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S.C. OPTIROX S.R.L. History and Developing Strategies

Adriana-Georgiana-Eliana Fekete (Bude)
Ioan Slavici University of Timișoara
Profesor Doctor Aurel Păunescu Podeanu Street, Timişoara, 307200, Romania.
https://orcid.org/0009-0006-7553-3209

Abstract: *This study provides a comprehensive analysis of S.C. OPTIROX S.R.L., tracing its history, turnover evolution, and development strategy. The company has significantly expanded since its inception in 1987, adapting to market demands and investing in state-of-the-art technology. The research highlights the company's economic, social, and strategic objectives, emphasizing its continued growth despite economic challenges. The SWOT analysis illustrates its strengths, weaknesses, opportunities, and threats, providing insights into its competitive position. By integrating strategic management tools, OPTIROX aims to enhance efficiency, sustain growth, and strengthen its market presence.*

Keywords: *OPTIROX; turnover evolution; business development; SWOT analysis; economic strategy; market positioning.*

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1. Introduction

S.C. OPTIROX S.R.L. has undergone significant transformation since its foundation in 1987 within the Drum Nou Craft Cooperative in Deta (Stanford Research Institute, 1960). Initially operating under the name Optica, the company had only one employee. Over time, through privatization and rebranding, the business evolved into Optica Ene, expanding its technical capabilities and geographic footprint (Kotler, 1991). Today, OPTIROX continues its steady expansion, investing in modern technology and employee training to maintain high product quality and customer satisfaction.

The company's financial growth, as detailed in subsequent sections, demonstrates its resilience and strategic planning. This paper examines OPTIROX's turnover evolution, business strategy, and SWOT analysis, providing a framework for future expansion and sustained success (McCarthy, 1960).

2. Brief History

The company S.C. OPTIROX S.R.L. began its activity in 1987, operating within the “Drum Nou” Craft Cooperative in the town of Deta. During that communist period, the company functioned under the name “Optica”, with only one employee.

After a few years, “Optica” was privatized, leading to the establishment of S.C. OPTIROX S.R.L., now recognized under the brand name “Optica Ene”. Over time, the company underwent significant technical and technological advancements, enabling it to offer customers modern, high-quality products manufactured using state-of-the-art technology.

Additionally, "Optica Ene" has expanded over time, opening nine branches in the counties of Timiș and Caraș-Severin.

The company OPTIROX has been, and continues to be, in constant development, opening multiple branches while also investing in modern and specialized equipment. With the start of the new year, OPTIROX has opened a new branch in the city of Lugoj. The company considered this investment strategic due to the high volume of residents and travellers passing through the municipality. Based on its experience operating three branches in Timișoara and the favourable acquisition price of the property, the decision was made to establish this new location. The purpose of this investment is to increase revenue, create new jobs, and provide high-quality services to a broad customer base at the most competitive prices.

OPTIROX is structured with employees who maintain a high standard of continuous and periodic training, fully covered by the company. These training programs do not impose any additional obligations in the employer-employee relationship. Moreover, the "OPTIROX spirit" fosters a pleasant environment for both employees and customers.

The field of optics is constantly evolving, particularly in terms of the technology and equipment used. Therefore, continuous employee training is essential to stay up to date with industry advancements.

This organizational approach is a key strength of the company, generating only positive outcomes for both customers and OPTIROX. The company is divided into several departments, each aimed at optimizing operations and increasing revenue.

3. Turnover Evolution

In 2005, with a turnover of 24,682 lei, the company OPTIROX managed, through hard work and dedication, to reach a turnover of 1,107,227 lei by 2021, marking the highest turnover in the company's history. This financial growth reflects the company's steady development, not only by maintaining its workforce but also by expanding it**.** This expansion has led to the increase in the number of branches, culminating in the recent opening of a new location in Lugoj, Timiș County. Additionally, this financial success has enabled OPTIROX to invest in higher-quality products and state-of-the-art equipment, further enhancing its service standards.

The company's new target is to achieve a minimum annual turnover of 1,000,000 lei starting from 2020 onwards. This goal is set to ensure the retention of current employees and to facilitate new investments for continuous growth and development.

Between 2017 and 2021, OPTIROX successfully doubled its turnover, achieving a remarkable milestone after several years of negative profits. In 2019, the company recorded a profit of 882,460 lei with a turnover of 995,896 lei.

