

**GENERIC STRATEGIES AND PERFORMANCE OF PHARMACEUTICAL FIRMS
IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

I declare that this project is my original work and no other university has received it before for any degree program.

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I declare that this research project has been approved by me and has been submitted under my supervision.

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DEDICATION

My dedication goes to my dad Reuben Adachi, my mum Elizabeth Adachi my siblings, and my wife Immaculate Ondече for the support through this journey. Therefore, I take this opportunity to pass my appreciation friends and everyone who played a role in this process. Thank you all.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
API	Active Pharmaceutical Ingredient
COMESA	Common Market for Eastern and South Africa
DGDA	Directorate General of Drug Administration
FDA	Food and Drug Administration
FGD	Focus Group Discussion
GAVI	Global Alliance for Vaccines and Immunization
GMP	Good Manufacturing Practice
GSK	GlaxoSmithKline
HOD	Head of Department
JKIA	Jomo Kenyatta International Airport
KAPI	Kenya Association of Pharmaceutical Industries
KEMSA	Kenya Medical Supplies Authority
MNCs	Multi-National Companies
NACOSTI	National Commission for Science, Technology and Innovation
NDP	National Drug Policy
PPB	Pharmacy and Poisons Board
R&D	Research and Development
ROA	Return on Assets

ROE	Returns on Equity
SPSS	Statistical Package for Social Sciences
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WHO	World Health Organization

OPERATIONAL DEFINITION OF TERMS

- Competitive Strategies** Pertains to the way pharmaceutical firm has competitive advantage to enhance its effectiveness to surpass its rivals within a specified business context.
- Cost Leadership Strategy** This is a technique employed by pharmaceutical firms to gain competitive advantage by maintaining low-cost edge over their rivals in the market. In simpler terms, by enhancing efficiency and effectiveness, minimising on wastage, or controlling expenses, a business can generate more profits than its rivals.
- Differentiation Strategy** Its a technique that pharmaceutical firms use in order to come up with a new product or service that customers perceive as being distinct from competitor's items or services offered. The technique of distinction is a way for a company to overcome rivals from competition in the market.
- Focus Strategy** This implies to a business strategy that a pharmaceutical firm gives a lot of attention and its efforts to specified market segment on its business entry or expansion. It is applicable in a situation where the business identifies its niche and has goods to fulfil its objectives in a profitable manner.

Generic strategies

This is how a pharmaceutical firm seeks to obtain competitive advantage in the entire business environment it has identified to operate in. They include lower cost, differentiated goods, and focus strategy. These strategies are considered to be generic because they are broad fundamental approaches that can be applied across various industries.

Organizational Performance This is measuring and evaluating how effectively an organization is achieving its goals and objectives.

ABSTRACT

There is a very high rise in competition in the pharmaceutical industry and therefore, pharmaceutical companies in Kenya need to have application of generic strategies for them to increase their profits and market share. The research problem was attributed to high production cost and high level of competition which has been on the rise in the Kenyan pharmaceutical sector, this had a challenge effect to the companies therein. This is as a result of numerous sellers who are competing for their own market share in the same market with similar range of products. This has resulted to companies having the challenge of maintaining their profitability which in return had impact on their operations. The main reason that motivated this research to be carried out was to identify the impact that generic strategies have on organization performance in pharmaceutical sector in Nairobi. Specific objectives were: investigating impact that cost leadership strategy has on organization performance; to investigate scope which differentiation influenced organization performance, and to determine the influence focus strategy can bring to the organization performance among pharmaceutical firms all these in Nairobi, Kenya. This study applied three theories and models, that is: Porter's five forces model, the resource-based view theory, and the Balanced scorecard model. The target population for the research was 100 pharmaceutical companies in Nairobi. Researcher collected data from 80 people using a survey method called semi-structured questionnaires. These were delivered using drop-off and pick-up as well as online methods. For analyzing the data, researcher used descriptive statistics to summarize the information and inferential statistics to draw conclusions. To find out how different factors are related, Pearson's correlation was applied by the researcher. In order to figure out the importance of each factor, the researcher used a multiple linear regression model. Cronbach's alpha correlation coefficient was calculated since this helped in identifying the reliability of the questionnaires that were used during data collection. This study adopted content validity which involved guidance from supervisor. The study's findings were presented through tables, allowing for clear visualization of the collected data. The ethical considerations were adhered to so that security and privacy rights of the participants were not violated. Finally, conclusions were made according to the finding discovered during the research. The research aimed to understand how different generic strategies affected performance of pharmaceutical companies. The study surveyed 100 firms with a target population of 80 respondents using semi-structured questionnaires, and 75 of them responded accordingly to the questions asked, which is a 93.75% response rate. It was established that generic strategies had a positive influence on performance of pharmaceutical companies in Nairobi. This research recommended that companies should focus on cost leadership by working closely with suppliers and involving stakeholders since this would drive the towards gaining competitive advantage. Also, they recommend investing in differentiation. This would be achieved by making their, products, and services unique and encourage continuous training of their staff to enhance innovation. Finally the study recommended pharmaceutical companies to decide carefully the niche where to apply focus strategy on their products and services.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Business setting that's not easy to predict in behavior in terms of competition is dependent on key factors both internal and external for them to achieve the set company goals. (Quinn & Hilmer, 2014). Therefore, organizations in various sectors need to implement generic strategies that will propel them towards achieving their objectives in the current competitive business world (Biden, 2021). It is very for the organization to select a very unique strategy that will position them well as they exploit their available resources so that they can perform well and also sustain the competitive environment.

Globally, according to Beaumont & Sohal (2014) in the USA pharmaceutical market those companies that have differentiated their products or services from competitors and are perceived to be unique provides more customer loyalty. Their customers voluntarily pay for a higher price for the products and services and this increases the company profitability. Woo and Cooper (1982) did a survey in USA on the performance of pharmaceutical companies that adopted focus strategy. His finding showed that unsuccessful companies with poor focus performed badly while those successful companies with clear focus did well in the market as opposed to competitors. Also, Gilley & Rasheed (2013) study confirmed that in Australia, businesses that produced standardized products and were able to adjust the prices attracted price sensitive customers and they performed well against their competitors.

Africa, in Ghana Agyapong, Osei & Akomea, (2015) study on generic strategies on small and micro businesses, showed that differentiation influenced how a firm performed through marketing capability. Those firms that differentiated their products and services from competitors showed a positive growth in profitability and market share. Rickson and Harvey (2013) in Egypt did his survey and confirmed that companies that differentiated their products

and services from competitors performed well since there was evidence of customer loyalty and this gave them a competitive advantage.

Locally, in Kenya, according to Waithira (2017) study on pharmaceutical manufacturing companies in Nairobi confirmed that companies that differentiated their products and services from competitors with unique features gained customer loyalty and satisfaction more. Wanjiru (2021) from her study on generic strategies among pharmaceutical manufacturing companies in Nairobi confirmed that the companies that offered products or services with comparative features in the market at a lower price gained a competitive advantage.

Ngugi & Karina (2013) confirmed that business that provided differentiated products and services in the market achieved significant performance growth in profit and market share as compared to their competitors. Also by lowering prices and offering products or services with comparative features improved performance in terms of profits and customer loyalty in the market. The cost leadership strategy attracts those customers who are sensitive to prices.

1.1.1 Organizational Performance

Anwar & Abdullah (2021) defines organizational performance as process whereby the organization strives to overcome the barriers in the business environment towards achieving the set goals using the available resources in its possession. According to Zhang, Khan, Lee, & Salik, (2019) most organizations look at profit as the main parameter to measure their performance. However, there are many different ways in which a business performance can be measured like customer loyalty, market share, sales growth and customer satisfaction. Anwar & Abdullah (2021) were in support of the concept that profits was the best way that a business could use to measure its performance and it could guide a business on whether it attained its set goal and objectives or not. According to Kravchenko (2019) performance indicators that

are commonly applied are profit margin made, product quality, market share, sales growth and finally, return on assets (ROA).

Padmakusumah (2021) proposed most business should focus on ways that would enable them win and bring new customers on board and retain the existing customers to safeguard future of their business rather than giving more attention to their internal matters. He also added that most business give more concentration on the financial aspects to gauge on their performance and this does not give an exact and clear picture of the position which the business stands according to the market. Most companies have recently relied on the application of the balanced scorecard as tool to measure on their performance since it does not only look into the financial aspects but also brings on board other important aspects. Upadhaya & Blount (2014). The balanced scorecard helps them measure performance in various ways for instance, how much money they are making in this case for their shareholders, how are they taking part in the community matters in terms of corporate social responsibility, their customer loyalty and satisfaction and finally how well they are taking care of their employees.

Ganeshkumar & Nambirajan (2017) company success can be measured in various ways either financially or using non-financial parameters. In this study as mentioned both financial (sales growth, profit margins, and market share) and non-financial measures (extent of customer loyalty, client satisfaction, level of employee satisfaction) were applied in measuring organization performance among pharmaceutical companies.

1.1.2 Generic Strategies

According to Porter (1980) generic strategies were the fundamental ways companies used to get ahead of their competitors and thrive in their industry. These strategies are referred to as generic because any company can use, no matter what they do in any business sector. Porter classified these strategies into three: differentiation, focus, and cost leadership strategies.

Differentiation is where the business unique product or services from what the competitor has. Focus strategy is like mastering a niche market, serving customers uniquely, either cheaper or better, making competition tough while cost leadership is offering products which same standard as competitors at the cheapest prices.

Sifuna (2014) explained that a company that adopts differentiation will try to stand out from the rest by offering something special that caters to different groups of customers. This strategy aims to attract people who really appreciate one specific thing about the product. To pull this off, a pharmaceutical company needs to create something that customers see as better than what's already out there in the market. This way, they might be able to charge higher prices, which can cover the costs of making the product unique. This study looked at how differentiation affected performance of pharmaceutical companies. The following parameters were looked into: product innovation, product variety and product differentiation.

Sifuna (2014) also talked about cost leadership, that is being the cheapest but offering same standard product, which requires certain strengths. It's about being really good at making things cheap while maintaining their good quality same as competitors. By doing this, a company can set its prices at normal rates and make more money than others. Or, it can make prices lower than usual to get more customers. This strategy usually aims to achieve a big market share, and it helps organizations save money by managing their expenses well. If rivals can't lower their costs as much, the company stays ahead by being the cheapest.

