

COMMUNITY ENGAGEMENT

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Introduction

Community engagement is both process and outcome at the same time including various factors like decision making and planning and many more for the society and providing better services. Nowadays if an organization is wanted to grow then community engagement is a must need for that organization. With the help of community engagement, an organization got a clear vision about the expectation of the consumers which lead them to set their target based on that to develop the organization in a faster way by meeting those expectations. Community engagement also shows the managerial thought process of an organization which sometimes is really essential for attracting customers.

Description of the firm's credentials

1. Size of the UK PHARMACEUTICAL sector

Pharmaceutical sector of UK is one of the most important industries in this country. It has created lots of economies, job opportunities for UK. There are 573 enterprises are operating in this industry of UK (Abpi.org.uk, 2019). It also created more than 63000 employments only in 2016 with 24000 dedicated in R&D. This industry added more than £1847 million gross value in the UK's economy (Abpi.org.uk, 2019). The pharmaceutical industry had given UK the grossest value than the other 5 big countries of Europe. This sector is created a lot of opportunity for UK, although it was a really old industry of UK it started its growth after 2010 and it's a great achievement for this industry and for the UK also.

2. The organizational structure of GlaxoSmithKline

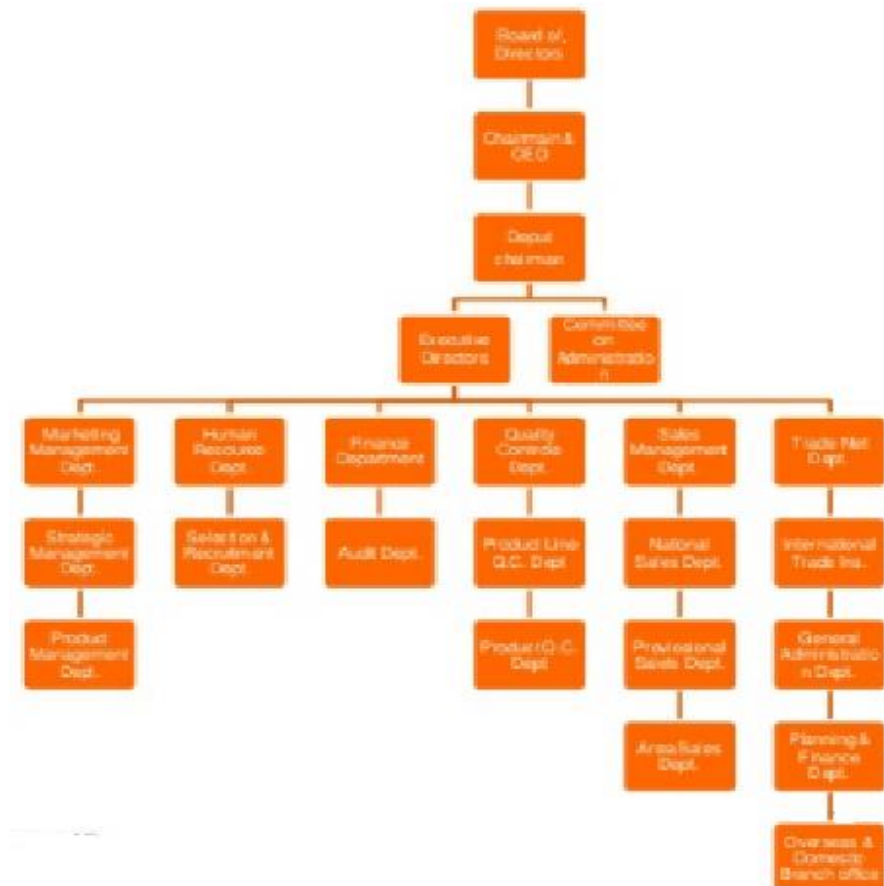


Figure 1: Organizational Structure of GSK

(Source: Gsk.com, 2019)

Management of GSK is consists of four management levels which can be divided as Staff, Mange level, Director Level and Executive Level (Gsk.com, 2019). There are various types of employees that can be found in all four levels of management. At the top of this organization CEO and directors made all types of executive decisions and new appliances.

3. Goals, Mission and Values of GlaxoSmithKline

Goals: Goals of GSK is to become one of the most innovative, trusted and best-performing healthcare company.

Missions: Mission of this organization is to keep their focus on to their patients, with keeping respect, transparency, and integrity. Also, they expect to keep Courage (Gsk.com, 2019). Accountability and Teamwork to develop their organization faster and give benefit to the whole world.

Value: Values and expectation of this organization are really inspiring. The value they think is in the heart of everything they do and that also helps them to define their culture, with that they think as a whole they can deliver extraordinary care for their patients and customers which will make GSK a great place for work.