This significant profit played a crucial role in maintaining jobs during 2020, a challenging pandemic year for the company. 2020 proved to be a successful year for OPTIROX, surpassing the 1,000,000 lei turnover threshold. Despite the hardships faced during the pandemic, people's increased focus on health contributed to an impressive turnover of 1,108,929 lei. Similarly, 2021 closely mirrored the success of 2020, demonstrating the company's resilience and growth.

4. Development Strategy

The development strategy of OPTIROX is based on three standard and essential objectives for any business: economic, social, and strategic objectives.

The company's long-term goal is reflected in the economic objective of achieving a market share. (McCarthy, 1960) By securing a strong market presence in certain localities through customer loyalty, the company ensures steady revenue and strengthens its brand recognition. (Kotler, 1991)

At OPTIROX, unlike other companies, the social objective is essential to its corporate ethics. The company prioritizes working conditions for its employees, investing in training courses and skills development. Additionally, OPTIROX ensures compliance with work schedules and offers employee benefits, such as:

- Multiple breaks,
- An occasional meal allowance of up to 50 lei per employee,
- A highly competitive salary,
- Uniforms,
- Medical benefits at Regina Maria Private Clinic.

By focusing on this objective, the company has been able to attract new clients (thanks to motivated employees), retain existing customers, and encourage them to recommend the company to others (neighbours, relatives, acquaintances, etc.). This approach has led to continuous revenue growth and the expansion of the business. (Laisseg, 1983)

Moreover, the company is environmentally friendly, practicing waste segregation and holding a contract for the collection of hazardous waste, generated by ophthalmic treatments.

Most companies set annual targets, which unfortunately often remain unfulfilled goals. To ensure realistic and achievable targets, they must be carefully planned in collaboration with the company’s management team. Every step taken can either drive the company's turnover to new heights or lead to its decline.

As part of its development strategy, OPTIROX employs the SWOT analysis, which serves as a "mirror" for the company, providing multiple perspectives on its operations. The SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) was developed by the Stanford Research Institute (USA) based on research conducted in the 1960s. (Stanford Research Institute, 1960)

Today, SWOT analysis is considered a key managerial tool for assessing a company’s strategic position. It helps predict the position and future outlook of a business, project, department, or the company as a whole.

- Strengths: Internal positive attributes, both tangible and intangible.
- Weaknesses: Internal factors that hinder competitiveness and performance.
- Opportunities: External factors that contribute to the company’s growth and prosperity.
- Threats: External risks that could jeopardize the business or its marketing strategy.

The following table presents the SWOT analysis of OPTIROX, which will guide the company in structuring its future growth strategies to increase revenue.

Strengths	Weaknesses
- The company specializes in manufacturing eyeglasses with Essilor French ophthalmic lens technology. - A highly skilled workforce capable of producing top-quality products due to specialized company training. - A well-defined marketing strategy aimed at attracting young and middle-aged customers. (Vernette, 1992) - Efficient managerial structure, with each store having a dedicated employee. - Sufficient financial resources to cover the company's operating costs.	- Long production time for customized eyeglasses. - Limited transportation capacity, as product delivery is handled by only two employees, causing delays. - Outdated production equipment, with high wear and limited technological capabilities. - Lack of an online store, preventing customers from ordering products remotely. - Insufficient production space relative to the current production volume.
Opportunities	Threats
- Implementation of a faster delivery system for eyeglasses within the two counties. - Development of an online store, increasing revenue by allowing external customers to access the company's products. - Expansion of the production space at the current location. - Acquisition of new machinery to increase eyeglass production capacity.	- Competition offering similar products/services at more competitive prices. - Shorter delivery times provided by competitors. - More effective promotion strategies by competing companies, both online and through traditional channels. - Competitor involvement in sustainable projects and humanitarian activities, enhancing their brand image.

Table 1. SWOT Analysis

4. Conclusion

Through strategic expansion, financial growth, and employee investment, OPTIROX has established itself as a leading optical services provider (Kotler, 1991). The company's focus on market positioning, technological advancement, and employee well-being has driven its success. SWOT analysis highlights its competitive strengths and areas for improvement, ensuring a structured approach to future development (McCarthy, 1960). By integrating online sales channels and operational efficiencies, OPTIROX can maintain sustained growth and market leadership (Stanford Research Institute, 1960).

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