

## References

1. Мелихов О. Г. Клинические исследования. М. : Атмосфера 2013. 200 с.
2. Козирева О.В., Зупанець І. А., Сумець О. М., Добрава В.Є. Напрями удосконалення менеджменту освіти в Україні // Менеджмент та маркетинг у складі сучасної економіки, науки, освіти, практики : матеріали VII Міжнар. наук.-практ. конф., 21 бер. 2019 р. / редкол. : В. В. Малий та ін. Харків : Нац. фармац. ун-т, 2019. С. 15-17.
3. Campbell MK, Snowdon C, Francis D, Elbourne D, McDonald AM, Knight R, Entwistle V, Garcia J, Roberts I, Grant A, STEPS group: Recruitment to randomised trials: strategies for trial enrolment and participation study. The STEPS study. Health Technol Assess. 2007, 11 (48): iii-ix- 105.
4. Campbell MK, Snowdon C, Francis D, Elbourne D, McDonald AM, Knight R, Entwistle V, Garcia J, Roberts I, Grant A, STEPS group: Recruitment to randomised trials: strategies for trial enrolment and participation study. The STEPS study. Health Technol Assess. 2007, 11 (48): iii-ix- 105.
5. Farrell B, Kenyon S, on behalf of the UK Trial Managers' Network: A Guide to Efficient Trial Management [<http://www.tmn.ac.uk/guide.htm>].

## **ASSESSMENT OF COMPETITIVENESS OF THE PHARMACY BASED ON EXTERNAL COMPETITIVE ADVANTAGES**

Zhadko S.V., Assi Ali

National University of Pharmacy, Kharkiv, Ukraine

svzhadkopharm@gmail.com

The competitiveness of the pharmacy can be determined as ability to get an advantage in the current market situation in order to increase turnover and obtain maximum profit. For successful activity at the market, a pharmacy needs to attract

new customers and to retain existing customers. To do this, the pharmacy should have certain indisputable competitive advantages for clients.

The purpose of the paper is to assess the competitiveness of the pharmacy and develop recommendations for its improvement. To assess the competitiveness of the pharmacy we used survey and expert assessments and graphical and mathematical method. In developing the marketing strategy of the pharmacy, a SWOT-analysis of the strengths and weaknesses, threats and opportunities of the enterprise was carried out. On the basis of the survey, pharmacy clients were segmented; the most popular additional services and the most valuable advantages of the pharmacy from the point of view of consumers were identified. The integral indicator of competitiveness of the pharmacy based on external competitive advantages was calculated. According to consumer estimates, it was 3.8 points (75.2 % of the maximum possible value); according to pharmacists' estimates it was 4.3 points (86.0 % of the maximum possible value). Evaluation of the competitiveness of the pharmacy was also carried out with graphical and mathematical method. According to the visitors, the competitiveness indicator of the pharmacy is 51.1 (68.1 % of the maximum possible value), according to the pharmacists' estimates it is 59.8 (79.8 % of the maximum possible value). SWOT-analysis of the pharmacy revealed strengths and weaknesses, threats and opportunities to improve its competitiveness; one of opportunities is the creation and strengthening of personalized relationships with customers, which requires the implementation of CRM-systems.