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R. O. Salimbaeva, A. A. Tagay, A. Bulambaev, K. Meyrambek

University of Almaty, Almaty, Kazakhstan.

E-mail: Rsalimbaeva@mail.ru; atagayev_01@mail.ru; k.r.asavchik@mail.ru; Karla1987@bk.ru

FORMATION AND IMPLEMENTATION OF COMPETITIVE STRATEGIES IN PHARMACEUTICAL COMPANIES

Abstract. The aim of the article is to study the features of the formation and implementation of competitive strategies in pharmaceutical companies based on the assessment and organization of a competitiveness management system. The paper substantiates the significance of the problems of competitiveness, pricing and marketing policy of distribution companies in the pharmaceutical market. The authors of the article adhere to a systematic method of research and consider the competitiveness management of pharmaceutical enterprises as a system. The object of the study was the global pharmaceutical distribution companies present in the Kazakhstan market. By studying their competitive strategies, the authors revealed the features of their functioning on the Kazakhstan market, as well as identified the risks associated with changing and managing the pricing policy of the studied companies. The specific features of the functioning of the enterprises under investigation revealed in the work made it possible to identify the main components of the analysis of the external environment of the distribution company. The authors describe the stages of developing a competitive strategy for a pharmaceutical distribution company and develop measures to further operate and adjust the strategy to take into account new conditions.

Key words: pharmaceutical market, distribution industry, pharmaceuticals, competitive strategy.

Introduction. The contemporary state of Kazakhstan pharmaceutical market imposes on its participants tough requirements on elaborating a behavior strategy that would ensure stable development of a certain enterprise under the conditions of constantly changing competitive environment, enhancement of pharmaceutical companies competitiveness, enlargement of its capabilities to operate under stiff competition.

Despite the availability of enough number of researches that contributed significantly to the development of theory and practice of enterprises management, the peculiarities of competitive strategies elaboration for pharmaceutical enterprises are underexplored. In addition, new market conditions, the volume of activity types implemented by pharmaceutical enterprises, specifics of the pharmaceutical drugs variety require more detailed investigation and elaboration of competitive strategies able for flexible reaction on internal and external environment changes, and achievement of high level of competitiveness in short- and long-term perspective.

Methodology of investigation. During the implementation of the work the methods of system analysis, abstract and logical method, the method of monograph research, the method of comparative analysis, and organizational and structural modeling were used; this allowed achieving necessary profoundness of the research results and conclusion soundness.

The main body. The companies that manufacture the pharmaceutical drugs, medical goods, health and hygiene items, galenicals etc. often apply the strategies of differentiated, undifferentiated, concentrated marketing [1, p.66]. Down to the beginning of XX century, there was no urgency to manage the promotion of pharmaceutical goods and other items used in medical practice and manufactured at the pharmaceutical market. To manufacture the distribution products it was enough to have a patent allowing for pharmaceutical drugs advertising and selling. The initiator of marketing application in the medicine was a professor of the pharmaceutical college of Texas University, R.A. Gosselin who in 1962 made a proposal, and in 1966 the “Certified Medical Representation (CMR) Institute, Inc.” started the training of

pharmaceutical sales agents [2, p.45]. During the period of the distribution products promotion to the market a lot of pharmaceutical companies forming its sales policy due to the trade channels that include distributors and dealers, or focused on dealers only without creation of the own sales network were established. The dealer companies investigate the market of manufacturers and consumers to reveal free niches for the development of new types of services. The drugs and items promotion activity manufactured by the enterprises of distributor industry enlarge the market offer of the manufactured goods due to the active operation of dependent and independent companies specializing on rendering of various trade and mediation services (wholesale supply, small-scale wholesale etc.) [2, p.45].

The opportunities for the development of new tendencies in the trade and mediation activity on promoting drugs and items manufactured by enterprises of distribution industry became possible due to the current strengthening of participants interests confrontation within the format: “manufacture – distribution – exchange – consumption” of the distributed products.

All corporations engaged in the manufacture are aimed at reimbursing of expenses spent on research and development, and therefore strive for high profit allowing for further research works and creation of new pharmaceutical medicines. Under the conditions of the strongest pressure on the side of companies that copying them during the promotion the various instruments are used. The expensive promotion causes high cost of pharmaceutical drugs and negative reaction on the side of the State that, due to this, has to constantly increase the budget of the healthcare programs. From time to time there are corrupt trials, these are the cases when the patients’ health incurred grievous harm as a result of new pharmaceutical drugs intake, and this, for sure, influences on the reputation of this or that company, and on the actions of the regulatory system that is responsible for the content of the game rules in the pharmaceutical products market [3, p.41].

