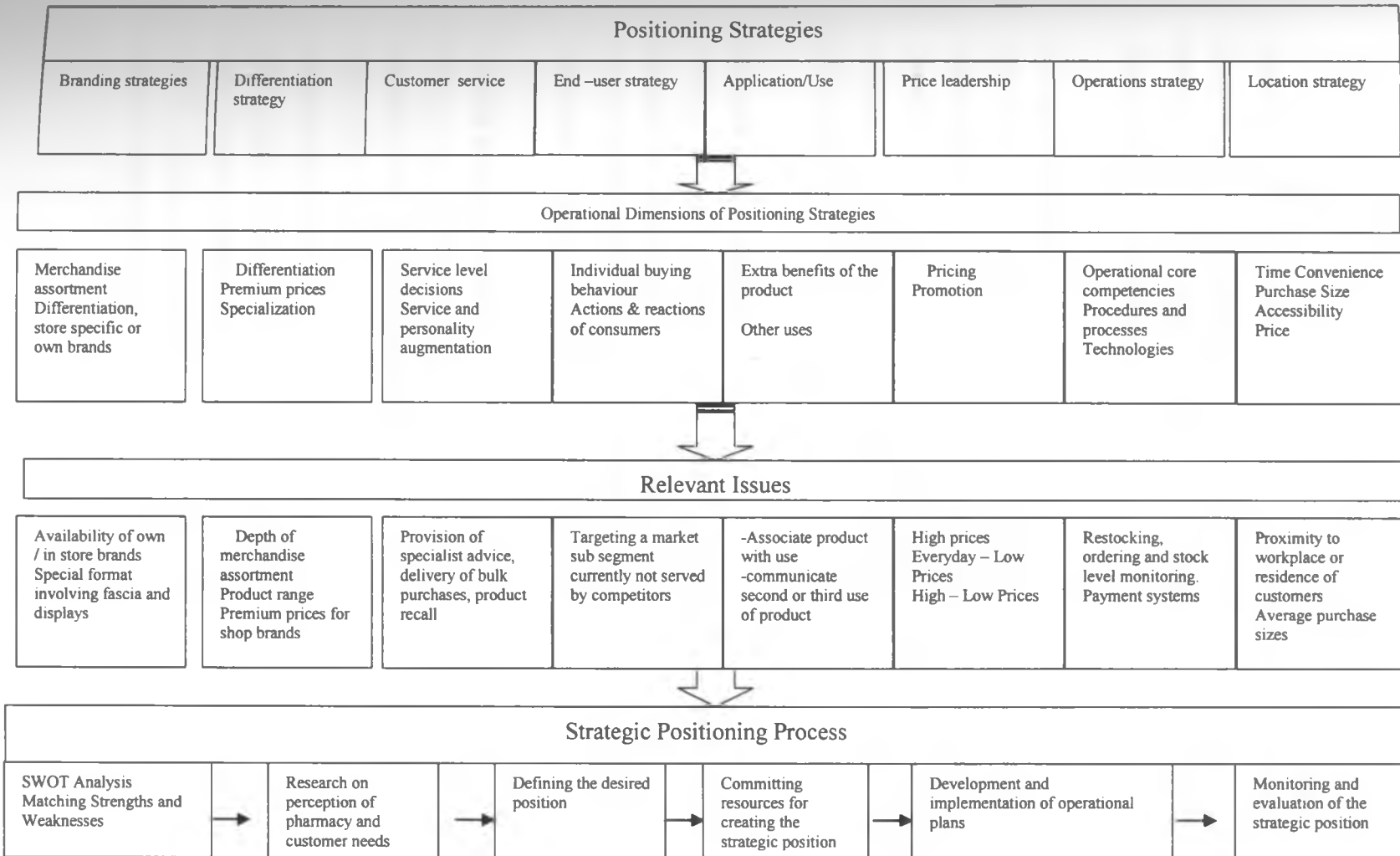
of the firm. This competitive advantage will then have to be concurrent with the strategic focus of the firm as defined in the first stage of the process. When there are differences between the strategic focus of the firm and the attained competitive advantage, then the manager has to take appropriate corrective measures. The strategic positioning process should be applied repeatedly, every time that the firm is facing major challenges or when implementing changes. Major adjustments to the strategic positioning process will generally have to be made in order to achieve a better strategic fit between the firm's competitive advantage and its strategic position.

## **2.6 Summary**

Positioning strategies are a good mean towards obtaining competitive amongst the pharmacies. Positioning is what the customer believes about your product's value, features and benefits. It is comparison of the other available alternatives offered by competition. These beliefs tend to be based on customer experiences and evidence, rather than awareness created by awareness created by advertising or promotion. Positioning is the is the perception that happens in the minds of the target market and it is the aggregate perception the market has of a particular company, product or service relative to their perception of the competitors in the same category. It will happen whether or not a company's management is proactive, reactive or passive about the on-going process of evolving a position but a company can positively influence the perceptions through enlightened strategic actions.

Developing a positioning strategy depends much on how competitors position themselves. Marketers management corporate / product positioning by focusing their marketing activities on a positioning strategy. Product, promotion, channels of distribution, and advertising all are geared to maximize the chosen positioning strategy.





**Figure 2: Conceptual Map of Positioning Strategies**

**Source: Mbirwe (2007)**

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Research Design

The survey design was used to find out the positioning strategies that Pharmacies in Nairobi are using to cope with increased competition. This design is appropriate when the study is largely descriptive and purposes to sample statistics to make generalization about population parameters were successfully used by Omondi (2006) in a similar study. According to Donald and Pamela (1998), a study concerned with finding out who, what, which and how of a phenomenon is a descriptive study.

#### 3.2 The Population

The population of interest in this study consists of all registered pharmacies in Nairobi. Nairobi was chosen because it has the highest number of pharmacies and it is a very competitive province. According to the Pharmacy and Poisons Board (2006), there are 1053 registered pharmacies in Kenya with 468 being in Nairobi. The pharmacies are manned by pharmacists and pharmaceutical technologists.

#### 3.3 Sample and Sampling Design

A sample size of 80 pharmacies was selected for the study. Convenience sampling method was used to select sample elements because some of the pharmacies were difficult to trace and in some cases the pharmacists /decision makers are not always available at the pharmacies. The method ensured a high rate of response.

#### 3.4 Data Collection Method

Primary data was collected using a semi - structured questionnaire. The respondent in each pharmacy was an individual who is responsible of making strategic decisions. The questionnaire was dropped at the outlets and picked later. In order to reduce the instances of non-response, follow up calls and visits were made to urge respondents to complete the questionnaire. The questionnaire has been divided into three parts:

Part I: Consists of questions that aim to get general information on the pharmacies

Part II: Contains questions that capture strategies pharmacies use positioning strategies as a means of obtaining a competitive edge.

Part III: The questions in this section aim to establish the process the pharmacies follow when developing a strategic position.

### **3.5 Operationalization of Positioning Strategies**

In order to operationalize the positioning strategies, the dimensions and relevant issues of each strategy are presented Appendix III. The last column indicates the particular question relevant to each determinant. The five point likert scale questions were used to establish the positioning strategies employed by the pharmacies in Nairobi and the process used by the firms when developing the strategic position. Close ended questions were used to gather data on the demographics of the firm.

### **3.6 Data Analysis Methods**

Data on general descriptives of respondent firms was analyzed using frequency distribution and percentages. In order to establish the positioning strategies and the process used by pharmacies when developing a positioning strategy mean scores and standard deviations were used.

## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

This chapter presents data extracted from the questionnaire. The survey involved soliciting responses from 80 pharmacies in Nairobi out of which 68 responded. This was a response rate of 85%. The chapter is divided into three parts:

Part I: Contains analysis of the general profile of the respondents

Part II: Analyses the positioning strategies employed by the pharmacies

Part III: Looks at the processes followed by pharmacies when formulating their positioning strategies.

#### 4.2 Analysis of the profile of the firm

In this section of the study questionnaire, respondents were asked general information about the pharmacy and themselves. It targets the general aspects of the pharmacy. This include the name of the pharmacy, post of the respondent, duration of years the firm has been operating in Nairobi and the number of other satellite outlets the pharmacy operates other than itself. Data in this part was analyzed using frequency distributions and percentages.

##### 4.2.1 Duration of Operation

Respondents were asked to indicate number of years the firm has been in operation. This will help establish the relationship between strategy and operating period. The results are summarized in table 4.2.1 below:

**Table 4.2.1 Duration of Operation**

Duration of Operation	Frequency	Percentage
Less than 1 year	5	07.7%
1 – 5 years	41	59.6%
5 – 10 years	18	32.9%
Over 10	4	05.8%
<b>Total</b>	<b>68</b>	<b>100%</b>

From the above table the mode years of operation is five years. It is noticeable that most pharmacies are just about 5 years old. This may be explained by the fact that pharmacies working in Nairobi have been in existence since the current regime that have ardently pursued business expansionist policies. Very few organizations have been operating for a period of more than ten years perhaps out of the fact that they are sole proprietorships that will often operate for as long as the owner is not retired. This could also mean that most pharmacies do not survive beyond 10 years due to lack of good strategies.

#### 4.2.2 Respondents' Position

Among the demographic valuables, the position held by the respondent within their respective pharmacies was identified to form part of the study. It was important to determine the position of the respondent in order to know whether the pharmacies are manned by either a pharmacist or a pharmaceutical technologist in accordance to the law of Kenya.

**Table 4.2.2 Respondent's Position in the Organization**

<i>Position</i>	<i>Frequency</i>	<b>Percentage</b>
Director	17	25.0%
Manager	15	22.1%
Pharmacist	22	32.4%
Assistant Pharmacist	14	20.6%
<b>Total</b>	<b>68</b>	<b>100.0%</b>

*Source: Research Data*

The results of this study show that most respondents (53%) hold the position of pharmacist and pharmacy assistant. Thirty two respondents hold the positions of either Director or administration manager (47.1%) within their respective pharmacies. This shows that over 50% of the pharmacies have a pharmacist within the pharmacy and this is important because most consumers prefer their medications to be dispensed by a pharmacist. The percentage could be higher because some pharmacist and managers could be in fact pharmacist.

#### 4.2.3 Customer Categories

Respondents were asked to indicate the category of customers that they served. The results are summarized below:

**Table 4.2.3 Customers**

<i>Customer Type</i>	<i>Frequency</i>	<b>Percentage (%)</b>
Individuals	34	50.0
Corporate	3	03.8
Both Types	31	46.2
<b>Total</b>	<b>68</b>	<b>100.0</b>

*Source: Research Data*

The results indicate that the majority of pharmacies served individual customers only (50%). However, 46.2% of the pharmacies served both the individual and corporate customers but only 4% served corporate clients only.

#### **4.2.4 Branch Outlets**

The respondents were asked to indicate whether they had other branches. This analysis was found necessary in order to establish the market potential for pharmacies in Nairobi and the subsequent ability to expand.

**Table 4.2.4 Branch Outlets**

<i>Response</i>	<i>Frequency</i>	<b>Percentage (%)</b>
No	60	88.2
Yes	8	11.8
<b>Total</b>	<b>68</b>	<b>100.0</b>

*Source: Research Data*

Analysis showed that most of the pharmaceutical firms were operating as single units, possibly stemming from the fact that most of them are single-proprietorships started off by the pharmacists themselves. Of all the ones that had branches elsewhere it was also found out that majority of them had been in existence for over 5 years. On the other hand most of the pharmacies that had operated for less than five years did not have satellite branches elsewhere in the city.

### 4.3 Positioning Strategies used by Pharmacies

The second part focuses on the positioning strategies employed by the said pharmacy to gain market advantage amongst the pharmacies. This respondents' were asked to indicate to what extent they used a given positioning strategy using a five point Likert scale ranging from "very large extent" "5", "large extent" "4", moderate extent" "3", "small extent" "2" to "no extent" "1". The results are presented as the mean of the respondents that indicated they used the strategy. Mean scores and standard deviations were used to analyze the data. A high mean indicates greater use of a given positioning strategy while a low mean indicates that the strategy is not popular amongst the pharmacies. On the other hand, a high deviation of more than one means that the responses were varied to some extent while a lower (less than one) means that responses were similar. The results were also categorized according to strategy types as discussed below.

**Table 4.3.1: Branding Strategies**

<b>Branding Strategy</b>	<b>Mean</b>	<b>SD</b>
Naming / Identifying the pharmacy	4.3	1.08
Developing logo /slogan for the pharmacy	2.7	1.39
Franchising the name of the pharmacy	2.3	1.49
Using cultural symbols to identify the pharmacy	1.8	1.19
Printed packaging material	2.6	1.54
Have identified own products	2.0	1.34
<b>Average</b>	<b>2.6</b>	<b>1.3</b>

*Source: Research Data*

The results show that naming / identifying the pharmacies which had a mean of 4.3 and a standard deviation of 1.08 was the most used strategy. This is in line with Davies (1998) who argues that retail branding can provide a form of insulation against price competition and stated that where the store brand name is itself a brand name based on a quality appeal, it will be easier to position the own-brand as a premium product under the same name. It is observable that the use of cultural symbols and identifying own products which had a mean of 1.8 and 2.0 and a standard deviation of 1.19 and 1.34 respectively were not widely embraced by pharmacies. The pharmacies in general identify the outlet but do very little in all the other areas of branding.

### 4.3.2 Years of Operation in relation to branding strategies

Table 4.3.2 sought to see whether there is any relationship between the duration of operation and the use of branding strategies.

**Table 4.3.2: Years of Operation in relation to branding strategies**

Branding strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Naming / Identifying the pharmacy	2.4	1.08	2.8	1.2	4.3	1.08	4.4	1.07
Developing logo /slogan for the pharmacy	1.7	1.54	2.5	1.6	3.8	1.06	4.0	1.20
Franchising the name of the pharmacy	1.5	0.84	1.8	0.34	2.4	1.60	2.6	1.47
Using cultural symbols to identify the pharmacy	2.4	1.40	1.5	1.98	1.9	1.16	2.2	1.18
Printed packaging material	2.6	1.37	2.4	1.08	2.4	1.6	3.6	1.54
Have identified own products	2.2	1.56	1.2	0.5	2.8	1.3	3.4	2.4

There is a higher tendency (mean 4.3, 4.4) of the pharmacies that have operated for between 5-10 years and over 10 years respectively to brand their outlets as compared the younger ones.

### 4.3.3: Customer Service strategies

These questions sought to find out from the respondents whether they used customer service strategies to win customers.

**Table 4.3.3: Customer Service Strategies**

Service Related strategies	Mean	SD
Offers high quality service at all levels	4.6	0.70
Offers personalized service	4.4	0.88
Staff empathizes with customers	4.5	0.84
Maintain customer data base	3.7	1.31



Table continued...

Follow-up on customers who have to take medication on regular basis	3.5	1.38
Contacts the doctors when a mistake in the prescription is noted	4.4	0.96
Mark and acknowledge important dates of the customers e.g. sending birthdays greetings	2.3	1.52
Seek to know customer compliments / complaints	4.2	1.00
Uses feedback to improve customer service	4.3	1.01
Trains staff on customer service	4.3	1.09
<b>Average</b>	<b>4.0</b>	<b>1.1</b>

*Source: Research data*

Table 4.3.3 above show that most pharmacies use strategies such as offering high quality services at all levels, followed by staff empathizing with customers, then offering personalized services, contacting the doctor whenever necessary, seeking to know customer feedbacks regarding the firm, training the staff on customer service and using the feedback to improve customer service are popular strategies since they scored high mean (4.6, 4.5, 4.4, 4.4, 4.3, 4.3 and 4.2) and (0.70, 0.84, 0.96, 0.88, 1.09, 1.01, 1.00) standard deviation respectively. The low standard deviations for most of the elements indicate that most respondents agreed that they used these strategies. Most pharmacies do not have customer-sensitive approaches that could help them command loyalty as indicated by marking important dates of the customers e.g. birthdays with a mean of 2.3 and standard deviation of 1.52.

**Table 4.3.4: Years of operation in relation to Customer Service strategies**

Customer Service	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Offers high quality service at all levels	4.5	0.88	4.6	0.96	4.4	0.92	4.2	0.67

Table continued ...

Offers personalized service	3.8	0.83	3.8	1.52	4.0	0.96	3.6	0.92
Staff empathizes with customers	3.6	0.78	3.4	1.50	4.2	1.52	3.2	0.96
Maintain customer data base	3.0	0.67	3.4	1.09	3.6	1.52	4.0	1.52
Follow-up on customers who have to take medication on regular basis	4.8	0.92	3.6	0.78	4.8	1.50	4.4	1.50
Contacts the doctors when a mistake in the prescription is noted	3.8	0.96	3.2	0.67	4.6	1.09	4.8	1.09
Mark and acknowledge important dates of the customers e.g. sending birthdays greetings	1.3	1.52	2.2	0.92	2.6	1.52	3.0	1.50
Seek to know customer compliments / complaints	4.3	1.50	4.2	0.96	4.1	1.50	4.2	1.09
Uses feedback to improve customer service	4.4	1.09	3.8	0.83	4.2	1.09	4.3	1.52
Trains staff on customer service	4.2	1.06	3.6	0.78	4.2	1.06	4.1	1.02

With regard to customer service, the duration of operation was not characterized by very remarkable differences in the various categories. Contacting the doctor to verify the prescription seemed to be popular amongst the group that has operated for over 10 years (mean 4.8) but the responses varied a lot (sd 1.09)

#### 4.3.5: Differentiation Strategies

Table 4.3.5 summarizes respondents' ratings of the extent to which the pharmacies differentiate themselves from the pharmacies.

