

# Strategic Orientation and Its Relation to the Development of the Pharmaceutical Industry for Companies Operating in the Field of Medicine in Palestine

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**Abstract:** This study presented the strategic orientation and its relation to the development of the pharmaceutical industry for companies operating in the field of medicine in the West Bank - Palestine. The study population consists of all the workers in the companies operating in the field of medicine in Palestine, which are (5) producing companies in the West Bank - Palestine only for pharmaceuticals used by these companies, which are (296) employees, and used a simple random sample to choose the sample and size of the study was (87) employees of the study community, and to achieve the objectives of the study (87) questionnaires were distributed. The descriptive analytical approach was used, and SPSS was used.

The most important results which the study reached: The pharmaceutical industry in Palestine is strategically oriented, with an average of (3.7), i.e. with verification rate of 67.5% indicating that companies have an average strategic direction. The research and development activities of these companies have an average of (5.8), i.e. (85%). And that R & D has a strategic role to achieve long-term high quality. While the use of pharmaceutical techniques in the field of product planning and development reached an average of (3.18), with verification rate of (58%). While we find the field of pharmaceutical products Design using computers are the most powerful of these components with verification rate of (63%), followed by the company's continuous use of the latest technology in the field of product planning with verification rate of (60%). Finally, the company is keen to use the latest technology in the pharmaceutical industry with verification rate of (51%).

The study suggested several recommendations, the most important of which is to work on activating the various strategic policy areas of pharmaceutical companies in Palestine. And to activate weaknesses in the strategic direction of companies operating in the field of medicine in Palestine, through the development of short-, medium- and long-term plans capable of strengthening the weaknesses that are in addition to the use of pharmaceutical techniques in the field of product planning and development in order to be able to compete at the local and global level.

**Keywords:** Strategic Direction, Pharmaceutical Industry, Pharmaceutical Companies, Palestine.

## 1. INTRODUCTION

The strategic direction policy is one of the important marketing policies that are part of the product planning strategies used by the organizations to enhance their competitiveness in the local and international markets, despite the prevailing conditions that surrounds each organization of change and complexity, both at the general level and the special level of the organization (Abdul Aziz, 1999).

Despite the integration of marketing strategies in the areas of products, pricing, promotion and distribution in various dimensions in strengthening the competitiveness of business organizations, but the policy of strategic direction occupies one of the important marketing strategies used by organizations to enhance their competitiveness in the domestic and global markets, because the success of the company in the development of policies The product planning gives it a competitive advantage that is difficult for competitors to simulate in the short term, which increases the volume of sales and market share, and reflects positively on

their profitability, which encourages them to plan new opportunities to develop the industry to develop the pharmaceutical industry for products, and achieve long-term growth (Saleh, 2008).

In view of the strategic importance of some industries, which stem from the nature of the products they are producing, it is necessary to shift the attention of these industries to the development of policies capable of maintaining the level of performance and development of these products commensurate with the continuous changes occurring in the local and global market. The Palestinian pharmaceutical industry is considered one of the pillars of support for low income citizens. The sector of these industries produces many alternative medicines for imported products Characterized by high quality and limited price being. Therefore, the care of this sector is a top priority in order to ensure the stability of a wide range of citizens, through the achievement of drug security.

That led the researchers to study the policy of strategic direction and dimensions assigned to the development of the

pharmaceutical industry in the West Bank - Palestine for companies working in the field of medicine, in order to identify the most important obstacles that hinder the development of the pharmaceutical industry to reach some recommendations and suggestions for officials in this industry helps them in the development of their products, To be at the level of progress and progress to face those products, especially global products in light of the openness of global markets, and freedom of trade and investment associated with the WTO agreements.

