EFFECTS OF PRINT MEDIA COVERAGE ON THE PERFORMANCE OF PHARMACEUTICAL INDUSTRY IN KENYA

BY

JULIET A. KONJE

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

FALL 2016
EFFECTS OF PRINT MEDIA COVERAGE ON THE PERFORMANCE OF PHARMACEUTICAL INDUSTRY IN KENYA

BY

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

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

FALL 2016
STUDENTS DECLARATION

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

Signed: ___________________________   Date: ___________________________

Juliet Akinyi Konje (ID 631132)

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

Signed: ___________________________   Date: ___________________________

Dr. Caren Ouma

Signed: ___________________________   Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The overall objective of this study was to find out the effects of print media coverage on the performance of the pharmaceutical industry in Kenya with a focus on sales and corporate image. This study was done through the following specific research questions: Does the Pharmaceutical Industry in Kenya get adequate media coverage, what is the effect of media coverage on the sales of pharmaceutical products and what is the effect of media coverage on the corporate image of pharmaceutical companies in Kenya? Print media in this study focused on the two major daily newspapers that have the widest coverage in Kenya. The findings of this study benefited the researcher, the Pharmaceutical companies, the Regulator (PPB) and the Media houses.

Research design used in this study was descriptive and explanatory studies. The independent variables were good and bad publicity by print media and the dependent variables were the subsequent effects on sales and corporate image of the Pharmaceutical industry. The population used in this research was the entire population of the thirty-seven (37) licensed Pharmaceutical manufacturers in Kenya. These companies ideally represented the Pharmaceutical Industry in Kenya as most of them are also licensed as distributors and wholesalers for pharmaceutical products.

This study applied primary data collection methods and the variables were analysed using descriptive statistics by using percentages and frequency distribution. The results were presented using bar charts and graphs. Data analysis was done by Statistical Package for Social Science (SPSS) software.

Findings on whether the Pharmaceutical industry in Kenya got adequate print media coverage established that the pharmaceutical industry gets frequent media coverage although the content of the coverage is inadequate and biased. The findings on effects of print media coverage on sales of pharmaceutical products established that both positive and negative media coverage/publicity had an effect on sales. Media coverage directly affected sales by influencing regulation and corporate image.

Findings on effects of print media coverage on the corporate image and regulation of the pharmaceutical industry established that regulation followed by corporate image affects the sales of the companies. Corporate image and regulation is affected by media/coverage and publicity. The findings also establish media coverage/publicity reinforces regulation
and prompts the regulator to take action whenever there is positive or negative media coverage.

This study concluded that the Pharmaceutical industry gets frequent print media coverage. However, the content of the print media coverage is inadequate, biased and inaccurate. Media coverage and publicity directly affect the sales of the pharmaceutical products. Regulation followed by corporate image mostly affects sales in pharmaceutical companies. Media coverage and publicity plays a significant role in building the corporate image of a company and also on how the industry relates with the regulator. Companies that get more publicity are more likely to have a better corporate image than companies that get less publicity. Media coverage/publicity prompts the regulator to take action on the Pharmaceutical Industry depending on how positive or negative the coverage is done.

Print media houses should consider having health/Pharma journalism and have trained journalists that can adequately report on health and pharma related issues. To correct the inadequacy in the content of media coverage, the study recommends that the industry should improve media relations. This will lead to an improvement in the content by ensuring that the media has available industry-specific reference points or the right sources of information whenever required. The study recommends that the Industry’ association bodies such as Kenya Association of Pharmaceutical Industry (KAPI) and Federation of Kenya Pharmaceutical Manufacturers (FKPM) should be given the responsibility of engaging with media houses to ensure that the Pharmaceutical Industry is given fair print media coverage both in content and frequency.

Sales performance in general can be improved by the Industry putting more effort in their media coverage with a specific strategy to build their corporate image. With a better corporate image, the local pharmaceutical industry can compete effectively with imported competitor brands in pricing in the market. Healthcare workers and patients will have more confidence in the locally produced pharmaceuticals.

The Pharmaceutical Industry can improve their relations with the regulator by improving on their corporate image. With a good corporate image, they will be able to build relations with relevant government agencies that lead to corporate interactions such as lobbying in view of influencing policies, new national laws, regulations that could have
substantial impact on their businesses. Good relations with the government will further establish credibility in domestic and international markets. Good relations with the Government would also translate to a higher trust in their products and services that then translate to increase in sales and overall bottom line by having a favourable environment for their businesses.
ACKNOWLEDGEMENT

I would like to express special gratitude towards the Federation of Kenya Pharmaceutical Manufacturers for the information provided by member companies that supported the project to completion. I would like to thank my Supervisor, Dr. Caren Ouma for her support and guidance in completing the research report.

My deepest gratitude goes to my children Aurelia and Daudi, my husband Arthur who always stepped in for me while I was away working on the project and my loving parents Mr. and Mrs. Konje who have always inspired me to achieve greater things in life.

I thank the almighty God for good health and the resources that enabled me to do this project to completion.
DEDICATION

This work is dedicated to my children Aurelia Maria Aguko and Daudi Alila Aguko. I hope that this work will one day inspire you to be dedicated to your dreams and persevere to see any project to a successful completion.
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<tbody>
<tr>
<td>BMI</td>
<td>Business Monitor International</td>
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<tr>
<td>CAGR</td>
<td>Compound Annual Growth Rate</td>
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<tr>
<td>COMESA</td>
<td>Common Market for East and Southern Africa</td>
</tr>
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<td>EAC</td>
<td>East African Community</td>
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<tr>
<td>FKPM</td>
<td>Federation of Kenya Pharmaceutical Manufacturers</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>GSK</td>
<td>Glaxo SmithKline</td>
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<td>IMC</td>
<td>Integrated Marketing Communication</td>
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<tr>
<td>KAM</td>
<td>Kenya Association of Manufacturers</td>
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<tr>
<td>KAPI</td>
<td>Kenya Association of the Pharmaceutical Industry</td>
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<tr>
<td>KEMSA</td>
<td>Kenya Medical Supplies Agency</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NQCL</td>
<td>National Quality Control Laboratory</td>
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<tr>
<td>OTC</td>
<td>Over-the-Counter</td>
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<td>PPB</td>
<td>Pharmacy and Poisons Board</td>
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<td>PSK</td>
<td>Pharmaceutical Society of Kenya</td>
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<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<td>WHO</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The Pharmaceutical Industry is critical to any health care system, and more often than not it draws much attention by various stakeholders including the media. Due to the demands of public interest, mass media plays a critical role in the pharmaceutical industry like it does for many other industries. The information given to the public through various media sources contributes positively or negatively to the operations and performance of the Pharmaceutical industry.

The pharmaceutical industry has overtaken other industries in profits by a wide margin based on data from the Fortune magazine. The profitability of Pharmaceutical companies has averagely grown from gross margins of 11.1% in the 90’s to 15.1% in 2002. These margins continue on an upward trend, and there continues to be the debate on the “appropriate profit levels” in the midst of escalating healthcare costs. Just like other industries, pharmaceutical companies are geared towards making profits even though they have a social responsibility to develop and produce medicines that have value to life. The majority of Pharmaceutical companies focus on more profitable segments in the global market so that they can continue to remain profitable. However, this strategy has increasingly made them unpopular with policy makers and the public who think otherwise. Therefore the industry has a daunting task to strike a balance between profitability, price controls, parallel imports, increasing research and development costs and counterfeits. Each of these has the potential to reduce the profitability of the Industry and change the Industry’s position in the global market (Cohen, Illingworth, & Schuklenk, 2006).

Kenya is a key player in the pharmaceutical business not only within its borders but also within East and Central Africa regions as a major exporter of pharmaceuticals to neighbouring countries. The majority of multinational pharmaceutical companies run their operations from Kenya and control their operations within the region from Kenya. Kenya’s pharmaceutical manufacturing sector is the most developed in the region with over 37 licensed manufacturing companies (UNIDO, 2010).
The Kenyan pharmaceutical market is expected to increase from USD 229 million in 2008 to USD 359 million in 2013. This is a compound annual growth rate (CAGR) of 9.34%. Key drivers of market expansion are greater access to healthcare, increasing out-of-pocket spending (both in volume and value terms) and more involvement of the government in healthcare matters (Business Monitor International, 2009).

The Pharmaceutical industry in Kenya encompasses various stakeholders; the local manufacturing firms, distributors, wholesalers, and retailers as sources of pharmaceutical products. Government hospitals, Non-Government Organizations (NGOs) concerned with healthcare, private hospitals, Mission hospitals, and the general public are the main markets for pharmaceutical products. The Regulatory body established under the Pharmacy and Poisons Act, Chapter 244 of the Laws of Kenya is known as Pharmacy and Poisons Board (PPB). The Regulator is mandated to regulate the practice of pharmacy and the manufacture and trade of drugs and poisons.

In recent times PPB has had to spend more on paid up advertisements on print media to respond and more often, correct information that has been published incorrectly by the media. PPB went further to set up a Drug Information Unit with the aim of ensuring that drug information is unbiased, correct, updated and readily accessible to prescribers and consumers to promote rational use of drugs (Board, 2016). This shows that demand for information on medicines is growing fast and the Pharmaceutical Industry in Kenya needs to adequately address the demand for information.

In March 2009, there were numerous reports in the media on how cough syrups were unsafe for children. These media reports went further to allege that cough medications could even result in the death of children. These media reports were as a result of Aga Khan University Hospital announcing that they had decided to withdraw cough syrups from their Hospital formulary. The Chairman, Pharmacy and Poisons Board, issued a statement to respond to the media reports on cough syrups that caused public panic. He said, “The information portrayed in recent media reports did not represent the true position on coughs and cold medicines in Kenya and worldwide. There is, therefore, no cause for alarm and panic among parents and guardians since the syrups are neither poisonous nor dangerous when taken as recommended” (Board, 2016).
Sales of cough syrups countrywide were affected by these negative media reports and the effects further extended to the neighbouring countries -Tanzania and Uganda. The World Health Organization Country Office in Tanzania published an article on the use of cough syrups because the media had also reported similar alarming reports in Tanzania (Shija, 2009).

The Pharmaceutical industry has also made positive contributions to the Kenyan healthcare sector through corporate social responsibility activities, price reductions and the introduction of new cost-effective drugs in the market which have equally received media coverage. Glaxo Smith Kline (one of the multinational Pharmaceutical companies) announced a significant price reduction on their products to the Kenyan market. This information received adequate coverage in both the mainstream print media (Mbogo, 2011).

Media reporting plays a significant role in the pharmaceutical industry and, more so on the marketing of pharmaceutical products and services therefore it needs to be of mutual benefit to all stakeholders. The overall objective of this study was to find out effects of print media coverage on the performance of the pharmaceutical industry in Kenya.

1.2 Statement of the Problem
The media is known to have an agenda-setting effect, and this was back then in history primarily for political news, however over time the transfer of media agenda to public agenda is also now applicable to business news. Therefore more companies are now engaging media to set their agenda by catching the public’s attention and using the media to enhance public comprehension and support for their goods and services. In the case of building corporate reputations, companies use the media to give coverage that builds their corporate reputation among the public (Carroll & McCombs, 2004).

In Kenya, the price of pharmaceuticals is not often related to the cost of production. There is a general perception in the market that, if a product price is low, the quality of such a product is doubtful. A case in point is the pricing of Paracetamol. Some prices on generic Paracetamol are very low as compared with original brands and appear barely to cover the cost of production (1,000 tablets at KSh150, compared with 20 tablets of original brand at KSh 92.00, or 100 tablets of original brand at KSh 312.00).
Some local manufacturers, like Cosmos Ltd, sell 100 Paracetamol tablets in blister packs at KSh 105.00 (UNIDO, 2010). From the report by UNIDO on the Pharmaceutical Industry in Kenya, products from the local manufacturing companies are priced much lower than similar branded products that are from multinational companies that have built strong brands at a good pricing in the market.

Johnson and Johnson has been for a long time known as the world’s largest healthcare manufacturer; their largest revenues come from pharmaceuticals and medical devices. Johnson & Johnson would be a classic example of a company that has used media publicity as one of their strategies to achieve success. In 2007 Johnson & Johnson spent USD $ 2.409 billion on advertising. The breakdown of this expenditure is as follows: Magazines: $ 402.1 million, Newspaper: $ 50.9 million, Outdoor: $ 879.4 million, TV: $ 34.8 million and Internet: $ 49.2 million (Fierce Pharma, 2016). With this expenditure on advertising, the company achieved $ 61.1 billion in sales revenue and $ 10.6 billion in profits (Johnson & Johnson, 2016).

