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QUALIFICATION WORK

on the topic: **«ANALYSIS OF THE FACTORS OF THE INTERNAL
ENVIRONMENT OF THE PHARMACY»**

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АНОТАЦІЯ

У роботі досліджено інформаційне забезпечення аналізу середовища, проведено SWOT-аналіз фармацевтичної установи, оцінено сильні та слабкі сторони внутрішнього середовища аптечних підприємств. Кваліфікаційна робота містить 41 сторінку, 16 рисунків, 5 таблиць, список літератури з 30 найменувань.

Ключові слова: аналіз, фактори, середовище, аптека, можливості, загрози.

ANNOTATION

In the work, the information support of the environment analysis was investigated, the SWOT analysis of the pharmaceutical institution was conducted, and the strengths and weaknesses of the internal environment of the pharmaceutical enterprises were evaluated. The qualification work contains 41 pages, 16 figures, 5 tables, a list of literature with 30 titles.

Key words: analysis, factors, environment, pharmacy, opportunities, threats.

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INTRODUCTION

Relevance of the research topic. Today, the desire to develop is very important for every pharmacy. Pharmacy institutions are making plans for this. But the plan is certain wishes. Desires must be in balance with capabilities. SWOT analysis shows where the weak points and where the danger is for pharmacy organizations. Then the heads of pharmacy institutions will be able to take measures in time, and no surprises will cause significant damage to the pharmacy business. The SWOT analysis includes an analysis of the situation in the pharmacy and an external analysis.

The strengths of the pharmacy distinguish it from its competitors, give it advantages, and its weaknesses, for example, deficiencies must be eliminated, otherwise competitors can use them in their interests. So, for example, a wide range of medicines, the availability of exclusive medicines, high professional training of the first persons, an increase in the number of regular customers make it possible to avoid the threat of competition. The competitive position of a pharmacy enterprise is worsened by insufficient training of personnel, imperfect warehouse management, inventory control, etc. [11].

The strengths of pharmacies include: a nearby transport hub, market experience, a wide selection of pharmaceutical products, the presence of a class of parapharmaceuticals, relatively low selling prices, and high professional competence of the staff.

Weaknesses of pharmacy institutions include: volume of freight transportation below the city average, limited space, no shelves for better display of goods, lack of working capital, low level of profitability of the pharmacy, reduced liquidity, lack of employees to work in two shifts, poor motivation of staff, lack of a system of personal evaluations, imperfect composition, low-level inventory management system, significant burden on the pharmacist.

The analysis of the company's internal environment is usually called a situational analysis, which includes: analysis of the choice policy; analysis of pricing, marketing, advertising and sales promotion strategies; analysis of service

organization; cost analysis; analysis of material, technical and financial condition; analysis of personnel potential, etc.

The main task of the external analysis is to identify and understand the positive and negative factors that can affect the work of the pharmacy. A clear and comprehensive definition of both is equally important for the pharmaceutical business. After all, it is necessary not only to make maximum use of the opportunities that open up, but also to try to minimize risks and threats [9].

The purpose of the qualification work is to analyse of the factors of the internal environment of the pharmacy.

To achieve the goal of the qualification work, it is necessary to solve the following **tasks**:

- to investigate internal variables of pharmacy institutions;
- to analyze the information provision of environment analysis;
- to analyze the factors of the internal environment of the pharmacy institution;
- to conduct a SWOT analysis of a pharmaceutical institution;
- to assess the strengths and weaknesses of the internal environment of pharmacies.

The object of the research is pharmacies.

The subject of the study is the study of the factors of the internal environment of the pharmacy.

In the process of work, we used the following **research methods**: questionnaire survey, analysis, system, graphic.

The practical significance of the results. Using the results of this study will increase the competitiveness of pharmacies by identifying their strengths and weaknesses.

Approbation of research and publication results. The qualification work was tested on VI All-Ukrainian Scientific and Educational Internet Conference "Formation of the National Medical Policy under the Conditions of the Implementation of Health Insurance: Issues of Education, Theory and Practice". An

article was published: Bondarieva I. V., Malyi V. V., Omar Mohammed Dalaf. Analysis of the factors of the internal environment of the pharmacy institution. Materials of the VI All-Ukrainian Scientific and Educational Internet Conference "Formation of the National Medical Policy under the Conditions of the Implementation of Health Insurance: Issues of Education, Theory and Practice" (March 14-15, 2023). National University of Pharmacy. P. 28-32.