The foreign pharmaceutical companies during several recent decades applied a model allowing, at common increase of demand on pharmaceutical products, profiting insignificant margin comparing to the companies-origimators. Among these companies, the leading is the world distributor company Teva that exists in Kazakhstan market, and in the market of distributor companies of other CIS countries.

The results of the investigation on forming process and implementation of the competitive strategy of Teva distributor company showed that under the conditions of continuing forming of pharmaceutical market in Kazakhstan the strategy of concentrated or target marketing is less reasonable than previous. In opinion of Reikhart D.V. the pharmaceutical companies try to avoid it as this excludes completely an opportunity of any diversification [3, p.41]. The high level of pharmaceutical companies’ infrastructure the Head offices of which are located in the economically developed countries, plus financial stability of these companies allow applying different options of the marketing strategies. For example, the undifferentiated marketing is applied by such leaders of the world pharmaceutical business as Pfizer company (USA) the stock of which has innovative antibiotics, anti-inflammatory medicines, psychotherapeutic medicines, cardiovascular medicines, diabetic treatment medicines etc.; Austrian company R. Bittner GmbH; Johnson & Johnson (USA) company that promotes the pharmaceutical medicines, diagnostics means, medical equipment [4, p.15].

The high-tech products include the manufacture of medical equipment, healing remedies, and these are not necessarily the medicines aimed at treatment of cancer or AIDS [5].

The development of the distributor sector in the field of high technologies is not only due to the manufacture of pharmaceutical medicines used for treatment of cancer diseases, heart diseases and other new medicines applied for treatment of the currently rare and fatal diseases. And this is proved by the results of WHO data analysis on the structure of medications consumption. This analysis testifies that the largest volume of purchases falls on painkillers, medicines taken against diseases connected with different infections, etc. Therefore, the development of high-tech manufactures of medicals for all spectrums of action is still topical. However, the development of new manufactures as well as production of new medicals under the formed distributor competitive medium is connected with high risks at the consumer market.

Despite the high risks in the distributor activity the creation and support of this kind of manufactures is one of the ways on ensuring the national safety the same as the national policy on medicals issuing to persons having grave health problems and registered for medical reasons.

This approach to the national policy in Kazakhstan narrows the frames of retail sales market and leads to strengthening of competition in promoting the pharmaceutical products that in most cases cannot

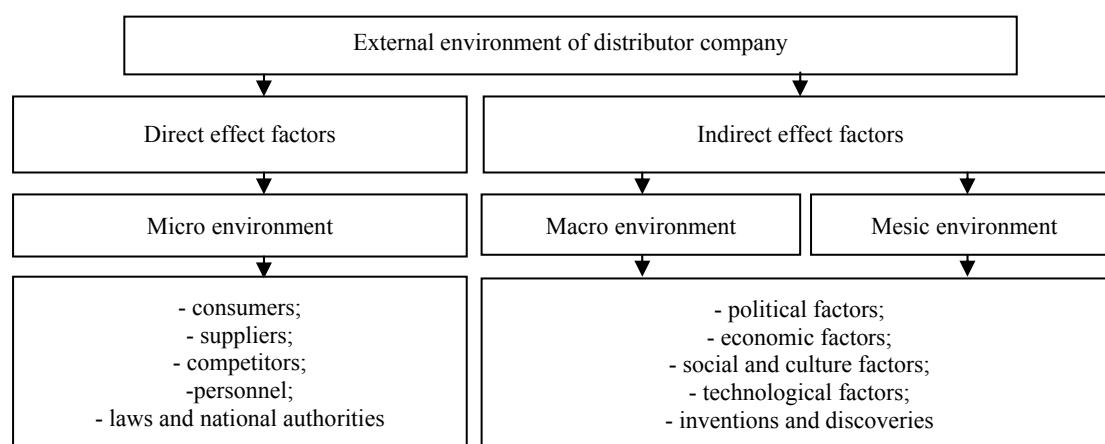
be implemented by the companies itself due to high costs, but that is an integral component of the common corporate strategy.