From this information, the success of Johnson & Johnson can be partly attributed to the significant expenditure on media campaigns (about 4% of sales revenue). In 2014, Forbes magazine ranked Johnson & Johnson as the 16th most reputable 100 companies in the world and also the leading Pharmaceutical Company among the most reputable companies (Forbes, 2014).

Johnson & Johnson remains the largest company in drugs and biotech and is ranked #32 on the 2016 Forbes Global 2000 ranking of the world’s largest public companies (Forbes, 2016). In 2013 Johnson & Johnson also ranked 8th in the top 10 companies that contributed more towards charity (O'Neil & Frostenson, 2013). Johnson and Johnson has effectively used media coverage and publicity to build a solid corporate brand.

Even in times when Johnson and Johnson faced “the Tylenol crisis” where seven people died in Chicago after taking one of their best selling product “Tylenol”. They acted quickly by doing a costly product recall through a public relations campaign. They alerted consumers nationwide through media not to take Tylenol. Their second phase of public relations was to work on a comeback for Tylenol.

The New York Times published an article by, Tamar Lewin, on December 24, 1982, that announced to consumers that Tylenol had, in a short period, gained back much of the
market that it lost before the cyanide deaths. The article stated that at that time Tylenol had 24 percent of the market for pain relievers, not much less than the 37 percent of the market that the product held before the crisis. This article continued the media trend of publicizing Tylenol's comeback in a positive light. In March 23rd, 2002, the New York times published an article by Judith Rehak “Tylenol made a hero of Johnson & Johnson: The recall that started them all”. This article highlights the comeback of Tylenol at 30% share market after plunging to 7% after the crisis. Johnson and Johnson used print media campaigns to execute the comeback of one of their best selling brands Tylenol (Kaplan, 2016).

Without the support of the media, Johnson and Johnson's campaign would have been ineffective. Press inquiries about the Tylenol crisis were beyond 2,500 and there were over 125,000 news clippings on the Tylenol story. It was claimed that this story had been given the widest US news coverage since the assassination of President John F. Kennedy. The media coverage on the crisis was very extensive. It is clear that the media played a huge role in Johnson & Johnson's public relations campaign after the crisis. If the company had not fully cooperated with the media, they would have, in turn, received much less positive media coverage. Disapproving coverage by the media could have easily destroyed Tylenol's reputation permanently.

By creating a public relations program that was given full support by media institutions in the US, Johnson & Johnson was able to recover quickly and painlessly from possibly the greatest crisis that ever to hit the pharmaceutical industry (Oster, 1983). It is against this background that this study was done to find out effects of media coverage on the performance of the Pharmaceutical Industry in Kenya. So far, no studies have been published on the effects of media coverage on the performance of the pharmaceutical industry in Kenya.

1.3 Purpose of the Study

The purpose of this study was to find out the effects of print media coverage on the performance of the pharmaceutical industry in Kenya.

1.4 Research Questions

1.4.1 Does the Pharmaceutical Industry in Kenya get adequate media coverage?
1.4.2 What is the effect of media coverage on the sales of pharmaceutical products?

1.4.3 What is the effect of print media coverage on the corporate image of pharmaceutical companies in Kenya?

1.5 Significance of the Study

1.5.1 To the Researchers

The researchers were able to find out the effects of print media on the sales of the pharmaceutical products and also how print media coverage affects the corporate image of pharmaceutical companies in Kenya.

1.5.2 To the Pharmaceutical Companies

Pharmaceutical companies were able to get a practical evaluation on how print media coverage affects performance of their business with a focus on sales. The study has also given various recommendations on how companies can prevent negative publicity or address it whenever it occurs. Pharmaceutical companies were able to know the benefits of print media coverage on their businesses and how best they can use print media to give them a competitive advantage.

1.5.3 To the Regulator of the Industry

The regulator, Pharmacy and Poisons Board (PPB) was able to know the effects of negative and positive print media coverage on the Pharmaceutical industry. This study has given recommendations on what should be done to protect both the public and the industry from bad media coverage. The regulator can also identify how best to utilize the media for the public good in providing information on pharmaceuticals.

1.5.4 The Media Houses

The media houses were able to understand the effect of their coverage and how best they can improve their reporting on the pharmaceutical industry. The media houses were also able to identify the correct sources that can give accurate information on the pharmaceutical industry.
1.6 Scope of the study

This study was restricted to print media from the two leading media houses in Kenya, that is, Nation group and Standard group. The information gathered covered positive, neutral and negative reports on print media. The sample population that was selected for this study is limited to the thirty-seven (37) licensed pharmaceutical manufacturing companies in Kenya, thus greatly enhancing external validity of findings since the sample is similar in nature to the population that engages in pharmaceutical services regionally and globally. The suitability of this sample was such that it provided a near perfect population that qualified for in-depth knowledge of factors of media coverage that affect the operations of the pharmaceutical industry in Kenya. Each company was asked how print media reports have affected their sales, corporate image, and regulation.

1.7 Definition of Terms

1.7.1 Drug

A Drug is defined as an active ingredient that is intended to give a pharmacological activity or other direct effects in the diagnosis, cure, mitigation, treatment, or prevention of disease or to affect the structure or any function of the human body. (AAPS Advances in Pharmaceutical Sciences Series, 2012)

1.7.2 Pharmaceutical Industry

Pharmaceutical industry is engaged in researching, developing, manufacturing and marketing drugs and biological products for human or veterinary use (International Trade Administration Office of Health and Consumer Goods, 2010).

1.7.3 Counterfeit medicines

A counterfeit medicine is one which is deliberately and fraudulently mislabelled with respect to identity and/or source. Counterfeiting can apply to both branded, generic products and counterfeit products. It may include products with the correct ingredients or with the wrong ingredients, without active ingredients, with insufficient (inadequate quantities of ingredient(s) or with fake packaging (World Health Organisation, 2016).
1.7.4 Generic Medicines/Drugs

A generic drug is identical - or bioequivalent - to a brand name drug in dosage form, safety, strength, route of administration, quality, performance characteristics and intended use. Although generic drugs are chemically identical to their branded counterparts, they are typically sold at substantial discounts from the branded price. They are copies of brand-name drugs and are the same as those brand name drugs in dosage form, safety, strength, route of administration, quality, performance characteristics and intended use (U.S. Food and Drug Administration, 2016).

1.7.5 Mass Media

These are the technological vehicles through which mass communication takes place noting that the term mass media is plural and so it refers to more than one vehicle. The technological instruments that are used to carry the communication to the masses are for example radio, television and newsprint. These instruments can reach many people through a structured distribution system (Turrow, 2009).

1.7.6 Publicity

A non-personal communication about an organization, product, service, or idea that is not directly paid for or run under identified sponsorship (Yeomans, 2009). Publicity is created through communication that is done by media while covering various events that are related to an organisation, its product or its services. This media coverage creates awareness to the public that leads to publicity of the organisation without any direct sponsorship by the organisation for this coverage.

1.7.7 Public Relations

International Public Relations Associations (IPRA) held in December 1978 adopted the following definition of public relations. Public relations practice is the art and science of analyzing trends, predicting their consequences, counselling organizations leaders and implementing a planned program of action which will serve both the organization and the public interest (Chris Skinner, 2004). James E. runig and Todd Hunt simplified the definition as management of communication between an organisation and its publics.
1.7.8 Integrated Marketing Communications (IMC)

Integrated Marketing Communications are the methods by which firms endeavor to illuminate, persuade, and remind buyers - specifically, or by implication - about the items and brands that they offer (Kotler & Keller, 2009). Integrated Marketing Communication encompasses all promotional ideas like advertising, sales promotion, direct selling, personal selling and public relations to achieve a combined more powerful correspondence to the market.

1.7.9 Effects of Media Coverage

These are the measurable effects that translate from media influence or a media message. Whether that media message has an effect on its audience members is dependent on many factors. These effects can vary from being negative or positive, instant or gradual, long or short lasting. Not all media effects result in change: some messages may just reinforce an existing belief. Researchers examine an audience after media exposure for changes in cognition, belief systems, and attitudes, as well as emotional, physiological and behavioural effects (Potter, 2012).

1.8 Chapter Summary

Chapter one introduces the research topic by briefly describing the pharmaceutical industry in Kenya and giving a few highlights on negative and positive media coverage. The background of the research problem justifies the need to do research on effects of media coverage on the pharmaceutical industry in Kenya. The scope of the research is restricted to print media by the two leading media houses in Kenya. The technical terms defined are the terms commonly used in the pharmaceutical industry and by the media. The next chapter is a literature review that supports the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The literature review that was done in this chapter mainly discusses the significance of media coverage and how it affects businesses. The literature review gives a background on each research question and further shows how companies use good or bad publicity and how they engage the media houses to get favourable coverage that would influence their businesses positively.

2.2 The Extent of Print Media Coverage on Pharmaceutical Industry in Kenya

This research question was to determine how frequent print media cover news on the pharmaceutical industry in Kenya. The question was also to find out if the coverage is adequate or inadequate.

Print media is categorised into Newspapers, Magazines, and Journals. Newspapers are defined according to their circulation and frequencies (Skinner, Mersham, Essen, & Motau, 2010). This study limits itself to two daily newspapers that have countrywide coverage that is the Daily Nation and the Standard. The reason for this choice is that for any media to have a significant effect, it should be perceived by the public as credible and truthful (Bryant & Oliver, 2009). These two daily newspapers have the highest ratings as compared to all others in Kenya and therefore we can make an assumption that they have the most influence on the public about the news items that they cover.

Print media is considered to have the highest coverage compared to other types of media mainly because of lower distribution costs (Capon & Capon, 2009). Therefore, this study will assume that print media coverage on the pharmaceutical industry will reach more Kenyans and will probably have a significant effect on the pharmaceutical industry. The newspaper industry defeats other news media by almost every measure. In most communities, newspapers cover more news at a greater depth than competing media.
In the US, nationally no broadcast organization comes close to the number of stories or the depth of the two major national newspapers; the Wall Street Journal and USA Today. Newspapers have a rich mix of content: news, advice, comics, opinion and data (Vivian, 2009). Newspapers are classified as follows: National Daily Newspapers, Large Metropolitan Newspapers, Suburban and small town Dailies, Weeklies and Semi-weeklies (Baran, 2006).

Today giant industries like the Pharmaceutical Industry have operations and customers worldwide, and their operations affect the environment, control of employment of thousands of people and impact the financial and social well-being of millions. The large size operations of these companies cannot be understood by the average consumer, and this often leads to mistrust of the power, influence, and credibility of such companies. Customers tend transfer this mistrust to the company’s products that they can relate to. It is therefore in the best interest for any company to balance their responsibilities to their shareholders within the worldwide public perceptions to remain in business. These companies must engage the media to cover positive stories about their operations in general and create a positive perception in the public. With a positive perception about a company, the ordinary consumer will have a positive perception about a company’s products and services that they directly consume (Glen & Wilcox, 2014).

The media are a major source of public information and perceptions about companies heavily relies on media relations. Major financial scandals and other negative coverage can cost a company its reputation. In early 2016 the Banking industry in Kenya had a good share of bad publicity, with in-depth media coverage after the Central Bank of Kenya closed a few banks. The closure of three banks in a period of nine months (Dubai Bank in August 2015, Imperial Bank in October 2015 and Chase Bank in April 2016) left millions of bank customers unsettled as the Banking Industry was portrayed to lack good corporate governance. Even though Chase Bank re-opened after some time, they lost their customers confidence. The closure of these banks was covered extensively by the newspapers. One survey done American Press Institute found that one-third of the CEOs polled are dissatisfied with the business news they find in their local newspapers (Cameron & Wilcox, 2014).
Effects of mass media has been researched, and one of the most popular theories in the magic bullet theory works on the principle and assumption that human beings are endowed with a uniform set of instincts that guide their ways of responding to the world around them. People’s human nature leads them to receive and interpret media messages in a uniform way. Therefore media messages are like symbolic bullets that strike every eye and ear resulting in effects on thought and behaviour that are direct, immediate, uniform and therefore powerful. It is with this theory that public relations professionals assume that any coverage in the media will be consumed by large numbers of people and they will be influenced by the message (Defleur, 2010). Therefore the media is considered as a powerful tool of influence and it is for the same reason that companies are acknowledging the significance of public relations through media relations.

