AN EVALUATION OF MARKETING TECHNIQUES USED BY PHARMACEUTICAL ORGANISATIONS IN NIGERIA:
A CASE STUDY OF ROCHE NIGERIA LIMITED

BY

YUNUSA MOHAMMED NASIR

(POSTGRADUATE NO. MBA/ADMIN/01861/93/94)

BEING A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF ADMINISTRATION, AHMADU BELLO UNIVERSITY, ZARIA

OCTOBER, 1999

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OCTOBER, 1999

DECLARATION

I hereby declare that this project is the result of my initiative and the project of my research findings. It has to the best of my knowledge not been previously presented nor accepted as any submission for a higher degree.

All data used and works consulted have been duly acknowledged in the footnotes and references as the case may be.

YUNUSA MOH'D NASIR — Signature — 25/8/2000

YUNUSA Mohammed Nasir (Student) — Signature — Date

M.S. Akanet (Mrs) — Signature — 25/8/2000

Mrs. M.S Akanet (Supervisor) — Signature — Date

CERTIFICATION

This project titled ***"An Evaluation Of Marketing Techniques Used By Pharmaceutical Organisations In Nigeria" A Case Study Of Roche Nigeria Limited***", by YUNUSA MOHAMMED NASIR meets the regulations governing the award of the Degree of Masters of Business Administration (MBA) of Ahmadu Bello University, Zaria and is approved for its contributions to knowledge and literary presentation.

M.S. Akanet (MBA) — 25/8/2000
INTERNAL EXAMINER — DATE

17/07/2000
EXTERNAL EXAMINER — DATE
Professor Usman A. Zahraddeen

HEAD OF DEPARTMENT — DATE

DEAN, POSTGRADUATE SCHOOL — 26/12/03
DATE

DIGITIZED

DEDICATION

This Project is dedicated to my wife FARIDA and my Sons Abdulrazak and Mohammed Hadi for their Love and Patience.

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ACKNOWLEDGEMENT

First, I wish to express my gratitude to the Almighty Allah who made it possible for me to witness this day and under go this study.

Many people contributed to the success of this project work and I remain profoundly grateful to them thus.

My deepest appreciation goes to my project supervisor Mrs M.S. Akanet whom despite her fragile health condition at this moment took time to make corrections and remained committed to the success of this work.

I am particularly grateful to my Elder brother Dr. YUNUSA MOHAMMED BELLO and family who is the "leading light" in all my academic pursuit; and Monica Audu whose encouragement assisted me a lot in completing this study.

My sincere thanks to the staff and Area manager of Roche in Kaduna, such as Abalaka A.D. Ibrahim N.N. Abbas Sambo and Haruna; for all the papers used and data collection.

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Finally I salute Mr Ezra for doing a good typing work.

ABSTRACT

In a bid to survive and flourish, most firms generally tend to employ marketing mix strategies which embraces important issues such as techniques to be employed and applied, that will suit their operating environment and result in achievement of overall organisational goals.

Techniques as has been discovered in the study are complex and complicated. More often than not, they are misused, mainly due to poor understanding of the intricacies of these techniques.

This study was conducted to critically evaluate the effectiveness of the use of marketing techniques and its impact or importance in the overall marketing effort of the pharmaceutical company, Roche.

It also shows a significant relationship between the marketing techniques and other aspects of the marketing paraphernalia as well as relationships with other aspects of the organisation, i.e. production, finance and personnel.

This study tries to find a place for marketing techniques in the pharmaceutical company, Roche Nigeria Plc, so that operations can be improved and effectiveness enhanced.

If the Roche Nigeria Ltd is to survive and flourish amidst strong competition then it should embark on periodic review and/or examination of the marketing techniques to ascertain if they still suit their operating environment.

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CHAPTER ONE

1.0 BACKGROUND TO STUDY

1.1 INTRODUCTION

The history of pharmacy began when man first applied herbs to relief pains or dress wounds. This was followed by blending of different herbs with each other or with chemicals such as mercury or sublimed sulphur. These herbs or medicines were then provided by either grocers or apothecaries. Later as unfamiliar drugs came into being, the need for specialised skills in the manufacture and blend of the medicines arose.

The world of pharmacy and medicine has become more and more complex as the ages rolled by and small herbal shops have evolved into giant pharmaceutical companies like Roche, May and Baker, Smithkline Beecham, and the likes of them who usually specialize either solely or in most part in the mass manufacture of drugs and finished pharmaceuticals to meet up with the world's ever increasing population demands.

But basically, one fact has remained unchanged through out and that is that human beings need to be treated of ailments to keep them in top form. William Osler (1984) summed it up when he said "..... Man has an inborn craving for medicine..... the desire to take medicine is one feature which distinguishes man, the animal from his fellow creatures. It is really one of the most serious difficulties with which we have to contend".

Marketing seeks to marry the intents of the company and the expectations of the consumer. In effect it balances the company's need for profit against the consumers' requirement for satisfaction, in such a way that the company makes enough to remain in business (profitable business) in the long term.

Because of the diverse and often conflicting and contradicting medicinal needs of people, the manufacturers of medicines, and pharmaceuticals are now out to meet all these different consumer requirements. This is where marketing plays a very prominent role. It assists pharmaceutical companies to know the most useful drug(s) to produce, and the most effective way of getting it into the hands of the ultimate consumer at the same time, ensuring an appropriate reward in return.

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Here the market research and analysis as well as the marketing mix and other marketing branches, serve in no small way to create a factual picture of what is needed by the different classes of people. This is done through the use of various techniques (which will be discussed exhaustively in the literature review) which also serve the purpose of fashioning out the best way to go about supplying those need efficiently.

This study will narrow its scope to the case study of Roche Pharmaceutical company, and will invariably try to identify the various techniques in particular, that the company employs the successes or set backs attributed to these techniques as well as suggestions for improvement will be made were necessary.

1.2 STATEMENT OF PROBLEM

Problems vary from organisation to organisation, industry to industry depending on so many factors, such as company size, financial resources, socio-political climate and working capital.

The research is carried out to evaluate the marketing techniques of pharmaceutical organisations and in particular Roche Nigeria Plc. The lack of appreciation of marketing techniques can lead to inefficiency, ineffectiveness and unprofitability which might compel a company to wind up in the long run, taking into cognisance the competitive and volatile business environment.

It is therefore not surprising that companies in the industry are watching each other in one direction, like the launching of a new brand of product, others will join in looking for something new.

The social and economic life of the teaming population differ a great deal because of the dynamic nature of the economy. Some have no purchasing power to meet their obligations in paying for the product.

The procurement of raw materials and acquisition in terms of its management policies and employment of the required, qualified and appropriate personnel, to occupy the right marketing position in the organisation. This affects the distribution system which is done through different intermediaries, spread geographically to cater for customers.

This research work is primarily concerned with how far the organisation has actually put into practice the various marketing policies and strategies most commonly found in theory and whether those that have been applied have any appreciable impact on the overall performance of the marketing activities of the organisation.

It is against the above premise that this research problem evolves.

1.3 OBJECTIVES OF THE STUDY

Given the research problems stated above, the objectives of the research include the following:

i) To find out ways that the importance and efficiency of marketing techniques in the marketing of pharmaceutical products will be recognised and properly valued by the management of companies and to examine how far it has helped in achieving the desired goals.

ii) To evaluate the capability and general contribution of marketing technique toward, the development of product to customers desire and satisfaction.

iii) It is targeted at focusing the problems of marketing techniques and proffer likely solutions to such problems.

iv) To find out an effective implementation of marketing techniques in order to ensure successful operation in a competitive environment.

v) To contribute useful ideas to the existing knowledge of the uses of the research.

1.4 SCOPE OF STUDY

Marketing techniques as means of marketing pharmaceutical products is applicable to most manufacturing concern. As such, all firms could not be covered hence the scope of the study is limited to Roche Pharmaceutical Nigeria.

However, its finding and recommendations, could be effectively generalized on other manufacturing industry.

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1.5 LIMITATIONS OF THE STUDY

The nature and extent of the topic itself limits the writing. The nature is rather economical than academic, that the organisation for fear of competitors activities., Co-operated but reluctantly.

1.6 SIGNIFICANCE OF THE STUDY

The usefulness of marketing techniques in the effective marketing of pharmaceutical products is of great concern to the management of private and public industry. Hence, this research endeavours would be of assistance to manufacturing industries as it will x-ray the role of marketing techniques as a strategy in marketing pharmaceutical products.

Since the ultimate objective of every business venture is to make profit which must be properly harmonised to achieve a given task, the study will aid manufacturing concern in the achievement of its existing goal of profit - maximization.

The research is to ensure adequate planning to face the tough challenges and maneuvers of competitions and help them to survive in a competitive environment. It will be of help to management to exploit the opportunities of tomorrow and satisfy customers wants, because organisation that fail to meet customers expectation fades into oblivion.

1.7 DEFINITION OF TERMS

Marketing: According to Staton and Futwell (1987) "is a total system of business activities designed to plan, price, promote and distribute want - satisfying products, services, and ideas to target markets in other to achieve organisational objective.

Industry: According to Kotler (1988) "is a group of firms that offer a product or class of products that are close substitutes of each other.

Product: is anything that can be offered to a market for attention, acquisition, use or consumption. It includes physical objectives, services, personalities, places, organisations and ideas.

Display: According to Auger (1967) "is a modern way of selling goods and services and putting over ideas by presenting them compellingly and dramatically. The objective of display is persuasion.

Marketing strategy: Is a broad principle by which the business unit expects to achieve its marketing objective in a target market. It consists of basic decision on total marketing expenditure, marketing mix and marketing allocation.

Marketing mix: Is the set of marketing tools that the firm use to pressure its marketing objectives in the target market.

Marketing segmentation: Is the process of selecting from a heterogeneous market to a homogenous subset of consumer conceived as a target market to be reached with a distinct marketing mix.

Product Planning: Is the marketing of all aspects of a product with the consumer taking into consideration the constraints posed by the resources of the firm as well as governmental and environmental factors.

Product mix: Is the aggregate number of products a company offers for sale.

Product line: Is a group of products that are closely related because they function in a similar manner, and sold to the same consumer group, are marketed through the same type of outlets and fall within a given price range.

Product modification: Is a process of modifying the product characteristics in a way that will attract new users and more usage from current users.

Promotion: Is any marketing activity whose function is to inform or persuade actual or potential consumers about the merit of a given product or service for the purpose of inducing a consumer either to contribute or to start purchasing the firm's product or services at some given price.

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CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 ELEMENTS OF MARKETING

There are many definitions of marketing by economists, sociologists, academicians, industrialist and marketing practitioners and they range from the simple somewhat deregatory statement that marketing is nothing more than a glamorous name for selling, to that of an all embracing system with technical and social functions aiming at ensuring a profitable life and growth of business.

Marketing is the creation and delivery of a standard of living. Marketing involves:

- finding out what consumers want
- then planning and developing a product or service that will satisfy those wants, and
- then determining the best way to price, promote and distribute that product or service.

Stated more formally, marketing is a total system of business activities designed to plan, price, promote and distribute want-satisfying goods and services to present and potential customers.

2.2 MARKETING TECHNIQUES; AN OVERVIEW:

Techniques relate to discovery. Their aim is to create discovery and invention through laid down methods and rules. In problem-solving context, techniques are used to describe the application of plausible reasoning routed in formal or rigorous proof.

Marketing techniques comprises of several but inter-related elements. These elements make up the marketing techniques.

Malcolm H.B. McDonald of Cranfield School of Management, posits, that basic marketing techniques include:

- The Ansoff matrix
- Market segmentation
- Product life cycle analysis
- Portfolio management (Boston Box and the Directional Policy matrix)
- Marketing research and marketing information system

The basic model consists of a strategic business unit (SBU - which can be anything from a corporate headquarters to an individual product), which is involved in a number of markets, and for which it produces a number of product or services. The system starts work with the definition of a mission statement for the SBU and indicates very clearly the acceptable structure. The next stage in the process is the definition of the contents of a strategic marketing lan and the listing of some of the principal tools and techniques which may be relevant to each of its component parts.