## **2. PROBLEM STATEMENT**

The researchers found that the companies operating in the field of medicine in Palestine have a policy of strategic direction in the development of the pharmaceutical industry, which contributes to enhancing the competitiveness and industrial development in the field of medicines in the local and international markets, especially in light of the fierce competition by the pharmaceutical companies. The mechanisms employed by the World Trade Organization for the protection of intellectual property rights, in light of modern technological developments and technologies, as well as the lack of interest in developing advanced research centers.

This led the researchers to conduct this field study on the strategic direction and its relation to the development of the pharmaceutical industry in the West Bank - Palestine, and the factors associated with them, which mainly affect the development of the pharmaceutical industry, to identify the shortcomings and weaknesses, to reach a number of recommendations based on the study Realistic in the West Bank - Palestine compared to the successful studies of Arab and international pharmaceutical companies, and to the stability of previous studies in the field of strategic planning policies for the product in general and strategic direction in particular.

## **3. RESEARCH IMPORTANCE**

The study derives its importance through the following:

1. The scarcity of studies and research on the strategic direction and related dimensions and its role in the development of the pharmaceutical industry in Palestine - the West Bank, which is one of the biological industries that depend on the product of minds and which are available in Palestine and able to compete with Israeli and international products. The influencing factors and strategic trends in the development of the pharmaceutical industry are still of interest to researchers both locally and globally.
2. The subject of this study is still a fertile ground for further scientific studies in the Arab region in particular, in addition to the need for pharmaceutical companies in Palestine to enhance their competitiveness of Israeli and international products through the process of development.

3. The pharmaceutical industry plays a vital role in providing medicines to the Palestinian market, bearing in mind that the vast majority of sales are directed to this market. Hence, the researchers hope that the results of this study will lead to the attention of officials in the pharmaceutical companies in the West Bank - Palestine, towards the most important policies that work in strategic direction in the development of the pharmaceutical industry and the factors affecting the development of this industry, In the development of the pharmaceutical industry, so as to be able to enhance the competitiveness of Israeli products in particular and the global in general, especially after the entry of Palestine into the World Trade Organization.

## **4. RESEARCH OBJECTIVES**

The main objectives of this study are as follows:

1. To identify the main strategic policies of companies operating in the pharmaceutical industry in the West Bank - Palestine, and to determine the extent of the influencing factors affecting the development of the pharmaceutical industry in the West Bank - Palestine.
2. Disclosure of the most important obstacles to the strategic direction in the development of the pharmaceutical industry for companies operating in the field of medicines in Palestine - West Bank.
3. To reach the most important recommendations and suggestions for the development of pharmaceutical industry for pharmaceutical companies in Palestine-West Bank.

## **5. RESEARCH HYPOTHESIS**

**Ho 1:** There is no significant relationship between the variables of the strategic direction of the company in the development of products and development of the pharmaceutical industry working in the field of medicine in Palestine.

## **6. LITERATURE REVIEW**

- Study of (Saleh, 2008) aimed to identify the most important areas of product development in pharmaceutical companies in Egypt, and to determine the contribution of the ability to develop the products of these companies in enhancing their competitiveness, evaluating the quality of product development processes in pharmaceutical companies in Egypt and measuring their impact on the success of companies in developing products. To identify the determinants of the quality of the performance of the product development processes of pharmaceutical companies in Egypt and to identify the shortcomings of these processes, which negatively affect the development of the product. It reached a set of results from which the pharmaceutical companies in general have the ability to moderate competition in each of the domestic and international markets, a rate of 66%, and the most important aspects of competitiveness of

companies in three dimensions: product quality, low product prices, in the market Local, and win customer satisfaction more than rivals.

