

Implementation Of Corporate Entrepreneurship In Community Pharmacies In Mombasa County

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Abstract: *There is an increased interest in SMEs because they encourage innovation and flexibility, generate new employment, and they develop entrepreneurs of all ages. Despite the role they play in the various economies, SMEs are faced with various challenges that prevent or slow down their growth. SMEs should therefore embrace corporate entrepreneurship (CE) which has been found to enhance growth and survival of businesses. This study sought to investigate the influence of various variables on the implementation of corporate entrepreneurship in community pharmacies in Mombasa County. The research was guided by four objectives which were to determine the influence of; the manager's capabilities, the organization's entrepreneurial culture, the financial resources and the organization's competitive rivalry on implementation CE in community pharmacies. In order to meet these objectives, a descriptive research design was carried out in community pharmacies in Mombasa County. The selection of the community pharmacies was based on stratified random sampling whereby the sampling frame was the 2014 PPB list of licensed community pharmacies in Mombasa County. A sample of 65 community pharmacies was determined by use of the Taro Yamane formula from a list of 184 community pharmacies. Primary data was collected through the use of questionnaires presented to the managers of the community pharmacies. Data collected was analysed by use of Statistical Package for Social Sciences computer package software. Descriptive statistics was used to analyse quantitative data which included measures of central tendencies which included the mean and the standard deviation. Multiple regression was used to analyse the relationship between dependent and independent variables. Data was presented by the use tables, graphs and pie charts and the final results were applied to the entire study population to make conclusions. The findings indicated that community pharmacies were implementing corporate entrepreneurship in order to grow and also cope with competition. The findings also showed that the variables that contributed most to the implementation of CE in community pharmacies was the manager's capabilities, followed by competitive rivalry, then financial resources while entrepreneurial culture contributed the least. The study found that most of the managers did not possess skills in business management. Most of the pharmacies were found to have problems with obtaining finances for their business activities due to the high cost of borrowing. Regulation of the pharmaceutical industry was found to be insufficient. The research also discovered that in most pharmacies, there were no defined teams for innovating nor were there funds set aside for this.*

Keywords: *Corporate entrepreneurship, Manager's capabilities, Entrepreneurial culture, Financial resources, Competitive rivalry, Community Pharmacies*

I. Background and Research Gap

There is growing interest in entrepreneurship today as it is considered as a key factor in economic growth (Harper, 2003). According to Louise and Melisa (2008), small and medium enterprises are acknowledged as effective instruments for employment generation and economic growth both in developed and developing nations. However, it is not just enough to start new ventures, but is equally important to ensure they survive. Past statistics indicate that three out of five businesses fail within the first one year of operations (Kenya National Bureau of Statistics, 2007). Scholars have advised that to guard against such consequences, businesses should develop both long-term and short-term strategies (Saucer, 2005).

Community pharmacies fall under the category of small and medium enterprises. Though there are many definitions of what a small and medium enterprise is, in most academic discussions on small business, it is concluded that a small businesses has administrative and operational management in the hands of one or two key individuals who make the most key decisions about the business (Stokes & Wilson, 2006). In Kenya, Kibera (1996) outlines the yardsticks used to define a small business as the total number of employees who do not exceed 50. This definition will be used for the purpose of this study.

There is strong argument that corporate entrepreneurship(CE) could be an answer to both organization's growth and survival which could help firms cope with the rising competition seen in all sectors of business ((Mokaya, 2012). CE can be defined as the process of being innovative within the organization (Saleemi, 2013). Antoncic and Hisrich (2001) gives a more comprehensive view that CE is a "process that goes on inside an existing firm, regardless of its size, and leads not only to new business ventures but also to other

innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures”.

Past researchers have shown that CE can revitalize and improve a firm’s growth and profitability and is not only important in large organizations but to small and medium enterprises as well (Antoncic & Hisrich, 2001). There are enormous benefits when a firm engages in CE activities not only to the firm but also to the employees themselves. Researchers assert that when a company pioneers in development of new products and services, they enhance their performance. CE has also been found to assist in integration of activities since everyone works towards the same goals and this helps the firms use their resources in a unique manner which makes it hard for competitors to imitate (Roomi, 2012).