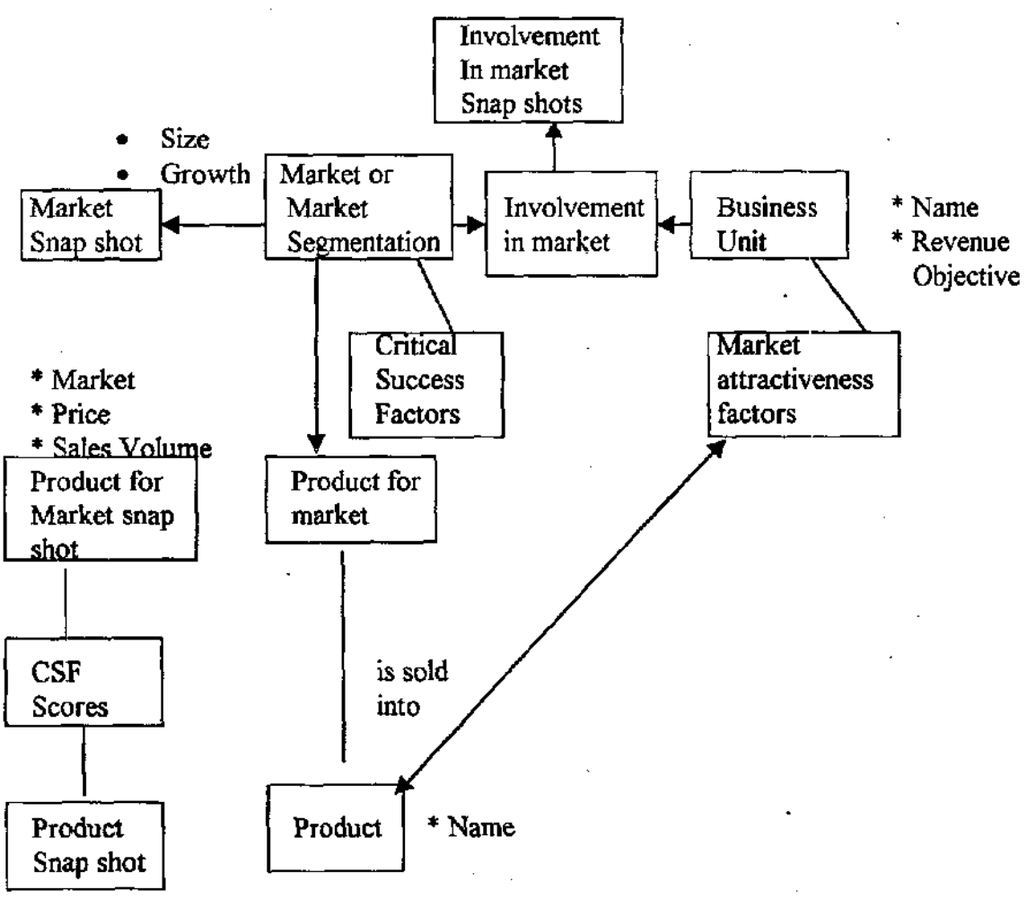


Figure 2.1: Simplified data model, in entity relationship notation.

It can be seen from figure 2.1 that some of these techniques may be used for several parts of the plan. However, this does not deliver sufficiently the nature of the technique inter-relationships, so it was necessary to define in more detail the actual process involved in the preparation of a strategic marketing plan.

What should appear in three years (or longer) marketing plan	Marketing theory (structures, frameworks, models)
	Marketing audit Marketing of research
- Mission statement - Financial summary	
Market Overview - Market structure - Market trends - Gap analysis	Market segmentation studies Gap analysis Product life cycle analysis Diffusion of innovation Ansoft matrix Forecasting Market research
- Opportunities (by product) threats (by segment) (overall)	Issue management
Strengths (by product) weakness (by segment) (by overall) Issues to be (by product) addressed (by segment) (by overall)	Key success factor matrix Market research Market segmentation studies
Portfolio summary	Directional policy matrix BCG Matrix
Assumptions	Downside risk assessment
Marketing objectives (overall) (by product) (by segment) Strategic focus Product mix Product development Product deletion Market extension Target customer group	Porter matrix Ansoft matrix BCG matrix Directional Policy matrix Gap Analysis
Marketing strategies 4Ps - Product - Price - Promotion - Place	Market segmentation studies Market research Response elasticities MacDonald productivity matrix Blaket molten matrix

Resource requirements	Forecasting, Budgeting

Figure 2.2 Strategic marketing planning and technique relations.

Figure 2.3 indicates the key steps in the preparation of a strategic marketing plan and some of the subsidiary tasks that have to be completed at each stage.

Each one of the boxes on the 'Tree' has associated with it a number of marketing tools and techniques, so the allocation of these to each main stage in the process.

Figs. 2.4-2.7 indicate the relationship between the several techniques of marketing at selected stages in the process of marketing.

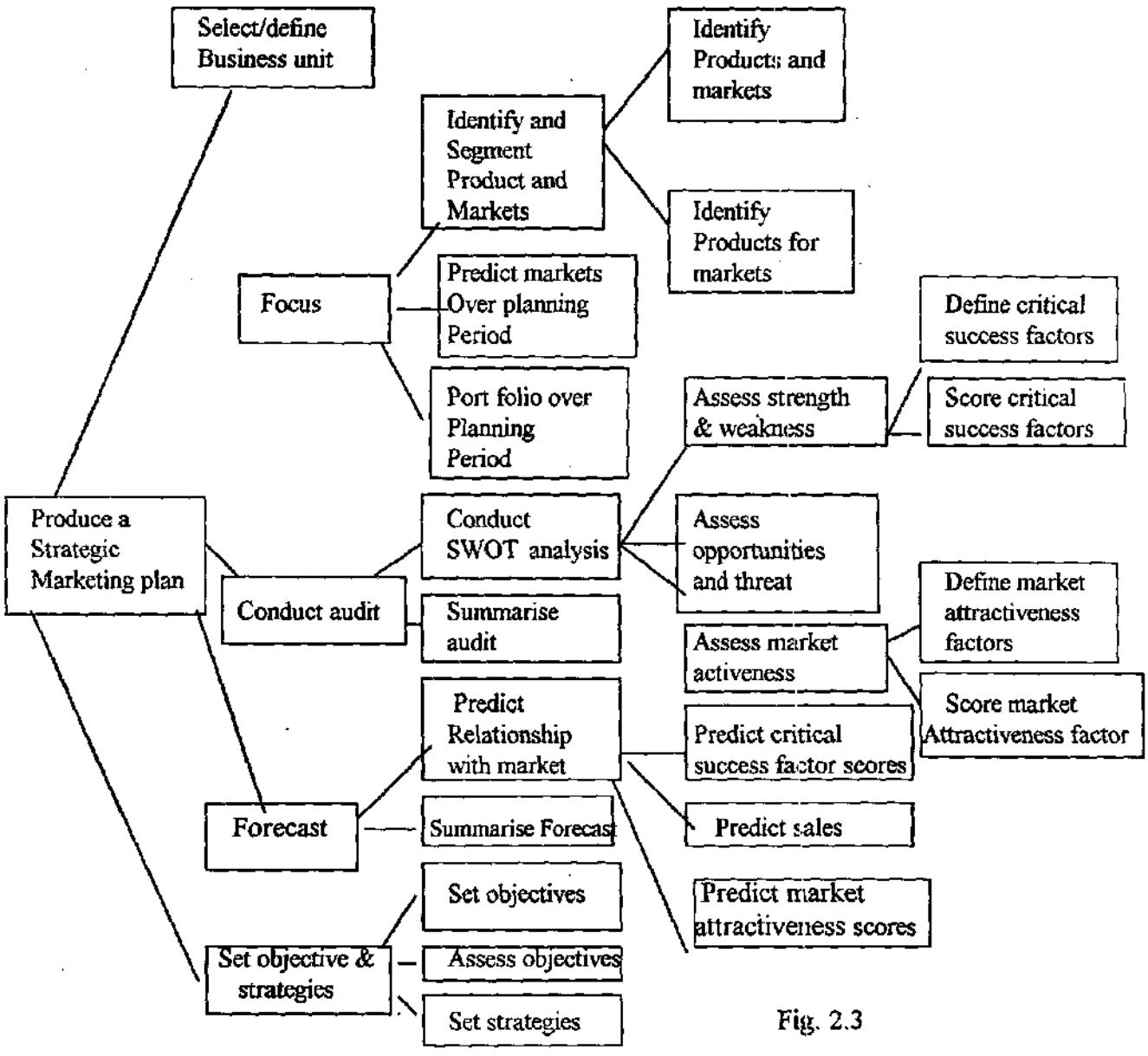


Fig. 2.3

At the focus stage (fig. 2.4), for example, the output is a statement of those elements of the Strategic Business Unit selected for analysis. In arriving at this focus, Parcto's law is clearly relevant, as at market segmentation stages (the sic is provided in the computer system as a possible starting -point for market segmentation). Porter cost/differentiation matrix may also be useful at this stage if there is need to have a balance between high-volume, low-cost markets and more differentiated, niche-type markets. The product life cycle could clearly be useful in helping decide which markets appear more attractive, as could a knowledge of the cost impact of experience. The Ansoff matrix is also related here because product market data associated with each of the four boxes could be useful in indicating the balance between existing and new activities.

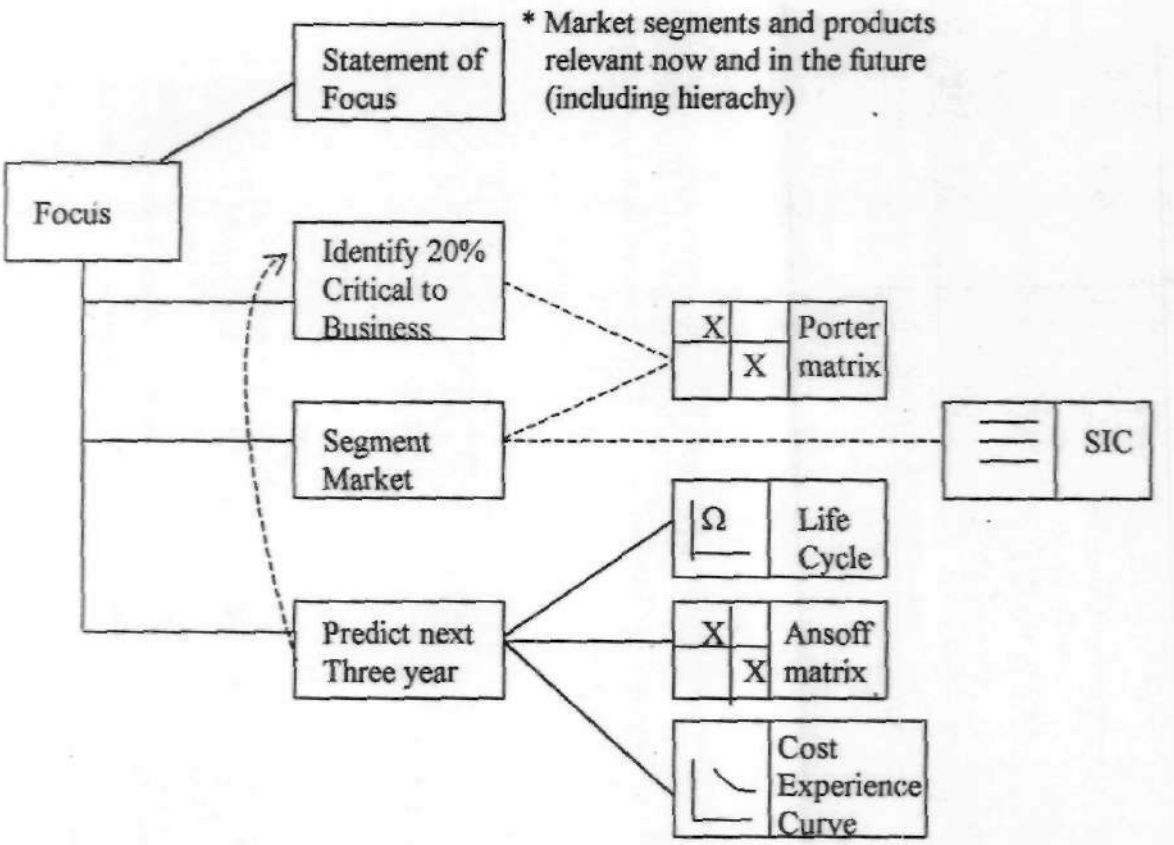


Fig. 2.4

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The purpose of the audit-stage is to complete in depth diagnosis or analysis of the selected products and/or markets from the focus stage provided here. Provided are several check lists to help the program user. The porter five-force models may for example provide useful guidelines at this stage. Detailed instruction on how to construct tables for critical success factors are given as well as methodological instructions on how to deal quantitatively with external opportunities and threats.

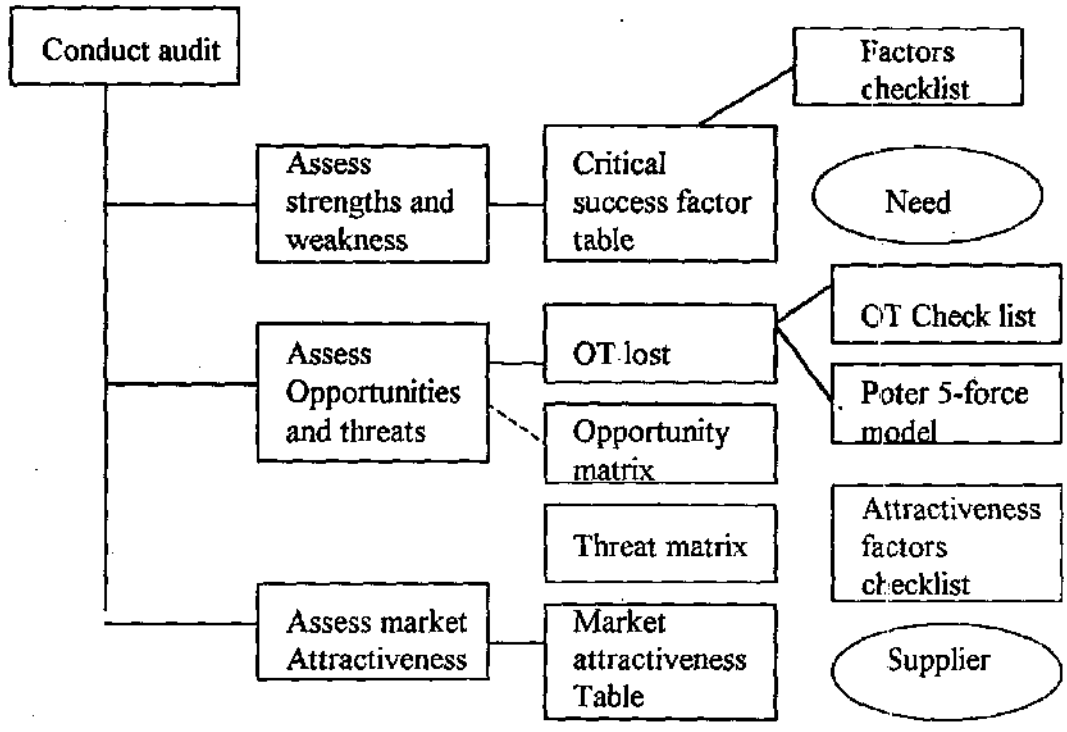


FIGURE 2.5

The audit stage has to be summarised and then Boston More on the directional policy matrix can be useful. Pictorial representations of the current product/market status. Each one of these techniques empahsises different aspect of the same situation. Likewise, gap analysis provides a visualsation in summary form of the revenue and cost implication of current strategies.