Structure and scope of qualification work. The qualification work consists of an introduction, a literature review, an experimental part, general conclusions, a list of used literary sources, and appendices. The qualification work is laid out on 41 pages, includes 16 figures, 5 tables, as well as 30 literature sources.

PART I

THEORETICAL APPROACHES TO THE ANALYSIS OF THE INTERNAL ENVIRONMENT OF INSTITUTIONS

1.1. Research of internal variables of pharmacy institutions

The internal environment of the organization is situational factors within the organization. The main variables within the organization include goals, structure, tasks, technology and people. Elements of organizational environment are presented in Fig. 1.1 [5].

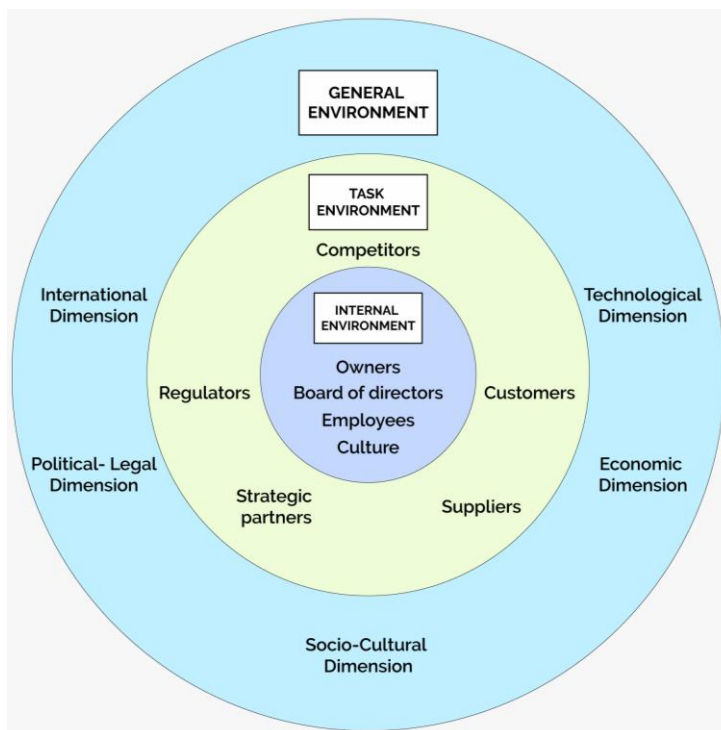


Fig. 1.1. Elements of organizational environment

An organization is at least two people with common goals. An organization can be seen as a means of achieving goals that allows people to accomplish collectively what they could not accomplish individually. During the planning process, management develops goals and communicates them to organizational members. This process is a powerful coordination mechanism because it enables the members of the organization to know what they have to achieve [2].

An organization can have various goals, especially for organizations of different types [2].

The main purpose of the organization, the meaning of its existence, unlike others, image, philosophy, values, culture is reflected by the mission. The mission is the basis for making major planning decisions, helps middle-level managers to formulate their goals and objectives and connects actions with the development of the company as a whole, unites the members of the organization [4].

Taking into account the mission, general and specific goals, general and specific aims are formed [5].

The general purpose of a non-profit organization, in principle, coincides with the mission. The general goal of a commercial organization is to make a profit, so it cannot coincide with the mission [9].

The components of the institution's internal environment are presented in fig. 1.2.

PURPOSES	TASKS	STRUCTURE	TECHNOLOGY	STAFF (PEOPLE)
<ul style="list-style-type: none"> • Satisfaction of the needs of the population and the hospital in the drugs, medical products • Achieve profitability • Expansion of market share • Increase in sales of goods or services • Increased productivity • Increasing the number of buyers • Reduce complaints • Improving the reputation of the pharmacy 	Task categories: <ul style="list-style-type: none"> • Working with people • Work with subjects • Work with information 	Two concepts: <ol style="list-style-type: none"> 1. specialized division of labor (vertical and horizontal) 2. scope of control Requirements for organizational structures: <ul style="list-style-type: none"> • optimality • manageability • dynamism • «sensitivity» and the presence of feedback • profitability 	Computers; Electronic product search systems; Manufacturing Techniques: <ul style="list-style-type: none"> • individual preparation of prescription drugs; • technology of drill-bonserial fabrication of drugs for frequently-in-repeated invoices 	From the position: <ul style="list-style-type: none"> • ability • propensity, obedience • needs • waiting • perception • attitude, point of view • values

Fig. 1.2. Components of the institution's internal environment

General goals reflect the most important directions of the organization's activities related to the implementation of the mission and the achievement of the

main goal. Specific ones are developed in each subdivision and determine its directions in the light of the realization of general goals [5].

