

**A SURVEY OF BRANDING STRATEGIES IN PHARMACEUTICAL FIRMS:
A CASE OF DRUG MANUFACTURERS IN NAIROBI.**

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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BY

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**A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment
of the Requirement for the Degree of Masters of Business Administration (MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University in Nairobi for academic credit.

Signed _____ Date _____

Odhiambo Nelson Ochieng (ID 606992)

This Project has been presented for examination with my approval as the appointed supervisor.

Signed _____ Date _____

Dr. Peter Kiriri

Signed _____ Date _____

Dean, Chandaria School of Business

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ABSTRACT

The object of this study focused on branding strategies used in pharmaceutical industries. Many enterprises seek to improve market performance through implementation of product branding as a marketing strategy. This study explored existence of branding strategies, their effectiveness and challenges to brand strategic planning, by a survey of the pharmaceutical manufacturing firms in Nairobi.

A descriptive study was conducted by first identifying the population of study consisting of pharmaceutical manufacturers in Nairobi as the sample frame, data collection instrument was the self-administered questionnaire, and data collected was first coded statistically and thereafter analysis was done using SPSS. Findings are presented by use of Tables and figures in order to draw conclusions. The results demonstrate the existence and effectiveness of branding strategies in use, management role and barriers to brand strategy planning and implementation in the population of interest.

Findings on the existence of branding strategies revealed that indeed the branding strategies exist in the firms under study. From the study it was observed that majority of the companies (72%) indeed brand their products. It further revealed that majority of top management in the companies are involved in the brand formulation process and regular communication between levels of management do exist in these firms. Many of the respondents interviewed also confirmed that the companies adopt brand names that are short and easy to remember and can be effectively protected from the legal point of view.

The findings revealed that a lesser proportion of the companies use technology to implement brand marketing strategies but majority of the respondents agreed that the firms constantly look for new markets and regularly conduct competitor analysis and market surveys.

The study also revealed that branding has made products easily identifiable and that market segmentation could be achieved through branding pharmaceutical products. Majority of respondents agreed that branding creates an overall good market share, brand strength, market awareness and increased repeat customers in a given segment with a resulting improvement in the firm's sales revenue.

Findings on challenges to branding revealed that resources were not considered as the most significant challenge to branding pharmaceutical products. Non-existence of procedures for objective setting, changes in procedures and lack of open discussions was reported as some of the most significant challenges to brand implementation in the companies. Majority of the respondents agreed that top management provided clear and realistic solutions to the challenges facing the brands. The findings also revealed that in majority of the firms there was a system for recognition and reward to employees who contribute ideas to improve brand performance. Employees in these firms considered their companies as very entrepreneurship-oriented firms.

The study concluded that there was high level of existence of branding strategies in the companies. This means that the organizations place due significance to branding as a strategy in product marketing; and systems, procedures and resources are allocated for branding activities. Top level management are effectively involved in the planning and implementation of brand strategies and offering solutions to any challenges that come across, which means that the cultural and cognitive factors affecting branding in the companies are developed. The study also concluded that to a large extent branding brings about market effectiveness through differentiation. The effectiveness comes about as seen in brand superiority, easy identification, market segmentation, increased market share, market strength, product awareness, increased number of repeat customers and increased sales revenue. The study concluded that some of the challenges to branding include but not limited to resources availability and allocation, organizational procedures for setting objectives, procedures that are not responsive to changes in the organization, lack of open discussions on issues that affect brand performance and the fact that some top managers could not provide clear and realistic solutions to challenges facing brands. In some firms there was no recognition and reward to employees who contribute idea to improve brand performance.

Some of the key recommendations from this study were that companies in their budget allocation put aside resources sufficient to ensure brand success. It was recommended that all products be branded in order to pool resources for synergy. This could also be achieved through brand extension. In addition, it is recommended that top management should be fully involved in the entire planning, execution and monitoring of the brand strategy and to offer

effective leadership and mentoring. Some form of market intelligence should be conducted to gather valuable information needed as input to direct and review the brand strategies. The study revealed that some of the top managers did not provide clear and realistic solutions to the challenges facing the brands. It is recommended that a formal training on the concept of brand management be conducted to the relevant management team to improve their cognitive ability for problem solving and decision-making related to brands and brand strategy implementation. Also, as a way of employee motivation and encouragement it is recommended that the firms put in place a formal policy to recognize and reward innovative employees who make positive attempts to improve brand performance. This study utilized only market differentiation as a measure of market performance. Market performance can be measured through different parameters such as penetration, loyalty, and financials. So these measures should be considered for study to represent an overall market performance. It is recommended that an overall evaluation of performance through branding be determined through further studies. The study considered only manufacturing pharmaceutical companies. Future studies should be conducted to include more companies to make the findings more representative of the industry, taking into consideration the views of the manufacturers, sales representatives and the consumers to increase the validity of the findings.

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DEDICATION

I dedicate this research report to my children; Emmanuel and Fiona.

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CHAPTER ONE

1.0 INTRODUCTION

1.1. Background of the Problem

Marketing, according to Chartered Institute of Marketing, is defined as the management process responsible for identifying, anticipating and satisfying customer requirements profitably. This definition emphasizes that marketing is concerned with supplying specific needs of identified target markets at a profit. The definition therefore makes it a necessity that for a company to thrive it must engage in formal process of identifying the customer requirements through a study into buyer behavior to determine what products and services will satisfy the many and ever-changing needs, profitably (Kotler & Keller, 2009).

Keller and Lehman (2006) defined marketing as consisting of individual organizational activities that facilitate and expedite satisfying exchange relations in a dynamic environment through creation, distribution, promotion and pricing of goods, services and ideas. This definition agrees with Peter Drucker, a US management guru who said, “Aim of marketing is to make selling superfluous. The aim is to know and understand the customer so well that the product or service fits him/her and sells itself”. Peter Drucker adds, “The purpose of a company is to create a customer” (Kvesic, 2008).

Branding is a very important marketing component. Marketing as a function is a specific business activity that fulfills a fundamental business purpose (Leslie et al, 2013). Everything an organization does, from production through to eventual consumption, all adapt to and converge to a business value proposition that is offered to the customer through marketing. This value proposition has to have a name attached to it or a brand name. The brand name represents everything a company does or strives to do and offers to the market. Many enterprises seek to improve their market performance through branding strategies. From managerial perspective, according to (Carroll, 2009) branding has come to be viewed as being the heart of business activity, embedded throughout the organization, as an asset that needs to be correctly managed (Carroll, 2009). Discussion highlights both the strategic importance of brands and the potential pitfalls of inadequate brand management.

Majken (2008) in a case study of Novo Nordisk company done at the Copenhagen Business School suggested that successful corporate branding is closely tied to corporate culture; corporate branding is cross functional, corporate branding may be mandated by top management but to succeed, executives at the top must remain open to creative ideas; and that investment in a brand should be seen as a long term strategy.

Brands have become to be regarded as important marketing components to manufacturers and consumers alike, (Carroll, 2009). Conveying a brand image is a very important marketing activity. It is imperative for organizations to adopt appropriate brand concept management for selecting, implementing and controlling brand image over time (Whan, 1986). According to Whan (1986), the brand concept guides positioning strategies and hence the brand image at all stages of product life cycle. Whan (1986) identifies in their studies three concepts namely functional concept, symbolic concept and experiential concept. Brand positioning strategies are generally implemented to communicate a brand image and differentiate a brand from its competitors (achieve a position).

Business organizations the world over whether service or manufacturing, have by and large, recognized the critical role branding plays in business progress. In contemporary marketing practice, branding has become an effective weapon marketers use to bolsters their competitive advantage and thereby enhance the achievement of their predetermined objectives (Anabila & Awunyo, 2014).

Companies whose brands have become more global reap some clear benefits (Anabila & Awunyo, 2014), he adds that for a brand strategy to succeed it must specify such aspects as target segment, the brand identity or brand vision, brand equity goals and measures, and brand budding programs that will be used within and outside the company.

A dynamic and memorable brand strategy must include both the brand personality (visual: graphics, colors, images, etc.) and the brand positioning (messaging: the words used to bring the brand to life). It is essential that these two elements are synchronized and that all brand interactions are consistent from both the visual and messaging perspective (Keller &

Lehman, 2006), He adds that consistency is paramount in building a memorable brand image and positive customer experience.

To a manufacturer, brands offer a means of identification and tracking, legal protection and ability to be distinctive (Carroll, 2009). In addition branding is a sign of quality and can be used to secure competitive advantage and create increased financial returns and high customer loyalty (Carroll, 2009).

For the customer, the brand is important as means of identification, reduces search costs, and facilitating decision making. Brands also represent a guarantee of quality and reliability. Brand names thus become hallmarks which may result in consumers placing trust in brands and forming bonds with the manufacturers. Developing, communicating and maintaining a brand's image is therefore critical to long-term success of a brand (Bhat & Reddy (1998)).

According to Tschirhart, Christensen, and Perry (2005) ,brand awareness and loyalty can influence the actions of employees, grant makers, contractors, donors, policymakers, and the public, as well as those who directly consume a product or service. Branding and collaboration have divergent requirements and objectives that can make collaborations involving public sector organizations hard to sustain. They argue that resource dynamics, identity pressures, and management strategies affect branding and collaboration outcome.

In the same study, (Tschirhart et al., 2005) concluded Conveying a brand image to a target population is a vital part of marketing. Branding of intangible services such as public broadcasting helps consumers see that their values are congruent with the service (Berry, 2000). For service offerings, the brand is an expression of a relation in an actual as well as metaphorical sense-the staff delivering a service is part of the product, personifying the brand itself (Riley, 2000). A brand facilitates comprehension of a product or service. This comprehension is particularly important to the marketing of the many public sector offerings that are intangible services or "experience" goods in which quality is known through consumption. The more that an offering is an experience good in which consumers cannot observe quality prior to consumption, the more likely they will consider brand attributes in predicting the nature of the product (Rao & Ruekert, 1994). In addition, the complex and

enduring nature of social problems makes it difficult to predict, even after tryout, what products and services are effective in resolving these problems. For stakeholders who support the delivery of a service or good through grants, donations, contracts, taxes, or regulation but who are not its direct consumers, brands provide information on what they have bought for others, particularly for intangible services and experience goods.

According to Rao & Ruekert (1994), the main problem in pharmaceutical branding is that, at present, organizations are not necessarily working holistically. Market access teams are doing market access, brand people are doing branding, and those who are doing the execution, be it multichannel or sales force, are still doing them separately when it comes to forecasting or building brand lifecycle, but lack of coordination means businesses are simply not achieving maximum impact, or consequently maximum benefit. The good news is that plenty of unrealized opportunities are still out there in brand marketing. But companies need to pull everything together and taking a holistic view at how to deliver brands with more targeted segmentation and messaging due to the increase in niche indications, and the proliferation of information leading to reduced return on investment (ROI) from traditional detailing .

In the US healthcare market, since it is largely privatized, medical device sales in general are ‘business to business ’ , and company such as Becton Dickinson , for example, saw no need for corporate branding to connect with wider audiences (Rubin, Schultz, & Hatch, 2008)

1.2 Statement of the Problem

Business organizations the world over whether service or manufacturing, have by and large, recognized the critical role branding plays in business progress (Anabila & Awunyo-vitor, 2014). In contemporary marketing practice, branding has become an effective weapon marketers use to bolsters their competitive advantage and thereby enhance the achievement of their predetermined objectives. Branding has been used for decades as a means of differentiating one manufacturer’s products from those of other manufacturers. A good understanding of consumer-based brand equity is crucially important in understanding branding and the advantages it offers. Branding helps organizations to attain brand equity.

Brand equity is the differential positive effect that brand knowledge has on consumer response to the marketing of a brand. A brand with a high brand equity index is often described as a strong brand. According to Keller & Lehman (2006) brand equity consists of brand awareness, brand associations, perceived quality, brand loyalty and other proprietary brand assets such as patents, trademarks and channel relationships. Pharmaceutical branding is an important way to create awareness and generate interest and increased confidence among potential customers. Since branding essentially helps in differentiation of a product by setting it apart from others, it has become a critical element in the organization's branding strategy. Positioning is the way by which marketers attempt to create a distinct image or impression in the mind of the customers or prospects (Kotler & Keller, 2009).

The pharmaceuticals industry in Ghana has been well studied in this respect to branding strategies. A general understanding that labels and manufacturer brands have both advantages and disadvantages has been studied in Accra Ghana (Anabila & Awunyo, 2014) but a similar study has not been documented in Nairobi. This study therefore concentrates around this area by doing research among various pharmaceutical manufacturers to explore the existence, role and challenges of branding products of pharmaceutical manufacturing companies in Nairobi Kenya.

1.3 General Objective

The general objective of the study was to explore the existence and role of branding strategies in market effectiveness of products of the drug manufacturing industries in Nairobi

1.4 Specific Objectives

1.4.1 To establish the existing branding strategies adopted by pharmaceutical firms.

1.4.2 To examine to what extent branding pharmaceutical products brings about effectiveness through differentiation.

1.4.3 To establish challenges to branding in some organizations

1.5 Significance of the Study

1.5.1 Useful Information to Marketers

The outcome of this study should result in useful information to the marketing managers to make branding decisions for continual improvement in market performance. Information on existence of branding strategies will be useful to inform managers of the gaps in needed branding strategies. Information of effectiveness of branding will determine which branding strategies to allocate resources. Information on challenges to branding will be used to identify problem areas that require improvement.