It will be seen that the same tools can also be used in the process of setting objectives, except that this time, they are extended to indicate the desired position at some designated point of time in the future.

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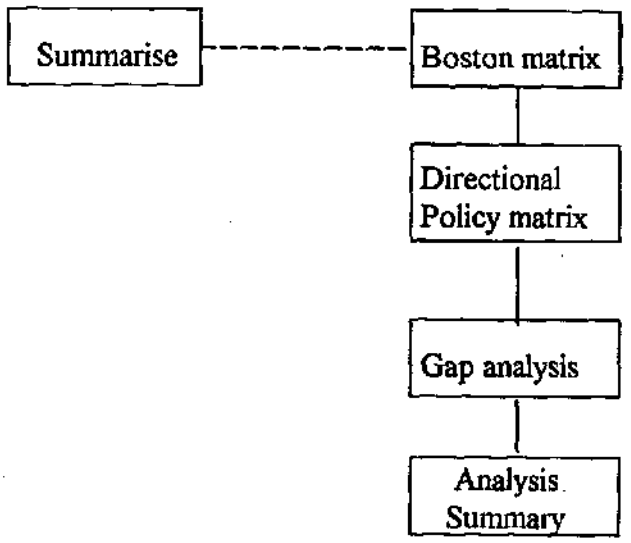


Fig. 2.6

2.7 Technique interrelationship (1) This figure shows the Data used as input by some of the techniques modelled.

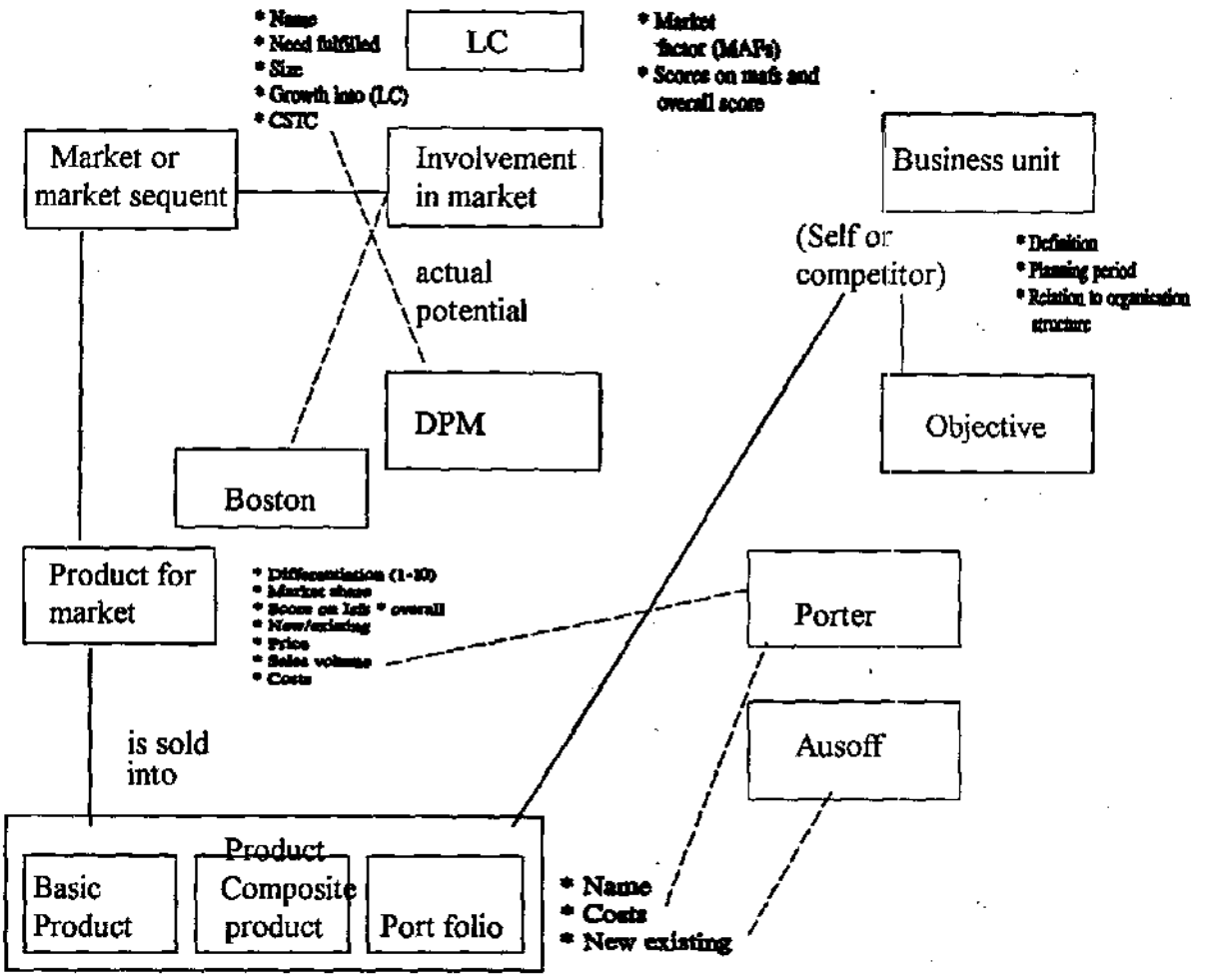


Fig. 2.7 show the relationship between some of the principal techniques and their relevance to the basic data modes given in fig. 2.1.

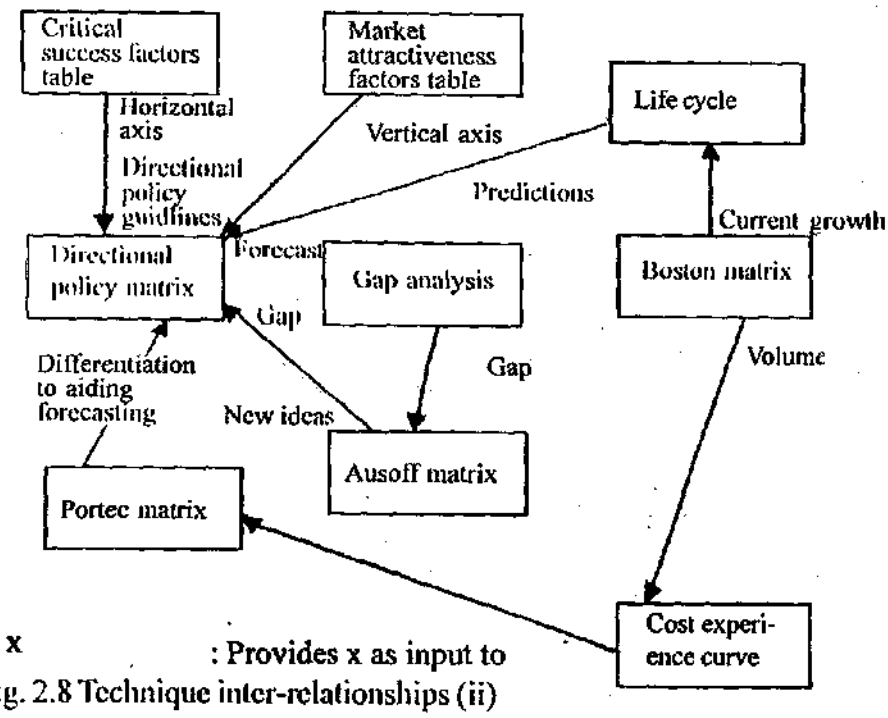


fig. 2.8 Technique inter-relationships (ii)

Fig 2.8 attempts to indicate some of the connectious between the actual techniques themselves.

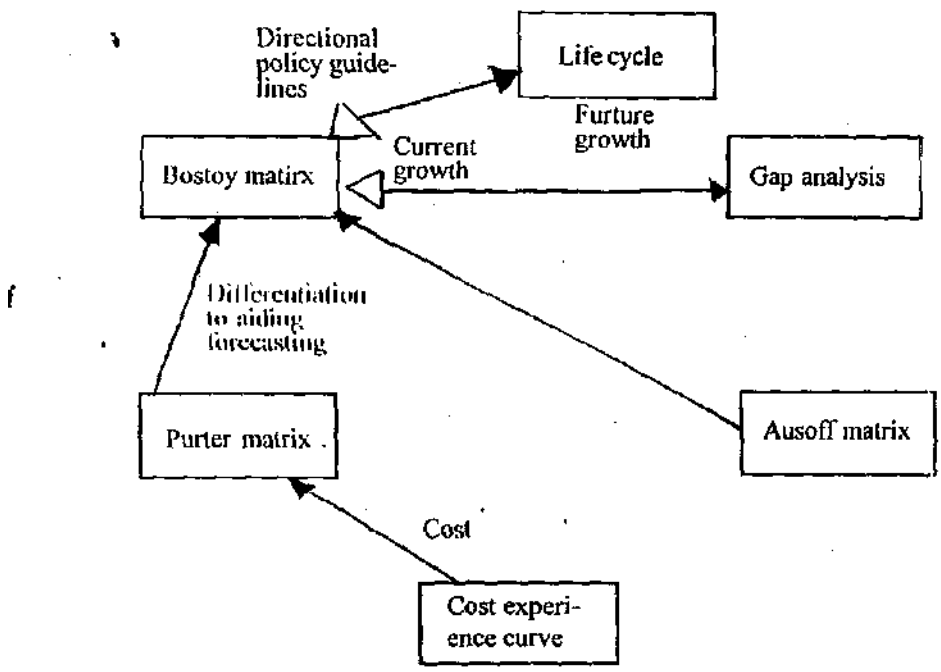


fig 2.9 Technique inter-relationships (iii)

fig 2.9 equally strives to indicate some of the connections between the actual techniques temselves.

The directional policy matrix can be seen to be a central tool in strategic marketing planning (fig. 2.8). Life cycle analysis will indicate the prospects in revenue/volume terms for the individual product/markets that are plotted on the vertical axis. The cost/experience curve of individual product/ markets will provide valuable input to both the Boston matrix and to the porter cost/differentiation matrix, which will in turn help in determining the market attractiveness factors and critical success factors which are the basis of the directional policy matrix.

2.2.1 SOME OF THE TECHNIQUES IN PERSPECTIVE

2.2.1.1 MARKET SEGMENTATION

Market segmentation breaks the larger heterogeneous market into small homogenous segments. The elements of each segment are more similar in terms of wants, needs, or behaviour than the total market is. A separate marketing program is developed to best match each segment's individual need and wants.

Markets can take three approaches, to segmentation, concentrated marketing, market atomization and appealing to several market segments. (2)

Concentrated Marketing: when markets attempt to serve a single market segment, the approach is called concentrated marketing.

Market Atomization: Alternatively, marketers may pursue a policy of market atomization, a segmentation strategy that treats each customer uniquely. This approach is especially popular among firm that market industrial goods.

Appealing to several market segments: Most marketers have to select and appeal to several market segments. They do this through variations in the market mix-through different products, prices promotion efforts or different distribution arrangements. Because so many marketers use a segmentation strategy, individual consumers have a wealth of products to choose from.

Some questions to ask.

The use of market segmentation is not always the same-five best strategy to employ. For it to work profitably, the following questions should all be resoundingly answered with a "Yes"

a) Can the market be identified and measured? Marketers must be able to identify which consumers are members of a particular market segment. There must be some common characteristics that includes or excludes a consumer from the group and this characteristics must be measurable.

b) Is the market substantial? Unless a market is large enough to generate a sales volume that ensures profitability, it is not economical to design unique marketing mix.

c) Is the market accessible? In following a segmentation strategy, marketers must also be able to communicate effectively and efficiently with each market segment. Some segment, even though identified as substantial, cannot be reached properly because no medium matches the characteristics of the market.

d) Is the market responsive? Unless market segments are willing to react to the marketing programs developed, there is little reason to develop a unique program for each segment, clearly, market segments must be defined on the basis of these willingness to purchase the product in response to variation in the marketing mix.

Basis for market segmentation: If the above four criteria for effective market segmentation are met, marketers must choose some means of dividing the total market in segments. The most common ways of doing this are on the basis of (1) demographics (2) Geographic (3) Product usage (4) Perceived product benefits and (5) Lifestyle or psychographic.

Demographic segmentation encompass such variables as age, income, marital status, sex, size of household and education.