- Study of (Parsons et al., 2006) aimed to investigate the impact of a number of factors that are expected to affect the development of the specifications and standards of the product in one of the major companies engaged in the research and development of pharmaceutical products, which are: factors in the field of information, financing, environmental cooperation, compatibility of product development projects with the strategy of the company, Information, identify the most important methods that enable drug development practitioners to obtain their information needs, and develop a framework that allows pharmaceutical companies to develop a model that includes the collaborative information environment. Has reached a set of recommendations Innovation is personal experience requires a rich knowledge environment that supports information cooperation, the use of collaborative learning in the pharmaceutical industry is an important part of the drug development process, but it is rarely an in-depth study. The following paper in the role of collaborative learning plays within the company's innovative processes of large pharmaceuticals, and proposes a framework that allows a strategic organization to model a cooperative environment conducive to innovation. In the framework identifies the main areas of drug development project, which should be discussed according to the requirements of the cooperative staff tool. A biophysics theory conducts a brief search tool to capture, identify how drug project teams innovate pharmaceuticals and provide collaborative tools to staff.
- Study of (Trim & Pan, 2005) which focused on how the workers in marketing in the pharmaceutical industry at the global level to improve the competitive position of their companies through the achievement of a competitive advantage by continuing to develop a strategy for the development of new products, and to identify the impact of a number of regulatory factors on the success of new product development projects in a global company in the field of the pharmaceutical industry. These factors are as follows: internal factors and represent in the financial performance, the determinants of strategic options that include the resources of the company, the morale of the workers and identify the strengths and weaknesses of the company. External factors include circumstances of customers, competitors, market and sales, and these factors determine the opportunities available to the company and the threats facing the products.
- Study of (Danzon et al., 2005) aimed to investigate the impact of Alliances in the field of product development on the productivity of research and development in companies, and on the success of the products that are being developed in clinical development. The study

found that there is an inverse relationship between the diversity of experience in the various treatment fields in the company and the success of the products in passing the third phase of the clinical tests. It also found a positive relationship between the product development alliances and the success of the products in passing the clinical testing stages, especially in the more complex stages of the second and third stages. This positive relationship is further enhanced if Licensee, a licensed company, has significant experience in the development of pharmaceutical products from its innovative company, Originator.

- Study of (Renko et al., 2005) which focused on the role of Market Orientation and Technology Orientation in the development of pharmaceutical products for biotech companies of the Federation of Pharmaceutical Industry in Finland, based on the importance of modeling between these two approaches to success in the development of pharmaceutical products. Market and technological orientation in the development of pharmaceutical products. The study found a number of results, including the strength of the scientific and technological approach in the field of product development in the companies in question, as opposed to the market orientation which is concerned with collecting and disseminating information and benefiting from it in the development of pharmaceutical products that meet the needs of customers. The products are based on both the market and technological trends, as well as the difference in the concept of the market and technological orientation of the biotechnology company from the traditional market orientation. The traditional market orientation is concerned with the choice of target markets. Product design and production, promotion and distribution to meet current and projected needs to the consumer. Market orientation in the field of biotechnology is creating new markets, overcoming barriers to market entry, and educating consumers to use new technologies developed by the company.
- Study of (Sundgren & Styher, 2003) which aimed to examine the impact of a number of organizational aspects expected to affect the success of new product policy development projects by two international pharmaceutical companies in the United Kingdom: AB Hassle and ICI Pharmaceutical Division, and a proposed framework that includes factors influencing the organizational aspects affecting the success of projects The development of the pharmaceutical industry for pharmaceutical products in companies, which gives a greater understanding of the process of innovation. The study reached a set of results: the difficulty to manage the development of products according to the concept of the study, which requires a clear control and objectives, in order to achieve more experiences, discussions and flexible thinking, which makes the process of innovation in product development and the pharmaceutical industry

a complex process involving technical, managerial and behavioral aspects, the success of product development projects is influenced by several factors related to individuals working in these projects. Individuals include: Champion of the Scientific Champion So that he has a strong influence on the project and the presence of people who have the ability to see different alternatives that contribute to the development of the pharmaceutical industry. It has reached a number of recommendations, the most important of which are the human cadres, scientifically and practically qualified, to be able to develop marketing plans for pharmaceutical products and planning for the principles of product planning, in addition to the availability of a number of key factors at the level of the company Domain that are similar to overcoming the difficulties facing the development project, In the preparation of development projects plans to increase the possibility of adapting to changes, and the presence of core competencies Core Competences, which means the interaction of the skills of the company with scientific knowledge to achieve the objectives of the project development of pharmaceutical products.

