

MAN_11 - Key management capabilities in the pharmaceutical industry in Colombia

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Introduction: As a sector based on science, strong management capabilities in the pharmaceutical industry are key for companies' strategies in their innovative efforts. From the Latin American perspective, better management capabilities understanding is relevant given the scarcity of studies and the growing foreign technology dependence.

Objectives: To analyze management capabilities of the pharmaceutical industry in Colombia as part of the technological capabilities accumulation study.

Methodology: Case study based on secondary source, the national official survey of development and technological innovation (EDIT). Pharmaceutical companies were characterized (EDIT 2015-2018), including the management indicators (in 2018 for the first time in a EDIT). Selected indicators were chosen.

Results: In about half of the pharma companies (44%), the founder of the company is the owner or largest shareholder of the company, and in more than half of the companies (60%), the founder or a that person's relative is the one who manages the company. This profile is influenced by the greater presence of small and medium- sized companies. "Founder" predominates, it is 56% of small companies and 44% of medium-sized companies. Likewise, management by the founder or a family member of that person predominates with 77% and 52%, respectively, in these companies. On the contrary, in large companies, "other" (58%) is the owner or largest shareholder of the company and management is not headed by the person who founded the company or a family member of that person (64%). The intensity of the pharma companies effort (share of investment versus sales) is very low, most of it carried out by large and medium-sized companies, but in biotechnology such intensity in these is negligible.

Conclusion: It is thus concluded that the IFC is characterized by a low absorption capacity depending on the profile of the staff, the intensity of the innovative effort and the low interaction with its environment. The management capabilities are fragile. The observed behavior reduces the probability of the IFC's approach to the international pharmaceutical frontier.

Keywords: Colombia; Pharmaceutical Industry; Scientific research and technological development