1.5.2 Direct Use of Valuable Resources

The firms under study will get information on what strategies are important and on which branding efforts to direct valuable resources (time, manpower, money and equipment). Only branding efforts that offer a higher return on investment should be given priority in resources allocation.

1.5.3 Policy Makers

For the Pharmacy Regulation Authorities of Kenya and policy makers, the study will provide information that can be used to formulate policies to support the pharmaceutical industry in Kenya especially in the role of branding in pharmaceutical product identification. In addition, the study will also provide information that can be used to formulate policies that protect consumers, stakeholders and manufactures of consumer goods specifically in respect to labeling information requirements.

1.5.4 Academicians and Researchers

To researchers and academicians, the study adds to the body of knowledge on branding as a factor in marketing strategy, in influencing the consumer preference of brands. The study will provide a base upon which other studies on evaluation of the brands can be conducted and measured. It will also help inform future research in this area.

1.6 Scope of the Study

The study was done on all the thirty pharmaceutical manufacturers in Nairobi. The importers of finished pharmaceutical products were excluded from the population under study. The time period for conducting the research was three months, and was concluded in July 2016.

Some of the limitations encountered included non-response by the respondents who were absent during the drop and pick of questionnaires. Attempt to mitigate this limitation was made through securing new appointments and by substituting that particular respondent with another in the same organization who is believed to have the desired information. Two respondents refused to participate in the study and were excluded.

1.7 Definition of Terms

1.7.1. Brand

A brand is a name, term, sign, symbol, design or a combination of all of these which is intended to differentiate them from those of competitors' (Stephen Griffiths, 2008). A brand therefore adds emotional differentiation to the rational product features and benefits and therewith slows down, stops or prolongs commoditization of a product.

1.7.2 Brand Loyalty

Customer's demonstration of faithful adherence to a brand despite occasional error of indifferent service (Bloemer & De Ruyter, 1998)

1.7.3 Brand Awareness

Potential capacity that a consumer has of recognizing or recalling the name of the brand as an offer of a certain category of product (Davis, 2007)

1.7.4 Marketing

Marketing is defined as consisting of individual organizational activities that facilitate and expedite satisfying exchange relations in a dynamic environment through creation, distribution, promotion and pricing of goods, services and ideas (Brian, 2005)

1.7.5 Marketing Strategy

Keller and Lehman, (2006) defined marketing strategy as, “A strategy indicating opportunities, specific target markets to address and the types of competitive advantages that are to be developed and exploited. The same authors went further to describe marketing program as, “The marketer’s marketing mix activities and implementation process designed to operationalize the marketing strategy”.

1.7.6 Pharmaceutical Market

For purposes of this study, pharmaceutical market will be defined as the markets in which the customer is a clinician, a pharmacist, or associated organizations. It will include chemists, hospitals and medical research institutions, (Schuiling & Moss, 2004).

1.8 Chapter Summary

Chapter one gives brief insight into the aspect of branding strategy employed by pharmaceutical companies for market competitiveness. It highlights the objectives of the study to determine the existence of branding strategies employed by the firms, the effect of brand positioning on competitiveness and barriers to branding as a strategy. The study was significant because it results in useful information to the marketing managers to make branding decisions for continual improvement for market performance. The next chapter covers in details the literature in the field of study and highlights some of the applicable theories and models of branding as a strategy of marketing. Chapter three generally identified significant aspects of collecting, collating, analyzing and presenting research data. It included process of identifying the population of study, the sample frame, the sample size (in this case, census population), data collection instrument, and data analysis and presentation in a logical sequence. Chapter four presents the results and findings of the study of the research questions with regards to the data collected from the respondents, by use of Tables and figures generated from SPSS as the analysis tool. Chapter five presents the discussion of research findings, conclusion, and recommendations of the study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1. Introduction

This chapter is a review of previous work done by other researchers on the topic of branding as a marketing strategy. Literature consistent with the objectives of the study is reviewed and theories as advanced by other authors regarding branding and market differentiation are discussed.

2.2 Brand Marketing Strategies

According to Băltescu (2009), from a corporate strategy viewpoint, well-managed brands tend to gain increasing market share. Therefore a firm's market plan should be integrated into its organizational corporate plan and constitute fundamental issue such as branding and brand strategic planning.

Strategy is concerned about the broader aspects of organizational performance and outlines the roadmap to be traversed to reach a pre-determined destination, with the vehicles to be used as tactical choices. Two schools of thought exist in the development of strategic plans: a rational comprehensive method and a process of disjointed incremental approach (Băltescu, 2009).

Porter perceives competitive strategy as taking offensive or defensive action in order to create a defensible position relative to the five competitive forces. This involves potential approaches such as; (1) positioning the firm strongly against competitors (2) influencing the balance of power by strategic moves such as product innovation and large-scale capital investment and (3) anticipating changes in market behavior and adopting a proactive strategy such as brand positioning. According to Porter, strategies can be classified into three generic categories; overall cost leadership, differentiation and focus (Keller & Lehman, 2006)

Brands have evolved to represent much more than the traditional markers of quality, trust and reliability to consumers. Brands have become embedded in the consumer psyche and offer consumers the opportunity for self-expression, self-realization and self-identity (Carroll,

2009). Traditionally, branding was viewed primarily as a marketing function within the business. Increasingly, however, it has come to be viewed as being at the heart of business activity, embedded throughout the organization, and as an asset that needs to be correctly managed.

2.2.1 Brand Positioning

Brand positioning sets the direction of marketing activities and programs - what the brand should and should not do with its marketing. Brand positioning involves establishing key brand associations in the minds of customers and other important constituents to differentiate the brand and establish (to the extent possible) competitive superiority (Keller & Lehman, 2006). Besides the obvious issue of selecting tangible product attribute levels (e.g., horsepower in a car), two areas particularly relevant to positioning are the role of brand intangibles and the role of corporate images and reputation. (Keller et al. 2006).

In order to succeed a company must have a clear understanding of the structure of its market and then adapt to that structure (Francois, 2009). Market positioning entails an analysis of the market taking into account three elements: the advantages of the product to the consumer, segments that make up the market and the strength of each competitor (Francois, 2009). Brand positioning is very useful concept in assessing marketing opportunities. It refers to the place occupied by a particular brand in a given market in terms of assessed perceptions and preferences for all products (or brands) of a type available in that specific market. Market positioning refers not only how the product is perceived by consumers but how it is perceived relative to products of competitors and relative to the market segments

A perceptual map could be designed showing how consumers perceives competing firms or brands along certain dimensions or attributes. Where positions are mapped close to one another, it may be assumes that these products are in fairly direct competition (Keller & Lehman, 2006).

Pharmaceutical branding is an important way to create awareness and generate interest and increased confidence among potential customers. Since branding essentially helps in differentiation of a product by setting it apart from others, it has becomes a critical element in

the organization's positioning strategy. Positioning is the way by which marketers attempt to create a distinct image or impression in the mind of the customers or prospects (Kotler & Keller, 2009)

2.2.2 Rationale for Branding

In a study conducted by Isabelle, Gile and Moss (2004), the researchers stated that it is clear that competitive environment is becoming very challenging in pharmaceutical industry and development of generic products has accelerated the decline of branded sales after patent expiry. The authors argue that branding can represent a new competitive advantage. Creation of new brands will enable firms to differentiate their products from those of competitors using both tangible and intangible benefits. A strong brand will benefit from high consumer loyalty and sustain sales after its patent expires, Isabelle et al (2004) adds.

Zahra (2005) stated that the pharmaceutical industry has come late to branding. During the 1980's and 1990's, the pharmaceutical industry enjoyed success over an extended period, achieving double-digit growth consistently. The success of the industry depended on strong research and development, use of patents, and a powerful sales force. However, now with growth in the industry slowing down, firms must search for ways to maintain profitability (Schuiling & Moss, 2004). The global pharmaceutical industry is experiencing profound change. As a result, pharmaceutical companies must embrace marketing and branding strategies to a greater extent than they have in the past (Blackett, 2005).

Pharmaceutical companies currently have doctors act as brand ambassadors (Brand Strategy, 2003). For decades, a pharmaceutical company's brand strategy was to discover a drug that was needed, introduce it to the doctor via a sales representative, and watch the prescriptions get filled. With several factors causing change in the drugs industry in the way in which medications are marketed and sold, it will be significantly important for these companies to brand their products. This will be important if more drugs are switched to over-the-counter (OTC) category, upon expiration of patents (Kapoor & Epstein, 2004) since many choices will be available on the shelf to choose from. As more drugs are switched to over-the-counter category in both pharmacies and supermarkets, healthcare is increasingly in the consumer's

hands (Brand Strategy, 2004). The early years of the prescription life cycle is very important for drug companies to establish which brands will be switched on patent expiry.

The industry is facing many changes. Doctors are being overwhelmed. Continuous sales force expansion from pharmaceutical companies have bombarded doctors with a plethora of sales messages. There is increased patient awareness in the last few years, and doctors giving patients choices of branded drugs versus generics (Kapoor & Epstein, 2004). Many employers are pushing the costs of healthcare on their employees through defined-contribution health plans. Some employers are giving consumers more choice on how they want to spend their healthcare money. Intense competition from new international pharmaceutical companies are emerging from countries such as India, who are aggressively working around patents to launch branded generics before the expiration dates, giving consumers the option of buying something between a premium branded and generic drug (Kapoor & Epstein, 2004).

It is evident that the competitive environment has become more intense in the pharmaceutical industry. As a result, Schuiling and Moss (2004) consider that branding can represent a new competitive advantage. At retail level, brands are now competing with generic drugs, alternative and complementary (herbal) treatments, and healthy-living approaches. (Brand Strategy, 2004).

In order to remain competitive advantage in the industry, given the changes and challenges, pharmaceutical companies will need to identify new competitive advantages to succeed. Moss and Schuiling (2004) propose that brand logic be leveraged. Pharmaceutical companies will not any longer be able to rely exclusively on the three traditional success factors, which include strong R&D, aggressive defense of patents, and use of a powerful sales force. These factors have been conducive to sales growth rates in the past but with constant changes occurring in the pharmaceutical industry, one can no longer be sure if these traditional factors alone will continue to work well in the future.

Given the industry changes, however, branding strategies must be implemented. As the cost of R&D has risen and the success rate of new products is not as high as before, the industry has become more dependent on fewer products to achieve its sales. In addition, product

differentiation between competitive brands is getting smaller; and also new competitive brands in the same therapeutic category are often launched at the same time, compared to the past, where many years would lapse between major competitive launches (Schuiling & Moss, 2004).

For example, Inderal®, the first beta-blocker for high blood pressure, was launched in 1965 and was not followed until 1987 with the launch of Lopressor®. In contrast, Cox-2 anti-rheumatic product Celebrex® was launched in 1999 with only a three-month lead over Vioxx®. Finally, as the industry consolidates, sales efforts are reaching a level of saturation. Increasing the number of sales representatives to promote a product will not be the answer (Schuiling & Moss, 2004). As a result, healthcare companies are venturing into the consumers' world, tailoring their advertising, products and delivery, rather than waiting for consumers to enter their domain when they actually need medicine (Brand Strategy, 2004).

2.2.3 Existence of Generic Pharmaceutical Products

Even the most effective strategies implemented by a company could potentially cause failure if consumers are price sensitive towards pharmaceutical products. If consumers purchase products based on price, then all the branding strategies may not be conducive to influence consumer purchase decisions. Thus, it is important to discuss the presence of generic drugs present in the market, and the effect it has on consumer purchases. In particular, with much cheaper generic drugs as the competition, it is extremely important for pharmaceutical companies to understand the difference in consumers' perceptions and purchase intentions between branded and generic drugs. This understanding can help the pharmaceutical firms to estimate in a better way the financial impact of launching a branded drug when making investment decisions in the branding process (Schuiling & Moss, 2004).

The more consumers perceive branded drugs to be better than generic drugs, the more important branding is to a pharmaceutical company. The more likely consumers will purchase a branded drug, the more confident managers can brand (Schuiling & Moss, 2004).

Generic products have made significant inroads in pharmaceutical markets. In 1988, in Canada, they accounted for more than \$2 billion in annual sales and held market shares in

excess of 10 percent for some therapeutic categories (Tootelian et al., 1988). The rapid rise in the popularity of generic products has been the subject of much research. As generic products became an established part of the consumer drugs market, generic prescription drugs have also made major inroads into the market. A study by Tootelian et al (1988) to examine consumers' perceptions about the effectiveness, potential for adverse effects, and value for the money of selected prescription drugs that range from low to high-risk medications. A great majority of respondents indicated that they had taken a named brand drug, despite the strength of generics in the general pain relief, antihistamine, and antibiotic markets. Respondents viewed brand name drugs as being more effective, having less potential for adverse effects, and giving greater value for the money. These perceptions were stronger for the higher risk medications than for ones perceived to carry lower risks. These findings applied both to commonly used medications and to ones that had not been used by a large segment of the sample, (Tootelian et al., 1988).

