

Market Orientation Innovation Strategy and Performance of Veterinary Pharmaceutical Distribution Companies in Nairobi City County, Kenya

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Abstract

Innovation strategies are essential drivers of competitiveness and growth in today's dynamic business environment. Within the veterinary pharmaceutical sector, particularly in Nairobi City County, adopting effective approaches such as market-oriented innovations is crucial for enhancing organizational performance and meeting evolving market and regulatory demands. This study investigated the role of market-oriented innovation strategies in strengthening the performance of veterinary pharmaceutical distribution firms in Nairobi. Guided by the Market-Based View Theory, the research established a strong theoretical foundation for examining how market-oriented innovation drives firm performance in competitive markets. A descriptive survey design was employed, targeting 175 market-oriented. Structured questionnaires were administered and the data were analyzed using both descriptive and inferential statistical methods. Findings revealed that market orientation innovation strategy had a positive and significant influence on organizational performance. The veterinary pharmaceutical companies should focus on market orientation innovation strategy. Firms should adopt a customer-driven approach by continuously gathering and analyzing market intelligence.

Keywords: *Market Orientation, Innovation Strategy, organizational Performance, Veterinary Pharmaceutical Distribution Companies*

INTRODUCTION

In recent years, the veterinary pharmaceutical sector has experienced significant transformations driven by evolving market demands, technological advancements, and an increasing focus on animal health management. Innovation strategies have emerged as critical levers for enhancing organizational performance in this dynamic environment. Understanding the effect of these strategies on the performance of veterinary pharmaceutical distribution companies in Nairobi City County, Kenya, is essential for industry players aiming to sustain competitiveness and improve service delivery.

Kenya's veterinary pharmaceutical market is characterized by a growing population of livestock and pets, necessitating innovative solutions that address health challenges and improve productivity. According to a report by the Kenya Veterinary Association (2022), the country has seen a surge in the demand for veterinary products and services due to increased awareness of

animal health and welfare. This trend underscores the importance of adopting effective innovation strategies to meet market needs.

Innovation strategies can be classified into product, process, and business model innovations. Product innovations involve developing new or enhanced veterinary pharmaceuticals that address specific health challenges faced by animals. Process innovations focus on improving the efficiency of distribution and supply chain operations, while business model innovations encompass new approaches to market delivery and customer engagement. Research indicates that organizations that embrace a culture of innovation are more likely to outperform their competitors, leading to enhanced financial performance and market share (O'Reilly & Tushman, 2018).

The veterinary pharmaceutical industry plays a critical role in ensuring animal health and welfare across the globe. In North America, the veterinary pharmaceutical market is advanced, with significant investments in research and development (R&D). Companies like Zoetis and Merck Animal Health are leading the way in product innovation, investing heavily in biopharmaceuticals that address complex health issues in animals (Dixon *et al.*, 2021). The adoption of digital technologies, including telemedicine and artificial intelligence, is transforming service delivery and operational efficiency in veterinary practices. A study by Zoller *et al.*, (2022) highlights that North American firms leveraging digital innovation report substantial improvements in customer engagement and overall business performance.

In South Africa, the veterinary pharmaceutical market is well-developed, supported by robust regulatory frameworks and significant investments in research and development. Leading companies like Virbac and MSD Animal Health are at the forefront of innovation, focusing on developing new vaccines and treatments that address both endemic and emerging diseases (Dlamini & Tsalikidis, 2022). The South African Veterinary Council has also been proactive in encouraging innovation through the establishment of guidelines that promote the responsible use of veterinary medicines. Recent studies indicate that companies leveraging innovative distribution strategies, such as e-commerce platforms, report enhanced market reach and improved customer engagement (Mogane *et al.*, 2023).

In Tanzania, the veterinary pharmaceutical market is expanding rapidly, driven by an increase in livestock farming and dairy production. The government has been actively involved in promoting innovations that bolster animal health, evidenced by national programs aimed at disease prevention and control. A study by Mhando *et al.* (2023) emphasizes the importance of stakeholder collaboration in facilitating the introduction of new veterinary products and technologies, thereby improving distribution channels and overall industry performance. The integration of digital solutions into distribution networks is also emerging, streamlining logistics and enhancing supply chain efficiency.