Other benefits for the firm are retention of employees and improved image for the firm that leads to customer loyalty. Benefits for the employees consist of increased motivation and a chance to try new ideas which can lead to both financial and non-financial rewards. Employees who succeed at pioneering new products and services stand a chance of sharing in proceeds from products they have contributed to generate (Grant, 1991). Benefits to customer are increased variety of goods and services and also competitive prices to choose from.

Although corporate entrepreneurship has been acknowledged in academics and practice as being a vital element of economic and organizational growth, success and competitiveness, focus has been on large organizations as explained by Fini et al (2012). There is limited research on its application in smaller organizations and especially professional service small and medium enterprises like the community pharmacies. Research on organizations has shown that their growth and survival in a dynamic business environment would largely depend on their ability to promote innovations within their organizations. This process requires managers to possess certain entrepreneurial skills in order to be able to recognise growth opportunities, organize for resources to exploit them, an enabling environment which supports entrepreneurial activities and an enabling regulatory system that encourage fair competition.

For a long time, community pharmacy business in Kenya and indeed worldwide had been consistently profitable. Today community pharmacy is facing real challenges globally in both developed and low-income countries. Anscombe and Thomas (2012) report five forces which profoundly shape the future of community pharmacies which are: squeeze on healthcare budgets, intensifying competition, transformation of supply chain, emergence of new alternative channels, demand for convenience and expertise and improvement on efficiency of supply. After their research on the future of community pharmacies in England in 2012, Anscombe and Thomas reported that the impact of these five forces for change could result in 900 closures of community pharmacies representing up to 7.5 per cent of all pharmacies in England.

Responding successfully to competition would depend greatly upon technical and managerial competences. Professional competences are developed during the formal training of these pharmacy professionals combined with practical experiences. Managerial or commercial expertise is rarely taught in medical schools and such entrepreneurial skills are developed either through formal training as a post-graduate study or through independent informal trainings, for example, through workshops and other avenues. Whatever way is used to acquire these skills, there is indisputable proof that CE enhances SMEs performance. Insufficient knowledge in the market and the business environment can lead to missed opportunities and this could explain some of the reason for lack of growth in community pharmacy.

CE activities which are formation of new ventures, introduction of new products, adaptation of new technologies and opening of new markets require sufficient capital. Access to financing continues to be one of the greatest challenges for the creation, survival and growth of SMEs especially innovative ones as reported by Organisation for Economic Cooperation and Development (2009). The community pharmacies being in the category of SMEs face the same challenges as those of other SMEs. Tightened loan conditions can be a hindrance to credit for these SMEs. In view of the above issues, the researcher carried out a study on the implementation of CE in community pharmacies in Mombasa County, the results of which may help stir growth in these businesses.

Research Objectives

The general objective of the study was to investigate the implementation of corporate entrepreneurship in community pharmacies in Mombasa County. The specific objectives of the study were to determine the influence of; the manager’s capabilities, the organization’s entrepreneurial culture, the financial resources and the competitive rivalry on the implementation of corporate entrepreneurship in community pharmacies in Mombasa County.

II. Methodology

The researcher undertook a descriptive research that looks at individuals at their natural setting without trying to modify variables. In a descriptive study, participants answer questions administered to them either

through interviews or questionnaires after which the researcher describes their responses. Descriptive research design was chosen because it enables generalization of the findings to a larger population and it allows analysis of variables. The target population was the managers running all the 184 community pharmacies obtained from the 2014 PPB of licenced pharmacies, either as employees or owner managers. The choice of Mombasa was because of its cosmopolitan nature where it serves both national and international clients therefore data obtained was very representative.

According to Oso and Onen (2009), a sample is part of the target population that has been procedurally selected to represent it. Taro Yamane (1967) formula was used to calculate the sample size. A sample of 65 community pharmacies was selected using stratified random sampling. Since the pharmacies are distributed in different regions (North, South, West and Island), stratified random sampling ensured an almost homogenous sample. These divisions (strata) were further used to determine the sample size. The results from this sample were used to draw conclusion about the entire population.