Apart from the Agenda–setting theory of the media, other research shows that media has moderate to powerful effect on the formation of opinions and attitudes and especially when people have no prior information regarding a subject. In such cases, the media plays a role in telling people what to think about the subject. This is known as media-dependency theory, these effects tend to increase when there is an information gap. This tendency is usually more evident in crisis situations which also leave the reporter to be dependent on the official spokesperson of the organisation for information as the story breaks. This gives opportunity for the organisation to shape the tone and content of the story in the media (Glen & Wilcox, 2014). The Pharmaceutical Industry in Kenya should maximise the opportunity by engaging the media through official spokesperson to shape the desired public opinion about the Industry.

The Kenya print media has been abuzz with uncovering drug cartels, sugar barons and oil cartels. The pharmaceutical industry is not left out either. Analysing print media stories touching on the local pharmaceutical industry this past one year, it is evident that the print media has stories about the industry. Some of the stories are very negative – hence portraying the industry in bad light – while others are neutral or positive in content. The question of counterfeit drugs in Kenya, for example, is one that the print media gave sufficient coverage as captured in both the Daily Nation and The Standard Newspapers – two leading local dailies – thus:

“The Anti-Counterfeit Agency and the Pharmacy and Poisons Board must move fast to protect poor patients from rogue pharmacists who exploit their ignorance to sell to the
fake drugs. Research has indicated that chemists and retail shops are more likely to sell counterfeit drugs to the poor, and that how customers are dressed can determine whether they are sold genuine or fake medicine.” (Survey reveals Poor likely to buy fake drugs, 2016).

“The Pharmacy and Poisons Board yesterday destroyed 67,000 kilograms of counterfeit drugs worth Sh. 40 million. The pharmaceutical drugs which include anti-hypertensive lifestyle drugs, anti-diabetics, cough syrups, antibiotics and analgesics (painkillers) that were disposed in Green City incinerators in Embakasi could have found their way to innocent patients” (Chemweno, 2015). Much as coverage on counterfeit drugs still continues in print media, the facts and figures keep changing and ideally nobody really knows what is the correct estimated percentage of counterfeit medicines in Kenya as there have been no systematic studies to support what the media has been reporting (UNIDO, 2010).

There are publications that have tackled the most controversial issues in the pharmaceutical Industry, sometimes painting the industry negatively. Despite the pharmaceutical industry's notable contributions to human healthcare, including the development of miracle drugs for treating cancer, AIDS, and heart diseases, there is a growing tension between the industry and the public. Debates are raging over how the industry can and should be expected to act. In this debates leading figures in the industry, government, NGOs, the medical community, and academia discuss and propose solutions to the ethical dilemmas in the Industry. They examine such aspects as the role of intellectual property rights and patent protection, the moral and economic requisites of research and clinical trials, drug pricing, marketing and advertising (Santoro & Gorrie, 2005). There are cases when pharmaceutical companies have attempted to extend their monopolies by blocking production and sale of generic drugs by putting undue influence on the US Food and Drug Administration (FDA). Sometimes medical doctors are influenced to promote drugs that treat social conditions, and these companies end up spending more on marketing than on research that would result in the production of truly innovative and clinically useful drugs (Kassirer, 2007).

Some reports in the local newspapers portray the industry and the Government working together in a good light by publishing efforts being made to address the cost and access of medicines in the country. The cost of medicine in Kenya has been high for the common
man and the production and sale of generic drugs that are generally affordable is good news to the many patients in the country. Against the background of acute shortage of drugs in government hospitals and health centres across the country due to corruption in the supply of government medical stock to government health institutions. As reported in one of the leading dailies, efforts by the Kenya Medical Supplies Authority (KEMSA), the official government body mandated to ensure that there is sufficient medical stock in government hospitals, has registered a turnaround where the Authority prepares, and shares with County-based hospitals, a list of drugs that can be ordered in advance by those health institutions to avert a situation where they run out of much-needed drugs in the medical facilities (Nyawira, 2016).

2.3 The Effects of Media Coverage on the Sales of Pharmaceutical Products

Max McCombs and Don Shaw pioneered the agenda – setting Theory of mass media. This theory contends that media content sets the agenda for public discussions and more often than not people discuss what they read, hear and see in the news or the front page of the newspaper. Therefore the media somewhat dictates the agenda of discussion within the public. Second level agenda setting effects have also been explored that give evidence that the media not only sets the agenda but also conveys a set of attributes about the subject under discussion. These attributes could be positive or negative and colour the opinion of the public. The sales of Apple’s iPad rose as the media reported its success and the public was made aware that it was a “hot” item. This case proves that media coverage does have an effect on sales of a product. The effect could be negative or positive on sales depending on how the media has reported the attributes of the product (Glen & Wilcox, 2014).

Looking at theories of how the media can affect the society, George Gerbner’s theory of media cultivation does not use the term persuade to describe the effects of the media, but the theory is about the cultivation of attitudes which leads to attitude change. The cultivation process is gradual and cumulative and therefore there is a gradual change in beliefs and attitudes (Sparks, 2006). Therefore media coverage in the Pharmaceutical Industry can lead to both positive and negative attitudes from the various audiences/publics.
In 2009 Stanford Graduate School of Business did a study by looking at 240 fiction book titles reviewed by the New York Times, investigators found that positive reviews, not surprisingly, always increased sales by anywhere from 32 to 52%. This study reported that for books by established authors, negative reviews led to a 15% decrease in sales. The study concluded that some cases of negative publicity can increase sales when a product or company is relatively unknown, simply because it stimulates product awareness. For books by relatively unknown authors, however, negative publicity had the opposite effect, increasing sales by a significant 45%. Another example is the hit movie Borat made fun of the nation of Kazakhstan, hotels.com reported a 300% increase in requests for information about the country after the movie was released. Even though the movie portrayed Kazakhstan negatively, it also drew attention to the country that otherwise would have not been known by many people worldwide. Moreover, the "negative" impression bad reviews created seemed to diminish over time. "This suggests that whereas the negative impression fades over time, increased awareness may remain, which can actually boost the chances that a product will be purchased. The research indicates that new entrants may have little to lose when it comes to publicity of any kind, the key is simply to get seen (Stanford Graduate School of Business, 2016).

Companies recognize the value of public relations as a strategic marketing tool that they can use to increase sales of products and services. Whether used alone or as part of an integrated marketing campaign, public relations does contribute to sales. Public relations programs may be designed to influence consumers at any stage of the purchase process by increasing product and service awareness and familiarity. Public relations activities can go further to influence perceptions of key benefits or product characteristics, increase willingness to consider products and services and increase intent to try a product and make a first time purchase.

This influence on customers may assure a positive experience with a purchase and build future preference for a product or service (Jeffrey, Michaelson, & Stacks, 2006). Negative print media coverage such as the coverage that was published in the Standard, March 2016, Page 6 -7, that Cough and Cold syrups in the country had been laced with poisonous substances could lead to depressed sales for pharmaceutical companies (The Poison in Cold and Cough Syrups, 2016). However, as (Berger, Sorensen, &
Rasmussen, 2010) observe, not always does negative publicity result in a reduction in sales.

This observation is based on research that was done to show that negative publicity can have good sales outcome for business, drawing the conclusion that although negative publicity is not always a good thing, in some cases, negative coverage can lead positive outcomes. Could this be true for all products and, in particular, pharmaceuticals?

Media coverage influences consumer choices as evidenced by a study on media coverage on biotech foods and influence of consumer choice. This study covered the United States and the Netherlands, and concluded that there is evidence that broad often negative coverage on biotechnology foods has raised public awareness, influenced public perceptions and altered public agenda on biotech foods. Some economists have engaged in research, and there is a growing literature that measures the impact of media coverage, mostly of food safety risks and on consumer choices. This study gives statistical evidence on the influence of media coverage on biotechnology on consumer purchasing behaviour (Kalaitzandonakes, Marks, & Vickner, 2004). Would the same influence on consumer choices apply to pharmaceutical products in the Kenyan market? This research objective should be able to answer this question adequately.

Advertising and Publicity have positive effects on sales in most industries, a study was done on advertising, price, income and publicity effects on weekly cigarette sales in New Zealand supermarkets. In the study the total cigarettes (all brands) sold weekly by a panel of 60 New Zealand supermarkets were monitored electronically for 42 weeks, a period when cigarette advertisements were in a plain format with strong, varied disease warnings.

Real cigarette price, newspaper advertising of old, regular and upmarket brands, and the number of newspaper news items on smoking issues were inversely associated with cigarette sales. The study concluded that by doubling newspaper coverage on smoking related issues or by banning cigarette advertisements, cigarette consumption can be lowered as much as can a 10% price increase.

This study confirms that advertisements on newspapers did increase cigarette sales and an increase on media coverage on smoking issues can lower the consumption and ultimately the sale of cigarettes (Murray Laugesen, 1991).
Institute of Public Relations published a paper on “Exploring the Link between Share of Media Coverage and Business Outcomes” that concluded as follows: These cases support the hypothesis that competitive share of the quality of media coverage (Share of Discussion) has a strong link to business outcomes; and, in most cases, this link is stronger than seen in non-competitive comparisons. The conclusion acknowledged that many factors contribute to the success of any given business, including economic, environmental, market share, reputation, relationship, marketing and other communications and non-communications variables (Jeffrey, Michaelson, & Stacks, 2007). Therefore this study further explores the link between media coverage and performance of businesses with focus on the pharmaceutical industry in Kenya.

Macro-level media effects are to the public, institutions, society and culture. When we explore macro-level effects on institutions, we can see that mass media has effects on economic systems, Private and public goods, stock markets and globalisation (Potter, 2012). Therefore this study seeks to find out the macro-level effects on the performance of the pharmaceutical industry as an institution. The performance of a company is based on the profitability of its business. Sales of a company is the constant variable on the profitability of a company. Therefore if media coverage effects would be realised on the sales of the company, this would ultimately have an effect on the performance of the Industry.

The price that companies offer for their products and services is associated with their reputation meaning that companies that have a higher reputation can offer higher prices for their products than companies of lower reputation. This trend suggests that reputation works as a signal for quality and the financial reward from higher prices is more profitability (Iwu-Egwuonwu, April 2011).

In Kenya, Pricing of Pharmaceuticals is increased by market competition that is supported by cultural and social practices of association of quality to price by physicians and pharmacists on one hand and patients on the other hand (Watu Wamae, 2014). Therefore pharmaceutical companies that have a good reputation can position their products as those of good quality and price them higher than those of companies with lower a reputation. With the literature review done in this section, we can support this research objective that seeks to find out effects of print media coverage on the performance with regard to sales of the pharmaceutical Industry in Kenya.
2.4 The Effects of Media Coverage on the Corporate Image of Pharmaceutical Companies in Kenya

The value of a good corporate image is usually obvious but rather challenging to explain in tangible terms. As individuals, we always strive to present ourselves the best possible way we can especially when we are going to meet someone important for example a date, an interview or a gathering with many people. The same applies to companies, appearances, and reputation of companies is equally important to them. Therefore any medium that has an effect on their corporate image is a significant stakeholder in their business environment. Today information travels around the globe in a very short time, especially through social and mass media. Companies are concerned about the information that would reach their potential customers, suppliers, partners, the regulator and other relevant audiences that would have a direct or indirect effect on their image (Steven, 1998).

Is the corporate image of a company measurable? Various scholars have proposed various measures and attributes that can be used to measure the corporate image of a company; such measures reflect on financial performance, product/service quality, and ability to attract, develop, and keep talent, innovation, responsibility to the community environment.

This is how the Fortune Corporate Index is set up. Media surveys have continuously done ratings and rankings, some well-known magazines such as Asian Business has “Asia’s Most Admired Companies”, Management Today magazine has “Britain’s most admired companies” and Business Ethics magazine has “ America’s 100 Best Corporate Citizens” (Kaul & Desai, 2014). In Kenya KPMG in conjunction with Business Daily newspaper publishes Kenya’s top 100 mid-sized companies.

