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COMPARATIVE ANALYSIS METHODS OF EVALUATION ADAPTING UKRAINIAN PHARMACEUTICAL ENTERPRISES TO EXTERNAL CHANGES

This article is devoted to a comparative analysis of evaluation methods of adaptation of pharmaceutical companies to environmental changes. The advantages and disadvantages of methods of assessment of enterprises to adapt to changes of the external environment and identifies their scope has presented. The evaluation of the effectiveness of adaptive measures and adjustment operations on the example of the "A" using the methodology of the strategic assessment of the enterprise was carried out.

Keywords: *methods for evaluation adaptation, Ukrainian production pharmaceutical enterprises, the strategic assessment of enterprise.*

Unstable economic conditions, competition rigidity greatly complicate the management process, and the prospects becoming less predictable. To ensure the stability and manageability enterprise should prepare themselves for implementation measures aimed at adaptation. The aim of article is a comparative analysis of methods for assessing the adaptation Ukrainian production pharmaceutical enterprises to external changes. The study used methods of expert estimations, comparative and graphical. A comparative analysis has been conducted of methods of assessing adaptation of pharmaceutical enterprises to external changes. The advantages and disadvantages are given of methods for assessing adaptation of pharmaceutical enterprises to external changes and their scope specified. An assessment of the effectiveness of adaptive measures and correction of action on the example of pharmaceutical enterprise «A», using the technique of strategic assessment of enterprise and comparative analysis of the functioning indicators pharmaceutical enterprises with and without considering the adaptation, has been carried out.

Problem definition in general and its connection with important scientific or practical tasks. Recently, for the Ukrainian pharmaceutical organizations topical is growth rate changes in the external environment and the strengthening of its influence on the processes functioning enterprises. Unstable economic conditions, competition rigidity greatly complicate the management process, and the prospects becoming less predictable. To ensure the stability and manageability enterprise should prepare themselves in advance to changes in the external environment as well as to identify and implement measures aimed at adaptation.

Analysis of the latest researches and publications, in which the solution of the problem initiated and which the author referred to. In the works of famous foreign authors considered the problem of evaluating the effectiveness of activities of the company [1, 5]. There are articles on methods for evaluating the effectiveness of pharmacies in scientific professional journals on pharmacy [3].

Separation of the previously unsolved parts of the general problem, which the given article is devoted to. There is almost no information in literature about the the evaluation of the adaptation of production pharmaceutical enterprises to influence of external environment factors.

Formulation of aims of the article (task setting). The aim is a comparative analysis of methods for assessing the adaptation Ukrainian production pharmaceutical enterprises to external changes.

The study used methods of expert estimations, comparative and graphical.

Presentation of the basic research material with complete substantiation of the research results obtained. In practice, the effectiveness and qualitative impact of adaptation measures for the enterprise can be carried out: by the result of activity (for achieved goals or made predefined settings); by the sum of the costs incurred for these appropriate measures (including compared to plan, budget) and by the ratio achieved (predicted) result to incurred (predictable) costs for adaptation (this method is most appropriate when comparing several options). In fact, any of the daily activities workers of the enterprise aimed at reaching certain goals and execution their tasks, and therefore, they are one way or another determine results of activity company. Thus, the notion of «adaptation» usually

does not use in the process of identifying system of goals of functioning for different areas and divisions of the enterprise, but the certain objectives market or financial character are defined. It can be argued that in practice the direct impact of adaptation measures on enterprise performance combined with other kinds of work and activities. Thus, to measure the effectiveness of adaptation Ukrainian pharmaceutical enterprises to changes in the external environment should be used methodology for analyzing effectiveness of the enterprise.

Thus, the assessment of the effectiveness of adaptation actions enterprise can be made using the methods described in Table 1 [1-5].

The first method for evaluating the effectiveness of adaptation actions – a comparative analysis planned (normative) indicators with actually received as a result of adaptation. This method allows to estimate quantitative relationship between different parameters activity of the enterprise, allowing you to objectively assess the degree of achievement of enterprise goals which were set. The difference of this method from others is that the analysis is carried out both on the basis of actual results and based on the desired (planned) indicators, which are based on actual achieved indicators of the previous period.

The task of this analysis is to determine whether the organization has achieved those results, which it sought to, if the answer is negative, then are offered possible means by which the organization can achieve its performance objectives.

Another method of analyzing the effectiveness of adaptation actions – is a complex assessment on the basis of a Balanced Scorecard that was developed by Robert S. Kaplan and David P. Norton in order to improve the efficiency of strategic management to achieve better coordination of the interests of all stakeholders in the functioning of enterprise groups: shareholders, customers, employees and partners. Balanced Scorecard allows analysis of the four directions (finance, customers, internal business processes, development and training). The main scope of using this analysis - it is large enterprises that are able to organize a special project group that will carry out the analysis and take responsibility for the correctness of the results [3, 4].

Methods strategic assessment of the enterprise are considered the most expedient for use by small and medium enterprises because of its relative simplicity. This method is based on the use of expert evaluations to analyze the dynamics of the

situation at the enterprise in four directions (overall enterprise resources, knowledge, use of resources and knowledge to achieve strategic goals) and involves getting an integrated strategic assessment in each of these directions and for enterprise at whole. The experts also can determine, together with the achieved findings, necessary measures to improve the situation.