**Table 4.3.5: Differentiation Strategies**

Differentiation Strategy	Mean	SD
Employs qualified staff	4.8	0.53
Availability of wide range of merchandise	4.4	0.94
Availability of a pharmacist	4.3	0.84
Swift in introducing new products	4.1	1.08
Offers high quality products	4.7	0.70
Offers genuine drugs	4.9	0.43
Have social responsibility activities	3.2	1.46
Availability of additional services e.g. weighing machine	3.0	1.42
Extended working hours	3.8	1.20
<b>Average</b>	<b>4.1</b>	<b>1.0</b>

*Source: Research Data*

As shown above, differentiation strategy is widely used by the pharmacies as a means of obtaining a competitive edge. Offering genuine drugs (4.9, 0.43) is an extremely popular strategy that the pharmacies use. Everybody wants to be believed to be offering nothing fake. Employing qualified staff (4.8, 0.53) and offering quality products (4.7, 0.70) also seem to be a key strategies for the pharmacies. Availability of a wide range of products and pharmacist /pharmaceutical technologist at all times is also popular amongst the pharmacies.

**Table 4.3.6: Years of operations in relation to differentiation strategies**

Differentiation strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Employs qualified staff	4.5	0.88	4.6	0.96	3.8	0.96	4.5	0.67
Availability of wide range of merchandise	3.8	0.83	3.8	1.52	1.3	1.52	2.2	0.92
Availability of a pharmacist /pharmaceutical technologist throughout the day	3.6	0.78	3.4	1.50	4.3	1.50	4.2	0.96

Table continued...

Swift in introducing new products	3.0	0.67	3.4	1.09	4.4	1.09	3.8	0.83
Offers high quality products	4.8	0.92	3.6	0.78	4.2	1.06	3.6	0.78
Offers genuine drugs	4.0	0.67	4.2	1.09	4.4	1.52	4.6	1.52
Have social responsibility activities	2.4	0.92	3.6	0.78	3.2	1.50	4.4	1.50
Availability of additional services while customers are waiting for medicines e.g. weighing machine	3.8	0.96	3.2	0.67	4.6	1.09	4.8	1.09
Extended working hours	1.3	1.52	2.2	0.92	2.6	1.52	3.0	1.50

All the pharmacies seem to be very keen on employing qualified staff and providing genuine drugs despite the difference in the duration of operation. However, the older pharmacies seems to be adopting social responsibility activities as a means of differentiating themselves ( mean 4.4 ) though there were extremities in their responses (1.50).

#### 4.3.7: End user strategies

This section presents findings on the extent of use of the end - user strategies. Table 4.3.7 gives a summary of strategies used by the surveyed pharmacies in relation to end-user approaches e.g. tailoring services to the changing needs of customers.

**Table 4.3.7: End-user Strategies**

<b>End-user strategies</b>	<b>Mean</b>	<b>SD</b>
Seeks to know about customer segments	3.8	1.16
Targets a specific segment	3.3	1.39
Monitors changes in the type of customer	4.0	1.11
Tailor services to changing needs of the customers	3.9	1.27
Provision of specialized services to target group	3.5	1.33
Conducts research on customer segments	3.3	1.19
<b>Average</b>	<b>3.6</b>	<b>1.2</b>

*Source: Research Data*

The results indicate that the pharmacies monitor the changes in the type of customer as

shown by the mean (4.0) and standard deviation (1.11) that to some extent the pharmacies tailor services to the changing needs of customers and seeks to know about customer segments and shown by the mean (3.9, 3.8) and standard deviation (1.27 and 1.16) respectively. Conducting research had a mean of 3.3 and standard deviation of 1.19 which means that it is regarded as a moderately important activity by the pharmacies.

**Table 4.3.8: Years of operations in relation to end –user strategies**

End - user strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Seeks to know about customer segments	4.0	0.67	4.2	1.09	4.2	1.52	4.3	1.52
Targets a specific segment	4.8	0.92	3.6	0.78	4.8	1.50	4.4	1.50
Monitors changes in the type of customer	3.8	0.96	3.2	0.67	4.6	1.09	4.8	1.09
Tailor services to changing needs of the customers	4.5	0.88	4.6	0.96	4.4	0.92	4.2	0.67
Provision of specialized services to target group	3.8	0.83	3.8	1.52	4.0	0.96	3.6	0.92
Conducts research on customer segments	3.6	0.78	3.4	1.50	4.2	1.52	3.2	0.96

There is no remarkable difference (mean 4.0, 4.2, 4.2, and 4.3) for less than one year, 1 – 5 years, 5- 10 and over 10 years respectively across the age categories when it comes seeking to know about customer segments.

#### 4.3.9: Price Leadership Strategies

The respondents were asked to indicate to what extent they practiced price leadership strategies.

**Table 4.3.9: Price Leadership Strategies**

Price Leadership Strategies	Mean	SD
Offers better discounts than competitors	4.1	1.02
Prices are lower than those of competitors	4.0	1.03
Keeps prices same as competitors	2.5	1.28
Keeps overhead costs lower than competitors	3.2	1.12
Keeps overhead cost same as other players in industry	2.5	1.21
Buys in bulk to reduce on costs	4.0	1.14
Accepts multiple forms of payment	3.1	1.44
<b>Average</b>	<b>3.3</b>	<b>1.2</b>

*Source: Research Data*

The results in Table 4.3.9 show that offering discounts had the highest mean (4.1) and had a standard deviation of 1.02, followed by buying in bulk for economies of scale and keeping prices lower than competitors with both a mean of 4.0 and standard deviation of 1.14 and 1.03 respectively.. This is consistent with the cut-throat price wars that are always found in the other business arenas. Keeping the same prices as those of competitors and keeping overhead costs same as other players in the industry is not regarded as a good competitive strategy as they both had a low score of 2.5 and standard deviation of 1.28 and 1.21 respectively.

**Table 4.3.10: Years of operation in relation to price leadership strategies**

Price leadership strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Offers better discounts than competitors	3.6	0.78	3.4	1.50	4.3	1.50	4.2	0.96
Prices are lower than those of competitors	3.0	0.67	3.4	1.09	4.4	1.09	3.8	0.83
Keeps prices same as competitors	4.8	0.92	3.6	0.78	4.2	1.06	3.6	0.78
Keeps overhead costs lower than competitors	4.0	0.67	4.2	1.09	4.4	1.52	4.6	1.52

Table continued...

Keeps overhead cost same as other players in industry	4.8	0.92	3.6	0.78	4.8	1.50	4.4	1.50
Buys in bulk to reduce on costs	3.8	0.96	3.2	0.67	4.6	1.09	4.8	1.09
Accepts multiple forms of payment	3.0	0.67	3.4	1.09	4.4	1.09	4.6	0.83

The results above indicate that the older pharmacies see offering better discounts than competitors as a strategy to win customers (mean 4.3 and 4.2) compared to (mean 3.6 and 3.4) for ( 5- 10, and over 5 years) and (less than 1 and 1-5 years respectively).

#### 4.3.11: Operation Strategies

Respondents were asked to indicate to what extent they used operating strategies to win customers over the other pharmacies:

**Table 4.3.11: Operation Strategies**

Operation Strategies	Mean	SD
The firm has a website	1.8	1.41
Firm embraces the latest technology	3.5	1.18
Offers credit facilities to customers	3.0	1.30
The operations are automated	2.5	1.38
Invests in technology to ensure efficiency and speed	3.1	1.32
Receives orders via email	1.6	1.11
<b>Average</b>	<b>2.6</b>	<b>1.3</b>

*Source: Research Data*

Receiving orders via e-mail and embracing use of websites were among the least used strategies with a mean of (1.6, 1.8) and a high standard deviation of (1.11, 1.41) showing that the pharmacies' responses varied to a large extent. These are relatively new technologies that have not yet been fully understood by the conservative health population.

**Table 4.3.12: Years of operation in relation to price leadership strategies**

Operation strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
The firm has a website	3.2	1.56	1.2	0.5	2.8	1.3	3.4	2.4
Firm embraces the latest technology	2.4	1.40	1.5	1.98	1.9	1.16	2.2	1.18
Offers credit facilities to customers	2.6	1.37	2.4	1.08	2.4	1.6	3.6	1.54
The operations are automated	2.2	1.56	1.2	0.5	2.8	1.3	3.4	2.4
Invests in technology to ensure efficiency and speed	1.5	0.84	1.8	0.34	2.4	1.60	2.6	1.47
Receives orders via email	2.4	1.40	1.5	1.98	1.9	1.16	2.2	1.18

Receiving orders via mail seem to be unpopular to in all pharmacies irrespective of the years of operation. The outlets that have operated for less than 1 year scored (mean 2.4, sd 1.40) whereas the ones that have operated for more than 10 years scored (mean 2.2, sd 1.18).

#### 4.3.13: Location Strategies

The table below summarizes the respondents rating of the extent to which they use location strategies.

**Table 4.3.13: Location Strategies**

Location Strategies	Mean	SD
Security is good	4.3	0.95
The location is convenient and easily accessible	4.5	0.87
The pharmacy is located near the target group	4.4	1.02
The pharmacy is near doctors' offices /clinics	3.4	1.28
<b>Average</b>	4.2	1.0

*Source: Research Data*

The results in Table 4.3.13 show that establishing a pharmacy in a convenient and accessible place, locating the pharmacy near the target group and good security, are very important strategies for pharmacies as they scored a mean ( 4.5, 4.4, and 4.3) and standard deviation of



(0.87, 1.02 and 0.95 respectively). Placing a pharmacy near a doctor's clinic or office was used to a large extent and had a mean of 3.4 and standard deviation of 1.28.

**Table 4.3.14: Years of operation in relation to Locational strategies**

Location strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Security is good	3.8	0.96	3.2	0.67	4.6	1.09	4.8	1.09
The location is convenient and easily accessible	1.3	1.52	2.2	0.92	2.6	1.52	3.0	1.50
The pharmacy is located near the target group	4.3	1.50	4.2	0.96	4.1	1.50	4.2	1.09
The pharmacy is near doctors' offices /clinics	2.4	0.8	3.2	1.20	3.0	0.94	4.4	1.05

As indicated above, the pharmacies that have operated for a longer time seem to be adopting the locational strategy (mean, 4.8, 4.6) more compared to the ones that had been in operation for 0 – 5 yrs and 1-5 years (mean 3.8, 3.2). However the higher standard deviation of 1.09 in the over 5 years categories show that there were extremities in the usage of the strategy amongst the older pharmacies compared to the younger pharmacies (sd 0.96 and sd 0.67 ) for less than one and between 1-5years.

#### 4.3.15: Application/Use Strategies

Respondents were asked to indicate the extent to which they used application strategies.

**Table 4.3.15: Application/Use Strategies**

Use /application strategies	Mean	SD
Communicates additional benefits offered by the pharmacy to the target group	3.9	1.24

*Source: Research Data*

The results in Table 4.3.16 above show that this strategy is to some extent being adopted by the pharmacies. It scored a mean of 3.9 and standard deviation of 1.24.

**Table 4.3.16: Years of operation in relation to Application/Use Strategies**

Application / Use strategies	Yrs in operation							
	Less than 1		1-5		5-10		Over 10	
	M	Sd	M	Sd	M	Sd	M	Sd
Communicates additional benefits offered by the pharmacy to the target group	3.0	0.67	3.4	1.09	4.4	1.09	3.8	0.83

The summary above shows that pharmacies that are the 5-10 years category adopt the application strategy more (4.4) but the responses varied greatly (sd 1.09).

#### 4.3.17: Positioning Strategies

The table below shows the summary of all the positioning strategies and their overall mean and standard deviation.

**Table 4.3.17: Positioning Strategies**

Positioning Strategy	Mean	SD
Brand Strategy	2.6	1.3
4' Customer Service Strategies	4.0	1.1
Differentiation Strategies	4.1	1.0
End-user Strategies	3.6	1.2
Price Leadership Strategies	3.3	1.2
Operation Strategies	2.6	1.3
Location Strategies	4.2	1.0
Application/Use Strategies	3.9	1.2
Competitor Strategies	3.0	1.6

The table clearly shows that various positioning strategies were employed by the pharmacies with location, differentiation and customer service strategies prominently featuring as the most popular strategies with a mean of (4.2, 4.1, and 4.0) and standard deviation of (1.0, 1.1 and 1.0) respectively. On the other hand, branding strategy and operational strategies tied at a mean of 2.6 and standard deviation of 1.3 respectively. This means that the use of the two later strategies is not widespread among the pharmacies.

#### 4.4 Processes the pharmacies follow when developing positioning strategies

This section gives a summary of pharmacies rating of the different processes they currently follow when developing strategic positions. The respondents' were asked to indicate to what extent they follow each process using a five point Likert scale ranging from "very large extent" "5", "large extent" "4", moderate extent" "3", "small extent" "2" to "no extent" "1", A high mean indicates most pharmaceutical firms use that path while a low mean indicate that a few firms use follow the process. On the other hand, a high deviation of more than one means that the responses were varied to some extent while a lower (less than one) means that responses were similar.

##### 4.4.1 Evaluating Current Situation

The respondents were asked to indicate to extent to which they did a situation analysis on their firm.

**Table 4.4.1: Evaluating Current Situation**

<b>Evaluating Current Situation</b>	<b>Mean</b>	<b>SD</b>
Analyze the current strengths of the pharmacy	4.2	0.97
Analyze the current weaknesses of the pharmacy	3.9	1.19

*Source: Research Data*

The results in Table 4.4.1 above show that one of the most serious positioning processes in evaluating current situation is to analyze the current strengths of the pharmacy which had a mean score of 4.2 and standard deviation of 0.97, while analyzing the current weaknesses of the pharmacy is also noted as a paramount strategy with a mean score of 3.9 and standard deviation of 1.19 as reported by the surveyed pharmacies.

##### 4.4.2: Conducting Research on Perception

The table below contains data that aim to find out whether the pharmacies conducted any research.

**Table 4.4.2: Conducting Research on Perception**

<b>Research Path</b>	<b>Mean</b>	<b>SD</b>
Conduct research on how the target group perceives the pharmacy	3.5	1.18
Collect data on the target market requirements/preferences	3.2	1.22
Determine the characteristics that will make services /products offered in the pharmacy different from competitors	4.0	0.95

*Source: Research Data*

The most outstanding in the research pathway is to determine the characteristics that will make services/products offered in the pharmacy different from competitors. This scored a mean of (4.0) and standard deviation of (0.95). The pharmacies to some extent conducted research on how the target group perceived their pharmacy and scored a mean of (3.5) and standard deviation of (1.18) the surveyed pharmacies.

#### **4.4.3: Defining the Purpose of the Firm**

Respondents were asked to indicate whether they defined the purpose of the pharmacy when coming up with the positioning process.

**Table 4.4.3: Defining the Purpose of the Firm**

<b>Defining Firm Path</b>	<b>Mean</b>	<b>SD</b>
Define purpose of the pharmacy (needs and opportunities pharmacy exists to address)	4.1	0.95

*Source: Research Data*

It is clear from the table above that most pharmacies define the purpose of the pharmacy given the high mean (4.1) and low standard deviation of 0.95.

#### **4.4.4 Defining the position and development of operational plans and developed operational plans:**

The table below shows the extent to which the pharmacies mapped out their positioning strategy and outlined the operational plans

**Table 4.4.4: Defining the position and development of operational plans**

<b>defining the position</b>	<b>Mean</b>	<b>SD</b>
Determine the future of the pharmacy	4.4	0.83
Define the area /market in which the pharmacy wants to compete	4.2	0.92
Define the segment/group the pharmacy wants to target	4.2	0.94
Outline the business of the pharmacy i.e what the pharmacy is doing to address the above needs	4.1	0.98
Identify the principles / values that guide the operations of the pharmacy	4.1	0.86

*Source: Research Data*

The three most outstanding processes in defining the strategic position and developing the operational plan were determining the future of the pharmacy, the area/market in which the pharmacy wants to compete and defining the segment/group the pharmacy wants to target with a mean score of (4.4, 4.2, 4.2) and standard deviation of (0.83, 0.92, 0.94). Outlining the business of the pharmacy and identifying the principles/values that guide the operations of the pharmacy tied at a mean score of 4.1 and had a standard deviation of 0.98 and 0.86. This shows that the pharmacies are keen at defining the positioning strategy they want to have.

#### **4.4.5: Implementing the Plans**

The respondents were asked whether they implemented the plans.

**Table 4.4.5: Implementing the Plans**

<b>Implementation Path</b>	<b>Mean</b>	<b>SD</b>
Allocate resources towards achieving the position	4.0	1.01
Actions as per the business plans	4.1	0.99
Communicate the strategic position of the pharmacy	2.0	1.14

*Source: Research Data*

In implementing the plans, the two parameters, allocating resources and following the business plans scored high (4.0, 4.1) for mean and the variations in responses were low (1.01, 0.99) as indicated by the standard deviation. However, most pharmacies do not communicate the new positioning strategy (mean 2.0, standard deviation 1.14)

#### 4.4.6: Position Monitoring and Evaluation

The table below shows whether the respondents monitored and evaluated the positioning strategy:

**Table 4.4.6: Position Monitoring and Evaluation**

<b>M&amp;E Path</b>	<b>Mean</b>	<b>SD</b>
Monitors increase in sales	4.2	0.88
Monitor increase in customers	4.0	0.98
Research on customer new perception	2.5	1.27

*Source: Research Data*

The most outstanding path in monitoring and evaluation is monitoring the increase in sales. This scored a mean of 4.2 and standard deviation of 0.88 followed by monitoring increase in customers (mean 4.0 and standard deviation 0.98). Research scored a low mean of 2.5 and a high standard deviation of 1.27 meaning that only a few pharmacies conducted follow up research.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter gives a summary of the discussions, conclusions and recommendations, based on the findings from the study. First, it will discuss the objectives of the study viz a viz the findings for each, before summarizing the key findings and finally offering recommendations arising out of the study. The objectives of this study were to determine the positioning strategies employed by pharmacies in Nairobi and to identify the process the pharmacies follow when developing a positioning strategy. A survey of the pharmacies in Nairobi was subsequently carried out and key decision makers within these pharmacies were asked to complete a questionnaire.