Onyango (2017) warned that just lowering prices without saving money on operational costs can be risky leading to insolvency, especially in a competitive market. This is why it's important to use strategies that focus on reducing production costs while still delivering high quality. These strategies need companies to be efficient, so they can offer lower prices than others without compromising on quality. This can help companies attract more customers and keep

making money over time. The following cost leadership strategies were used in this study to assess performance of pharmaceutical companies: production cost engineering, marketing cost reduction, giving discounts and price discrimination.

According to Sifuna (2014), focus strategy is like concentrating all your efforts in one niche of the market to grow there. It works best when a company knows its customers really well and can offer them exactly what they want better than anyone else. The goal is to be either cheaper or better than others in that specific part of the market. This works because the company can make its customers really satisfied, which keeps competitors off from coming in. Companies that are good at this can offer variety of products that meet specific demands their customers want. This study looked at how focus strategy affected pharmaceutical companies in Nairobi county, Kenya; focusing on parameters like: Niche marketing and specific customers.

1.1.3 Pharmaceutical Industry in Kenya

The setting of pharmaceutical business in Kenya is made of companies that manufacture pharmaceutical medicine, as well as those that distribute and retailers. These businesses play a big role in Kenya's sector of health. Kenya is a major supplier of medicine in the Eastern and Southern Africa market, manufacturing more than half of medicine that is produced there. There are over 200 licensed pharmaceutical companies in Kenya, mostly in Nairobi and nearby areas. These companies often import ingredients to make medicine and then package it for sale (Kenya Association of Manufacturers, 2017). Overall, there exists more than 14,000 registered pharmaceutical products in Kenya.

The Kenyan government, mainly through the Kenya Medical Supply Agency (KEMSA), buys most of the medicine, both locally made and imported. They get about 30% through open tenders and supply it to public health institutions. Pharmacies, healthcare facilities, and stores

are where people usually get their medicine. Kenya has 3,859 retail stores and 297 wholesale stores run by licensed pharmacists and pharmaceutical experts.

The Pharmacy and Poisons Board (2018) predicted that Kenya's market for generic medicine will grow faster than branded medicine. This is because the government is expected to buy more generics, and people are sensitive to prices. Even though pharmaceutical companies in Kenya are trying their best, they face challenges like competition, changes in technology and regulatory changes, and the effects of globalization. So, it's important for them to rethink their strategies to succeed.

1.2 Statement of the Problem

Kenyan Pharmaceutical industry faces tough competition with high production costs, making it hard for firms to stay profitable. Some companies, like GlaxoSmithKline, have had to close their manufacturing plants due to poor performance. When a company can't make enough money to cover costs, it might have to shut down parts of its business to stop losing money. In Kenya, various researchers have investigated generic strategies and organizational performance in pharmaceutical firms. Odhiambo (2013) explored these strategies in Kenya but didn't explain their impact on performance, suggesting further research. Munene (2016) investigated techniques for gaining competitive advantage but didn't connect them to organization performance, highlighting a knowledge gap.

Kamongo (2012) studied how generic strategies impacted organization performance of veterinary companies in Nairobi. However, the research focused only on veterinary companies leaving a gap in understanding broader contexts. Oyoolo and Bett (2017) investigated the generic strategies and organization performance in the pharmaceutical industry, specifically focusing on Pharma Specialty, a Kenyan pharmaceutical firm. Wanjiru (2021) investigated generic strategies and their effects on performance with a look into pharmaceutical companies that did their manufacturing in Kenya. The research mainly looked at 22 manufacturing

companies, excluding those that don't manufacture but do business in Kenya through importing products that are manufactured outside Kenya. Wanjiru's study randomly selected companies that either produce locally or import their products. There's a methodological gap since Wanjiru (2021) used only a descriptive design, while this research utilized both descriptive and cross-sectional study designs.

1.3. Objectives of the study

While conducting the research, emphasis was given on general objective and also specific objectives which guided the research.

1.3.1 General Objective

This research general objective was to identify how the generic strategies reflected on organization performance among pharmaceutical firms in Nairobi.

1.3.2 Specific Objectives

Specific objectives to be met for conducting this study are outlined as shown below:

- i) To establish the impact that cost leadership on organization performance among pharmaceutical firms in Nairobi City County, Kenya.
- ii) To determine the scope of impact of differentiation organization performance among pharmaceutical firms in Nairobi City County, Kenya.
- iii) To determine impact of focus strategy to organization performance among pharmaceutical firms in Nairobi City County, Kenya.

1.4 Research Questions

This research investigated to establish answers to the questions that are listed here in this study as shown below:

- i) What influence does cost leadership strategy have on organization performance in pharmaceutical firms in Nairobi?

- ii) What extent does differentiation strategy influence the organization performance among pharmaceutical firms in Nairobi?
- iii) What scope does focus strategy influence the growth and profitability among pharmaceutical firms in Nairobi?

1.5 Significance of the Study

The results that were obtained from the research provided valuable insights for pharmaceutical company's managers to adopt generic strategies, enabling them to achieve competitive edge over their competitors. Generic strategies support firms in staying competitive, adjusting to market changes, and achieving lasting success. Through innovation and investment in research and development, businesses can discover new avenues for growth and generate value for stakeholders involved.

The study will guide policymakers in formulating effective regulations, promoting competition, and ensuring access to medicines. Insights obtained will inform market regulation, competition policies, and healthcare strategies. This knowledge will guide investment decisions and innovation initiatives, promoting a competitive, sustainable industry while addressing societal healthcare needs. Also, findings that emerged from this research brought additional information to scholars in the specialized field of strategic management on performance using generic strategies. Besides, it motivated future scholars to conduct further studies into this field of strategic management.

1.6 Scope of the Study

This research gave emphasis on generic strategies in relation to organization performance among pharmaceutical firms from 2018 to 2024, particularly in Nairobi County. The independent variables were cost leadership strategy, differentiation strategy and focus strategy. Performance of pharmaceutical companies was the dependent variable in the study. The study

was anchored by porter's five forces, Resource Based view theory and the Balanced scorecard. The study aimed to understand how generic strategies influenced organization performance among pharmaceutical firms in Nairobi, Kenya. The target population were 80 top managers from 100 pharmaceutical companies in Nairobi County. Top managers were chosen for this study because they play a crucial role in making strategic decisions, ensuring reliable and accurate data was collected from them. Data collection was done using semi-structured questionnaires. Qualitative research methods were employed to address the research problem.

1.7 Limitations of the Study

Not all important participants were free to share important data because they worried about data privacy and use against their company's reputation and advantage. The researcher assured them the information would be applicable mainly for academic purpose, and data privacy policy adhered to, therefore, keeping their data private and confidential. It was hard to reach these busy top managers, so the researcher used a method where the questionnaires were dropped to the respondents so that they could be filled out when they had time, and the researcher would collect them after they were done.

1.8 Organization of the Study

Chapter One introduces the topic, talks about how organizations perform, discusses different generic strategies, and looks at the pharmaceutical industry in Kenya. It also states the problem being addressed, outlines what the study aims to achieve, presents the questions for the research, explains why the study is important, and mentions its scope and limitations.

Chapter Two reviews what others have written on the topic. It starts with an introduction, then looks at some theories including Porters five forces model, Resource based view theory, and Balanced Scorecard. After that, it discusses how generic strategies affect organization

performance. It concludes with a summary of what was reviewed and points out where more research is needed. Finally, it outlines a conceptual framework for understanding the topic.

Chapter three is all about the research Methodology. It starts with an introduction, then looks at the study design, target population, and finally the sample size. It explains comprehensively the tools for collecting data and how they were used. It also mentions pilot study run to check if everything worked well, and validity tests to make sure the data collected was accurate and reliable. Lastly, it discusses data analysis tools that were adopted and the key ethical concerns.

Chapter four dives into data analysis and presentation. It looks at the numbers and tries to explain their meaning. Chapter five wraps everything up. It gives a brief summary of what was established, draws conclusions based on that, and suggests recommendations that could be done next based on those conclusions made.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two investigates a number of researches done on the topic generic strategies plus its influences on organization performance in pharmaceutical firms in Nairobi. empirical reviews are covered, literature reviews, research gap discussions, and finally presents conceptual framework.

2.2 Theoretical Review

Theoretical framework refers to group of connected thoughts used to guide researchers in choosing which factors to focus on their study and how they can present their relationships using statistics (Defee & Williams, 2010). This research aimed to understand the connection that existed when investigating generic strategies and organization performance among pharmaceutical firms. Theories and models used in this study include the Resource-Based View, Porter's Five Forces Model, and the Balanced Scorecard.

2.2.1 Porter's Five Forces Model

Porter's (1980) Five Forces theory illustrates how various factors influence an industry's competitive environment. These forces include bargaining power of suppliers, new entrant's threat, buyer's purchasing power, risk of substitutes, finally the intensity of rivalry from competitors. A company can improve its performance in the market through application of differentiation, focus and cost leadership strategies by leveraging with porters five forces. Understanding Porter's forces can help companies identify competitive dynamics and opportunities to become market leaders.

The cost leadership strategy, which is Porter's generic strategies, talked about minimizing production costs while maintaining quality. When a company offers its products at lower prices than competitors, a company stands a better position to attract price sensitive customers and

become a market leader (David 2019). Utilizing cost-effective technologies and optimizing production processes can help achieve this goal, leading to increased profitability and organizational performance.

Facing the threat of new entrants, companies employing a differentiation strategy may have an advantage by offering unique benefits that are difficult for competitors to replicate, thus preventing new entrants and ensuring market sustainability therefore maintaining profitability and good performance.

In terms of bargaining power of buyers, companies implementing differentiation strategies may have stronger negotiation positions due to the perceived value they offer, leading to better organizational performance. Similarly, the threat of substitutes is minimized with differentiation strategies, as products or services are not easily replaceable (Turnball & Van der Vlist,2022). This reduces rivalry among competitors, enhancing organizational performance and market positioning.