2.2.4 Branding Pharmaceutical Products

In healthcare according to Gombeski et al (2002) many brands were developed without a formal strategy as a proper understanding of what branding is. Brand building and positioning occur regardless of whether or not an organization consciously manages the process, often ending in a poorly positioned and managed brand. In the pharmaceutical industry, according to Isabelle et al (2004), some prescription drugs marketers believe that simply giving a name to a certain product will make it a brand. Others believe that adding a bit of symbolism to a product will be sufficient to make it a brand. Sicco (2005) argues that the combination of strategy, creativity and leadership is the key to success of brands. He adds that one needs to understand how strategy, creativity and leadership interact, and how this interaction may differ across markets where the brand is active. According to Sicco (2005) strategy, creativity and leadership are to a brand what fuel, heat and oxygen are to a fire: reduce one and it flickers; remove one entirely and it is extinguished.

Isabelle (2004) argues that products are assets of the pharmaceutical firms but identifying a brand identity should be based on thorough analysis of the market, the consumers and the competitors; and that managing these brands over the years should be the focus of the

organization. Through this approach the brands would represent in consumers' minds a set of tangible and intangible benefits. The products will not only deliver a certain efficacy (tangible) but it offers additional values such as trust (intangible). The brand has an existence in both doctors' and patients' minds that goes beyond the product itself. Pharmaceutical companies develop molecules but doctors prescribe brands, Isabelle (2004) adds.

In the *Journal of Marketing Management*, Catherine (1999) stated that most companies consider as a brand management will need to change. Conventionally these brand owners have been considering branding as not much more than communication exercise with the external audiences. Using the brand to link up the diverse activities of the organization has traditionally been beyond the remit of the brand's guardians. Branding has been an activity stuck at the end of a process, not built in the product or service. In many organizations today, branding is still seen as a naming or design activity. Catherine (1999) concluded that one of the key differentiating features of leadership brands is the way in which they embody, communicate and develop their meaning in their own minds. This comes from an approach to branding that begins within: from engineering of a set of activities to act coherently to bring authentic and complete experience to the consumer.

2.2.5 Brand Names

In the pharmaceutical industry there is a special regulatory requirement of products to have two names: the brand name and the generic name. The generic name describes the active ingredients of the product and the brand name is the given name for purposes of market positioning and identification. Isabelle and Giles (2004) have identified a series of strategies used to select names in the pharmaceutical industry.

Chemical-derived names: – the brand name is based on the scientific name of the substance. This has been the traditional way of naming pharmaceutical products. For example, Ibufen for ibuprofen molecule, Cipro for ciprofloxacin and Capoten for captopril. The problem with this strategy is that the brand name is too generic and may speed generic penetration later in the brand life. Such names are more difficult to protect from a legal point of view, (Isabelle & Giles, 2004).

Therapy Names: - the name will be indicative of the disease the product treats. For example Flugone for patients suffering from flu, Procardia for patients suffering from cardiac diseases and Maladar for treatment of malaria. Within the pharmaceutical industry, marketing professionals have always branded according to the disease or condition that a particular product is capable of treating. The idea behind "condition branding" is that if you can define a particular condition and its related symptoms in the minds of physicians and patients, you can also predict the best treatment for that condition. This type of branding has several benefits including consensus internal as well as external to the company. It is a type of consensus that allows the brand manager and the clinical community to use a problem/solution structure. The risks with this strategy are that the brand could easily be imitated and can be more difficult to protect from a legal point of view. In addition generics may find it easy to select a name close to the therapy and known brand.

Use Name: the selected name will connote a particular use. For example Glucophage for blood glucose-lowering use, Hedex for alleviation of headaches and Tumbocid for management of stomach acidity.

Drug Class Name: In this strategy drugs are classified and similar names are given to drugs in that particular class. For example in the antifungal drugs class Glenmark has given the brand name Candid across all drugs in the class. The name may also be semi-descriptive of the class name for example Fungiderm, Extraderm and Clotri Derm for formulations used in dermatology.

Corporate Name: the name will contain an identifiable portion of the corporate name tied to a certain product or product line. For example Baycol or Glucobay (Bayer), Novrapid (Novo Nordisk). This strategy is only effective when the corporate name is well known and has strong positive associations. A major concern is that one single product recall could hurt all products linked to the corporation (DeLor, 2004).

New Invented Name: This is a name that has been created for a particular product. For example, Zantac (GSK), Prozac and Xanax (Pfizer). The advantage of this strategy is to identify a unique and distinctive name that can be used across markets. Such names are easier to protect from a legal point of view.

The authors believe that brand names have to be easy to pronounce and, if they are to be memorable, be short, distinctive and difficult to imitate. The brand names have to be identified very early in the process as they are part of the brand equity that will be created, Isabelle et al (2004) adds.

2.2.6. Ideal Branding Process for Pharmaceutical Firms

Branding process begins long before creation of a brand personality. Step one, the brand analysis, is the information-gathering phase. Anyone who wants to build a great brand first has to understand who they are. They don't do this by reaching some internal consensus on what they think the brand means. The real starting point is to go out to customers and find out what they like or dislike about the brand and what they associate as the core of the brand concept (Moss, Moss, & Bouleaux, 2007) .

A company needs to know that whatever it is branding is the only solution for the target audience. Therefore, a situation analysis must be done on the company and the competitor's strengths and weaknesses, as well as the opportunities and threats the company faces. This provides the company with valuable information on how the product will be received and what messages will be conveyed, thereby facilitating the positioning process. Step two, the "brand print" phase is the differentiation phase. This is where the branding team must identify why the audience should believe the product is the only solution. It entails creating a unique selling proposition. Once this step is completed, a positioning statement can be created to link the brand to the target audience. Step three, "the brand face", is the creative part of the process. The branding team gives a personality to the product. The "brand face" is how the product is all packaged and presented. For example, in 2002, Avinza, a pharmaceutical product, was launched. The marketplace was competitive and similar existing brands emphasized happy people performing daily activities. Avinza, in order to be considered different from the rest, was positioned as the only sustained-release opioid indicated for 24- hour relief in a single daily dose. The unique selling proposition was that the drug had a uniquely steady pharmacokinetic profile. Physicians needed to understand that in a single daily dose, patients could achieve sustained pain relief over 24 hours. This would solve the problem of multiple dosing. Step four, the "brand culture", is concerned with how

those within the entire company feel about what has been created. Every department in the company should understand the brand and embrace it. Finally, step five, the "brand check", involves the branding team performing measurable research to determine how the product is actually being received in the marketplace and if this is consistent with the company's intent (Malone, 2004).

2.3. Branding Effectiveness through Differentiation

Branding has existed for centuries as a way to distinguish the goods of one producer from those of another. According to the American Marketing Association, a brand is a "name, term, symbol, design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition" (Keller, 2005).

According to Moss (Schuiling & Moss, 2004), a brand is a name that will register the product in the consumer's mind as a set of tangible (rational) and intangible (irrational) benefits. A product on its own delivers tangible benefits, whereas a brand offers additional values that are both the tangible and intangible benefits. For example, the Mercedes brand is registered in the mind of consumers as a brand offering a set of tangible benefits (solidity, reliability and of German quality) and intangible benefits (success, status) (Moss, 2004). Kotler (as cited in Keller, 2005) defines a product as anything that can be offered to a market for use or consumption that might satisfy a need or want. It may be a physical good, service, retail store, person, organization, place or idea (Keller, 2005). Levitt (as cited in Keller, 2005) concurs and adds that a brand is a product, but one that adds other dimensions that differentiate it in some way from other products designed to satisfy the same need. Additionally, the sum total of consumers' perceptions and feelings about the product's attributes and how it performs, about the brand name and what it symbolizes, and about the company associated with the brand, are the elements that distinguish a brand from its unbranded counterpart (Keller, 2005). The ultimate goal of a brand is not just to be remembered, or differentiated from competitors, but to be the only answer to what the audience needs (Malone, 2004).

Zahra (2005) stated that in order to comprehend the advantages and disadvantages of branding, it is imperative to understand what customer-based brand equity is, and to comprehend the steps of brand building. Customer-based brand equity is the differential effect that brand knowledge has on consumer response to the marketing of that brand. When customers react more favorably to product and the way it is marketed when the brand is identified than when it is not, that brand has positive customer-based brand equity. Customer-based brand equity occurs when the consumer has a high level of brand awareness and strong, favorable, unique associations with the brand (Keller, 2005).

Pharmaceutical branding is an important way to create awareness among potential benefits of drugs and medicines. The marketing process and brand give the public ready knowledge of what the product is about and creates a point of identifying the brand amongst many other similar products in the market (Blackett, 2005). In addition, the entire branding process has value addition for a company as it helps the business focus on, enhance and be consistent with its message. In addition, it allows a company to continually test the marketing message and see if it is being received in the right way by the right audience (Kumar, Rahman, & Kazmi, 2013)

Brand building during the period when a new drug remains under patent can help prolong the commercial life of a product once its monopoly status lapses (Blackett, 2005). Advertising and promotion is critical in the early stages of a new pharmaceutical brand's life to create awareness and encourage product trial. During the brand's life, it is important that consumers be reminded of the product's efficacy, quality and safety, now proven through several years' performance in order to maximize return on investment before the patent expires, imitations are introduced, and prices drop (Blackett, 2005).

Creating brands will enable pharmaceutical companies to differentiate their products from those of competitors using both intangible and tangible benefits, (Zahra, 2005). Each brand needs to be given a "reason for being", considering the vast amount of competitors and low number of really distinctive products. Branding can help to sustain the brand against generic products after expiration of the patent. A strong brand will benefit from high consumer loyalty, allowing it to maintain strong sales after the patent has expired. Brands will have a

stronger influence on the behavior and attitudes of patients and doctors (Schuiling & Moss, 2004).

2.3.1 Brand Image

According to Roth, 1995, brand image management is a critical part of a company's marketing program. Communicating a clearly defined brand image enables consumers to identify the needs satisfied by the brand (Park, Jaworski, & MacInnis, 1986) and differentiate the brand from its competitors, DiMingo (1988); Reynolds and Gutman (1984), and has been prescribed by both marketing practitioners Ogilvy (1963) and researchers (Gardner & Levy, 1955) as a key to product success. In fact, brand image is an integral component of a brand's equity, that is, the value of a brand in the minds' of consumers (Keller 1993). Developing a needs-based image strategy provides the foundation for marketing program development and enables the brand to create a clear and distinct position within its category. Although much conceptual work has been written on defining and managing brand image (Keller 1993; Park, Jaworski, & MacInnis, 1986), very little empirical research exists to guide managers' image management efforts (Roth, 1995)

2.3.2 Brand Equity

Keller (2005) maintains that building a strong brand can be thought of as a sequence of steps, in which each step depends on the successful completion of the previous one. The steps are as follows: Ensure an association of the brand in customers' minds with a specific product class or customer need; Link tangible and intangible brand associations with certain properties in order to establish the totality of brand meaning in the customers' minds; Extract the proper customer responses to this brand identification and brand meaning and finally, convert brand response to create a loyalty relationship between customers and the brand (Keller, 2005).

A good understanding of consumer-based brand equity is crucially important in understanding branding and the advantages it offers. Branding helps organizations to attain brand equity. Brand equity is the differential positive effect that brand knowledge has on consumer response to the marketing of a brand. A brand with a high brand equity index is

often described as a strong brand. According to Kumar and Meenakshi (2006), brand equity consists of brand awareness, brand associations, perceived quality, brand loyalty and other proprietary brand assets such as patents, trademarks and channel relationships.

Branding is all about creating differences (Keller, 2003). Consequently, the brand equity concept is about the importance of the role of the brand in marketing strategies. Brand equity provides a common concept for interpreting marketing strategies. Brand equity can be defined differently by different approaches: consumer based view and company based view. Consumer based brand equity is the most widespread nowadays due to the importance markets given to the brand evaluation from the consumer's point of view (Jia, 2012)

Aaker (1991) defines brand equity as a set of brand assets and liabilities linked to a brand, its name and symbol, which add to or subtract from the value provided by a product or service to a firm and/or that firm's customer. By the other words, the differential effect that brand has on the customer's response to the marketing of that brand. Therefore, the brand equity that a company enjoys is the essential piece that reflects the performance of the company and is the guide towards future strategies and decisions.

Keller (1993) refers brand equity as the differential effect of brand knowledge on customers' response to the marketing of a brand. Keller (2003) stresses that in order to understand the brand equity, it should be realized that the power of a brand lies in what resides in the minds of customers. In Keller's consumer-based brand equity theory, brand awareness and brand image are used as two components.

Many more scholars have explained and developed the definition of brand equity: Based on Aaker's (1991) and Keller's (1993) conceptualizations of brand equity, Yoo and Donthu (2001) developed and validated the multi-dimensional consumer based brand equity model. In their study, there is a comparatively high positive relationship between brand equity and purchase intention as well as between brand equity and brand attitude across all consumer groups. Solomon and Stuart (2002) put brand equity as the value that a brand has for a particular organization or company. They explain that brand equity provides a competitive advantage because it gives the brand the power to capture and hold onto a larger share of the

market and to sell at prices with higher profit margins. Moreover, Brady, Cronin, Gavin and Roehm (2008) state that brand equity implies a way of superiority.(Jia, 2012)

2.3.3 Branding and Sales

According to Hacker (2000), the purpose of brand building is to create brand preference. Preference, as a result, is supposed to generate more sales and higher market share by creating desire for a brand that is stronger than the desire created by competitors. In addition, it should protect and enhance margins by using the brand to avoid commodity status and add value to the selling proposition. To the marketers branding is intended to be a long-term commitment of building and nurturing a loyal customer. Additionally it is advantageous to marketers for two reasons. First, marketers are rediscovering the equity they have in their brand images and are using it. Second, the general media are starting to pay more attention to marketing as an industry.