The selling specifics of pharmaceutical companies items, due to peculiarity of products created by them, is reflected in the mechanism of the business entity strategy development, it does not exclude the general principles of its forming, but strengthens the significance of the effective competitive strategy elaboration that includes the integrity of definite actions of a company in the market covering the elements of marketing together with market and volume characteristics, and are implemented under the general corporate strategy.

Focusing on the significance of the competitive strategy for business entities in the field of distributor activity, the motivation of this focus is that in the contemporary practice, independently on the trend and field of activity, the competitive strategy is a weighty instrument as its implementation influences on solving of a wide range of problems urgent for the business entity [6, p.11].

Thus, the elaborated competitive strategy of a distributor company includes, first of all, finding of resources becoming clear during the implementation of successful projects. The successful implementation of projects reveals the possible resources also that cannot be foreseen quite accurately, therefore while elaborating the competitive strategy the generalized phrasing of results is used.

The market tendency in the field of distributor activity shows that the traditional fields of macro- and micro medium analysis should also include the analysis of mesic environment as the scale of competitors activity is beyond the frame of influence at macro- and micro levels, and globalizes the significance of companies' activity [7]. To show the analysis components of business entity external environment in the field of distributor sector it is necessary to construct in figure the specifics of external environment investigation objects content.



Components of external environment analysis of business entity in the field of distributor sector.

Note: compiled by the author basing on reference [8]

The specifics of pharmaceutical manufacture is that it produces the original medicals and analogues or generics that have not been investigated completely so far. However, the price of generics makes them of primary demand and production due to impossibility or unavailability to purchase the originals. By strengthening the competitive strength at separate segments of pharmaceutical market this segment of business environment of companies requires flexible strategic policy, and thus implies the introduction of efficiency estimation procedures of the selected and earlier developed strategy of the pharmaceutical market entity. Therefore, while developing a strategy it is necessary to analyze the results achieved by a company, to correct its behavior at the given niche of the selected market segment. Thus, to elaborate a strategy it is necessary to assess already introduced strategy for its total change or correction; it means that for the active distributor company it includes 8 main stages:

1. Mission and corporate-wide strategy of a company development.
2. Setting of tasks to struggle against competitors.
3. Acquisition and analysis of data on the state of external and internal environment of the company.
4. Selection of the best strategy in view of the competition.
5. Analysis of the selected strategy.

6. Implementation of the competitive strategy basing on the strategic plan.

7. Analysis of results.

8. Correction of the existing strategy or development of a new one that will be more successful for implementation of tasks on achieving a company goal [9, p.187].

In general view, the activity of companies focused on the medicals promotion in the market or trade and mediatory activity requires knowing the manufacturers of pharmaceutical medicines needed to a consumer. If a company-manufacturer investigates the market demands to adjust the production and starts it only when it is sure in its competitiveness, the independent dealer company also estimates the market demand, but considering its saturation with goods – originals and analogues proposed by its direct competitors manufacturers, and the share of definite preferences to activate the process. Therefore, the development of the competitive strategy of companies focused on medicals and other pharmaceutical items promotion has its own specifics and does not exclude the base that is the strategic analysis.

The strategy of differentiated marketing is applied, for example, by GlaxoSmithKline Company (USA) providing the innovative prescribed and not prescribed medications, products for hygiene and disease prevention, vitamin energy drinks. The pharmaceutical markets of many world countries accept positively such medicaments of the company as Panadol, Coldrex in in different modifications. The strategy of concentrated marketing is usually applied by companies that produce the medicals for definite category of consumers. An example of this tendency is the distributor company Novo Nordisc – the leading manufacturer of insulin [2, p.43].

The development of pharmaceutical market led to the strong holding of positions by the companies from the USA, France, China, India, and other world countries. During the recent five years and in 2018 the leading position belonged to Pfizer Company (USA) with sales volume on the level of 47.6 billion dollars. Its main competitors are Swiss companies Novartis with sales volume 42.8 billion dollars, and Roche with sales of 42.4 billion dollars. The following companies improved its position and kept the competitiveness: Johnson & Johnson with sales at the level of 39.9 billion dollars, French Company Sanofi with sales volume 38.2 billion dollars, and after that Merck&Co Company (beyond the USA – MSD), GlaxoSmithKline, AbbVie, Gilead, and Bayer. Teva [2, p.43].