Another direction of the organization's division of labor is the formulation of tasks. A task is a proposed work, a series of works, or a part of work that must be performed in a predetermined manner within a predetermined time frame [2].

The tasks of an organization are usually divided into three categories. This is work with people, objects, information. Management work is less monotonous, repetitive in nature, and the time required for each type of work increases as management work moves from a lower level to a higher one [9].

The environment of the enterprise is presented in fig. 1.3.



Fig. 1.3. Enterprise environment

The structure is an ordered set of interdependent elements of the organization that establishes the horizontal and vertical division of labor. The structure of the organization has several aspects [13].

The basis of the technical structure is material objects and processes (premises, equipment, working conditions). The production structure is a set of

centers interconnected by technological business processes that consume and distribute the flow of material and informational objects [5].

The social structure is formed by the totality of participants and their connections within the framework of joint activities. It includes formal and informal groups, values, interests, powers, channels of their distribution, etc. [4].

The management structure is a set of interdependent administrative divisions. It can be characterized by complexity, degree of formalization and centralization. Information structure is a set of subjects involved in information exchange and information flows [8].

Normative-legal structure is a set of legal norms, impersonal requirements, job positions, standards designed for an abstract executor, necessary for the implementation of the organization's functions.

Behavioral structure is a system of relationships between people that represent the most important element of the organization's internal environment [2].

Technology can be production, personnel, management and other. It must be reliable, correspond to the biological and psychological capabilities of people, other technologies, and organizational culture. The result of using the technology should be safe, achieved with minimal costs and without side effects [20].

Technology, as a factor that strongly affects organizational effectiveness, requires careful study and classification. There are several classifications of technologies. According to it, the technology is complex, sequential, connected and group [1].

The emerging technology assumes that all jobs within the organization are loosely connected to each other, and the last operation gives them completeness. Sequential technology is characterized by the fact that work on the creation of products follows one another and none can begin before the previous one ends. This happens, for example, at conveyor assembly [2].

Related technology means that operations mutually condition each other, but not necessarily in a unique sequence [9].

Group technology consists in the fact that work is independently performed on one stationary object, sequentially and in parallel, depending on the situation [2].

1.2. Analysis of the information support of the analysis of the environment

To effectively study the state of the components of the organizational environment, it is necessary to create a special tracking system, the main methods of which are: analysis of materials published in magazines and other information publications; participation in professional conferences, analysis of the experience of various organizations; studying the opinion of the organization's employees, customers and suppliers; meetings and holding meetings to discuss certain current issues [1].

Therefore, the necessary information can be divided into primary data obtained during special studies and secondary data from internal and external sources [7].

The collection of secondary information usually precedes the collection of primary information. Secondary information enables the researcher to better understand the situation, change trends, etc. At the same time, certain inconsistencies in indicators, different levels of novelty of information, and the problem of reliability assessment are possible [1].

External information can be divided into officially published, publicly available, so-called syndicated, which is aimed at certain consumers and is paid for [7].

The collection and processing of primary information is carried out by special information and consulting organizations [2].

The disadvantage of syndicated data is that consumers have little control over the collection technology and results, and standardized data may be available to competitors operating in the field [8].

During the strategic diagnosis of the environment, organizations use the main methods of database formation, such as: scanning (search for already established,

i.e., retrospective information), monitoring (tracking current information that appears), forecasting (creating information about the future state of the external environment. For quantitative and qualitative tests are carried out.

Quantitative research is a diverse method of collecting information, based on the use of structured (all respondents answer the same questions) or unstructured (the interviewer asks additional questions depending on the answer received), the results of which are processed using structured questions. During surveys, information from respondents is collected in three ways: respondents are asked questions, the answers to which are recorded by interviewers; ask questions using a computer; respondents fill out questionnaires on their own.

Qualitative research means the collection, analysis and interpretation of information obtained from observing people's actions and expressions. Observations and conclusions are of a qualitative nature and are carried out in a non-standard form.

