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An adaptive assortment management in the balanced scorecard of the pharmaceutical organization

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Key words: Pharmacies, Management, Planning Techniques.

Currently, in order to achieve success in business, companies need to be able to adapt quickly to the changing market conditions, and surpass their competitors in quality, speed of service, breadth of product range and price of products.

Aim. To analyze the usefulness of an adaptive assortment management in the balanced scorecard of the pharmaceutical organization

Methods and results. The objects of the research are features of the methodology of modern marketing in the field of management of goods and assortment in application of the pharmaceutical companies' activities.

One of the important elements of pharmaceutical management is the management of goods variety, which acts as a set of institutional arrangements, procedures and actions, applied management and employees of the economic entity for the successful and efficient business activities.

The Balanced Scorecard (BSC) is an integral part of management performance. It allows to operate units and employees in accordance with the strategic goals of the organization, as well it lets to evaluate the results of these activities through a set of performance indicators.

Conclusions. The adaptive range control in pharmaceutical organizations on the basis of a balanced scorecard allows you to control and account each operation performed by specialist and thus improves key indicators of pharmacy business.

Адаптивне управління асортиментом у збалансованій системі показників аптечної організації

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Сьогодні для досягнення успіху у сфері бізнесу компаніям необхідно вміти швидко адаптуватися до мінливих умов ринку та перевершувати своїх конкурентів за якістю, швидкістю надання послуг, широтою асортименту та ціною продукції. Один із важливих елементів фармацевтичного менеджменту – управління асортиментом товарів, котре є сукупністю організаційних заходів, методик і дій, що застосовують керівники і працівники економічного суб'єкта для успішного й ефективного ведення господарської діяльності. Збалансована система показників (ЗСП) – складова частина системи управління ефективністю бізнесу, що дає можливість здійснювати діяльність підрозділів і співробітників відповідно до стратегічних цілей організації, а також оцінювати результати цієї діяльності за допомогою набору показників ефективності. Адаптивне управління асортиментом в аптечних організаціях на основі збалансованої системи показників дає змогу вести контроль та облік кожної роботи, що виконана фахівцем, і тим самим підвищити ключові показники аптечної діяльності.

Ключові слова: аптеки, менеджмент, планування технології.

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Адаптивное управление ассортиментом в сбалансированной системе показателей аптечной организации

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В настоящее время для достижения успеха в сфере бизнеса компаниям необходимо уметь быстро адаптироваться к изменяющимся условиям рынка и превосходить своих конкурентов по качеству, скорости предоставления услуг, широте ассортимента и цене продукции. Одним из важных элементов фармацевтического менеджмента является управление ассортиментом товаров, которое выступает как совокупность организационных мер, методик и действий, применяемых руководством и работниками экономического субъекта для успешного и эффективного ведения хозяйственной деятельности. Сбалансированная система показателей (ССП) – составная часть системы управления эффективностью бизнеса. Она позволяет осуществлять деятельность подразделений и сотрудников в соответствии со стратегическими целями организации, а также оценивать результаты этой деятельности с помощью набора показателей эффективности. Адаптивное управление ассортиментом в аптечных организациях на основе сбалансированной системы показателей позволяет вести контроль и учёт каждой выполненной специалистом работы и тем самым повысить ключевые показатели аптечной деятельности.

Ключевые слова: аптеки, менеджмент, планирование технологий.

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The modern pharmaceutical organizations require new methods and technologies in a management activity to enhance the financial stability under severe competition conditions. The implementation of the new direction of strategic enterprise management - the balanced scorecard – in pharmaceutical management is offered.

Aim. The purpose of the research is construction and applica-

tion of a subsystem of an adaptive assortment management of the pharmaceutical organization and carrying out the SWOT-analysis.

Materials and Methods: the objects of the research are features of the methodology of modern marketing in the field of management of goods and assortment in application of the pharmaceutical companies' activities.



The adaptive assortment management of the pharmaceutical organization on the basis of continuous monitoring of the changes happening in the target market and in the external environment gives the chance of the timely adaptation to these changes and of the optimization of a commodity coverage that promotes not only to more complete satisfaction of the target consumers demand, but also to its formation taking into account objective social requirements [3,4].