➤ Study of (Zeller, 2002) The study found that the use of functional teams as a means of achieving functional and organizational integration was influenced by: developing innovative capabilities, developing product development, and reducing the cost of the two pharmaceutical companies in Switzerland: Ciba-Geigy and Sandoz, And its merger into a single company, Novartis, since 1996, study the impact of the use of functional teams in overcoming the integration difficulties resulting from the vertical structure within the company, the geographical distance between the company and its subsidiaries globally, as well as the cooperation between the companies The results of the project development teams have led to the development of innovative capabilities and the rapid development of the product development policy, because the use of the teams contributed to the functional integration and organizational integration between the company and its subsidiaries. The use of project teams to reduce the cost of development , Due to its role in rationalizing efforts and reducing the number of workers, despite the competition between pharmaceutical companies and biotechnology companies to develop technology and obtain patents for pharmaceutical innovations, Roat Alttoerfi cooperation between the two types of management companies, where he achieved the organization of cooperation and control operations and exchange of information and technology between them.

**7. METHODOLOGY AND PROCEDURE**

This study examines the methodological bases followed by the researchers in the preparation of the study, including: study hypotheses, study variables, study population, study

sample, types and sources of data, method of data collection, design of survey lists.

**Study Society:** The study was limited to companies producing pharmaceuticals used by companies in the West Bank only, and at the same time have previous projects in the development of products, as follows:

- A. The study was limited to the pharmaceutical companies in Palestine, excluding the companies operating in the field of medicine in (occupied Gaza) of Palestine.
- B. The study was limited to companies that have previous projects in any field of product development, since the success of the company in the development of products in these areas is one of the variables required in this study, as well as measuring their impact on the competitiveness of companies.

Accordingly, the study population consists of (5) companies. Table (1) presents a framework for the companies included in the study society.

**Table 1:** Show companies of the study community in Palestine (West Bank)

No.	Ownership Of The Company	The Company's Name
1.	Business sector	Birzeit Pharmaceutical Industries
2.	Business sector	Jerusalem Medical Products Company
3.	Business sector	Dar Al Shifa Company
4.	Business sector	Jordanian Chemical Factory
5.	Business sector	Middle East Pharmaceuticals Company

**Source:** Palestinian Central Bureau of Statistics, unpublished data.

**The study sample:** The researchers relied on a simple sample random sample of the study population. The sample size of the study was (5) companies, which are all the companies in Palestine (West Bank). The study sample was 87 employees. Table (2) shows a list of companies in the study sample. Therefore, the number of employees can be distributed to each company separately. The sample is shown in table (2).

**Table 2:** A list of companies and the number of employees

No.	The Company's name	Study sample for each employee company
1.	Birzeit Pharmaceutical Industries	72 employee
2.	Jerusalem Medical Products Company	75 employee
3.	Dar Al Shifa Company	63 employee
4.	Jordanian Chemical Factory	53 employee
5.	Middle East Pharmaceuticals Company	6 employee
<b>Total sample</b>		<b>269</b>

**Preview Unit:** The study sample was chosen to consist of three items from each of the companies studied: the general

manager of the company, the director of marketing, the director of production, or their representative within the company. Thus, the total number of study subjects is 10 units (3 units x 5 companies).

The reason for the selection of the sampling unit is the difference in the nature of the data related to the study variables in the selection of the hypotheses related to the study of these individuals, since these individuals are directly related to the development of the products and the factors that affect them. In addition, more than one source within a company, to minimize bias in the answers.

