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ОПЕРАЦИОННАЯ СТРАТЕГИЯ В СТРАТЕГИЧЕСКОМ УПРАВЛЕНИИ КОМПАНИЯМИ ФАРМАЦЕВТИЧЕСКОЙ ПРОМЫШЛЕННОСТИ В УСЛОВИЯХ НЕОПРЕДЕЛЕННОСТИ

Аннотация: операционные стратегии фармацевтических предприятий меняются каждое десятилетие в соответствии с изменениями в управлении производством, они ориентируются в первую очередь на производительность и экономию за счет масштаба, качество экономики, обеспечивая гибкость производства с учетом планирования производства, ориентации на клиента, а затем – на скорость экономики, инноваций и знаний, навыков и сотрудничества. Проблема использования производственного потенциала и его полного развития часто возникает в управленческой деятельности. В статье сделан акцент на стратегической составляющей оперативной деятельности, а не только на обеспечении текущих экономических результатов.

Ключевые слова: принятие решений, операционная стратегия, предприятие, управление, фармацевтическая промышленность, план, действие, производство.

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OPERATIONAL STRATEGY IN THE STRATEGIC MANAGEMENT OF COMPANIES IN THE PHARMACEUTICAL INDUSTRY UNDER CONDITIONS OF UNCERTAINTY

Abstract: the operational strategies of pharmaceutical enterprises change every decade, in line with changes in production management, focusing primarily on productivity and economies of scale, the quality of the economy, ensuring the flexibility of production in the production planning account, customer orientation, and then at the speed economy, innovation and knowledge, skills and cooperation. The problem of use and full development of productive potential occurs frequently in man-

agement activities. The emphasis in this article is on the strategic component of operational activities and not only on ensuring the current economic outcomes.

Keywords: *decision-making, operational strategy, enterprise, management, pharmaceutical industry, plan, action, production.*

Research has shown an increase in the number of publications on the difficulties of developing an effective operational strategy. It should be noted that the elaboration of the operational strategy should start from assessing the productive potential, the limits of the forecasts which are not reflected in many works. Increasing the efficiency of the management of the business activities of the pharmaceutical industry depends primarily on improving its development alternatives. Accelerating the pace of renewal of production and market needs requires the development of new approaches and a closer choice of strategy for the operational activities of enterprises in the pharmaceutical industry. Often it is necessary to record and at the same time the necessity of reconstruction in some divisions, technical reengineering-in others, expansion of production-in the third. In other words, it is required to develop the particular alternatives of operational strategies and alternatives that integrate the operational strategy with other components, enabling the interconnection of private operational solutions, to optimize and ensure the overall functionality of the operational system.

The pharmaceutical enterprise's operational strategy must set target production targets, establish optimum values of the normative characteristics of productive potential. The operational strategy often involves a combination of such common objectives, such as automation, computerization, the introduction of advanced production processes, while tactical operational objectives are presented as a set of measures implemented after them. The system of objectives defined by the operational strategy depends on the specificities of industry, the stage of the lifecycle of the pharmaceutical undertaking, the extent of the objectives of the state of productive potential and other determinants. Taking into account the values of the factors listed above, the limit value of the characteristics of the productive potential set out in the strategy is chosen.

These values are determined on the basis of conducting research and analytical forecasts. And, as a rule, the forecast is achieved by extrapolation, which, like the other forecasting methods, has a limited timeframe and depends on the previous operational development trajectory of the pharmaceutical undertaking and the possibility of identifying in the trajectory the date a certain evolutionary trend. In addition, extrapolation is used when enterprise management is satisfied with the development of the business on the traced trajectory. If the operational strategy is associated with intensification of production, then forecasts can only indicate the lower thresholds of the interested indices [4].

It is also necessary to realize that a fundamental change in the operational strategy requires increased labor productivity, as well as qualitative leaps in the development of productive potential. The forecast, in this case, is hampered by the lack of previous data on the implementation of the planned strategy, and it is necessary to use intuitive forecasting methods.

The operational strategy must, therefore, be based on a series of forecasts, plans, and vision on the desired situation, and also to take into account the results and evolution of the pharmaceutical undertaking, the challenges faced by the previous strategic plans and the deadlines for their implementation, as well as the performance indices.

The operational strategy plays a decisive role in the development of the market, technological, financial and personnel development in enterprises that manufacture pharmaceutical production.