#### 5.2 Discussions

The research study found out that most pharmacies that were being run as single units had been in operation for between 1 to 5 years. Most of the pharmacies indicated that they serve predominantly individual buyers. It was observed that few of the pharmacies have satellite branches save for those that have been operating for over five years. In terms of management, it was observed that slightly over half (53%) were manned by pharmacists or qualified assistants. However, it is possible that most of the respondents who classified themselves as directors are in fact pharmacist which further give credence to the results of the study. This is in line with what is indicated in the literature review that to operate a retail pharmacy, one requires to be a pharmacist or pharmaceutical technician in order to be registered (Government of Kenya, 1989).

The findings from this study show that there are a number of positioning strategies used by the various pharmacies as well as a number of processes that they follow when formulating the strategies. Location strategies (mean of 4.2 and standard deviations of 1.0) seem to be a popular strategy in obtaining competitive advantage. Davies and Clarke (1994) observe that proximity is important to the consumer and therefore if mobility is low, customers may generally gravitate towards the nearest outlet to where they live or work. This explains why some pharmacies are moving from the congested city centre to strategic locations like malls,

estates near hospitals etc.

Differentiation strategies followed closely with a mean score 4.1, and standard deviation 1.0 showing that they were also used widely by the pharmacies. The pharmacies therefore tend to agree with Porter (1980), that differentiation can provide considerable insulation from competition. It can therefore be concluded that differentiation is viewed by most pharmacies as an important aspect of survival. Customer service was ranked third (mean 4.0, standard deviation 1.1) indicating that the pharmacies realize the importance of offering customer good services. The findings support Kotler (2003) where he asserts that one of the strategies that a firm can adopt is to be customer intimate.

Application strategies (mean 3.9, standard deviation 1.2), end –user strategies ( mean 3.6, standard deviation 1.2) were to a large extent used by the pharmacies while price leadership strategies (mean 3.3, standard deviation 1.2) were used to some extent. According to the literature review growth and profitability are achieved through positioning strategies that an organization puts in place. Porter (1980) asserts that two things determine the company's profitability; the industry in which it competes and its position in the industry. From the study it emerged the pharmacies are in one way or another employing some strategies that would enable them occupy a distinctive place the mind of the consumer.

On the other end of the scale we observed from the results that operational and branding strategies were the least used with a mean 2.6 and standard deviation of 1.3 for both. The technology-based strategies were the least used by the pharmacies. Online orders, use of active business websites and application of smart-cards were the least popular.

The study established various processes that the pharmacies followed in formulating the above positioning strategies. Determining the future of the pharmacy, defining the market in which the pharmacy wants to compete, defining the segment the pharmacy wants to target and analyzing the current strengths of the pharmacy. Another major process was evaluating the success of the strategic position. This is in line with Hax and Mayluf (1996), who point out that the strategic posture of an organization involves identifying strategic thrusts (strategic agenda and key strategic issues) and corporate performance objectives. On the lowest end of the scale were processes that involved conducting research on how the target group perceived the pharmacy and also collecting data on the target market preferences, two



steps that many of the surveyed pharmacies considered unnecessarily expensive and which they considered they could do without. This supports the observation cited in the literature review that research is a major challenge for the organizations due to their limited resources and the enormity of the process of data collection, processing and interpretation (Temporal 2005).

### **5.3 Conclusions**

The findings indicate that pharmacies employ positioning strategies in order to achieve a competitive advantage over their competitors. The extent of usage varies with location, differentiation and customer service strategies having the highest usage. Rothschild (1984) contends that differentiation is often the secret to extending the life cycle of business and making it more expensive to enter and follow. It is also concluded that the level of technology and automation used amongst the pharmacies is still at an all-time low. Despite the importance of branding, this strategy has not yet been embraced amongst the pharmacies and they are not keen on identifying anything else apart from the shop or outlet.

### **5.4 Recommendations**

Pharmacies should identify other ways of making them unique since most of them seem to be using the same strategy which beats the essence of positioning. There are areas that the pharmacies have ignored e.g. branding that are very effective in achievement of a competitive edge. Pharmacies should also move with the technology and explore the possibility of e.g. receiving prescriptions on-line and having free delivery to the office or home. This would be an added advantage because this would offer unique convenience to the customers.

### **5.5 Limitations of the study**

Some of the respondents did not return the questionnaires and thus this reduced the sample size. 80 questionnaires were sent out and only 68 were returned.

### **5.6 Suggestions for further Research**

Future studies should attempt to explore the limited use of new technology by pharmacies and probably seek to explain the low adoption rates in the sector. One would go further and check whether this would facilitate efficiency in operations. In that way, researchers can be able to determine how diffusion of technology relates to certain positioning strategies as

regards pharmacies. Future research should also determine the reasons why the pharmacies do not regard branding as a key strategy in obtaining competitive advantage.

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## APPENDICES

### APPENDIX I

#### LIST OF PHARMACIES IN KENYA

	LICENCE NO.	FIRM	ADDRESS
1.	1150	SUPPLIES LTD	BOX 3065 MERU
2.	2340	A TO Z PHARMACY	BOX 219 KSM
3.	896	A.I.C ANNEX PHARMACY	BOX 200 LITEIN
4.	2339	AAA PHARMACEUTICALS LTD	BOX 1394 - 00606 NRB
5.	2292	ABACUS PHARMA 'A' LTD	BOX 66829 NAIROBI
6.	2365	ABC PHARMACY	BOX 40093 NRB
7.	444	ACACIA APOTHEKE LTD	BOX 52078 NRB
8.	545	ACACIA APOTHEKE LTD	BOX 52078 NRB
9.	546	ACACIA APOTHEKE LTD	BOX 52078 NRB
10.	547	ACACIA MEDICAL CENTRE	BOX 61405 NRB
11.	550	ACACIA MEDICAL CENTRE	BOX 61405 NRB
12.	1282	ACCORD HEALTHCARE (K) ltd	BOX 135 SARIT CENTRE NAIROBI
13.	2313	ADAKIM CHEMIST	BOX 395 KERICHO
14.	754	AGAKHAN HOSPITAL	BOX 30270 NAIROBI
15.	2278	AHLAM CHEMIST	BOX 42385 MOMBASA
16.	1152	AIM INTERNATIONAL PHARMACEUTICAL	BOX 25070 NAIROBI
17.	2249	AKIBA PHARMACY	BOX 15474 - 00100 NRB
18.	2236	AL ABRAR CHEMIST	BOX 71227 NRB
19.	10303	AL MADINA CHEMIST	BOX 89013 MOMBASA
20.	1385	AL SHIFA PHARMACY LTD	BOX 82164, MOMBASA
21.	2438	ALDO PHARMACEUTICALS LTD	BOX 896 MUMIAS
22.	2341	ALEELA CHEMIST	BOX 281 IMANGA
23.	2341	ALEELA CHEMSITS	BOX 28 IMANGA
24.	1325	ALENDO DISPENSING CHEMIST	BOX 256 HOMABAY
25.	999	ALFAMONA CHEMIST	BOX 2811 NAKURU
26.	2067	ALFAMONA CHEMISTS	BOX 2811 NAKURU
27.	1070	ALL PHARM LTD	BOX 2817 ,THIKA
28.	447	ALPHA PHARMACEUTICALS	BOX 40496 NRB
29.	2483	AL-QUDUS PHARMACY	BOX 374 GARISSA
30.	2336	AMINI PHARMACY	BOX 1887 MACHAKOS



31.	2376	AMKAM PHARMACEUTICALS	BOX 801 - KIKUYU
32.	933	ANKAS PHARMACY	BOX 485 MOLO
33.	2168	ANSELL PHARMACEUTICALS LTD	BOX 331 - 00202 NAIROBI
34.	1294	ANSELL PHARMACEUTICALS LTD	BOX 43022 MOMBASA
35.	2375	APOLOT - UPLANDS PHARMACY	BOX 256 MALABA
36.	2254	APPLEGENCE PHARMACY LTD	BOX 6130 NRB
37.	1314	APPLEGENE PHARMACY LTD	BOX 6130-00100 GPO KWALE
38.	2379	APSRA GIFT CENTRE	BOX 11388 NRB
39.	430	ARICHEM LTD	BOX 3137 NRB
40.	946	ARMICON PHARMACEUTICAL	BOX 14224 NAIROBI
41.	878	ARMLICE CHEMIST	BOX 832 BUSIA - KENYA
42.	2461	ASSIA PHARMACEUTICALS LTD	BOX 30620 - 00100 NAIROBI
43.	110	ASTERO PHARMACY	BOX 70860 NAIROBI
44.	1234	ASTERO PHARMACY	BOX 70860 NAIROBI
45.	1176	ATHUSI PHARMACY	BOX 1862 MACHAKOS
46.	1179	ATHUSI PHARMACY	BOX 1862 MACHAKOS
47.	1118	ATIKA PHARMACEUTICAL	BOX 2139 NAIROBI
48.	2171	ATOM PHARMACEUTICALS LTD	BOX 91163 MSA
49.	2403	AUKA CHEMISTS	BOX 57970 - 00200 NRB
50.	831	AUSTRID PHARMACY	BOX 1252 MALINDI
51.	2334	AVENUE HEALTHCARE LTD (PARKLANDS)	BOX 45280 - 00100 NRB
52.	785	AVENUE PHARMACY	BOX 5938 - 00200 NAIROBI
53.	2447	AYOT PHARMACY	BOX 894 SIAYA
54.	429	AZERA PHARMACY	BOX 65664 - 00607 NAIROBI
55.	934	AZERA PHARMACY LTD	BOX 65664 - 00607 NAIROBI
56.	2285	BADAR PHARMACY LTD	BOX 80397 MOMBASA
57.	2276	BAKI PHARMACEUTICALS LTD	BOX 206 MARIAKANI
58.	841	BAKPHARM LIMITED	BOX 53443 NAIROBI
59.	542	BALKAM PHARMACEUTICALS	BOX 59671 NRB
60.	2459	BALKAN PHARMACEUTICALS	BOX 59671 - 00200 NAIROBI
61.	2091	BAMBOO CHEMIST	BOX 13678 NAIROBI
62.	2345	BANANA HILL CHEMIST	BOX 810 - 900 KIAMBU
63.	1222	BARICHEM PHARMACY	BOX 46824 NAIROBI
64.	1052	BARK CHEMIST	BOX 1938 NAIROBI
65.	1381	BARNET PHARMACY	BOX 164 KABARNET
66.	1381	BARNET PHARMACY	BOX 164 KABARNET
67.	2356	BASANO PHARMACEUTICAL	BOX 33424 NRB
68.	2061	BASE PHARMACEUTICALS	BOX 29701 - 00202 NAIROBI
69.	2424	BATIAN PEAK PHARMACY LTD	BOX 58751 NRB

70.	1123	BATIAN PHARMACY	BOX 211-00242 KITENGELA
71.	1123	BATIAN PHARMACY	BOX 211 KITENGELA
72.	2467	BATTEUSE PHARMACY LTD	BOX 6923 - 00100 NRB
73.	1400	BATTRA PHARMACEUTICALS	BOX 1551 UKUNDA
74.	923	BEC PHARMA CHEMIST KENYA	BOX 1042 NAKURU
75.	1430	BEIJING HOLLEY COTEC	BOX 67596-00200 NAIROBI
76.	2057	BELAGON PHARMACY	BOX 577 SIAYA
77.	2066	BEL-EA PHARMACY LTD	BOX 6397 - 00200 NAIROBI
78.	428	BELLADONNA PHARMACY LTD	BOX 602 - 00521 NRB
79.	2484	BENCH - CHEM PHARMACEUTICALS	BOX 12686 NAKURU
80.	2114	BENCH-CHEM PHARMACY LTD	BOX 1112 GARISSA
81.	2367	BENMED PHARMACEUTICALS LTD	BOX 18185 NRB
82.	907	BENORA PHARMACEUTICAL	BOX 821 NAIROBI
83.	2412	BENOSIR MEDICARE CHEMIST	BOX 84 LITEIN
84.	2412	BENOSIR MEDICARE CHEMIST	BOX 84 LITEIN
85.	1071	BENPENY CHEMIST	BOX 1192 RUIRU
86.	1172	BENUNA CHEMIST	BOX 26546 NAIROBI
87.	869	BESNEM PHARMACY	BOX 5223 -00200 NAIROBI
88.	2267	BETROY PHARMACEUTICALS LTD	BOX 1288 KARATINA
89.	767	BILOVA CHEMIST	BOX 976 SIAYA
90.	1386	BILOVA CHEMIST	BOX 66097, NAIROBI
91.	1271	BIOCYTE PHARMACEUTICALS	BOX 3391 ELDORET
92.	829	BIOPHARM LTD	BOX 33331 NAIROBI
93.	808	BIOTECH PHARM	BOX 616 NAIROBI
94.	1228	BLUE BELL PHARMACY	BOX 66606 NAIROBI
95.	795	BLUE PYRAMID PHARMACEUTICALS LTD	BOX 86855 MOMBASA
96.	2282	BLUE RAYS PHARMACY	BOX 12158 NAKURU
97.	2266	BOMA LABS LTD	BOX 35 KEUMBO
98.	1025	BOMANI PHARMACY	BOX 1052, MALINDI
99.	2286	BOMET CENTRAL PHARMACY	BOX 271 BOMET
100.	1223	BOND PHARMACEUTICALS	BOX 215 NAIROBI
101.	1223	BOND PHARMACEUTICALS	BOX 215 RUARAKA
102.	793	BONEL PHARMACY	BOX 29238 NAIROBI
103.	2280	BRIGHT HORIZONS PHARMACARE	BOX 690- 40200 KISII
104.	860	BRIGHT PHARMACY	BOX 2058 MERU
105.	796	BUJAGALI PHARMACY	BOX 2810 - 00200 NAIROBI
106.	2410	BUJAGALI PHARMACY	BOX 28635 - 00200 NRB
107.	870	BUKURA PHARMACY	BOX 2537 -50100 KAKAMEGA
108.	9804	BULK MEDICAL LTD	BOX 33331 NAIROBI

109.	2456	BUNGOMA CHEMIST	BOX 1053 BUNGOMA
110.	2113	BUREAU PHARMACEUTICALS LTD	BOX 8456 - 00100 NAIROBI
111.	2269	BURHANI PHARMACY	BOX 806 MALINDI
112.	794	BUWEMA CHEMIST	BOX 2331 BUNGOMA
113.	870	BUWRA PHARMACY	BOX 2337-50100 KAKAMEGA
114.	1214	BYCHEM KENYA (k)	BOX 127 HOMABAY
115.	2240	C. MEHTA & CO. LTD	BOX 80314 MSA
116.	2430	C. MEHTA & CO. LTD	BOX 39117 NRB
117.	926	CABON CHEMIST	BOX 7394 NAKURU
118.	432	CADILA PHARMACEUTICALS	BOX 79642 NRB
119.	874	CANAAN PHARMACEUTICAL	BOX 130-00300 NAIROBI
120.	845	CAPITAL CHEMISTS LTD	BOX 5157 NAIROBI
121.	2491	CAPITAL HILL PHARMACY	BOX 1073 EMBU
122.	1163	CARE PHARMACY	BOX 96, RUNYENJES
123.	536	CAROGA PHARMA HILL	BOX 51538 NRB
124.	1167	CART PHARMACEUTICAL	BOX 78383 NAIROBI
125.	1129	CASOLINA PHARMACY	BOX 55320 NAIROBI
126.	1197	CASOLINA PHARMACY	BOX 55320 NAIROBI
127.	2333	CAXMA PHARMACEUTICALS	BOX 6943- 00200 NRB
128.	1200	CELMA PHARMACEUTICAL	BOX 12099 NAIROBI
129.	1180	CENDCO LABORATORIES	BOX 595 NYERI
130.	543	CENTRALE HUAMANITAIRE	BOX 10397 NRB
131.	442	CENTURY PHARMACY	BOX 1631 KITALE
132.	2116	CERA CHEMIST LTD	BOX 4833 THIKA
133.	834	CHAMBAI CHEMIST	BOX 881 - 00600 NAIROBI
134.	2208	CHANNIS PHARMACY LTD	BOX 49606 - 00100 NRB
135.	2411	CHASEN'S BUSINESS INTERIOR PHARMACY	BOX 306 KITALE
136.	1068	CHOGORIA APEX PHARMACY	BOX 393 CHOGORIA
137.	1090	CHOGORIA PHARMACY	BOX 1551 UKUNDA
138.	2382	CHUKA AFYA CHEMIST	BOX 67687 NRB
139.	1377	CHUKA HOME PHARMACEUTICALS LTD	BOX 727-60400 CHUKA
140.	1286	CHUKA RURAL CHEMIST	BOX 495 CHUKA
141.	964	CITYLINK PHARMA	BOX 47346 NAIROBI
142.	2274	COAST VIEW CHEMIST	BOX 84747 MOMBASA
143.	1311	COMENT HEALTHCARE LTD	BOX 6393-00300 NAIROBI
144.	1072	COSKEM PHARMACY	BOX 16377 NAKURU
145.	2218	COSMOS LIMITED	BOX 41433 NRB
146.	1277	COUNTRY DRUG STORE	BOX 12242 NYERI
147.	2449	CRESCENT MEDICAL AID	BOX 33041 NAIROBI