Geographic segmentation divides the market according to

Product usage segmentation analyses the heavy uses of a product or brand and then develops marketing mixes aimed specifically at those segments.

Benefit segmentation analyses information about consumers wants and needs and translates this information in marketing programms that create an emphasized satisfaction of those desires.

Lifestyle or psychographic segmentation divides the market into segments according to how consumers hide as reflected by the value, attitude and interests.

2.2.1.2 The Boston Consulting Group (BCG)

The BOG Matrix

	High	Low
High	Star	Question mark
Low	Cash Cow	Dog

The Boston consulting Group (BCG) has studied 24 products in seven countries longitudinally. electric power, consumer durable, plastics, consumer non durable, petroleum, nonferrous metals and electric parts. Its focus was on the cost-to-price- relationship which results from the experience curve (unit cost decreases volume doubles). Its results suggest the following:

1) Get the biggest market share you can as early as you can.

2) Initially, the products mill be sold below cost, but then as volume builds, the cost will be lowered. With the largest market share, this should be easy to do.

3) Hold costs and prices down. This will reduce the attractiveness of entrance to the market.

The Boston consulting group combined these ideas in the form of a simple matrix, which has profound implications for the firm, especially in respect of cash flow. Profits are not always an appropriate indicator of portfolio performance, as they will often reflect changes in the liquid assets of the company such as inventories, capital equipment, or receivables, and thus do not indicate the true scope for future development. Cash flow, on the other hand is a key determinant of a company's ability to develop its product portfolio.

The boston matrix classifies a firm's products according to their cash usage and their cash generation along the two dimensions described above, i.e. Relative market share and market growth rate. Market share is used because it is an indicator of the product's ability to generate cash; market growth is used because it is an indicator of the product's cash requirements. The measure of market share used in the product's share relative to the firm's largest competitor. It is important because it reflects the degree of dominance enjoyed by the product in the market. It is this measure of market dominance that the horizontal axis measures.

The somewhat picturesque labels attached to each of the four categories of products give some indication of the prospects for products in each quadrant. Thus the "question mark" is a product which has not yet achieved a dominant market position and thus a high cash flow. It will be a high user of cash because it is a growth market.

The "Star" is probably a new product that has achieved a high market share and which is probably more or less self-financing in cash terms.

The "cash cows" are leaders in markets where there is little additional growth, but lot of stability. These are excellent generators of cash and tend to use little cash because of the state of the market. "Dogs" have little future and are often a cash drain on the company. They are probably candidates for divestment, although often such products fall into a category aptly described by Peter Drucker as "investments in managerial ego".

This type of framework is particularly useful to demonstrate to senior management the implications of different product/market strategies. It is also useful in formulating policies towards new product development.

Unfortunately, all of this depends on how 'market' is defined in measuring market share. Also market share for some products may have little relationship with profitability. It is such complications that make the Boston matrix less relevant to certain situations and great caution is necessary when dealing with such matters.

2.2.1.3 PROFIT IMPACT OF MARKET STRATEGIES (PIMS)

The strongest proponents of the value of market share comes from the profit - impact of marketing strategies. (PIMS) studies. Essentially, PImS is a cross-sectional study of the strategic

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experience of over 100 firms operating with over 1000 SBU. The information has been gathered from the business in the form o f about 100 pieces of data supplied by them in a standardized format. The gathered information deal with such item as:

1) The market served (in terms of expansion, stability etc.)

2) The competitive environment (number and size of competitors and customers).

3) The position of the business (market shares, comparative product quality, comparative price etc.).

4) The strategy employed (change in position, discretionary budget allocations, product quality, etc.) and

5) The operating results obtained (profit, cash flow etc.).

The PIMS studies provides insight into the reasons for the link between market share and profitability. The results point to economies of scale and opportunities for vertical integration.

2.2.1.4 THE PRODUCT LIFE CYCLE

This concept is critical to effective product management. As the term suggests, marketers see products, variations of products, and brand as going through a life cycle, that begins with commercialization and ends with removal from the market place. This concept is not restricted to what traditionally is considered a product. Brands also go through a life cycle, and so such product classes as detergents, soft drinks and deodorants.

The product life cycle is defined in terms of two dimensions, sales volume and time. This change points to the basic importance of the product life cycle, for it provide marketers with indication of how they should fashion or adjust the marketing mix to best meet the wants and needs of consumers.

There are five distinct stages in the product life cycle.

1) Introduction or pioneering

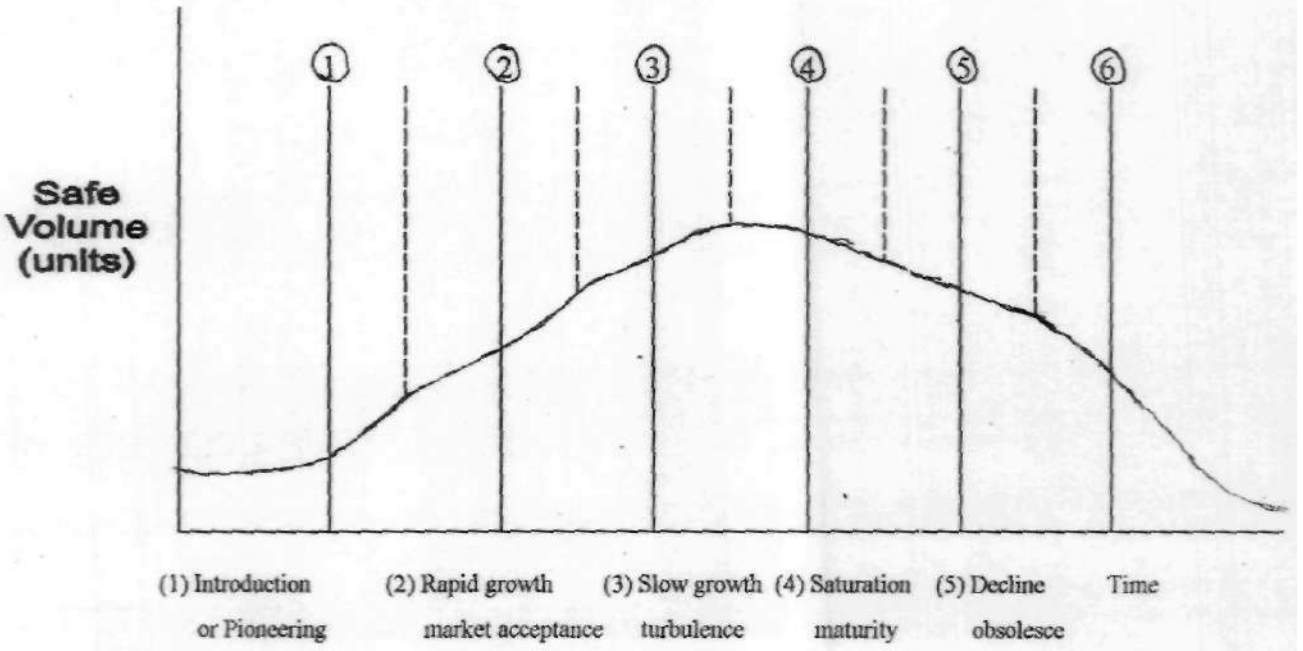
2) Rapid growth or market acceptance

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3) Slow growth or turbulence

4) Saturation, or maturity

5) Decline or obsolesce.



2.2.1.5 INTRODUCTION OR PIONEERING STAGE

The introduction or pioneering stage comes first in the product life cycle. It is marked by a very slow rise in sales. Sales increase but very slowly- mainly because the product has not been accepted by its market.

From a marketing strategy viewpoint, the major objective in this stage is to develop widespread product awareness and induce trial of the product by buyers. Quality control should ensure quality since it is critical to repeat purchase. These are through pricing strategies open to marketers. One is to price the product high to recover cost more quickly and allow for later price

decline. The other is, to price low to gain large buyer acceptance. Price reduction in the form of discount may also be necessary to obtain distribution outlets.

2.2.1.6 RAPID GROWTH

During the growth stage of the product life cycle, sales rise at increasing rate and consumers accept and demand the product. Of course, not all products reach this stage. Many die during their introduction. But if the product is unsuccessful at matching and meeting the needs of consumers, many competitors will soon enter the market with initiative products. As a result, the first major product adjustments tend to be made during this growth stage.

In the rapid growth stage, the strategy objective is to build a strong market and distribution reach. The product line is expanded to appeal to more specialised segments, while at the same time any. Product attributes are eliminated. Advertising is oriented heavily towards the mass media to get maximum exposure for the product. Meanwhile, the marketer must confine to gather information, they must look for a market segment and missed opportunities in the market and they must keep an eye on all competitive activities.

2.2.1.7 SLOW GROWTH:

In this stage, sales continue to climb but now at a decreasing rate, mass market are reached, as just about everyone who wants the product has one. Marketers turn to annual models to secure replacement scales with existing ones. This stage is characterised by a great shake out of the less capable competition.

While marketers attention is focused on establishing a market position during the rapid growth stage, the emphasis on marketing strategy swifts during slow growth. This is where the competitors have been reduced and weak initiative products both producers and dealers to eliminate items that perform poorly and the focus on product improvements is intensified to solidify the products position in the market. Now market intelligence focuses on product improvements on new market opportunities and on revising or refreshing the promotional themes used.

2.2.1.8 SATURATION:

During the saturation stage the product life cycle, sales level off. Trade will dominate the market and everybody seems to have the product. Now sales are very sensitive to change in the economy. They rise and fall according to basic economic forces.

During the saturation stage, there are two main strategies for marketers to consider - the defensive and the offensive. With a defensive strategy, the goal is to hold the products market share against competing products and to keep the product category from being eroded by substitution product. This strategy recognises that the best defence is a good defence. By marketing some modification in the marketing mix, marketers can gain additional sales, rather than loosing ground to competition.

While in defensive strategy however, the focus is on cutting production costs and or eliminating weakness in the product or service.

Of the two situation strategies, the offensive approach focuses on change for the better. Marketing intelligence efforts aim at finding

(1) New markets and untapped market segment and

(2) New ways to stimulate increased use of the products among existing customers. This attempt to break out of a stagnant market is called product re-launching.

As product approach the saturation stage of the life cycle, it is important for marketers to look for new product additions to offset the forthcoming deadline and death of existing product. Without a new product, the old one will die. Perhaps taking the company with it. To avoid this, most companies try to make additions regularly. So that products exist in all stages of the life cycle, with new products constantly replacing old ones. The overall objective is to ensure that the company's total sales for all products in the product mix continue to clink.

2.2.1.9 DECLINE:

As product sales turn downward, profits usually decrease and competition leave the scene. During this declining stage, the strategy for an individual company is the export of product to attain all possible profits before making the final decision to eliminate it. The fact that the product is on

the final stage of its life cycle does not mean that it is unprofitable. On the contrary, the decline stage can be very profitable for those marketers that stay in the field. By this time, many competitors have dropped out of the market and the product itself has been cut back in terms of availability, colour, size, models, and so on. Thus, the product only matches the needs of the core market and the buyers tend to be specialists.

2.2.1.10 MARKETING RESEARCH

Since decision-makers are often far removed from markets with their many dimensions, the marketing intelligence must be provided on a regular basis, marketing research is the major research area that enables the performance of this function. It gathers records and analyses data that furnish information and then intelligence. The techniques used in marketing research range from statistical, mathematical and computer approaches to the projective techniques of psychology; from surveys and experiments to personal observation and assessment of marketing techniques.

But marketing research can only fortify the decision market; it can not provide complete and sure answers to marketing problems. It can supply past data about products, purchases, marketing concentration advertisements need, distribution costs and consumer attitudes and opinions. It cannot eliminate uncertainty, but can narrow its range. Through the information it generates, key issues and alternatives can be defined and guides can be established for evaluating available choices. Success in marketing decisions therefore depends not only on marketing research information and projections but also on the creative ability of the decision-makers.

2.2.1.11 MARKETING INTELLIGENCE

How great is the market potential for a new product or service? Should a company add or delete a product to improve its product time? Should it change the price? Are its distribution channels effective? How may it improve its promotional effort? What are competition strategies and tactics likely to be? There are the types of difficult question that confront marketing executives, and the answers to them are surely in need of good marketing intelligence. Marketing intelligence is the backbone of intelligent decision making and effective executive action, it results from gathering data, analysing and interpreting them and presenting them in operational form. It requires an amalgamation of information concerning both internal and co-ordination of data, people, machines, techniques and procedure.

Marketing intelligence is the basis of effective and logical marketing decisions. Marketing intelligence comprises internal, environmental, position, projected and decision intelligence. They differ in scope, nature and purpose. Marketing intelligence also differ from data. The data base, which includes opinions, attitudes and judgements as well as facts must be analysed and collated to generate information from which marketing intelligence can be gleaned. Marketing intelligence results when data are transformed into realistic policies and decision,

2.3 THE SCOPE OF MARKETING TECHNIQUES

A host of marketing techniques revolve around the four basic elements of the marketing mix, product, price promotion and place.

Marketing techniques is the strategies and tactics used by marketers to achieve a marketing goal.

2.3.1 THE MARKETING STRATEGY

The strategy describes the aims which have been chosen as likely to offer the best possible chance of success in the eight of the information provided in the marketing background. The marketing strategy above all describes what the form proposes to do the market at which it will aim, and the nature of the distribution system, price structure and the products relationship with other items in the manufacturers range will also be defined.