If we consider the effectiveness of the selected behavior reflected in the corporate strategies of companies, it is necessary to note that if the prediction of Pfizer and Novartis Companies leading position was fulfilled and the companies kept its positions until the end of 2018, and despite that Roche Company is ranked third, its activity is not as operative as predicted.

Numerous unpopular management solutions lead to the fact that a range of companies, while keeping its positions at the pharmaceutical market lost its positions by individual competitive advantages. For example, the Israeli Company Teva experienced significant financial difficulties in 2018 to solve which it used such unpopular measures as reduction of staff and closing of plants.

Thus, under the stiff competition at the pharmaceutical market the unpopular and ineffective strategic managerial decisions lead to the loss of competitive advantages and positions of a distributor company at the given market. The stiff competition at the pharmaceutical market aggravates due to appearance of new participants producing innovative medicals using less expensive and more progressive technologies of production.

Considering the corporative strategy of the French Company Sanofi it should be noted that its competitive advantages are constructed on the base of managerial decisions focused on reduction of expenses, and distributor products suggestions to consumers at acceptable prices. Sanofi Company should resolve all these issues and create effective barriers to protect its competitive advantage.

The key issue of the competitive policy is confrontation to threat of new participants' appearance in the market. The managerial board the Sanofi Company renews constantly the range of products and extends the services provided to a consumer. At the same time, the managerial board assumes that due to the development of new products and services, the company attracts new consumers and increases the share of permanent consumers of its products that have a chance to choose necessary medicals among a variety of items produced namely by this company. Despite that the enlargement of production can lead to the scale effect, the company managers assumes to avoid it by decreasing the fixed price.

The building of capacity at simultaneous decrease of expenses on research and development will allow the company to optimize the prices. Consequently, in opinion of the company managers, new participants less likely will enter the dynamic industry of distributor sector already having the permanent

players such as Sanofi and other companies. This decreases significantly the window of extraordinary profit for new companies putting off new players in the sector [10, p.102].

One of the instruments of the competitive strategy implementation in Sanofi Company ensuring its leading position in the market is a work with permanent suppliers that are also leading in their segment of the market and are able to decrease the margin that Sanofi can earn in the market. The large suppliers in the field of healthcare use its negotiation capabilities for obtaining higher prices from the manufacturers of medicals of the main field. The general effect of higher negotiation position of suppliers is that it decreases the common profitability of large manufacturers. To optimize the prices for delivery of items and raw materials for medical production, Sanofi Company constructs an effective scheme of supplies with large number of suppliers that provides an opportunity for maneuver and selection of counterparts with price proposals beneficial for it. The company has developed the sales policy that includes suppliers focused on arrangement of business the only goal of which is promotion of medicals and other products of manufacture used by the treatment practice, and specific suppliers whose business depends on the company. One of the lessons the Sanofi can learn from Walmart and Nike is that these companies developed the outsourced manufacturers whose business depends on them only by creating a scenario when these outsourced manufacturers have significantly less negotiation strength comparing to Walmart and Nike [10, p.102].

As one of the main instruments of competitive positions protection and forming of the competitive strategy, Sanofi Company uses the model of five competitive forces by M. Porter that allows obtaining the complete pattern of the things influencing on the profitability of the organization at medical manufacturers of large sector. The analysis allows determining the tendencies of the status change and estimate the competitive positions at early stage; it also allows the quick response on negative changes to use all instruments of management to minimize the economic losses.

The effective application of the competitive strategy allows “STADA” Arzneimittel AG keeping its position at the pharmaceutical market for more than hundred years. Despite the long activity it continues to be the main tender for all who is engaged in producing of generics. The company, in the German manner, is conservative and accurate, but open for innovations, that provides STADA an opportunity to remain stable and achieve the set tasks at every issue. The main competitive advantages of the company that it keeps to the present day are the quality and wide range of products that counts more than hundred items that allowed the company taking the award “Global Generics & Biosimilars Awards -2018” in 2018. It should be noted that the foreign pharmaceutical manufacturers has no specific arrangement of the sale due to the features of this market segment regulation. However, this is especially important for the product promotion produced by medical companies as the implementation of the competitive strategy assumes that the market capacity and other indicators estimating the prospectivity of the distributor company activity will be fulfilled [11].