Qualitative research methods include observation, focus groups, in-depth interviews, protocol analysis, etc.

Observation is a method of obtaining primary information about this object by studying individual groups of people, actions and situations. This method can include direct or indirect, open or closed observation by a specific performer or with the help of special technical means.

The essence of the focus group method is that, based on the principle of homogeneity, a group of 8-12 participants is formed, who conduct a discussion on the generation of labels/ideas, learn about consumer needs, study the reaction to individual campaigns, such as advertising, etc.

In-depth interviewing involves a trained interviewer asking the respondent a series of probing questions to determine why group members behave the way they do or what they think about a particular issue. The interviewer should also find out the reasons and motives of the respondent's answer. The most difficult thing is to generalize the results of individual surveys.

Protocol analysis involves the presence of the respondent during a certain decision, while he must verbally describe the arguments that led to the decision.

In one or another organization, the necessary information in each direction is primarily collected by a competent service, but the top management coordinates and controls this process. The manager receives part of the information independently, has the opportunity to enter various information channels. It is believed that about 90% of the information required comes from legitimate sources, although specialized illegal sources are sometimes used. In most cases, obtaining information that competitors do not have, or the ability to obtain it before them, gives an organization a strategic advantage. Such information is called "soft", for example, from employees of the sales department, service specialists, intermediaries, suppliers, consumers, etc.

It should be noted that a small organization may not have the money or staff to conduct such an in-depth analysis.

CONCLUSIONS TO PART 1

1. The internal variables of pharmacy institutions were studied.
2. The information provision of environment analysis was analyzed.

PART II

RESEARCH OF THE INTERNAL ENVIRONMENT OF THE PHARMACY ORGANIZATION

2.1. Analysis of the factors of the internal environment of the pharmacy institution

The process of comprehensive analysis of the organization's internal resources and capabilities, the purpose of which is to assess the current state, strengths and weaknesses of the company, and identify strategic problems, is called management analysis. Determining the range of indicators for analysis is a complex methodological problem of management analysis. The famous American economist Herbert A. Simon states: "The number of factors that are potentially relevant to the performance of a given pharmacy organization is so significant that at any given time only a few of the most obvious factors that they pay attention to, which are constantly changing, can be considered under the influence of external and internal circumstances" [8]. In support of this statement, several evaluation methods are given [19].

Thus, there are two directions of economic analysis in the organization, and, accordingly, two groups of indicators: indicators characterizing the economic potential of a pharmacy enterprise; indicators characterizing the economic activity of a pharmacy [8].

The following evaluation criteria are used (on a 10-point scale): quality of management; quality of produced goods and services; financial condition of the organization; quality of marketing; able to attract talented people, promote their development and retain them in the organization (staff loyalty); long-term capital investments; innovative ability; responsibility to society and nature [21].

Business is evaluated by the volume of sales and the market value (capitalization) of the company. Financial consultants evaluate the efficiency of pharmacy enterprises according to the following generally accepted indicators (table 2.1) [3].

Table 2.1

The main indicators for evaluating the effectiveness of the pharmacy organization

Indexes	Calculation method
1. Profitability of sales	Balance sheet profit/ Revenue from realization
2. Return on assets (ROA)	Balance sheet profit/ Asset value
3. Rate of return on equity (return on equity, ROE)	Balance sheet profit / Own funds
4. The rate of net profit on equity	Net profit/Equity
5. Labor efficiency	Sales revenue/ Number of employees

The following general methodological principles should be the basis of the management analysis of activities: a systemic approach, according to which the organization is a complex system that functions in an environment of open systems, which in turn consists of many subsystems; the principle of comprehensive analysis of all constituent subsystems and elements of the organization; the dynamic principle and the principle of comparative analysis, namely: analysis of all indicators in dynamics, as well as comparison with similar indicators of competing companies; the principle of taking into account (branch and regional) features of the organization.

We distinguish the following methods of management analysis: situational analysis; portfolio analysis; office research: work with accounting documents, statistical and other internal company information; monitoring and interviewing the organization's employees using special methods; expert assessments; "brainstorming", conferences and other methods of teamwork; mathematical methods — trend analysis, factor analysis, calculation of weighted average indicators, special coefficients, etc.