2.3.1 THE MARKETING TACTICS

This are the detailed methods by which the chosen marketing strategy is to be achieved. It includes a detailed description of the actions which will take place. How the desired distribution will be allocated, the copy themes to be used, the packaging (if any), promotional schemes and so on. How the marketing strategy will be realised is the key note.

2.3.3 PRODUCT PLANNING TECHNIQUES

A product is the basic ingredient in the exchange process. The expectation that satisfaction will be realised through exchange is what a product represents thus, a product is the focus bringing buyers and sellers together to make an exchange.

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A product strategy is deciding now to position each product or combination of products against competition. This involves deciding quality price and functions to be added.

Positioning the product; positioning means different things to different people. To some it means the segmentation decision to others it is an image question. To still others it means selecting which product failure to emphasis.

Positioning strategy could be by

- Attribute
- Respect to use
- Respect to product class
- Respect to a competitor.

a) Positioning by attribute: This is the most frequently used positioning strategy. It involve associating a product with an attribute a product feature or customers benefit. A manager should identify those attributes he feels have been ignored by competitors and apply them to position his product.

b) Positioning by price/quality: while many products, categories emphasize services features or performance with the attendant high price, other brands emphasis price and value. However, there is those danger that the quality message will conflict with the basic low price/value position.

c) Positioning with respect to use; here, attempt is made to associate the product with a user or class of users. Cosmetic companies have successfully used well known models or personalities to position their products.

d) Positioning with respect to product class, in this case, positioning decision involves product class associations for example a company can place its products against imports or exports.

e) Positioning with respect to a competitor. This positioning can be aided by comparative advertising, advertising in which a competitor is explicit named and

compared on one or more attributes. It gives a well-defined economy image when factual information ratings are used and the communication task becomes easy.

2.4 PRICING TECHNIQUES

Price is the ingredient of the marketing mix that has enjoyed the most extensive economical analysis. In deciding marketing strategies, however, it cannot be repeated from the other components. The importance of price as a marketing factor varies with kinds of products and market situations. Sometimes, non price factors become more significant than price ingredients. Some pricing techniques are discussed below:

a) Cost - plus pricing technique: Prices are often set mechanically by following formulas or rules. This procedures although easy to follow, does not read to "good pricing". Yet the most common technique of pricing is a mechanistic one - cost plus pricing, the addition of a margin to a cost base.

The cost plus approach determines the cost price by adding a reasonable profit to the cost per unit or average total cost. The price seller simply uses the table of cost taking the appropriate average cost for the desired quantity of output and then adding an amount for profit. In table 2.1 of the firm were to have produced eight units of the product, the average cost would be N16.25 and then the marketer then might add N5.00 for profit bringing the selling price to N21.25. In cases where the level and nature of demand is established and known, where the level of consumption for some product is stable from year to year and not very sensitive to price changes, the cost-plus pricing technique is perfectly suitable.

b) Formula pricing: Many producers result to a simple formula to arrive at their selling price. Formulas are often used because they are, easy to apply and they eliminate judgement on the past of the price setter. Such formulas emphasize either cost component or the elements that make up the cost component such as direct labour or materials or administrative overhead. For instance, in an electronics industry, the pricing formula has been found to be:

Price = material cost + direct labour + 10% direct labour for all other costs.

Table 2 below shows how the product can be used in pricing three different products.

Such formulas are used in the hope that the final price will be sufficient to cover all cost and still leave some profit.

1 Quantity of Output	2 Total fixed cost ₦	3 Total variable cost ₦	4 Total Cost ₦	5 Average fixed cost ₦	6 Average variable cost ₦	7 Average Total Cost ₦	8 Marginal Cost ₦
0	50	0	50	-	-	-	20
1	50	20	70	50.00	20.00	70.00	12
2	50	32	82	25.00	16.00	41.00	8
3	50	40	90	16.67	13.33	30.00	4
4	50	44	94	12.50	11.00	23.50	4
5	50	48	98	10.00	9.60	19.60	6
6	50	54	104	8.33	9.00	17.33	10
7	50	64	114	7.14	9.14	16.28	16
8	50	80	130	6.25	10.00	16.25	28
9	50	108	158	5.56	12.00	17.56	42
10	50	150	200	5.00	15.00	20.00	

Table 2.1

	Products		
Material Cost	1.50	0.50	1.80
Direct Labour Cost	0.30	0.10	1.00
Overhead (100% of direct Labour Cost)	0.30	0.10	1.00
Other cost (150% of direct labour cost)	0.45	0.15	1.50
Selling Price	2.55	0.85	5.30

Table 2.2

c) Cost - plus pricing by intermediaries : The price which final consumers pay is the result of several mark - ups added as the product makes intermediate steps along the way from producers to consumers. If a wholesaler for instance pays, ₦20 for a product from the manufacturer, the wholesaler must charge customers more than that ₦20 in order to make a profit. If the wholesaler adds ₦5 to the price and then sells it to a retailer for ₦25, the mark up is ₦5. This includes the amount to cover all wholesaling costs beyond the manufacturer's price for the product, plus something to ensure profit. Since marketing are usually expressed as a percentage of selling price, in this example, the wholesale's make-up is 20%. The retailer too will change his own markup according to costs incurred and profit desired.

Thus, at each intermediate stop, the price is determined on the basis of some rather simple calculations. first the selling price (sp) of any intermediary is the sum of the cost (c) or the price of the good, plus the mark up (m)

$$sp = c + m$$

or in the case of percentage make -up

$$sp = c + \% sp$$

d) Pricing By Target Return On Investment: Using this popular approach, the price setter seeks to obtain a predetermined "percentage return" on the capital used to produce and distribute the product. This method is similar to the average - cost approach and an example will show how it works.

Assume that a company with the cost shown in table 2.1 has invested N200 in the development of the product and expects a 10% return on that N200 capital invested (10% of N200 = N20). the N20 is simply added to the field cost, then average cost are computed again to arrive at the price charged, which now includes the desired profit (present return).

e). Pricing by marginal costs: Using these techniques for pricing, a firm sells an additional unit of product for the extra cost of producing that unit. For instance, returning to table 2.1 again we see that the marketer would sell unit 7 for ₦10 rather than for ₦16.25 that would recover full cost. In this case, the seller recovers only part of the costs. This technique can be advantageous to a

marketer whose firm is threatened with a plant shut down but want to keep the labour force employed. It also apart from serving to drive competitors away, when consumers acceptance of a new product is sought it serves as a special introductory offer"

2.5 PLACING OR DISTRIBUTION TECHNIQUES

Placing and distribution mean one and the same thing. It is a key element of providing satisfaction in the market place. Distribution involves the physical movement of products to ultimate consumers. The methods of distribution are numerous and distribution activities of marketers critical. Product availability is one requirements of an exchange and it is distribution that provides this time and place utility.

Distribution is not simply a matter of moving products into hands of consumers; it involves a product movement throughout all stages of development from resource procurement, through the manufacturing to final sales. Hence it is a key aspect of adding value to raw materials, of building an appropriate bundle of utility and moving products to market.

Physical distribution has two main objectives, the first is level of service, since it ensures that channel members including consumers - will be satisfied. The second is minimising total distribution cost while maintaining this satisfactory level of service. These two objectives are attained using one basic technique.

The total cost approach to physical distribution real with defining or identifying the satisfactory service unit. This difficult but channel member must understand their customers need. Often this ability comes through experience. But costs on the other hand are more easily known. They can be measured and established according to various guidelines and principles. There are many sources of costs and physical distribution tries to minimise the total cost of all activities in the system. Therefore, the determination to minimise total cost for the entire distribution system is best accomplished through the MIS.

2.5.1 THE MARKETING INFORMATION SYSTEM (MIS)

The MIS is made up of four components, a display unit, the data bank which houses raw data to be analysed. The statistical bank is a collection of procedures used in analysing the data. This may involve simply adding and subtracting numerous or they may be much more complex

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techniques such as multi variate statistical and programming procedures. The model bank has within its mathematical representation of the marketing environment.

Due to the complexity of the distribution system, this is the one most effective method of combining and finding an optimum level of activities to minimise cost and meet its objectives, since the MIS allows marketers in general to test alternative marketing condition within the computer to what would be resultant optimum condition.

2.6 PROMOTION TECHNIQUES

Promotion is communication. Without communication few exchanges would be made. The consumers who make up a market must know that a product exists, otherwise, they cannot recognize how the product can satisfy their needs and wants. Communication provides information. But even then, consumers may hesitate to make an exchange. They need assurance that the product can provide what they need or want. Communication not only informs, it also persuades. this presentation aspects of marketing information overcomes consumers insistence by inducing or creating a favourable psychological bio position toward making an exchange. The primary ways marketers communicate with their market is through the promotional activities of advertising personal selling and sales promotion.

Perhaps because of its instability to consumers and because of its glamour, advertising is probably the best known method of promotion. Advertising is expensive so demands the planning and execution of a well-defined process. Advertisers must evaluate alternative media and strategies using various techniques.

Three models that are conspicuously useful in thinking about optimal advertising strategies and budgets are the incremental matrix, the game theory approach and the pay off matrix.

Incremental matrix: To illustrate the use of the incremental matrix. Consider the advertising decision of how much money to spend on media and what combination to choose. We will assume perfect knowledge about increased profits that result from increased advertising expenditures in specific media.

2.6.1 ADDITIONAL PROFIT FROM MEDIA

Deferring from the above matrix, it would be profitable to put the #50,000 budget into any of the media, TV being the most profitable single medium. However, a combination of media can result in a profit of N750,000 [300,000 + 150,000 +75,000 +75,000) which is greater than the profit from TV alone. It would then be profitable to expends up to.N50,00 on TV, N50,000 on magazine N30,000 on Newspapers and N30,000 on radio for a maximum profitable budget of ₦160,000.

2.6.2 GAME THEORY MATRIX:

Game theory as a mathematical model that has been suggested as a means of optimising advertising expenditures. This theory like the incremental approach is useful in conceptualizing problems.

2.6.3 PAY - OFF MATRIX:

This model can also be used for selecting advertising media for example, the acts may be several advertising campaigns or different media the advertisers could choose from. The events may be degree of impact. Pay - offs can be assigned to the intersection if each act and event and a profitability distribution placed over the events. Then the expected value could be determined.

Various mathematical and computer models and techniques are being employed to solve advertising appropriation problems although still limited in impacts, they are considered to be of considerable influence in the future and that they will develop evolutionarily

Other aspects of promotion also make extensive use of techniques although they will not be discussed here.

2.7 EVALUATION OF MARKETING TECHNIQUES

Techniques take the guesswork out of hunch, they help reduce the risk which is inherent in any commercial decision.

Marketing is not a science. Mostly it is an art, very occasionally marketing makes use of true scientific principles. Even when they are used, they are usually employed under circumstances. So far from the idea that the original purity is lost. Science relies on the principle of falsification., an

activity repeated under the different condition until it would seem that no trial alters the performance. It is impossible to submit the event of every conceivable situation but under the most common circumstances it is usually possible to forecast that the same result will occur. Then, we call it a law. Even then, things sometimes go wrong at times even tragically and we are reminded that the number of variables is so vast, that perhaps nothing has truly scientific sanctity.

In marketing there are few cases where we can get anywhere near scientific purity. They occur mostly in the field of market recovery where the laws of probability and significance can be applied. Then, pure commercial factors force us to move away from the ideal random sample condition to where those laws apply to more continued and affordable samples where, strictly speaking, they do not.

Moreover, the mathematical rules of significance and probability tell us that there is a memorable possibility that the result we have achieved could have happened by chance. And as every one who has over prepared on forecast know fully well, a result that has occurred in the past is fearless, likely to happen again with the same effect in the future.

For these reasons, cost benefit analysis (the prediction and determination of the result that will attend any expenditure) cannot apply in marketing. It is sometimes possible to find reasonable predictive models of certain markets over a limited period of time but it is absolutely impossible to find any kind of universally applicable predictive indicators. Thus it is that the results of advertising campaign or sales effort cannot be accurately forecast in relation to the precise amount of effort involved.

The product life cycle is a case in point. There is clearly a difference between a product life cycle and a brand life cycle (Doyle 1989). It is also pointless for a firm to draw a product life cycle of one of its own products without also drawing a life cycle at least of the product class to which it belongs. But question of how to define the product class (market) to which it belongs in taught with difficulties. Furthermore the linkage between the product life cycle and the diffusion of innovation curve needs to be properly understood. Failure to understand basic points such as these and others has destined product life cycle analysis to be a topic of interest solely to interested academics. In the world of business, it lies largely dormant.

Another known and under utilised or misunderstood tool taught by marketing academics is the directional policy matrix (McDonald 1990) for example, the criteria for the vertical axis (market attractiveness) can only be determined and once determined the criteria cannot be changed during the exercise. Another common mistake is to misunderstand that unless the exercise is carried out twice, of one for T and one for T+3 - the articles cannot move vertically.

If we add to this just some of the further complexities much as to take the square root of the volume to determine circle diameter and so on, we begin to understand why practising managers rarely use the service.

One cannot help wondering whether all the academics have sufficient understanding of the techniques themselves to be able to teach them competently.