**Types of Data Sources:** In all the data, the researchers relied on a review of literature related to the pharmaceutical industry in Palestine in two ways:

**1. Secondary Data:**

The books and periodicals published in this sector, which relate to the objectives and topics of the study, whether at the local, regional and international level, and research and previous studies that have been subjected to the subject of research or one of its aspects, with the aim of scientific rooting of the subject of research in terms of characterization of the form of the study and the definition of its objectives and variables.

**2. Primary Data:**

All the preliminary data needed to select the study hypotheses were obtained through a meeting with most of the companies supporting this sector, especially the General Federation of Palestinian Pharmaceutical Industries, Ramallah, on the basis of a more recent survey questionnaire.

**Measuring the effectiveness of product development policy**

This section included the first question in the survey questionnaire for the study, which aims at measuring the company's ability to achieve each of the areas of product development policy in the companies studied. This measure was designed for a scale consisting of (9) dimensions consisting of (38) Different.

The Likert scale with the five-step gradient is used between 5-1 to the maximum approval level, and the number (1) to the maximum approval is "absolutely disagreeable", and the interviewer chooses the answer he deems appropriate from Alternate answers on the scale.

**Data Collection:** The researchers conducted the necessary contacts with the officials of the sample companies to answer the questions in the survey forms through the personal interview or contact the offices of the heads of councils and requested the cooperation of the officials of these companies (the specific interview unit) by filling out

the forms. The researchers followed up with the companies and the agreement on the dates of receipt.

**8. STATISTICAL ANALYSIS AND HYPOTHESIS TESTING:**

**Study tool:**

**Evaluation of honesty and consistency in the criteria used:** To verify the reliability and stability of the multi-content measurements used in the study of the variables: strategic orientation and associated variables, then the internal consistency method was used, which is based on the extraction of alpha Cronbach's coefficient, where the validity and consistency of the measurements are judged as follows:

- **Validating the scale:** means the assessment of the degree to which the survey list used in the study represents the contents of the measurement subject. The idea of evaluating the validity of the survey list statistically in an internal consistency method is to find the correlation between the degree to which each of the terms used to measure a given variable and the actual score of this variable, as well as an internal criterion for assessing the consistency of the terms with the variable used in its measurement, The content of the measure used is Content validity.

The data from the previous annexes indicate that the positive correlation between each of the expressions and the variable that you measure in alpha has the usual minimum of 0.3 which was agreed by most researchers to keep any of the measures of the study subject to statistical analysis, studying.

- **Stability of the scale:** aware of the reliability of the survey list used in the study in terms of the stability of the results achieved, if the measurement process is repeated from the same list and under the same conditions. The idea of evaluating the stability of the scale in an internal consistency method is to find the correlation between the terms used to measure a particular variable. The greater the degree of correlation between the expressions, the greater the internal stability of these expressions as one variable is measured at the end. If an alpha coefficient exceeds all these groups, the standard minimum variables are (0.30), which means that there is a high degree of consistency of the multi-content standards used in the study.

**Data descriptive statistics:**

Table (3) presents the arithmetic mean and the percentage of verification of the strategic direction variable and its four sub-components of pharmaceutical companies in Palestine to analyze strengths and weaknesses of the strategic direction of companies with regard to important aspects of product development policy.

**Table 3:** Statistical results of the strategic direction variable

No.	Strategic direction	Arithmetic mean	Verification Rate
1.	<b>Interest in obtaining scientific knowledge.</b>	3.98	65
	The company is keen to continuously follow up on emerging	3.99	64