There is a two-step internal environment analysis program that can be called an analysis of strengths and weaknesses. It is necessary to start with drawing up an economic model, which includes calculations of profits and expenses of past years

(or other indicators of the organization's financial and market activity). This is called assessing the organization's policy consistency. The advantage of such an analysis is that thanks to it, it is possible to easily draw parallels between the achieved and desired results of the organization's activities.

The second stage of the analysis of the internal environment is the analysis of the functioning of the organization. The author [1] distinguishes the following three functions of the organization: primary functions are functions that, according to the customer, determine the difference in the competitiveness of the organization. So, in pharmaceutical institutions it is the quality of product production, in insurance companies it is contractual policy and payment policy, in transport companies it is marketing, in particular transport and development of transport, in hospitals it is the quality of treatment, in a university it is the quality of education.

Ancillary functions are functions that work for the consumer, but he himself does not identify them with these functions. Traditionally, procurement has been seen as a support function in a pharmaceutical company, but there are situations where the success of an organization depends heavily on continuity of supply. The same applies to logistics and quality management systems (TQM). Investment banking is a support function for most customer categories, aircraft maintenance in airlines, laboratory work in hospitals, library services and internet cafes in universities.

Service functions are related to tasks that the institution must perform on its part to continue to support life, but which are not of interest to the customer. These are, as a rule, the same functions in different institutions: financial and accounting, management of personnel and organizational activities, economic management, etc.

When the manager decides to develop an organizational strategy, he should first of all pay attention to those functions that are closest to the customer, since this principle is included in the classification of corporate functions. When classifying and allocating functions, a questionnaire should be prepared for each function. They often benchmark the strongest institution in the industry and compare each function to that of a similar institution. Such operations are called reference testing methods.

As a result of analytical work, experts and management should determine the competitive advantages of the institution. Competitive advantages of the institution are unique tangible and intangible resources that the organization possesses, which are strategically important for this organization in this field and allow it to win in the competition.

In the short term, the competitiveness of the institution depends on the price and quality of finished products. However, in the conditions of global competition, organizations are becoming increasingly similar in terms of quality and cost of products. By adhering to standards, the institution engages in competition, leaving less and less room for a source of distinctiveness. In the short term, a favorable situation may arise for the company, using which it accumulates the potential to create long-term competitive advantages in the future. But the factors of temporary competitive advantage are easily imitated by competitors or "random" parameters of the external environment of the institution's development.

In the long run, competitiveness lies in creating key products first and at lower costs than competitors. The factors that create a sustainable long-term competitive advantage are the parameters of the internal environment of the institution, which are difficult to imitate and manage by competitors, the development of which ensures the characteristics of key products - consumer value, uniqueness, novelty of products.

Therefore, the starting point of the strategic management process is establishing the institution's mission. After establishing the mission, the company develops goals for itself, which should give a clear picture of the direction of development. By definition, strategic goals are the main activities of an institution that lead to the fulfillment of its mission. It can be larger depending on the size and level of development of the institution, available resources, etc. They should be specific, preferably quantifiable, feasible and realistic.

Currently, managers and consultants dealing with the problem of the institution's mission are more interested in the appearance and communication function of the mission. It consists in finding and formulating a certain message to

society and within the institution, explaining its goals and values. Despite the absolute importance of this "literary" aspect of the mission, the so-called internal structure, which should declare the company's intentions to all parties interested in its success, is ignored.

"Building" a mission, and not just choosing a corporate slogan, makes it possible to set reasonable, non-arbitrary goals. At the same time, it should always be remembered that "there is nothing more dangerous than arbitrarily defined quantitative goals of the institution - the losses from this can be incalculable."

But it is important not only to define these goals, but also to choose a course of action reflected in a set of interconnected strategies that guarantees the most effective way to achieve them. Therefore, the most important stage in the development of an effective corporate strategy is a strategic analysis, which should provide a true assessment of one's own resources and capabilities in comparison with the state of the external environment surrounding the institution's activities (and its needs). Based on this analysis, it is necessary to make a rational choice of strategies from among possible options.

Complete strategic analysis is available only to very large institutions. However, in a rapidly changing environment, even in relatively small enterprises, a manager's intuition alone is not enough to succeed in the market. This forces such institutions to offer limited, more economical options for developing strategies. But even in the case of large companies, "the costs of quantitatively justifying the choice of goals and strategies very often greatly exceed the impact of their advantages compared to simpler 'qualitative' methods".