The main problem, however, is not just that virtually every tool and technique of marketing is open to various misunderstanding and abuse but that no one method by itself can deliver the kind of benefits demanded by practising managers. Marketing is essentially a political proceeds, involving organisational, interpersonal, cultural and social issues which themselves appear to have no existence as observable entities, since they are contextual and are continuously changing and evolving.

To summarize, not only are most of the tools and techniques themselves inherently complex and could therefore be misunderstood and misused but no one tool on its own is adequate in dealing with the complexity of marketing.

Although the results of computer application and quantitative techniques are not startling they are forcing management to redirect its thinking. They would not provide management with mechanistic methods of increasing marketing effectiveness but they do demand vigorous thinking about marketing objective, resources, constraints, variables and relationships. The most common application of techniques at present occur in the area of data processing rather than problem solving. However, through the development of mathematical models computers are becoming a powerful tool for improving the effectiveness of marketing activities. They are resulting in new approaches to solution. Marketing application of linear programming have been made using electronic computers that will quickly solve problems like determination of an optimum mix and comparison of different combinations thus assisting in planning and conceptualization of problems.

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In conclusion, Ray L. Willsmer in his book "The basic arts of Marketing" has this to say, "Marketing is neither a science or art but or art and science. The art is used always, the science rarely. But, by adding the arts together and using techniques in a carefully ordered sequence, risk can be reduced and business improved."[11]

CHAPTER THREE

3.0 HISTORICAL BACKGROUND OF ROCHE

3.1 HISTORICAL BEGINNING

Roche's history offers a number of textbook examples of the opportunities and threats of the pharmaceutical industry. First Hoffmann, a venturesome young business man, founded the company in the 1890's , a time during drug extraction, synthetic chemistry and pharmacology were opening up new possibilities in the field of pharmaceuticals. At the same time, new forms of marketing consumer medication were being developed. Hoffmann's desperate efforts to recover from the setbacks that followed and overly ambition start were rewarded by the commercial success of his griaicol syrup sirolin. The product had little therapeutic value, but the young businessman's gift of promotion and his foresight in building up a unique worldwide network of affiliates and agents assured its popularity. With this as live basis, he collaborated with distinguished clinicians and pharmacologists in developing a range of outstanding pharmaceutical products that he marketed widely and well. Healthy as the company's finances were at this point, however, operating in two fields at once - consumer products and prescriptive pharmaceuticals - quickly proved to be dangerously extravagant. It was also jeopardizing the company's reputation among physicians and pharmacist.

Accordingly, the company decided to abandon its expensive consumer advertising and let this area of the business decline through benign neglect. Besides plant and glandular extracts, it concentrated on specialties and research. No sooner had it set out on this new course, than the first world war cut Basel off from its principal factory in neighboring Germany making it extremely difficult to obtain supplies of raw materials. Furthermore, its sales network in Russia, one of its most important markets was destroyed and those in many other countries adversely affected. The frantic search for solutions and alternative products and the absence of Bavell and Meerwein, the two most important managers not only exhausted the company's capital but took a heavy toll on Fritz hoffmann.

In 1919-20, when the firm became a joint stock company and Fritz Hoffmann died, the enterprise's fortunes were at their lowest. Thanks to the determination of some of Hoffmann's

family., the support of the Basler Handles bank and above all the superhuman efforts of Barell, who was the new managing director, was prepared to use every means at his disposal, the firm recovered astonishingly quickly despite the post-war economic slump: In 1922, after cutting staff from 1500 to 1000, Roche had a sales volume of 20 million Swiss Francs, about one third less than in 1920. After that things improved. Roche was virtually a new firm, practicing the values of extreme thrift and discipline, with an outstanding staff veteran and new employees of various nationalities, a recognised headquarters and a revitalized network of affiliates. The American subsidiary, managed by the star salesman. Elmer H. Bobst, grew especially quickly compared with the other Basel Chemical companies at the time, Roche was remarkable internationally, both in terms of market and employee. Three things characterised Barell's efforts to hold the company together: He took all decision himself, and oversaw everything personally, both at headquarters and on his constant travels to affiliates around the globe. Secondly, he forged a land of confederacy of executive officers and affiliate heads by making them shareholders in the company. Finally, by relying on self financing, holding down capitalization and maintaining a stance of strictest secrecy, he shielded Roche from its immediate and more distant environment. Although very successful at first, by the time of the Second World War, this system was already proving too much for Barell, and resulted in paralysing conflicts after the war. It finally broke down completely in the 1970's. Turnover which had doubled during the war years, grew slowly in the immediate post-war period. The Korean War, however, marked the beginning of a twenty-year global boom. Roche's new drugs, such as Gantiusin and Rimifon, were very well received, and sales of vitamins rose steadily. Not even the stalemate between the elderly Barell, who wanted to retain complete control until his death, and executive management, which was gradually becoming more independent, could jeopardize the up-roaring. Caflirch, Barell's successor, was thus able to allow executive management greater freedom and restrict his role to supervisory function. Group turnover surged from 200 million Swiss Francs in 1945- to over 800 million in 1960, the member of employees from 4,000 to 12,000. Even at the executive level there was same support for the new that, so long as enough was spent on research and the company carefully tended its reserves, a successful product would turn up every few years.

The sudden, utterly unexpected success of the benzodiazepine tranquilizers in 1960, the subsequent valium boom and the gradual transfer of authority from Caflisch to Jann between 1957 and 1965 gave the expansionary forces at Roche their head. Roche, in keeping with the times and

practice of many other firms, especially large chemical corporations, instituted a policy of diversification and take-over. What had begun with the acquisition of firms such as sauter, Givaudan and Roure 1958 to 1968. Forays into consumer medication, fragrances and flavours were followed by a buying spree in electronic medical instruments, diagnostics, plant protection, health publishing and other areas. At the same time, pharmaceutical research began their work in molecular biology and immunology. It was hoped that this spread would produce adequate successes in time to compensate for the project drop in revenues from benzodiazepines. In this boom period, nothing, seemed impossible. Turnover rose from 830 million Swiss Francs in 1960 to 4 billion in 1970, and staff from 12,000 to 30,000. Roche was the largest pharmaceutical company in the world. Roches corporate organisation had long been inadequate for these new and growing dimension. The odd change apart, organisational, accounting practices, internal co-ordination procedures, staff training, manager selection and public relations were still largely cast in Barell's pre war mould. However cash flows concealed the deficiencies of an increasing self satisfied and unwieldy company. The economic recession of the 1970's and lower revenues quickly revealed the disadvantage of purely horizontal expansion. Profits in core activities shrank, research had nothing new in the pipeline, and most of the new interests made losses. At about the same time, Roche's traditional dislike of publicity and a new over confidence in its abilities brought it into conflict with a general public demanding information about drug prices, environmental protection and industrial accidents in the pharmaceutical industry. Tentative efforts to tackle the problems were for the most part ineffective. The ambitious project of transforming Roche into a huge conglomerate had come unstuck halfway, leaving the corporation in a vulnerable position.

The situation did not change until 1978, when Frizt Gerber, a man versed in management and risks of multinational corporation, succeed Jana as chairman and began wearing the company from its old ways in deliberate, carefully dosed steps. For a start, a new, cost consciousness was introduced, and the company's accounting system was modified to make suitable management tool. Simultaneously, Gerber personally took charge of repairing Roche's public made after the set backs of the 70's by providing immediate and objective information and showing accommodation. This was the beginning of an entirely new approach to public relations, Roche's operation were gradually reduced to a group of related business pharmaceuticals, vitamins, Diagnostic and fragrances and flavours. With time the focus of pharmaceutical research was also limited to a few promising therapeutic areas and products, and the development process was speeded-up. Roche also

embraced bio technology. Strategic alliances and careful acquisition raised capacity utilization in its marketing network. After a slow start, the acquisition of Nicholas put Roche among the larger players in OTC business. Divisionalizaton progressively increased the independence of the group's businesses, and all activities, from research to marketing, were realigned as an ever greater emphasis was put on individual responsibility, team work and exploiting synergies between the various parts of the group. Above all the importance of customer orientation was stressed. This policy was supported by increasingly systematic staff training, regular management changes at all levels and the use of a group wide rotation system in selecting management appointees. Each step was taken only after careful consideration and only when the company's financial and human resources permitted. The ultimate goal was a modern globally cohesive corporate organisation meeting international standards and run by properly selected and trained managers. At first, progress seemed almost painfully slow but after 1985 new steps followed in increasingly rapid secession. In the years from 1978 to 1985, sales rose from 4.8 almost 9 billion Swiss Francs- and the number of employees went from 42,000 to 45,000. By 1992, sales had reached 12.95 billion Swiss Francs and group employment was 56,000. During the same interval, profit an sales rose from 3% to 5.1% and then to 14.8%up till date Roche has only been moving in a forward direction. a company started by one man has grown in size internationally with 123 operating subsidiaries and associated companies in 57 countries around the world, Nigeria being one of the countries.

The creation of Holding Ltd, the restructuring of the group's equity capital, the issue of non-roting equality securities, changes in group accounting and representing non-roting equity capital, the issue of non-roting equity securities, changes in group accounting representing non voting equity securities, marked the final transition of the once small family business to a modern corporate structure befitting the scale of Roche's operations. It meets international standards, but with the founder's family as its backbone. Roche has been more or less recreated.

Through the efforts of Dr. Walter Warner, officer in charge of Roche Nigeria Affairs and Chief (Dr) Chris O. Ogunbanjo in 1976 a local subsidiary of Roche was established in Nigeria.

A land lease of 99 years was given, and on that land, 5, Dopemu Road, Agege, Lagos stands Roche Nigeria Limited.

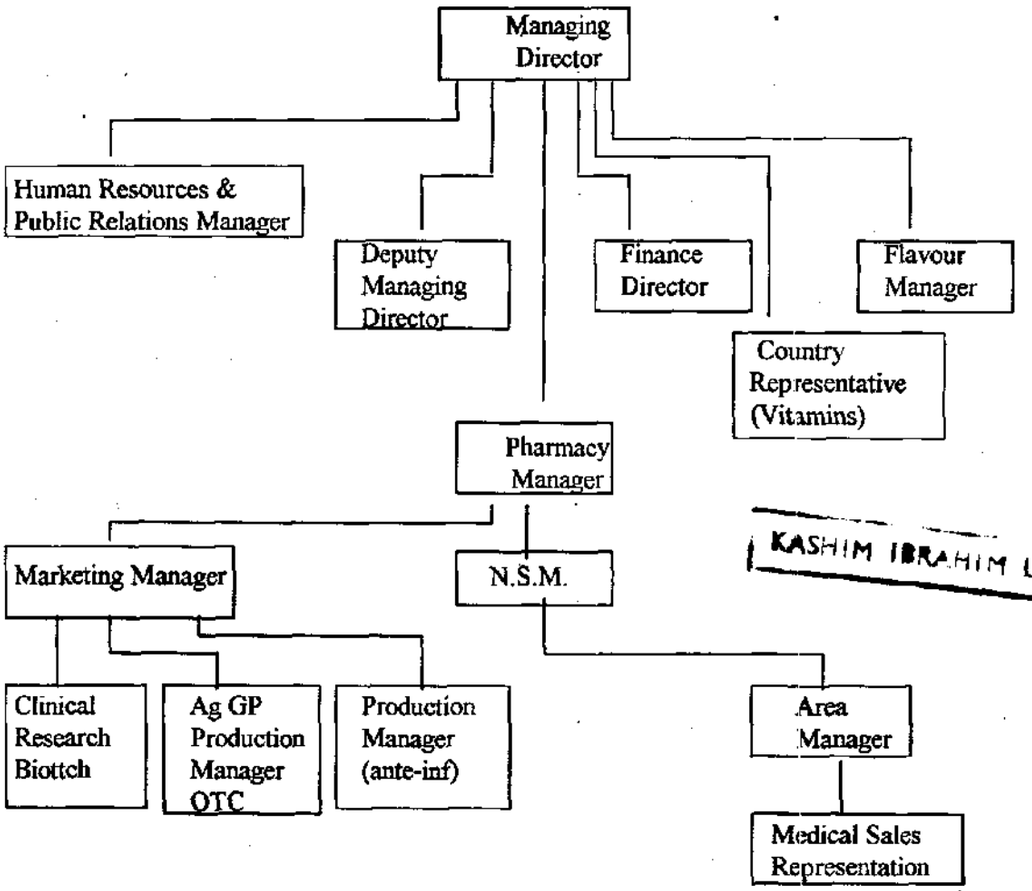
Roche Nigeria limited has developed phenomenally in the past 23 years, and this is manifested both in numerous and well accepted products including therapeutic market leaders like

fansidar, lexotan, supradyn and Ronferon - A that are now in the company's product portfolio, and the establishment of area offices in Kano, Aba and Lagos to cater for the needs of the Northern, Eastern and Western parts of the country respectively.

3.2 ORGANISATIONAL STRUCTURE

The company undertakes production and marketing of pharmaceutical products such as diagnostics, cosmetics, Agro-chemical, fragrances and flavours and medicines.

The organisational structure is diversified and conforms to the particular products that are demanded most in the country. We will restrict ourselves to Nigeria which is one case study. In Nigeria, the most patronised aspect of Roche's product are the pharmaceuticals mention in preceding heading. There is the managing Director at the top, the personnel, marketing, financial, pharmaceutical directors, then the lower rung of the organisation ladder of heirachy are the subordinate managers, supervisors and other employees.