	scientific discoveries in the pharmaceutical development industry.		
	The company conducts a systematic survey to follow up global genetic inventions on a regular basis to benefit from them.	4.0	68
	The speed of product development and delivery to the market is a comparative advantage of the company compared to its competitors.	3.95	63
	<b>The use of pharmaceutical techniques in product planning.</b>	3.18	58
	The company constantly use the latest technology in the field of product planning.	3.22	60
2.	The company is keen to use the latest scientific technology in the manufacture of medicine.	2.92	51
	The company's pharmaceutical products are designed using a computer.	3.4	63
	<b>Cooperation with specialized technological bodies.</b>	3.59	67
3.	The company is keen to cooperate with local authorities specialized in the fields of technology related to the development and manufacture of medicine.	3.18	66
	The company is keen to cooperate with international bodies specialized in the technological fields related to the development and manufacture of medicine.	3.00	68
	<b>Field Of Research And Development Activities.</b>	5.8	85
	The efficiency of research and development activities is necessary to raise the efficiency of the company.	4.48	75
	Research and development activities help raise awareness and public knowledge regarding the development of the pharmaceutical industry.	4.51	82
4.	Research and development of its main objectives reach high quality long-term.	4.48	15
	Research and Development Unit Its main objectives are to find solutions to various problems related to product planning and methods.	4.89	86
	The efficiency of research and development activities depends mainly on the efficiency of the performance of scientific research activities.	4.38	75
	The establishment faces difficulties in obtaining the necessary funds for research and development activities.	4.73	77
<b>Average overall strategic direction</b>		3.7	67.5

Table No (3) Shows

- The average mean of the strategic direction variable in pharmaceutical companies in Palestine and the West Bank is higher than the value of (3), which represents the mean of the values on the five-dimensional scale used to measure this variable in the survey questionnaire. Where the mean is (3.7) by (67.5%) of the maximum value on the pentagram, indicating that companies have an average strategic direction.
- The field of R & D activities for these companies has an average of (5.8) by (85%). Research and development (R & D) activities, which help to raise public awareness and knowledge about the development of the pharmaceutical industry, reached 82%, while the R & D unit, whose main objectives are to find solutions to various problems related to product planning and

methods was 86%, which means that R & D has a strategic role to achieve high quality long-term. While the use of pharmaceutical techniques in the field of product planning and development reached an average of (3.18) by (58%). The results of the above table show that the company's pharmaceutical products are the most powerful by 63%, followed by the company's continuous use of the latest technology in the field of product planning (60%). It is followed by the company's keenness to use the latest technology in the manufacture of medicine by a percentage achieved (51%) in the pharmaceutical industry.

#### 9. TEST HYPOTHESIS STUDY:

The main premise, which was formulated in the form of nudity, states:

**Ho 1:** There is no significant relationship between the variables of the strategic direction of the company in the development of products and development of the

pharmaceutical industry working in the field of medicine in Palestine.

To test this hypothesis, then use the simple regression analysis and variance as shown in table (4)

**Table 4:** Results of statistical analysis of the hypothesis

Independent Variable	The Fixed Amount Of The Regression Model (a)	Regression Coefficient (b)	Moral Level (Sig)	Coefficient Of Correlation (R)	Variance Anova		
					F	Degrees Of Freedom (df)	Moral Level (sig)
Strategic direction	0.532	0.472	0.902	0.873	193.339	1,14	0.000

**Table No (4) Shows:**

- The value of  $f = (193.339)$  in degrees of freedom ( $14.1 = df$ ) and the moral level ( $0.000$ ) where the level concerned is less than  $0.05$  indicates the significance of the regression model and hence the significance of the strategic direction variables in the field of product development. The pharmaceutical industry on the other hand with pharmaceutical companies in Palestine.
- The simple linear correlation coefficient was  $R = 0.902$ . This indicates a positive positive correlation between independent variables. (The area of interest in access to scientific knowledge, the use of pharmaceutical labeling in the area of product planning, the area of cooperation with specialized technological entities, and thus the scope of research and development activities).