Public relations in a company influences publicity directed to promoting or protecting its image or its individual products; it includes engagements by executives or employees, trade show presence, event sponsorships and media coverage. Today print and broadcast media are engaged in a highly competitive struggle for readers and viewers. The media have much space to fill so they are frequently hungry for information on new products and willing to profile interesting business stories which create public relations opportunities (Robbins, 2001). Public relations emphasizes the importance of “buzz” and
that it be regarded as more than publicity. For some organizations, it is nonetheless important to create the “buzz” that is recognized as a player in places where it matters most such as in the client or a company’s interest or profession (Marconi, 2004).

A book on presentation planning and media relations for the pharmaceutical industry by John Lidstone specifically targets the pharmaceutical industry and gives training on how to handle the media. This book highlights the need for the pharmaceutical industry to take an interest in responding to media reports that affect their businesses (Lidstone, 2004). Should the players in the pharmaceutical industry in Kenya take up media relations more seriously and how should they go about it? Lidstone probably had identified the gaps on how the pharmaceutical industry was relating with the media and how it was affecting their business and therefore authored a book to train the industry on how to improve their media relations. There was a study in 2003–2004 and 2007–2008 on the regulatory banning of SSRI. Selective serotonin re-uptake inhibitors or serotonin-specific reuptake inhibitors (SSRIs) are a class of drugs that are typically used as antidepressants in the treatment of major depressive disorder and anxiety disorders (Wikipedia, 2016).

The study targeted use in paediatrics and young adults due to concerns regarding suicidality risk that coincided with negative media coverage. SSRI use trends were analysed from 2000–2010 in the Netherlands (NL) and the UK, and whether trend changes might be associated with media coverage of regulatory warnings. Changes in SSRI use (NL & UK) were associated with the timing of the combined effect of media coverage and regulatory warnings. The conclusion was that long-term assessment illustrates that changes in SSRI use were temporal, drug-specific and more pronounced in paediatrics and young adults. The two-fold increase in SSRI use over one decade indicates that regulatory warnings and media coverage may come and go, but they do not have a significant impact on the overall upward trend of SSRI use as a class in both countries. This study explores the relationship between media coverage and regulation on the use of SSRI medicines (Juan Francisco Hernandez A. K.-T., 2012). In a similar way, this study seeks to find out the effect of media coverage on the regulation of the pharmaceutical industry in Kenya.

It is clear that media coverage to some extent effects on the corporate image of a company. Businesses now work in an environment where companies have diminished control over the reputation of their brands, products, and services as the wisdom of the
public increasingly dictate the rules of reputation management and selling (Bulmer & DiMauro, 2010).

There is growing demand for accountability in all marketing disciplines, including public relations. Corporate management, companies are more concern on their expenditure in marketing and give more attention on the return on investment in marketing services. More companies are also considering measurement capabilities and approaches when searching for new agencies. Moreover, procurement executives are also increasingly involved with public relations firm relationships and are asking for more concrete metrics to assess firm performance. Clients want to measure public relations programs to gain insights that will enable them to refine and improve programs, to assess the cost-effectiveness of different approaches, and to assure a good return on these investments. In concert with growing demand, public relations measurement and evaluation are growing in sophistication. Today, there is recognition that public relations programs can be measured and that there is value in doing so.

Industry research suggests that the most common public relations measurement technique currently being used is media analysis, assessing the quantity and quality of media coverage. As companies realize public relations can be a key driver of product sales, they are increasing public relations budgets. Research professionals who assess marketing disciplines through marketing mix models or other methods indicate that their analyses reveal that public relations usually delivers a high return on investment (Firms, 2005).

Scholars have found that individuals adapt use of mass media to their needs and in summary we can say that individuals use mass media for enjoyment, companionship, surveillance and interpretation. In the case of this research question we look at use of mass media as a surveillance tool meaning employing mass media to find out and learn what is happening around us in the world. Surveillance leads to interpretation as people seek to find out why certain things are happening (Turrow, 2009). In this study the newspaper articles that have been reviewed have shown cases where the regulator Pharmacy and Poisons Board has reacted or taken action because of reports in the newspaper about the pharmaceutical Industry. Most recently the Daily Nation Newspaper on September 19th 2015 published an article “Cartels to blame for high drug Prices in Kenya”, the article highlighted the high differences in prices between other markets and in Kenya.
In what seems as a reaction to media reports on high prices Standard Newspaper published an article “Kenya to allow import of cheap drugs” in their business beat section, the article highlights on how the regulator PPB is proposing a framework to control prices of drugs imported into the country. There are more such cases all over the world where the regulator is seen to react to media reports.

There was a study that was done on the regulation of antibiotic sales in Mexico: an analysis of print media coverage and stakeholder participation. This study analysed media coverage on issues, stakeholder representation and positions taken during policy agenda setting, drafting, and implementation to shed light on policy making to promote appropriate antibiotic utilization.

The conclusion of the study showed that the Ministry of Health in Mexico at that time used media coverage to regulate antibiotic sales by focusing on problems associated with self-medication and the economic impact (Dreser, Vázquez-Vélez, Treviño, & Wirtz, 2013). This study proves the significance of media coverage sometimes affect regulation, when cases are highlighted by the media and the regulator is prompted to take action.

A report to the Centre of International Media Assistance, done by Mary Myers in 2012, proved that there is a link between the media and good governance, but this depends on the circumstances at hand. In this report she interviewed eleven known scholars in the field of media development, looking at different media landscapes: established democracies, developing countries and fragile/post-conflict states (Myers, 2012).

In Kenya, the media has always played the watchdog (regulatory) role and has been applauded on many occasions by the public when it published articles on pharmaceuticals. Instances abound where print media reports on the pharmaceutical industry prompted the regulatory body, Pharmacy and Poisons Board to either defend or reprimand operations in the pharmaceutical industry.

A good example is captured in the following four scenarios: “The Pharmacy and Poisons Board has sought to allay fears that popular cough and cold syrups being sold in the country are harmful to children....” (Jamah, 2016) “Pharmacy and Poisons Board officials yesterday arrested a doctor in a crackdown on illegal health clinics in the county. The medic, based at Nyahururu District Hospital, was found with assorted medical stock from government stores in his private clinic in Nyahururu town.
The team, backed up by police officers, raided local private clinics as they searched for illegal medical supplies.” (Njuguna, 2015); “A man accused of raping his patients in his unlicensed clinic has been charged afresh…..He was also charged with…..operating as a pharmacist without a license from the Pharmacy and Poisons Board.” (Makana, 2016) and “The Pharmacy and Poisons Board has announced a fresh crackdown on fake pharmacists. At least 26 bogus pharmacists were arrested by the Board officials in a crackdown in parts of Nairobi over the weekend. The suspects are expected to appear in court today to face charges of operating illegally” (Jamah, 2016).

All these are examples of instances where the Pharmacy and Poisons Board came out to play their regulatory role in the Pharmaceutical industry on the basis of print media reports about the industry. It is therefore not mere conjecture to say that regulation gives precedence to a company’s corporate image which may be defined as a dynamic and profound affirmation of the nature, culture, and structure of an organization. By this definition, concern about an outfit’s corporate image applies equally to corporations, businesses, government entities, and non-profit organizations. This study explores effects of media coverage through measurement of the performance of the pharmaceutical industry in the relation to corporate image and regulation that is achieved from the media coverage of the industry in general and on individual companies.

2.5 Chapter Summary

This chapter has reviewed various literatures that are related to the research objectives. It has highlighted various research studies that have been done to establish the relationship between media coverage and business outcomes. The literature review gives background on the importance of media coverage and its significance to the pharmaceutical Industry.

The conceptual framework of this study is that media coverage has effects on the performance of businesses in one way or another either on their sales, corporate image, industry regulation or other aspects. This study seeks to find out if these effects also apply to the pharmaceutical Industry in Kenya. The next chapter will discuss the methodology that was used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used in this study. The research methodology refers to the research decisions taken within the framework of specific determinants unique to the research study (De Beer, 1999). This chapter, therefore, not only presents information for the replication of the study but also explains the way the research is designed, how sampling was done and how data was collected and analysed so as to make the study easy to understand. It shows how data collected is related to the objectives of the research study and the analytical methods that will be applied to arrive at findings and conclusions in the research.

3.2 Research Design

Research design formulates the structure for the collection, measurement, and analysis of data. It is also defined as the plan and structure of the study so as to obtain the answers to research questions (Cooper & Schindler, 2001). This is because the design described and explained effects of print media coverage on the performance of Pharmaceutical industry in Kenya.

Descriptive study method which allows for the observation and interrogation of the behaviour of the subject of study, in this case, the print media was applied to all the three specific objectives where the researcher reported on how much print media coverage the pharmaceutical industry in Kenya gets, how media reports affected sales and how media reports played a role in the corporate image of the company. The independent variables for this research study were positive and negative publicity by print media, and the dependent variables were to be the subsequent effects on sales, corporate image and regulation of the pharmaceutical industry.

Descriptive statistics analysis was applied to the second and third objectives of the research to find out the effects of negative and positive publicity to the pharmaceutical industry with a focus on performance on sales, corporate image and regulation.
3.3 Population and Sampling Design

3.3.1 Population

Population is the total collection of components from which the research wants to make a conclusion while sampling is the process of selecting some components from which the research may draw conclusions about the entire population (Cooper & Schindler, 2011). A “population” consists of all the subjects in a study (Yount, 2006). In this respect, therefore, a population comprises of all the possible observable cases (persons, objects, events) that constitute a known whole study about which research results are to be generalized, and a sample is the subset of the target population.

Since the population of licensed pharmaceutical companies operating in Kenya was small, respondents for this research were the sales, marketing, company Pharmacists and public relations managers or any other relevant personnel working in the entire population of all the thirty-seven (37) licensed pharmaceutical manufacturing companies in Kenya. The chart below shows the categories that exist within the thirty-seven companies.

![Chart 1: Categories of Companies](chart1.png)
3.3.2 Sampling Design

Sampling design is a set of rules, procedures or a plan drawn up before any data is collected to obtain or specify how a sample selection is done from a given population. For this study, the entire population of licensed pharmaceutical manufacturers had been used.

3.3.2.1 Sampling Frame

Sampling frame is defined as the list of components from which a sample is drawn (Cooper & Schindler, 2001). It is simply a list of the study population. In this study, all the elements in the population were used and constituted the sampling frame. The list of licensed local pharmaceutical manufacturers as provided in appendix three is the sampling frame in this study. The FKPM member database that was used had respective member contacts that was used to contact the respondents. The database was provided by the FKPM secretariat upon requisition on email.

3.3.2.2 Sampling Technique

Sampling techniques are generally classified as either probabilistic or non-probabilistic in nature. Under each of these two broad categories are examples of the different types of sampling techniques, each of which is named according to the way in which it is obtained.

Probabilistic sampling is one in which each element in the population has the same probability/chance of being randomly selected. Samples that have this quality are often labelled as Equal Probability of Selection Method (EPSM). Examples of probability sampling techniques include simple random sampling, systematic (interval) random sampling, stratified sampling, and cluster/area sampling. A simple random sample (SRS) of size n consists of n individuals from the population chosen in such a way that every set of n individuals has an equal chance to be the sample selected (Moore and McCabe, 2006). Simple random sampling technique is the widely used probability sampling method as it accords every member of the target population an equal chance of being randomly chosen to make the study sample, thereby drastically reducing bias during the study. Also, given resource constraints, it is easy to implement and analyse.
In this study all the 37 licensed companies were given an equal chance to participate in the study, as questionnaires were administered to each and every company that was operational. The same questionnaire was administered to all the companies and so there was no chance of biases.

### 3.3.2.3 Sample Size

Sample size relates to how many elements, observations, or replicates to pick, choose or include in a statistical sample for a research study. The question often asked is how big a sample should be for a good survey. This depends on factors such as the research hypotheses or questions, the level of precision, population homogeneity, and sampling technique used, monetary and personal resources, and the amount of time available.

However, the size of the sample for a study must be carefully determined to make it as representative of the target population as is scientifically possible. In this respect, it is provided that the larger the sample size, the better the estimates, or the larger the sample the closer the "true" value of the population be approached.

For this study, the sample size was equal to the entire population of the 37 pharmaceutical companies operating in Kenya. The respondents for this research was the sales, marketing, and public relations managers or any other relevant personnel of the entire population of all the thirty-seven (37) licensed pharmaceutical manufacturing companies in Kenya.