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Appendix II ORGANISATIONAL STRUCTURE OF ROCHE

3.3 FUNCTIONAL OPERATIONS OF ROCHE

The company has three division namely; the pharmaceuticals, vitamins and fine chemicals and the flavours divisions. The pharmaceutical division has its origin in the triangular chain of importation, distribution, and sales, which has formed the core business right from inception in 1976. The division now consist of the three units, sales marketing and clinical research.

The second division is the vitamins and fine chemicals. When Roche Nigeria limited started operations, one significant aspect of its operation was the sales and marketing of bulk vitamins, field vitamins premixes and veterinary products.

Encouraged by the parent company, and its leadership position in the field of vitamins, there was no doubt that Africa's most populous nation, Nigeria (with abundant national resources) presented an attractive market for the vitamins and fine chemicals, division of Roche Nigeria limited as it is beneficial to feed mills and major farms. Poultry, piggery got excellent animal nutrition and health products.

Flavours division is the youngest division in the company established in 1993. There are about 45 brands of flavours, marketed by the company and these have a ready market in food processing, drinks manufacturing and pharmaceuticals manufacturing companies in the country.

DEPARTMENTS

The company have the following departments finance, Human resources/public Relations, Pharmatechnical (which consisted of production, control quality assurance and demand/supply, these three departments exist separately), new project, engineering and security.

3.4 MARKETING DEPARTMENT (EMPHASIS)

Many pharmaceutical companies work hard to produce good drugs, but they go bankrupt. Analysis after the fact indicates that they focused on technology and production, rather than on marketing the drug they produced. This obvious fact was however taken appropriate care of by Roche pharmaceuticals Nigeria Ltd.

Roche curry out marketing effort through organizing seminars, and distributing free sample drugs, pens, folders, stickers, jotters this is usually to translate into repurchase.

The complex process of getting a product from the producer to consumer, beginning with the creation of a product to meet a demand and ending with a buyer becoming convinced that the product is what he or she needs. Seen from this point of view, Roche is confronted with all conceivable market condition and consequently makes use of most marketing techniques. This is due to the range of products involved and the diversity of the customers groups served.

Vitamins and fine chemicals are high-grade bulk product that are used by industrial customers as raw materials. Both suppliers and purchasers are experts from the food, animal feed or pharmaceutical industries. Flavours unit serves similar customer groups, specialists are also involved in the buying and use of perfume compositions.

Purchasers of products made by other Roche divisions are also specialists, but in a completely different way: doctors and health care organisations need diagnostic products, as do the technicians who actually carry out the test in the clinical laboratory. Prescription drugs, the most important class of pharmaceutical products at Roche, are a special case. The actual consumer - the patient-does not choose the product, nor does he usually pay for it, he just takes it. Only in the case of non-prescription, or over the counter (OTC), does the consumer make the decision to purchase a particular product.

Conventional marketing techniques and promotion through mass media are used in an effort to influence consumers' purchasing behaviour. It is apparent that under such circumstances a wide variety of marketing techniques must be employed.

3.5 FUTURE PROSPECTS OF THE COMPANY

Hardly any Pharmaceutical company has demonstrated as effectively as Roche that focus flexibility in seizing opportunities not only to go hand in hand, but also very profitable. In future, Roche will focus on the development of new liquid crystal technologies and as much as possible to stay trim not embarking on horizontal diversification of generic or vertical diversification on the sales channels. a global focused company offering innovative and cost-effective products in the health care sector is a summary of the future prospects of the company which invariably apply to the Nigerian branch also.

At the 20th Anniversary of Roche held in Lagos in 1966 the chairman Chris O. Ogunbanjo and the Friends of Roche Nigeria Limited expresses the hope that the company has all it takes.

Technologically, financially and otherwise to consolidate its achievement and continue its leading position in the industry in the next millennium.

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CHAPTER FOUR

4.0 RESEARCH METHODOLOGY

4.1 INTRODUCTION

The procedural section of any research work is perhaps the heart of the research report. It is the background against which the reader evaluates the findings and the conclusions. However, explicit step by step procedures should be given so that any fellow researcher can use the work in another situation. Placing each detail in step-by-step form only makes it simpler for the reader to see the study as a whole, but also help clarify the procedure for the researcher.

4.2 RESEARCH METHODS

All factual knowledge is ascertained by a researcher maybe classified in terms of three areas of time.

i. The past: What has been? Historical research method try to answer this question.

ii. The present: What is now occurring? Normative survey research method, experimental research method is used to answer this question.

iii. The future: What probably will be prognostic or predicative research method.

A researcher must decide in what area of time his problem is mainly centered, on the basis of that decision he selects basic research method the distinctive criteria of which we must carefully observe in the investigation of his problem.

There are two main methods. The exploratory and the applied methods. The exploratory method which is concerned with identifying the real nature of the problem and perhaps formulating relevant hypothesis for testing. Exploratory method is often used in a field where nobody has ever explored.

The applied method of research is applicable when the research is trying to apply theory or theories propounded by others to solve a problem in a particular situation. Descriptive methods is used in analysing the data, while in making recommendation, prescriptive method was used.

4.3 JUSTIFICATION OF APPROACHES USED

Descriptive research is basic for all types of research in assessing the situation as a prerequisite to inferences and generalisations.

Descriptive research given a picture of a situation or population. Any consideration of phenomena generally begins with a full understanding (descriptive) of the phenomena.

The researcher finds it imperative to resort partly to the descriptive research methodology in evaluating the problem at hand. This is based on the assertion by Osuala E.C. 1987 P.146 "that descriptive research is basic for all types of research assessing the situation as a prerequisite to inferences and generalisation".

However, Osuala maintains that descriptive research is not in itself sufficiently comprehensive to provide answers. descriptive establish cause and effective relationships.

Since, the research topic involves techniques, the research is essentially descriptive in nature because definite answers are needed to the question raised by the research. The research method then used is set to look into the extent which the application of marketing techniques contribute towards the success or failure of an organisation. Therefore, the objective of this project work is to gain insight into the idea and effect of the problems being researched.

4.4 SOURCES OF DATA COLLECTION

Sources of data collection are classified according to the origin of the data. Data emanating directly from the organisation is referred to as primary data. While data gotten from other agencies outside the organisation is referred to as secondary.

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4.4.1 PRIMARY DATA

Primary data according to Osuala 1987: p.188 deals with the "collection affects and figures relating to the population in the census Stanton 1987: p.72 points out that primary data are original data gathered specifically for the project at hand.

Osaula 1987: p 118 observes that the main advantage of obtaining such data is that the exact information wanted is obtained[4]"

In this research the primary data are obtained from Roche pharmaceuticals Nigeria Ltd and its customers.

4.4.2 SECONDARY DATA

Secondary, data includes information gathered by other agencies for their own purposes, but which is of importance to the researcher. It helps in constructing of the theoretical work of the research.

Secondary data according to Gupta, p.44 "refers to the statistical material which is not originated by the investigator but which is obtained from someone else's words this source provided information mainly from textbooks, journal etc. Most of the data collected through this source were used for the literature review and general introduction.

4.5 INSTRUMENTS OF DATA COLLECTION

The tool adopted for collection of primary data in this research are:

i. The questionnaire.

ii The personal interview

4.5.1 THE QUESTIONNAIRE

Questionnaire is a formed list of questions designed together responses from consumers on a given topic. A questionnaire can be seen as a means of communication between interviewer and interviewee. They are of gathering specific data about some identified problem with a view to appreating the problem in a better way after data have be collected and analysed.

Questionnaires were administered to staff and customers of Roche Pharmaceuticals Nigeria Ltd.

In this research two sets of questionnaires schedules were used and were administered by the researcher, Questionnaires X deals with the opinions of staff of Roche Nigeria Ltd, while questionnaire Y with customers of the business concern.

The questionnaire were designed to evaluate the impact of marketing techniques in pharmaceutical business.

The question were mostly close ended question where respondents were confined to specific answer of `Yes' or `No' and an open ended question where respondent could express opinions freely.

A total of one hundred questionnaires were administered. Fifty to Roche Nigeria Ltd staff, while the other fifty to the customers of Roche Nigeria Ltd.

4.5.2 PERSONAL INTERVIEW

Personal interview is used in this research with the aim of finding solution to the research problem stated in chapter one. They are more flexible than their types because interviewers can alter the questions to fit the situation as they see it. They probe deeply if an answer is not satisfactory, Stanton 1987: 72.

This method entrains the researcher asking the respondent question in a face to face manner and the respondent giving answer. This was adopted so that the researcher could get confirmation of answers supplied in the questionnaire.

4.6 RESEARCH POPULATION AND SAMPLE SIZE

The research population comprises the top management of the company which include the general manager, production manager, marketing/sales manager as well as members of staff. It includes also pharmacy shops and consumers.

4.6.1 SAMPLING PROCEDURES

The sampling procedure is the way by which the representative units of the population are selected. In this study, random sampling technique is employed. This is a method of sample

selection in which each possible sample combination has an equal probability of occurrence and each item in the population has equal chance of being selected in the sample.

In view of this, the researcher visited places like ABUTH, Pharmacy stores in Kaduna, Zaria and Malumfashi. Chemist shops in Kaduna metropolis, Zaria Township and Kano city, to select the sample as true representative of the entire population that could supply the real information.

4.7 METHODS OF ANALYSING DATA

For any research to be useful, it must be analysed and interpreted in the light of the condition under which it was done. In addition, consistency of results should be considered in arriving at conclusion regarding the applicability of the interpretation of various research work.

The analysis of the raw data of any research is the mean by which the research problem is answered and stated hypothesis tested. These term are defined in different ways by many authors. According to Osuala 1987 p. 128 analysis is defined as the ordering and breaking down of data into constituent parts. It consists of the statistical calculation performed with the raw data to provide answers to the questions initiating the research.

The interpretation of the other hand he said, takes the result of the analysis, makes inferences pertinent to the research relations studied and draws conclusion about the relations. However, statistical procedures are the major techniques of analysis and interpretation of research data, choosing a particular techniques for analysing data collected would depends on the nature of the problem which the researcher intend to solve.

For this particular research work, the researcher would use simple percentage method to analyse data collected through the study of the questionnaire administered for collecting data. This method is simple and easy to understand and appropriate in analysing the data and drawing conclusion in a more accurate and presentable manner.

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CHAPTER FIVE

5.0 DATA PRESENTATION AND ANALYSIS

5.1 INTRODUCTION

The presentation and analysis of data of an investigation are the means by which the research problems is answered and the stated hypothesis are tested.

Thus, the purpose of this chapter is to present, analyse and process the data obtained from the sampled population through responses contained in the questionnaires and as obtained through personal interviews during the period of 1994 - 1998 only.

As mentioned in chapter 4, a total of one hundred (100 questionnaires were administered, to Roche Pharmaceuticals Nigeria Ltd staff out of which thirty-five (35) were completed and returned, while fifty (50) were administered to customers of the company with forty (40) completed and returned.

5.2 DATA PRESENTATION AND ANALYSIS

Table 5.1

	Staff	Percentage	Customers	Percentage
Total copies administered	50	100	50	100
Total copies returned	35	70	40	80
Total copies unreturned	15	30	10	20

From the table, it shows that among the fifty (50) questionnaires distributed to the staff, 35 (70%) responses was received, while for customers, fifty (50) questionnaire were distributed out of which 40 (80%) was received.

Copies of questionnaires are contained in the appendix

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5.2.1 RATING OF MARKETING TECHNIQUES

Table 5.2

Marketing techniques his very essential in your industry do you agree?

Department of Respondent	Yes	No	Yes	No
Marketing	20	0	57.1%	0
Production	15	0	42.95%	0
Total	35		100	

Table 5.2 shows that 35 (100%) of the staff that filled the questionnaire believed that marketing techniques is very essential in the industry.

5.2.2 CHANGES IN PRODUCTION LEVEL

Table 5.3

Can you say your production level has increased through the use of marketing techniques?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	18	2	51.4%	5.7%
Production	12	3	34.3%	8.6%
Total	30	5	85.7%	14.3%

Table 5.3 show that 30 respondents representing 85.7% said that product level has increased through the use of marketing techniques, while 5 (14.3%) said other wise.

5.2.3 IMPACT OF MARKETING TECHNIQUES

Table 5.4

Do you think that marketing techniques has improved the level of marketing performance of your company?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	18	2	51.4%	5.7%
Production	13	2	37.2%	5.7%
Total	31	4	88.6%	11.4%

Table 5.4 shows that 31 (88.6%) accept that marketing techniques has improved the level of marketing performance of the company, while 4(11.4%) said other wise.

5.2.4 DISTRIBUTION WITH CUSTOMER RESPONSES

Table 5.5

Are you satisfied with customer responses to your product?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	16	4	45.7%	11.4%
Production	13	2	37.2%	5.7%
Total	29	6	82.9%	17.1%

Table 5.5 reveals that 29(82.9%) responded that they are satisfied with customers response to their products while (917.1%) said otherwise.

5.2.5 COMBATING COMPETITION

Table 5.6

Can you say your company have been able to combat competition using marketing techniques?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	17	3	48.6%	8.6%
Production	11	4	31.4%	11.4%
Total	28	7	80.0%	20.0%

Table 5.6 shows 28 (80.0%) respondents said that marketing techniques in the company has helped in attracting consumers and thus enhancing the growth of the company, and 7 (20.0%0 respondents said otherwise.