The features of the competitive strategies of pharmaceutical companies

Strategy components	Компании			
	«STADA» Arzneimittel AG.	Sanofi	Teva	GlaxoSmithKline (USA), Novo Nordisc
Work with permanent suppliers; Wide range; Innovations	The main tender for generics. Strategy – the quality and wide range of products that counts more than hundred items.	The large suppliers in the field of healthcare use its negotiation capabilities for obtaining higher prices from the manufacturers of medicals. Strategy – price advantage	Reduction of staff and closing of plants. Strategy – optimization of staff of production capacity	Provides the innovative prescribed and not prescribed medications, products for hygiene and disease prevention, vitamin energy drinks. The pharmaceutical markets of many world countries accept positively such medications of the company as Panadol, Coldrex in different modifications. Strategy – differentiated marketing
Note: compiled by the author.				

Considering the experience of forming and implementing of the competitive strategy it is obvious (table) that it can be applied for development and establishment of pharmaceutical companies in Kazakhstan, and it also provides an opportunity to form the activity of the business entities on promoting

the products produced by the leading pharmaceutical dealers making important that namely independent dealer company is an object of investigation.

Indeed for companies carrying out the independent trade and mediatory activity the development of the competitive strategy is a special aspect of the strategic planning. This is mostly due to the fact that independent trade and mediatory companies are more sensitive to the appearance of new products in the market, to fluctuation of manufacture prices, and to the lack of long-term connections or impossibility of its operation with the manufacture companies due to regulatory barriers or even as a result of irrational forms of supplies and its scale etc. It is clear that companies promoting the distributor products are focused on acceptable conditions of manufacturers' sales policy [12, p.3].

Conclusion. The construction of the effective system on managing the competitiveness of pharmaceutical enterprises requires efforts on solving the strategic and tactic tasks of competitiveness management aimed at ensuring the sustainable competitive position at the pharmaceutical market. Therefore, while developing the competitive strategy it is reasonable to apply a system approach assuming the integration of managing, managed, target, provision and functional subsystems able to fit the external environment conditions.

All data that can be acquired and structured in the process of the competitive strategy development provide an opportunity to the top management of the company and to those who will implement the strategy directly to see clearly the market situation, company position in it, and really imagine the ability to achieve the set goals. After that the competitive strategy acts as an executive document that concentrates all resources necessary to follow the strategic points. At the same time, on the base of the conducted analysis on the past activity, a company can constantly improve and enlarge its sphere of activity, response to the market changes, strengthen its positions and become a possessor of new markets and niches.

Р. О. Сәлімбаева, А. А. Тағай, А. Бұламбаев, К. Мейрамбек

«Алматы» университеті, Алматы, Қазақстан

ФАРМАЦЕВТИКАЛЫҚ КОМПАНИЯЛАРДЫҢ БӘСЕКЕЛІК СТРАТЕГИЯЛАРЫН ҚАЛЫПТАСТЫРУ ЖӘНЕ ЖҮЗЕГЕ АСЫРУ

Аннотация. Зерттеу тақырыбының өзектілігі фармацевтикалық кәсіпорындардың ішкі және сыртқы ортаның өзгерістеріне икемделе алатын, қысқа және ұзақ мерзімді келешекте бәсекеге қабілеттіліктің жоғарғы деңгейін қамтамасыз ете алатын бәсекелік стратегияларды әзірлеу үшін, олардың қызмет етуінің нарықтық шарттары мен ерекшеліктерін толық саралау қажеттілігінде жатыр.

Мақаланың мақсаты – фармацевтикалық компаниялардың бәсекеге қабілеттілікті басқару және ұйымдастыру жүйесін бағалау негізінде, олардың бәсекелік стратегияларын қалыптастыру және іске асыру ерекшеліктерін зерттеу. Зерттеу нысаны – Қазақстан нарығында қызмет ететін жаһандық фармацевтикалық дистрибьюторлық компаниялар. Мақала авторлары жүйелі зерттеу әдісін ұстанады және фармацевтикалық кәсіпорындардың бәсекеге қабілеттілігін басқаруды жүйе ретінде қарастырады. Одан басқа, жұмысты орындау барысында абстрактылық-логикалық әдіс, монографиялық зерттеу әдісі, салыстырмалы талдау және ұйымдық-құрылымдық үлгілеу әдістері қолданылды, бұл зерттеу нәтижелерінің қажетті тереңдігі мен жасалған қорытындылардың негізділігін қамтамасыз етуге мүмкіндік берді.