In West African countries, such as Nigeria and Ghana, the veterinary pharmaceutical market is characterized by both opportunities and obstacles. The region is witnessing a rising demand for veterinary products due to increasing livestock production and pet ownership. However, challenges such as infrastructural deficits and limited access to quality veterinary care persist. Innovative strategies, including the establishment of community-based veterinary services and training programs, are essential for enhancing performance in the sector (Ogunniyi *et al.*, 2021). Moreover, regional collaborations are vital to streamline distribution channels and promote the use of locally produced veterinary medicines.

In Kenya, the pharmaceutical market, encompassing both human and veterinary medicine, was valued at USD 765.60 million in 2024, with a projected CAGR of 6.05% through 2030 (TechSci Research, 2024), the veterinary segment, a significant contributor to this market, is expanding due to increased livestock farming, meat industry, stricter health regulations, and rising consumer awareness of animal welfare. Within the East African region, the veterinary pharmaceutical market was valued at USD 500-600 million in 2022, with Kenya accounting for an estimated 40-45% market share (OIE, 2023).

Veterinary pharmaceutical distribution companies in Nairobi City County play a crucial role in ensuring the availability of high-quality animal health products. These companies supply veterinary drugs, vaccines, feed additives, and other healthcare products to farmers, veterinary clinics, agrovet stores, and animal health professionals. The sector is vital to Kenya's agricultural economy, given the significant contribution of livestock farming to food security and economic growth (FAO, 2022).

Statement of the problem

The veterinary pharmaceutical distribution sector in Nairobi City County plays a critical role in supporting Kenya's livestock industry, which contributes over 12% to the national GDP and sustains the livelihoods of nearly 60% of rural households (FAO, 2023). Despite its importance, the sector faces persistent challenges that compromise its performance, competitiveness, and contribution to food security. At the forefront of these challenges is the alarming prevalence of counterfeit veterinary drugs estimated to constitute 10% to 30% of all pharmaceuticals in the country (KVB, 2023; WHO, 2023). These counterfeits not only threaten animal health but also erode trust in the supply chain and result in economic losses of over KES 40 billion annually (ACA, 2021). Compounding the issue is the difficulty rural farmers face in accessing genuine veterinary products due to logistical inefficiencies, poor cold chain infrastructure, and high distribution costs (ALC-Global, 2023). Over 70% of livestock producers in remote regions lack reliable access to quality drugs, contributing to increased animal mortality and reduced agricultural productivity. Yet, while innovation has proven to drive performance and resilience in many industries, its strategic application within Kenya's veterinary pharmaceutical sector remains largely unexplored.

Although innovation strategies such as blockchain for drug traceability, AI for counterfeit detection, and digital logistics systems have been adopted globally, Kenya lacks localized frameworks to support their integration into veterinary pharmaceutical operations (Kihoro *et al.*, 2023; OECD, 2023). The Resource-Based View (RBV) theory, which emphasizes leveraging internal capabilities for competitive advantage, has been effectively applied in sectors like healthcare and ICT (Barney, 2023; Grant, 2022), but remains underutilized in addressing veterinary-specific distribution and compliance challenges.

Empirical research has not adequately investigated how innovation strategies influence organizational performance within this unique context. Despite the pharmaceutical sector's valuation at KES 100 billion in 2023 (Pharmacy and Poisons Board, 2023), fewer than 10% of studies have examined veterinary-specific concerns such as counterfeit infiltration, rural access, and regulatory pressures (KVB, 2023). Moreover, while international evidence shows innovative firms experience up to 30% higher revenue growth (OECD, 2023), these findings remain untested within Nairobi's veterinary distribution landscape.

Lastly, a gap exists in methodological approaches: most studies emphasize quantitative metrics while neglecting qualitative insights into leadership experiences, regulatory constraints, and

innovation adoption barriers (Ochieng *et al.*, 2023). For instance, mid-sized distributors incur over USD 500,000 annually in cold chain costs (ALC-Global, 2023), yet little is known about how these firms innovate to overcome such burdens. In light of these dynamics, this study sought establish how market orientation innovation strategy affects organizational performance in Nairobi's veterinary pharmaceutical distribution sector aiming to generate actionable insights to enhance sustainability, profitability, and resilience in a sector critical to Kenya's economic and food security future.

Research Objective

To establish the effect of market orientation innovation strategy on the organizational performance of veterinary pharmaceutical distribution companies in Nairobi City County, Kenya.