These companies ideally represented the entire pharmaceutical industry in Kenya as most of these companies are also licensed as distributors, wholesalers, and retailers of pharmaceutical products. That sample size was arrived at by Dr. John Curry’s “rule of thumb” on sample size (Yount, 2006). The size of the population is less than 100, and therefore the sample size required, in this case, is 100% of the population.

As much as the standards for appropriate population size suggests 10% of large populations and 20% of small populations as minimums, sometimes the determination is at the discretion of the researcher. Factors such as accuracy, cost, homogeneity of the accessible population, type of sampling, and kind of study also determine the best sample size for their study (Gay, 1992).
3.4 Data Collection Methods

Data collection is an important element of any research study. Inaccurate data collection can lead to invalid conclusions (Sufian, 2015). A questionnaire was used to collect data from the pharmaceutical companies for all the research objectives. Structured non-disguised type of questionnaire was employed. The kind of questions that were utilized in the questionnaire was both open and closed ended that collected the correct information required for the research objectives.

The questionnaire had four sections as follows: - Section One on Company and Respondent background details; Section Two on Effect of print media coverage on Sales of the company; Section Three on Effect of print media coverage on Corporate Image of the company; and Section Four on Recommendations on how to Improve Relations between the media and the industry. The questionnaire was mostly self-administered through e-mail but a few cases were hand delivered.

3.5 Research Procedures

Questionnaires were administered mostly through emails and some through personal visits to contact persons in companies that participated in the study. Some respondents emailed the filled questionnaires while others gave back a filled questionnaire after a personal visit. Consistent follow up through emails and phone calls was done to get the filled questionnaires back for analysis.

3.6 Data analysis Methods

Descriptive models were used for data analysis. The data analysis was mainly done by measures of central tendency where the frequency of similar responses was measured and compared. The analysis considered the highest and lowest frequency of similar responses to each question. The data that was collected from the first, second, third and fourth sections of the questionnaire were mostly analysed through cross-tabulation and frequencies. Data presentation was done using charts.

3.7 Chapter Summary

This chapter has explained the research design and methodology that was used in this research study. Following the procedures outlined in this chapter, the researcher was guided on how to compute results and findings in chapter four.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the data that has been collected. The findings are presented in bar graphs and pie charts which are outputs of data analysed using SPSS software. The output results are mainly frequencies from descriptive statistics.

The study findings show that 61% of the respondents were Company Pharmacists and 39% of the respondents were from the sales and marketing department. The study did not have any respondent who identified him/herself as a public relations personnel.

Chart 2: Category of Respondents

At the time of the study, only 24 of the 37 licensed pharmaceutical companies could be reached for a response. For diverse reasons, such as relocation, acquisitions, engagement in new lines of non-pharmaceutical businesses, and winding up altogether, the other 13 did not participate at all in the study.
The response rate was 75%, that is, 18 of the 24 questionnaires administered were duly filled and turned in for entry and analysis. This means that throughout the study, six of the pharmaceutical companies polled, for various reasons such as lack of time, tight work schedules, sheer unwillingness to participate in the study or other unknown reasons, did not turn in their questionnaires. Therefore giving the study a valid zero score (25%) for each of the thematic research questions, as the respective tabulated results for each key research question shows.
However, the study found out that all the 18 pharmaceutical companies that responded to the study were engaged in the three levels of supply chain that is wholesaling, distributorship and manufacturing. Therefore, their responses covered all levels of the supply chain of concern to the study and gave a true reflection of the happenings in the Pharmaceutical industry in Kenya.

4.2 Background of the Respondent

4.2.1 Age of the Institution

This question was purposed to establish the period each respondent pharmaceutical manufacturing company had been in operation, and it brought out a mix of responses that reflected a grasp of the issues the study investigated. The figure below shows that eighteen of the twenty-four pharmaceutical companies that participated in the study had been in business for over six years. Therefore they had experience with and adequately responded to the matters of concern to the study, while six companies that participated in the study returned a valid zero score for this particular question because they did not respond to it and all other questions as well.

![Chart 5: Age of the Institution](image)

4.2.2 Levels of the Supply Chain

The study used this question to understand the level of supply chain channels that the respondent pharmaceutical companies engaged in. Seventy-five percent (75%) of the pharmaceutical companies that took part in the study indicated that they engaged in all the
three levels of pharmaceutical business supply chain processes namely manufacturing, wholesaling and distributorship as the figure below shows.

The study, however, could not establish the supply chain levels of twenty-five percent of the participant pharmaceutical companies since they did not respond to the questionnaire.

Chart 6: Levels of the Supply Chain

4.3 Adequacy Of Print Media Coverage On The Pharmaceutical Industry In Kenya

4.3.1 Rating of the Frequency of Print Media Coverage by Respondents

The study measured the frequency of print media coverage to ascertain how often pharmaceutical companies had their activities covered in the print media, and whether this translated to positive or negative publicity for the Industry. The study found out that slightly over half of the respondents (58.3%) were of the view that the pharmaceutical industry did not get regular print media coverage in Kenya, while only 16.7% were in agreement that print media coverage of the pharmaceutical industry is quite frequent.

Reasons for these observations were not in the purview of the study but could be an interesting area for further research. Like with the preceding research questions, six participating pharmaceutical companies withheld their response for this question too.
4.3.2 Rating of the Adequacy of Print Media Coverage by Respondents

This particular study question treated adequacy of print media coverage to mean sufficiency of such coverage and essentially sought to establish whether such coverage was sufficient given its frequency. From the below figure, it is clear that an overwhelming number of respondents (66.7%) felt that the Industry received inadequate (insufficient) print media coverage compared with 8.3% that were of the opinion that the Industry received very inadequate print media coverage. Again, six participating pharmaceutical companies did not respond to this question, hence the valid zero score.

Chart 7: Frequency of Print Media Coverage

Chart 8: Rating of the Adequacy of Print Media Coverage
4.3.3 Content of Print Media Coverage on the Pharmaceutical Industry

With this question, the study intended to bring out the aspect of the relevance of the content of print media coverage on the pharmaceutical industry in Kenya. The results indicate that whereas 25% of the polled pharmaceutical companies did not respond, 58.3% of the respondents were of the opinion that the content of print media coverage of the Industry was biased. Only 16.7% of the respondents offered that pharmaceutical companies enjoyed balanced (relevant) print media coverage regarding content.

<table>
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<td>BALANCED</td>
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<td>16.7</td>
</tr>
<tr>
<td>NO RESPONSE</td>
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</tr>
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**Chart 9: Rating of Content of Print Media coverage**

4.4 Effect of Print Media Coverage on the Sales of Pharmaceutical Products

This research question looked at print media coverage concerning pharmaceutical advertisements, general publicity (positive/negative coverage), competition from similar brands, regulation and corporate image and their effect on sales of pharmaceutical products. The results of the effect of each of these aspects of print media coverage on company sales are as given below.
4.4.1 Effect of Pharmaceutical Advertisements in Print Media on Sales of Pharmaceutical Products

The study revealed that pharmaceutical advertisements in print media by pharmaceutical manufacturers highly affected company sales. This claim was supported by 46% of the respondents as shown in figure 4.7. Also, it is clear that a combined 29% of the respondents either said that such advertisements did not matter much since they were either of little or no effect on company sales. Six companies did not respond.

![Chart 10: Effect of Pharmaceutical Advertisements on Sales](chart.png)

4.4.1 Effect of Print Media Coverage/Publicity on sales of Pharmaceutical Products

This particular area of the study was concerned with the fact that a pharmaceutical company had been given coverage or publicity in the print media, whether or not that would have any effect on the company’s sales. According to the results, as indicated below, 42% of the respondents said that such print media coverage/publicity had little effect on company sales, whereas 33% held the contrary opinion. Twenty-five percent of the pharmaceutical companies did not give their response.
4.4.2 Effect of Competition from Similar Brands on Pharmaceutical Sales

The study used this question to establish whether or not competition from similar brands in the market had any effect on company sales. The results indicate that, 46% percent of the respondents agreed that such competition had a high effect on company sales, 29% said similar-brand completion had little effect on company sales, and 25% did not response.
4.4.3 Effect of Regulation on Pharmaceutical Companies on Sales of Pharmaceutical products.

In Kenya, regulation on operations of pharmaceutical companies is a statutory obligation undertaken by the Pharmacy and Poisons Board. With this in mind, the study set to find out the relationship between such regulation and the sales turnover for pharmaceutical companies. Results from the study clearly show that 62.5% of the respondents observed that regulation of pharmaceutical companies had a high effect on company sales, 8.3% held the contrary opinion, and half of this number (4.2%) said that regulation had no effect at all on sales of pharmaceutical products. Again six pharmaceutical companies did not respond.

![Chart 13: Effect of Regulation on Sales](image)

4.4.4 Effect of Corporate Image on Sales of Pharmaceutical Products

As already observed, corporate image, by definition, is the mental picture that springs up at the mention of a firm’s name to an audience comprising of potential customers. The study, therefore, sought to establish the relationship between corporate image and company sales. Results show that more than half of the respondents (54%) agreed that corporate image has a high effect on company sales performance, and 21% of respondents held the contrary view. The remaining companies (25%) did not respond.
4.4.5 Effect of Positive Print Media Coverage on the Sales of Pharmaceutical products.

The study considered positive print media coverage to be a story, write up or news release that promoted good publicity for the company about the company management, operations and products. The effect of this on the company sales was very clear as 50% of respondents said such positive print media coverage of the company had a high positive effect on sales (see figure below). Twenty-one and four percent of the respondents respectively offered that positive print media coverage of brand either had not much or no effect at all on sales volume of pharmaceutical products.

Chart 14: Effect of Corporate Image on Sales

Chart 15: Effect of Positive Print Media Coverage on sales
4.4.6 Effect of Negative Print Media Coverage on Sales of Pharmaceutical Products

On the other hand, the study considered negative print media coverage to be a story, write up or news release that promoted bad publicity for the pharmaceutical company concerning company management, operations and products. As the findings show, a high of 58% of the respondents said that such negative print media brand coverage promoted bad publicity for the concerned pharmaceutical company and resulted in the adverse effects on company sales output. A combined 17% of respondents were of the view that company sales volume either slightly depreciated or remained constant despite negative print media coverage on the company.

Chart 16: Effect of Negative Print Media Coverage on Sales

4.5 Effect of Print Media Coverage on Corporate Image

4.5.1 Is Corporate Image Important to a Pharmaceutical Company?

This research question was meant to establish whether or not pharmaceutical manufacturers thought that their corporate image was important to their businesses. Although six of the respondents did not participate as shown, it, however turned out that 75% of those polled felt that corporate image was critical to their business operations. None of the respondents held a contradicting viewpoint about this research question.
4.5.2 Relationship between Print Media Publicity and Corporate Image

This research question looked into whether more print media publicity/coverage – whether positive or negative – translated to better corporate image for the pharmaceutical manufacturers. The results indicate that although 33.3% of respondents agreed that more print media publicity indeed translated to better corporate image for the pharmaceutical companies. There was a tie of 21% between those that strongly agreed and those that disagreed with this research question. None of the respondents strongly disagreed, although 25% still not respond to this question.
4.5.3 Efforts Pharmaceutical Companies Make To Improve Their Corporate Image through Print Media Coverage of Their Corporate Social Responsibility (CSR) Activities

This research question sought to find out whether pharmaceutical manufacturers in the country considered print media coverage of their CSR activities as a means of improving their corporate image. Figure 4.16 shows that more than half of the respondents (66.7%) said that not many pharmaceutical companies make an effort to have their CSR activities covered in the print media. This, therefore, means that a majority of the pharmaceutical manufacturers do not engage print media coverage in their CSR activities as a way to improve their corporate image. Only 8.3% of the respondents felt that most pharmaceutical companies do value print media coverage of their CSR activities and strive to use the same to improve their corporate image.