Identification of customers and their expectations

GSK is one of the biggest pharmaceuticals brands of the whole world which is also one of the oldest brands ever. They have vast ranges of customers due to their brand portfolio. They also got some great influential brands such as Sensodyne, Otrivin, Voltaren, Parodontax and many more which helps them to get more customers due to their popularity among customers (Gsk.com, 2019). Most of GSK's brands ran their campaigning by incorporate demographic targeting band programmatically. Brands such as Sensodyne, Panadol, Parodontax targets the beige group of 18 to 44 ages of man and woman while their other brands such as Panadol Joint, Voltaren target 35 to 50 years old ages woman only. They have done that to maximize brand recalls and with adequate branding advertisements, they wanted to do that continuously for the upcoming future. Their customers also expect from them, their quality products as they are given in the past. Customers of this organization always had a great expectation when it comes to the quality of the product as they had great product5 quality in the last 200 years.

Internal environment analysis of the firm

Strength	Weakness
● Strong Portfolio. ● Great global presence ● Strong sales and distribution.	● Fraud allegations ● Exposed blockbuster products

Opportunities	Threats
● Collaborations and acquisitions ● Increasing demand for quality healthcare ● New products	● Controlling of drug pricing ● Competitions ● Generic competition

Table 1: SWOT analysis of GSK

(Source: Created by author)

Analysis:

GSK made strong efforts in producing great and new developed products from the beginning of their organization which gave them a unique brand portfolio in all over the UK. Also, their product quality is always top-notch, which is also a great strength of this organization that helps them create a great future for their upcoming generations. Due to stronghold in the world healthcare industry, they have a strong presence all over the world which also creates a positive brand image that attracts all the customers towards their brand. They also got stronghold in sales and distribution process and supplies all over the UK which help them to select their organization first. However, they have some weakness which can decrease their rate of development such several times there have been incidents reported of fraud allegations which lower their brand portfolio and lead them towards some gossip's which creates a bad reputation for their organization. Multiple vaccines and products of them have now exposed to the competition and some of their products reach maturity which also creates a bad image for their organization. Unlawfully promotion in various countries raises some serious questions about the integrity of the brand. But, they got lots of opportunities ahead of them in the future as they have great development teams they can introduce new innovative products to attract customers towards their brand to get more sustainability in the market. Also, they increase in demand quality healthcare services can be covered by them if they took some serious initiatives which will help them to gain a major market all over the world. Also as they have a great portfolio other organizations are eating to create collaboration with them which is really great opportunities for them. Threats are also there for this old brand as the competition in the healthcare and Pharmaceutical industry is increasing in the UK there are great chances of colliding with other

organizations soon. There are lots of other brands in the same industry which increases the chances of competition that can affect their marketplaces and customer counts heavily.

Role and support of employees in the organization

There are various types of employees can be found in GSK who are helping this organization to grow and become what they are now today. Here in this segment some of the major roles in this organization will be discussed.

R&D department: Research and development department is one of the best roles in the GSK as it is research-led health care organization it depends on the research and development department greatly. As stated by Kyle (2016), they have one of the brightest minds and talents in the world in their R&D department who helps them to create and develop as well as discover new medicines which are the base of the bard portfolio of this organization. There are more than a thousand scientists in their vaccine team to invent new types of products and creates new possibilities for the organization.

Manufacturing and supply team: In 2016 they have delivered more than 6 billion packages of healthcare doses all over the world which is one of the biggest achievements by any group of humans in organizational setting. Manufacturing and supply teams of GSK have done that which shows how much importance this department brings to the organization. Without their great manufacturing and supply team, GSK could not ever reach the position they are now in.

Business operation: Business operation of this organization also plays an essential role in the organization. As suggested by Mulinari (2016), they manage relationships and manage other business procedures with various suppliers which helps the organization to create their brand portfolio and presence in the global pharmaceutical industry. Also, business operation teams meet some important people to grow their business more. They also check the financial performance of the organization by doing that they ensure more profitability for the organization.

Description and importance of training and development

Training help employees sharpen their existing skills, acquire new ones, deliver better performance and thus increase productivity. As organisations are the aggregate of individual achievement of employees, firms must provide effective training for ensuring that employees are performing at their peak. Training is specifically important for employees who are new. It serves

as a platform for new employees to get accustomed with company processes as well as address skill gaps (Jindal *et al.*, 2017). In terms of existing employees, each employee has shortcomings which can be improved through training and development. When the shortcomings are addressed and new skills are acquired, the efficiency of employees increase leading to improved performance. This in return, leads to more satisfied employees and increased organizational productivity.