148.	2449	CRESENT MEDICAL LTD	BOX 33041 NRB
149.	943	DACA CHEMIST	BOX 33717 NAIROBI
150.	529	DAMCO PHARMA	BOX 27718 NRB
151.	1212	DAN PHARMACEUTICAL	BOX 14434 NAIROBI
152.	2346	DAN PHARMCY LTD	BOX 14434 - 00800 NRB
153.	886	DANNES PHARMACY	BOX 8248 - 00300 NAIROBI
154.	2332	DANO PHARMACY	BOX 178 HOLA
155.	1257	DANSAM PHARMACEUTICALS	BOX 34, MOLO
156.	2460	DAROL PHARMACEUTICALS LTD	BOX 67687 NAIROBI
157.	2062	DAVEKON PHARMACEUTICALS LTD	BOX 41806 NAIROBI
158.	1361	DAWA LIMITED	BOX 16633-00620 NAIROBI
159.	1196	DAWALINE CHEMIST	BOX 2963 KISUMU
160.	1206	DAWANET CHEMIST	BOX 2097 NAIROBI
161.	2244	DAYWELL CHEMIST	BOX 56568 - 00200 NRB
162.	1141	DEPOPHARMA LTD	BOX 7736, NAIROBI
163.	2326	DEUTSCHE HEALTHCARE LTD	BOX 6721 NRB
164.	1054	DIADEMS PHARMACY	BOX 71192 NAIROBI
165.	2206	DIPSUN PHARMACY	BOX 43376 MSA
166.	2188	DOCHEM PHARMACY	BOX 16236 NAIROBI
167.	1335	DOCTORS PLAZA	box 2514-50100 KAKAMEGA
168.	1131	DOMINION CHEMIST	BOX 7672 ELDORET
169.	2256	DONHOLM PHARMACEUTICALS (LTD)	BOX 4619 - 00100 NAIROBI
170.	2297	DONHOLM POLE POLE PHARMACY	BOX 67687 NAIROBI
171.	2310	DOR DRUG STORES	BOX 54967 - 00200 NRB
172.	1398	DOSICHEM PHARMACY	BOX 5652 ELDORET
173.	1416	DOVE CHEMIST	BOX 52123 NAIROBI
174.	828	DOVE CHEMIST LTD	BOX 52123 - 00200 NGONG-RD NRB
175.	1315	DRUGBRIDGE PHARMACEUTICALS	BOX 64906-00620 NAIROBI
176.	1373	DURAMED PHARACEUTICALS	BOX 7736-00100 NAIROBI
177.	1042	E.P DIS - KENYA LIMITED	BOX 72030 - 00100 NAIROBI
178.	1337	EAGLE VET (k) LTD	BOX 15938-00100 NAIROBI
179.	2156	EAST END CHEMIST (CHOGORIA)	BOX 1762 MERU
180.	2115	EAST END CHEMIST (MERU)	OX
181.	2106	EASTON PHARMACEUTICAL LTD	BOX 68278 NRB
182.	2102	EASTON PHARMACEUTICAL LTD	BOX 68279 NAIROBI
183.	1260	EDMA CHEMIST	BOX 860444 NAIROBI
184.	1166	EDWAN PHARMACY	BOX 20984 NAIROBI
185.	2434	EDWARD ST. ROSE	BOX 80353 MSA
186.	2219	EL-AMIN PHARMACY	BOX 701 MOMBASA

187.	2219	EL-AMIN PHARMACY	BOX 701 MSA
188.	2445	EL-AMIN PHARMACY (KISAUNI)	BOX 701 MSA
189.	2301	ELDCARE CHEMIST	BOX 597 ELDAMA RAVINE
190.	1298	ELDO –PHARM	BOX 1089 KAPSABET
191.	2220	ELDOCHEM LIMITED	BOX 417 ELDORET
192.	818	ELEMENTAITA PHARMACEUTICAL	BOX 1901 NAIROBI
193.	2198	ELIAN CHEMIST	BOX 126 SONDU
194.	2422	ELIM CENTRAL PHARMACY	BOX 1904 KERICHO
195.	1170	ELTON'S PHARMACY	BOX 41197 NAIROBI
196.	1031	ELTON'S PHARMACY	BOX 41192 - 00100 NAIROBI
197.	765	ELYS CHEMICAL INDUSTRIES LTD	BOX 40411 - 00100 NAIROBI
198.	2146	EMGWEN ALLIED PHARMACY	BOX 773, KAPSABET
199.	893	EMPIRONI MEDICARE PHARMACY (LIMITED)	BOX 256 LOITOKITOK
200.	1393	EROPHARM CHEMIST	BOX 4196, NAKURU
201.	897	ESLIN CHEMIS LTD	BOX 13793 - 00800 NAIROBI
202.	1224	ESONS CHEMIST	BOX 17023 NAKURU
203.	787	ESSENTIAL PHARMACEUTICALS LIMITED	BOX 30127 NAIROBI
204.	1350	EUNOMAX CHEMIST	BOX 67010 NAIROBI
205.	2364	EUROPA HEALTHCARE LTD	BOX 66541 NRB
206.	527	EVA PHARM LTD	BOX 1082, KIAMBU
207.	2475	EVAM CHEMIST	BOX 603 ISIOLO
208.	527	EVAPHARM LTD	BOX 1082 NRB
209.	1210	EVEREST CHEMIST	BOX 2073 KISII
210.	2216	FAIZ PHARMACY	BOX 86463 MSA
211.	1017	FAMILY HEALTH PHARMACY	BOX 30581 NAIROBI
212.	998	FAMILY MEDICAL SUPPLIES	BOX 3236 NAKURU
213.	1340	FANZI PHARMACY	BOX 11449-00400 NAIROBI
214.	2458	FAPE PHARMACY	BOX 1991 - 20300 NYAHURURU
215.	1178	FARIJI CHEMIST	BOX 432 VOI
216.	1178	FARIJI CHEMISTS	BOX 432 VOI
217.	995	FEDSEN CHEMIST	BOX 15963 NAIROBI
218.	807	FLAME PHARAMCY LTD	BOX 20926 - 00200 NAIROBI
219.	872	FLAMINGO DAWA LTD	BOX 13676 - 00200 NAIROBI
220.	2348	FLATS PHARMACEUTICALS	BOX 80013 MSA
221.	1011	FLORAN PHARMACY	BOX 86147 MSA
222.	2149	FRAMIN KENYA LTD	BOX 47797 - 00100 NAIROBI
223.	972	FREB PHARMACEUTICAL	BOX 47393 NAIROBI
224.	2265	FRESHCHEM PHARMACY	BOX 283 OL'KALOU
225.	2265	FRESHCHEM PHARMACY	BOX 283 OLKALOU

226.	971	FRIENDS CHEMIST	BOX 2215, MERU
227.	2359	FRIEND'S CHEMIST CO. LTD	BOX 468 MUMIAS
228.	868	FROS PHARMACY	BOX 2079 NYAHURURU
229.	1138	GAKIRA PHARMACY	BOX 304KANGEMI
230.	1395	GALANA MEDICARE CHEMIST	BOX 994 NAIROBI
231.	2368	GALAXY PHARMACEUTICALS	BOX 39107 NRB
232.	2389	GALAXY PHARMACEUTICALS	BOX 90134 MSA
233.	768	GARION CHEMIST LTD	BOX 298 BONDO
234.	1289	GARSENI CHEMIST	BOX 41024-7010
235.	2137	GATHIMANI PHARMACY	BOX 343 THIKA
236.	1174	GATUNDU LABORATORIES	BOX 454 GATUNDU
237.	811	GATUNDU LABORATORIES CO. LTD	BOX 454 GATUNDU
238.	1062	GATUURA CHEMIST	BOX 259 SABA SABA
239.	1200	GELMA PHARMACARE	BOX 12099 NAIROBI
240.	1366	GERISSA PHARMACY KENYA 2006	BOX 17 MALAVA ,BUNGOMA
241.	2444	GEROMED PHARMACY LTD	BOX 59771 NRB
242.	800	GESAN PHARMACEUTICALS	BOX 370 KAJIADO
243.	837	GETRUDE'S GARDEN & CHILDREN'S HOSPITAL	BOX 42325 - 00100 NAIROBI
244.	987	GETRUDES HOSPITAL	BOX 42325 - 00100 NAIROBI
245.	987	GETRUDES HOSPITAL	BOX 42325 - 00100 NAIROBI
246.	986	GETRUDES HOSPITAL	BOX 42325 - 00100 NAIROBI
247.	2432	GIDEON DISTRIBUTORS LTD	BOX 1086 THIKA
248.	2131	GILLS PHARMACY	BOX 52937 NAIROBI
249.	2077	GITA PHARMACY LTD	BOX 20078 NAIROBI
250.	789	GITHUNYA CHEMIST	BOX61KANDARIA
251.	900	GITHURAI MEDICAL & PHARMACEU. SUPPLIES	BOX 64003 - 00620 NAIROBI
252.	1062	GITUURA CHEMIST	BOX 259 SABA SABA
253.	1181	GLOBALNET MEDICAL	BOX 14167, NAIROBI
254.	952	GLOBE PHARMACY	BOX 58171 NAIROBI
255.	2393	GLORY CHEMISTS - ELDORET BRANCH	BOX 2133 ELDORET
256.	1009	GOLDMED PHARMACY	BOX 55294 NAIROBI
257.	1182	GOODKA PHARMACEUTICAL	BOX 219NAKURU
258.	443	GOODMAN AGENCIES LTD	BOX 38823 NRB
259.	2221	GRAND CHEMISTS	BOX 461 NRB
260.	832	GREEN CROSS PHARMACEUTICAL	BOX 38657 NAIROBI
261.	1044	GROSS ROADS PHARMACY	BOX485 BUNGOMA
262.	840	GUARDMANN CHEMIST LTD	BOX 25909 NAIROBI
263.	772	GUHAAD PHARMACY	BOX 4755 NAIROBI
264.	2493	GURA PHARMACEUTICAL	BOX 2576 NYERI

265.	2093	GURA PHARMACY	BOX 2576 NYERI
266.	435	HARLEY'S LIMITED	BOX 581 KSM
267.	436	HARLEY'S LIMITED	BOX 42718 NRB
268.	2157	HARLEY'S LIMITED	BOX 82040 MOMBASA
269.	1389	HEADLINE PHARMACY	BOX 9350-00300
270.	2408	HEALTH SMART PHARMACEUTICALS LTD	BOX 28 NYAHURURU
271.	1263	HEALTHARK ENTERPRISES LTD	BOX 3841NAIROBI
272.	2200	HELM PHARMACEUTICALS LTD	BOX 2129 - 90100 MACHAKOS
273.	2200	HELM PHARMACEUTICALS LTD	BOX 159 LAMU
274.	2426	HIGHCHEM PHARMACEUTICALS LTD	BOX 30467 - 00100 NRB
275.	2427	HIGHCHEM PHARMACEUTICALS LTD	BOX 30467 - 00100 NRB
276.	1104	HIGHRIDGE PHARMACY	BOX 32982
277.	2065	HIGHRIDGE PHARMACY LTD	BOX 32982 NAIROBI
278.	2303	HIGHWAY CHEMIST LTD	BOX 324 VOI
279.	2063	HILLSIDE PHARMACY LTD	BOX 1397 WEBUYE
280.	877	HIPPO PHARMACY	BOX 7000 KIISUMU
281.	541	HOLFAR PRODUCTS LTD	BOX 12887 NRB
282.	2380	HOPEPHARM COMPANY	BOX 69489 NRB
283.	939	HOST PHARMACY	BOX 12344 NAIROBI
284.	2245	HOWSE & MC GEORGE LABOREX LTD	BOX 72030 NRB
285.	1106	HOWSE & MC GEORGE LABOREX LTD	BOX 72030 NRB
286.	1107	HOWSE & MC GEORGE LABOREX LTD	BOX 72030 NAIROBI
287.	1190	HOWSE & MC GEORGE LABOREX LTD	BOX 72030 NAIROBI
288.	1369	HOWSE & MC GEORGE LABOREX LTD	BOX 72030, NAIROBI
289.	1370	HOWSE & MC GEORGE LABOREX LTD	BOX 72030 NAKURU
290.	788	HUMBU CHEMISTS	BOX 2031 THIKA
291.	788	HUMBU PHARMACY	BOX 2031 NAIROBI
292.	2203	HURUMA CHEMIST	BOX 2417 ELDORET
293.	2203	HURUMA CHEMIST	BOX 2417 ELDORET
294.	2494	HURUMA PHARMACY LTD	BOX 68231 - 00100 NAIROBI
295.	2125	HYCHEM PHARMACEUITCAL	BOX 650 RUARAKA
296.	2125	HYCHEM PHARMACEUITCAL	BOX 650 RUARAKA
297.	2175	IGEMBE CHEMIST	BOX 702 MAUA
298.	732	IMANI CHEMIST	BOX 1739 KAKAMEGA
299.	732	IMANI CHEMIST	BOX 1739 KAKAMEGA
300.	1374	IMANI CHEMIST	BOX 1739 KAKAMEGA
301.	2064	IMANI PHARMACY	BOX 5293 MALINDI
302.	2425	INKAMED PHARMACEUTICALS	BOX 60113 - 00200 NRB
303.	2150	INPHA PHARMACEUTICALS LTD	BOX 78780 NRB

304.	2448	INPHA PHARMACEUTICALS LTD	BOX 37 KAHURO
305.	774	INTAS EXPORTS LTD	BOX 1335 - 00606 SARIT CENTRE - NRB
306.	2386	INTERLAB PHARMACY	BOX 2000 THIKA
307.	1085	INTERNETT PHARMACEUTICAL	BOX 5315 NAIROBI
308.	759	IPA LABORATORIES LTD	BOX 49582 NAIROBI
309.	2262	ISAKIM PHARMACY LTD	BOX 79779 NAIROBI
310.	1323	ISIOLO CENTRAL PHARMACY	BOX 656 ISIOLO
311.	1199	ITABUA CHEMIST	BOX 276 EMBU
312.	924	ITHURI PHARMACY LONDIANI	BOX 61 LONDIANI
313.	2222	J & J PHARMACEUTICALS LTD	BOX 54190 NRB
314.	1124	JACKS PHARMACY	BOX 1 KISII
315.	1119	JADE PHARMACY LTD	BOX 62 SAGANA
316.	1119	JADE PHARMACY LTD	BOX 62 SAGANA
317.	1384	JAGA PHARMACY LTD	BOX 49670 NAIROBI
318.	1428	JAM PHARMACY	BOX 1144 NAIROBI
319.	1173	JAMAR PHARMACY	BOX
320.	1164	JAMBO MEDICAL STORES	BOX 55199 NAIROBI
321.	1159	JAMBO MEDICAL STORES	BOX 55199 NAIROBI
322.	1432	JAMCHEM PHARMACEUTICAL	BOX 1156-00100 NAIROBI
323.	2344	JAMU STORES PHARMACY LTD	BOX 204 KERUGOYA
324.	523	JANJAY CHEMIST	BOX 35514 NRB
325.	1281	JANKIN PHARMACY	BOX 46431 NAIROBI
326.	2468	JASIN PHARMACEUTICALS LTD	BOX 3885 ELDORET
327.	2457	JEBI PHARMACY	BOX 1673 BUNGOMA
328.	162	JENMWA PHARMACY	BOX 138 KABATI
329.	773	JENMWA PHARMACY	BOX 138 KABATI
330.	162	JENMWA PHARMACY	BOX 138 KABATI
331.	1161	JEWA CHEMIST	BOX 1052 NAKURU
332.	969	JIBU PHARMACY	BOX 74875 - 00200 NAIROBI
333.	782	JIMS PHARMACY	BOX 94 BUKURA
334.	782	JIMS PHARMACY	BOX 94 BUKURA
335.	1409	JINSI PHARMACY	BOX 1035, RAKA
336.	2372	JKIA DISPENSING CHEMIST	BOX 12523 NRB
337.	889	JOCHAM HOSPITAL	BOX 88984 MOMBASA
338.	2466	JONAKAM CHEMISTS	BOX 64742 NAIROBI
339.	2466	JONAKAM CHEMISTS	BOX 64742 NAIROBI
340.	1276	JOPE PHARMACY	BOX 42412-80100 MOMBASA
341.	438	JOS HASEN & SEOHNE	BOX 30196 NRB