![Chart 19: Efforts made to improve Corporate Image through Media Coverage](image)

4.5.4 Effort Pharmaceutical Companies Make To Improve Their Corporate Image For Improved Sales

With this question, the study sought to find out the correlation between corporate image and sales, did companies make an effort in improving their corporate image to get better sales? The findings to this question showed that 58% of pharmaceutical companies engaged in activities that improved their corporate image to improve their sales volume, although 17% felt that was not always the case while 25% did not respond.
Chart 20: Efforts Made To Improve Corporate Image for Improved Sales

4.6 Effect of Print Media Coverage On Regulation of Pharmaceutical Companies In Kenya

4.6.1 Relationship between Negative or Positive Publicity by Print Media and Contribution to Change or Reinforcement of Regulation of Pharmaceutical Industry by Pharmacy and Poisons Board

This question sort to find out the relationship between good and bad publicity in print media and regulation of the industry. The study found out that print media publicity mostly led to change or reinforcement of regulation in the Industry by the regulator. This was reported by 37.5% of the respondents, although 29.2% of the respondents held the opposing view, and 8.3% observed that was not at all the case as can be seen in figure 4.17. Six companies did not give their response.
4.6.2 Negative or positive publicity of Pharmaceutical Industry In Kenya Leading To Pharmacy and Poisons Board Taking Action on Industry Regulation Matters

The results of this research question clearly show that most times, it is what the print media reports about the pharmaceutical companies that prompt the Pharmacy and Poisons Board to take regulatory action on the Industry. This claim was supported by 65% respondents. Only 10% of the respondents opposed this view as the figure below shows. 25% did not participate.
4.6.3 Influence of corporate image on relations with Pharmacy and Poisons Board (PPB).

This research question sought to establish whether or not the rating of the corporate image of a pharmaceutical company influenced relations/goodwill with the industry regulator, the Pharmacy and Poisons Board. 60% of respondents felt that corporate image did influence relations between a pharmaceutical company and the Industry regulator. Respondents who felt that corporate image did not much and did not at all influence relations with Pharmacy and Poisons Board were 10% and 5% respectively.

Chart 23: Influence of Corporate Image on Relations with the Regulator

4.7 Type Of Information Given By Print Media On The Pharmaceutical Industry

4.7.1 The Kind Of Information Provided By Print Media On The Industry Is Most Of The Time?

The purpose of this research question was to interrogate how well informed the print media reports were about the Industry; whether or not the content of such information entrusted to the public was in context (relevant). Figure 4.21 shows an overwhelming 58.3% of the pharmaceutical companies were of the view that more often than not, print media information about the industry was fairly informed and fairly presented. 16.7% of the respondents differed with this view and said that often, print media information about the sector was not informed and not well presented, thereby denying the public much-
needed information that could bring out the best of the pharmaceutical industry to the public domain. This information would be provided in a manner that can make the public appreciate the relevance of the industry to them. Conclusively though from the figure, much as the print media information about the sector is not well informed and not well presented, the public is nonetheless not misled by the print media information that they receive about the industry.

![Chart 24: Type of Information given by Media on the Industry](image)

4.7.2 How Best the Industry Can Improve Publicity by Media Houses

Publicity is defined as a non-personal communication about an organization, product, service, or idea that is not directly paid for or run under identified sponsorship (Yeomans, 2009). Against this background, this research question sought to analyse the different methods that pharmaceutical companies can use to improve their publicity by media houses, namely: stronger regulations, engaging public relations (PR) firms, directly engaging with media houses, and companies themselves responding to media information.

The below chart shows the results for each preferred method for improving publicity. The most preferred method was by companies themselves responding to media information through association bodies (66.7%). This was followed by engagement of media houses directly as individual companies at (54.2%) and lastly at (45.8%), a tie was recorded between those in favour of pushing for stronger regulation by Pharmacy and Poisons Board and engagement of PR firms.
Chapter 25: Preferred Method for Improving Publicity

4.8 Chapter Summary

This chapter gives the findings of all the questions covered in the questionnaire administered. The findings are presented in charts. Percentage explains each bar graph of respondents that agreed or disagreed with each question statement as a Yes or No. The next chapter is on discussion of findings, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings provided in chapter four and gives a conclusion to each research question. The findings were reviewed and compared, and the relationships between the variables of the study have also been discussed. Recommendations were given based on the findings, discussion, and conclusion.

5.2 Summary

The purpose of this study was to find out effects of print media coverage on the performance of the pharmaceutical industry in Kenya. The study established the extent of media coverage that the industry gets with regard to content, relevance, and adequacy of such print media coverage and how best the Industry could improve publicity by print media houses.

The broad research questions for this study are as follows: Does the Pharmaceutical Industry in Kenya get adequate media coverage? What is the effect of print media coverage on the sales of pharmaceutical products? Moreover, what is the effect of print media coverage on corporate image of pharmaceutical companies in Kenya?

The research design used is descriptive and explanatory studies. The independent variables were positive and negative publicity by print media, and the dependent variables were subsequent effects on sales, corporate image, and regulation of the pharmaceutical industry. The population for this research was the entire population of the thirty-seven (37) licensed pharmaceutical manufacturing companies in Kenya. These companies ideally represented the pharmaceutical industry in Kenya as most of these companies are also licensed as distributors, wholesalers, and retailers for pharmaceutical products.

A questionnaire was used to collect data from the 24 pharmaceutical companies for all the thematic study areas. Structured non-disguised type of questionnaire was used. The target respondents for this study were employees with pharmaceutical knowledge and managing either sales, marketing or public relations functions for the participating pharmaceutical companies. Out of the 24 pharmaceutical companies that a questionnaire was
administered to, 18 responded. Hence the study had a 75% response rate. Only six did not respond to the questionnaire for diverse reasons.

The findings on whether the Pharmaceutical industry in Kenya got adequate print media coverage established that the pharmaceutical industry gets frequent media coverage although the content of the coverage is inadequate and biased.

The findings of the study show that media coverage does have an effect on the performance of sales in the pharmaceutical Industry in Kenya. Media coverage to a larger extent affects regulation on the industry and the corporate image of individual companies which in turn affects sales of individual companies. Regulation, corporate image and competition from similar brands are the leading factors that affect sales as compared to advertisements on print media. Therefore print media coverage affects sales indirectly by affecting regulation and the corporate image of a company.

The findings on effects of print media coverage on corporate image and regulation of the pharmaceutical industry established that regulation followed by corporate image affects the sales of the companies. Corporate image and regulation is affected by media/coverage and publicity. The findings also establish media coverage/ publicity reinforces regulation and prompts the regulator to take action whenever there is positive or negative media coverage.

5.3 Discussion

5.3.1 To find out the Adequacy of Print Media Coverage on the Pharmaceutical Industry in Kenya

The findings show that all the respondent companies undertook manufacturing, wholesale and distributorship of their products, with a high of 75% of the companies interviewed having been in operation for over six years.

Essentially, on the question of whether the Pharmaceutical industry in Kenya got adequate print media coverage, averaging 47.2% of the respondents felt that print media coverage is frequent but inadequate and biased in content whereas 33.2% held the opposite view that print media coverage is frequent, inadequate but balanced. These findings show that the pharmaceutical industry gets frequent coverage although the
content is insufficient and biased. To sustain the frequency of print media coverage, the industry should continue to engage with print media houses.

To correct the inadequate and biased media coverage, it is in the best interests of the pharmaceutical industry in Kenya to pitch tent with print media houses. Health and medical reporting in newspapers is often based on unreliable sources which are not peer reviewed. The media is not literate in the Pharmaceutical industry, and so we cannot expect the public to get accurate information from media sources without the cooperation of the industry. Medical and science reporting is an essential public service that must be placed with capable individuals to give the right information (Wilson, Robertson, McElduff, & Jones, 2010). There are many reasons why reporters find it difficult to write accurate and balanced articles about health related issues ranging from lack of time, space, pressure from editors and accessing independent expert opinion on a subject. A study was done to monitor the quality of medical news reporting in Australia, in this study 104 news articles were featured on media doctor in the study period. Both online and print media scored poorly, although the print media were superior: mean total scores 56.1% satisfactory for print and 40.1% for online. The study concluded that the Australian lay news reporting of medical advances is poor. This might improve if journals and researchers became more active in communicating with the press and the public.

The study further concludes that journalists should not solely bear the responsibility of inaccurate reporting, but the stakeholders should take the trouble to effectively communicate with the journalists. (Smith, Wilson, & Henry, 2005).

Another study was done in Lebanon where media analysis was conducted to assess the way media reports on health-related issues and the quality of reporting using a quality assessment tool. Semi-structured interviews were also conducted with 27 journalists, researchers, and policymakers to explore their perception on the role of media in health policymaking and the factors influencing health reporting. Also, a validation workshop was conducted. Out of 1,279 health-related news articles identified, 318 articles used certain type of evidence to report health issues 39.8% of which relied on experts’ opinions as their source of evidence while only 5.9% referenced peer-reviewed research studies. This study identified three main strategies to improve the quality of health reporting and the use of evidence in health journalism based on the findings of the key informant interviews at the validation workshop.
The strategies proposed were as follows: specialization of journalists in health reporting, research dissemination through media outlets, academic institutions, journalists’ education and research briefs, and forming a platform as a link between media, policymakers, and researchers (El-Jardali, Karroum, & Bawab, 2015).

From the two relevant studies done in Australia and Lebanon respectively, the recommendations agree that there has to be a proper linkage between media and the pharmaceutical industry to improve the quality of content in print media.

5.3.2 To Find out the Effects of Print Media Coverage on Sales of Pharmaceutical Products.

Advertising supports businesses to increase their value and build their reputation with the public over time. This is meant to drive revenue directly for companies. Management centre of Europe published an executive issue on “New opportunities and strategies in the Pharmaceutical Industry” among other strategies, building a closer relationship with customers by marketing to end customers and education on product usage was highly recommended (Management Centre Europe, 2012).

With nearly half of the respondents (45.8%) saying that print media advertisements had a high effect on company sales, most of the respondents were of the opinion that print media adverts are a powerful medium for influencing consumer purchase behaviours.

The study looked at the issue of media coverage/publicity at two levels: negative and positive coverage/publicity where 50% of the respondents agreed that positive media coverage corresponded with good publicity which then had a high effect on their sales.

Whereas 20.8% of the respondents opposed this observation, a low of 4.2% of respondents felt that positive media coverage had no effect at all on company sales. On the other hand, 58.3% and 16.7% of the respondents said that negative media coverage/publicity affected their sales to a greater and a lesser extent respectively. Therefore, on average 54.2% of the respondents offered that media coverage/publicity did have an effect on their sales.

Whereas the correlation between positive media coverage/publicity and company sales volume was easy to establish from the study results, we could not determine the measure
in sales that was the direct result of negative media publicity. These are significant findings attesting to the fact that media coverage and publicity, whether positive or negative, affect performance of the pharmaceutical industry in Kenya to a certain extent, which is not entirely unexpected because some cases of negative publicity have been proven to increase sales when a product or company is relatively unknown, simply because it stimulates product awareness (Berger, Sorensen, & Rasmussen, 2010).

From the study findings, there is need for pharmaceutical companies to aggressively pursue print media coverage/publicity without fear of repercussions. In any case, be it positive or negative publicity can result in positive sales outcome for a business, much as it is not always a good thing, in some cases, it can be positive (Berger, Sorensen, & Rasmussen, 2010).

Standing at 62.5%, the effect of regulation of pharmaceutical companies on their sales in Kenya is indeed high. Some 8.3% of respondents said such regulation amounted to little effect on their sales whereas 4.2% felt that company regulation had no effects at all on company sales. In comparison, the study revealed that regulation mostly affected company sales more than advertisements and media coverage combined.

The corporate image of a company has a high effect on company sales. This was the feeling of 54% of the respondents. Only 21% of the respondents had a different opinion. Furthermore, the study revealed that there is a direct link between corporate image and company sales such that an improvement of corporate image led to a corresponding improvement in sales. This observation was supported by 58% against 17% of the respondents and provides solid ground upon which companies make effort to engage more in print media coverage/publicity activities with the understanding that such publicity supported by 54% against 21% of the respondents, that there exists a direct correlation between publicity and corporate image where more publicity leads to a better corporate image (Jeffrey, Michaelson, & Don, 2007).

### 5.3.3 To Find out the Effects of Print Media Coverage on Corporate Image of the Pharmaceutical Industry

The corporate image of a business institution is important. This was confirmed by 75% of respondents who agreed that corporate image is important. Looking at the results of effects of media coverage on industry regulation, for instance, corporate image led to
change or reinforcement of the rules (37.5%), actually prompting the regulator to take practical regulatory action (68%) and thus influenced relations for better between the industry and regulator (58%).

