

# STUDY OF QUALITY OF THE STATUS OF STRATEGIC MANAGEMENT OF PHARMACEUTICAL ORGANIZATIONS

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The introduction of a strategic approach in the activities of pharmaceutical organizations allows to maintain a competitive position and adapt to market demands. Pharmaceutical organizations that carry out integrated strategic management can use all favorable opportunities to strengthen market positions and create conditions for profitable activities. The need to develop and implement approaches to solve practical problems of strategic management justifies the relevance of research.

The purpose of the study is to assess the quality of strategic management of pharmaceutical organizations. To achieve this goal, an expert survey of the staff of pharmaceutical organizations was conducted, on the basis of which an understanding of the factors, directions, tasks and problems that affect the quality of strategic management was obtained.

It was found that 64.2% of experts see market competition as the main factor influencing the quality of strategic management, 56.6% - consider it necessary to intensify the work of labor collectives, 52.8% - prioritization of needs, activities, services, 39.6% - to direct the development of the organization to solve problems related to the economic activities of the pharmaceutical organization. Factors such as changes in development priorities, conceptual basis of activity, total quality management and implementation of innovative approaches to management were noted by 34.0%, 26.4% and 22.6% of experts, respectively.

The study identified problems that arise in the implementation of strategic management of pharmaceutical organizations. According to experts, the problem of lack of modeling of strategic development plan scenarios (83.0%), lack of monitoring of the effectiveness of strategic development plans (64.2%), and the fact that the strategic development plan is formal (54.7%) need to be addressed. The existence of a problem due to inadequate financing of the strategic development plan, lack of methods and tools of strategic management adapted to the needs of the organization, non-compliance with planning principles were also established.

In the conditions of competitive markets the most important parameter of survival of the strategically-oriented organization is realization of directions of development of landmarks to which the organization aspires and which tries to reach in the course of economic activity. The obtained results show that the largest share of experts considers it necessary to form the strategic thinking of employees of the pharmaceutical organization and create conditions for the implementation of the strategy and achieve the goals, noted by 73.6% and 71.7% of respondents, respectively.

Among the tasks, the solution of which ensures the quality of strategic management of the pharmaceutical organization, most experts indicated the formation of marketing strategy in the market of certain goods (noted 84.9%), the formulation of the overall concept of enterprise development (79.2%). That is, the management of pharmaceutical organizations must take into account the management and marketing aspects of activities in long-term planning. Also important tasks are the management of strategically important factors in the market, the development of company-wide strategy, identifying strategic prospects for investment financing, as indicated by 75.5%, 73.6% and 71.7% of experts, respectively. The solution of such a task as improving the management of individual units (60.4%), should be considered in the short term, which will help create the conditions for effective strategic management of the organization.

Thus, the results obtained to assess the quality of strategic management is seen as a process of developing and implementing a strategy aimed to achieve the goals and create conditions for ensuring the efficiency and effectiveness of the pharmaceutical organization.