In this research, Porter's Five Forces Model informed differentiation strategy and cost leadership and the way it impacted organization performance among pharmaceutical firms within Nairobi. Porter's model helped highlight how differentiation strategies and cost leadership approach can impact pharmaceutical firm's competitive dynamics and overall performance, enabling them to realize unique market position that would promote them become market leaders by overcoming competition.

2.2.2 Resource-Based View Theory

The resource-based view (RBV) was proposed by Penrose (1959). RBV emphasizes importance of quantifying an organization's financial assets and capabilities that would enable the company to identify strategies that would improve company performance. The company needs to have resources and capabilities which are valuable, very hard to be found, not easy to

imitate, and not easy to substitute in the market for performance growth and profitability. Some of these resources include skilled employees, patents and proprietary technology, and a great brand reputation among the customers in the market. These features enable assets to be exploited as strategic property.

Using the RBV theory, differentiation through possession of rare, valuable and non-imitable resources would give the company a competitive advantage over competitors and improve performance. Companies can manage to get a sustainable competitive advantage by having resources and capabilities which are valuable to create the greatest value for their customers (Suandi, Herri, Yuliharsi, & Syafrizal, 2022). When a company is in possession of resources that are not easy to acquire and its capabilities are beyond match by the competitors, it stands a better chance to improve its performance in profitability and market share. Therefore, the RBV theory is concerned about resources and capabilities in possession by an organization, emphasizing the role they promote towards performance among pharmaceutical firms in Nairobi County, as they pursue differentiation strategies.

RBV model can incorporate focus strategy where the firm concentrates its valuable and rare resources to ensure it provides focused products and services in the business environment. By this approach the company ensures that its efforts and resources are directed towards meeting the preferences and the needs to which a specific group of customers belongs (Collins, 2021). For instance, customer focus is aimed at ensuring that the company becomes the lowest producers within its niche in the market. This approach of keeping the costs low offers competitive prices and attracts price sensitive customers within the market niche of focus.

The RBV theory was important in this research because it looked into the benefits of focus strategy and differentiation and proposed that pharmaceutical firms should be in possession of

resources that are very rare and valuable and possess capabilities that were not easily imitated by competitors

2.2.3 Balanced Scorecard Model

Robert Kaplan and David Norton (1990) introduced the Balanced Scorecard (BSC) model. BSC evaluates strategic performance and management system effectiveness, offering a holistic view beyond financial metrics. It comprises four perspectives: learning and growth, internal processes, financial, and customer perspective.

The financial perspective, often termed the lagging indicator, manages company growth and productivity. It emphasizes financial goals like revenue growth, profitability, and return on investment, aiding organizations in assessing financial performance and long-term sustainability. According to Kaplan (1990) this perspective offers strategies for achieving growth, profitability, and addressing risk from a shareholder standpoint.

The Customer Perspective examines customer-related activities and metrics, such as customer satisfaction levels, retention rates, and market share. It enables companies to understand and meet customer expectations, driving business success (Fatima & Elbana, 2020). Ensuring strong customer relations and understanding their needs are essential for building long-term customer relationships.

The Internal Process Perspective focuses on internal operations critical for delivering customer value. It involves identifying key processes, setting clear objectives, and monitoring measures to improve operational efficiency. Rapidly responding to customer needs helps maintain customer loyalty and fosters continuous revenue growth (Camilleri, 2021).

The Learning and Growth Perspective emphasizes continuous learning, innovation, and employee development. It encompasses metrics related to employee skills, training, information systems, and organizational culture (Kaplan, 1990). Well-trained employees with

the right skills and information, working within a supportive organizational culture, contribute to achieving company objectives. They strive to deliver high-quality products, meeting customer needs effectively.

The Balanced Scorecard measures company performance not only financially but also in terms of market position, customer satisfaction, production, and employee satisfaction. This is accomplished through an assessment survey to gauge the organization's industry standing. Implementing the Balanced Scorecard helped pharmaceutical companies conveniently measure and manage performance, enabling them to enhance strategic decision-making processes.

2.3 Empirical Review

This part of study investigated into the important previous research which were conducted in determining any links available between generic strategies and organization performance in various industries. Studies here have determined how performance was affected by the generic strategies applied by different companies in various sectors. However, there exists some gaps in scope and methodology in these studies, which create an opportunity for further research in the pharmaceutical sector.

2.3.1 Cost Leadership Strategy and Organization Performance

Dulo (2006) studied how some sugar processing companies in Kenya used cost leadership to offer cheaper prices and increase their market share. To get a clear understanding of the study, descriptive design was applied. Investigation established that companies using economies of scale grew because they could sell for less prices in the industry. But the study didn't look at other strategies like focus strategy and differentiation from competitors therefore, there exists a conceptual gap. So, there's more to explore, especially in the pharmaceutical industry.

Mwaniki (2011) investigated how lower prices affected customer satisfaction in Kenya's telecommunication industry. He found that telecommunication companies often used lower

prices to maintain customer satisfaction and loyalty. The study collected data samples from 150 people randomly selected to acquire information about their thoughts. They used correlation and regression models to analyze qualitative data in order to derive interpretation and meaning while descriptive design was used to interpret quantitative data. Surprisingly, they learned that while low prices nice, good customer service mattered more for customer satisfaction. However, the study only focused on telecommunication companies, leaving out other industries bringing forth a contextual gap.

At Jomo Kenyatta International Airport in Kenya, Chepchirchir, Omillo, and Munyua (2018) investigated how cost leadership affected transport companies' performance. They wanted to investigate if using cost leadership strategy made a difference in how the companies performed. They conducted a random sampling technique from 120 managers from ten transportation companies at the airport about their experiences. They used questionnaires for their data collection. They found that using cost leadership strategy helped the companies grow positively by cutting down on expenses and increasing profits. However, the study only focused on transport companies, posing a scope gap, so there's more to learn in other industries.

Omwoyo (2016) investigated how generic strategies helped airlines stay competitive in Kenya's aviation sector of the economy. Among their goals was to investigate how cost leadership helped certain airlines perform better than others. The investigation used descriptive research design for the study. They surveyed 110 staff members from Kenya Airlines, Fly-SAX, and Fly-540 using questionnaires to collect data. They found that airlines aim to offer lots of flights at affordable prices to attract customers. By using cost leadership strategy, airlines can compete better with each other. However, using a census method was used presenting a methodology gap. Also, the study only looked at a few airlines, so there's more to explore presenting a conceptual gap.

Chengeta (2014) studied how using cost leadership affected the performance at Saatchi & Saatchi Multimedia. Research used descriptive research design and they gathered primary data by use of questionnaires and interviews. Researcher discovered that it's important for the company to organize its activities well, which helps it work better. Also, the number of customers and profits were growing, and restructuring things helped the company spend less and make more profits. They also found that picking the cheapest supplier doesn't always mean getting poor service quality; sometimes, it can help the company save money. However, the study was done in China, so there was a geographical gap in where the research was done compared to the current location of study that is, Kenya.

2.3.2 Differentiation Strategy and organization Performance

Waema (2013) studied how dairy companies in Kenya performed when they used generic strategies to compete. Descriptive research design was adopted. They used questionnaires for primary data collection from fifteen companies to understand the study better. They found it wasn't clear how differentiation strategy affected the market share the company had, but they suggested the use of focus on certain areas could help. This study looked at dairy companies, but we're interested in pharmaceutical companies, so there was a scope gap in what was studied.

Mutukaa (2007) investigated at how Multinational agrochemical industries in Kenya applied generic strategies. They wanted to determine how these generic strategies affected performance of the companies. They found that differentiation strategy helped the companies perform better against their competitors. But they only looked at two companies using census method hence a methodology gap. The study was done in the agrochemical industry, hence there was a gap in the scope of study since this research was carried out in pharmaceutical sector in Nairobi.

Nuru (2015) investigated how differentiation affected how the water bottling companies performed in Mombasa. Descriptive design was used during the research and they used

questionnaire to collect primary data. They wanted to investigate how these companies stand out from each other. They discovered that differentiation strategy and organization performance had a positive connection. Since they only looked at water bottling companies, not other industries, so there was a scope gap and this study on pharmaceutical companies was relevant.

Demba (2018) Investigated on how differentiation strategy influenced the performance of automobile rental company in Nairobi. They wanted to determine how differentiation made a difference in fifteen different automobile rental businesses in Nairobi. They used cross-sectional descriptive design and purposeful sampling approach to collect data. They found that differentiation strategy didn't really affect performance of the companies. But they only looked at car rental companies, not other types of businesses, so there was a scope gap and more to learn on differentiation in pharmaceutical sector.

Adimo (2018) investigated how differentiation strategy affected performance at Sameer Africa in Kenya. They used questionnaires to collect data from 110 employees at Sameer Africa including departmental heads, senior managers and technical workers as well as 91 distributors. Random sampling was done from 134 people. They established a positive connection between differentiation strategy and organization performance. But they only looked at one company in a different industry, so there was a scope gap. The current research will focus on pharmaceutical sector.

Shafiwu and Mohammed (2013) studied the oil industry in Ghana and how differentiation affected Ghana's petroleum industry performance. While collecting data they adopted questionnaires as a tool to gather data. Study used correlation analysis to get the connection between the variables under study. They found that differentiation could help, but there might

be other things that matter too. But they only looked at the oil industry hence a scope gap, also there was a geographical gap since the study was done in Ghana.

Dirisu, Oluwule, and Ibidunni (2013) studied Unilever Nigeria and the way differentiation impacted the company performance. They wanted to investigate how differentiation affected the company performance of Unilever. They found that differentiation affected performance of Unilever positively. But they only looked at one company, and they didn't consider other strategies, like focus. Therefore, there was a geographical gap and conceptual gap hence need for study in pharmaceutical sector in Kenya.

2.3.3 Focus Strategy and organization Performance

Maina (2018) studied how generic strategies affected performance of Safaricom. Semi-structured questionnaires were adopted during data collection from Safaricom commercial employees to understand the study objective better. Descriptive research design was adopted. They found that Safaricom mainly used focus strategy on certain areas to perform well. But the study had shortcomings since it didn't explain how Safaricom makes sure its customers are satisfied, which affected how well Safaricom performed. The study did not look into cost leadership strategy hence a conceptual gap and scope gap since the current study was on pharmaceutical sector.