This data used for the purpose of the study was primary data collected by the researcher, through questionnaires directly gathered from respondents. Primary data was obtained through the drop and pick method whereby questionnaires were administered to respondents to be collected later. Structured questions were used to guide the respondents which were of closed and open ended nature. For the close-ended questions, the researcher used the Likert-type scale which is easy to analyse. The close ended questions allowed for specific type of responses while the open ended questions allowed the respondents to state their opinions. Use of questionnaires has been observed to be economical in terms of time, energy and finances and data yielded is easy to analyse.

The completed questionnaires were first edited to eliminate any errors before analysis was done. Data was then coded in order to classify it into manageable classes. Data analysis tool based on Statistical Package for Social Sciences, computer package software, was used to summarize the interrelationships among variables in an accurate manner. Descriptive statistics was used to analyse quantitative data which included measures of central tendencies, for example the mean, and standard deviation. Multiple regression was used to analyse the relationship between the dependent and independent variables. Data presentation was done through tables, graphs, bar charts, pie- charts and percentages.

III. Findings and Discussions

To measure the extent of implementation of CE activities in community pharmacies, two scales were used, the ENTRESCALE and the corporate entrepreneurship scale which measured four dimensions namely; venturing, innovation, self-renewal, and proactiveness. On the dimension of venturing, the study showed that majority of the pharmacies were operating as single branches. The major reason could be that there were limited resources to expand the business since for every branch opened, personnel, equipment and stock are required and this is costly.

Innovativeness was measured by how often pharmacies introduced new products and services.

Majority of the respondents agreed that they regularly introduced new products and services. This is in line with the new healthcare policy in a number of countries which aims to increase patient's choice (Saltman & Figuersa, 1993). Many respondents indicated that they encouraged customer feedback. Customer feedback is important to any organization as this ensures that the business is sensitive to customer's needs. Slightly half the pharmacies indicated that their pharmacies' competitiveness had increased over the years. For any business to succeed, it must be competitive.

Business renewal was measured by continuous improvement of products and services whereby most pharmacies indicated that they continuously improved their products and service delivery at 94.87%. Innovativeness does not only involve introduction of new products and services but also improving those that are already on offer. Retail pharmacies deal with finished products but they can improve on the way they offer their services.

Proactiveness can be measured by how fast a business implements new ideas. This helps a business to stay ahead of competitors giving it a competitive advantage. Those respondents who agreed that they were ahead of other competitors were 66.41%. From the results, those pharmacies that indicated to be proactive were slightly half of the total number. This means that most were competing at the same level and this could slow their growth. From the findings, all the measures of CE were found to be present with a mean score of above 3.8 and a standard deviation of between 0.59 and 1.097. The following were the mean scores from highest to lowest: continuous improvement of products and service delivery (X=4.38), followed by customer feedback (X=4.28), introduction of new products and services (X=3.92), competitiveness of the pharmacy (X=3.87) and proactiveness (X=3.82).

The first objective of the study was to determine the influence of manager's capabilities on the implementation of corporate entrepreneurship in community pharmacies in Mombasa County. Certain parameters were used to determine the manager's capability which were; ability to achieve objectives, ability to

examine potential market opportunities and possession of entrepreneurship training. Most managers indicated that they were able to achieve objectives with little guidelines with a mean score of 3.97 and SD of 0.986. How far a business grows depends a lot on the skills of the entrepreneur. Entrepreneurship is an integrated concept that permits an individual's business to grow in an innovative manner. It revolutionizes the way business is conducted and this always gives a business a competitive advantage. Most managers indicated that they were able to scan the environment for potential market opportunities with a mean score of 4.41 and SD of 0.637. Zahra (1991) considered environment scanning as important because it highlights the industry trends and changes as well as bringing into focus environment threats and opportunities.

The researcher set out to find out whether those managers running the community pharmacies were trained in entrepreneurship and the mean score from the study was 3.69 with a SD of 1.301. Further results revealed that even for those had entrepreneurial knowledge, most did not receive it as part of their professional training with a mean score of 3.87 and SD of .0978. Until recently and in few institutions, the pharmacy training usually did not include a course in entrepreneurship and most of those people who open the pharmacies do so with limited skills in running of businesses. Because of this lack of training, the managers faced several challenges in running their business. The results showed that many managers were experiencing challenges in business planning, financial management, and human resource management.