342.	2237	JOSEN PHARMACY	BOX 1991 NYAHURURU
343.	2235	JOSEN PHARMACY	BOX 1991,NYAHURURU
344.	2264	JOSERA CHEMIST	BOX 603 ISIOLO
345.	2289	JOSPHARMA PHARMACEUTICALS	BOX 2212 NYERI
346.	2423	JUJA PHARMACY	BOX 78780 NRB
347.	2118	JUKOMED PHARMACY	BOX 12732 NAIROBI
348.	2068	JUNA PHARMACEUTICALS	BOX 26110 NAIROBI
349.	2499	KABATI CHEMIST LTD	BOX 1380 KITUI
350.	2464	KABAZI CHEMIST	BOX 1501 NAKURU
351.	798	KABS CHEMIST	BOX 329 SABASABA
352.	968	KADUNGUINI PHARMACY	BOX 627 MTWAPA
353.	954	KAGUMO PHARMACY	BOX 1130,KERICHO
354.	159	KAHAWA WEST CHEMIST CO. LIMITED	BOX 54417 NAIROBI
355.	1408	KAHAWA WEST CHEMIST CO. LIMITED	BOX 5441 NAIROBI
356.	758	KAITI PHARMACY	BOX 19445 NAIROBI
357.	758	KAITI PHARMACY LTD	BOX 194 MAKUENI
358.	2138	KAIZEN PHARMACEUTICALS	BOX 502 NAIROBI
359.	817	KAJIADO PHARMACEUTICALS	BOX 367 KAJIADO
360.	757	KALULU DENGE CHEMIST	BOX 1047 SIA YA
361.	766	KAM PHARMACY	BOX 40375 - 00100 NRB
362.	766	KAM PHARMACY	BOX 40375 - 00100 NRB
363.	2440	KAM PHARMACY (WESTLANDS) LTD	BOX 40375 - 00100 NRB
364.	2409	KAM PHARMACY LTD	BOX 40375 - 00100 NRB
365.	2439	KAM PHARMACY LTD( H/AVENUE)	BOX 40375 - 00100 NRB
366.	1059	KAMBURU CHEMISTS	BOX 394 KITALE
367.	1185	KAMOBO CHEMIST LTD	BOX 476 KAPSABET
368.	760	KAMU HILLS CHEMIST	BOX 596 KERUGOYA
369.	515	KANDARIA CHEMIST	BOX 685 MIGORI
370.	756	KANDARIA CHEMIST	BOX 585 - 40400 SUNA MIGORI
371.	2176	KANGIMA WHOLESALER'S	BOX 14564 NAIROBI
372.	1233	KANGUNDO PHARMACY	BOX 1047 KANGUNDO
373.	1233	KANGUNDO PHARMACY	BOX 1047 KAGUNDO
374.	2109	KAPSASUR PHARMACY	BOX 188 KAPSABET
375.	1333	KARANGATHA DRUG DTORRE	BOX 1258 LIMURU
376.	1333	KARANGATHA DRUG STORES	BOX 1258 LIMURU
377.	949	KARATINA CHEMIST	BOX 571 KARATINA
378.	1193	KAREN HOSPITAL	BOX 74240 NAIROBI
379.	947	KARIMA PHARMACY	BOX 195 OTHAYA
380.	947	KARIMA PHARMACY	BOX 195 OTHAYA

381.	2290	KARURI STORES (K) LTD	BOX 41743 NAIROBI
382.	1034	KARURI STORES PHARMACEUTICALS LTD	BOX 47449 NAIROBI
383.	884	KASARANI PHARMACEUTICALS	BOX 661 RUIRU
384.	885	KASARANI PHARMACEUTICALS	BOX 661 RUIRU
385.	778	KATHIANI PHARMACY	BOX 1735 MACHAKOS
386.	778	KATHIANI PHARMACY	BOX 1735 MACHAKOS
387.	2193	KAUMA CHEMIST	BOX 119 MAKINDU
388.	781	KAVA KAVA PHARMACY	BOX 1973 THIKA
389.	1208	KAYA PHARMACEUTICAL	BOX 1003
390.	936	KEINI PHARMACY	BOX 398 NAIROBI
391.	2490	KEIPHARM CHEMIST	BOX 30000 NAIROBI
392.	1033	KELLAN CHEMIST	BOX 547 BUNGOMA
393.	1033	KELLAN CHEMIST	BOX 547 BUNGOMA
394.	2497	KENLANDS CHEMIST	BOX 13343 NAKURU
395.	2497	KENLANDS CHEMIST	BOX 13343 NAKURU
396.	2069	KENTONS CHEMISTS	BOX 21 KISUMU
397.	2500	KENYA INVALID PHARMACY & SUPPLIES LTD	BOX 679 - 00606 NAIROBI
398.	2500	KENYA INVALID PHARMACY	BOX 679-00606 NAIROBI
399.	1431	KENYA MEDICAL RESEARCH (Kemri)	BOX 54840 nairobi
400.	1422	KERICHO DRUGISTS	BOX 30,20205 SOSIOT
401.	2489	KETRA PHARMACY	BOX 316 - 000518 KAYOLE NRB
402.	2489	KETRA PHARMACY	BOX 316
403.	2296	KHEYBAR PHARMACY	BOX 21803 - 00400 NAIROBI
404.	2315	KIAMICHIRI PHARMACY	BOX 124 KUTUS
405.	890	KIAMUNYI PHARMACEUTICALS	BOX 2055 NAKURU
406.	1091	KIAMUTUGU PHARMACY	BOX 742 MOLO
407.	1229	KIBO TOP CHEMIST	BOX 5025 NAIROBI
408.	2210	KIENGOI PHARMACEUTICALS	BOX 2665 - 00202 NRB
409.	936	KIENI PHARMACY	BOX 398 NAIROBI
410.	2498	KIGUMO PHARMACY	BOX 560 - 001001 KALIMONI
411.	865	KILIFI CHEMISTS - CO. LTD	BOX 761 KILIFI
412.	2378	KILIMO LTD	BOX 79146 NRB
413.	784	KIMALA CHEMIST	BOX 169 TAVETA
414.	1387	KIMILILI HIGHLAND PHARMACY	BOX 294 ,KAMILILI
415.	1035	KIMTON PHARMACY LTD	BOX 65750 NAIROBI
416.	1348	KIMUNYE PHARMACEUTICALS	BOX 494 KERUGOYA
417.	1220	KINGS HEALTHCARE	BOX 42551 NAIROBI
418.	1412	KINGS PHARMACY	BOX 2258 NAKURU
419.	776	KIRINYAGA PHARMACY LTD	BOX 35 KAGIO

420.	1088	KISAO PHARMACY LTD	BOX 922 MIGORI
421.	977	KITO PHARMACEUTICAL	BOX 1725 KAKAMEGA
422.	826	KITUI BONDENI PHARMACY	BOX 643 KITUI
423.	825	KITUI SAM'S PHARMACY	BOX 1380 KITUI
424.	445	KIWANJANI CHEMIST	BOX 3 MAKUENI
425.	2399	KOIWA PHAMACY	BOX 219 LITEIN
426.	2211	KORWA CHEMIST	BOX 532 SIAYA (40600)
427.	1125	KRISHNA CHEMIST	BOX 3328, NAIROBI
428.	2377	KRUGER -KENT PHARMACEUTICALS	BOX 28283 NRB
429.	2465	KUINET CHEMIST	BOX 5202 ELDORET
430.	2465	KUINET CHEMIST	BOX 5202 ELDORET
431.	1302	KULAL INTERNATIONAL	BOX 51167 NAIROBI
432.	2147	KUTOI CHEMIST	BOX 418 NAKURU
433.	1040	KWA KANINI ENTERPRISES	BOX 1713 MERU
434.	1320	KWANZA PHARMACY	BOX 2329-5020 BUNGOMA
435.	2207	KYENI PHARMACY	BOX 1024 MURANG'A
436.	940	KYENI PHARMACY	BOX 41 MURANGA
437.	940	KYENI PHARMACY	BOX 41 MURANGA
438.	978	LA-BONDE (MWINGI)	BOX 42718 NRB
439.	713	LABONDE PHARMACY	BOX 427 MATUU
440.	1149	LADY MRY CHEMIST	BOX 41510 NAIROBI
441.	945	LAKEPHARM	BOX 1345 KISUMU
442.	881	LANET HILL CHEMIST	BOX 3826 NAKURU
443.	1396	LEBO CHEMIST	BOX 510 NAROK
444.	1211	LEMUMA PHARMACY	BOX 67093 NAIROBI
445.	866	LEMUMA PHARMACY LTD (MFANGANO)	BOX 67093 -00200 NAIROBI
446.	1279	LEMUMA PHARMACY LTD ,GILL HOUSE	BOX 67093 NAIROBI
447.	867	LEMUMA PHARMACY LTD(TOM MBOYA)	BOX 67093 -00200 NAIROBI
448.	1127	LEN PHARMACY	BOX 41820 NAIROBI
449.	525	LENANA PHARMACEUTICALS LTD	BOX 699 MACHAKOS
450.	1221	LEO CHEMIST	BOX 3146 KISUMU
451.	2293	LE-TOLONG CHEMIST	BOX 28894 - 00200 NAIROBI
452.	904	LEYCHEM PHARMACY	BOX 1865 NYAHURURU
453.	1258	LIBE PHARMACY KISERIAN	BOX 718-00208 KISERIAN
454.	2371	LIFECARE PHARMACEUTICALS	BOX 8379 ELDORET
455.	2371	LIFECARE PHARMACEUTICALS	BOX 8379 ELDORET
456.	1380	LIIS PHARMACEUTICALS LTD	BOX 30881, NAIROBI
457.	803	LIKI PHARMACY LTD	BOX 60684 - 00200 NAIROBI
458.	2474	LIMA CHEMISTS STORE	BOX 369 KAPENGURIA

459.	1171	LINDAH PHARMACY	BOX 1355 NAKURU
460.	864	LITEIN CHEMIST	BOX 438 LITEIN
461.	1007	LITHE CHEMIST	BOX 495 UTHIRU
462.	2078	LOGIX PHARMACEUTICALS LTD	BOX 1112 GARISSA
463.	2078	LOGIX PHARMACEUTICALS LTD	BOX 1112 GARISSA
464.	2120	LOME PHARMACY - KASARANI	BOX 34536 GPO NAIROB
465.	1000	LOME PHARMACY ROYSAMBU	BOX 34536 NAIROBI
466.	1146	LONDON PHARMACY	BOX 8456 MOMBASA
467.	2312	LORDS HEALTHCARE LTD	BOX 49397 - 00100 NRB
468.	859	LUANDA CHEMISTS	BOX 114 LUANDA
469.	859	LUANDA CHEMISTS	BOX 114 LUANDA
470.	942	LUC PHARMACY	BOX 3273 NAIROBI
471.	2087	LUCICHEM PHARMACY	BOX 2164 - 10100 NYERI
472.	2349	LUCKYCHEM PHARMACY	BOX 2164 10100 NYERI
473.	429	LUCOSE PHARMACY	BOX 1428 NRB
474.	429	LUCOSE PHARMACY	BOX 1428 MALA
475.	1244	LUTHULI PHARMACY LTD	BOX 105422, NAIROBI
476.	1036	LUTTA PHARMACY	BOX 169 UKWALA
477.	2132	LYMOCOTT CHEMIST	BOX 696 22 - 00400 NAIROBI
478.	858	LYTONS PHARMACY LIMITED(WESTLANDS)	BOX 58788 NAIROBI
479.	2314	M/S DAVE PHARMACY	BOX 353 KIRINYAGA
480.	2201	M/S GLORY CHEMISTS	BOX 612 ELDAMA RAVINE
481.	2331	MA-BANDA CHEMISTS	BOX 12 NKUBU
482.	2140	MAC LAWRENCE PHARMACEUTICAL	BOX 44888, NAIROBI
483.	1140	MACNAUGHTON LTD.	BOX 40875 NAIROBI
484.	1437	MACNAUGHTON LTD.	BOX 2047, MOMBASA
485.	2362	MADAWA PHARMACEUTICALS	BOX 1926 NRB
486.	901	MAENDELEO PHARMACY 2006 (k) Ltd	BOX 8636
487.	842	MAGIS PHARMACY	BOX 9484 KISUMU
488.	2400	MAHANGA PHARMACY	BOX 1975 KAKAMEGA
489.	780	MAILI KUMI CHEMIST	BOX 13323 NAIROBI
490.	1334	MAINSTREET PHARMACEUTICALS	BOX 2919 KISUMU
491.	863	MAIRO INYA COMMUNITY PHARMACY	BOX 1203 NYAHURURU
492.	2414	MAIRO INYA COMMUNITY PHARMACY	BOX 1203 NYAHURURU
493.	2414	MAIRO INYA COMMUNITY PHARMACY	BOX 1203 NAIROBI
494.	2480	MAIRUNE CHEMIST LTD	BOX 404 MAUA
495.	2153	MAKADARA CHEMIST	BOX 95 MOMBASA
496.	2178	MAKINDU CHEMIST	BOX 97 MAKINDU
497.	2155	MAKONGENI PHARMACY	BOX 4828 THIKA

498.	2479	MAKUENI PHARMACY	BOX 207 MAKUENI
499.	2479	MAKUENI PHARMACY	BOX 207 MAKUENI
500.	2477	MAKUHA PHARMACY	BOX 581 GITHUNGURI
501.	880	MAKUPA CHEMIST LTD	BOX 98300 MOMBASA
502.	1084	MALEWA CHEMIST	BOX NYAHURURU
503.	2485	MALIBA PHARMACY	BOX 954 KITALE
504.	1168	MALIBU PHARMACY	BOX 69658 NAIROBI
505.	1169	MALIBU PHARMACY (HURLINGHAM)	BOX 69658 NAIROBI
506.	2391	MALIBU PHARMACY LTD	BOX 69652 - 00400 NAIROBI
507.	2486	MALIBU PHARMACY LTD	BOX 69652 - 00400 NAIROBI
508.	2261	MALIBU PHARMACY LTD KAUNDA STREET	BOX 69652 - 00400 NAIROBI
509.	2454	MALINDI EMMROS PHARMACY	BOX 1030 MALINDI
510.	1360	MAMET PHARMACY MERU BRANCH	BOX 463 ,NKOBU)- NKUB MRT MERU RD.
511.	861	MANA PHARMACY LIMITED	BOX 3868 ELDORET
512.	2342	MANANGAI PHARMACY	BOX 726 NAKURU
513.	861	MANAPHARMACY LTD	BOX 3868 ELDORET
514.	2353	MANDERA DRUG MART	BOX 344 MANDERA
515.	2481	MANGA PHARMACEUTICALS LTD	BOX 173 KISII
516.	1284	MANGU PHARMACY	BOX 1090 THIKA
517.	1204	MANHAR BROTHER	BOX 4040 NAIROBI
518.	1295	MANSION CHEMIST	BOX 62748-00200 NAIROBI
519.	2246	MARIPHARM LTD	BOX 49092 - 00100 NRB
520.	2248	MARUTI PHARMACEUTICALS	BOX 967 KSM
521.	1319	MARUTI PHARMACEUTICALS	BOX 967 KISUMU
522.	930	MASABA CHEMSIT LTD	BOX 3528 NAKURU
523.	2238	MASAKU CHEMISTS	BOX 1756 MACHAKOS
524.	1143	MASII HEMA PHARMACY	BOX 434 MASII
525.	1013	MASTEN PHARMACEUTICALS	BOX 53919 NAIROBI
526.	751	MATHIRA PHARMACEUTICALS	BOX 862 KARATINA
527.	1019	MATUU PREMIER	BOX 42 MATUU
528.	2308	MAUA HILLTOP PHARMACY	BOX 297 MAUA
529.	875	MAYONI PHARMACY	BOX 1157 KAKAMEGA
530.	875	MAYONI PHARMACY	BOX 1151 KAKAMEGA
531.	2418	MBEVI PHARMACEUTICALS	BOX 550 KALIMONI JUJA
532.	2482	MBIRI CHEMISTS	BOX 265 MURANG'A
533.	2482	MBIRI CHEMISTS	BOX 265 MURANG'A
534.	1089	MED RX PHARMACEUTICALS	BOX 42 NAIROBI
535.	929	MEDCHUM PHARMACEUTICALS	BOX 68121 NAIROBI

536.	1355	MEDECINES SANS FRONTERES	BOX 39719-00622, NAIROBI
537.	2476	MEDI AID PHARMACY	BOX 14992 NAKURU
538.	2476	MEDIAID PHARMACY	BOX 14922NAIROBI
539.	2350	MEDICHEM PHARMACY	BOX 88016 MSA
540.	2350	MEDICHEM PHARMACY	BOX 88016 MSA
541.	1252	MEDICINES SANS	BOX 38897 NAIROBI
542.	887	MEDICOS PHARMACEUTICALS	BOX 43345 -80100 MOMBASA
543.	2158	MEDIK PHARMA LTD	BOX 72126 - 00200 NAIROBI
544.	2235	MEDINA PHARMACY	BOX 126 GARISSA
545.	1188	MEDIPHARM E.A.	BOX 2469-200 NAIROBI
546.	1313	MEDIPHARM E.A. LTD KANGEMI BRANCH	BOX 50269 NAIROBI
547.	2366	MEDISEL (K) LTD	BOX 540 THIKA
548.	1358	MEDISEL (K) LTD	BOX 540-01000, THIKA
549.	836	MEDOX PHARMACEUTICALS LTD	BOX 52771 - 00200 NAIROBI
550.	927	MEDS	BOX 78040 NAIROBI
551.	1269	MEGAM PHARMACEUTICALS	BOX 1128 KERICHO
552.	2148	MELILO CHEMIST	BOX 510 NAROK
553.	819	MELON PHARMACEUTICALS	BOX 70841 - 00400 NAIROBI
554.	1253	MELVIS CHEMIST	BOX 2521 ELDORET
555.	1100	MENYA CHEMIST	BOX 2297 THIKA
556.	1367	MERCURY MEDICAL SUPPLIES LTD	BOX 1681-00606 NAIROBI
557.	2287	MERIDIAN FOUR PHARMACY	BOX 4005 KISII
558.	1296	MERU CHEMIST LTD	BOX 728 MERU
559.	2121	MERU MEDICARES LTD	BOX 3067 MERU
560.	1195	META META PHARMACY	BOX 588 MERU
561.	1077	METROVET (k) LTD	BOX 16066-00100 NAIROBI
562.	1077	METROVET (k) LTD	BOX 1606 NAIROBI
563.	2478	MIDFIT PHARMACY LTD	BOX 15216 - 20100 NAKURU
564.	1219	MIDLAND CHEMIST	BOX 1045 NYERI
565.	2478	MIDRIFT PHARMACY	BOX 15216 NAKURU
566.	2181	MIGORI PHARMACEUTICAL	BOX 4 MIGORI
567.	1023	MIKINDANI PHARMACY	BOX 42464 MOMBASA
568.	957	MILMAH CHEMIST	BOX 12242 NYERI
569.	2446	MIMEA MIFUGO PROTECTION	BOX 17556 - 00500 NRB
570.	1099	MISALY PHARMACY	BOX 676 UKUNDA
571.	15509	MODUPHARM LTD	BOX 39577 NAIROBI
572.	1371	MOGIRA PHARMACY	BOX 19682 GATUNDU
573.	2247	MOGWA PHARMACEUTICALS CHEMISTS	BOX 56 SONDU
574.	1120	MOI'S BRIDGE CHEMIST	BOX 134 MOI BRIDGE ELDORET