Theoretical Review

The Market-Based View (MBV), rooted in Industrial Organization (I/O) economics, argues that a firm's performance is primarily influenced by external market conditions rather than its internal resources alone (Porter, 1980). This perspective emphasizes that industry structure, competitive forces, and customer dynamics are critical determinants of strategic success. According to MBV, firms that understand and adapt to these external factors are more likely to achieve superior performance (Barney, 1991).

In the context of veterinary pharmaceutical firms in Nairobi City County, MBV provides a useful framework for understanding the role of market orientation and innovation strategy in driving performance. For veterinary pharmaceutical firms, this means continually monitoring livestock farmers' needs, analyzing competitor activities, and complying with strict veterinary regulations in Kenya. Such responsiveness ensures that the firm's offerings remain relevant and competitive in a dynamic market environment (Jaworski & Kohli, 1993).

Innovation strategy, from an MBV standpoint, is a key mechanism for achieving differentiation and gaining a sustainable competitive advantage. Porter (1990) emphasizes that firms can outperform rivals by offering unique products or services that create value for customers. Ultimately, MBV suggests that external alignment is essential for superior performance. Firms that integrate a strong market orientation with innovation strategies tailored to market needs are better positioned to capture market share, improve financial outcomes, and sustain long-term success (Slater & Narver, 1994; Porter, 1996). Thus, MBV provides a robust theoretical basis for explaining how market orientation and innovation strategies contribute to the performance of veterinary pharmaceutical firms in Nairobi City County.

Conceptual Framework

A conceptual framework categorizes and describes concepts relevant to the study and maps relationships among them through the incorporation of relevant theory and empirical research (Rocco, Plakhotnik & Silberman, 2022).

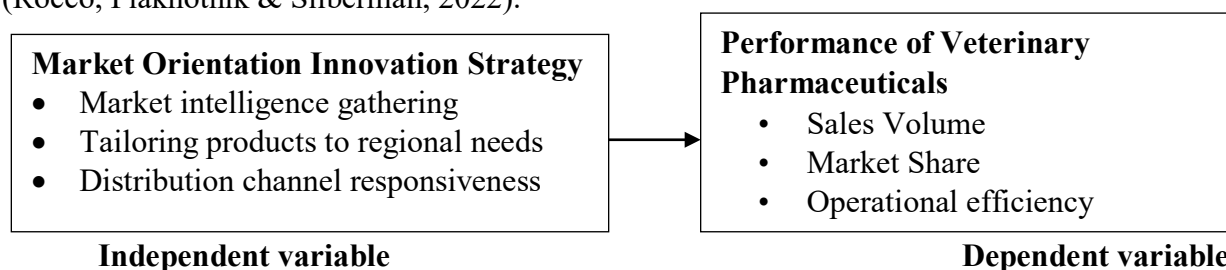


Figure 1: Conceptual Framework

Empirical Review

Market intelligence gathering has been shown to play a vital role in driving strategic decision-making and competitive advantage. Mutuku and Njeru (2020) found that firms that systematically collect and analyze market data experience improved innovation outcomes and higher profitability. In Nairobi's pharmaceutical sector, market intelligence enables firms to anticipate livestock health needs and regulatory changes, thus enhancing their responsiveness to market demands (Ochieng & Mungai, 2021).

Tailoring products to regional needs is another critical driver of performance. According to Wambui and Njuguna (2019), companies that align their products with local customer requirements achieve superior market penetration and customer satisfaction. However, Wekesa (2022) observed that while product and process innovation positively influenced operational efficiency, market innovation alone had a negative significant effect on financial performance in Nairobi's pharmaceutical manufacturing sector. This suggests that product tailoring must be coupled with operational readiness and cost-effectiveness to yield positive outcomes.

Distribution channel responsiveness is equally essential for sustaining firm performance. Mwangi and Githinji (2022) reported that firms with agile and adaptive distribution networks demonstrated superior customer satisfaction and financial outcomes compared to competitors with rigid systems. Karanja (2020) similarly emphasized that efficient distribution strategies enhance access to veterinary medicines, particularly in geographically diverse markets like Nairobi County, thereby fostering long-term business growth.

Overall, empirical evidence underscores that veterinary pharmaceutical firms in Nairobi City County that integrate market intelligence gathering, regionally tailored innovation, and responsive distribution systems are more likely to achieve sustained competitive advantage and improved performance outcomes (Mutuku & Njeru, 2020; Mwangi & Githinji, 2022).