The efficiency evaluations for carried adaptive measures and adjustment of actions performed for the Ukrainian production pharmaceutical enterprise «A» by us using the technique of strategic evaluation of the enterprise.

The results of strategic assessment are presented in Table 2 for the pharmaceutical enterprise «A», which is conducted the method of questioning heads of departments and the resulting calculated average integrated strategic assessment for each direction (general assessment of enterprise, resources, knowledges, use of resources and knowledge for achieving strategic objectives) and for the whole enterprise.

Data in Table 2 testify about improvement the situation at the enterprise over the previous period (2008). There are positive changes in organizational structure (+1,0), financial resources (+1,0) and financial strategy (+0,7). At the same time, insufficient staffing levels by security (-0,1) and implementation of marketing strategy (-0,6), which is a consequence of the lack of staff motivation to achieve the goals of the pharmaceutical enterprise.

The common feature of all above methods (Table 1) is that they measure the effectiveness of adaptation actions due to the degree of implementation of enterprise strategy. The next method – the comparative analysis of the functioning indicators pharmaceutical enterprises with and without considering the adaptation, allows to separate in the values of parameters the part (Figure 1), which is caused by conducting adaptation and allows to predict costs, gross profitability and net income from sales products of enterprise, which is essential in modern conditions of external environment.

In this case, the activation advertising was viewed as an adaptation measure. According to information received, the adaptation of Ukrainian production pharmaceutical enterprise «A» was necessary, because of the refusal to adapt to market conditions the enterprise not only did not get the profits and even it would be unprofitable (gross profit without adaptation amounted to -18,1 thousands grn.). Thus is confirmed the thesis of the need to adapt

pharmaceutical enterprise to external environment.

The complex of the studies shows a constant need for adaptation of pharmaceutical enterprises to changes in the external environment for their effective socio-economic activities in the pharmaceutical market.

Conclusions:

1. A comparative analysis has been conducted of methods of assessing adaptation of pharmaceutical enterprises to external changes: comparative analysis of planned (normative) indicators with actually received, analysis of the effectiveness of adaptation of enterprises based on Balanced Scorecard, strategic assessment of enterprise and comparative analysis of the functioning indicators

enterprises with and without considering the adaptation.

2. The advantages and disadvantages are given of methods for assessing adaptation of pharmaceutical enterprises to external changes and their scope specified.

3. An assessment of the effectiveness of adaptive measures and correction of action on the example of pharmaceutical enterprise «A», using the technique of strategic assessment of enterprise and comparative analysis of the functioning indicators pharmaceutical enterprises with and without considering the adaptation, has been carried out.

Table 1

Advantages and disadvantages of methods for evaluating the effectiveness of enterprises' adaptation

Method	Advantages	Disadvantages
Comparative analysis of planned (normative) indicators with actually received	<ul style="list-style-type: none"> analysis has objective nature since quantitative indicators are investigated; the ability to choose the most significant parameters for the enterprise 	<ul style="list-style-type: none"> the goals which delivered to the enterprise, can not always be expressed in terms of quantitative indicators, which reduces the value of analysis; unstructured parameters leads to the fact that some areas of the company are ignored
Analysis of the effectiveness of enterprises' adaptation based on Balanced Scorecard	<ul style="list-style-type: none"> the model is flexible enough in case of need it is possible to add the necessary blocks; analysis of parameters carried on their relationship and interaction; selection of a large number of indicators for analysis, with different measurability 	<ul style="list-style-type: none"> this type of analysis requires significant expenditures of resources (human and financial) to collect the necessary information; subjective estimates of the minimum and maximum level of indicators that lead to a distortion the results of analysis
Strategic assessment of enterprise	<ul style="list-style-type: none"> simplicity of implementation the analysis; minor costs of gathering information compared with other methods 	<ul style="list-style-type: none"> subjectivity of expert evaluations; comparison of the situation in the previous period, while ignoring degree of achievement of the goals which were set
Comparative analysis of the functioning indicators enterprises with and without considering the adaptation	<ul style="list-style-type: none"> allows distinguish is obtained indicators of activity the part, obtained through adaptation; can assess the expediency the implementation of adaptation; you can choose to analyze any indicators 	<ul style="list-style-type: none"> subjectivity of expert evaluations, which decreases practical value of analysis; from researcher requires specialized knowledge in marketing sphere and finance

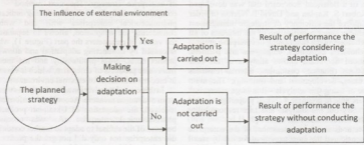


Fig. 1. Scheme of adjustments strategy of the pharmaceutical enterprise under the influence factors of external environment

Table 2

Strategic assessment of Ukrainian production pharmaceutical enterprise «A»