The study went further to seek whether there were any benefits accrued from entrepreneurship training whereby many managers indicated that there were definite benefits accrued with a mean score of 4.79 and SD of 0.469. Entrepreneurship training enabled one to be innovative and this helps the business to survival during intense competition. Entrepreneurs are also able to grow their business through diversification. Since the retail pharmacies are facing a lot of competition, it is important that they diversify and look for new markets to help them grow.

The purpose of this study was also to determine the organization's entrepreneurial culture which targeted the resources set aside for innovations, entrepreneurial team, reward system, search for new opportunities, and allocation of time to employees for innovation and senior management support. From the study, organization's entrepreneurial culture was found to be the least significant independent variable as compared to the other variables. Among the aspects of organization's entrepreneurial culture, the order from the one with the highest mean to that with lowest mean was; employees being encouraged to innovate, employees supported to innovate, continuous search for new opportunities, reward system, resources for innovation and special team to innovate. MacMillan (1986) cites top management support, staffing and rewarding of venture activities as important for CE implementation.

Many pharmacies indicated that they did not have a team set aside to innovate. Above half of respondents indicated that there was a reward system. A reward system whether monetary or otherwise is a good way of appreciating those employees who innovate for organizations. The study also indicated that employees are given support by top management of the organization. This includes giving them time to carry out research and also implementing the new ideas if they are feasible. Hornsby et al (2009) found correlation between top management support for CE and the number of innovative ideas.

Objective three was to determine the influence of financial resources on the implementation of corporate entrepreneurship in community pharmacies in Mombasa County. Every entrepreneur planning a new venture or wanting to expand their business confronts the dilemma of where to find financial resources. Most entrepreneurs are not aware of the various sources of finances. Even for those sources of finance that are available, most require collateral which the entrepreneurs do not possess. The researcher sought to find out where the entrepreneurs obtained their capital from and how easy it was to obtain it. Starting a retail pharmacy requires substantial amount of money to renovate the building and, to accommodate the various assets to operate the business including equipment (e.g. drug cabinets, fridges, computers, weighing balances) and the stock in terms of drugs which are costly.

The study indicated that many pharmacies started with a start-up capital of less than one million Kenyan shillings at 69.23%. Most managers indicated that they obtained their start-up capital from own savings at 46.9%, followed by credit at 29.7% while family was at 23.4%. For those who obtained credit finance, all the respondents indicated that they obtained from commercial banks. This was supported further by a mean of 3.03 with SD of 1.088. Several factors were considered in order to find out how accessible credit finance was and the results obtained were as follows; ease of raising business finance ($X=2.05$, $SD=1.099$), loan conditions easily met ($X=2.18$, $SD=1.048$) and cost of raising capital ($X=2.31$, $SD=1.127$). In Kenya, SMEs have a problem obtaining money from financial institution. Commercial banks are not sure of the success of new start-ups therefore they do not want to risk their money and where they do give the loans, they require collateral which many businesses do not have. According to Zimmerman (2005) lack of access to resources is a major constraint inhibiting the growth of the pharmaceutical retailers.

The fourth objective was to establish the influence of competitive rivalry on the implementation of corporate entrepreneurship in community pharmacies in Mombasa County. Competition in the retail pharmacies

comes mainly from the unlicensed chemists at 69.23%, 25.64% from licensed chemist with the least competition from hospital pharmacies at 5.13%. Competitive rivalry was the second most influential variable on implementation of CE in community pharmacies. The various dimensions of competitive rivalry from the highest mean to lowest mean were; competitiveness (X=4.38, SD=0.747), lack of regulation (X=4.08, SD=0.984), prices forced down, (X=4.03, SD=0.986), and innovativeness (X=3.69, SD=1.104). Competition in an industry can either be favourable or unfavourable. Respondents gave both positive and negative effects that have resulted from competition. The negative ones included; -reduced sales, limited customers, low turnover, under-pricing, low profits, reduction of market share and low professionalism. The positive ones included: diversification, better products and improved customer services in order to gain customer loyalty, improved innovations and competitive fit in a liberalised economy, and better patient care. Though competition is at times viewed from a negative perspective, it has been found to foster innovation, productivity and growth all of which create wealth and reduce poverty (Godfrey, 2008).

