

Doctoral Dissertation

Research on the organizational reengineering of
foreign pharmaceutical enterprises under the New
Policy of purchasing quantity in China

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ABSTRACT

2018 is a historic year for China's pharmaceutical industry. In November 2018, the Chinese government launched the "4 + 7" pharmaceutical procurement policy, which led to tremendous changes in the residents' medical system and pharmaceutical industry in mainland China. From the reports and interpretations of social voices and professionals, We can hear that this change has brought many positive impacts on the country and people's livelihood. For example, the government has greatly reduced the pressure on the payment of medical insurance, So that the hospital's revenue has approached. Due to distance, Doctors' income is transparent, and patients have also greatly reduced their personal medication expenditures. It can be seen that social attention and various academic researches mainly focus on the impact on stakeholders: government patient hospitals. However, since the reform and opening up, Foreign - funded pharmaceutical companies stationed in China have had been leading the way. After China 's new medical reform policy is introduced, how foreign-funded pharmaceutical companies should adapt to the policy and make changes, and how to maintain their presence in China despite the sharp decline in their profit advantages. The competitiveness of the market, the improvement of the innovation capability and progress performance of enterprises, and the in-depth discussion of the influencing factors and restructuring models of the reorganization of Chinese foreign-funded pharmaceutical companies are a very core issue for foreign-funded pharmaceutical companies currently operating in China. .

This article analyzes and summarizes the principles, procedures, and specific measures of foreign pharmaceutical enterprises' organization reorganization under China's medical reform policy from many aspects such as policy, stakeholder theory, and enterprise reorganization theory. Under the guidance of empirical research, this article collects data through in-depth interviews and other methods with realistic samples of 11 senior executives from 8 large, medium and small foreign-funded pharmaceutical companies, and uses qualitative methods for data processing and theoretical merging; in-depth interviews on the text Information, A total of 130,000 words. Use NVIVO Software to Perform Preliminary Coding, then through the coding of the

interview content, obtain the hypothesis tree through the coding, and then obtain the theoretical model on this basis, and then pass three hypothetical propositions, including: First, the main influencing factor in the business process: medical insurance Access, digital management, etc., second, the main influencing factors of corporate strategy: patents/new specialty drugs, new channels, etc., third, the main influencing factors of organizational structure: building digital teams, market access teams, etc., and put forward hypotheses ; At the same time, design questionnaires, conduct 280 large-sample random questionnaire surveys by 16 foreign pharmaceutical companies, collect quantitative empirical research data, and verify theoretical models and hypotheses through descriptive statistical analysis and correlation analysis, so as to provide accurate theories Model establishment lays a data foundation. Finally, a model of foreign pharmaceutical companies' organization reengineering under mass procurement was built.

Through the integration of models, we can clearly see the operation mode and development direction of China's future pharmaceutical companies. Through stakeholder theory, theoretical analysis and empirical research on organizational reengineering, The current Pharmaceutical Company 'Organizational reengineering Conditions (Chinese Pharmaceutical) policies and Chinese technological development factors), The Principles of Organizational reengineering (Pharmaceutical Companies' Development Strategies and directions), and organization The content process of reengineering (the business operation process of the pharmaceutical company), the specific behavior of the organization reengineering (the improvement plan of the pharmaceutical company organization) are analyzed and summarized; and then combined with the statistical data analysis results in the empirical research process, we get It shows the future development strategy and direction of Chinese pharmaceutical companies. That is, the basic principle of enterprise reorganization-enterprise strategic deployment, which specifically includes the research and development of enterprise new drugs/patented drugs, focusing on patient strategy, enterprise digitization, and basic support for government affairs; secondly, it transforms the business operation process of medical enterprise reorganization , Specifically including the transformation of the first-line marketing model, the management of the enterprise digital platform,

the behavior of paying attention to patients, the construction of the hospital Internet hospital, the development and registration of new drugs/patented drugs; the third aspect also issued the specific behavior of the reorganization of the pharmaceutical enterprise, namely the organization The transformation of the structure specifically includes integrating the marketing team, building or expanding the digital digital operation team, expanding the medical insurance access team, and expanding the research and development team.

This model provides a certain reference value for the establishment of a comprehensive development research system at home and abroad for the organization and operation of Chinese pharmaceutical companies in the future; it injects new vitality into organizational reengineering and stakeholder theory, and the enterprise reorganization even needs to consider the conditions of external and internal resources. It also needs to be closely integrated with the external environment to get twice the result with half the effort. It also needs to combine the conditions of other stakeholders to maximize the value of all stakeholders; It is resolved from the perspective of the country's national conditions and the reengineering model is compared to other corporate organizations. Reengineering the theoretical model, this model uses a simpler industry's exclusiveness and uniqueness. Compared with the development guidance theory of pharmaceutical companies in the European and American markets, this model adopts Chinese characteristics that are suitable for Chinese policies.

Limitations of this paper: Due to the limited research time of this theory, the sampling scope of this paper in the research process is widely concentrated in foreign medical companies with rich drug product lines, and for a large number of pharmaceutical companies with specialty drugs (such as Novo Nordisk) If a relatively special pharmaceutical company can be involved in research and analysis, with a large amount of research data, I believe it will further enhance the wider universal applicability of the paper.

Keywords:Organizational Reengineering, Quantity Purchase, Pharmaceutical Enterprises