- In addition, we find that through the analysis of the results of Table (2) we find that the coefficient of determination  $R^2$  is ( $0.873$ ). This means that  $87\%$  of the total change in the quality of the assignment in product development policy can be explained by the changes resulting from the interaction of the four independent variables.
- The regression coefficient (b) for the strategic direction variable for these companies was ( $0.472$ ), with a significant level less than  $0.05$ , which means that the effect of these four variables is significant on the quality of implementation of the development of the pharmaceutical industry. This can be demonstrated by the correlation matrix shown in Table (5):

**Table 5:** The correlation matrix for the main hypothesis variables

	Interest In Obtaining Scientific Knowledge.	The Use Of Pharmaceutical Techniques In Product Planning.	Cooperation With Specialized Technological Bodies.	Field Of Research And Development Activities.
Field Of Research And Development Activities.	,843	,943	,955	1.000
Cooperation With Specialized Technological Bodies.	,812	,825	1.000	,955
The Use Of Pharmaceutical Techniques In Product Planning.	,703	1.000	,925	,943
Interest In Obtaining Scientific Knowledge.	1.000	,703	,812	,843

The analysis of Table (5) shows that the correlation coefficient for the field of interest in obtaining scientific knowledge and the field of use of pharmaceutical techniques in the field of product planning in addition to cooperation with the specialized technological bodies, as well as the final field related to research and development activities, A significant level less than ( $0.01$ ). Indicating strong positive correlation between the four independent variables and the development of pharmaceutical formulation for companies operating in the field of medicine in Palestine.

Depth analysis of the impact of each of the four independent variables (the area of interest in obtaining scientific knowledge, the use of pharmaceutical techniques in the field of product planning, the field of cooperation with specialized technological entities, the field of research and development activities) and its impact on the development of pharmaceutical industry in Palestine Followed by a multi-stage regression analysis in Table (6).

**Table 6:** Results of multi-stage regression analysis to enforce the study

Independent Variables	The Coefficient Of Determination (Calculated Contrast)	Change In The Coefficient Of Selection	Regression Coefficient (B)	Moral Level (Sig)
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	K <sup>2</sup>	R <sup>2</sup>		
<b>Interest In Obtaining Scientific Knowledge.</b>	,903	,90	,472	0.000
<b>The Use Of Pharmaceutical Techniques In Product Planning.</b>	,916	,013	,315	,013
<b>Cooperation With Specialized Technological Bodies.</b>	,815	,012	,311	,015
<b>Field Of Research And Development Activities.</b>	,873	,043	,212	,025

Table 6 shows that the results of the previous analyzes indicate a positive correlation between variables: interest in obtaining scientific knowledge, products and development, cooperation with specialized technological bodies, research and development activities and the development of the pharmaceutical industry in Palestine.

Hence, the rejection of the imposition of the second nihilistic study and acceptance of the alternative hypothesis, which indicates the importance of the four environmental variables in influencing the development of the pharmaceutical industry in Palestine, not only on the aggregate level, but also on each of its four sub-components.

## 10. RESULTS

- The pharmaceutical industry in Palestine was characterized by strategic orientation, with an average of (3.7), with verification rate of 67.5%. And by examining variables related to strategic direction which indicates that companies have an average strategic direction.
- The research and development activities of these companies have an average of (5.8), with verification rate of (85%). Research and development (R & D) activities, which help to raise public awareness and knowledge about the development of the pharmaceutical industry, reached 82%, while the R & D unit, whose main objectives are to find solutions to various problems related to product planning and methods, reached 86%. This means that R & D has a strategic role to achieve long-term high quality. While the use of pharmaceutical techniques in the field of product planning and development reached an average of (3.18), with verification rate of (58%).
- While we find the field of pharmaceutical products Design using computers are the most powerful of these components with verification rate of (63%), followed by the company's continuous use of the latest technology in the field of product planning with verification rate of (60%). Finally, the company is keen to use the latest technology in the pharmaceutical industry with verification rate of (51%). Thus the research and development activities are the most important components of the strategic direction of pharmaceutical companies in Palestine. The efficiency of R & D activities depends mainly on the efficiency of the most

effective scientific research activities at all levels of research and development activities. Awareness and general knowledge regarding the development of the pharmaceutical industry, followed by the Research and Development Unit whose main objectives are to find appropriate solutions to the various problems related to product planning and methods. In contrast, the ability of these companies to develop products in research activities and to develop in the areas of research and development of its main goals to reach high and long-term quality.