Мақалада фармацевтика нарығындағы дистрибьюторлық компаниялардың бәсекеге қабілеттілік, баға қалыптастыру және өткізу саясаты мәселелерінің маңыздылығы негізделген. Зерттелетін компаниялардың бәсекелестік стратегияларын зерттей отырып, авторлар олардың Қазақстан нарығындағы жұмыс істеу ерекшеліктерін анықтаған. Қазақстан аумағында қызмет ететін дистрибьюторлық фармацевтикалық компаниялардың бағалық саясатын талдау нәтижелері авторларға баға саясатын өзгертуді басқарумен байланысты тәуекелдерді анықтауға мүмкіндік берді.

Жұмыста анықталған зерттелетін кәсіпорындардың қызмет ету ерекшеліктері дистрибьюторлық компанияның сыртқы ортасын талдаудың негізгі компоненттерін анықтауға мүмкіндік берді, ал оның негізі ретінде стратегиялық талдау әдістемесі қолданылды. Сонымен қатар мақалада дистрибьюторлық фармацевтикалық компанияның бәсекелестік стратегиясын әзірлеу үрдісі сипатталған, оны жасаудың 8 кезеңі ұсынылған, олар енгізілген стратегияны бағалауды және түбегейлі өзгертуді қамтиды. Оған қоса, жаңа шарттарды ескере отырып, әзірленген стратегияны ары қарай қолдану және түзету бойынша шаралар әзірленген.

Мақалада стратегиялық басқару шешімдерін дұрыс қабылдау мәселелеріне баса назар аударылған, олардың тиімсіздігі дистрибьюторлық компанияның осы нарықтағы орны мен бәсекелік артықшылық-

тарынан айрылуына әкелетіндігі негізделген. Фармацевтикалық нарықтағы қатаң бәсекелестік күресті авторлар өндірістің анағұрлым жаңа, аз шығынды қажет ететін, ілгерілемелі технологияларын қолдану арқылы инновациялық препараттар өндірісін құратын жаңа нарық қатысушыларының үнемі пайда болып отыруымен байланыстырады.

Фармацевтикалық кәсіпорынның бәсекеге қабілеттілігін басқарудың тиімді жүйесін құру үшін, фармацевтикалық нарықтағы оның тұрақты бәсекелік жағдайын қамтамасыз етуге бағытталған, басқарудың стратегиялық және тактикалық міндеттерін шешу бойынша шаралар ұсынылған. Сонымен қатар бәсекелік стратегияны әзірлеу барысында, авторлар жүйелік тәсілді қолдануды ұсынады, ол сыртқы ортаның шарттарына үйлесе алатын, жүйенің басқарушылық, мақсатты, қамтамасыз етуші және функционалды құрамдастарын ықпалдастыруды білдіреді.

Авторлар ұсынған әдістеме бойынша әзірленген бәсекелік стратегияны ұйымдық-жарлық құжат ретінде қолдануға болады, онда стратегиялық бағдарларды ұстану үшін барлық қажетті ресурстар шоғырланады. Одан басқа, бәсекелік стратегияны әзірлеу барысында алынуы және құрылымдануы мүмкін деректер компанияның топ-менеджментіне де, сондай-ақ стратегияны орындаушыларға да нарықтағы жағдайды, ондағы компанияның орнын нақты көруге, сонымен қатар қойылған мақсаттардың қол жетімділік деңгейін бағалауға мүмкіндік береді. Стратегияда компанияның өткен кезеңдегі қызметіне талдау жүргізіледі, оның нәтижелері негізінде компания қызметін жақсартуға және қызмет ету салаларын кеңейтуге, нарықтағы өзгерістерге икемделуге, нарықтағы орнын нығайтуға және нарықтағы жаңа орындарға ие болуға байланысты шаралар жасалады.

Р. О. Салимбаева, А. А. Тагай, А. Буламбаев, К. Мейрамбек

Университет «Алматы», Алматы, Казахстан

ФОРМИРОВАНИЕ И РЕАЛИЗАЦИЯ КОНКУРЕНТНЫХ СТРАТЕГИЙ ФАРМАЦЕВТИЧЕСКИХ КОМПАНИЙ

Аннотация. Актуальность исследования состоит в необходимости тщательного изучения рыночных условий, специфики деятельности фармацевтических предприятий для выработки их конкурентных стратегий, которые могут более гибко реагировать на изменения внутренней и внешней среды и обеспечить достижение высокого уровня конкурентоспособности в краткосрочной и долгосрочной перспективе.