In GlaxoSmithKline, employees are mostly provided with instructor led and on-the-job training. Instructor led training help employees learn real time situations in the firm. Therefore, employees are able to identify their strengths and weaknesses. On the other hand, on-the-job training is provided to help employees get familiar with their task, processes and tools to be used. Furthermore, GSK prefers off-the-job training as well, which is aimed at strengthening the skills of its existing employees.

Role of Operations Manager and importance to the firm

Operations manager is a senior role in organisations. The role of operations manager in GlaxoSmithKline involves overseeing production of pharmaceutical products. It is the job of an operations manager to ensure that the firm is running smoothly with efficient products that suit the requirement of the buyers. Their direct responsibilities include managing the operations process, embracing design, planning, control, performance improvement, and operations strategy. The role is important for GlaxoSmithKline for two primary reasons; increasing productivity and meeting competitive priorities of buyers. Productivity is the measure of efficiency of employees in utilizing organisational resources for manufacturing or development of products. Operations manager aim at cutting costs or inputs while maximizing outputs from employees (Derwik *et al.*, 2016). This increases organizational productivity and thus its financial health. Similarly, operations managers of GlaxoSmithKline make small scale continuous improvement to processes and large scale process redesigning. This increases efficiency of the workforce, ultimately leading to increased productivity.

In addition to increasing productivity, operations managers of GSK help the organization achieve its goals in numerous ways. They redesign the pharmaceutical products and make them more effective for attracting more buyers. They manage the quality of the firm's products of ensuring that the firm is ahead of its competitors. Moreover, they manage the supply chain as well.

Therefore, the decisions of the operations managers help ensure that GSK is producing effective, affordable as well as safe pharmaceutical products. The key operations in GSK's process of pharmaceutical production involve storage of raw materials, treatment of raw materials, three unit operations, packaging as well as shipment (Kyle, 2016). In order to increase the efficiency of these processes, it is important to ensure that employees are delivering their best efforts, alongside improved processes. Therefore, the operations managers, as a part of the management team, oversee HR-duties as well including hiring procedures and setting up standards of training.

Skills and knowledge necessary for an Operations Manager

The following are the knowledge and primary skills required for operations manager at GSK:

(i) Decision-making: Operations manager must be able to oversee reporting, budgeting, planning as well as auditing. Moreover, they must understand various regulatory and legal documents as well (Slack and Brandon-Jones, 2018). Operations manager oversee these processes for making vital decisions in operations and processes. They are able to determine needs within the company and connect groups to work together to solve problems as they arise. They need to be critical thinkers who can analyze situations and make decisions geared toward the company's best interests rather than those of a single department.

(ii) People management: Operations manager must build partnerships and alliances with other organisations. Moreover, they are required to ensure smooth and efficient running of processes by effectively managing employees and their needs. This requires good people management skills.

(iii) Conflict management: Operations manager must be able to address the opportunities and problems for the organisation. Moreover, they are required to handle issues that hinder productivity and efficiency of processes (Weraikat *ert al.*, 2016). Hence, a conflict management skill is crucial for operations manager.

(iv) Planning and organising: Operations managers are responsible for planning of processes, organising work, managing workforce, organising organizational resources and more. They are responsible for planning operations for ensuring the smooth running of processes. Therefore, operations manager must have effective organising skills along with time management ability.

Consideration of training and development requirements

The following are the training and development requirements to be considered for operations managers:

(i) Strong negotiation skills: Operations managers have to interact with different business units on a regular basis. Moreover, they have to set out terms of different external stakeholders such as suppliers and other organisations (Mulinari, 2016). Therefore, they must be provided training on improving their negotiation skills for ensuring that they close the best deals for the company.

(ii) Awareness of customer needs: Operations manager must align their operations in a way that the final products can meet the requirements of the buyers. In order to do this, sufficient market research and customer analysis is required. Therefore, they must be provided training on the use of tools such as customer segmentation analysis, life-time value analysis, customer behaviour analysis and more.

(iv) Technical skills: It is very crucial for operations managers to have a combination of technical and soft skills. Knowledge of use of different tools and techniques makes tasks efficiency and forecasting more accurate (Ribeiro *et al.*, 2017). Hence, operations managers must be provided technical training on the use of tools such as scatter diagram, histogram, control charts, Pareto charts and more.

Conclusion

GSK operates in the pharmaceutical industry of the UK that comprises of 573 firms, creating significant employment opportunities for the people. The company is aimed at becoming one of the most trusted, innovative and best performing pharmaceutical company. It is one of the biggest as well as oldest pharmaceutical brands in the world. The strength of the brand lies in its global presence, high number of sales and distribution as well as its strong portfolio of different medicines. Furthermore, the firm has potential opportunities of growth through strategies of acquisition, collaboration as well as introduction of new type of product.

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