2.3.4 Brand Communication

The major channels of communication used widely to position brands in the minds of consumers are advertising, direct marketing, sales promotion, sponsorship, endorsements, public relations, internet and integrated brand communications (Ford, 2003). This concept consists of manipulating the projected image of the product so that the consumer sees the product as being worth the value that the advertiser portrays, rather than a more logical evaluation that comprises aggregate of the cost of inputs and distribution (Brassington & Pettit, 2003). Value-creating branding and advertising campaigns are successful at inducing consumers to pay more for a product (Petit & Cacioppo, 1986)

(Mi & El, 2015),brand managers can jump on the Internet and share their brand experiences instantly online to a host of individuals through social media, recommendations, blog posts, status updates and posts to the consumer complain database. It is important for brand managers to know what is being said about their brands online.

2.3.5 Brand Recall

Aaker (1991) revealed the presence of familiarity obtained by advertising intensity and by experience of use and pleasure that affect the behavior and inclination towards these brands. The recall based on familiarity can improve the relationship between exposure and recollection (Aaker, 1991) since the wordings and naming provide a significant sensation of pleasure.

Brand awareness created by advertising recall affects purchase decision behavior as well as forming positive attitudes towards the product leading to possible buying of this product. Branding creates a vision of how that brand should be perceived by its target audience (Brassington & Pettit 2003). They assist in prioritizing the focus of the brand identity and resultant communication required to set forth communication objectives such as type of message, brand differentiation, and target customers. The ability of a potential buyer to recognize and recall that brand is known as brand awareness. Image is a product of peoples' perception. ”

2.3.6 Differentiation through Brand Image

According to Tschirhart (2005), branding is grounded in developing attributes and values that are distinctive and protectable. Most important to the concept of branding are the functions of distinction and singularity; colloquially stated, "branding ... is very similar to branding on the ranch. "A branding program should be designed to differentiate your cow from all the other cattle on the range even if all the cattle on the range look pretty much alike". To ensure brand loyalty by consumers and continue to garner the benefits of a brand, its qualities, values, and distinctiveness must be maintained

Reynolds (1965) noted that "an image is the mental construct developed by the customer on the basis of a few selected impressions among the flood of total impressions; it comes as a result of a creative process in which these selected impressions are elaborated and ordered". Kotler (2001) defined image as asset of beliefs, ideas, and impression that a person holds regarding an object. Keller (1993) considered brand image as "a set of perceptions about a brand as reflected by brand associations in consumer's memory". Aaker (1991) referred

brand image as “a set of associations, usually organized in some meaningful way”. Brand image was also described by Biel (1992) as a cluster of attributes and associations that consumers connect to the brand name

Brand image helps in the process of purchase decision by the consumer, providing a reason to buy and creating positive feelings about the brand (Aaker, 1992). Empirical findings have confirmed that a favorable brand image will lead to loyalty, brand equity (Keller, 1993) and purchase behavior and brand performance (Hsieh et al, 2004), (Roth, 1995)

2.4 Challenges to Branding

According to Băltescu (2009), brands are at the heart of marketing and business strategy. If a company’s offer is perceived to be the same as those of the competitors, then consumers will be indifferent and will choose the cheapest or most accessible. The purpose of marketing is to create a preference for the company’s brand. If customers perceive one brand as superior, they will prefer it and pay more for it. Successful brands create wealth by attracting and retaining customers. When a company creates this type of customer preference and loyalty, it can build a strong market share, maintain good price levels and generate strong cash flows

In some cases branding may not work for consumers who are content with price cuts, or promotions such as two-for-one sales offer. These consumers who buy strictly on price may not be loyal to specific brands. Price sensitivity could prevent consumers from purchasing more expensive branded drugs, especially if they do not perceive any major differences between generic and branded medications. Other disadvantages include the fact that it requires a rapid return on investment, that there are no economies of scale with advertising and production, that there can be brand proliferation, and there exists the possibility of over promotion of the image as a "tangible benefit". This could be a problem if the product does not deliver all the promised tangible benefits. It also may not take into account any intangible benefits associated with the product.

Other reasons for the failures of organizations to brand can be categorized as either ‘cognitive’ or ‘cultural’ barriers. A more expansive classification of these barriers is given by one review work by McDonald & Wilson (1999) .These authors cite culture, management roles, management cognition (i.e. knowledge of marketing techniques), systems and

procedures, resource allocation and data availability as moderators of rational planning use. Attempts to change organizational culture to support the marketing strategy making process are problematic. This suggests that the strategy process effectiveness might be linked to and achieved by adaptation of the process to the organizational culture.

Researchers looking at how strategy making varies between organizations also pointed to lack of resources and knowledge as barriers to rational planning. Systems procedures and structures are also linked to the degree to which strategic planning can be used. The study (McDonald & Wilson, 1999) found that five entrenched values appear to have impeded the initiation of strategic planning within the company. These are; reactivity, management activities and practice, compartmentalization, short-term cost orientation and internal focus.

Aaker (2014), the creator of the Aaker Model™, has published more than 100 articles and 15 books, including his latest, *Aaker on Branding: Twenty Principles That Drive Success*. In his book that contains an overview of twenty key branding principles, Aaker (2014), identified challenges to branding, he included an epilogue that identifies ten additional branding challenges to keep in mind as an organization works to build its brand.

2.4.1 Treating Brands as Assets

The ongoing pressure to deliver short-term financial results coupled with the fragmentation of media will tempt organizations to focus on tactics and measurable and neglect the objective of building assets, (Aaker, 2014)

A brand vision needs to differentiate itself, resonate with customers and inspire employees. It needs to be feasible to implement, work over time in a dynamic marketplace and drive brand-building programs. Visions that work are usually multidimensional and adaptable to different contexts. They employ concepts such as brand personality, organizational values, a higher purpose, and in general they simply move beyond functional benefits, (Aaker, 2014).

The only way to grow, with rare exceptions, is to develop “must have” innovations that define new subcategories and build barriers to inhibit competitors from gaining relevance. That requires substantial or transformational innovation and a new ability to manage the perceptions of a subcategory so that it wins, (Aaker, 2014).

Exceptional ideas and executions that break out of the clutter are necessary in order to bring the brand vision to life. These ideas and the execution of them are more critical than the size of your budget. “Good” is just not good enough. That means making sure you get more ideas from more sources, and that you make sure you have the mechanisms in place to recognize brilliance and bring those ideas to market – quickly, (Aaker, 2014)

2.4.2 Achieving Integrated Marketing Communication.

Integrated Marketing Communication is more elusive and difficult than ever in light of the various methods you have to choose from such as advertising, sponsorships, digital, mobile, social media and more. These methods tend to compete with each other rather than reinforce because the media scene and options have become so complex, so dynamic, and because product and country silos reflect competition and isolation rather than cooperation and communication, (Aaker, 2014).

Marketers employ an increasingly varied means of communication (e.g., various forms of broadcast, print, and interactive advertising; trade and consumer promotions; direct response; sponsorship; public relations; etc.) and multiple means of going to market (via retailers, company-owned stores or outlets, telephone, Internet, mail, etc.). Some marketers have attempted to orchestrate these activities to create synergistic effect. (Keller & Lehman, 2006)

2.4.3 Building the Brand Internally

This arena is complex, dynamic and in need of a different mindset. The reality is, the audience is in control. New capabilities, creative initiatives and new ways to work with other marketing modalities are required. Adjust the digital marketing focus from the offering and the brand to the customer’s sweet spot, which is to say the activities and opinions in which they are interested or even passionate about, (Aaker, 2014).

It is hard to achieve successful integrated marketing communications or breakthrough marketing without employees both knowing the vision and caring about it. The brand vision that lacks a higher purpose will find the inspiration challenge almost impossible, (Aaker, 2014).

Brands face three relevance threats: Fewer customers buying what the brand is offering, emerging reasons not-to-buy, and loss of energy. Detecting and responding to each requires an in-depth knowledge of the market, plus a willingness to invest and change, (Aaker, 2014).

Brands need well-defined roles and visions that support those roles. Strategic brands should be identified and resourced, and branded differentiators and energizers should be created and managed, (Aaker, 2014).

2.4.4 Leveraging Brand Assets to Enable Growth

A brand portfolio should foster growth by enabling new offerings, extending the brand vertically or extending the brand into another product class. The goal is to apply the brand to new contexts where the brand both adds value and enhances itself.

Those engaged in building and leveraging a brand should examine each of these challenges in turn and determine which are most critical to their success. Then evaluate the extent to which your brand is in deficit in meeting that challenge. The answers to those questions should result in a roadmap to strengthening both your brand and your impact, (Aaker, 2014).

In another study (Riddhi & Surti, 2015) identified six challenges in branding. Strong brands require a clear strategic approach to handle the six efforts involved in creating strong brands.

(a) Economic Assistance: The main challenge faced by the brand leaders is to focus on the short term returns. Brand is a long term asset, introduction of price; discount or freebie promotion for initial acceptance of the product may lead to brand dilution and failure in the long run. (b). Effect of Approving: There must be consistency in quality/performance, if not betterment so as to sustain the growing complexity of the market in terms of consumer's changing tastes and multiplying competition. The company must continuously innovate and maintain good customer relations through their consumer touches points, so as to create brand loyalty among existing users. (c). Emotional Appeal: Emotional appeal is essential to communicate the Brand message. Consider the number of media options available to consumers-many television channels, Internet, Newspaper, magazines. (d) Effective Culture: Culture refers to how people in a society interact, what they believe. How they make decisions and what meanings they attach to certain representations. Cultures are not static,

but develop through intergenerational and interpersonal learning and experience. (e). Economic, Legal and Political conditions: Condition implies the Economic, Legal and Political conditions prevailing in a market. Law related to Advertising content, product specifications, distribution options, etc vary from one country to another and from time to time. (f) Efficient distribution channel: Formation of distribution channel alliances in the market. A distribution channel decision is vital and rigid, and it is expensive to change, once decision is made (Riddhi & Surti, 2015).

2.5 Chapter Summary

In this chapter the concept on marketing and brand is presented as defined by various authors. The chapter also defines the concept of brands marketing strategy as well as a brief description of the various components of formal branding approaches in pharmaceutical firms and their significance. The broad external sources and internal sources of challenges to the process of branding strategy making and implementation were also discussed. In the next chapter the researcher reports of the significant aspects of collecting, collating, analyzing and presenting research data. It included process of identifying the population of study, the sample frame, the sample size (in this case, census population), the questionnaire as the data collection instrument, and data analysis and presentation in a logical sequence.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a presentation of the research methodology that was used in this study. The section has main elements comprising of the design of the study, the population, the sample design and the research procedure. This section also contains a discussion on the data collection methods and techniques, and the data analysis and presentation methods chosen in the research.

3.2 Research Design

Research design is a plan and structure of investigation so conceived to obtain answers to the research questions (Coopers and Schindler, 2008). In this study a descriptive research design was employed. According to Kotler and Armstrong (2006), a descriptive research is the type of research that portrays characteristics of individual groups under study. In this study a survey was conducted. A survey is basically an attempt to collect data from an identified population with the aim of determining a current status of a given set of variables: in this case the levels of brand strategy implementation in local manufacturers of medicines in Nairobi. The choice of survey method was due to the fact that it would facilitate collection of original data needed for accomplishment of the research objectives. The Survey involved the administration of questionnaires to the identified population and conducting semi-structured interviews to obtain required information. The appropriateness of this design was based on the fact that data collected can ultimately be quantified and reported as true representation of the real situation or characteristic of the population under study. In this research the independent variables would be existence of formal market (brand) strategy, implementation; brand market effectiveness through differentiation and challenges to branding.

3.3 Population and Sampling Design.

3.3.1 Population

According to Sounders (2007), a population is defined as the subjects with the characteristics that the researcher wants to research on and understand. It is a large collection of individuals,

objects or organizations that form the main focus of a scientific query. According to Coopers and Schindler (2003), a population is also defined as the total collection of elements about which the researcher wishes to make inferences for the research. In this case the population consisted of Marketing Directors, CEO's, marketing managers or sales managers or designated personnel believed to have the desired information in the pharmaceutical manufacturers in Nairobi.

3.3.2.1 Sampling Design

According to Coopers and Schindler (2003), a sampling frame presents a complete and current list of population of members of interest. Other literature have also defined sampling frame as an objective list of the population from which the researcher can make a selection. The sampling frame of this study was the current register of the Pharmacy and Poisons Board of pharmaceutical manufacturing firms in Nairobi as listed in the website of the Pharmacy and Poisons Board of Kenya (PPB, 2015).

3.3.2.2 Sampling Technique

A sampling technique is the method of selecting elements of the population that represents the population (Coopers & Schindler, 2003). It is a scientific procedure of selecting those units that would produce required estimates to reflect the population characteristics. However in this study the researcher dealt with a population that was considered small (less than 35 elements), therefore a census method was used. By using the whole population the researcher collected truly representative information. It is important to note however that census data collection tends to be costly compared to a scenario where a sample is used.

3.3.2.3 Sample Size

A sample size represents a subset of a sampling unit from a population (Coopers & Schindler, 2003). Due to a relatively small population in this study, the entire population was used to carry out the research. This constituted all local pharmaceutical manufacturers situated in Nairobi.