Therefore, as the main tool of regular strategic management, many companies choose a qualitative strategic analysis matrix, also known as a SWOT matrix (abbreviation of the initial letters of English words: Strengths; Weaknesses; Opportunities; Threats). This matrix provides managers of institutions with a structured information field in which they can strategically navigate and make informed decisions.

The most attractive thing about this method is that the information field is created directly by the managers themselves, as well as the most competent employees of the institution based on the generalization and coordination of their own experience and views on the situation. Based on the consistent consideration of these factors, decisions are made to adjust the goals and strategies of institutions (corporate, product, resource, functional, management), which in turn determine the key points in the organization of activities.

Strategic decisions do not always require long-term planning, but are characterized by an impact on the depth, structure and development directions of business restructuring, which can change quite quickly during, for example, crises or technological "jumps".

In addition, strategic decisions are more related to external than internal problems of the company — especially with the choice of product assortment and market segments. In addition, these strategic decisions can be influenced by the factors of the immediate and distant environment of the company. Therefore, in addition to the assessment of market conditions, the external analysis should also cover such areas as the economy, politics, technology, international situation and socio-cultural behavior, that is, it should be carried out according to the PEST model, which means four groups of external influence: politics, economy, society, machinery.

Internal analysis procedures can and should include an assessment of the uniqueness of resources and technologies, key components of management, corporate culture, etc.

2.2. SWOT analysis of a pharmaceutical organization

Analytical approaches are used in the theory and practice of pharmaceutical marketing and logistics, which make it possible to assess the current state and development prospects of the institution, with special attention to the SWOT analysis method (SWOT - an abbreviation of the initial letters of English words) -

strengths, weaknesses, opportunities and threats. In the scientific literature, this term also has such synonyms as the TOWS matrix or the WOTS-up method.

SWOT analysis is suitable both for the pharmaceutical establishment as a whole and for specific types of establishments to support planned marketing and logistics decisions. SWOT analysis methodology allows to systematize research results by the following groups: strengths and weaknesses of the institution's activities (internal factors); favorable opportunities and threats from the surrounding (external) market environment (external factors) [2]. In fig. 2.1. shows the main stages of developing a pharmaceutical company's strategy based on a SWOT analysis [2].

Thus, at the first stage of solving tasks related to the assessment of the current state and development prospects of the pharmaceutical enterprise, an analysis of the situation inside the company and an external analysis are carried out.

Analyzing and evaluating the institution's own opportunities, it is necessary to answer the following questions: Are the market opportunities compatible with the institution's mission and goals? Does the institution have the necessary financial resources? Is the material and technical equipment of the organization adequate? Does the institution have the necessary marketing "know-how" to achieve competitive advantages? Is it possible to organize an activity that will allow you to get the desired profit at moderate costs? Does the personal potential allow you to perform the assigned tasks? What image and experience does the institution have on the market?

SWOT analysis is presented in fig. 2.1.

The analysis of the internal potential of a pharmaceutical institution makes it possible to recognize its strengths and weaknesses, to assess their relationship with the factors of the external environment.

The strengths of pharmaceutical companies are the advantages that distinguish the institution from its competitors. Weaknesses are business weaknesses that must be corrected so that competitors cannot use them as an advantage. In practice, several approaches can be used to determine the strengths and weaknesses of an institution:

- internal – analysis of the institution's experience based on the opinion of its specialists;
- external – based on comparison with competitors;
- normative – based on the conclusions of experts and consultants.