Kinyuira (2014) in Murang'a, Kenya studied how generic strategies impacted performance of SACCOs. They adopted descriptive research design and gathered information directly from people using questionnaires. They established that application of generics strategies helped the institutions make more profits, especially compared to those that didn't use them. There was a scope gap since the research was conducted from SACCOs in Murang'a, Kenya.

Kamar (2014) investigated impact that generic strategies had on performance of companies that provided Liquid Petroleum Gas (LPG) in Eldoret, Kenya. They looked at things like how

much they sold and how much it cost them. They found that using certain strategies like cost leadership impacted on the performance of these companies positively. For example, they found that cutting costs and making differentiated products helped increase sales and profits. Most importantly, the study demonstrated that focus strategy positively affected performance of LPG companies. But they only looked at one town and one type of business, so there's a scope gap.

Muia (2017) studied how generic strategies affected performance of companies that offer insurance services in Kenya. In this research descriptive design was employed. They also used questionnaires collect data from the participants. They wanted to find out how focusing on certain areas helped these companies perform better. They found that focus strategy positively affected performance of 47 insurance firms studied and listed by Association of Kenya Insurers(AKI). However, there was a gap in terms of the scope covered as the research focused on insurance sector.

Musyoka (2013) investigated how health insurance companies in Kenya apply generic strategies that helped them improve performance. They used questionnaires for data collection to people who work at these companies. Descriptive research design was applied. They used a random sampling during administering of questionnaires. They found that corporate growth strategies and development strategies affected profitability of the company. But they only looked at health insurance companies, not other types of businesses, so there's more to learn. Scope gap was present since the study mainly looked at insurance companies and the current study focused on pharmaceutical companies

2.4 Summary of Literature Reviewed and Research Gaps

The table 2.1 below gives an overview of the studies this research looked into, showing what they found and where there were gaps. These gaps showed that more research is needed to look at how generic strategies affected how the pharmaceutical firms in Nairobi performed.

Table 2.1: Summary of Literature Review and Research Gaps

Author	Study	Finding	Gap	Focus of the current study
Chepchirchir, Omillo and Munyua (2018)	Influences of cost leadership approach and efficiency at Jomo Kenyatta's corporate logistics companies	Cost leadership was positively correlated with organization performance among logistics companies	This study was done mainly on the logistics firms, therefore, bringing forth a scope gap.	The current research gave it attention mainly among Pharmaceutical companies.
Dulo (2006)	Competitive advantage and Performance among organizations in the sugar sector.	The organizations that implemented the economies of scale presented a positive growth in its market share.	The study did not specify the generic strategies that were adopted. Scope gap also is clearly evident since the research was done in sugar industry.	This study looked into generic strategies and linked its impacts on organization performance among pharmaceutical firms
Mwaniki (2011)	customer service strategies on customer satisfaction among organizations in telecommunications sector	The customer service strategies proved to have an effect on profitability of the organization.	Researcher made conclusion that customer service was the key factor towards customer satisfaction yet it was a very narrow measure to rely upon. Scope gap existed as the research was carried out among telecommunication companies.	This study looked into generic strategies and linked its impacts on organization performance among pharmaceutical firms

Omwoyo (2016)	Generic techniques on competitive advantage of companies in aviation business, Kenya	Services delivered by the airline companies' majority of it had a very high rate	The study was conducted among the airline companies and this depicts a scope gap.	This study focussed on the pharmaceutical industry.
Chengeta (2014)	Cost leadership strategies and organization performance at Multimedia Saatchi & Saatchi in China.	When a company gets its services from the cheapest supplier its able to lower the cost that are associated with its operations.	This research was carried from China therefore, bringing about a geographical gap.	This research was done in Kenya.
Adimo (2018)	The link among techniques for product differentiation and success outcomes in Kenya's Sameer Africa limits	The differentiation of goods and services led to the profits achievement by the organization that implemented it.	The research was anchored around the Strategic Balance theory therefore, presenting a conceptual gap.	The current study was informed by the resource-based view Balanced scorecard and Porter's five Forces model.
Waema (2013)	Competitive Strategies and Performance of dairy firms in Kenya	It was evident a positive correlation among dairy firms that had focus strategy implemented with its performance existed.	The research did not bring out the impact of product differentiation to the growth in the market share by the firm as a way of measuring the firm performance	This study looked into generic strategies and link its impacts on organization performance among pharmaceutical firms

Mutukaa (2007)	Competitive strategies used by multinational	Differentiation contributed to the improvement and growth in performance among multinationals	Researcher focussed mainly on one competitive strategy as way to determine organization performance among the multinational companies.	This study looked into generic strategies and link its impacts on organization performance among pharmaceutical firms
Nuru (2015)	Impacts of differentiation and success of water bottling businesses in Mombasa, Kenya	Differentiation brought a significant improvement in performance of bottling companies.	The research mainly concentrated on water bottling companies therefore, depicting scope gap.	The current study was focussed on pharmaceutical firms in Nairobi
Muia (2017)	Influence of competitive approaches and how they bring efficiency among Kenya's insurers	There existed a positive link between profitability of insurers and the application of generic strategies.	Research was done mainly among insurance companies, therefore, bringing about gap in the scope of study.	The current The study was focussed on pharmaceutical firms in Nairobi.
Demba (2018)	Research on the effect of differentiation on organization performance by a selected car rental business in Nairobi.	Differentiation did not affect the profitability and growth among car hire companies.	The research presented a conceptual gap as it concentrated mainly on differentiation strategy as the key determinant element of organization performance.	This study looked into generic strategies and linked its impacts on organization performance among pharmaceutical firms

Kamar (2014)	Results of competing approaches on LPG companies' efficiency: Eldoret Town Survey, Kenya	There was a positive relationship that was realized between the competitive approaches and performance.	This research used a survey research design therefore, bringing forth a Methodological gap.	This study was conducted using descriptive research design
Shafiwu and Mohammed (2013).	Researched on the effect of differentiation to organization performance in Ghana's oil sector.	Differentiation did not affect the profitability of the company in any way.	The research looked into differentiation alone, therefore a conceptual gap exists. A geographical gap exists because that research was carried out in Ghana, Africa.	This study looked into generic strategies and link its impacts on organization performance among pharmaceutical firms
Dirisu, Oluwule, and Ibidunni (2013)	Investigated product differentiation related the best institutional success mechanism	positive correlation existed between sales of the company and differentiation strategy.	The research looked into differentiation alone, therefore a conceptual gap exists.	This study looked into the generic strategies and relate their effect on organization performance among pharmaceutical firms
Maina (2018)	Impact of competitive strategies and firm performance in Safaricom Kenya Limited	Safaricom mainly applied focus strategy to continue on the growth of its profits.	The research failed to show how the organization applies internal approaches to promote customer satisfaction. Scope gap	This study looked into generic strategies and link its impacts on organization

			since it was conducted among the telecommunication firms.	performance among pharmaceutical firms
Musyoka (2013)	Strategies employed by health insurance companies to improve profitability	Performance of health insurance is positively linked with application of development strategies	There is failure to prove the strategies that would bring about growth in the firm and the model that was used to measure them. Also, there is a scope gap since the research mainly was done among the insurance companies.	This study looked into generic strategies and linked its impacts on organization performance among pharmaceutical firms
Kinyuira (2014)	Researched about Porter's Generic business approaches and their effectiveness on money lending institutions in Murang'a Kenya.	The research findings revealed that generic strategies significantly improved profitability of SACCOs	The research adopted descriptive design. There's a scope gap since it was conducted among SACCOs	This study looked into generic strategies and linked its impacts on organization performance among pharmaceutical firms

Source: Author (2021)

2.5 Conceptual Framework

The conceptual framework just like maps, is used give a guide on important ideas and theories used to create the research problem, developing of goals, and research questions. It helps demonstrates how independent variables affect dependent variables. Variables are measurable characteristics that can change. The one that's being tested and affected is called the dependent variable. In this case we tested how the generic strategies that is focus, cost leadership and differentiation strategies, which are the independent variables and how they affect the performance of pharmaceutical firms in Nairobi, Kenya.