3.4 Data Collection Methods

The process of data collection is very critical in research as it ultimately impacts on the validity of the results. The purpose of data collection was to obtain information needed to keep records, to make decision about subject issues, to pass information on to others (Kothari, 2004). In this study primary data was collected using a questionnaire, because the respondents are widely expected to have attained sufficient literacy levels. For ease of analysis the questionnaire contained sections with closed questions which were administered to the respondents via personal contact, via email and telephone call follow-ups to ensure high chance of receiving feedback. The questionnaire also contained some open-ended questions for free responses and probing to capture any other information that could be relevant to the study and give respondents some level of freedom. The questionnaire was divided into four sections. The first section seeks to get background information of the company and demographics of the respondent. The second section was based on the first research objective: To establish the existing branding strategies adopted by the firms under study. The third section was based on the second research objective: To determine effects of branding on product market performance. The fourth section was based on the third research objective: To establish barriers to effective branding strategies in the firms.

Sections two, three and four contained some Likert scale questions that presented responses: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree and 1-Strongly Disagree. The statements in these sections tested the respondents' views and knowledge of the existence of brand strategy formulation and implementation in their organizations, the market effectiveness of branding through differentiation and challenges to branding in the population under study.

3.5 Research Procedures

Research procedure is the actual conduct of the research. The first step entailed the preparation of the research proposal. The proposal describes clearly the research objectives, literature review, population of study, the data collection instruments and the estimates of financial and time budgets. A pilot study was done on three respondents selected conveniently from the population to pretest for effectiveness and reliability of data collection before the actual data collection process could be done on the entire population. The outcome

of the pretest, if any, could have been used to fine tune the questionnaire and ensure that the questionnaire was objective, relevant and efficient for the study. It was anticipated that respondents should spend an average of 10 to 15 minutes to complete the questionnaire. A drop-and-pick method was used to distribute and collect the questionnaires. In the cover letter, respondents were assured of privacy and confidentiality of any information they willingly provided for purposes of the study.

3.6 Data Analysis Method

All questionnaires collected from the respondents were checked for completeness, legibility and correctness. Questionnaires with errors were pruned and not included in the final data analysis. The credible questionnaire responses were coded and then keyed into Statistical Package for Social Sciences (SPSS) to ease data analysis. Through SPSS, data was analyzed statistically to give descriptive statistics such as correlation and inferential statistics. Presentation of analyzed data was done by use of Tables and figures. This format of presentation help the researcher in explaining the findings and to give a clearer picture of the tabulated data with elaborations on information captured during research.

3.7 Chapter Summary

This chapter generally identified significant aspects of collecting, collating, analyzing and presenting research data. It included process of identifying the population of study, the sample frame, the sample size (in this case, census population), data collection instrument, and data analysis and presentation in a logical sequence. In the next chapter a detailed analysis of collected data is done and findings presented by use of Tables and figures generated from SPSS as the analysis tool.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study of the research questions with regards to the data collected from the respondents. The chapter begins with the analysis and reports on General information with respect to the respondents; consequently second part looks on the reports of the existence of strategic brand marketing planning practices in the organizations, the third part covers on the analysis of the extent to which branding pharmaceutical products have brought about effectiveness through differentiation in the organizations and finally the last part provides reports of the analysis on challenges met in brand strategy in the organization and the inferential Statistics.

4.2 General Information

The respondents provided their general information based on their; Gender, level of Education, designation in their firms and work experience in the pharmaceutical industry.

4.2.1 Gender

From the general information it was found that 18 respondents who are 82% of the validly interviewed respondents were males while 4 respondents who represent 18% of the validly interviewed respondents were females.

Thus the majority of the respondents were males as shown in the Table 4.1 below

Table 4.1: Gender of Respondents

Respondents	Frequency	Percent
Male	18	81.8
Female	4	18.2
Total	22	100.00

4.2.2 Level of Education

From the general information provided on the level of education, it was found that 2 respondents who represents 9.1% of the validly interviewed respondents had secondary Certificate as their highest level of education, 2 respondents who were also 9.1% of the validly interviewed respondents had a Diploma as the highest level of their education, 16 respondents who were 72.7% of the validly interviewed respondents had Bachelor Degree as their highest level of Education and 2 students who represents 9.1% of the validly interviewed respondents had master's degree as their highest level of Education. Thus the majority of the respondents had bachelor's degree as the highest level of education as shown in the Table 4.2 below

Table 4.2: Highest Level of Education of Respondents

Levels of Education	Frequency	Percent
Secondary Certificate	2	9.1
Diploma	2	9.1
Bachelor's Degree	16	72.7
Master's Degree	2	9.1
Total	22	100

4.2.3 Designation of Respondents

The respondents were providing their general information based on their designations in the firms. The respondents were given the options of designations and could specify any other if the options were not fitting his/her position in the firm.

From the information provided by the respondents it was found 17 respondents who are 77.3% of the total respondents were validly interviewed while 5 respondents who are 22.7%

of the total respondents were missing, meaning that they did not provide their details about their designations in the firm. The results shows that 3 respondents who are 17.6% of the validly interviewed were CEOs, 4 respondents who are 23.5% of the validly interviewed were marketing managers, 4 of the respondents who are 23.5% of the validly interviewed were sales managers, 1 respondent who is 5.9% of the validly interviewed was a brand manager, 5 respondents who are 29.4% of the validly interviewed were medical representatives. Thus the majority of the interviewed officers were medical representatives as shown in the Table 4.3 below.

Table 4.3: Designation of Respondents in the Firms

Designation	Frequency	Percent
CEO	3	17.6
Marketing Manager	4	23.5
Sales Manager	4	23.5
Brand Manager	1	5.9
Medical Rep	5	29.4
Total	17	100

4.2.4 Other Designations

Other designations that were provided by the respondents were co-pharmacist, Directors, General Managers, managers and operations managers.

4.2.5 Work Experience of Respondents

From the general information based on the work experience in Pharmaceutical, it was also found that, 3 respondents who are 13.6% of the validly interviewed respondents had less than

10 years of experience, 4 respondents who are 18.2% of the validly interviewed had 11-15 years of experience, 4 respondents also had 16-20 years of job experience, 10 respondents who are 45.5% of the validly interviewed respondents had 21-30 years of work experience and 1 respondent who is 4.5% of the validly interviewed respondents had above 30 years of experience as shown in the Table 4.4 below.

Table 4.4: Work Experience of Respondents

Years of Experience	Frequency	Percent
Less than 10	3	13.6
11-15	4	18.2
16- 20	4	18.2
21 – 30	10	45.5
Above 30	1	4.5
Total	22	100.0

4.3 Strategic Brand Marketing Planning

4.3.1 Brand Strategy Existence

4.3.1.1 Image Strategy

Research was done to investigate the opinion that companies pursue brand image strategy, it was found that 4.5% of the validly interviewed respondents disagreed with the opinion, 77.3% of the validly interviewed respondents agreed and strongly agreed with the opinion while 18.2% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that most companies pursue brand image strategy as shown in the Table 4.5 below.

Table 4.5: Response on How Companies Pursue Brand Image Strategy

Response	Frequency	Percent
Disagree	1	4.5
Neutral	4	18.2
Agree	10	45.5
Strongly Agree	7	31.8
Total	22	100.0

4.3.1.2: Positioning Strategy

Research was done to investigate the opinion that companies pursue brand positioning strategy; it was found that 4.5% of the validly interviewed respondents disagreed with the opinion, 72.8% of the validly interviewed respondents agreed and strongly agreed with the opinion while 22.7% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that most companies pursue brand positioning strategy as shown in the Table 4.6 below.

Table 4.6: Response on How Companies Pursue Brand Positioning Strategy

Response	Frequency	Percent
Disagree	1	4.5
Neutral	5	22.7
Agree	10	45.5
Strongly Agree	6	27.3
Total	22	100.0

4.3.1.3 Communication Strategy.

Research was done to investigate the opinion that companies pursue brand communication strategy; it was found that 5% of the validly interviewed respondents disagreed with the opinion, 72% of the validly interviewed respondents agreed and strongly agreed with the opinion while 18% of the validly interviewed respondents were neutral about the opinion. Among the 22 respondents interviewed.

Thus the majority of the respondents agreed that most companies pursue brand communication strategy as shown in the Table 4.7 below

Table 4.7: Response on How Companies Pursue Communication Strategy

Response	Frequency	Percent
Disagree	1	4.5
Neutral	4	18.2
Agree	10	45.5
Strongly Agree	6	27.3
Total	21	95.5

4.3.1.4 Products

Research was done to investigate the opinion that companies brand their products, it was found that 95.5% of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.5% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed that companies brand their products as shown in the Table 4.8 below.

Table 4.8: Responses on Company Branding their Products

Response	Frequency	Percent
Neutral	1	4.5
Agree	15	68.2
Strongly Agree	6	27.3
Total	22	100.0

4.3.1.5 Top Management Involvement

Research was done to investigate the opinion that top management in companies are strongly involved in the brand formulation process, it was found that 77.3% of the validly interviewed respondents agreed and strongly agreed with the opinion while 22.7% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed that top management is strongly involved in the brand formulation process as shown in the Table 4.9 below.

Table 4.9: Top Management Strongly Involved in Brand Formulation Process

Response	Frequency	Percent
Neutral	5	22.7
Agree	4	18.2
Strongly Agree	13	59.1
Total	22	100

4.3.1.6 Regular Communication

Research was done to investigate the opinion that there is a regular communication between levels of management on branding; it was found that 18.2% of the validly interviewed respondents disagreed with the opinion, 68.2% of the validly interviewed respondents agreed and strongly agreed with the opinion while 13.6% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that there is regular communication between levels of management on branding as shown in the Table 4.10 below.

Table 4.10: Regular Communication between Levels of Management on Branding

Response	Frequency	Percent
Disagree	4	18.2
Neutral	3	13.6
Agree	8	36.4
Strongly Agree	7	31.8
Total	22	100.0

4.3.1.7 Brand Name

Research was done to investigate the opinion that companies use brand names that are short and easy to remember, it was found that 86% of the validly interviewed respondents agreed and strongly agreed with the opinion while 14% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed that companies use brand names that are short and easy to remember as shown in the Table 4.11

Table 4.11: Companies with Short and Easy-to Remember Brand Names

Response	Frequency	Percent
Neutral	3	13.6
Agree	11	50.0
Strongly Agree	8	36.4
Total	22	100.0

4.3.1.8 Effective Protection

Research was done to investigate the opinion that companies use brand names that are effectively protected from legal point of view, it was found that 86.4% of the validly interviewed respondents agreed and strongly agreed with the opinion while 13.6% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed that companies use brand names that are effectively protected from legal point of view as shown in the Table 4.12 below.

Table 4.12: Effective Protection from Legal Point

Response	Frequency	Percent
Neutral	3	13.6
Agree	9	40.9
Strongly Agree	10	45.5
Total	22	100.0

4.3.2 Brand Strategy Implementation

4.3.2.1 Technology

Research was done to investigate the opinion that firms use technology to implement brand marketing, it was found that 13.6% of the validly interviewed respondents disagreed with the opinion, 45.5% of the validly interviewed respondents agreed and strongly agreed with the opinion while 40% of the validly interviewed respondents were neutral about the opinion.

Thus the majority agreed with the opinion as shown in the Table 4.13 below.

Table 4.13: The Firm Uses Technology to Implement Brand Marketing

Response	Frequency	Percent
Disagree	3	13.6
Neutral	9	40.9
Agree	8	36.4
Strongly Agree	2	9.1
Total	22	100.0

4.3.2.2 New Markets

Research was done to investigate the opinion that firms constantly look for new markets, it was found that 4.5% of the validly interviewed respondents disagreed with the opinion, 90.9% of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.5% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that firms constantly look for new markets as shown in the Table 4.14

Table 4.14: Response on Whether Firm Constantly Looks for New Markets

Response	Frequency	Percent
Disagree	1	4.5
Neutral	1	4.5
Agree	13	59.1
Strongly Agree	7	31.8
Total	22	100.0

4.3.2.3 Competitor Analysis

Research was done to investigate the opinion that competitor analysis is conducted regularly, it was found that 18% of the validly interviewed respondents disagreed with the opinion, 59% of the validly interviewed respondents agreed and strongly agreed with the opinion while 23% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that competitor analysis is conducted regularly as shown in the Table 4.15 below.

Table 4.15: Competitor Analysis

Response	Frequency	Percent
Disagree	4	18.2
Neutral	5	22.7
Agree	10	45.5
Strongly Agree	3	13.6
Total	22	100.0

4.3.2.4 Market Surveys

Research was done to investigate the opinion that marketing departments carries out market surveys regularly, it was found that 13.6% of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 50% of the validly interviewed respondents agreed and strongly agreed with the opinion while 36.4% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that marketing departments carries out market surveys regularly as shown in the Table 4.16 below.

Table 4.16: Marketing Department Carries Out Market Surveys Regularly

Response	Frequency	Percent
Strongly Disagree	1	4.5
Disagree	2	9.1
Neutral	8	36.4
Agree	7	31.8
Strongly Agree	4	18.2
Total	22	100.0

4.3.2.5 Suggestions for Improvement

The respondents were interviewed to give their suggestions to improve planning and execution of branding activities in their firms. Seven respondents as shown in the figure 4.9 below suggested that firms can improve by; allocating sufficient funds for advertisement through the media, branding all the products, ensuring constant advertisement, Insight on competitors activities using past experience, ensuring more involvement by top management, training of staff and understanding conscious brand strategy.