On the issue of poor regulation of the pharmacy practice, this study confirmed what Wafula (2013) found out when he carried out his research in retail pharmacies in Western Kenya. His study revealed that there were indiscriminate dispensing habits and poor regulatory enforcement. The pharmacy profession is regulated by the pharmacy and poisons Board (PPB). Most of the competition to the retail chemists was reported to be coming from unlicensed chemists. Due to this unfair competition from unlicensed chemists, the respondents reported that it was becoming extremely difficult to penetrate new markets. Other areas that offered severe competition were the licensed pharmacies themselves because most of the chemists tended to locate within same areas.

In addition, the researcher conducted a multiple regression analysis so as to determine the relationship between the implementation of corporate entrepreneurship in community pharmacies and the four variables. The following regression model was developed to represent the relationship between the dependent and independent variables.

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + \square, \text{ Where}$$

Y is the dependent variable which is implementation of corporate entrepreneurship

The four independent variables are as follows:

- x₁- manager's capabilities
- x₂- organization's entrepreneurial culture
- x₃- financial resources
- x₄- rivalry among competitors

b- regression coefficient

a- is the point of intercept with Y-axis

□- standard error

Table 4.16: Regression Model Summary

Model	R(Beta)	R Square	Adjusted R Square	Std. Error of the Estimate
	.833 ^a	.694	.658	.485

Source: Survey Data (2015)

R (Beta) is given as 0.833 which is an estimate of the expected increase in implementation of corporate entrepreneurship in community pharmacies corresponding to an increase in use of the four independent variables. The four independent variables that were studied, explain 65.80% of the implementation of corporate entrepreneurship as represented by the adjusted R Square. This therefore means that other factors not studied in this research contribute 34.20% of the implementation of corporate entrepreneurship in community pharmacies. Therefore, further research should be conducted to investigate the other factors (34.2%) that affect implementation of corporate entrepreneurship.

Table 4.17: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.196	4	4.549	19.307	.001 ^b
Residual	8.011	34	.236		
Total	26.208	38			

Source: Survey Data, (2015)

The ANOVA statistics was used to test the fitness of the regression model. The significance F- value of 19.307 (p = 0.001) was obtained. This implied that the regression model obtained was fit and statistically significant therefore can be deemed fit for prediction purposes.

Table 4.18: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	T	Sig.	
(Constant)	.384	.521		.737	.466	
M Capability	.460	.144	.609	3.186	.003	
O.E Culture	.156	.172	.230	.905	.372	
F. Resources	.223	.128	.275	1.744	.090	
C. Rivalry	.340	.139	.343	2.434	.020	

Source: Survey Data, (2015)

Multiple regression analysis was conducted as to determine the relationship between the dependent variable (implementation of corporate entrepreneurship) and the four independent variables. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 0.384 + 0.609X_1 + 0.230X_2 + 0.275X_3 + 0.343X_4$. The regression equation above has established that taking all factors into account (managers’ capability, organization culture, finance and rivalry) constant at zero, implementation corporate entrepreneurship will be 0.384. The findings presented also shows that taking all other independent variables at zero, a unit increase in Managers’ capability will lead to a 0.609 increase in implementation of corporate entrepreneurship in community pharmacies; a unit increase in Organization’s entrepreneurial culture will lead to a 0.230 increase in implementation of corporate entrepreneurship in community pharmacies; a unit increase in Financial resources will lead to a 0.275 increase in implementation of corporate entrepreneurship in community pharmacies and a unit increase of Competitive Rivalry will lead to a 0.343 increase in implementation of corporate entrepreneurship in community pharmacies. This implies that managers’ capability contributed the most to the implementation of corporate entrepreneurship in community pharmacies followed by competitive rivalry then financial resources while organization entrepreneurial culture contributed the least to the implementation of corporate entrepreneurship in community pharmacies.

At 95% level of confidence and 5% level of significant, managers’ capability had a 0.003 level of significance; competitive rivalry showed a 0.020 level of significance; financial resources showed a 0.090 level of significance and organization’s entrepreneurial culture showed a 0.372 level of significance. This shows that all the variables had positive level of significant ($p < 0.05$) with managers’ capability being the most significant and organization’s entrepreneurial culture the least significant.