575.	2215	MOLO TIMJO PHARMACY	BOX 880 MOLO
576.	2421	MONKS MEDICARE AFRICA LTD	BOX 59362 - 00200 NRB
577.	1128	MOSDWIN CHEMIST	BOX 9041 NAIROBI
578.	1128	MOSWIN CHEMIST	BOX 9041 NAIROBI
579.	2351	MOTHER'S PHARMACY	BOX 1306 KITALE
580.	1160	MOUNT ELGON PHARMACY	BOX 2345 KITALE
581.	1291	MOUNTCHEM CHEMISTS	BOX 907 NANYUKI
582.	1093	MOWANI PHARMACY	BOX 46867-00100 NAIROBI
583.	1321	MOYALE LIBAN DISPENSING CHEMIST	BOX 196 MOYALE
584.	2397	MS. BRICK PHARMACY (ADAMS ARCADE BRANCH)	BOX 21001 - 00505 NRB
585.	2328	MS. OTHAYA CHEMISTS	BOX 12165 NYERI
586.	1134	MS. PHARMACY	BOX 776-00200
587.	1116	MS. ZEDCHM PHARMACY	BOX 60835-00200
588.	1134	MS.PHARMACY	BOX 779 NAIROBI
589.	427	MTWAPA PHARMACY LTD	BOX 88554 MSA
590.	932	MUAKI CHEMIST	14904 NAKURU
591.	1261	MUKIMA CHEMIST	BOX 507 KAKAMEGA
592.	2428	MUKURUWEINI PHARMACEUTICALS	BOX 2196 NYERI
593.	1420	MUKUYU CHEMISTS	BOX 113, MURANGA
594.	967	MUKUYUNI HOME CHEMIST	BOX 660=00300
595.	2404	MULTICARE DRUG MART	BOX 185 MANDERA
596.	2330	MUNJOKA CHEMIST	BOX 418 GILGIL
597.	1069	MURARANDIA CHEMIST	BOX 72 MARAGWA
598.	1255	MURUKA PHARMACY	BOX 2564 KARATINA
599.	1210	MUSENGO PHARMACY	BOX 218 MWINGI
600.	1111	MUTINDWA CHEMIST LTD	BOX 1006 NAIROBI
601.	1037	MWALA PHARMACY	BOX 218 MWALA
602.	2487	MWAMBA CHEMIST	BOX 183 MUTOMO
603.	779	MWAMJO PHARMACY	BOX 832 MURANG'A
604.	1079	MWEAPLAINS PHARMACY	BOX 146 KERO
605.	2060	MYRIAD PHARMACEUTICALS LTD	BOX 517 MARAGWA
606.	815	NABONGO PHARMACY	BOX 774 MUMIAS
607.	1356	NABURI PHARMACY	BOX 64-50200, BUNGOMA
608.	2355	NAGELE DRUG MART	BOX 234 MOYALE
609.	883	NAIROBI MEDICAL STORES LTD	BOX 49996 -00100 NAIROBI
610.	1024	NAIROBI ENTERPRISES	BOX 1462 KIKUYU
611.	883	NAIROBI MEDICAL STORES	BOX 49996 -00100 NAIROBI
612.	835	NAIROBI PHARMACEUTICALS (K) LTD	BOX 41633 NAIROBI

613.	976	NAIROBI SOUTH PHARMACY	BOX 66710 NAIROBI
614.	2270	NAIROBI VET CENTRE	DEVELOPMENT HOUSE NAIROBI
615.	1142	NAIVAGIL PHARMACEUTICAL	BOX 1295 NAIVASHA
616.	1135	NAIVAGIL PHARMACEUTICAL	BOX 1295 NAIVASHA
617.	961	NAKURU FRIEND PHARMACY	BOX 2842 NAIROBI
618.	1162	NAKURU MEDICAL	BOX 141 NAKURU
619.	979	NAM PHARMACY	BOX 6844 - 00200 NAIROBI
620.	762	NARWA CHEMIST	BOX 78296 - 00507 NAIROBI
621.	1357	NAS CHEMIST	BOX 3769 ELDORET
622.	2311	NASARU PHARMACY	BOX 234 KAJIADO
623.	2463	NATIONAL PHARMACY LTD	BOX 11096 - 00400 NAIROBI
624.	1423	NATIONWIDE PHARMACEUTICAL LTD	BOX 79436 NAIROBI
625.	1095	NATWE CHEMSIT	BOX 53 KAWAGARI
626.	1192	NAWE PHARMACY	BOX 20 MOYALE
627.	2275	NAYRUS PHARMACY	BOX 3516 MOMBASA
628.	1301	NDARUGU PHARMACY	BOX 3280 THIKA
629.	1301	NDARUGU PHARMACY	BOX 3280, THIKA
630.	990	NEEMA PHARMACY	BOX 1744 EMBU
631.	991	NEEMA PHARMACY	BOX 1744 EMBU
632.	2370	NEEMATALLAH PHARMACY	BOX 66224 NRB
633.	552	NELLY PHARMACEUTICAL	BOX 87819 NRB
634.	1372	NEPSON PHARMACY LTD	BOX 22825-00800 NAIROBI
635.	526	NEWMARK PHARMACEUTICALS LTD	BOX 53960 NRB
636.	1145	NGAMBA CHEMIST	BOX 21074 NAIROBI
637.	755	NGONG HILLS MEDICAL STORES LTD	BOX 74460 - 00200 NAIROBI
638.	1039	NGULUNI PHARMACY	BOX 508 TALA
639.	2192	NILA PHARMACEUTICALS LTD	BOX 72126 - 00200 NAIROBI
640.	2469	NILA PHARMACEUTICALS LTD	BOX 72126 - 00200 NAIROBI
641.	2470	NILA PHARMACEUTICALS LTD	BOX 72126 - 00200 NAIROBI
642.	2373	NILSON PHARMACEUTICALS	BOX 704479 NRB
643.	993	NJERUS CHEMIST	BOX 2261 EMBU
644.	993	NJERU'S CHEMIST	BOX 2261 EMBU
645.	1063	NJOMBU PHARMACY	BOX 749 KARATINA
646.	938	NOONKOPIR DRUG STORES	BOX 624 ATHIRIVER
647.	1292	NOONKOPIR DRUG STORES	BOX 624 ATHIRIVER
648.	1165	NORBROOK KENYA	BOX 1252 NAIROBI
649.	827	NORRIS PHARMACEUTICALS LTD	BOX 22300 NAIROBI
650.	1343	NORTH COAST PHARMACY	BOX 83536 NAIROBI
651.	982	NORTHERN PHARMACY	BOX 5017



652.	1388	NURU PHARMACEUTICALS LTD	BOX 2526 KISII
653.	1097	NYAMBENE CHEMIST LTD	BOX 1048, MERU
654.	1344	NYAMBENE MEDICAL STORES	BOX 623 NKUBU
655.	752	NYASUNA CHEMIST ENTERPRISES	BOX 183 SUNA - MIGORI
656.	2190	NYOTA FARM CHEMISTS	BOX 2542 ELDORET
657.	2187	NYSIS PHARMACEUTICALS LIMITED	BOX 342 THIKA
658.	2406	OCEAN VIEW PHARMACEUTICALS	BOX 90669 MSA
659.	2143	OLD TOWN CHEMIST	BOX 42660 - MOMBASA
660.	507	OLKIT PHARMACY	BOX 592 KISERIAN
661.	783	OLOOLUA VILLAGE PHARMACY	BOX 42325 - 00100 NAIROBI
662.	424	OM PHARMACEUTICALS	BOX 40152 NRB
663.	763	OMAERA PHARMACEUTICALS LTD	BOX 78780 NRB
664.	2051	OMUMIA NABONGO ENTERPRISES PHARMACY	BOX 850 - 50102 MUMIAS
665.	2051	OMUMIA NAMBONGO PHARMACY	BOX 850 MUMIAS
666.	2228	OPOLO PHARMACEUTICALS LTD	BOX 41 KSM
667.	1290	OPTIMAL CHEMIST	BOX 63-0020500 NAROK
668.	1293	ORION PHARMACY LTD KENYA	BOX 11524-00400 NAIROBI
669.	2272	ORION PHARMACY LTD	BOX 11524 NAIROBI
670.	1317	ORISTA PHARMACEUTICALS LTD	BOX 100 -00202 NAIROBI
671.	2321	ORSHE PHARMACY	BOX 32504 NRB
672.	2337	ORTHO PHARMACARE LTD	BOX 57237 NRB
673.	1383	OUR CHEMIST	BOX 14794-00800 NAIROBI
674.	1336	OUTER CHEMIST	BOX 59208 NAIROBI
675.	2302	P.C. RUPARELIA SKY PHARMACY LTD	BOX 45563 - 00100 NRB
676.	1066	PALM PHARMACEUTICALS	BOX 52123 NAIROBI
677.	852	PALMLAND PHARMACEUTICALS LTD	BOX 81648 - 80100 KILIFI
678.	853	PALMLAND PHARMACEUTICALS LTD	BOX 90669 MLALEWA KISAUNI (MSA)
679.	854	PALMLAND PHARMACEUTICALS LTD	BOX 1213 MALINDI
680.	855	PALMLAND PHARMACEUTICALS LTD	BOX 81643 MOMBASA
681.	2052	PALMLAND PHARMACEUTICALS LTD	
682.	2122	PALMLAND PHARMACEUTICALS LTD	BOX 589 KILIFI
683.	2123	PALMLAND PHARMACEUTICALS LTD	
684.	2185	PALMLAND PHARMACEUTICALS LTD	BOX 81643 MOMBASA
685.	2186	PALMLAND PHARMACEUTICALS LTD	BOX 81643 MOMBASA
686.	2204	PAMSTECH PHARMACEUTICALS LTD	BOX 38805 - 00623 PARKLANDS NRB
687.	431	PAN PHARMACEUTICALS	BOX 4739 -00100 NAIROBI
688.	1083	PANDYA MEMORIAL	BOX 90434 MOMBASA

689.	1419	PARACHEM PHARMACY	BOX 4839 NAIROBI
690.	1419	PARACHEM PHARMACY	BOX 4839-0506
691.	850	PARTH PHARMACEUTICAL	BOX 32934
692.	9808	PAULDON LIMITED	BOX 167 NRB
693.	1379	PAWA PHARMACY	BOX 888-NANYUKI
694.	848	PEAKAY PHARMACEUTICALS	BOX 14260 NAIROBI
695.	944	PEAKAY PHARMACEUTICALS	BOX14260 NAKURU
696.	2415	PENTA PHARM LTD	BOX 5978 - 00200 NRB
697.	2453	PENTA PHARM LTD	BOX 60864 - 00200 NAIROBI
698.	2112	PESCA PHARMACY	BOX 47809 NAIROBI
699.	530	PHARMA ACCESS AFRICA	BOX 21507 NRB
700.	1039	PHARMA SPECIALITIES LTD	BOX 49146 - 00100 NAIROBI
701.	1305	PHARMACIENS SAN	BOX 10723 NAIROBI
702.	2281	PHARMADIST LTD	BOX 10628 - 00100 NAIROBI
703.	2324	PHARMAKEN LTD	BOX 95625 - 80106 NRB
704.	1434	PHARMAPLUS	BOX 6286 NAIROBI
705.	2268	PHARMAPOINT LTD	BOX 11980 NAIROBI
706.	2451	PHARMART CHEMIST LTD	BOX 1022 - 00606 SARIT NAIROBI
707.	2451	PHARMART CHEMIST LTD	BOX 1022 - 00606 SARIT NAIROBI
708.	2452	PHARMART CHEMIST LTD	BOX 1022 - 00606 SARIT NAIROBI
709.	2452	PHARMART CHEMIST LTD	BOX 1022 - 00606 SARIT NAIROBI
710.	955	PHARMATOP	BOX 406 NORTHKINANGOP
711.	103	PHERY PHARMACEUTICALS	BOX 6023 KISUMU
712.	731	PHERY PHARMACEUTICALS	BOX 6023 KISUMU
713.	11117	PHERY PHARMACEUTICALS	BOX 539-4061
714.	1117	PHERY PHARMACEUTICALS	BOX 539-4061 BONDO
715.	962	PHILLIP PHARMACEUTICALS	BOX 46662 NAIROBI
716.	1407	PILGRIM PHARMACEUTICALS	BOX 75 , TALA
717.	1287	PIOCHEM LTD	BOX 4367 NAIROBI
718.	1275	PISHON PHARMACY	BOX 175-20100 NAKURU
719.	1132	PLAIN KITENGELA PHARMACY	BOX 173 KITENGELA
720.	2053	PLAINS PHARMACY LTD	BOX 2990 KISUMU
721.	2304	POLAR PHARMACEUTICAL LTD	BOX 725 KISUMU
722.	786	POLAR PHARMACEUTICALS LTD	BOX 725 KISUMU
723.	786	POLAR PHARMACEUTICALS LTD	BOX 725 KISUMU
724.	1259	PONA CHEMIST	BOX 2301-00202 KIBIRA DRIVE
725.	2194	PONA PHARMACEUITCALS	BOX 1545 KISII
726.	2074	POPULATION SERVICE INTERNATIONAL	BOX 22591 NAIROBI
727.	1231	PORTAL PHARMACY	BOX 10269 NAIROBI

728.	1231	PORTAL PHARMACY	BOX 10267 NAIROBI
729.	2093	PORTERS PHARMACY	BOX 2349 - 00202 NAIROBI
730.	1060	PORTERS PHARMACY	BOX 2349 NAIROBI
731.	1110	PRAISE PHARMACY	BOX 3134, NAIROBI
732.	1151	PRAISE PHARMACY	BOX 50525
733.	2189	PRESTIGE PHARMACY	BOX 52277 - 00200 NAIROBI
734.	1273	PRIME HEALTH PHARMA LTD	BOX 1537-00100 THIKA
735.	2401	PRIME MEDICAL SERVICES	BOX 1431 - 00100 THIKA
736.	775	PRIME PHARMACY (K) LTD	BOX 38684 NAIROBI
737.	2416	PRIORY PHARMACEUTICALS LTD	BOX 2086 - 60100 NRB
738.	821	PRIORY PHARMACEUTICALS LTD	BOX 2086 - 00100 NRB
739.	871	PRULEN CHEMIST	BOX 19692 - 00202 NAIROBI
740.	941	PURIZA CHEMIST LTD (K)	BOX 16916 NAIROBI
741.	941	PURIZA CHEMIST LTD (K)	BOX 16916 NAIROBI
742.	2100	PYATT CO.LTD	BOX 13676 NAKURU
743.	449	QUEENS HEALTHCARE LTD	BOX 1348 NAIVASHA
744.	1246	RAA LIMITED	BOX 3355 NAIROBI
745.	806	RACHIE CHEMIST	BOX 542200 - 00200 NAIROBI
746.	888	RACMES PHARMACEUTICALS LIMITED	BOX 72126 - 00200 NAIROBI
747.	2318	RADIX PHARMACEUTICAL CO. LTD	BOX 66912 NRB
748.	434	RAJ PHARMACY LTD	BOX 48885 NRB
749.	1016	RAM PHARMACEUTICALS	BOX 70948 - 00400 NAIROBI
750.	1016	RAM PHARMACEUTICALS	BOX70948-00400 NAIROBI
751.	1108	RAMOGI CHEMIST NAIROBI	BOX 64948 NAIROBI
752.	1001	RAMOGI CHEMIST (K) LIMITED	BOX 64948 - 00100 NAIROBI
753.	2126	RANGECHEM PHARMACEUTICAL	BOX 2494 - 00200 NAIROBI
754.	1022	RANGECHEM PHARMACEUTICALS	BOX 2494 NAIROBI
755.	2085	RANI PHARMACY LTD	BOX 6286 NAIROBI
756.	1378	RANIATAWAKAL CHEMIST	BOX 43563 MOMBASA
757.	2162	RAPHAR PHARMACY	BOX 2496 - 00200 NAIROBI
758.	1021	RAPHAR PHARMACY	BOX 57051 NRB
759.	1306	RAVINE PHARMACY	BOX 37 ELDAMA
760.	441	RAY PHARMACEUTICALS LTD	BOX 22830 NRB
761.	1312	RECKITT BENCKISER	BOX 78051-00307 NAIROBI
762.	2209	RECOVERY CHEMISTS	BOX 45280 NRB
763.	906	RED HILL PHARMACEUTICAL	BOX 690 KARURU
764.	505	REEYA PHARMACEUTICALS LTD	BOX 126 KAKAMEGA
765.	1362	REGAL PHARMACEUTICALS LTD	BOX 44421-00100 NAIROBI
766.	2295	REGIONAL PHARMACEUTICALS LTD	BOX 71136 NAIROBI