4.4 Market Effectiveness of Branding

4.4.1 Brand Superiority

Research was done to investigate the opinion that brands are generally perceived superior to competition, it was found that 9.1% of the validly interviewed respondents disagreed with the opinion, 59.1% of the validly interviewed respondents agreed and strongly agreed with the opinion while 31.8% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that brands are generally perceived superior to competition as shown in the Table 4.17 below.

Table 4.17: Brand Superiority

Response	Frequency	Percent
Disagree	2	9.1
Neutral	7	31.8
Agree	10	45.5
Strongly Agree	3	13.6
Total	22	100.0

4.4.2 Product Identification

Research was done to investigate the opinion that branding has made products easily identifiable, it was found that 95.5% of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.5% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that branding has made products easily identifiable as shown in the Table 4.18 below.

Table 4.18: Branding has Made Our Products Easily Identifiable

Response	Frequency	Percent
Neutral	1	4.5
Agree	13	59.1
Strongly Agree	8	36.4
Total	22	100.0

4.4.3 Market Segmentation

Research was done to investigate the opinion that market segmentation is achieved through branding, it was found that 77.2% of the validly interviewed respondents agreed and strongly agreed with the opinion while 22.7% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that market segmentation is achieved through branding as shown in the Table 4.19 below.

Table 4.19: We have Achieved Market Segmentation through Branding

Responses	Frequency	Percent
Neutral	5	22.7
Agree	12	54.5
Strongly Agree	5	22.7
Total	22	100.0

4.4.4 Market Share

Research was done to investigate the opinion that brands have an overall good market share in the segment; it was found that 82% of the validly interviewed respondents agreed and strongly agreed with the opinion while 18% of the validly interviewed respondents were neutral about the opinion. Thus the majority of the respondents agreed that the brands have an overall good market share in the segment as shown in the Table 4.20 below.

Table 4.20: Market Share

Response	Frequency	Percent
Neutral	4	18.2
Agree	14	63.6
Strongly Agree	4	18.2
Total	22	100.0

4.4.5 Market Strength

Research was done to investigate the opinion that brands are companies consider their brands strong in the market, it was found that 9.1% of the validly interviewed respondents disagreed with the opinion, 59.1% of the validly interviewed respondents agreed and strongly agreed with the opinion while 31.8% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that brands are companies consider their brands strong in the market as shown in the Table 4.21 below.

Table 4.21: We Consider Our Brands Strong in the Market

Response	Frequency	Percent
Disagree	2	9.1
Neutral	7	31.8
Agree	8	36.4
Strongly Agree	5	22.7
Total	22	100.0

4.4.6 Market Awareness

Research was done to investigate the opinion that advertisement leads to better market awareness, it was found that 86.4% of the validly interviewed respondents agreed and strongly agreed with the opinion while 13.6% of the validly interviewed respondents were neutral about the opinion. Thus the majority of the respondents agreed advertisement leads to better market awareness as shown in the Table 4.22 below.

Table 4.22: Market Awareness

Response	Frequency	Percent
Neutral	3	13.6
Agree	11	50.0
Strongly Agree	8	36.4
Total	22	100.0

4.4.7 Repeat Customers

Research was done to investigate the opinion that number of repeat customers are increasing, it was found that 77% of the validly interviewed respondents agreed and strongly agreed with the opinion while 23% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that numbers of repeat customers are increasing as shown in the Table 4.23 below.

Table 4.23: Effect of Branding on Repeat Customers

Response	Frequency	Percent
Neutral	5	22.7
Agree	10	45.5
Strongly Agree	7	31.8
Total	22	100.00

4.4.8 Customers' Compliments

Research was done to investigate the opinion that firms get customers' positive compliment, it was found that 90.9% of the validly interviewed respondents agreed and strongly agreed with the opinion while 9.1% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed that firms get customers' positive compliment as shown in the Table 4.24 below.

Table 4.24: Our Firm Gets Customers' Positive Compliments

Response	Frequency	Percent
Neutral	2	9.1
Agree	14	63.6
Strongly Agree	6	27.3
Total	22	100.00

4.4.9 Customers' Complaints

Research was done to investigate the opinion that firms receive few customer complaints; it was found that all the respondents who represent 100% of the validly interviewed respondents agreed and strongly agreed with the opinion.

Thus it is true that firms receive few customer complaints as shown in the Table 4.25 below.

Table 4.25: Firm Receives Few Customer Complaints

Response	Frequency	Percent
Agree	16	72.7
Strongly Agree	6	27.3
Total	22	100.00

4.4.10 Sales Revenue

Research was done to investigate the opinion that branding improves firms' sales revenue in overall; it was found that 79.8% of the validly interviewed respondents agreed and strongly agreed with the opinion while 22.7% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents as shown in the Table 4.26 below agreed that branding improve firms' sales revenue in overall.

Table 4.26: Agreement with Branding Increasing Sales Revenue

Response	Frequency	Percent
Neutral	5	22.7
Agree	12	57.1
Strongly Agree	5	22.7
Total	22	100.00

4.4.11 Opinion on Firm Performance

The respondents were interviewed to give their opinions on the influence of branding on the firm performance. 9 respondents as shown in the figure 4.13 below gave their opinions as follows; branding makes customer interact with the brand and inform others of the same, branding enhances product awareness hence growth in sales, branding creates more awareness and more customer royalty to the products, branding creates customer awareness and leads to selection of the brands on shelves and improves quality image.

4.5 Challenges to Branding

4.5.1 Resource Allocation

Research was done to investigate the opinion that firms allocate adequate resources for branding activity, it was found that 18.2% of the validly interviewed respondents disagreed with the opinion, 31.8% of the validly interviewed respondents agreed and strongly agreed with the opinion while 50.0% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents were neutral about this opinion as shown in the Table 4.27 below.

Table 4.27: Adequate Resources Allocation for Branding

Response	Frequency	Percent
Disagree	4	18.2
Neutral	11	50.0
Agree	6	27.3
Strongly Agree	1	4.5
Total	22	100.00

4.5.2 Objective Procedures

Research was done to investigate the opinion that procedure for setting brand objectives exist in the firms, it was found that 9.5% of the validly interviewed respondents disagreed with the opinion, 57.1% of the validly interviewed respondents agreed and strongly agreed with the opinion while 33.3% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in the Table. 4.28 Below.

Table 4.28: Existence of Objective Procedures

Response	Frequency	Percent
Disagree	2	9.5
Neutral	7	33.3
Agree	10	47.6
Strongly Agree	2	9.5
Total	21	100.00

4.5.3 Procedure Changes

Research was done to investigate the opinion that existing procedures can easily be changed to accommodate changes on brand objective, it was found that 57.1% of the validly interviewed respondents agreed and strongly agreed with the opinion while 42.9% of the validly interviewed respondents were neutral about the opinion.

There was one respondent missing in the system meaning that he/she did not participate fully in the interview.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in Table 4.29 below.

Table 4.29: Procedure for Changes

Response	Frequency	Percent
Neutral	9	42.9
Agree	10	47.6
Strongly Agree	2	9.5
Total	21	100.00

4.5.4 Open Discussions

Research was done to investigate the opinion that there is always an open discussion by all leaders regarding opportunities and threats facing brand performance, it was found that 9.6% of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 61.9% of the validly interviewed respondents agreed and strongly agreed with the opinion while 28.6% of the validly interviewed respondents were neutral about the opinion.

There was one respondent missing in the system meaning that he/she did not participate fully in the interview.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in the figure 4.30 below.

Table 4.30: Open Discussions

Response	Frequency	Percent
Strongly Disagree	1	4.8
Disagree	1	4.8
Neutral	6	28.6
Agree	9	42.9
Strongly Agree	4	19.0
Total	21	100.00

4.5.5 Solutions by Management

Research was done to investigate the opinion that top management provides clear realistic solutions to challenges facing our brands, it was found that 9.5% of the validly interviewed respondents disagreed with the opinion, 85.7% of the validly interviewed respondents agreed and strongly agreed with the opinion while 4.8% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in the Table 4.31 below.

Table 4.31: Top Management Provide Realistic Solutions to Challenges Facing Brands

Response	Frequency	Percent
Disagree	2	9.5
Neutral	1	4.8
Agree	14	66.7
Strongly Agree	4	19.0
Total	21	100.00

4.5.6 Reward and Recognition

Research was done to investigate the opinion that there is recognition and reward to employees who contribute idea to improve the brand performance, it was found that 28.6% of the validly interviewed respondents disagreed and strongly disagreed with the opinion, 57.1% of the validly interviewed respondents agreed and strongly agreed with the opinion while 14.3% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in the Table 4.32 below.

Table 4.32: Recognition and Reward to Employees who Contribute Ideas to Improve Brand Performance

Response	Frequency	Percent
Strongly Disagree	1	4.8
Disagree	5	23.8
Neutral	3	14.3
Agree	7	33.3
Strongly Agree	5	23.8
Total	21	100.00

4.5.7 Entrepreneurship Oriented

Research was done to investigate the opinion that the employees consider their firms as a very entrepreneurship-oriented companies, it was found that 85.7% of the validly interviewed respondents agreed and strongly agreed with the opinion while 14.3% of the validly interviewed respondents were neutral about the opinion.

Thus the majority of the respondents agreed and strongly agreed with this opinion as shown in the Table 4.33 below.

Table 4.33: Firm Considered Entrepreneurship-Oriented

Response	Frequency	Percent
Neutral	3	13.6
Agree	12	54.5
Strongly Agree	6	27.3
Total	21	100.00

4.5.8 Opinion on Challenges

The respondents were interviewed to give their opinions on the issues that has worked against strategic planning for brand success in their firms. 7 respondents gave their opinions as follows;

Being a multinational decision making is slow thus working against strategic planning, certain products are more easily recognizable by their names, Prohibited trade mark registration cost, Financing, counterfeit, coping for names and coming with almost similar name causing confusion in the market, lack of clear brand strategy and overall strategic vision, Lack of prior planning, Low company budget allocation and Money allocation.

4.6 Inferential Statistics

4.6.1 Pearson Correlations Test

A Pearson correlation analysis was conducted to investigate whether there is relationship between regular monitoring of brand performance and technology to implement brand marketing. The analysis reveals that the Pearson correlation is 0.563 meaning there is a positive relationship and the Sig. (2-tailed) is 0.008 which is less than 0.01 level of significance, meaning that there is a positive statistical significant relationship between

regular monitoring of brand performance and technology to implement brand marketing in the firm.

From the analysis it's concluded that there is a positive statistical significant relationship between regular monitoring of brand performance and technology to implement brand marketing in the firm. The results are as shown in the Table 4.34 below.

Table 4.34: Correlations Test on Regular Monitoring of Brand Performance and Technology			
		The firm has a system to regularly monitor brand performance	The firm uses technology to implement brand marketing
The firm has a system to regularly monitor brand performance	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.008
	N	21	21
The firm uses technology to implement brand marketing	Pearson Correlation	.563**	1
	Sig. (2-tailed)	.008	
	N	21	22
**. Correlation is significant at the 0.01 level (2-tailed).			

A Pearson correlation analysis was conducted to investigate whether there is relationship between the number of repeat customers and competitor analysis conducted regularly. The analysis reveals that the Pearson correlation is 0.719 meaning there is a positive relationship there is relationship between increasing and the Sig. (2-tailed) is 0.000 which is less than 0.01 level of significance, meaning that there is a positive statistical significant relationship between regular monitoring of brand performance and technology to implement brand marketing in the firm.

From the analysis it's concluded that there is a positive statistical significant relationship between the number of repeat customers and competitor analysis conducted regularly in the firm. The results are as shown in the Table 4.35 below.

Table 4.35: Correlations on Increasing Repeat Customers and Competitor Analysis			
		Number of Repeat customers are increasing	Competitor analysis is conducted regularly
Number of Repeat customers are increasing	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	22	22
Competitor analysis is conducted regularly	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	22	22
**. Correlation is significant at the 0.01 level (2-tailed).			

A Pearson correlation analysis was conducted to investigate whether there is relationship between few customer complaints received and technology implementing brand marketing. The analysis reveals that the Pearson correlation is 0.434 meaning there is a positive relationship and the Sig. (2-tailed) is 0.044 which is less than 0.05 level of significance, meaning that there is a positive statistical significant relationship between few customer complaints received and technology implementing brand marketing in the firm.

From the analysis it's concluded that there is a positive statistical significant relationship between few customer complaints received and technology implementing brand marketing in the firm. The results are as shown in the Table 4.36 below.

Table 4.36 : Correlations on Customer Complaints and Technology			
		Firm receives few customer complaints	The firm uses technology to implement brand marketing
Firm receives few customer complaints	Pearson Correlation	1	.434*
	Sig. (2-tailed)		.044
	N	22	22
The firm uses technology to implement brand marketing	Pearson Correlation	.434*	1
	Sig. (2-tailed)	.044	
	N	22	22
*. Correlation is significant at the 0.05 level (2-tailed).			

A Pearson correlation analysis was conducted to investigate whether there is relationship between easy products identification through branding and allocation of adequate resources for branding activity. The analysis reveals that the Pearson correlation is 0.535 meaning there is a positive relationship and the Sig. (2-tailed) is 0.012 which is less than 0.05 level of significance, meaning that there is a positive statistical significant relationship between easy products identification through branding and allocation of adequate resources for branding activity. From the analysis it's concluded that there is a positive statistical significant

relationship between easy products identification through branding and allocation of adequate resources for branding activity. The results are as shown in the Table 4.37 below.