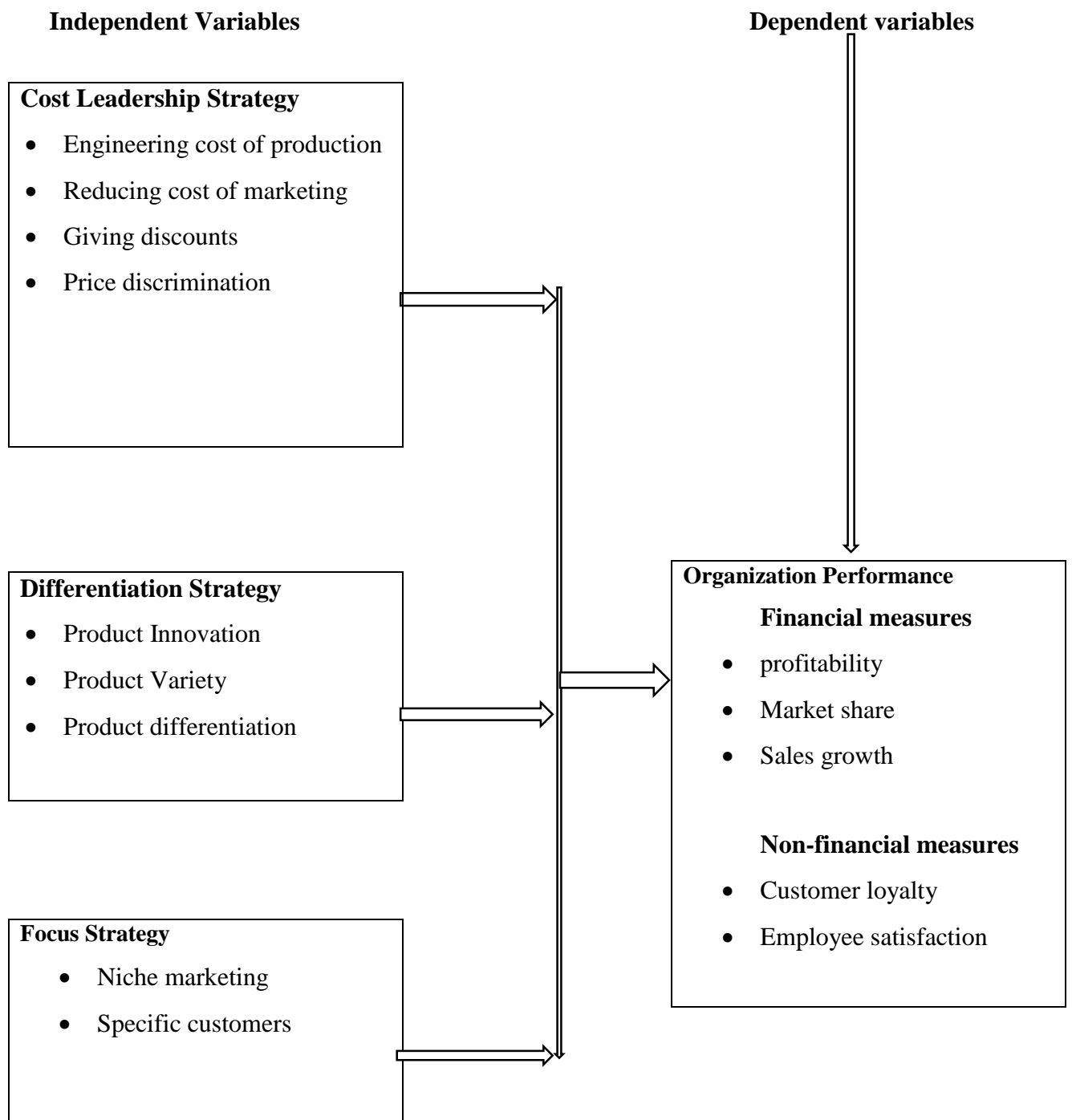


Figure 2.1 Conceptual Framework

Buyers can only push to lower costs to match their closest competition, helping the company work better. Cost leadership shields the company from competitors. Company with Unique products often stand out and perform well. Focus strategy targets specific growth areas, attracting more customers and boosting profits.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three comprehensively talks about research design adopted, target population for research, sample size under study and sampling technique applied, data collection instrument, data collection procedure, pilot test, how data done processing, and analysis of data.

3.2 Research Design

Bloomfield & Fisher (2019) refer research design to a plan for a study, including methods used and how data is processed to answer specific questions. This research study applied descriptive research design. This is because descriptive design provides for a detailed, and accurate view of a population's behaviour. For this research descriptive design was very important since it allowed the researcher to examine the target group under study to get a detailed view of the elements of interest.

3.3 Target Population

Burns & Grove (2010) refers to target population as objects the researcher intends to carry out research and they possess observable features that are in common. Unit of analysis were pharmaceutical firms while unit of observation included the Chief Executive officers(CEOs), general managers and, managers from sales and marketing departments, whose data was collected since they were the top management who made strategic decisions and they provided reliable data. The study target population was made up of 100 pharmaceutical firms shown in Appendix III registered under the Kenya Pharmacy and Poisons Board(PPB).

Table 3.1: Target population

Respondents	Population	Percentage
CEO	10	10
General managers	20	20
Marketing managers	40	40
Sales managers	20	20
Total	100	100

Source: (Pharmacy and Poisons Board, 2023)

3.4 Sample Size and Sampling Procedure

Lackens (2022) utilized purposive sampling to choose local pharmaceutical firms, both manufacturers and importers, for data collection. This method was chosen to select companies with specific characteristics and ample information. The sample size, representing the number of samples used in the research, was arrived at by applying Yamane formula as shown:

$$n = \frac{N}{1+N(e)^2}$$

Where: N = target population; n = size of the sample; and e = error observed. Given that in our case, N=100 e = 5%

$$= \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 0.25}$$

$$n = \frac{100}{1.25}$$

$$n=80$$

Therefore, the size of the sample was 80 participants

Table 3.2: Size of the Sample

Respondents	Population	Percentage
CEO	20	25
General managers	20	25
Marketing Managers	20	25
Sales Managers	20	25
Total	80	100

3.5 Data Collection Instrument

Data that was used for the study was gathered from participants by use of semi-structured questionnaire which was divided into section A to section E. Data on age, gender, years of service with organization, generic strategies and performance were collected. The questionnaires had both open-ended and closed-ended multiple-choice answers. According to Kothari (2008), questionnaires are favoured for their speed, standardization, and efficiency in gathering primary data from a larger group

.3.5.1 Validity Test of data collection Instrument

Validity explains how tools can determine concepts being studied accurately (Sürücü & Maslakci, 2020). In this study, the researcher searched for a questionnaire that could effectively measure the concepts by reviewing relevant literature and existing instruments used in similar studies. Construct validity assesses whether a measurement truly represents the theoretical idea it's supposed to represent. This is checked through techniques like factor analysis, convergent, and divergent validity testing. Criterion validity checks how well one measure predicts an outcome based on another measure. This study used content validity, which involves the supervisor's expert judgment to ensure the questions gathered reliable data accurately from participants, improving accuracy that is obtained from responses.

3.5.2 Reliability Test of data collection Instrument

Reliability means how much you can trust a test to give consistent results over time (Sürücü & Maslakci, 2020). In this study, the researchers used internal consistency to make sure the tools they used to collect data were reliable. A method is reliable if it can consistently measure and give the same results for a variable over a long period. The overall reliability and internal consistency from survey were looked at by adopting a method called Cronbach's alpha, which looks at how well different parts of the test agree with each other.

3.6 Validity and Reliability of Research Instruments

Ensuring there is both research validity and research reliability is essential for producing trustworthy research findings. Researchers often employ various techniques such as pilot testing, statistical analysis and expert reviews to assess and improve validity of the tools used during research and whether it is reliable.

3.6.1 Validity of Research instruments

Validity shows how accurate a tool can be able to find the measure of what should be determined (Saunders et al., 2009). In order to ensure a survey is valid, the information it gathers needs to align with the research goals. The researcher used content validity during this research. This involved getting an expert, in this case, the supervisor, to check the survey questions. The supervisor's job was to make sure the questions were good and made sense. Before the actual analysis, the supervisor gave feedback to improve the survey. This helped make sure the survey was accurate and got more responses.

3.6.2 Reliability of Research instruments

Reliability tells us how consistent a questionnaire is in producing reliable data after multiple tests (Mugenda, 2008). It's like checking if a tool always gives the same results when used over time. In this study, the questionnaire was checked for reliability. This involved a general check

to see how well the questions in the questionnaire matched up. The consistency was measured using something called Cronbach's alpha. This checks if different parts of the same test, or even different tests measuring the same thing, give similar results. The following rules are given by Castillio (2009): value greater than 0.9 was excellent, 0.8 was good, 0.7 was acceptable, 0.6 was questionable, 0.5 was poor and; less than 0.5 was non-acceptable. For this analysis, the appropriate 0.70 was utilized as a precision threshold.

3.6.3 Pilot study

A pilot study was done before the main study to make sure everything works well (Malmqvist et al., 2019). It's a good idea to test it on a small group first, usually its done from about 10% of total sample size. In this research, a pilot study was done by giving semi-structured questionnaires to 8 respondents from pharmaceutical firms outside Nairobi. This helped to see if the questions were clear and if everything was set up properly before conducting the main study.

3.7 Data Collection Procedure

Authorization letter was acquired from Kenyatta University school of business administration that assisted data access by the researcher from the target respondent. Drop and pick and online circulation methods were applied in distributing the questionnaires to participants. These methods allowed enough time for the respondents to go through the questionnaires and fill them. The researcher got appointments from the respondents in the pharmaceutical firms in advance to allow them to administer the questionnaire personally. The top management staff who could not fill the questionnaires manually within the time provided were reached via online forms.

3.8 Data Analysis and Presentation

This study, applied SPSS during data manipulation and analysis so that it could be easy to give a visual explanation of the data in order to come up with conclusion. Descriptive statistics was

used, like the average (mean) and how spread out the data was (standard deviation), to summarize the quantitative data. Additionally, inferential statistics was applied to give interpretation about the connection between the variables. For example, Pearson correlation (r) was used to find out how one variable was related to another. The following regression model directed the study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots\dots\dots 3.1$$

Where: Y = Organization performance of pharmaceutical firms;

β_1 , β_2 , and β_3 = coefficients of independent variables, that is X_1 , X_2 and X_3 ;

β_0 = constant term;

X_1 = Cost leadership strategies;

X_2 = differentiation strategies;

X_3 = Focus strategies;

ϵ = Error term

Model above was used to reveal the possible links that existed between organization performance among pharmaceutical firms and independent variables. Test of significance at 95% CL was applied by use of Analysis of variance (ANOVA).

3.8 Ethical Considerations

The researcher to his capacity ensured that the data privacy policy of information provided by participants was adhered to by keeping it confidential and their identities were not shared with anyone. The data collected was protected from being accessed by anyone outside the research team. Participants were told that their information would only be used for educational purpose. This made participants feel more comfortable and willing to be involved in the research.

CHAPTER FOUR: RESEARCH FINDINGS AND PRESENTATION

4.1 Introduction

In chapter four we have study results and the description of raw data obtained during the survey. The results have been presented in figures, and tables and frequencies and percentages were used to outline the outcomes.

4.1.1 Response Rate

Table 4.3 outlines the response of the data that was collected from the employees in the various pharmaceutical companies which involved 80 participants.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Response	75	93.75
Non-Response	5	6.25
Total	80	100

Source survey data (2024)

Out of the 80 participants, 75 of them completed the questionnaires, which is a rate of 93.75 percent. This high response rate allowed the researchers to draw conclusions about how generic strategies affected organization performance of pharmaceutical companies within Nairobi, Kenya. During reporting of the research, a response rate of 50 % was enough according to Mugenda (2003); 60 % was good, and anything over 70 % was excellent. So, in this case, the response rate was seen as being excellent.

4.2 Demographic information

Demographic data reveals key insights of a population characteristics like age, gender, education and income. This information helps in understanding diversity, identifying trends, predicting outcomes and facilitating comparative analysis across different populations.

