

**Conclusions.** In particular, the answers of experts suggest that the most urgent of the above questions is to ensure the competence of risk managers. Therefore, the development of proposals for the organization of a risk-managers training is the objective of our further research.

## ACTUALITY OF THE LEAN PRODUCTION CONCEPT IMPLEMENTATION AT PHARMACEUTICAL ENTERPRISES

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**Introduction.** Lean production is a management concept that involves optimizing business processes with maximum market orientation and taking into account the motivation of each employee. Lean production forms the basis of a new management philosophy and culture. This is a broad management concept aimed at eliminating losses and optimizing business processes: from the stage of product development, production and to interaction with suppliers.

**Aim.** Lean Manufacturing Techniques are applicable to any area of the organization's activities with a view to a stable increase in competitiveness in a changing market.

**Materials and methods.** Pharmaceutical enterprises are no exception, since their main task is the efficiency of production, that is directly related to the complexity and duration of the production cycle. The longer this cycle is, the greater is the number of auxiliary and servicing industries in it, the less effective is production in general.

**Results and discussion.** The Kaizen Institute, which has worked with a large number of pharmaceutical companies around the world, has identified the typical results that a company can achieve when lean manufacturing is applied (Fig. 1).

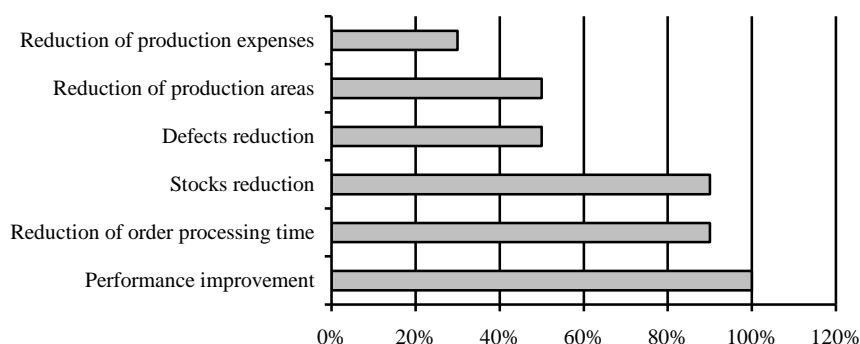


Fig. 1. The effect of the lean production introduction in pharmaceutical companies.

**Conclusions.** In the pharmaceutical industry, control and reliability processes play a key role. The introduction of lean manufacturing can be used to enhance the competitive advantage of an organization.

The efficiency and payback of this concept are quite high. Its implementation allows companies to gain tangible benefits and competitive advantages, which is especially important in today's competitive environment.

## CONTROL OF DATA AND INFORMATION MANAGEMENT AT STATE LABORATORIES FOR THE CONTROL OF MEDICINES

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**Introduction.** Laboratory control is one of the main regulatory procedures in the system of quality assurance of medicines. State laboratories for quality control of medicines must guarantee and document the correctness of the results obtained, prove their competence not only to their clients, but also to regulatory