The Balanced Scorecard (BSC) is a component of a business performance management system. It allows to operate the divisions and employees according to strategic goals of the organization, as well as to estimate the results of these activities through a set of performance indicators.

The Balanced Scorecard suggests four directions of the evaluation of the effectiveness:

1. Finance, that is how interesting to shareholders is to invest money in the company.
2. The Market and customers, i.e. the possible interests of clients to attract them and to achieve the desired financial results, considering the competitive advantages of the company.
3. Business processes, i.e. the processes that play the most important role in the implementation of competitive advantage.
4. Training and development, that is the examination of knowledge, skills, experience, technology and other intangible assets, with help of which it is possible to realize the competitive advantage of the organization [6].

One of the important elements of pharmaceutical management is the assortment management of goods, which acts as a set of organizational measures, techniques and actions applied by a management and workers of the economic entity for the successful and efficient business activities.

To create the BSC is necessary to determine the complete value

chain of internal business processes. This chain starts with the innovation process – identification of present and future needs of customers and ways to meet them, proceeds in operational processes - the goods delivery and services to the existing clients.

Results and Discussion

During researches it was revealed that an adaptive assortment management of the pharmaceutical organization can be carried out in the framework of the balanced scorecard (BSC).

The construction of the BSC includes the following main stages:

1. The formalization of the goals;
2. The determination of prospects;
3. The definition of tasks;
4. The establishment of cause-and-effect relations and factors of influence;
5. The determination of measuring instruments of the goals;
6. The development of programs;
7. The BSC integration into the control system;
8. The implementation of BSC;
9. The revision of the BSC.

The development of the subsystem of an adaptive assortment management of marketing system of the pharmaceutical organization is based on the following prerequisites:

- bases of management of goods and product assortment;
- principles of construction, information scheme of the system of an adaptive assortment management;
- application of the balanced scorecard.

The subsystem of an adaptive assortment management of the pharmaceutical organization is represented in *Figure 1*.

In order to determine the place in the market and to forecast activities, each pharmaceutical organization should analyze and assess their potential and factors that influence its development.

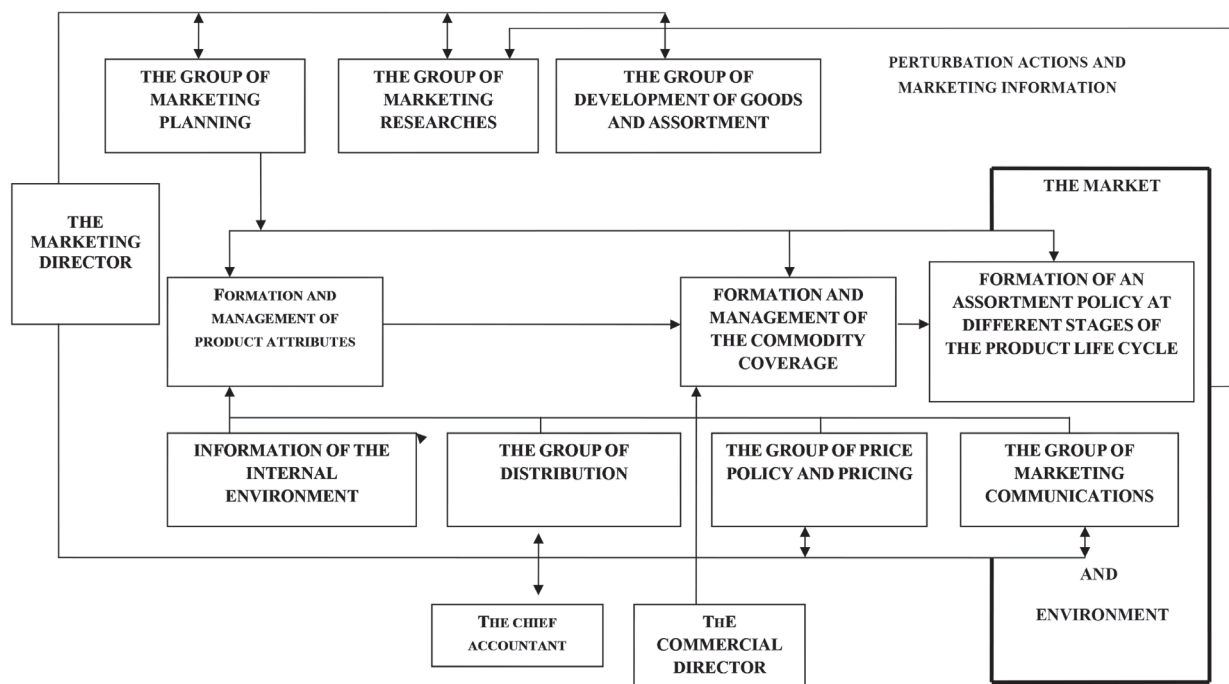


Fig. 1. The subsystem of an adaptive assortment management of the pharmaceutical organization.