4.2.1 Gender of Respondents

People who took part in the research were requested to fill in information on gender during data collection exercise. The data derived from the participants is outlined in table 4.2

Table 4.2 Gender of respondents

Response	Frequency	Percentage
Female	30	40
Male	45	60
Total	75	100

Source survey data (2024)

Table 4.2 reveals to us 60% research participants to be male, while 40% were female. This means both men and women took part in the study. It's crucial to include both genders in research to get insights from everyone (Boex & Muga, 2009). Gender data helps address differences between men and women, making sure development and decision-making involve everyone equally.

4.2.2 Age of Respondents

The participants were required to give accurate information on their age by selecting their age bracket which they belonged to. The data collected on age is as shown on table 4.3

Table 4.3 Age of Respondents

Response	Frequency	Percentage
21-30 years	9.0	12.0
31-40 years	32.0	42.7
41-50 years	21.0	28.0
Above 50 years	13.0	17.3
Total	75.0	100.0

Source survey data (2024)

In this research respondents were to give information on their age. From the table it is very evident that most participants in this research had an age of 31-40 years presenting 42.7 percent, minority were aged between 21-30 years representing 12 percent of participants. Participants age enabled analysis of trends over time, and ensured accuracy of research findings among different ages of people.

4.2.3 Level of education of Respondents

Information regarding education attained by respondents was required to be provided by the research participants. The data collected is outlined below as in table 4.4

Table 4.4 Respondents education level

Response	Frequency	Percentage
Diploma	5.0	6.7
Undergraduate Degree	31.0	41.3
Post graduate	24.0	32.0
PhD	15.0	20.0
Total	75.0	100.0

Source survey data (2024)

Table 4.4 outlines highest education attained by the respondents which they were requested to present during the data collection in the field. From the findings, it was discovered that the highest 31 respondents presenting 41.33 percent had undergraduate degrees 32 percent had postgraduate, 20 percent had PhD while 6.67 percent had diploma qualification. From this data it is clear that the respondents were educated and they could give reliable data.

These findings support what Odeny (2018) determined from his study: many managers in pharmaceutical manufacturing companies had bachelor's degrees and postgraduate education.

This education level affects the decisions they make about strategies that affect organization

performance of pharmaceutical companies. It is therefore very important to have qualified staff with the right education and skills in the corporate in order to fulfil the organization goals.

4.2.4 Period of working in the organization

The research participants were required to give a detailed information on years of service with their employers. Data that was collected is as shown in table 4.5. This data was important since it provided valuable insights into employee dynamics, organizational culture and long-term employee management strategies for productivity

Table 4.5 period of working in the organization

Response	Frequency	Percentage
Below 1 year	4.0	5.3
1-3 years	25.0	33.3
4-7 years	30.0	40.0
8-10 years	9.0	12.0
Over 10 years	7.0	9.4
Total	75.0	100.0

Source: survey data (2024)

Respondents from the research were requested to provide their information about the years of working with the company. Findings established 30 employees presenting 40 percent worked between 4-7 years formed the greater part. This might be because of the nature of flexible work schedules in pharmaceutical companies. This is in agreement with what Kim (2017) found about how flexible schedules affected employee retention in casinos. The study suggested that many employees have been with the company for a while and understand its strategies and performance.

4.3 Descriptive Statistics

Comprehensive discussion on descriptive findings are provided in this section. This is in accordance to the research objectives in the pharmaceutical industry.

4.3.1 Effect of Cost Leadership on Performance

Information on cost leadership was collected from participants and the results of findings obtained were outlined on the table 4.6.

Table 4.6 Cost Leadership Strategies

	SD	D	MA	A	SA	Mean	Std. Dev
Low-cost advertising	2 (2.67%)	11 (14.67%)	12 (16.00%)	34 (45.33%)	16 (21.33%)	3.68	1.055
Low research and development cost	5 (6.67%)	7 (9.33%)	13 (17.33%)	20 (26.67%)	30 (40.00%)	3.84	1.242
State of the art equipment.	3 (4.00%)	5 (6.67%)	1 (1.33%)	42 (56.00%)	24 (32.00%)	4.05	0.985
Control of overheads in the organization	4 (5.33%)	9 (12.00%)	8 (10.67%)	38 (50.67%)	16 (21.33%)	3.71	1.100
Monitoring operational costs	5 (6.67%)	9 (12.00%)	15 (20.00%)	34 (45.33%)	12 (16.00%)	3.52	1.107
Marginal customer account.	3 (4.00%)	7 (9.33%)	12 (16.00%)	30 (40.00%)	23 (30.67%)	3.84	1.091
Shorter learning curve and cumulative experience	2 (2.67%)	6 (8.00%)	15 (20.00%)	33 (44.00%)	19 (25.33%)	3.81	0.996
Low cost of sales.	1 (1.33%)	2 (2.67%)	6 (8.00%)	39 (52.00%)	27 (36.00%)	4.19	0.800
Sale of standard products.	7 (9.33%)	8 (10.67%)	8 (10.67%)	36 (48.00%)	16 (21.33%)	3.61	1.207
Average						3.80	1.065

Source: survey data 2024

The results revealed that most of the people in the study, 66 out of 75 (which is 88%), agreed that their companies bought state of art equipment. On average, they rated this agreement at 4.05 out of 5, with a standard deviation of 0.985. Similarly, the findings also showed that 66 out of 75 respondents (88%) believed their organizations worked to keep sales costs low. On average, they rated this agreement at 4.19 out of 5, with a standard deviation of 0.800. It was discovered that most of the participants 46 (61.33%) agreed that their organization were involved in monitoring their operational costs and this was supported by a mean of 3.52.

The research findings showed that most participants 50(which is 66.67%) agreed that their organizations ensured low cost of advertising which is supported by a mean of 3.68. Further findings from the survey revealed that most participants 50 (which is 66.67%) agreed that their organizations were keen in lowering the cost of research and development which had a mean rating of 3.84. Most participants from the research 54 (that is 72%) agree that their organizations took part in controlling of their overheads and this is supported by a mean of 3.71. Moreover, it was discovered that 52 (which is 69.33%) of the research participants agreed that their firms had long term experience and a they had a shorter training periods and this is supported by a mean of 3.81. Most respondents 52 (which is 69.33%) were on consent that their firms took part in the sale of products which had a standard quality and this had mean rating of 3.61. Additionally, the findings discovered most participants, 30 out of 75 (which is 40%), were on consent that their companies avoid dealing with low-profit customer accounts. Which is supported by a mean of 3.84. Overall responses had an average mean rating of 3.80, and a standard deviation of 1.065. Lower standard deviation showed less dispersion from the mean implying that cost leadership strategy was adopted by those firms, which possibly influenced their performance. Chepchirchir et al., (2018) established a significant effect that cost leadership impacted on organization performance.

4.3.2 Effects of Differentiation strategy on Performance

Another objective was investigating effects of differentiation on organization performance among pharmaceutical companies. The participants were requested to give their views on how they felt their organization applied differentiation on their products as shown on table 4.7

Table 4.7 Differentiation strategies employed

	SD	D	MA	A	SA	Mean	Std. dev
After sale support service	1 (1.33%)	3 (4.00%)	5 (6.67%)	42 (56.00%)	24 (32.00%)	4.15	0.817
Development of Unique products	2 (2.67%)	11 (14.6%)	5 (6.67%)	35 (46.67%)	22 (29.33%)	3.85	1.087
Unique marketing approach	1 (1.33%)	12 (16.00%)	6 (8.00%)	36 (48.00%)	20 (26.67%)	3.83	1.045
High quality products	1 (1.33%)	3 (4.00%)	9 (12.00%)	39 (52.00%)	23 (30.67%)	4.07	0.844
Training employees on company products.	8 (10.67%)	7 (9.33%)	5 (6.67%)	30 (40.00%)	25 (33.33%)	3.76	1.303
Reaching to the market using photos and other visuals	5 (6.67%)	4 (5.33%)	10 (13.33%)	29 (38.67%)	27 (36%)	3.92	1.148
Cultivating customer loyalty to company products	4 (5.33%)	5 (6.67%)	11 (14.67%)	26 (29.33%)	29 (38.67%)	3.95	1.138
Average						3.93	1.055

Source: survey data (2024)

The survey results discovered that most of the participants, 57 of them, which is 76%, agreed that their organizations invest in creating products that are unique. This aligns on the findings of Nuru (2015), who discovered that integrating strategies to make products differentiated from competitors and offering a variety of products to meet different customer needs led to better performance.

Additionally, the findings indicated that most respondents, 56 of them (74.67%), agreed that their companies use focus marketing approaches compared to competitors, with an average score of 3.83. Moreover, a large portion of the participants, 62(82%) of them, indicated that

their companies focus on developing high-quality products, supported by an average score of 4.07. Furthermore, most respondents 66(88%), agreed that their companies provide after-sales support services supported by a mean of 4.13. It was further found that 56(74.67%) respondents agreed that their organization reached out to the market using photos and other visuals and this is supported by a mean of 3.92. Most respondents 51 (68%) agreed that their organizations cultivated customer loyalty to the company supported with a mean of 3.73.

Additionally, 55 (73.33%) respondents indicated agreement with the organization's practice of providing training to their staff on their products. This is evidenced by a mean rating of 3.76. According to a 5-point scale rating, the responses had an average mean rating of 3.93 and a std. dev. of 1.055. This was enough evidence that the companies adopted differentiation and it greatly impacted on their performance. According to Nuru (2015) this was being agreement with the study which established differentiation as an indicator of how the company performs.

Olwande (2012) suggests that when a company uses this strategy, it focuses on offering unique product. Because the product or service is unique, it tends to create a strong customer loyalty. Implementing a differentiation strategy means the business provides something unique or better to customers, like higher quality, special features, or great customer support. Additionally, Thomas and William (2014) pointed out that when a company focuses on differentiation, sometimes it might not get a big piece of the market. This is because differentiation often means making things exclusive, which doesn't usually lead to having a large share of the market. It's challenging, though not impossible, to have both cost leadership and differentiated compared to competitors. Doing both is hard because providing unique performance, quality, or service is usually costly than simply aiming to be similar to competitors in those aspects.