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive survey design, which was deemed appropriate as it allowed the researcher to explore and address the "what," "where," and "how" questions related to the underlying phenomena (Kothari *et al.*, 2018). The positivist research philosophy guided the study, as it supported the justification of theoretical explanations and enabled objective assessment of relationships among variables. This philosophical stance recognized the variables under investigation and linked them to testable hypotheses, ensuring that the study was grounded in empirical evidence.

The Target Population of the Study

The target respondents comprised OF 375 key stakeholders in the Veterinary Pharmaceutical sector in Nairobi City County, Kenya, as identified by (Orodho *et al.*, 2018). These included Sales Managers, Marketing Managers, and Public Relations Managers selected for their strategic roles and insights on how innovation strategies impact organizational performance.

Population Sampling

In this study, the sampling frame comprised 375 key stakeholders in the veterinary pharmaceutical companies operating within Nairobi City County, Kenya. A stratified sample of key managerial personnel was selected using Yamane's Formula (1967) to determine proportional sample sizes, as outlined in Table 1:

Table 1: Sampling Frame Calculated Using Yamane's Formula

Category of Respondents	Target Population	Sample Size	Percentage of Sample
Sales managers	175	82	46.9%
Marketing managers	105	49	27.8%
Public relations managers	95	44	25.3%
Total	375	175	100%

Data Research Instrument

This study employed primary data collection to ensure comprehensive and relevant findings. Data were gathered through structured, closed-ended questionnaires, a method selected for its efficiency, cost-effectiveness, and suitability for rapid data collection and analysis. As noted by Kothari and Garg (2019), questionnaires serve as standardized instruments designed to elicit specific responses while ensuring consistency and facilitating straightforward data coding.

Pilot Study

A pilot study was conducted using 10% of the total sample size, amounting to 17 questionnaires. This preliminary exercise aimed to assess the effectiveness and clarity of the data collection instruments before the commencement of the main study. The selected pilot sample size ensured a balance between representativeness, feasibility, statistical confidence, and the flexibility to make necessary adjustments, as supported by (Baskarada *et al.*, 2014). The data obtained from the pilot study were excluded from the final analysis, since the primary purpose was to refine the research instruments, test the reliability of the questions, and enhance the overall accuracy and consistency of the main data collection process.

Validity of Research Instruments

Validity referred to the extent to which an instrument accurately measured what it was intended to measure (Rea & Parker, 2014). Face validity was ensured by evaluating the questionnaire items against the study objectives and making necessary adjustments based on feedback from key respondents, including the sales manager, marketing manager, and human resource manager. Content validity was established through expert review and discussions with the company administrator, who provided insights to refine the questionnaire content. Construct validity was confirmed by aligning the questionnaire items with the study variables to ensure the accurate measurement of the intended concepts.

Reliability of Research Instruments

Reliability assessed the consistency and stability of measurement across different conditions (McKinney & Abbott, 2013). Internal consistency was evaluated using Cronbach's alpha, which measured how well a set of items consistently assessed a specific variable. A Cronbach's alpha value of 0.70 or higher was considered acceptable, thereby confirming the reliability and consistency of the research instrument and the resulting findings.

Data Analysis

Data analysis involved both descriptive and inferential statistics. Descriptive statistics, such as means, standard deviations were used to summarize and interpret the collected data. Inferential statistics- simple linear regression analysis was employed to assess the relationship between market orientation innovation strategy and organizational performance. The data were presented visually using tables to enhance clarity and understanding. The study employed the following regression equation; $Y = \beta_0 + \beta_1 X_1 + e$

FINDINGS AND DISCUSSION

Response Rate

According to (Morton, Bandara, Robinson & Carr, 2012), a response rate is a determination of the proportion of completed questionnaires or interviews when compared to the total number of individuals who were contacted. The study administered questionnaires to 175 individuals, but only 115 responded, representing a response rate of 66 % which echoed the findings of (Gordon, Davidoff, Tarnow, Reidenberg & Endriss, 2002).