5.2.6 COMPANY'S PROSPECT

Table 5.7

Using Marketing techniques, do you see the future prospects of your company as being bright?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	12	8	34.3%	22.9%
Production	8	7	22.9%	22.0%
Total	20	15	57.1%	42.9%

From the table 5.7 above, 20 (57.1%) said using marketing techniques, the future prospects of their industry will be bright and promising, while 15 (42.9%) said otherwise.

5.2.7 MARKETING TECHNIQUES AND SUCCESS

Table 5.8

Do you think marketing techniques is the key success in your industry?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	17	3	48.6%	8.5%
Production	12	3	34.3%	8.6%
Total	29	6	82.9%	17.1%

Table 5.8 shows that 29 (82.9%) respondent declared that marketing techniques is the key for success in their company while 6 (17.1%) said otherwise.

5.2.8 GOAL ATTAINMENT

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Table 5.9

Can you say your attainment of goals and objectives was influenced by the application of marketing techniques?

Department of Respondents	Responses		Percentages	
	Yes	No	Yes	No
Marketing	17	3	48.6%	8.6%
Production	13	2	37.1%	5.7%
Total	30	5	85.7%	14.3%

Table 5.9 reveals that 30 (85.7%) respondents said the application of marketing techniques influences the company in attainment of their goals and objectives, 5 (14.3%) said otherwise.

5.3 RESPONSES TO CUSTOMER'S QUESTIONNAIRE.

This section present data generated from customers.

5.3.1 KNOWLEDGE OF ROCHE NIGERIA LIMITED

Table 5.10

Have you heard about Roche Nigeria Ltd Products?

Option	Responses	Percentage
Yes	40	100
No	-	-
Total	40	100

Table 5.10 shows that all the 40 (100%) respondents accept that they know about the products (makers of fansidar)

5.3.2 SOURCES OF KNOLWDGE OF ROCHE

Table 5.11

If yes, how did you get to know about it ?

Optiom	Responses	Percentage
Friends or Family	22	55.0
Chemist Display	13	32.5
Radio and T.V	-	-
Physician	5	12.5
Other specify	-	-
Total	40	100

From Table 5.11, 22 (55.0%) said they got to know of Roche Pharmaceutical products through friends and relations, 13 (32.5%) through chemist display, 5 (12.5%) through physicians recommendations, while none of the respondents chose the their options.

5.3.3 USE OF ROCHE PRODUCTS

Table 5.12

Have you ever used their products before?

Option	Responses	Percentage
Yes	40	100
No	-	-
Total	40	100

From table 5.12, 40 (100%) of the respondents accept that they have used Roche's product before.

5.3.4 EVALUATION OF ROCHE PRODUCTS

Table 5.13

Having used the product, how do you relate its efficacy in comparison to other brands?

Optiom	Responses	Percentage
Excellent	5	12.5
Good	20	50.0
Better	3	7.5
Fair	6	15.0
No Difference	6	15.0
Total	40	100

Table 5.13 shows weak 5 (12.5%) said the taste in comparison to other brands is excellent, 20 (50%) said it is good, 3 (7.5%) said it is better, 6 (15.0%) said it is fair while 6 (15.0%) said there is no difference.

Table 5.14

5.3.5 HOW ROCHE PRODUCT COMPARE WITH OTHERS

How do you compare the brand to others in terms of price?

Optopm	Responses	Percentage
Excellent	5	12.5
Good	20	50.0
Better	3	7.5
Fair	6	15.0
No difference	6	15.0
Total	40	100

Table 5.14 indicates that 3 (7.5%) of respondents said their product is better compared to others in terms of price. 6 (15.0%) said it is fair, while 6 (15.0%0 said the price has no difference as compared to other competitors.

5.3.6 ROCHE PRODUCTS AND CUSTOMERS DESIRE

Table 5.15

Do you see their products as serving your desired needs?

Option	Responses	Percentage
Yes	35	87.5
No	5	12.5
Total	40	100

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Table 5.15 show that 35 (87.5%) respondents said their products serves their desired needs, while 5 (12.5%) respondents said the products did not meet their needs.

5.3.7 IMPROVEMENT IN COMPANY'S PRODUCT

Table 5.16

Has the company's product improved compared to last year?

Option	Responses	Percentage
Yes	30	75.0
No	10	25.0
I don't know	-	-
Total	40	100

From the above table, 30 (75.0%) respondent said the company products has improved, 10 (25.0%) said no, while none said they don't care.

5.4 SUMMARY OF FINDINGS

The finding in the Evaluation of Marketing techniques used by Phrmaceutical Organisations in Nigeria, citing Roche Pharmaceutical Nigeria Ltd, as a case study reveals the following:

i. Marketing techniques is very essential in the industry. It has increased the level of production and performance Marketing techniques has also increased customer satisfaction thereby enhancing the growth of the company.

ii. The future prospects of the company is bright and promising. Marketing techniques is the success of any company, for it influences the company in attaining its set goals and objectives.

iii. The products of the company is a household name, for it has been tested (product) and tested which results in the passing of information from one user to another. When compared to other brands, it stands a better chance and price of its (Roche's) product is afordable.

iv. The products are produced to satisfy the immediate needs of its users, and over the years it has improved tremendiously.

CHAPTER SIX

6.0 SUMMARY, CONCLUSION, RECOMMENDATIONS

6.1 SUMMARY

Marketing: The complex process of getting a product from the producer to the consumer, beginning with the creation of a product to meet a demand and ending with a buyer becoming convinced that the product is what he or she needs. Seeing from this point of new, Roche is confronted with all conceivable market condition and consequently makes use of most marketing techniques, this is due to the customer group served. Both purchasers and supplies are experts groups are served by flavours. Unit specialists are involved in the buying and use of perfume compositions. Purchases of products made by other Roche decision are also specialist, but in a completely different way; doctors and health care organisations need diagnostic products, as do the technicians who actually carry out the tests in the clinical laboratory. Prescription drugs, the most important class of pharmaceutical products at Roche, all a special case. The actual consumer, the patient - does not choose the product, nor does he just take it. The doctor is not the consumer, he does not pay for the drug but merely chooses it. Health firm's or insurers are not consumers either, they make general choices by including or refusing to include products in their reimbursement list, but they do not choose treatments in individual cases. However, they pay for the drug in most cases and are thus refereed to appropriately as third-party buyers in the health care system. Only in the case of non-prescription or over the counter (OTC) medicines, does the consumers make the decision to purchase a particular product. Conventional marketing techniques and promotion through the mass media are used in and after to influence consumer's purchasing behavior. It is apparent that under such circumstances a wide variety of marketing techniques must be employed.

From the above, we now know that the company principally engaged in manufacture, marketing and distribution of pharmaceutical, bulk vitamins, fine chemical products and premises for live stock feed industries.

Summary of findings show that in the 23 years of operational excellence, the pharmaceutical division has been the pillar of the company's business.

It also has been discovered that sales activities at the beginning were regional as only the Lagos head office and eastern area offices were functioning. Turnover in the first year was less than N2 million, but by 1978 a promising growth picture could be seen, as sales were close to N4 million, with two new products and lexotan. By 1983, sales jumped to an all high N11.8 million with the head count jumping from 21 in 1978 to 39 in 1983. Product line also increased from 36 in 1979 to 40 in 1983.

The commencement of operation by the pharmaceutical manufacturing plant gave the required impetus and growth rate has increased consistently since with locally manufactured goods bagging up to 80% if total turnover.

Sales as well as profit have grown tremendously in the past 20 years and the expansion of the company to encompass some of its international specialties has been steadily going on.

6.2 CONCLUSION

1 Practicing managers must avail themselves of better education in the understanding of the application of marketing techniques to real-world problems.

2. There are enough marketing techniques available already without the need to seek out newer and even more sophisticated approaches.

3. The human mind is largely incapable of understanding and managing the complexities of the relationships between the many techniques of marketing.

4. In view of point 3 above, expert systems will need to be developed so that these complexities are managed by the computer in way which is helpful to practicing managers in solving their complex problems.

The underlying implication is that if the marketing champion is the doctor' whose job is to bring the company back to health, then he would need to know not just about the `medicine.

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6.3 RECOMMENDATION

Roche Pharmaceutical Company has done well and from the analysis, not surprisingly so. This has been due o numerous factors, some will be discussed below.

1. There has been a clear understanding of the conditions under which appropriate adoption of global marketing techniques as well as those particular to the Nigerian situation art to be made. This has encouraged flexibility in its operation and has helped the company to maintain both global co-ordination and a degree of national responsiveness.

2. Demand for new products triggered by people's specific treatment and prophy laxis needs has been met effectively by Roche who offer the best in terms of safety and quality at reasonable prices. By doing this and achieving advances if medical, social and economic significance, it has made substantial long term contribution to improving quality of life. The name Roche has proved to be a guarantee of consistently high safety and quality.

3. Roche Pharmaceuticals has adopted effective formal and informal organisational structures and decision making process. It has installed the state of the art technology to help its workers and management in solving many complex problems in manufacturing and marketing. It has recognised the importance of the human resource factor.

In conclusion, the recommendation often is for company to maintain its present standard at the same time prepare itself adequately to deal with future changes and conditions as they emerge in the next millennium.

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APPENDICES

Letter Of Introduction

Department of Business Administration,
Ahmadu Bello University,
P.M.B. 1013,
Kango Campus,
Zaria
June, 1999

Dear Respondent

LETTER OF INTRODUCTION

I am a post graduate student at the Ahamadu Bello University, Zaria. This questionnaire is part of a research study designed to obtain information from you on the topic "Evaluation of marketing techniques in pharmaceutical orgainsation : A case study of Roche Nigeria Plc", considering a study of Roche Pharmaceutical Nigeria Plc, the research will be used as a part of the requirements for the award of masters in Business Administration.

It is in regard of this, that I am seeking your co-operation to give honest answers to the questions. Please note that this study is strictly for academic purpose. It will be greatly appreciated if you could respond as accurately as possible. Any information will be treated confidentially and used for the purpose of this research only.

Thanking you in advance for your anticipated co-operation in this regard.

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Yours faithfully,

Yunusa, Mohammed NASIR
MBA Student
ABU ZARIA.

COMPANY STAFF QUESTIONNAIRE X

Please tick the space ( ) provided and fill in the required information (where appropriate for these questions)

Please indicate your sex ( ) female ( ) male.

1. Your department .....

2. Marketing techniques is very essential in your industry, Do you agree? Yes ( ) No ( )

3. Can you say marketing techniques suit your organisation in marketing its products?

   Yes ( ) No ( )

4. Can you say your production level has increased through marketing of your product?

   Yes ( ) No ( )

5. Can you say your production level has increased through the use of marketing techniques? Yes ( ) No ( )

6. Do you think that marketing techniques has improved the level of marketing performance of your company? Yes ( ) No ( )

7. Are you satisfied with your customers' response to your product? Yes ( ) No ( )

8. Can you say your company has been able to combat competition using marketing techniques? Yes ( ) No ( )

9. Employing marketing techniques, do you see the future prospects of your company as being bright? Yes ( ) No ( )

10. Do you think marketing techniques is a key to success in your company?

    Yes ( ) No ( )

11. Can you say your company performed well using marketing techniques? Yes ( ) No ( )

12. Can you say attainment of goals and objectives was influenced by marketing techniques in marketing your products? Yes ( ) No ( )

13. Can you please list some of your marketing techniques?

_____

_____

_____

_____

CUSTOMERS QUESTIONNAIRE Y

INSTRUCTION: Please tick in the space ( ) provided and fill in the required information (where appropriate for these question)

Please indicate your sex Female ( ) Male ( )

1. Have you heard of Roche pharmaceuticals Nigeria PLC's products ? Yes ( ) No ( )

2. If yes, how did you get to know about it

   a) friends; relations ( )

   b) chemist display ( )

   c) physician recondition ( )

   d) TV and Radio ( )

   e) others specify ( )

3. Have you ever used their products before? Yes ( ) No ( )

4. If no, give reasons ----------Having used the products, how do you relate its performance in comparison to other brands?

5. How do you compare the brand to other in terms of price?

   a) same ( )

   b) better ( )

   c) worse ( )

   d) fair ( )

   e) indifferent ( )

6. Do you see their products as serving your desired needs? Yes ( ) No ( )

7. How often do you use the products?

a) always ( )

b) sometimes ( )

c) occasionally ( )

d) others specify ( )

8. Is the product always available in your area? Yes ( ) No ( )

9. Is the company's product improved compare to past years? Yes ( ) No ( )

10. Do you think the company's packaging of product has been able to make the products more attractive? Yes ( ) No ( )

11. In your opinion, what suggestions would you offer the company regarding the product?

Ahmadu Bello University

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Milestones of the Foundation and Building of Roche (Nigeria) Limited

No. RC.16,806

FEDERAL REPUBLIC OF NIGERIA

Certificate of Incorporation

I HEREBY CERTIFY that

ROCHE (NIGERIA) LIMITED

is this day Incorporated under the Companies Decree 1968 and that the Company is Limited.

Given under my hand at Lagos this 30TH day of JANUARY One thousand Nine Hundred and SEVENTY-SIX

Fees and Deed Stamps £ N114.00

Stamp Duty on Capital £ N4,500.00

P.H. C. A. AKINTAN
Registrar of Companies

APPENDIX 1

Pharma Division