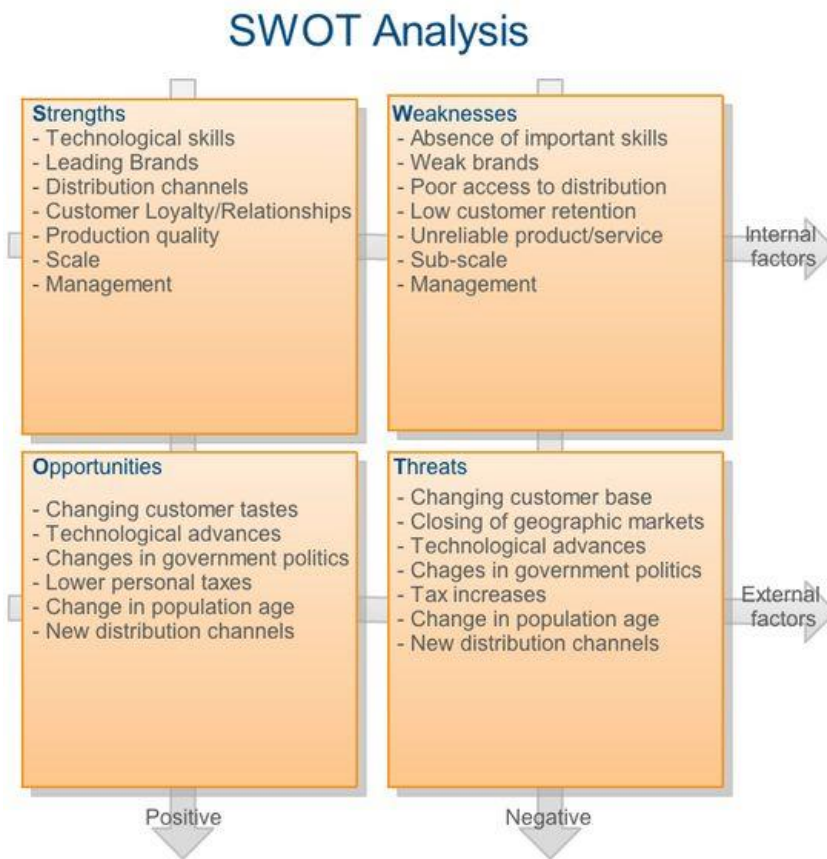


Fig. 2.1. SWOT analysis

The list of weaknesses and strengths is unique for each business, in fact it is a short, objective and fundamental characteristic.

The second part of the SWOT analysis is the study of the external environment, which is a set of active entities and forces operating outside the company that affect the company's ability to establish and maintain cooperative business relationships with target consumers.

The external environment consists of: the microenvironment, which consists of forces that directly affect the business itself and its ability to satisfy the needs of consumers, that is, suppliers, intermediaries, competitors, contact audiences, consumers themselves; macro environment formed by external forces of the

institution (demographic, economic, legal, natural, scientific and technical factors, as well as factors of the cultural environment).

The main purpose of external analysis is to identify and understand opportunities and threats that may affect the activities of a pharmaceutical institution today or in the future.

Enterprise opportunities are positive factors (trends and phenomena) of the external environment that can contribute to the growth of sales and profits. Threats are negative factors (trends and phenomena) in the external environment that can lead to a significant decrease in sales and profits if the institution does not respond appropriately.

The purpose of the external analysis is the development, evaluation and final selection of the strategy of alternative strategic solutions. These decisions must focus on exploiting the opportunities and protecting against the threats associated with the changing external environment.

In fig. 2.2. strengths and weaknesses of the current pharmaceutical industry model is given.