IV. Conclusions and Recommendations

Since corporate entrepreneurship is considered to be important in rejuvenating business, then it is important to understand which factors influence its implementation. With the use of SPSS to calculate mean and multiple regression analysis, this research has analysed the influence of four variables deemed necessary for CE implementation. Specifically, the study demonstrates that manager’s capabilities, organization’s entrepreneurial culture, financial resources and competitive rivalry enhances intrapreneurship in organizations. From the study, it can be concluded that community pharmacies were implementing corporate entrepreneurship. The four dimensions of CE which are venturing, innovations, self-renewal and proactiveness were found to be present though at different levels. The order from the highest measure to the lowest was self-renewal, innovativeness, proactiveness and venturing.

The four variables studied were found to be all significant in implementing CE. Their significance from highest to lowest was; managerial capabilities, competitive rivalry, financial resources and the least was the organization’s entrepreneurial culture. Under each variable, there were challenges that were preventing its full utilisation in implementing CE. From the study, it can be concluded that quite a big number of managers lacked managerial and entrepreneurial skills. Also many pharmacies did not have a team set aside for innovations neither were there finances set aside for innovation activities. The pharmacies are experiencing great challenges in obtaining finances for CE activities. This could be the reason why there is slow growth in these pharmacies. The competitive rivalry in the retail pharmaceutical is severe and this has had both positive and negative effects. The positive effects include increased innovations for both products and services improving customer service. The negative effect includes decrease in prices of products thereby reducing profits and retained earnings which could be used for business expansion.

To be able to encourage the growth of SMEs several issues need to be addressed. To overcome the problem of lack of entrepreneurial skills, entrepreneurship should be taught together with the professional courses. Business owners or those about to start should be sensitized to get entrepreneurial training. Entrepreneurship training should also be incorporated in the school curriculums so that people get exposed, early. This will help people change their attitude towards entrepreneurship and will help people get focused in business early enough.

Lack of access to credit is a major constraint inhibiting the growth of the MSE sector. Banks should make their loan more accessible to businesses, by reducing their interest rates, lowering the cost of borrowing

and eliminating the need for collateral whereby the business itself could act as the collateral. The pharmacy personnel could form a cooperative society that would help members acquire loans at low interest rates. Counties could set up a seed-money kit and charge low interest rates for upcoming entrepreneurs. The entrepreneur should also do extensive research on the available financial resources. To attract business sponsors, managers should come up with professionally written business plans. The government should also support SMEs with expansion funds by making the available funds like the Uwezo Fund more accessible to entrepreneurs.

To help a business become more competitive, the company should identify a team that will be innovating for it though all employees should be encouraged to be creative. Financial resources should also be set aside to implement the innovative ideas. There should be a reward system both monetary and otherwise to encourage employees who innovate for the company. Management should be supportive to those innovators by giving time for market research in order to identify customer needs as innovations should be informed by market opportunities.

The laws governing pharmacy practice should be revised in order to meet the current demands. The unfair competition from the unlicensed pharmacies should be eliminated by closing them down. The penalties given to quacks should be severe so as to discourage illegal practise as the current ones are too lenient to act as a deterrent. More pharmaceutical inspectors should be recruited as the current number is too low to handle the ever increasing market. They should also ensure regulations are followed without being compromised. The regulatory body (PPB) should work with all the stakeholders to ensure harmony in the pharmaceutical sector. Support supervision should be encouraged as one way of helping the managers ensure laws are being followed. There is need to control pharmaceuticals market chain, meaning that only retailers should sell to end users and no wholesalers should sell directly to end users. The Government should also come up with strategies of protecting small business enterprises from black market cartels.

To overcome some of the competitions, the entrepreneurs need to diversify their practice. They could for example, offer on- line prescription services and deliver the medicines at the client's residence. Managers should also ensure that they are up to date with the current market trends not only in the pharmacy industry but also in other sectors to enable them compete effectively. Currently, multinational companies in the pharmaceutical industry have been merging to form a formidable force with increased market share. Retail chemists can also merge whereby, they can increase their resources to increase their market share and thereby increasing their turnover and profitability.

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