767.	1051	REGIONAL PHARMACY	BOX 30881-00200 NAIROBI
768.	1158	RENCE PHARMACY	BOX 8545
769.	950	REVITAL PHARMA LTD	BOX 807 MOMBASA
770.	804	REWLES PHARMACY	BOX 97112 MOMBASA
771.	2071	RIDDHI PHARMACEUTICALS	BOX 1956 KAKAMEGA
772.	1155	RIFT PHARMACY	BOX 1566 NAKURU
773.	905	RIKA PHARMACEUTICAL	BOX 62550 NAIROBI
774.	2255	RIPPLE PHARMACEUTICALS	BOX 10935 NRB
775.	770	RIRET CHEMIST	BOX 75498 - 00200 NAIROBI
776.	423	RIWO CHEMIST	BOX 604 KABARNET
777.	1346	ROBICHEM PHARMACY	BOX 2240, KISII
778.	1391	ROBICHEM PHARMACY	BOX 2240 KISII
779.	822	ROCKFIELD PHARMACY	BOX 221199 - 00200 NAIROBI
780.	544	RON PHARMACY LTD	BOX 66066 NRB
781.	2381	RONEV CHEMIST	BOX 2077 ELDORET
782.	925	RORET PHARMCARE	BOX 169-20204 RORET
783.	1217	ROSEGATE CHEMIST (HURLINGHAM)	BOX 42960 NAIROBI
784.	1050	ROSEGATE PHARMACY	BOX 42960 NAIROBI
785.	1050	ROSEGATE PHARMACY(HURLIGHAM BRANCH	BOX 62351, NAIROBI
786.	771	ROSEWAY PHARMA CEUTICALS	BOX 13307 NAKURU
787.	2437	ROSIV PHARMACY	BOX 69 KILINGILI
788.	771	ROSWAY PHARMACEUTICALS LIMITED	BOX 13307 NAKURU
789.	421	ROYSAMBU CHEMIST	BOX 7512 NRB
790.	805	ROYSAMBU CHEMIST	BOX 7512 NRB
791.	805	ROYSAMBU CHEMIST	BOX 7512 NRB
792.	2259	RUEPHARM PHARMACY	BOX 308 ISIOLO
793.	2259	RUEPHARM PHARMACY	BOX 308 ISIOLO
794.	1376	RUGI CHEMIST	BOX 1127 --818 RUARAKA
795.	1216	RUIRU CHEMIST	BOX 408 RUIRU
796.	839	RUIRU FAMILY CHEMIST	BOX 2677 MERU
797.	2325	RUP PHARM LTD	BOX 79667 NRB
798.	1394	RUURI MEDICAL SUPPLIES	BOX 9641 MERU
799.	2055	RWARE PHARMACY LTD	BOX 2028 - 10100 NYERI
800.	2086	RWARE PHARMACY LTD	BOX2028 - 10100 NYERI
801.	2405	RWARE PHARMACY LTD	BOX 10100 - 2028 NYERI
802.	2055	RWARE PHARMACY LTD	BOX 2028 - 10100 NYERI
803.	2405	RWARE PHARMACY LTD	BOX 2028 - 10100 NYERI
804.	1283	SABOTI CHEMIST LTD	BOX 495 KITALE
805.	820	SABUGO PHARMACEUTICALS	BOX 16030 NAKURU

806.	2129	SABWANI PHARMACY	BOX 4404 KITALE
807.	2417	SAEED PHARMACY	BOX 88780 MSA
808.	2183	SAGALA PHARMACY	BOX 1268 KERUGOYA
809.	873	SAGE PHARMACY(KENYATTA)	BOX 537 ISIOLO
810.	2170	SAGE PHARMACY(KENYATTA)	BOX 54373 - 00200 NAIROBI
811.	519	SAI PHARMACEUTICALS	BOX 66551 NRB
812.	2317	SAICARE ENTERPRISES	BOX 39715 - 00200 NRB
813.	1081	SAIROSE PHARMACY	BOX 1674 MOMBASA
814.	994	SAKO PHARMACEUTICALS	BOX 57 THIKA
815.	1352	SAKO PHARMACEUTICALS (NAKURU BRANCH)	BOX 13382, NAKURU
816.	2174	SALAMADAWA COMPANY LTD	BOX 727 MAUA
817.	1264	SALGAA FAMILY	BOX 4072 NAKURU
818.	426	SAMCHEM PHARMACY	BOX 1542 KARATINA
819.	426	SAMCHEM PHARMACY	BOX 1542 KAKAMEGA
820.	2101	SAMCHEM PHARMACY	BOX 121 KAPSABET
821.	2363	SANANA PHARMACEUTICALS	BOX 46190 NRB
822.	948	SANIFU PHARMACEUTICALS	BOX 19842 NAIROBI
823.	2226	SANIYATI (LOKICHAH CHEMISTS)	BOX 283 LODWAR
824.	2225	SANKURI PHARMACY	BOX 1041 GARISSA
825.	1232	SANTAIMA PHARMACEUTICAL	BOX 2381 MACHAKOS
826.	1232	SANTAIMMA PHARMACEUTICALS	BOX 2381 MACHAKOS
827.	247	SARA CHEMIST	BOX 2109, KITALE
828.	1270	SARE CHEMIST	BOX 99 HOMABAY
829.	2191	SATYA PHARMACEUTICALS	BOX 48332 NAIROBI
830.	2227	SCORPION PHARMACY LTD	BOX 420 BUSIA
831.	996	SCORPION PHARMACY LTD	BOX 420 BUSIA
832.	996	SCORPION PHARMACY LTD	BOX 420 BUSIA
833.	433	SEAR CHEMIST	BOX 43218 NRB
834.	974	SEASIDE PHARMACY	BOX 96248 MOMBASA
835.	1274	SEEFA PHARMACEUTICALS LTD	BOX 4005 40200 KISII
836.	1402	SERVANIA PHARMACEUTICALS	BOX 55855, nairobi
837.	2496	SESIA CHEMIST	BOX 6483 ELDORET
838.	1010	SHABASI PHARMACY	BOX 1788 BUNGOMA
839.	1215	SHAH CHEMIST	BOX 14387 NAIROBI
840.	2273	SHALLOW CHEMIST	BOX 85398 MOMBASA
841.	1049	SHAMCHEM PHARMACEUTICALS	BOX 16239-00610 NAIROBI
842.	2284	SHIELD PHARMACEUTICALS LTD	BOX 60879 NAIROBI
843.	2217	SHIFA CHEM LIMITED	BOX 84753 MSA
844.	1278	SHIKAMED PHARMACY	BOX 3552-00200 NAIROBI

845.	753	SHIMU PHARMACY	BOX 47 KERUGOYA
846.	1067	SHIRIJI CHEMIST	BOX 33555 NAIROBI
847.	1265	SHIRIJI CHEMIST LTD HIGHRIDGE	BOX 33555-600 NAIROBI
848.	1266	SHIRIJI CHEMIST LTD WESTLANDS	BOX 33555-00600 NAIROBI
849.	876	SHUNGU CHEMIST	BOX 91097 MOMBASA
850.	1341	SILOAM PHARMACY LIKON MOMBASA	BOX 190, KWALE
851.	2180	SIMBA HEALTHCARE LTD	BOX 3655, KITALE
852.	2455	SIMBA PHARMACEUTICAL (K) LIMITED	BOX 1541 - 00606 NAIROBI
853.	891	SIMLU PHARMACY	BOX 624 GATUNDU
854.	891	SIMLU PHARMACY	BOX 624 GATUNDU
855.	1243	SIMPLEX PHARMACY LTD	BOX 3249 NAIROBI
856.	2307	SINO KENYA PHARMACEUTICAL MAN. CO. LTD	BOX 66912 NRB
857.	1254	SIRARI PHARMACY	BOX 922 MIGORI
858.	2395	SIVAN PHARMACEUTICALS LTD	BOX 134 KAHUHIA
859.	1304	SIWO PHARMACY	BOX 196 SIWOPORT
860.	1324	SIWO PHARMACY	BOX 196 SIO PORT
861.	1436	SIXTY FOUR CHEMIST	BOX 6015, ELDORET
862.	2335	SLOPES DISP. CHEMIST	BOX 11570 - 00100 NRB
863.	2133	SLOPESVIEW PHARMACEUTICALS	BOX 2537 - 10140 NYERI
864.	1272	SNOW PHARMACY LTD	BOX 309 KITUI
865.	1187	SOKO CHEMIST	BOX 7529 ELDORET
866.	958	SOLACE CHEMIST	BOX 48229 NAIROBI
867.	1347	SOLAI MEDICAL SUPPLIES LTD	BOX 19445 NAIROBI
868.	2279	SONACHEM PHARMACEUTICALS	BOX 34740 NAIROBI
869.	2398	SOT PHARMACY	BOX 309 BOMET
870.	997	SOTIK CHEMIST LIMITED	BOX 261 SOTIK
871.	935	SOTIK CHEMIST LIMITED	BOX 261 SOTIK
872.	2058	SOUTH END PHARMACY	BOX 5074 DIANI BEACH MSA KENYA
873.	2184	SOUTHCOAST PHARMACEUTICALS	BOX 1747 MOMBASA
874.	1175	SOUTHCOAST PHARMACEUTICALS	BOX 1747 UKUNDA
875.	1175	SOUTHCOAST PHARMAEUTICAL	BOX 1747 UKUNDA
876.	1375	SOUTHLANDS PHARMACEUTICAL LTD	BOX 19682 NAIROBI
877.	1015	SOUTHLANDS PHARMACEUTICALS	BOX 19682 NAIROBI
878.	1012	SOUTHPORT PHARMACY	BOX 50043 - 00200 DAGORETTI MKT NRB
879.	2357	SPA THE CHEMIST	BOX 191 SABASABA
880.	1094	SPACE PHARMACY	BOX 414 SUNA

881.	2103	SPARKLES PHARMACEUTICAL	BOX 820 KAKAMEGA
882.	2387	SPHINX PHARMACEUTICAL	BOX 69512 NRB
883.	975	SPINC PHARMACEUTCAL	BOX 2001NAIROBI
884.	1179	SPINC PHARMACEUTCAL	BOX 1801 BUNGOMA
885.	1183	SPLASH PHARMACY	BOX 15137, NAKURU
886.	1425	SPOT CHEMIST	BOX 8022-00200
887.	533	STAGESIDE CHEMIST	BOX 4825 ELDORET
888.	1237	STANS PHARMACY	BOX 537 ISIOLO
889.	2358	STANSEL PHARMACY	BOX 76 SILIBWET
890.	2358	STANSELL PHARMACY	BOX 51 SABASABA
891.	439	STATIM PHARMACEUTICALS LTD	BOX 41556 NRB
892.	1102	STATUS PHARMACEUTICALS	BOX 12329 NAIROBI
893.	1198	STELUC CHEMIST	BOX 10087 NAIROBI
894.	1198	STELUC CHEMIST	BOX 10087 NAIROBI
895.	2436	STEP PHARMACEUTICALS	BOX 6015 NRB
896.	2413	STERA PHARMACY	BOX 1397 KITUI
897.	2160	STETA PHARMACY	BOX 8248 NAIROBI
898.	2433	SUJIS PHARMACARE LTD	BOX 2003 KERICHO
899.	2250	SUMAIYAH PHARMACY	BOX 88149 MSA
900.	1096	SUMMER PHARMACY	BOX 285 MKS
901.	2172	SUMMIT PHARMACEUTICALS	BOX 68013 - 00200 NAIROBI
902.	537	SUMO CHEMIST	BOX 467982, NAIROBI
903.	537	SUMO PHARMACY	BOX 67982 NRB
904.	535	SUNCITY CHEMISTS	BOX 72414 NRB
905.	528	SUNMED PHARMACY	BOX 61815 NRB
906.	1153	SUNNYLAND PHARM	BOX 6773 NAIROBI
907.	2361	SUNPAR PHARMACEUTICALS	BOX 56294 NRB
908.	1268	SUNVIEW PHARMACY	BOX 12405 NYAHURURU
909.	1415	SUPERCHEM	BOX 84567
910.	2119	SUPREME PHARMACY	BOX 214 NAKURU
911.	2352	SURGIK PHARMACEUTICAL	BOX 16239 NRB
912.	2196	SURGIK PHARMACEUTICALS LTD	BOX 16239 - 00610 NAIROBI
913.	2384	SURGILINKS LTD	BOX 14461 NRB
914.	440	SURGIPHARM LIMITED	BOX 99661 MSA
915.	2291	SURGIPHARM LIMITED	BOX 46043 NAIROBI
916.	2360	SURGIPHARM LIMITED	BOX 99661 MSA
917.	2360	SURGIPHARM LTD	BOX 99661 NAIROBI
918.	1018	SUTEPHARM LIMITED	BOX 77077 ELDORET
919.	1018	SUTEPHARM LTD	BOX 77077 ELDORET

920.	2056	SWENENE PHARMACEUTICALS	BOX 1059 MARAGOLI
921.	1184	SWITSER PHARMACY	BOX 2829 NAKURU
922.	928	SWITZER CHEMIST ELDORET	BOX 2829 ELDORET
923.	1363	SYAYONA CHEMIST LTD	BOX 6958, ELODRET
924.	2442	SYNERMED PHARMACEUTICALS (K) LTD	BOX 52096 NRB
925.	1057	SYNERMEDICA (k) LTD	BOX 52096 NAIROBI
926.	2320	TAGWA CHEMIST	BOX 71136 NAIROBI
927.	2473	TAHERI CHEMIST	BOX 98621 MOMBASA
928.	1418	TANNE PHARMACY	BOX 5 KIANYAGA
929.	1213	TARMAC END CHEMIST	BOX 13 GATURA
930.	2082	TAUBA PHARMACY	BOX 71136 NAIROBI
931.	2084	TAZAMA CHEMISTS	BOX 12040 - 20100 NAKURU
932.	2084	TAZAMA CHEMISTS	BOX 12040 NAKURU
933.	1209	TEACHER PHARMACY	BOX 70598 NAIROBI
934.	2213	TEALANDS CHEMISTS LIMITED	BOX 222 KERICHO
935.	2214	TEALANDS PHARMACEUTICALS LTD	BOX 38769 NRB
936.	1144	TEGAT PHARMACY	BOX 1563 KERICHO
937.	2198	TEMPLE STORES PHARMACEUTICALS	BOX 9350 - 00300 NAIROBI
938.	2198	TEMPLE STORES PHARMACEUTICALS	BOX 9350 - 00300 NAIROBI
939.	1288	TESCO PHARMACY	BOX 14948 NAIROBI
940.	1309	TESINA PHARMACY	BOX 156 MALAVA
941.	1288	TESO PHARMACY	BOX 14965 NAIROBI
942.	1205	THE AGAKHAN HOSPITAL	BOX 83013 NAIROBI
943.	1205	THE AGAKHAN HOSPITAL	BOX 83013 MOMBASA
944.	2338	THE LATE NIGHT CHEMIST THA KAN	BOX 2425 - 00202 NRB
945.	2338	THE LATE NIGHT CHEMIST THA KAN	BOX 2425-0202
946.	2090	THE MATER HOSPITAL PHARMACY	BOX 30325 CITY SQUARE NAIROBI
947.	2288	THE MOMBASA HOSPITAL	BOX 90294 MOMBASA
948.	2288	THE MOMBASA HOSPITAL	BOX 90294 MOMBASA
949.	2343	THEATA CHEMIST	BOX 1475 KIKUYU
950.	892	THELUJI PHARMACY LTD	BOX 581 MWINGI
951.	540	THIKA CHEMIST LTD	BOX 74 THIKA
952.	2136	THIKA HEALTHCARE PHARMACY LTD	BOX 1923 THIKA
953.	937	THIKA PHARMACEUTICAL	BOX 795 THIKA
954.	1353	THIKA STAGE DRUG CHEMIST	BOX 33184 NAIROBI
955.	1043	THIRIKU PHARMACY	BOX 1872, NYAHURURU
956.	2083	THORNBIRD PHARMACY	BOX 656 KERUGOYA
957.	1435	THREE PYRAMIDS COMPANY	BOX 50-0621 NAIROBI
958.	2081	THUMMIN PHARMACY	BOX 738 GITHUNGURI



959.	2257	THURA 'B' CHEMIST	BOX 2215 MERU
960.	2079	THWAKE PHARMACY	BOX 1431 - 90100 MACHAKOS
961.	2079	THWAKE PHARMACY	BOX 1431 MKS
962.	909	TIBACHEM PHARMACY	BOX 2447 MACHAKOS
963.	1243	TILLEN MEDICARE PHARM	BOX 2104 MOMBASA
964.	2309	TRANSCHEM PHARMA - MUMBI HSE	BOX 55294 - 00200 NRB
965.	1342	TRANSLAB PHARMACEUTICALS	BOX 473-00517,UHURU GARDENS NRB
966.	419	TRANSMED PHARMACEUTICAL LTD	BOX 9103-00300 NAIROB
967.	1318	TRANSMED PHARMACEUTICALS LTD	BOX 9103-00300 NAIROBI
968.	791	TRANSWIDE PHARMACEUTICAL	BOX 75670
969.	2054	TRICITY PHARMACEUTICALS LTD	BOX 6466 - 00100 NAIROBI
970.	1014	TRINITY CHEMIST LTD	BOX 341 LIMURU
971.	437	TRINITY PHARMA LTD	BOX 43163 NRB
972.	2230	TRUMPOY CHEMIST	BOX 108 RONGAI
973.	2223	TUCK PHARMACEUTICALS	BOX 62253 - 00200 NRB
974.	2495	TULIZA PHARMACY	BOX 73971 - 00200 NAIROBI
975.	2495	TULIZA PHARMACY	BOX 73971 NAIROBI
976.	1038	TURBO HIGHWAY CHEMIST	BOX 154, TURBO
977.	2305	TWIGA CHEMICAL INDUSTRIES	BOX 30172 - 00100 NRB
978.	1218	TWINBELLS CHEMIST	BOX 1045 THIKA
979.	1061	TWINPEAKS COUNTRY PHARMACY	BOX 146 WANGURU
980.	1061	TWINPEAKS COUNTRY PHARMACY	BOX146 WANGURU
981.	2202	TWOKAY CHEMICAL LTD	BOX 46169 NRB
982.	1189	UCHUMI CHEMICALS	BOX 18448, NAKURU
983.	823	UGANDA ROAD PHARMACY	BOX 8208 ELDORET
984.	2429	UKOMBOZI PHARMACY	BOX 3075 KSM
985.	1058	ULTRAVETIS E. AFRICA	BOX 44096 NAIROBI
986.	1345	UNDWAKE ENTERPRISES	BOX 239-90136 NZEEKA
987.	2431	UNICHEM LTD	BOX 686 KISUMU
988.	769	UNICORN PHARMA (K) LIMITED	BOX 540 - 0100 THIKA
989.	2244	UNIMED SUPPLIES & SERVICES	BOX 134 - 00606 (SARIT CENTRE) NRB
990.	981	UNISEL PHARM (k) ltd	BOX 39356-00623
991.	448	UNI-SUPPLIES & MARKETING	BOX 12790 NRB
992.	2232	UNIVERSAL CORPORATION LTD	BOX 42367- 00100 NRB
993.	2323	UNIVERSAL CORPORATION LTD	BOX 1748 - 00902 KIKUYU
994.	1235	UVAINI CHEMIST	BOX 312 MAKUENI
995.	908	UZURI EXPORTER	BOX 46043 NAIROBI
996.	1322	VETERAN PHARMACEUTICAL	BOX 34106 NAIROBI