4.3.3 Effect of Focus Strategies on performance

Investigating how focus strategy affected organization performance was another study objective. Participants were asked to answer questions about focus strategy and the degree to which they felt it impacted on their organization performance. Their answers were rated on a scale from 1 to 5 as below:

Table 4.8 Focus strategies employed

	SD	D	MA	A	SA	Mean	Std. Dev
Organization adjusts prices to attract new customers	3 (4.00%)	5 (6.67%)	5 (6.67%)	50 (66.67%)	12 (16.00%)	3.84	0.916
Organization focuses on markets ignored by competitors	2 (2.67%)	9 (12.00%)	22 (29.33%)	25 (33.33%)	17 (22.67%)	3.61	1.051
Organization offering products according to economic classes	3 (4.00%)	5 (6.67%)	2 (2.67%)	35 (46.67%)	30 (40.00%)	4.12	1.026
Organization offers specific products for various market segments	5 (6.67%)	6 (8.00%)	8 (10.67%)	34 (45.33%)	22 (29.33%)	3.83	1.143
Focus on demographics	4 (5.33%)	13 (17.33%)	5 (6.67%)	32 (42.67%)	21 (28.00%)	3.71	1.206
Lower prices in new markets	2 (2.67%)	5 (%)	4 (5.33%)	43 (57.33%)	21 (28.00%)	4.01	0.923
Average						3.85	1.044

Source: survey data (2024)

It discovered most research participants 64(85.33%) agreed that their organization lowered their prices in new markets supported by a mean of 4.01. It was also discovered from 56 (74.67%) respondents that the organizations offered products according to economic classes supported by a mean of 4.12. From the survey respondents 53(70.67%) agreed their organizations adjusted prices to attract customers. It was also confirmed by 54 (72%) respondents that there was focus on demographics as shown by a mean of 3.71 and from 42

(56%) respondents there was focusing strategy applied on markets that other companies ignore, as indicated by an average rating of 3.61. Finally, respondents 56(74.67%) confirmed there was focus on specific products for various markets segments as represented by a mean of 3.83.

The results backed up what Olwande (2012) established: focusing strategies work best when customers really like something specific, and when other companies aren't already going after that same niche. As Kiechel (2010) explained, the focus approach entails concentrating on specific group of customers, service/product type, or geographic market. While cost leadership and differentiation are ways to succeed across the whole industry, the focus strategy relies on serving a particular target (like a certain type of customer, product, or area) exceptionally well.

4.3.4 Performance

The study aimed at determining how pharmaceutical firms in Nairobi performed. Various performance indicators were looked into. Findings obtained were outlined in table 4.9

Table 4.9 Effects on performance

	SD	D	MA	A	SA	Mean	Std. Dev
Reduced cost of production in the past three years	3 (4.00%)	5 (6.67%)	14 (18.67%)	29 (38.67%)	24 (32.00%)	3.88	1.065
Our customers are satisfied	2 (2.67%)	6 (8.00%)	12 (16.67%)	33 (44.00%)	22 (29.33%)	3.89	1.008
There is increase in the market share in the past three years	2 (2.67%)	4 (5.33%)	8 (10.67%)	35 (46.67%)	26 (34.67%)	4.05	0.957
Customer loyalty to our brands has been shown from surveys	4 (5.33%)	7 (9.33%)	15 (20.00%)	33 (44.00%)	16 (21.33%)	3.67	1.082
There is an increase in product innovation and development	1 (1.33%)	4 (5.33%)	4 (5.33%)	39 (52.00%)	27 (36.00%)	4.16	0.855
Better product quality	5 (6.67%)	8 (10.67%)	13 (17.33%)	36 (48.00%)	14 (18.67%)	3.65	1.115
Average						3.88	1.014

Source: survey data (2024)

Research findings revealed most participants 53(70.67%) agreed their organization’s cost of production had been decreasing for the past three years and this is supported by a mean of 3.88. It was also found that 50 (66.67%) of the participants agreed that previously their organization had been producing better quality products in the market and this was supported by the mean of 3.65. Additionally, most 55 (73.33%) of the participants agreed that their customers have been experiencing product and service satisfaction with a mean of 3.89. It was further found that most of the research participants 61 (81.33%) was in agreement there has been a rise in market share for the past three years of their organizations that had a mean rating of 4.05. Findings from the survey proved that most respondents 66(88%) agreed that their organization has managed to record a rise in product development and innovation which is supported by a

mean rating of 4.16. Most of the participants 49 (65.33%) agreed customer surveys done by their organization has shown brand loyalty for their products and this is supported by a mean of 3.67. The above results agree with that of Oyoolo and Bett (2017) who found that improved Performance among pharmaceutical organizations was depicted by an increase in loyalty from their customers, increase in profits and, rise in sales volume.

4.5 Inferential Statistics

This section covers inferential statistics which give inference about the population using the data that was drawn during the research. Researcher conducted correlation and regression analyses to understand how the two variables are related to each other.

4.5.1 Correlation Analysis

Correlation analysis is important because it helps us understand the relationship between two variables. By examining how changes in one variable relate to changes in another, we can determine if there's a connection between them and how strong that connection is. This is crucial for making predictions, and identifying patterns. The results obtained are as shown in the table 4.10

Table 4.10: Correlation Analysis

		Correlations			
		Cost leadership	Differentiation	focus	Performance
Cost leadership	Pearson Correlation	1	.977**	.973**	.988**
	Sig. (2-tailed)		0.001	0.001	0.001
	N	75	75	75	75
Differentiation	Pearson Correlation	.977**	1	.959**	.981**
	Sig. (2-tailed)	0.001		0.001	0.001
	N	75	75	75	75
Focus	Pearson Correlation	.973**	.959**	1	.978**
	Sig. (2-tailed)	0.001	0.001		0.001
	N	75	75	75	75
Performance	Pearson Correlation	.988**	.981**	.978**	1
	Sig. (2-tailed)	0.001	0.003	0.357	
	N	75	75	75	75
** Correlation is significant at the 0.01 level (2-tailed)					

Results clearly showed presence of strong and positive connection between application of cost leadership and how well organizations perform, with a correlation of 0.988. According to the survey, applying cost leadership led to increased sales and profits for the organizations. This supports a previous study that was done by Chepchirchir, Omillo, and Munyua (2018). The research also found a positive link between how well organizations perform and differentiation, with a correlation of 0.977. This matches findings from another study by Nuru (2015), which established a positive connection between using a differentiation strategy and organization performance. However, the findings don't align with research done by Demba (2018), which found differentiation had no impact on organization performance among car rental businesses in Nairobi. Research data shows that using a focus strategy is linked to better performance in organizations. The connection between them is strong and positive, with a correlation of 0.973. This supports a study by Muia (2017) in insurance companies, which found a very strong positive connection between organization performance and focus strategy.

4.5.2 Regression Analysis

The researcher used regression analysis to understand how generic strategies relate to performance. Table 4.11 shows how well the regression model fits the data and helps explain the study's results clearly.

Table 4.11: Regression Model of Fitness summary

Indicator	Coefficient
R	0.993
R²	0.986
Adjusted R²	0.986
Std. Error	0.70164

Source: survey data (2024)

The research focused on three main factors to show how successful pharmaceutical companies are: cost leadership, focus strategy, and differentiation strategy. In a study conducted by Kinyuira (2014), it was discovered that these factors boosted the performance of SACCOs. In this study, the determination coefficient, or R square, was 98.6%, which means that 98.6% of variations in performance could possibly be interpreted by variations in these strategies. These findings support the conclusions drawn by Olwande (2012), who found a positive relationship between generic strategies and organizational performance. The ANOVA results are detailed in Table 4.12.

Analysis of Variance ANOVA

Table 4.12 shows the results of comparing organizational performance with generic strategies that is, focus, differentiation, and cost leadership.

Table 4.12 Analysis of Variance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.952	3	4.317	16.895	0.001 ^b
	Residual	3.495	71	0.492		
	Total	15.447	74			

a. Dependent Variable: performance

b. Predictors: (Constant), focus, Differentiation, cost leadership

The regression analysis indicated that the model was important for this study. It suggested that the factors looked at could predict how well pharmaceutical companies perform. The F statistic, calculated at 16.895, confirms this because it's higher than the critical F statistic of 9.156. Also, the p-value reported, 0.001, is lower than the expected normal value of 0.05 for significance level. This implied that generic strategies really do affect organization performance.

4.5.3 Regression of Coefficients

Regression coefficients quantify the connection between the independent variables in regression analysis. They show how changes in the dependent variable are connected to changes in the independent variable, giving us clues about how strong and in which direction the relationship goes. Higher coefficients signify stronger associations between variables.

Table 4.13 Regression of Coefficients

The regression analysis established an existence of a positive connection between organization

Model		Std. Error	β coefficients	T	Sig.
1	(Constant)	.481	.427	0.936	0.001
	Cost Leadership	.065	.438	5.425	0.001
	Differentiation	.054	.300	4.554	0.003
	Focus	.068	.265	4.337	0.357

performance and cost leadership strategy. For example, it showed that when a company focuses on cutting costs, its performance tends to improve. This means that when the cost leadership increases by one unit, the organization's performance improves by 0.438 units. This supports what was found in a previous study by Chepchirchir, Omillo, and Munyua (2018), which showed that when companies use cost leadership, they tend to sell more and make more profit.

Likewise, the analysis revealed a positive relationship between differentiation and organization performance. Therefore, a rise in differentiation by a unit, the company's performance improves by 0.30 units. This agrees with what the study done by Nuru (2015) established, which also showed that making differentiated products helps companies perform better.

Lastly, the analysis established existence of a positive link when focus strategy and organization performance are compared. Therefore, every rise in the focus strategy unit, the company's performance improved by 0.265 units. This supports what was found in a study by Muia (2017), showed organization performance is positively improved by application of focus strategy. The overall model for understanding how these strategies affect performance is:

$Y = 0.427 + 0.438 \text{ Cost leadership strategy} + 0.3 \text{ Differentiation strategy} + 0.265 \text{ Focus strategy}.$

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five gives detailed description for the study and conclusions and also provides suggestions with recommendations for further additional studies in the field.