## 11. RECOMMENDATIONS

1. The study suggested several recommendations, the most important of which is to work on activating the various strategic policy areas of pharmaceutical companies in Palestine. And to activate weaknesses in the strategic direction of companies operating in the field of medicine in Palestine, through the development of short-, medium- and long-term plans capable of strengthening the weaknesses that are in addition to the use of pharmaceutical techniques in the field of product planning and development in order to be able to compete at the local and global level.
2. To activate the various areas of policy strategic direction of pharmaceutical companies in Palestine, focusing on the important areas, the most important of which are:
  - To develop a clear strategic plan in which the strategies of the strategic direction of the pharmaceutical companies in Palestine will be further strengthened in particular in the field of interest in obtaining scientific knowledge, especially in the item related to the speed of product development and providing it to the market with a competitive advantage in order to add new products to existing production lines Improving the characteristics of existing products, introducing new products to the markets, and seeking innovative pharmaceutical products with competitive advantages at the local and global levels.
  - The focus is on the development of pharmaceuticals that are fully manufactured from local raw materials, as well as the available marine and marine medicinal plants in Palestine, and to benefit from accumulated personal experience and knowledge in the treatment of plants.

- This requires that pharmaceutical companies in Palestine take a research team Innovative research as well as short-term planning in development areas that do not require much time, effort and money, such as adding new products to existing production lines, product quality, and packaging aspects Packaging and others.
- To replace or eliminate obsolete products by opening up sophisticated research centers that are compatible with scientific and technological progress in the pharmaceutical industry or which have global trends not to produce their own commodity mix, not only in accordance with local standards and specifications, but also in accordance with international standards and specifications. Of the Palestinian pharmaceutical markets in foreign markets.
3. The Ministry of Health is speeding up registration and pricing procedures to encourage pharmaceutical companies in Palestine to invest more to develop new products on markets that are the weakest aspects of development.
  4. Pharmaceutical manufacturers in Palestine should pay greater attention to the organization and practice of product development campaigns, as well as the strengthening of procedural aspects. These are the most important aspects that need to be emphasized in this regard: Generating ideas of product generation commensurate with the modern technological and modern development, and generating mechanisms to develop development ideas within the company through obtaining advanced scientific knowledge and working on techniques and analysis in the field of Planning the products that the company intends to develop to identify their feasibility before developing them and so on.
  5. To activate weaknesses in the strategic direction of pharmaceutical companies in Palestine by developing short-, medium- and long-term plans capable of strengthening the weaknesses that is in addition to the use of pharmaceutical techniques in product planning and development. In order to be able at the local and global level to compete.
  6. Working to provide human cadres capable of completing product development projects with pharmaceutical companies in Palestine through:
    - Training and motivating the existing cadres in companies to support their ability to cope with the global development in the pharmaceutical industry, especially in light of globalization.
    - To focus on the skills that companies suffer from lack of such as: marketing research skills, advertising skills, productivity skills, creativity skills.
    - Increase the number of external missions for pharmaceutical industry and pharmaceutical product development, and their expanded participation in scientific conferences, seminars and workshops on progress in the pharmaceutical industry.
- Providing the necessary financial resources for the development of pharmaceutical products in pharmaceutical companies in Palestine through the Palestinian ministries concerned with the development of pharmaceutical products, especially the Ministry of Health and the Ministry of Finance, in cooperation with the General Federation of Palestinian Pharmaceutical Industries, to fulfill their research and innovative aspirations. To complete product development projects with pharmaceutical companies in Palestine.

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