997.	2347	VIEW POINT PHARMACY	BOX 61000 - 2407 EMBU
998.	1249	VINAGE CHEMIST	BOX 14317 NAIROBI
999.	2080	VIRDI PHARMACY LTD	BOX 4343531 NAIROBI
1000	2080	VIRDI PHARMACY LTD	BOX 4343531 NAIROBI
1001	1236	VITAL LIFE LTD	BOX 42718-00100 NAIROBI
1002	1390	WAKWA PHARMACY LTD	BOX 10 KIJABE
1003	1017	WALGREENS LTD	BOX 51533,NAIROBI
1004	1382	WAMA PHARAMCY	BOX 401 MAUA
1005	2443	WAMA PHARMACY (K) LTD	BOX 401 MAUA
1006	2075	WAMBUGUPHARM CHEMIST	BOX 1294 KARATINA
1007	538	WAMO DRUG STORE	BOX 58627 NRB
1008	1041	WAMU PHARM CHEMIST	BOX 28218 NAIROBI
1009	1087	WAMUPHARM (TOWNBRANCH)	BOX28218 NAIROBI
1010	970	WANGA PHARMACY	BOX 24 MUMUMIAS
1011	879	WANGIGE CENTRAL PHARMACY LTD	BOX 50757 NAIROBI
1012	2072	WANJOHI PHARMACY	BOX 568 OLKALAU
1013	1404	WANNA CHEMIST	BOX16756-00100 NAIROBI
1014	2059	WANNANE CHEMIST	BOX 884 WEBUYE
1015	2059	WANNANE CHEMIST	BOX 884 WEBUYE
1016	1339	WANYOGITHI CHEMISTS	BOX 34804-00100 NAIROBI
1017	777	WANZARO CHEMIST LTD	BOX 28804 - 00200 NAIROBI
1018	1133	WARENG PHARMACY	BOX 7616 ELDORET
1019	1256	WASAFIREI PHARMACY LTD	BOX 265 KARATINA
1020	2097	WEHELIYE CHEMIST	BOX 718 GARISSA
1021	882	WELFARE PHARMACY	BOX 802 MURANGA
1022	882	WELFARE PHARMACY	BOX 802 MURANGA
1023	2111	WELLMED	BOX 60063 - 00200 NRB
1024	1421	WELLS PHARMACEUTICALS	BOX 2440 NAIROBI
1025	1285	WESCOT CHEMIST LTD	BOX 12004-00100 NAIROBI
1026	2441	WESSEX PHARMACEUTICALS LTD	BOX 42548 - 00100 NRB
1027	1109	WEST END HEMIST STORE	BOX 1151 BUNGOMA
1028	1177	WESTMAL CHEMIST	BOX 25446 NAIROBI
1029	516	WESTONS PHARMACY	BOX 1043 NRB
1030	2195	WILMA PHARMACEUTICAS	BOX 68445 - 00622 NAIROBI
1031	761	WILROS PHARMACY	BOX 433 SUNA MIGORI
1032	1227	WILROS PHARMACY	BOX 125 MASENO
1033	2073	WINAM CHEMIST	BOX 9117 KISUMU
1034	2167	WINNERS CHEMIST	BOX 55197 NAIROBI
1035	1267	WINRO PHARMACY	BOX 3189 KITALE

1036	1191	WOCKAINE (k) LTD	BOX 7093 NAIROBI
1037	1351	WOTE PHARMACEUTICAL	BOX 2140 MAKUENI
1038	1280	YAYA CHEMIST LTD	BOX 76404 NAIROBI
1039	1262	YKWEMEDICA HEALTH CARE	BOX 1616 WEBUYE
1040	539	ZADCHEM PHARMACY LIMITED	BOX 62396 -00200 NAIROBI
1041	1116	ZEDCHEM PHARMACY	BOX 60835-00200
1042	2089	ZENAMED PHARMACEUTICALS LTD	BOX 2349 - 00202 NAIROBI
1043	2089	ZENAMED PHARMACEUTICALS LTD	BOX 2349 - 00202 NAIROBI
1044	1076	ZIGO PHARMACY LTD	BOX 3527-00200 NAIROBI
1045	1076	ZIGO PHARMACY LTD	BOX 3527-00200 NAIROBI
1046	1426	ZIGO PHARMACY LTD	BOX 10567 NAIROBI
1047	2229	ZIKE CORPORATION LTD	BOX 38183 - 00623 NRB
1048	2094	ZIKIHA PHARMACY	BOX 1080 KILIFI

## APPENDIX II

### OPERATIONALIZING THE RETAIL POSITIONING STRATEGIES

#### Positioning strategies

Retail positioning strategies	Dimensions of positioning strategy	Relevant issues	Relevant questions
Branding strategy	<ul style="list-style-type: none"> <li>▪ Differentiation</li> <li>▪ Identification of outlet</li> <li>▪ Separate existence of store brands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Merchandise assortment</li> <li>▪ Privately labelled products</li> <li>▪ Quality of branded products</li> <li>▪ Outlet branding</li> <li>▪ Franchising</li> <li>▪ Perception of the pharmacy</li> <li>▪ Uses cultural symbols to identify pharmacy</li> </ul>	1 - 6
Product Differentiation Positioning	<ul style="list-style-type: none"> <li>▪ Merchandise assortment</li> <li>▪ Quality of store specific or own brands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Depth of merchandise assortment</li> <li>▪ Product range</li> <li>▪ Premium prices for shop brands</li> <li>▪ Stocking of latest drugs and medicines</li> </ul>	18 - 28
Customer service strategies	<ul style="list-style-type: none"> <li>▪ Service level decisions</li> <li>▪ Service and personality augmentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of specialist advice on medication</li> <li>▪ Water for taking medication</li> <li>▪ Provision of simple medical tests e.g. blood pressure, sugar levels</li> <li>▪ Delivery of bulk purchases</li> <li>▪ Speed in processing prescriptions</li> <li>▪ Good ambience and</li> </ul>	6 -17

		<p>atmosphere</p> <ul style="list-style-type: none"> <li>▪ Trained staff on customer care</li> <li>▪ Updated data base of customers</li> <li>▪ Personalized service</li> <li>▪ Contacts doctor in case the prescription is not clear</li> </ul>	
End user positioning	<ul style="list-style-type: none"> <li>▪ Individual buying behaviour</li> <li>▪ Actions &amp; reactions of consumers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeting a sub segment currently not served by competitors</li> <li>▪ Specific needs of customers</li> <li>▪ Special needs of different customer groups</li> <li>▪ Research on the segment</li> <li>▪ Specialized services</li> </ul>	29 -35
Application / Use positioning	<ul style="list-style-type: none"> <li>▪ Use of the product</li> </ul>	<ul style="list-style-type: none"> <li>▪ Benefit of using the product</li> </ul>	58
Price Leadership Positioning	<ul style="list-style-type: none"> <li>▪ Pricing</li> <li>▪ Promotion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Every Day Low Prices (EDLP)</li> <li>▪ High vs. Low Prices</li> <li>▪ Promotional activities</li> <li>▪ Economics of scale</li> <li>▪ Discounts</li> </ul>	36 - 41
Operational positioning	<ul style="list-style-type: none"> <li>▪ Operational core competencies</li> <li>▪ Procedures and Processes</li> <li>▪ Technologies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restocking and ordering efficiency</li> <li>▪ Stocking of latest drugs and purchases</li> <li>▪ Acceptance of special orders</li> <li>▪ Stock levels monitoring</li> <li>▪ Acceptance of multiple forms of payment [credit/debit cards, etc]</li> <li>▪ Availability of electronic</li> </ul>	42 -48

		devices for fast transaction processes e.g. cash registers, computers, etc.	
Location positioning	<ul style="list-style-type: none"> <li>▪ Time Convenience</li> <li>▪ Purchase size</li> <li>▪ Accessibility</li> <li>▪ Price</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proximity to workplace or residence of customers</li> <li>▪ Average purchase sizes</li> <li>▪ Security and safety</li> <li>▪ Accessibility</li> <li>▪ Parking space</li> <li>▪ Serenity</li> </ul>	49 -52
Competitor positioning	<ul style="list-style-type: none"> <li>▪ Position in the industry</li> </ul>	<ul style="list-style-type: none"> <li>▪ Position of the firm</li> </ul>	59

### Strategic positioning process

Positioning process	Dimensions of process	Relevant Issues	Relevant Questions
SWOT ANALYSIS	<ul style="list-style-type: none"> <li>▪ Determining strength, weaknesses, opportunities and threats</li> </ul>	Key success factors in the industry	55 - 58
Conducting research	<ul style="list-style-type: none"> <li>▪ Determination of the target group perception of the pharmacy</li> </ul>	Identifying market gaps, customer needs and changes in consumers	59 - 60

Defining /Redefining position of pharmacy	Position in the industry	<ul style="list-style-type: none"> <li>▪ Purpose of pharmacy</li> <li>▪ Market segment to target</li> <li>▪ Competitors in the industry</li> <li>▪ Values of pharmacy</li> <li>▪ Vision of pharmacy</li> </ul>	61 - 65
Operational plans and Implementation	<ul style="list-style-type: none"> <li>▪ Business plans</li> <li>▪ Allocation of resources</li> <li>▪ Outsourcing of expertise where needed</li> </ul>	Matching of the resources available to the desired objectives	66 -67
Communication	<ul style="list-style-type: none"> <li>▪ Mass media</li> <li>▪ Below the line communication</li> <li>▪ Personal communication</li> <li>▪ Services offered</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consumers understands what the pharmacy stands for and area of specialization</li> </ul>	68,68,69
Evaluation /re-evaluation	<ul style="list-style-type: none"> <li>▪ Monitor the success of the positioning strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Most customers consist of the target group</li> <li>▪ Increase in sales due to positioning</li> <li>▪ Increase in number of customers</li> </ul>	70,71

### APPENDIX III

#### LETTER OF INTRODUCTION

Sylvia Wamuhu,  
Faculty of commerce,  
Department of Business Administration,  
University of Nairobi,  
P.O Box 30197,  
Nairobi.

November 9, 2007

Dear Pharmacy Manager,

#### **RE: RESEARCH DATA COLLECTION**

Good morning/afternoon manager. I am a postgraduate student at the University of Nairobi. I am required to conduct research work in partial fulfillment of the Masters of Business Administration degree (MBA). I am conducting a descriptive study to determine the positioning strategies used by firms in the pharmaceutical retail industry in Nairobi.

After a careful analysis, your esteemed organization has been selected to participate in this study. The purpose of this letter is to kindly ask you to fill this questionnaire as honestly as possible. Kindly note that your responses, your identity and that of your organization will be highly confidential and will not be revealed to anyone at anytime. Further, please note that your participation is voluntary.

Thank you very much for taking time to participate in this study.

Sincerely,

Sylvia Wamuhu  
MBA student

Ms Margaret Ombok,  
Supervisor and lecturer



## APPENDIX IV

### Study Questionnaire

The questionnaire below is divided into three parts. Part one is aimed at giving a general description of the firm. Part II has questions that capture the extent the positioning strategies used by pharmacies in Nairobi while Part III aims to establish the process the pharmacies follow when developing a strategic position.

### PART I

1. Name of the organisation: \_\_\_\_\_

2. Your position in the organisation: \_\_\_\_\_

3. Please indicate how long your organisation has been operating

Less than 1 year ( )

1 – 5 years ( )

5 – 10 years ( )

Over 10 Years ( )

4. Does your organisation have similarly named outlets within Nairobi?

Yes ( ) No ( )

4b. If yes, how many outlets in total do you have?

2 shops ( )

3 shops ( )

4 shops ( )

5 and over ( )

5. Using the categories below, please indicate the type of customers that your firm serves:

Individuals ( )

Corporate ( )

Both ( )

## PART II

Corporate positioning concerns how the organization is and how it wishes to be regarded by consumers relative to the competition. Positioning is the actual designing of the company's image so that the target customers understand and appreciate what the company stands for in relation to its competitors.

Indicate the extent to which your firm practices the following on a scale of 1 – 5 where:

(Please tick where applicable)

**5 -to a very large extent**

**4 - to a large extent**

**3 - to a moderate extent**

**2 - to a small extent**

**1 – to no extent**

		5	4	3	2	1
1.	Naming / identifying the pharmacy					
2.	Printed packaging material					
3.	Have identified own products					
4.	Developing logo /slogan for the pharmacy					
5.	Franchising the name of the pharmacy					
6.	Using cultural symbols in the identifying the pharmacy					
7.	Offers high quality service at all levels					
8.	Offers personalized service					
9.	Staff empathise with customers					

10.	Maintain customer data base					
11.	Follow up on customers who have to take medication on regular basis					
12.	Mark and acknowledge important dates of the customers e.g. sending birthdays greetings					
13.	Seek to know customer compliments / complaints					
14.	Uses feedback to improve customer service					
15.	Pharmacy has a good and organized atmosphere					
16.	Contacts the doctors when a mistake in the prescription is noted					
17.	Trains staff on customer service					
18.	Employs qualified staff					
19.	Availability of wide range of merchandise					
20.	Availability of a pharmacist /pharmaceutical technologist throughout the day					
21.	Swift in introducing new products					
22.	Offers high quality products					
23.	Offers genuine drugs					
24.	Have social responsibility activities					
25.	Availability of additional services while customers are waiting for medicines e.g. weighing machine, high blood pressure, water					
26.	The firm has a website					

27.	Extended working hours					
28.	Offers products not offered by competitors					
29.	Have a mechanism for home/office deliveries					
30.	Seeks to know about customer segments					
31.	Targets a specific segment					
32.	Monitors changes in the type of customer					
33.	Tailor services to the changing needs of the customers					
34.	Provision of specialized services					
35.	Conducts research on customer segments needs					
36.	Has smart card that enable customers to earn bonus points					
37.	Offers better discounts than competitors					
38.	Prices are lower that those of competitors					
39.	Keeps prices same as competitors					
40.	Keeps overhead costs lower than competitors					
41.	Keeps overhead cost same as other players in the industry					
42.	Buys in bulk to reduce on costs					
43.	Accepts multiple forms of payment					
44.	Firm embraces the latest technology					
45.	Offers credit facilities to customers					

46.	The operations are automated					
47.	Invests in technology to ensure efficiency and speed					
48.	Receives orders via email					
49.	Security is good					
50.	The location is convenient and easily accessible					
51.	The pharmacy is located near the target group					
52.	The pharmacy is near doctors' offices /clinics					
53.	Communicates additional benefits offered by your pharmacy to the target group					
54.	Offer extra services in pharmacy eg nutritionist, dietician, etc					

### **PART III**

Developing a strategic position in the market requires a firm to follow a certain process which includes evaluating the current situation of the firm, conducting research on how the target group perceives the organization, redefining the strategic position of the firm, committing some resources for creating the strategic position, developing the operational plans, implementing the plan, monitoring and evaluating the position.

Please indicate to what extent the parameters described below are used by your firm when developing a strategic position.

**5 -to a very large extent**

**4 - to a large extent**

**3 - to a moderate extent**

**2 - to a small extent**

**1 – to no extent**

		5	4	3	2	1
55.	Define the area /market in which the pharmacy wants to compete					
56.	Define the segment/group the pharmacy wants to target					
57.	Analyze the current strengths of the pharmacy					
58.	Analyze the current weaknesses of the pharmacy					
59.	Conduct research on how the target group perceives the pharmacy					
60.	Collect data on the target market requirements/preferences					
61.	Determine the characteristics that will make services /products offered in the pharmacy different from competitors					
62.	Define the purpose of the pharmacy (the needs and opportunities that the pharmacy exists to address)					
63.	Outline the business of the pharmacy i.e what the pharmacy is doing to address the above needs					
64.	Identify the principles / values that guide the operations of the pharmacy					
65.	Determine the future of the pharmacy					
66.	Map out the desired strategic position of the pharmacy					
67.	Position the pharmacy according to the desired strategic position					
68.	Communicate the strategic position of the pharmacy to the target group through mass					

	media, leaflets, personal communication etc					
69.	Measure sales increases due to the positioning					
70.	Acquired new customers due to the positioning					
71.	Customers understand the strategic position of the pharmacy					

**THANK YOU VERY MUCH**