Целью статьи является исследование особенностей формирования и реализации конкурентных стратегий фармацевтических компаний на основе оценки и организации системы управления конкурентоспособностью. Объектом исследования выступили глобальные дистрибьюторские фармацевтические компании, присутствующие на рынке Казахстана.

Авторы статьи придерживаются системного метода исследования и рассматривают управление конкурентоспособностью фармацевтических предприятий как систему. Кроме того, в ходе выполнения работы были использованы абстрактно-логический метод, метод монографического исследования, метод сравнительного анализа и организационно-структурное моделирование, что позволило обеспечить необходимую глубину результатов исследования и обоснованность выводов.

В работе обоснована значимость проблем конкурентоспособности, ценообразования и сбытовой политики дистрибьюторских компаний на рынке фармацевтики. Посредством изучения их конкурентных стратегий авторы раскрыли особенности их функционирования на рынке Казахстана. Результаты анализа ценовой политики глобальных дистрибьюторских фармацевтических компаний, функционирующих на территории Казахстана, позволили авторам выявить риски, связанные с изменением и управлением их ценовой политикой.

Выявленные в работе специфические особенности функционирования исследуемых фармацевтических предприятий позволили выделить основные компоненты анализа внешней среды дистрибьюторской компании, при этом в качестве базиса была использована методика стратегического анализа. Описан процесс разработки конкурентной стратегии фармацевтической дистрибьюторской компании, состоящий из 8 основных этапов, предполагающих оценку уже внедренной стратегии и ее тотальное изменение. Кроме того, выработаны меры по дальнейшей эксплуатации и корректировки разработанной стратегии с учетом новых условий.

В статье основное внимание уделено вопросам адекватности принятия стратегических управленческих решений, непопулярность и неэффективность которых может привести к потере конкурентных преимуществ и позиций дистрибьюторской компании на данном рынке. Жесткую конкурентную борьбу на фармацевтическом рынке авторы объясняют периодическим появлением новых участников, создающих производство

инновационных препаратов, используя новые, менее затратные и более прогрессивные технологии производства.

Для построения эффективной системы управления конкурентоспособностью фармацевтического предприятия предложены меры по решению стратегических и тактических задач управления, направленных на обеспечение устойчивого конкурентного положения на фармацевтическом рынке. При этом при разработке конкурентной стратегии авторы рекомендуют использование системного подхода, предполагающего интегрирование совокупности управляющей, управляемой, целевой, обеспечивающей и функциональной подсистем, способных в единстве адаптироваться под условия внешней среды.

Разработанная конкурентная стратегия по предложенной авторами методике может использоваться как организационно-распорядительный документ, в котором происходит концентрация всех необходимых ресурсов для следования стратегическим ориентирам. Кроме того, все данные, которые могут быть получены и структурированы в процессе разработки конкурентной стратегии, дают возможность как топ-менеджменту компании, так и тем, кто непосредственно будет данную стратегию исполнять, ясно видеть ситуацию на рынке, место на нем компании, а также реально представлять, насколько поставленные цели достижимы. На основании проведенного анализа своей деятельности в прошлом компания может постоянно улучшать и расширять свою сферу деятельности, отвечать на изменения на рынке, усиливать свои позиции и становиться обладателем новых рынков и ниш.

Information about the authors:

Salimbaeva Raushan Ongarbaevna, candidate of economic sciences, Almaty University, Almaty, Kazakhstan; Rsalimbaeva@mail.ru; <https://orcid.org/0000-0001-7543-8208>

Tagay Akhozha Asanuli, candidate of Technical Sciences, Almaty University, Almaty, Kazakhstan; atagayev_01@mail.ru; <https://orcid.org/0000-0003-4049-5282>

Bulambaev Almas, Master of MBI Almaty University, Almaty, Kazakhstan; k.r.asavchik@mail.ru; <https://orcid.org/0000-0001-7748-6086>

Meirambek Karlygash, Master, Almaty University, Almaty, Kazakhstan; Karla1987@bk.ru; <https://orcid.org/0000-0003-2726-560X>

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