5.2 Summary of Findings

In this part the conclusions that were obtained from the research were given. This was done according to the objectives of the research put in place.

5.2.1 Cost Leadership Strategy

One of the goals was to see how using the cost leadership strategy affected organization performance. The results showed a strong relationship between cost leadership and organization performance. Most respondents who answered the research questionnaires also agreed with this idea. The results of the detailed analysis backed this up, showing that using cost leadership really does make a big difference in how well these companies performance.

5.2.2 Differentiation Strategy

The other aim was to evaluate the scope to which differentiation influenced organization performance in the pharmaceutical sector. Findings obtained clearly proved a major correlation which existed between organization performance and differentiation. The same was also confirmed by the results obtained from the questionnaires since majority of the participants approved this. The regression results established that differentiation and organization performance were positively linked.

5.2.3 Focus Strategy

Investigating how focus strategy affected organization performance in the pharmaceutical sector was another objective for this study. From the findings it was discovered there exists positive connection when focus strategy was linked with organization performance in the

pharmaceutical sector. Detailed analysis confirmed this, showing that using focus strategy actually helps improve organization performance.

5.3 Conclusions

It was concluded that cost leadership influences how well pharmaceutical companies perform by using strategies like low cost advertising, minimizing on research and development costs, investing in state of art equipment, controlling overhead expenses, reducing the time it takes to learn new things, sale of standard products and building up experience over time. To stay ahead, pharmaceutical companies need to have effective cost leadership strategies put in place.

Differentiation also affected how well organizations perform by focusing on aspects like product or service quality, advertising campaigns, and standing out from competitors through maintaining unique and highly skilled personnel. This is achieved by making high-quality products, using effective marketing techniques such as visuals, and building customer loyalty. Differentiation based on region, technology, and image also plays a role in how well pharmaceutical companies perform.

Furthermore, the study showed that focus strategy impacts organizational performance by targeting specific customer segments based on their needs, income levels, and psychological factors. Companies should concentrate on specific regions, demographics, untapped markets, specialized product lines, and improving product innovation and development to enhance operational efficiency.

5.4 Recommendations for Policy and Practice

The policy recommendations of this study for Nairobi city county's pharmaceutical sector include enforcing fair competition and quality standards, monitoring markets to ensure fair pricing and access to medicines, investing in capacity building and fostering collaboration

among stakeholders. These measures aim to create supportive environment for industry growth, improving healthcare accessibility and contributing to economic development.

Study recommendations on pharmaceutical companies is that they should put in place cost leadership strategies and ensure that they have a good link with their key stakeholders and suppliers because this would enable them sustain competition against competitors and this would greatly position them improve on performance. Involving the key stakeholders in whatever the business does is very key and this requires a good leadership by the management.

Study suggests that it's important for organization to invest in training their staff regularly to make them highly skilled and improve productivity, differentiate their products and services to stand out, and consistently promote and advertise to increase awareness about the company and its products it has to offer. This is important because using a differentiation strategy improves organization performance.

Furthermore, the study recommends pharmaceutical firms should continue to make their daily operations and their products unique to stay ahead of competitors. Since consumer behavior and market dynamics change over time, businesses need to adapt accordingly. Pharmaceutical companies should concentrate on specific market segments to meet customer needs effectively. Implementing a focus strategy is crucial because it boosts organizational performance.

5.5 Recommendation for Further Study

This research recommended that further studies could explore the influence of specific generic strategies on financial performance, customer satisfaction and market share. Additionally, research could investigate the influence of external factors such as regulatory changes and technological advancements on company strategies and performance.

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APPENDICES

Appendix I: Letter of Introduction

Dear Research Participant,

I am taking a study research on the 'GENERIC STRATEGIES AND PERFORMANCE OF PHARMACEUTICAL FIRMS IN NAIROBI COUNTY, KENYA'. This is part of the requirement for partial fulfilment for the award of the master degree in Kenyatta University. A questionnaire is attached, and each question should be answered in your own true consent. Any of these statements receive no wrong answers. The information contained in this questionnaire is strictly private and applicable only for this research purpose.

Thank you,

Yours sincerely,

Arthur Musieba Adaji

Appendix II Questionnaire

Section A: Demographic Information

Instructions:

Please respond to the following questions and where applicable, mark the relevant box with an x (☒) or tick

1. Please select your gender:

a) Male

b) Female

2. Please select your age bracket from choices below:

b) 21-30 years

c) 31-40 years

d) 41-50 years

e) over 50 years

3. What is your highest level of education attained?

a) Diploma

b) Undergraduate

c) Post Graduate

d) PhD.....

4. How many years of service you worked for the Employer?

a) Less than 1 year

b) 1-3 years

c) 4-7 years

d) 8-10years

e) over 10 years

SECTION B: COST LEADERSHIP STRATEGY

Instructions:

Please indicate the degree of agreement with the statements herein regarding the cost control techniques employed by pharmaceutical companies in Nairobi. Select the appropriate space to indicate your agreement.

	Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Low-cost advertising					
2	Low research and development cost					
3	Low cost of sales					
4	Control of overheads					
5	Monitoring operational costs					
6	Investing in state of art equipment					

In your view how can your company leverage cost leadership to improve on performance

SECTION C: DIFFERENTIATION STRATEGY

Instructions:

Please indicate the degree of agreement with the statements herein regarding the differentiation techniques employed by pharmaceutical companies in Nairobi. Select the appropriate space to indicate your agreement

	Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	After sales service					
2	Development of Unique products					
3	Unique marketing approach					
4	High quality products					
5	Training employees on company products					
6	Efficient delivery system					
7	Cultivating customer loyalty to company products					

In your view how can your company leverage differentiation strategy to improve on performance. _____

SECTION D: FOCUS STRATEGY

Instructions:

Please indicate the degree of agreement with the statements herein regarding the focus strategy techniques employed by pharmaceutical companies in Nairobi. Select the appropriate space to indicate your agreement

	Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Organization adjusts prices to attract new customers					
2	Organization focuses on markets ignored by competitors					
3	Organization Offering products according to economic classes					
4	Organization Offers specific products for various market segments					
5	Focus on demographics					

In your view how can your company leverage focus strategy to improve on performance _____

SECTION E: PERFORMANCE

Instructions:

Please indicate the degree of agreement with the statements herein regarding the performance of your organization by selecting in the appropriate space provided

	Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	Our organization has experienced increased profits for the past five years					
2	Our organization has reduced cost of production in the past five years					
3	Our customers are satisfied					
4	There is increased market share					
5	Customer loyalty to our brands has been shown from surveys					
6	There is an increase in product innovation and development					

Appendix III: List of Pharmaceutical firms in Nairobi

Source: Pharmacy and Poisons Board (2024)

1.Surgilinks Limited	2. Regal pharmaceuticals	3. Alpha Medical Manufacturers Limited
4. Beta Healthcare International Limited	5.Glenmarks pharmaceuticals	6.Aristo pharma
7.Mankind pharma	8.Sun pharmaceuticals	9.Njimia pharmaceuticals
10.Nila pharmaceuticals,	11. Galaxy pharmaceutical	12.ZyduS Cadila
13.Kusum Healthcare	14.Dawa Limited,18	15. Cosmos Limited
16.Biodeal Laboratories Limited	17. Bulk Medical Limited	18.Elys Chemicals Industries Limited
19. Gesto Pharmaceuticals Limited	20. GlaxoSmithKline Kenya Limited	21. KAM Pharmacy Limited
,22. Laboratory & Allied Limited	23. Manhar Brothers (K) Limited	24. Sphinx pharmaceuticals
25. Novelty Manufacturing Limited	26. Pharm Access Africa Limited	27. Generics Africa
28. Regal Pharmaceuticals	29.Revital Healthcare (EPZ)	30. Universal Corporation Limited
31.Vitabiotics	32.Simba pharmaceuticals	33.Krishna chemist
34.Cipla pharmaceuticals	35.Getz Pharma	36.Goodman Pharmaceuticals
37.Sisi Pharmaceuticals	38.Redefine Pharmaceuticals,	39.Sai pharmaceuticals
40.Laboratory and Allied	41.Sanofi	42.Astrazeneca
43.MSD	44. Pfizer	45.Xervier
46.Aroubindo	47.Nextgen mall	48. Signature
49. Novartis	50.Globe pharma	51.Dinlas
52. Ripple	53.Fiolabchem ltd	54.chemolife ltd

55. Medisel Kenya	56.Surgipharm	57. Harleys
58.Universal corporation	59.National pharma	60.Jaskam and company
61. Jansen	62.Viatrix	63. Via
64. Dolopharma	65.Elys industries	66.Synermed
67.Beta healthcare	68.Hightech pharmaceutical	69Bernmd pharmaceutical
70.Bayer	71.Umoja pharmaceutical	72.Pharmaken ltd
73.Winpharma ltd	74.Philips	75.Wessex
76.Innotia	77.Pharma specialty	78.Sai
79.Indoco	80. Concept Africa	81.Biopharama
82.Troikaa	83.Didy Pharmaceuticals	84.Gesto pharma
85.Infusion medical	86.Europa pharma	87.Hilton pharma
88.MACs pharma	89.Sisi Pharmaceuticals	90.Tridem Pharma
91.Lords	92.Medocs	93.Squarex pharma
94.Shalina ltd	95.Dawa ltd	96.Laborex
97.Emcure	98.Zawadi healthcare	99. Bliss
100.Ajanta		

Appendix IV: Research Approval from Kenyatta University



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 17th January, 2024

TO: Aarthur Musieba Adaji
C/o Business Administration Dept.

REF: D53/PT/CTY/20736/2020

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 8th November, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, **“Generic Strategies and Performance of Pharmaceutical Firms in Nairobi City County, Kenya.”**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Njeri Njuguna
C/o Department of Business Administration
Kenyatta University


AM/mo

Appendix V: Research Permit from NACOSTI

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 324398

RESEARCH LICENSE




This is to Certify that Mr., Arthur Musieba Adaji of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: GENERIC STRATEGIES AND PERFORMANCE OF PHARMACEUTICAL FIRMS IN NAIROBI CITY COUNTY. for the period ending : 03/April/2025.

License No: NACOSTI/P/24/34283

324398
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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See overleaf for conditions