Descriptive Statistics

Market Orientation Innovation Strategy and Performance

Table 2: Descriptive Market Orientation Innovation Strategy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Does your company regularly collect and analyze information on market trends and customer needs in the veterinary pharmaceutical industry?	0.0%	0.0%	20.0%	58.3%	21.7%	4.0174	.64865
Does your company utilize gathered market intelligence to guide product development decisions?	5.2%	7.0%	13.0%	60.9%	13.9%	3.7130	.97121
Does your company offer customized veterinary pharmaceutical products to meet specific customer needs in Nairobi City County?	3.5%	7.0%	25.2%	43.5%	20.8%	3.7130	.98911
Does your company incorporate customer feedback from different regions when designing or improving products?	0.0%	1.7%	24.3%	51.3%	22.7%	3.9478	.73560
Are your company's distribution channels able to quickly respond to changes in market demand or customer requirements?	0.0%	1.7%	26.1%	48.7%	23.5%	3.9391	.75262
Does your company have efficient and reliable distribution networks to ensure timely delivery of veterinary pharmaceuticals in Nairobi City County?	0.0%	6.1%	23.5%	35.7%	34.7%	3.9913	.91283

The results from the descriptive statistics on customer feedback, product customization, and engagement strategies are summarized in Table 2. Notably, 80% of respondents agreed or strongly agreed with the statement: “Does your company regularly collect and analyze information on market trends and customer needs in the veterinary pharmaceutical industry?” This item recorded a mean score of 4.02, indicating a strong affirmation by respondents. This finding aligns with recent research by Nawaz et al. (2021), who demonstrated that pharmaceutical firms that leverage customer-centric business strategies—particularly gathering

market data through field force interactions—improve service quality and customer relationship management. Similarly, 74.8% of respondents agreed or strongly agreed with the statement: “Does your company utilize gathered market intelligence to guide product development decisions?” The high mean score of 3.73 underscores broad agreement among participants and corroborates findings from service delivery studies in healthcare logistics, which highlight that firms using customer and market insights see significant enhancements in service responsiveness (Xu et al., 2021). Additionally, 64.3% of respondents agreed or strongly agreed with: “Does your company offer customized veterinary pharmaceutical products to meet specific customer needs in Nairobi City County?” With a mean of 3.73, the data suggest that customization is well supported among respondents. This result is in line with evidence from pharmaceutical service quality studies, which have shown that personalization—through adjusting products to local needs—increases perceived value and satisfaction (Pereira et al., 2023). Further, 74% of respondents agreed or strongly agreed with: “Does your company incorporate customer feedback from different regions when designing or improving products?” The mean score of 3.95 reflects strong acknowledgment and supports findings from logistics research, where continuous feedback loops are shown to strengthen product-market alignment (Klaus & Nguyen, 2022). Moreover, 72.2% of respondents agreed or strongly agreed with: “Are your company’s distribution channels able to quickly respond to changes in market demand or customer requirements?” The mean score of 3.94 indicates broad agreement and echoes findings from pharmaceutical supply chain studies, which underscore that agile distribution networks are key to maintaining competitive positioning (Smith & Adebola, 2022). Finally, 70.4% of respondents agreed or strongly agreed with: “Does your company have efficient and reliable distribution networks to ensure timely delivery of veterinary pharmaceuticals in Nairobi City County?” The mean of 3.99 confirms robust endorsement. This aligns with broader research in pharmaceutical logistics showing that dependable delivery systems significantly enhance customer trust and market reach (Lee & Park, 2021). All statements showed standard deviations between 0.65 and 0.99, indicating low variability in responses—which suggests a strong consensus among participants regarding the strategic importance of market-driven innovation and engagement practices.

Performance

Table 3: Descriptive Statistics of Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Has your company's return on assets consistently improved over the past three years?	0.0%	0.0%	19.1%	59.1%	21.8%	4.0261	.64156
Does your company effectively utilize its assets to generate profits?	0.0%	0.0%	1.7%	52.2%	46.1%	4.4435	.53297

Has your company experienced significant growth in market share within the veterinary pharmaceutical industry?	0.0%	3.5%	13.9%	53.0%	29.6%	4.0870	.75586
Has your company's competitive strategies effectively increased its market presence?	11.3%	20.9%	13.0%	33.0%	21.8%	3.3304	1.32930
Does your company optimally utilize available resources to enhance productivity?	7.8%	8.7%	17.4%	47.8%	18.3%	3.6000	1.12234
Has management implemented effective cost-control measures to improve operational efficiency?	0.9%	0.0%	3.5%	40.9%	54.7%	4.4870	.65380

The results relating to the descriptive statistics of organizational performance are presented in Table 3. According to the results, 80.9% of respondents either agreed or strongly agreed with the statement “Has your company’s return on assets consistently improved over the past three years?” This statement had a mean score of 4.03, indicating strong agreement among respondents. These results are in line with the findings of Yu *et al.*, (2020), who highlighted the role of asset performance in sustaining long-term profitability.