№	Indicators	Assessment (on a scale from 1 to 5 points)		
		2008 year	2009 year	Deviation
1	2	3	4	5
I	GENERAL ASSESSMENT OF ENTERPRISE	3,8	4,1	+0,3
	The structure of the enterprise (compliance the administrative, manufacturing departments, etc., compliance of enterprise strategy, matching the modern development of the market of medicines)	3,0	4,0	+1,0
	The corporate culture (values, attitudes, training, cooperative events)	4,0	4,2	+0,2
	Style of management of the top management level – General Director	4,0	4,0	–
	Management style of middle level managers: commercial director, financial director, production director, quality director	4,0	4,3	+0,3
	Management style of grassroots level managers – heads of departments	4,0	4,0	–
II	RESOURCES	3,3	3,7	+0,4
	Financial resources (This is cash income and receipts at the disposal of the enterprise and are designed to meet financial commitments, costs of expanded reproduction and economic incentives for employees. Financial resources are divided into: capital, expenditures on consumption, investments in non-production sector, financial reserve)	3,0	4,0	+1,0
	Communications (exchange of information, obtaining reliable information)	3,8	4,0	+0,2
	Technology (introduction of new technology helps solve specific economic, scientific and technical problems to overcome the narrowness of scientific and technological base, disadvantages of production facilities and other resources, achievement of new strategic opportunities the enterprises' development)	3,0	3,5	+0,5
	The staff (security, professionalism, availability of personnel with special education)	3,5	3,6	-0,1
III	KNOWLEDGES	3,8	4,1	+0,3
1	2	3	4	5
	Knowledge of Finance (the ability to possess financial statements, analyze price dynamics, sales, costs, taxes to establish the expected revenue and the value business, analyze the investment attractiveness of the industry, the competitiveness different types of businesses and the impact on them of macroeconomic factors and conditions, including financial policy of the government)	4,0	4,0	–
	Knowledge of customers (pharmacies, wholesalers, health care facilities and consumers (population))	3,5	4,0	+0,5
	Knowledge of competitors (possession of information regarding the assortment policy competitors, their suppliers, conducting of enterprise the monitoring of selling prices of competitors and prices in the retail network)	4,0	4,4	+0,4
	Knowledge of industry and business peculiarities	3,6	4,0	+0,4
IV	USING THE RESOURCES AND KNOWLEDGE FOR ACHIEVING STRATEGIC OBJECTIVES	3,8	3,9	+0,1
	Financial Strategy (general action plan to ensure the enterprise funds, covering the following issues: the formation of finance, their planning and support, financial strategy solves the problems, providing financial stability of enterprises in the market economy)	3,5	4,2	+0,7
	Marketing strategy (allows optimally combine the production capabilities and conjuncture market conditions, determine the assortment policy of the enterprise, to carry market segmentation and differentiation of the range of products to commodity groups, production of which will be carried considering the optimal capacity utilization and allocation the raw: a priority in this will be groups of the greatest profitability, and the groups with lowest profitability, required for compulsory assortment, conducted by the residual principle)	4,0	3,4	-0,6
	Commercial strategy (system targeted measures, procedures and types of work to reduce costs, maximize profits, the establishment of economic and partnerships with market entities, ensure the profitability the enterprise in terms of commodity-money relations, based on the laws of market and oriented on demand of customers)	3,5	3,8	+0,3
	The plans are implemented for terms of sales products	4,0	4,0	–
	STRATEGIC ASSESSMENT OF ENTERPRISE	3,7	4,0	+0,3

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СРАВНИТЕЛЬНЫЙ АНАЛИЗ МЕТОДОВ ОЦЕНКИ ПРИСПОСОБЛЕНИЯ УКРАИНСКИХ ФАРМАЦЕВТИЧЕСКИХ ПРЕДПРИЯТИЙ К ИЗМЕНЕНИЯМ ВНЕШНЕЙ СРЕДЫ

В работе представлен сравнительный анализ методов оценки приспособления фармацевтических предприятий к изменениям внешней среды. Представлены преимущества и недостатки методов оценки приспособления предприятий к изменениям внешней среды и указаны сферы их применения. Проведена оценка эффективности адаптивных мер и корректировка действий на примере предприятия «А» с использованием методики стратегической оценки предприятия.

Ключевые слова: *методы оценки адаптации, украинские производственные фармацевтические предприятия, стратегическая оценка предприятия.*

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УКРАИНА ФАРМАЦЕВТИК КОРХОНАЛАРИНИ ТАШКИ МУҲИТ ЎЗГАРИШИГА МОСЛАШУВИНИ БАҲОЛАШ УСУЛЛАРИНИНГ ҚИЁСИЙ ТАҲЛИЛИ

Фармацевтик корхоналарини ташки муҳит ўзгаришига мослашувини баҳолаш усулларини қиёсий таҳлили тақдим этилган. Ташки муҳит ўзгаришига корхоналарини мослашувини баҳолаш усулининг афзал томони ва камчиликлари келтирилган. Адаптивлик чораларининг самарадорлигини баҳолаш ва "А" корхона мисолида корхоналарини стратегик баҳолаш усулини қўлаб қоректировкалаш таъсири баҳоланган.

Таянч иборалар: *адаптациони баҳолаш усуллари, украинна шиклаб чиқарини корхоналари, корхонани стратегик баҳолаш.*

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