The SWOT-analysis matrix

Strengths	Weaknesses
1) Highly qualified staff; 2) Modern equipment; 3) There is a permission to sell baby food; 4) Discounts for pensioners; 5) The prices are lower than at competitors; 6) The applications for medicaments can be received from the public; 7) A double quality control; 8) The growing number of loyal customers; 9) Long-term contracts with manufacturers of medicines; 10) An individual approach to each client.	1) The pharmacy is located far from the downtown; 2) The deficit of specialists; 3) Low interest of employees in the development of the pharmacy; 4) Low brand awareness; 5) A considerable burden on the worker.
Opportunities	Threats
1) Expansion of the range of medicines; 2) Organization free medical consultation in the pharmacy; 3) The possibility of home delivery; 4) The order of the medicines on the Internet; 5) The increase in the number of branches in the area; 6) The development of systems of the automated accounting of goods (bar coding) 7) Further training of existing staff; 8) An Increase of professionalism of consumers due to becoming well-informed; 9) The development of information technologies; 10) Attraction of new customers and retention of the old clients; 11) Change of advertising technologies; 12) Appearance of new suppliers; 13) Reduction of taxes and duties; 14) Management enhancement; 15) Lower prices for finished products; 16) Improvement of the standard of living; 17) The development of information industry; 18) Decrease in unemployment.	1) Adverse economic situation; 2) The entry into the market of new competitors (the opening of a number of new pharmacy chain, pharmacies); 3) Decrease in income levels; 4) Changes in the tax system of medicines; 5) An increase in trade tariffs on imported medicines may lead to a rise in price and reduce the demand for them; 6) Decrease in birth rate; 7) The aging of the main workforce; 8) Changes in consumer preferences; 9) Appearance of substitute goods; 10) Changes in the price level; 11) Growth of inflation rates.

To receive a clear assessment of activities of the pharmaceutical company and the general market situation, a SWOT-analysis can be carried out.

SWOT-analysis provides an analysis of the situation within the company and the external analysis.

The first part includes an analysis and assessment of the pharmacy potential.

Analysis of the internal capacity of pharmaceutical company makes it possible to determine its strengths and weaknesses of the business side, to estimate their interrelation with environmental factors.

The second part of the SWOT-analysis is analyzing the external environment, which consists of:

- microenvironment, that is suppliers, distributors, competitors, actually customers;
- macro environment, i.e. demographic, economic, legal, cultural, natural, scientific and technical factors of the environment.

The SWOT-analysis matrix for the pharmaceutical organization is represented below (Table 1).

To occupy the leading position in a pharmaceutical industry pharmacies require effective and appropriate for their potential strategies.

As a marketing strategy it is necessary to adhere to the strategy of mass, undifferentiated marketing, according to which the pharmacy should concentrate its attention and effort not on differences between the needs of individual consumer groups, but on finding of the common features in the demand, thus, it should aim to create the range of goods which meets the requirements of the largest market of the district. Such marketing strategy is chosen due to the fact that the market is not big and to differentiate it into separate segments makes no sense, because in this case, the pharmacy will incur expenses that can be avoided in case of a mass strategy.

Conclusions. 1. The analysis showed that the pharmaceutical organization has both strengths and weaknesses, which should be paid significant attention. When the company has highly qualified staff, the prices are lower than at competitors, there are discounts for certain categories of citizens, it is possible to draw some conclusions that the pharmacy has established a



strong position in the market. But also there are some threats. They need to pay more attention, as they may disrupt the work of the pharmaceutical organization.

2. It is important that the company was able to adapt quickly

to the changing conditions of the macro and micro environment. And for this purpose it is necessary to apply the developed subsystem of an adaptive assortment management of the pharmaceutical organization.

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