Additionally, 98.3% of respondents agreed or strongly agreed with the statement “Does your company effectively utilize its assets to generate profits?” This item recorded a high mean score of 4.44, reflecting a strong endorsement of effective asset utilization, which is consistent with the work of Vithessonthi and Tongurai, (2019), who found that optimal asset use is key to profit maximization.

The results also showed that 82.6% of respondents either agreed or strongly agreed with the statement “Has your company experienced significant growth in market share within the veterinary pharmaceutical industry?” The mean score of 4.09 confirmed that most respondents supported this statement, echoing the findings of Marques *et al.*, (2020), who discussed how innovation and competitive strategies drive market share expansion.

Further, 54.8% of respondents either agreed or strongly agreed with the statement “Have your company’s competitive strategies effectively increased its market presence?” This statement recorded a mean of 3.33, indicating a moderate level of agreement and corroborating the findings of Chen *et al.*, (2018), who noted that competitive strategic positioning influences market presence over time.

Moreover, 66.1% of respondents agreed or strongly agreed with the statement “Does your company optimally utilize available resources to enhance productivity?” The mean score of 3.60 suggested most respondents affirmed this view, aligning with the work of Teece *et al.*, (2018), who emphasized the strategic importance of resource orchestration in achieving higher productivity.

Finally, 95.6% of respondents agreed or strongly agreed with the statement “Has management implemented effective cost-control measures to improve operational efficiency?” This statement had a mean score of 4.49, reflecting a strong endorsement by respondents. These results confirm the findings of Al-Omoush *et al.*, (2022), who observed that cost-control mechanisms are critical to improving operational outcomes.

All the statements showed standard deviations ranging between 0.642 and 1.329, indicating minimal variation among responses and suggesting a high degree of consensus regarding organizational performance within the veterinary pharmaceutical sector.

Inferential Statistics

Simple Linear Regression Analysis

Table 4: Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.696	.78761

a. Predictors: (Constant), Market orientation Innovation Strategy

The findings revealed an R Square value of 0.794, indicating that the model accounted for 79.4% of the variance in the dependent variable, organizational performance, resulting from a one percent change in the independent variables.

Analysis of Variance

Table 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.044	1	17.044	26.9254	.029 ^b
Residual	71.53	113	0.63301		
1 Total	88.574	114			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Market orientation Innovation Strategy

The results indicated that the ANOVA F-test score, calculated value F_{cal} at 5% level of significance, was equivalent to 26.925, which is greater than the F critical value (F_{crit}) of 3.924, indicating that there was a significant relationship between the independent variable and the dependent variable of the Veterinary pharmaceutical industry. The p-value of 0.029 was less than 0.05, indicating that there was a statistically significant relationship between the independent variable and organizational performance, which was in line with (Kao and Green 2008). This demonstrated the goodness of fit of the model.

Beta Coefficient Analysis

Table 6: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	1.845	.683			2.699	.008
Market orientation innovation strategy	.296	.131	.216		2.261	.026

a. Dependent Variable: Performance

According to the equation, taking the independent variable to be zero, Performance will be a constant equivalent to 1.845. A review of the findings also showed that a unit increase in Market Orientation innovation strategy led to a 0.296 increase in Performance. The p-value was below 0.05, which indicated that market orientation innovation strategy has a statistically significant effect on performance.

Conclusions

The fourth objective analyzed Market Orientation Innovation Strategy, which had a Cronbach Alpha of 0.904, highlighting its strong internal consistency. Market orientation emerged as the most influential driver of organizational performance, reflecting the value of market orientation strategies. Respondents reported that understanding client needs, customizing solutions, and delivering customer-focused services resulted in higher satisfaction, loyalty, and market share. Aligning innovation with customer preferences allowed veterinary pharmaceutical firms to sustain competitive advantage, confirming that customer-driven innovation is a critical factor in achieving superior performance.

Recommendations

The veterinary pharmaceutical companies should focus on market orientation innovation strategies, which showed strong reliability and exerted one of the greatest impacts on performance. Firms should adopt a customer-driven approach by continuously gathering and analyzing market intelligence, engaging stakeholders, and customizing products and services to meet regional and customer-specific needs. This will enable them to maintain sustainable competitive advantages in a dynamic marketplace.

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