Table 4.37: Correlations on Product Identification and Resources for Branding Activity			
		Branding has made our products easily identifiable	Our firm allocates adequate resources for branding activity
Branding has made our products easily identifiable	Pearson Correlation	1	.535*
	Sig. (2-tailed)		.012
	N	22	21
Our firm allocates adequate resources for branding activity	Pearson Correlation	.535*	1
	Sig. (2-tailed)	.012	
	N	21	21
*. Correlation is significant at the 0.05 level (2-tailed).			

4.7. Chapter Summary

This chapter presents the results and findings of the study. Findings are presented in Tables and figures. The presentation is aligned to the research questions and covers on the reports of the existence of strategic brand marketing planning practices in the organizations, the analysis and reports of the extent to which branding pharmaceutical products have brought about effectiveness through differentiation in the organizations, reports of the analysis on challenges met in brand strategy in the organization and finally on the inferential Statistics. The next chapter presents the discussion of findings, conclusions and recommendations.

CHAPTER FIVE

5.0. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The chapter presents the discussion of research findings, conclusion, and recommendations of the study. The chapter sections are aligned with the research questions.

5.2 Summary

The purpose of the study was to investigate the role of branding strategies in market effectiveness of products of the drug manufacturing industries in Nairobi. The study addressed the existence of strategic brand marketing planning practice in the firms, extent to which branding pharmaceutical products have brought about effectiveness through differentiation in the firms and challenges to brand strategy in the firms. A descriptive quantitative research design was used. Data was collected using a Pre-tested structured questionnaire that was later adjusted and administered randomly after stratification of the respondents according to their designations, to a sample of 22 respondents with different job experiences. All the completed questionnaires were entered into IBM (International Business Machine) SPSS (Statistical Package for Social Sciences) 20.0, a statistical software and data analyzed for descriptive statistics and factor analysis. Results were presented in Tables and graphs showing the frequencies, percentages and measures of central tendency such as Mean, Mode, Median and Standard Deviation.

From the findings, it was observed that most of the respondents were aware of the brand strategy existence in various ways. Most of the respondents agreed that their firms ensure brand strategy existence by pursuing brand image strategy, brand positioning strategy, brand communication strategy, products and many others. The firms then ensured brand implementation strategy by looking for new markets, improving technology, doing competitor analysis and market surveys regularly.

The findings revealed that branding makes customer interact with the brand and inform others of the same, branding enhances product awareness hence growth in sales, branding

creates more awareness and more customer loyalty to the products, branding creates customer awareness and leads to selection of the brands on shelves and improves quality image

The findings also revealed that there were challenges which firms face on branding. The challenges were found on scarcity of resources, inadequate procedures for setting brand objectives, lack of support from the top management, limited open discussions among the leaders and also poor recognitions and rewards.

5.3 Discussions

5.3.1.1 Existence of Brand Strategy

Findings from the general information research questions found that the majority of the respondents were males. It is not known from this study the reason why skew of gender was towards more males. The study also revealed that majority of the respondents had attained highest level of education of bachelors' degree and a work experience between twenty one to thirty years. This seems to be in agreement with another study which recognized that solutions to challenges facing brands require high level of cognitive abilities that could be associated with education and experience(Riddhi& Surti, 2015).

One of the objective of the study was to establish the existing branding strategies that should be adopted by the firms under study, the existence of brand marketing strategy is looked into two ways as; brand strategy existence and brand strategy implementation. Findings from the closed-ended questions investigating brand existence strategy in the firm shows that most of the firms ensure brand strategy existence by ensuring; brand image strategy, brand positioning strategy, brand communication strategy, branding products. This finding concurs with (Bednarik, 2005) which postulates that since the landscape of the industry is changing, competition intensifies, pipelines are drying up and new drugs don't usually bring breakthroughs in treatment, pharmaceutical companies seek for a new concept to differentiate their products and maximize their lifetime value. Hence branding appeared as an appealing path to follow. The finding is also in agreement with Moraru P, (2010) in a study that

concluded that the brand image has a significant effect on industrial buying decisions. He found that the more powerful the brand name, the greater the chance of the industrial buyer giving the company a hearing for a new product, and the greater the likelihood of its early adoption.(Băltescu, 2009).

Majority (77.3%) of the respondents interviewed also agreed that the top management was strongly involved in the brand formulation process, a situation which is in agreement with Roth, (1995) in a case study of Novo Nordisk company done at the Copenhagen Business School suggested that successful corporate branding is closely tied to corporate culture; corporate branding is cross functional, corporate branding may be mandated by top management but to succeed, executives at the top must remain open to creative ideas; and that investment in a brand should be seen as a long term strategy with ensuring regular communication between levels of management on branding(Roth, 1995).

A large majority of respondents agreed that the companies were actively involved in brand positioning activities. This was found to be in agreement with a study which asserts that brand positioning sets the direction of marketing activities and programs - what the brand should and should not do with its marketing (Keller & Lehman, 2006).

Majority of the respondents agreed with the opinion that brand names should be short, easy to remember and protectable from the legal point of view. According to Schuiling& Moss (2004), if the brand name is too generic and it may speed generic penetration later in the brand's life. Moreover, it does not give much scope for identifying a unique name that can be used on all international markets, and the name is more difficult to protect from a legal point of view (Schuiling & Moss, 2004).

Findings revealed that majority of respondents agreed that there was strong top management involvement and regular communication between levels of management on branding. This confirms an earlier finding according to Băltescu (2009), that from a corporate strategy viewpoint, well-managed brands tend to gain increasing market share. Therefore a firm's market plan should be integrated into its organizational corporate plan and constitute fundamental issue such as branding and brand strategic planning at all levels in the organization.

The companies under study were found to use brand names that could be effectively protected from the legal point of view. This finding agrees with earlier finding that if a brand name is too generic it may speed generic penetration later in the brand life, and that such names are more difficult to protect from a legal point of view, (Isabelle & Giles, 2004).

5.3.1.2 Brand Strategy Implementation

The findings from the closed-ended questions investigating brand strategy implementation in the firm shows that most of the firms implement brand strategy by; using technology, constantly looking for new markets and ensuring competitor analysis is conducted regularly. Whereas only 45% of the respondents used technology in implementing brand strategy, a larger number confirmed to constantly look for new markets (91%) and conducting regular competitor analysis (59%). This is in agreement with (Schuiling & Moss, 2004) which stated that the key assets of a pharmaceutical firm are its products, as the bulk of its investment is made to create them. Identifying a brand identity based on a thorough analysis of the market, the consumers and the competitors, and managing these brands over the years is the focus of the organization.

The findings revealed that the respondents were in agreement that firms used technology to implement marketing, quite in agreement with Mi & El, (2015), which found that brand managers can jump on the Internet and share their brand experiences instantly online to a host of individuals through social media, recommendations, blog posts, status updates and posts to the consumer complain database. It is important for brand managers to know what is being said about their brands online(Das, 2012).

Majority of the respondents agreed that the companies constantly looked for new markets, conducted competitor analysis and market surveys regularly. According to Hacker (2000), the purpose of brand building is to create brand preference. Preference, as a result, is supposed to generate more sales and higher market share by creating desire for a brand that is stronger than the desire created by competitors(Keller & Lehman, 2006).In order to gain competitive advantage in the industry, given the changes and challenges, pharmaceutical companies need to identify new competitive advantages to succeed. Moss and Schuiling (2004) propose that brand logic be leveraged. Pharmaceutical companies will not any longer

be able to rely exclusively on the three traditional success factors, which include strong R&D, aggressive defense of patents, and use of a powerful sales force. These factors have been conducive to sales growth rates in the past but with constant changes occurring in the pharmaceutical industry, one can no longer be sure if these traditional factors alone will continue to work well in the future (Moss et al., 2007).

Given the industry changes, however, branding strategies must be implemented. As the cost of R&D has risen and the success rate of new products is not as high as before, the industry has become more dependent on fewer products to achieve its sales. In addition, product differentiation between competitive brands is getting smaller; and also new competitive brands in the same therapeutic category are often launched at the same time, compared to the past, where many years would lapse between major competitive launches (Schuiling and Moss, 2004).

Respondents agreed that branding generally brought positive influence on the performance of the firm. According to Hacker (2000), the purpose of brand building is to create brand preference. Preference, as a result, is supposed to generate more sales and higher market share by creating desire for a brand that is stronger than the desire created by competitors. In addition, it should protect and enhance margins by using the brand to avoid commodity status and add value to the selling proposition and increase return on investment (Keller & Lehman, 2006).

The respondents from the firms suggested various ways to improve brand marketing strategy. Some of the strategies were; allocating sufficient funds for advertisement through the media, branding all the products, ensuring constant advertisement, insight on competitors activities using past experience, ensuring more involvement by top management, training of staff to understand concepts of brand strategy.

5.3.2 Brand Effectiveness through Differentiation

Another specific objective of the study was to examine to what extent branding pharmaceutical products brings about effectiveness through differentiation. Findings from the closed-ended questions investigating brand existence strategy in the firm shows that most of

the firms realized that branding pharmaceutical products created some sort of market effectiveness. Majority (59%) of respondent agreed that branding made their products be perceived as superior to competitor unbranded products in the same category. This was in agreement with the earlier statement that a brand concept goes beyond the product concept. A product delivers certain tangible benefits but a brand offers additional values that are both tangible and intangible. A brand therefore can be considered as the added value of investment made in a product, (Schuiling & Moss, 2004). The value of a brand is based on the awareness of the brand, its quality perception, and overall customer satisfaction. Satisfied customers tend to buy more, be less price conscious, and to generate positive word-of-mouth, thus contributing to bottom-line profit (Băltescu, 2009).

According to Anabila & Awunyo-vitor (2014) This is a clear indication that pharmaceutical companies use branding to differentiate their products from those of their competitors since majority representing 59 % affirmed the statement.

Majority of the respondents agreed that branding has made their products easily identifiable in the various segments, much in agreement with (Schuiling & Moss, 2004) statement that creation of brands would enable firms to differentiate their products from those of their competitors using both tangible and intangible benefits. In view of the increased number of competitors and the relatively lower number of really distinctive products, it is even more important to give each brand a 'reason for being'.

Findings on the aspect of market share revealed that 82% of the respondents agreed that brands create an overall good market share and considered their brands strong in a given market segment. This finding is in tandem with Seget (2006), which described that pharmaceutical branding process is an attempt to transform an active chemical compound into a recognizable package of associated brand values. These values, such as effectiveness, safety, trust and other more emotional associations, have become increasingly important levers through which pharmaceutical marketers can look to achieve greater market share and loyalty in an ever more competitive market space.

The results of this study revealed that majority of respondents agreed that advertisement of the brands increased market awareness, that the number of repeat customers was increasing

and that the respective firms received positive compliments from the customers, with fewer customer complaints. This finding agrees with Bednarik (2005), on brand equity, which is agreed as the measure of brand value, that results from marketing efforts plays an important role in the assessment of marketing performance. It was proved that higher brand equity generates significantly higher preferences and purchase intentions. Considering that a similar majority in the study agreed that branding improved sales revenue and overall firm performance. A similar study by same author Bednarik (2005) found out that there are many ways to measure brand value financially. These are, for example, discounted cash flows, earning multiple, comparable market values, brand contribution, estimated royalty income, contribution of brand over a non-branded product, historic cost or replacement cost, premium pricing, stock market valuation, potential value of brands to an acquiring firm or momentum accounting (Bednarik, 2005). Brand equity is the differential positive effect that brand knowledge has on consumer response to the marketing of a brand. A brand with a high brand equity index is often described as a strong brand. Brand equity consists of brand awareness, brand associations, perceived quality, brand loyalty and other proprietary brand assets such as patents, trademarks and channel relationships

The respondents gave their opinions on how branding influences performance of the company, the report indicated that branding makes customer interact with the brand and inform others of the same, branding enhances product awareness hence growth in sales, branding creates more awareness and more customer royalty to the products, branding creates customer awareness and leads to selection of the brands on shelves and improves quality image.

5.3.3 Challenges to Branding

The last specific objective of the study was to identify challenges to branding in the companies. Findings from the closed-ended questions investigating challenges met in brand strategy in a firm show that a number of employees of various firms are not aware of the challenges facing branding. The findings showed that most of the employees are not aware that resources for branding present a challenge to their companies. This finding was contrary to the results in a study conducted in Ghana by Anabila & Awunyo-vitor (2014), when

respondents were asked to list the nature of branding challenges in the pharmaceutical industry, majority of the respondents mentioned imitation as the major challenge facing the industry. Another challenge mentioned was weak enforcement of regulations from the Food and Drugs Authority which is aimed at protecting consumers of pharmaceutical products. Others included the inability to maintain patents and successfully fighting generic products.

Flexibility in procedures was reported in 57% of the respondents confirming that existing procedures used in the branding process could easily be varied to accommodate challenges related to systems and procedures. However rigidity in procedure could not be ruled out in about 43% of the respondents who were neutral in their responses.

Report revealed that about 10% of the respondents were of the opinion that lack of open discussions on threats and opportunities facing brand performance was a considerable challenge in brand success in their organizations

About 86% of the respondents agreed that the companies had the cognitive ability of top management to provide realistic solutions to challenges facing brand management. This is generally in agreement with the fact that most managers have a high level of relevant education for the positions in the organizations. Carroll(2009) underpins this process, as the assumption that consumers develop brand knowledge, the dynamics of which must be understood by practitioners if strategies are to be effective. Carroll (2009) defines brand knowledge as comprising brand awareness (brand recognition and recall) and brand image, which is reflected in the favorability, strength and uniqueness of the cluster of associations held about the brand in consumer memory.