The study did reveal that there exists a direct correlation between publicity and company corporate image and 33.3% of the respondents agreed that more publicity translated to better corporate image. The majority of the respondents (66.7%) were of the view that most of the companies did not make an effort to improve company corporate image by engaging print media coverage on their CSR activities. Only 8.3% of the respondents held the contrary opinion.

From the study findings, against a response rate of 75%, an overwhelming 58% of the respondents felt that companies that made an effort to improve their corporate image did so to support their sales volumes whereas 17% of the respondents felt otherwise.

These findings show that there is information gap in the pharmaceutical industry in Kenya because whereas 66.7% of the respondents are of the view that companies do not make an effort to improve the corporate image, 56.7% agree that better corporate image leads to more sales. This could only mean that if more companies made an effort to improve their corporate image, then the performance of the industry would improve.

Still on this research question, 37.5% of the respondents said that publicity mostly has an effect on regulation while 29.2% did not agree with this. They were of the view that negative or positive publicity by print media did not at all contribute to change or reinforcement of regulation by the Pharmacy and Poisons Board (PPB).

Negative or positive publicity on the pharmaceutical industry in Kenya led to PPB taking action on the industry was a highly rated by 62% of the respondents, 10% differed and 3% were of the view that negative or positive publicity had no effect on regulation.

Nestlé, the world’s largest food and Beverage Company, has sold Maggi noodles in India for more than 30 years, and the brand’s ubiquity and cultural resonance on the subcontinent almost close to Coca-Cola’s brand. In May 2015, a widely read Hindi Newspaper published an article that there was a health notice on Maggi noodles and even more alarming the article recommended that the Food Safety and Standards Authority of India (FSSAI), the country’s central regulator, should ban Maggi noodles nationwide.
Within a week, the first national news story about a Maggi health scare appeared in the Times of India. On June 5, 2015, India’s central food regulator announced a temporary ban on the manufacture, sale, and distribution of Maggi noodles. In its order the FSSAI pronounced Maggi “unsafe and hazardous for human consumption, the Maggi noodles health scare would prove costly. Nestlé lost at least $277 million in missed sales. Another $70 million was spent to execute one of the largest food recalls in history. Damage to brand value was estimated pegged at $200 million the total price tag for the debacle could easily be more than half a billion dollars (Fry, Erika, 2016). This is a classic example of how bad publicity prompted the regulator to take action that adversely affected the sales of a product.

The findings of this study has confirmed that publicity/media coverage prompts the regulator to take action on the Industry

Corporate image of pharmaceutical companies played a huge influence on how the company related with the Industry regulatory body as was observed by 59% of the respondents and slightly over 10% were of the view that the relationship between the company and industry regulator had not much to do with the company’s corporate image. About 7% felt that corporate image did not at all determine the relationship the regulator had with the company.

Businesses should be interested in creating and maintaining close ties with the three arms of government; the policy makers (legislative), the executives (bureaucrats) and the regulatory bodies. Collectively or singly the various interactions and relations with the government give companies a competitive advantage which ultimately builds corporate reputation (Kaul & Desai, 2014). The findings of this study agree with the view that corporate image of a company influences the relationship between the regulator and the company.

5.4 Conclusions

5.4.1 To find out the Adequacy of Print Media Coverage on the Pharmaceutical Industry in Kenya

The Pharmaceutical industry gets frequent print media coverage. However, the content of the print media coverage is inadequate, biased and inaccurate. This is an indicator that in
most cases the media does not have available industry-specific reference points or the right sources of information whenever they require information on the Pharmaceutical Industry in Kenya.

5.4.2 To find out the Effects of Print Media Coverage on the Sales of Pharmaceutical Products.

Media coverage and publicity directly affect the sales of the pharmaceutical products. Regulation followed by corporate image mostly affects sales in pharmaceutical companies. Media coverage and publicity plays a significant role in building the corporate image of a company and also on how the industry relates with the regulator.

5.4.3 To find out the Effects of Print Media Coverage on the Corporate image of Pharmaceutical Companies in Kenya

Companies that get more publicity are more likely to have a better corporate image than companies that get less publicity. Media coverage/publicity prompts the regulator to take action on the Pharmaceutical Industry depending on how positive or negative the coverage is done.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 How to improve Media coverage/Publicity on the Pharmaceutical Industry

This study recommends that print media houses should consider having health/Pharma journalism and have trained journalists that can adequately report on health and pharma related issues. Health journalism will also adequately cover issues in the Pharmaceutical Industry. Health/Pharma Journalism will promote frequent publicity for the pharmaceutical Industry and support the Industry in building a relationship with its customers.

To correct the inadequacy in the content of media coverage, the study recommends that the industry should improve media relations. This will lead to an improvement in the content coverage by ensuring that the media has available industry-specific reference points or the right sources of information whenever required. Lack of time is cited as a major barrier to accurate reporting; therefore the Pharmaceutical Industry should create a
ready platform that can respond to journalists in good time so that they can publish the correct information as and when required.

The study recommends that the Industry’s association bodies such as Kenya Association of Pharmaceutical Industry (KAPI) and Federation of Kenya Pharmaceutical Manufacturers (FKPM) should be given the responsibility of engaging with media houses to ensure that the Pharmaceutical Industry is given fair print media coverage both in content and frequency.

These bodies should make more effort on their public relations and print media relations so that they can provide the correct information when required and constantly give information to the public about the industry to support pharmaceutical companies in building trust and a positive relationship with their customers and the regulator Pharmacy and Poisons Board of Kenya (PPB).

5.5.1.2 How to use Print Media to Improve Sales Performance in the Industry

This study recommends that the industry can improve its sales performance in general by putting more effort in their print media coverage with a specific strategy to build their corporate image. With a better corporate image of the local pharmaceutical industry can compete effectively with imported competitor brands in pricing in the market. Healthcare workers and patients will have more confidence in locally produced pharmaceuticals.

The study recommends that print media coverage should be strategic to strengthen relationships with consumers and promote interaction between the industry and their consumers. When a good relationship is built with their consumers, the sales of the industry will improve.

5.5.1.3 How to use Print Media to Improve Corporate Image and Relations with the Regulator (PPB)

This study recommends that the Pharmaceutical industry should engage media houses more to cover their operations and corporate social responsibility activities to build their corporate image.

The study also recommends that one of the ways for the Pharmaceutical Industry to improve their relations with the regulator is to have a good corporate image. This will
allow them to build relations with relevant government agencies that lead to corporate interactions such as lobbying in view of influencing policies, new national laws, regulations that could have substantial impact on their businesses. Good relations with the government will establish credibility in domestic and international markets. This would translate to a higher trust in their products and services that then translate to increase in sales and overall bottom line by having a favourable environment for their businesses (Kaul & Desai, 2014).

Therefore the Pharmaceutical Industry in general and individual companies should not shy away from engaging print media houses to give them more coverage. More media coverage will be of benefit to them by improving their corporate image and ultimately enhancing their relations with the regulator that is beneficial to their businesses.

5.5.2 Suggestions

This study has not covered the various public relations strategies that the pharmaceutical Industry can use to improve their corporate image, how they differ and which strategies are more effective in the pharmaceutical Industry. Further research can also be done to establish the relationship in actual quantitative terms between media coverage/publicity, regulation, corporate image and sales in the pharmaceutical industry in Kenya. Future research can also be done to review actual print media content over a particular period and analyse the content for bias, presentation, accuracy and also if the content is informative and useful to the public. Such a study would support the findings in this study on the rating of media coverage in frequency and content.
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APPENDICES

APPENDIX ONE: COVER LETTER

Dear Respondent,

I am a student at the School of Business at United States International University (USIU) in Nairobi and conducting a study on the Effects of print media coverage on the performance of the Pharmaceutical Industry in Kenya. This study is a partial fulfilment of the requirement for the Degree of MBA - Marketing.

The overall objective of this research is to find out the effects of print media coverage on the pharmaceutical industry in Kenya with regard to sales, corporate image and regulation of the pharmaceutical industry. Print media in this study focuses on the Daily Newspapers that have the widest coverage in Kenya.

The questionnaire asks a variety of questions about how publicity has affected your business directly or indirectly. The target respondents for this questionnaire are Sales, Marketing and Public Relations Managers or any other relevant personnel in the company or institution.

This questionnaire will take you less than 10 minutes to complete. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me on 0720 236 622 or 0734 236 622 or jkonje002@gmail.com.

Please email the soft copy or scanned copy of the filled questionnaire. In case you are not able to email, let me know so I can make arrangements to collect the hard copy from you.

Thank you very much for your time and your participation.

Yours Sincerely,

Juliet A. Konje.
APPENDIX TWO: QUESTIONNAIRE

Please write responses on the spaces provided and tick responses where bullet options are provided.

1.0 Background of the Respondent

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<td>Position held in the company by respondent</td>
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<td>Years of work experience in Sales and Marketing or current position</td>
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<td>1.4</td>
<td>Please indicate the level of supply chain that your company or affiliated companies are operating in?</td>
</tr>
<tr>
<td>1.5</td>
<td>How old is your company/Institution</td>
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</tbody>
</table>

2.0 Does the pharmaceutical industry in Kenya get adequate print media coverage?

2.1 Do local print media houses give frequent coverage to the pharmaceutical industry in Kenya?

☐ Yes       ☐ No

2.2 How adequate would you say is the print media coverage of the pharmaceutical industry in Kenya?

☐ Very Adequate       ☐ Adequate       ☐ Inadequate       ☐ Very Inadequate
2.3 Would you say that content of print media coverage of pharmaceutical industry in Kenya by local print media is:

☐ Biased  ☐ Balanced

3.0 The effect of print media coverage on the sales of Pharmaceutical products

3.1 How would you rate the effects of the following factors on your sales?

3.1.1 Advertisements in print media

☐ High effect  ☐ Little effect  ☐ No effect on sales

3.1.2 Print Media Coverage/Publicity

☐ High effect  ☐ Little effect  ☐ No effect on sales

3.1.3 Competition from similar brands

☐ High effect  ☐ Little effect  ☐ No effect on sales

3.1.4 Regulation

☐ High effect  ☐ Little effect  ☐ No effect on sales

3.1.5 Corporate Image

☐ High effect  ☐ Little Effect  ☐ No effect on sales

3.1.6 Does positive print media coverage of your brands result to increase in your sales?

☐ Very Much  ☐ Not much  ☐ No effect on sales

3.1.7 Does negative print media coverage of your brands result to a decline in sales?

☐ Very Much  ☐ Not much  ☐ No effect on sales
4.0 The effects of print media coverage on the corporate image of pharmaceutical companies in Kenya.

4.1 Is the corporate image important to a pharmaceutical company?

- [ ] Extremely important
- [ ] Not very important
- [ ] Not at all important

4.2 Do companies that get more print media publicity have a better corporate image than those who do not get much such publicity?

- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree

4.3 Do the Pharmaceutical companies in Kenya make an effort to improve their corporate image through print media coverage on the CSR activities?

- [ ] Most of them make an effort
- [ ] Not many of them make an effort
- [ ] They do not make any effort

4.4 Do the Pharmaceutical Companies in Kenya that make an effort to improve their corporate image do so to improve their sales?

- [ ] Yes
- [ ] Not always
- [ ] Not at all

5.0 The effects of media coverage on the regulation of pharmaceutical companies in Kenya?

5.1 Has negative or positive publicity by the media contributed to change or reinforcement of regulation by the Pharmacy and Poisons Board of Kenya on the Industry?

- [ ] Mostly No
- [ ] Mostly Yes
- [ ] Not at all

5.2 Has negative or positive publicity by the media resulted/prompted the Pharmacy and Poisons Board of Kenya to take action on the Industry on matters regarding regulation?

- [ ] Mostly No
- [ ] Mostly Yes
- [ ] Publicity has no effect on regulation

5.3 Is there an influence of corporate image of a company on the regulator (PPB)

- [ ] Yes
- [ ] Not Much
- [ ] Not at all
6.0  How the pharmaceutical industry can improve publicity.

6.1 The information given by print media on the pharmaceutical Industry in Kenya is most of the time

☐ Well informed and well presented  ☐ Not informed and not well presented  ☐ Fairly informed and fairly presented  ☐ Misleading to the public

6.2 How best can the Pharmaceutical Industry improve publicity by Kenyan media houses? (You can tick more than one and not more than three)

☐ Pushing for stronger regulation by PPB on information dissemination of Pharmaceuticals
☐ Engaging PR firms to handle publicity on Pharmaceuticals
☐ Engaging media houses directly and consistently to get the right publicity
☐ Directly responding to the information given by media houses through association bodies

Please provide your email address if you would like to access the results and conclusion of this study.