As outlined in the thesis, the company's operating strategy is associated with a number of long-term systemic, organisational and technical measures, which relate to potential changes in the product range, with the adaptation of production and sales, new approaches to quality management and product competitiveness, with a decrease in the intensity of production resources and an increase in productivity and efficiency of work. Naturally, in the framework of research, it is impossible to cover such a wide range of problems. However, due to the topics and tasks disclosed, we believe that, in addition to the problems discussed, the existing classification of operational

strategies also requires some clarification. All strategic projects are economically based, on a substantiated complex of development alternatives and on justifying the best solutions, taking into account their impact on productive potential. Long-term strategies often aim at radical change or the formation of elements of productive potential. On the other hand, by changing the productive potential, strategic operational decisions take into account existing capacities as well as the characteristics of the external environment. As mentioned above, in the modern theory of operational management, the main types of industrial policy, refer to the choice of scope and structure of attracted resources, the foundation of production programs, the increase of productive potential, development of production capacity, etc. Uncovering the multitude of factors that are taken into account in determining the type of operational strategy, we believe that we need a different approach, combining the data of the external environment and the internal environment of the pharmaceutical undertaking.

As already mentioned, two types of uncertainty are identified in the study: positive and negative. Methodological approaches have also been formulated to identify the type of productive potential. The strategy for the development of operational activities, as it seems to me, should be based on these conclusions.

In table 1 The Strategic development options for each combination of the environmental uncertainty characteristics and the type of productive potential are presented. As can be seen, the strategy for the development of operational activities involves, firstly, adapting the productive potential to the requirements of the external environment, which develops in a strategic context. It is also necessary to balance the productive potential, which ultimately leads to stabilizing the economy of the enterprise, firstly, by increasing the stability of the pharmaceutical undertaking to the dangers of the environment, and secondly, as a result of avoiding internal imbalances.

Table 1

Strategy for the development of the productive potential
of the pharmaceutical industry enterprise

The character of uncertainty	Type of productive potential			
	Innovative (The most developed was the potential technological-informational and investment potential-innovational)	Aggressive (The largest development has been given to investments and innovations and human resources organization)	Of protection (The greatest development has been given to the marketing and sales potential and the potential for Human resources organization)	For the client (The most developed was the potential for marketing, information, and technology)
Negative (probability of appearing negative events with significant damage is relatively high).	<i>Passive development and support strategy for sales Increasing the informational and analytical base for monitoring of changes in the external environment and seeking investment opportunities in the region with a lower risk of the activity, diversification of activities</i>	<i>Strategy for the development of passive products Renovation of productive assets, accumulation of financial resources to counter possible negative developments, increase competitiveness</i>	<i>Passive strategy Technological development enhancing financial sustainability, searching for cheaper sources of raw materials, optimizing production costs</i>	<i>Passive strategy for stable quality of the operational process enhancing financial sustainability, improving staff skills and streamlining business processes</i>
Positive (probability of positive results, the expected growth of profits is relatively high).	<i>Active development and support strategy for sales Development of «narrow places» in production capacity (organization, staff, and supply capacities), which may hinder the achievement of the market enlargement prospects for</i>	<i>Active product development strategy Increasing the attractiveness of the goods supply, investing in marketing research to react to external events</i>	<i>Active technological development strategy Renovation of production assets, including leasing, expansion of production capacities, creation of product stocks, attracting new customers</i>	<i>Active strategy for stabilizing the quality of the operational process, reducing financial dependence, developing structures corresponding to demand of new products</i>

Source: systematized by the author in the base [2].

On the basis of the proposed provisions for the identification of areas of strategic development of operational activities based on the type of productive potential and uncertainty type, it is proposed to extend the classification of NTE to operational strategies.

One of the main aspects of development is to increase the efficiency of operational strategies. In the given research, we believe that the efficiency of the opera-

tional strategy can be expressed by achieving strategic objectives; reduction of losses and limits; increasing operational outcomes; assessment of customer satisfaction (compliance with demand); measuring the satisfaction of intermediaries; the system of performance indicators of operational activities.

In modern conditions of the Romanian economy, there is an increased attention to the problems of business managers to improve production efficiency, because their resolution is a condition for strengthening the economic potential and the conquest of a more favorable competitive position. However, in their practical activities, pharmaceutical companies do not always use opportunities to increase production efficiency, only by solving daily operational tasks.

It should also be noted that, in terms of increasing competition due to the liberalization of the market, representatives from all areas of economic activity must increase productivity in order to reduce costs and improve the efficiency of the production system. In this respect, the implementation of the Controller aimed at increasing the efficiency of the production system of enterprises becoming extremely important. At the same time, it can be observed that the control tools complex for operational activities (including productivity control) has not been sufficiently studied. Productivity control (operational activities), in my view, should aim at the development of the pharmaceutical undertaking, creating a margin of competitiveness and making a sufficient profit to ensure profitable activity. We can admit that the management of productivity through misconduct, based on complex and automated control systems, can provide a real managerial effect by focusing on important directions in the field of managerial decision making and delegating subordinates to solve parts of the problems arising from the account of decreasing the likelihood of errors and increasing the efficiency of work. However, these issues should, in my opinion, become the subject of further research [3]. We can undoubtedly say that the factors. Influencing the efficiency of operational activities is diverse, which determines the multiple criteria of choosing the optimal operational strategy.

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