From the open ended questionnaire it was found that most companies try to solve the challenges by coming up with a procedure for setting brand objectives, ensuring existing procedures can easily be changed to accommodate changes on brand objective, making sure that top managers in this company give maximum support to branding activities, always organizing open discussion by all leaders regarding opportunities and threats facing brand performance, ensuring top management provides clear realistic solutions to challenges facing the brands, ensuring that the firm has a system to regularly monitor brand performance,

providing recognition and reward to employees who contribute idea to improve a brand performance and make firm to be an entrepreneurship-oriented company.

The employees in the firms also gave out issues that have worked against strategic planning for brand success. They gave reasons like; decision making is slow thus working against strategic planning, certain products are more easily recognizable by their names, Prohibitive trade mark registration cost, Financing, counterfeit, copying of names and coming with almost similar name causing confusion in the market, lack of clear brand strategy and overall strategic vision, Lack of prior planning, Low company budget allocation and Money allocation.

5.4 Conclusions

In this research the existence of branding strategies and their implementation was explored. The author also examined the extent to which branding brings about market effectiveness through differentiation of pharmaceutical products and challenges to branding in the organizations under study.

Brands have evolved into multifaceted constructs with which consumers potentially have complex relationships stemming from the self-reflective capacity of individual brands. Careful management of brand image that impacts on brand associations stored in consumer memory is critical to a successful strategy. Advertising is used as an important tool in brand image creation.

5.4.1 Existence of Brand Strategies

From the findings, it was observed that most of the respondents were aware of the brand strategy existence in various ways. Most of the respondents agreed that their firms ensure brand strategy existence by pursuing brand image strategy, brand positioning strategy, brand communication strategy, products and many others. The firms ensured brand implementation strategy by looking for new markets, improving technology, doing competitor analysis and market surveys regularly.

From the study, it was deduced that most of the firms were aware of the role of branding strategies in the market, what is expected of them, according to Francois (2009) in the branding positioning stating that, in order to succeed a company must have a clear understanding of the structure of its market and then adapt to that structure. Most of the respondents are experienced, since they have worked in the firms for a very long time, thus effectively assist in the best way possible to offer the best branding strategies to the market effectiveness, even though a big number of respondents do not have experience above 30 years they highly agree that branding is effective in the market. It was also not clear that all the respondents are aware of the effectiveness of the brand strategy in the market, as some of them could disagree with the effectiveness of branding in the markets.

5.4.2 Branding Effectiveness through Differentiation

Majority of the respondents agreed that brands are generally perceived superior to competition that is not branded, in agreement with Schuiling & Moss, (2004). Brand awareness created by advertising recall affects purchase decision behavior as well as forming positive attitudes towards the product leading to possible buying of this product. Branding creates a vision of how that brand should be perceived by its target audience (Brassington & Pettit 2003). It assists in prioritizing the focus of the brand identity and resultant communication required to set forth communication objectives such as type of message, brand differentiation, and target customers. The ability of a potential buyer to recognize and recall a brand was improved by brand awareness and image of a product.

5.4.3 Challenges to Branding

The findings also revealed that there were challenges which firms face on branding. The challenges were found on resources availability and allocation, procedures for setting brand objectives, inadequate support from the top management, lack of open discussions among the leaders and none recognition and rewards to employees who contribute to brand strategies.

From the study findings, it was deduced that most of the firms are aware of the role of branding strategies in the market, what is expected of them according to (Francois, 2009) in the branding positioning stating that, in order to succeed a company must have a clear

understanding of the structure of its market and then adapt to that structure. Most of the respondents are experienced, since they have worked in the firms for at least for year, thus effectively assist in the best way possible to offer the best branding strategies to the market effectiveness, even though a big number of respondents do not have experience above 30 years they highly agree that branding is effective in the market. It was also not clear that all the respondents are aware of the effectiveness of the brand strategy in the market, as some of them could disagree with the effectiveness of branding in the markets.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Improvements on the Existing Branding Strategies

The first recommendation arises from a fact that only the some respondents indicated that firms did not allocate sufficient funds for branding as a marketing strategy. It is recommended that companies in their budget allocation put aside resources sufficient to ensure brand success.

In the issue if brand strategic planning and execution a number of respondents indicated that not all thee product in a given portfolio were all branded. It is recommended that all products be branded in order to pull resources for synergy. This could also be achieved through brand extension.

The findings revealed that in a number of firms the top management was not fully involved in the branding process. It is recommended that the top management should the full y involved in the entire planning, execution and monitoring of the brand strategy and to offer effective leadership and mentoring.

5.5.1.2 Improvements for Brand Effectiveness

The research findings revealed that a number of companies did not conduct competitor analysis and market surveys regularly. It is recommended that market intelligence be

conducted to gather valuable information needed as input to direct and review the brand strategies.

The findings also indicated that effective advertisements of the brands was an area that needed improvement, through sufficient resource allocation to media (print and electronic) advertisements and other modes of enhancing the brand awareness. Through effective brand communication strategy the brands are likely to achieve a greater market share and greater sales revenue.

5.5.1.3 Improvements in the Challenges to Branding

The study revealed that some of the top managers did not provide clear and realistic solutions to the challenges facing the brands. It is recommended that a formal training on the concept of brand management be conducted to the relevant management team to improve their cognitive ability for problem solving and decision-making related to brands and brand strategy implementation

The findings revealed that 29% of companies did not have a system for recognition and reward of employees who contributed ideas to improve brand performance. As a way of employee motivation and encouragement it is recommended that the firms put in place a formal policy to recognize and reward innovative employees who make positive attempts to improve brand performance.

The research findings also revealed that in some companies the decision-making process was very slow due to centralized internal procedures and processes. It is recommended that procedures be realistically shorted through staff training of and creating more decision-making centers and delegation in the organizations.

5.5.2 Recommendations for Further Studies

The study was conducted on a population of pharmaceutical manufactures; but not all the manufactures in the population were in the same level of the business cycle. Some larger organizations have been in existence for decades and others are just start-ups, hence greatest

care needed to be taken in interpreting and generalizing results. It is recommended that the firms in the same level of business cycle be grouped together and studied separately.

Secondly, this study utilized only market differentiation as a measure of market performance. Market performance can be measured through different parameters such as penetration, loyalty, and financials. So these measures should be considered for study to represent an overall market performance. This study therefore represents only partial aspect of market performance. It is recommended that an overall evaluation of performance through branding be determined through further studies.

Thirdly, this study was done on manufacturers in Nairobi region only and the results may not be generalized for other areas and for importers of finished products in the pharmaceutical industry. Future research may extend this study into different segments of the pharmaceutical industry. This study was conducted in Kenya: the results may be cautiously applied to other international pharmaceutical markets.

Fourth, the study considered only manufacturing pharmaceutical companies in the study. Future studies should include more companies to make the findings more representative of the industry. Furthermore, the study took into consideration the views of the manufacturers and sales representatives without the consumers. Future studies could broaden the scope by collecting data from consumers so as to increase the validity of the findings.

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APPENDICES

APPENDIX: Letter of Questionnaire Introduction

APPENDIX II: The Questionnaire

APPENDIX III: List of Pharmaceutical manufacturers in Nairobi (The Population)

APPENDIX I: Letter of Questionnaire Introduction

Date_____

Dear Sir/Madam

RE: THE QUESTIONNAIRE COVER LETTER

The purpose of this questionnaire is purely academic and your participation is entirely voluntary and you retain the right to withdraw any time. All individual responses will be held with strictest confidentiality and only group data will be reported.

Please answer each question to the best of your knowledge and ability. Remember all responses will be treated with utmost confidentiality.

Thank you for agreeing to participate in this questionnaire.

In case you may need a preview of the report of this research work; kindly write your email address on the space provided at the end of the questionnaire.

Yours Sincerely

Nelson Odhiambo

Researcher

SECTION B : EXISTENCE OF A BRAND MARKETING STRATEGY IN THE FIRM

The statements below are meant to obtain your views on the existence of strategic brand marketing planning practice in your organization. Please indicate by ticking (√) the box that best represents your level of agreement with the responses.

Code	Brand Strategy Formulation	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
01	Our Organization has a Mission Vision Statement					
02	Our Company involves me in the Formulation of Mission Vision Statement					
03	The company has document stating the strategic marketing plan					
04	Our company brands all the products					
05	Top management is strongly involved in the Brand formulation planning process					
06	Departmental managers are fully involved in marketing strategic planning					
07	The management has a high level expertise in brand planning					
08	There is regular communication between levels of management on marketing strategies					
09	Top management allocates adequate funding for marketing strategy activities					

Code	Brand Strategy Implementation	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
10	Management ensures alternative contingency plans exist for possible situations					
11	The firm's marketing team is adequate in number to implement the marketing strategies					
12	The firm's marketing team is adequately trained for the tasks					
13	The firm uses technology to implement marketing strategy					
14	Marketing activities are pre-planned before implementation					
15	Our firm constantly looks for new markets					
16	Competitor analysis is conducted regularly					
17	Marketing department carries out market surveys regularly					
18	The firm regularly uses marketing employee performance measurement as a control mechanism					

Which Suggestions would you make to improve planning and execution of branding activities in your firm?

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PART C:

MARKET EFFECTIVENESS OF BRANDING

In the last 2 years please indicate your firm’s growth by ticking (√);

1. if there was **Decrease**,
2. if there was **No-Change** and
3. if there was **Increase**

	Financial Aspect	1 Decrease	2 No Change	3 Increase
19	Sales Growth			
20	Profit Growth			
21	No. of employees			
22	Network of branches			
23	Assets Value			
24	No. of New Products			

Please indicate your level of agreement with the following aspect by ticking as appropriate

Code	Customer Perspective	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
25	Firm Market share is growing					
26	Firm customers are satisfied with our products					
27	The firm delivers most sales orders on schedule					
28	Number of Repeat customers are increasing					
29	Firm gets many customer positive compliments					
30	Firm receives few customer complaints					
31	Product innovation in the firm is satisfactory					

In your opinion do you think that strategic planning practices have influenced the performance in your firm? Please explain

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PART D.

BARRIERS TO PLANNING AND EXECUTION OF BRAND MARKETING STRATEGIES

This section is to help identify some of the possible challenges met during the planning & implementation of marketing & brand strategy in your organization. Please Tick as appropriate.

Code	Formulation Barriers	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
32	Our firm allocates adequate resources for strategic planning activity for all our brands					
33	Our firm should provide more financial resources for marketing strategy planning					
34	A procedure for setting brand objectives exist in our firm					
35	Existing procedures can easily be changed to accommodate changes on objective implementation					
36	Top Managers in this company give maximum support to strategy –making process					
37	My routine work allows time flexibility to review my goals					
38	There is always open discussion by all leaders regarding opportunities and threats facing the firm					
39	Top management provides clear realistic solutions to challenges facing the firm					

Code	Implementation Barriers	1 Strongly Disagree	2 Disagree	3 Neutra l	4 Agree	5 Strongly Agree
40	The firm has a system to regularly monitor its strategic plans					
41	A senior manager is designated to oversee marketing plans for our brands					
42	Management shows adequate interest in marketing strategic planning					
43	The Firm organizes management trainings for senior managers					
44	There is recognition and reward to employees who perform tasks well in this firm					
45	At least one employee at one time ever opposed strategy implementation in this firm					
46	I consider this firm as a risk-taking company					
47	I consider this firm as very entrepreneurship-oriented company					

In your opinion, what do you do you think are some of the issues that has worked **against** strategic planning for brand success in your firm?

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THANK YOU FOR YOUR TIME AND YOUR VALUABLE ASSISTANCE

Your Name _____
TEL: _____
Email (Optional): _____

APPENDIX III: List of Pharmaceutical manufacturers in Nairobi (The Population)

Table 1: List of Pharmaceutical Manufactures in Nairobi County

No.	Name of Manufacturer	Physical Location
1	Medivet products	Ruiru
2	Aesthetics	Industrial Area
3	Stedam	Industrial Area
4	Elys chemicals	Industrial Area
5	Biodeal Laboratories	Industrial Area
6	Njimia Kenya	Athi River
7	PMC Ltd	Industrial Area
8	Oss Chemie (k) Ktd	Embakasi
9	Universal corp. Ltd	Kikuyu
10	Macs pharmaceutical	Industrial Area
11	Regal pharmaceuticals	Industrial Area
12	Auto sterile	Embakasi
13	Cosmos ltd	Industrial Area
14	Coopers	Loresho
15	Sphinx pharmaceuticals	Embakasi
16	Norbrook Kenya	Banana
17	Medisel Ltd	Ruiru
18	Dawa Ltd	Ruaraka
19	Benmed	Industrial Area
20	FKPM	Industrial Area
21	Beta Healthcare	Industrial Area
22	Comet	Industrial Area
23	GSK	Industrial Area
24	Ivee Aqua	Industrial Area
25	Lab and Allied	Industrial Area
26	Nerix Pharma	Industrial Area
27	Hitech	Industrial Area
28	Ultravetis	Industrial Area
29	Skylight	Industrial Area
30	Novelty	Ruiru

Source: Registrar, Pharmacy and Poisons Board, Nairobi, November 2015