Thank you for taking your time to respond.
# APPENDIX THREE

List of licenced pharmaceutical manufacturers in Kenya

<table>
<thead>
<tr>
<th>NAME OF THE COMPANY</th>
<th>POSTAL ADDRESS</th>
<th>PHYSICAL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Autosterile (E.A) Ltd</td>
<td>P. O. Box 27726-00506 Nairobi</td>
<td>Airport North Rd. Embakasi</td>
</tr>
<tr>
<td>2. Aesthetics</td>
<td>P. O. Box 18171-00500 Nairobi</td>
<td>Pemba Street ,off Lusaka Rd</td>
</tr>
<tr>
<td>3. Beta Healthcare, Int. Ltd</td>
<td>P. O. Box 42569-00100 Bondo Road</td>
<td></td>
</tr>
<tr>
<td>4. Benmed Pharmaceuticals Ltd</td>
<td>P. O. Box 22128-00400 Thika</td>
<td></td>
</tr>
<tr>
<td>5. Biodeal Laboratories Ltd</td>
<td>P. O. Box 32040-00600 Lunga Rd. Ind.Area</td>
<td></td>
</tr>
<tr>
<td>6. Biopharma Limited</td>
<td>P. O. Box 32547-00600 Factory street</td>
<td></td>
</tr>
<tr>
<td>7. Comet Healthcare Ltd</td>
<td>P. O. Box 6293-00300 Nairobi</td>
<td>L.R 209 Homabay Rd</td>
</tr>
<tr>
<td>8. Cooper (K) Brands</td>
<td>P. O. Box 40596-00100 Nairobi</td>
<td>Kaptagat Road, Kabete</td>
</tr>
<tr>
<td>9. Cosmos Limited</td>
<td>P. O. Box 41433-00100 Nairobi</td>
<td>Rangwe Rd.off lungalunga Rd</td>
</tr>
<tr>
<td>10. Concept Africa Ltd</td>
<td>P. O. Box 8970-00200 Alfacenter, Mombasa Road</td>
<td></td>
</tr>
<tr>
<td>11. Dawa Limited</td>
<td>P. O. Box 16633-00620 Nairobi</td>
<td>Baba Dogo Road Ruaraka</td>
</tr>
<tr>
<td>12. Elys Chemical Industries Ltd</td>
<td>P. O. Box 40411-00100 Nairobi</td>
<td>Road ‘B’ off Enterprise Road</td>
</tr>
<tr>
<td>13. Glaxo SmithKline Ltd (GSK)</td>
<td>P. O. Box 78392-00507 Nairobi</td>
<td>Likoni Road</td>
</tr>
<tr>
<td>14. Hightech Pharmaceuticals Limited</td>
<td>P. O. Box 323-20100 Nakuru</td>
<td>Makuenui Drive, light industrial Rd</td>
</tr>
<tr>
<td>15. Infusion Medicare</td>
<td>P. O. Box 30467-00100 Nairobi</td>
<td>Mogadishu Rd .ind Area</td>
</tr>
<tr>
<td>16. Ivey Aqua Epz Ltd</td>
<td>P. O. Box 47536,Nairobi EPZ Nairobi</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Company Name</td>
<td>Address</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>17.</td>
<td>Kenya Veterinary Vaccine Production</td>
<td>P. O. Box 53260-00200 Nairobi</td>
</tr>
<tr>
<td>18.</td>
<td>Kenya Medical Research Institute</td>
<td>P. O. Box 54040 Nairobi</td>
</tr>
<tr>
<td>19.</td>
<td>Kenya society For the blind</td>
<td>P. O. Box 46656-00100 Nairobi</td>
</tr>
<tr>
<td>20.</td>
<td>Laboratory And Allied Ltd</td>
<td>P. O. Box 42875-00100 Nairobi</td>
</tr>
<tr>
<td>21.</td>
<td>Mac's Pharmaceuticals Ltd</td>
<td>P. O. Box 43912-00100 Nairobi</td>
</tr>
<tr>
<td>22.</td>
<td>Manhar Brothers</td>
<td>P. O. Box 40447-00100 Nairobi</td>
</tr>
<tr>
<td>23.</td>
<td>Medivet Products Ltd</td>
<td>P. O. Box 47951-00100 Nairobi</td>
</tr>
<tr>
<td>24.</td>
<td>Nerix Pharma Ltd</td>
<td>P. O. Box 1287-00603 Nairobi</td>
</tr>
<tr>
<td>25.</td>
<td>Norbrook Kenya Ltd</td>
<td>P. O. Box 1287-00606 Nairobi</td>
</tr>
<tr>
<td>26.</td>
<td>Novelty Pharmaceutical Co.</td>
<td>P. O. Box 42708-00100 Nairobi</td>
</tr>
<tr>
<td>27.</td>
<td>Oss Chemie Ltd</td>
<td>P. O. Box 68502-00622 Nairobi</td>
</tr>
<tr>
<td>28.</td>
<td>Pharmaceutical Manufacturing Company</td>
<td>P. O. Box 47211-00100 Nairobi</td>
</tr>
<tr>
<td>29.</td>
<td>PZ Cussons E.A Ltd</td>
<td>P. O. Box 48597-00100 Nairobi</td>
</tr>
<tr>
<td>30.</td>
<td>Reckitt &amp; Colman (ind) Ltd</td>
<td>P. O. Box 78051 Nairobi</td>
</tr>
<tr>
<td>31.</td>
<td>Regal Pharmaceuticals</td>
<td>P. O. Box 44421-00100 Nairobi</td>
</tr>
<tr>
<td>32.</td>
<td>Sphinx Pharmaceutical</td>
<td>P. O. Box 69512-00400 Nairobi</td>
</tr>
<tr>
<td>33.</td>
<td>Skylight chemicals</td>
<td>P. O. Box 56739-00200 Nairobi</td>
</tr>
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</table>
### APPENDIX FOUR

**List of licensed pharmaceutical manufacturers in Kenya that did not participate in the study**

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>POSTAL ADDRESS</th>
<th>PHYSICAL ADDRESS</th>
<th>REASONS FOR NON-PARTICIPATION</th>
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<tr>
<td>Biopharma Limited</td>
<td>P. O. Box 32547-00600</td>
<td>Factory street</td>
<td>Non-manufacturing</td>
</tr>
<tr>
<td>Concept Africa Ltd</td>
<td>P. O. Box 8970-00200</td>
<td>Alfacenter, Mombasa Road</td>
<td>Non-manufacturing</td>
</tr>
<tr>
<td>Hightech Pharmaceuticals Limited</td>
<td>P. O. Box 323-20100 N</td>
<td>Makueni Drive, light industrial Rd</td>
<td>Non-manufacturing</td>
</tr>
<tr>
<td>Infusion Medicare</td>
<td>P. O. Box 30467-00100N</td>
<td>Mogadishu Rd.ind Area</td>
<td>Closed down</td>
</tr>
<tr>
<td>Kenya Medical Research Institute</td>
<td>P. O. Box 54040 Nairobi</td>
<td>Kemri Hqs off mbagathi Rd</td>
<td>Health research outfit than pharmaceutical manufacturing</td>
</tr>
<tr>
<td>Kenya society For the blind</td>
<td>P. O. Box 46656-00100N</td>
<td>Nairobi west off Langata Rd</td>
<td>Non-manufacturing</td>
</tr>
<tr>
<td>Manhar Brothers</td>
<td>P. O. Box 40447-00100N</td>
<td>Solai Road;off Baricho Rd</td>
<td>Closed down</td>
</tr>
<tr>
<td>Novelty</td>
<td>P. O. Box 42708-</td>
<td>General Kago</td>
<td>Closed down</td>
</tr>
<tr>
<td>COMPANY NAME</td>
<td>POSTAL ADDRESS</td>
<td>PHYSICAL ADDRESS</td>
<td>RESPONSE</td>
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</tr>
<tr>
<td>1. Aesthetics Limited</td>
<td>P. O. Box 18171-00500 Nairobi</td>
<td>Pemba Street, off Lusaka Rd</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>2. Autosterelile (E.A) Ltd</td>
<td>P. O. Box 27726-00506 Nairobi</td>
<td>Airport North Rd, Embakasi</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>3. Benmed Pharmaceuticals Ltd</td>
<td>P. O. Box 22128-00400 Thika</td>
<td>Thika Town</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>4. Beta Healthcare, Int. Ltd</td>
<td>P. O. Box 42569-00100</td>
<td>Bondo Road</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>5. Biodeal Laboratories Ltd</td>
<td>P. O. Box 32040-00600 Nairobi</td>
<td>Lunga Rd, Ind. Area</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>6. Concept Africa Ltd</td>
<td>P. O. Box 8970-00200</td>
<td>Alfacenter, Mombasa Road</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>7. Cooper (K) Brands</td>
<td>P. O. Box 40596-00100 Nairobi</td>
<td>Kaptagat Road, Kabete</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>8. Cosmos Limited</td>
<td>P. O. Box 414333-00100 Nairobi</td>
<td>Rangwe Rd, off Lungalunga Rd</td>
<td>Questionnaire Filled</td>
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</table>

APPENDIX FIVE

List of licensed pharmaceutical manufacturers in Kenya that participated in the study
<table>
<thead>
<tr>
<th>No.</th>
<th>Company Name</th>
<th>Address</th>
<th>Location</th>
<th>Questionnaire Status</th>
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</thead>
<tbody>
<tr>
<td>9.</td>
<td>Dawa Limited</td>
<td>P. O. Box 16633-00620</td>
<td>Baba Dogo Road Ruaraka</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>10.</td>
<td>Elys Chemical Industries Ltd</td>
<td>P. O. Box 40411-00100</td>
<td>Road ‘B’ off Enterprise Road</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>11.</td>
<td>Glaxo SmithKline Ltd (GSK)</td>
<td>P. O. Box 78392-00507</td>
<td>Likoni Road</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>12.</td>
<td>Laboratory And Allied Ltd</td>
<td>P. O. Box 42875-00100</td>
<td>Mombasa rd</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>13.</td>
<td>Mac's Pharmaceuticals Ltd</td>
<td>P. O. Box 43912-00100</td>
<td>Off Shimo la tewa ind.area</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>14.</td>
<td>Medivet Products Ltd</td>
<td>P. O. Box 47951-00100</td>
<td>Ruiru Town</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>15.</td>
<td>Nerix Pharma Ltd</td>
<td>P. O. Box 1287-00603</td>
<td>Alpha center Mombasa Road</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>16.</td>
<td>Norbrook Kenya Ltd</td>
<td>P. O. Box 1287-00606</td>
<td>Old limuru Road</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>17.</td>
<td>Oss Chemie Ltd</td>
<td>P. O. Box 68502-00622</td>
<td>Mombasa rd</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>18.</td>
<td>Pharmaceutical Manufacturing Company</td>
<td>P. O. Box 47211-00100</td>
<td>Dakar Road; off Enterprise Road</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>19.</td>
<td>PharmaQ Limited</td>
<td>P.O Box 53362 – 00200,</td>
<td>Industrial Area</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>20.</td>
<td>Regal Pharmaceuticals</td>
<td>P. O. Box 44421-00100</td>
<td>Off Baba Dogo Rd.Ruaraka</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>21.</td>
<td>Skylight chemicals</td>
<td>P. O. Box 56739-00200</td>
<td>Pate Rd Off Nanyuki Rd</td>
<td>Questionnaire Not Filled</td>
</tr>
<tr>
<td>22.</td>
<td>Questa Care Ltd</td>
<td>P.O Box 172 – 00623</td>
<td>Mombasa Road, Industrial Area</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>23.</td>
<td>Universal Cooperation Ltd</td>
<td>P. O. Box 4236-00100</td>
<td>Kikuyu</td>
<td>Questionnaire Filled</td>
</tr>
<tr>
<td>24.</td>
<td>Vet Care (K) Ltd</td>
<td>P.O Box 39117 – 00623</td>
<td>Bondo Road, Industrial Area</td>
<td>Questionnaire Filled</td>
</tr>
</tbody>
</table>