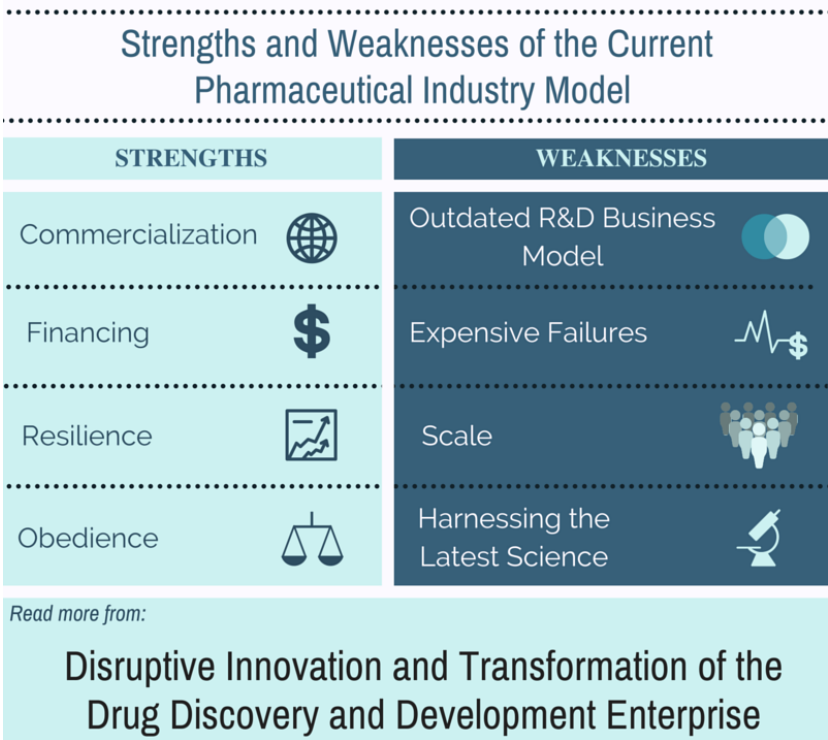


Fig. 2.2. Strengths and weaknesses of the current pharmaceutical industry model

In fig. 2.3 shows the company's threats and opportunities, strengths and weaknesses. At the same time, we considered the identification of the above-mentioned groups of factors to be the determination of the spheres of the institution's activity, which are strengthened or weakened by specific factors.

After grouping:

- determination of opportunities suitable for the company's resources;
- development of measures to prevent the impact of threats;
- compare the company's advantages with market opportunities;
- development of strategic guidelines to overcome the weaknesses of the company.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> •Low cost of skilled manpower •Access to large pool of highly trained scientists •Strong marketing and distribution network •Proven track record in design of high technology manufacturing devices •Low cost of innovation, manufacturing and operations 	<ul style="list-style-type: none"> •Stringent pricing regulations •Poor transport and medical infrastructure •Lack of data protection •Very competitive environment •Poor health insurance coverage •Production of low quality drugs tarnishes image of industry abroad •Low investment in innovative R&D 	<ul style="list-style-type: none"> •Increase in per capita income •Global demand for generics rising •Increasing population with more sedentary lifestyle •Increasing health insurance sector •Significant investment from MNCs •Medical tourism •Cheap, diverse clinical trials •Global outsourcing hub due to low cost of skilled labor 	<ul style="list-style-type: none"> •Other low cost countries affecting demand •Government regulations changing •Expanding of Drugs Price Control Order •Lack of investment in infrastructure •Wage inflation •R&D restricted by lack of animal testing and outdated patient office •Counterfeiting threat

Fig. 2.3. Pharma Sector: SWOT analysis

The final assessment of strengths and weaknesses, marketing opportunities and threats is carried out using the SWOT analysis matrix (Table 2.2).

Table 2.2

Matrix of SWOT analysis

Components of SWOT analysis	Possibility	Threats
	A. Reducing the cost of computer equipment	a) Low purchasing power of the population
B. Development of information technologies, in particular automated product accounting systems	b) Lack of working capital in medical and preventive institutions	
B. Low concentration of wholesale firms in the market	c) Dishonesty on the part of pharmacies regarding payment	

cont. table 2. 2

Components of SWOT analysis	Possibility	Threats
	A. Reducing the cost of computer equipment	a) Low purchasing power of the population
	B. Development of information technologies, in particular automated product accounting systems	b) Lack of working capital in medical and preventive institutions
	B. Low concentration of wholesale firms in the market	c) Dishonesty on the part of pharmacies regarding payment
	D. Organization of contests (tenders) for the purchase of medicines at the expense of budget funds	d) Increasing the number of wholesale market entities
	D. Increasing the number of pharmacies. Creation of pharmacy networks	e) Strict state regulation of prices for a large list of drugs
	Z. Development of educational (training) services	f) Minimization of product stocks by pharmacies
	Q. The growing role of the human factor	
Strengths	SO strategies	ST strategies
I. Experience in the market	Participation in tenders, increase in market share	Participation in charitable and humanitarian actions
II. A wide, deep and diversified product range, including the presence of exclusive original drugs	Attracting the attention of possible customers	The formation of an assortment policy closely related to diversification in the direction of expanding the non-medical assortment
III. Long-term contracts with manufacturers, including foreign ones		Development of a pricing policy for the list of drugs subject to state regulation
IV. Wide range of service		Use of geographic consolidation
V. Absence of a retail pharmacy network	Creation of a contractual vertical marketing system based on consignment security instead of simple commodity lending	
VI. A significant number of regular customers	Using the principles of portfolio theory for customer discrimination based on ABC analysis	
VII. Availability of e-mail, communication through Web sites	Automation of the sales system based on the installation of modules at permanent partners of group A	
Weak sides	WO-strategies	WT strategies
1. Decrease in market share	Attracting the attention of new customers by forming an optimal range of affordable medicines for various segments of consumers, attracting the attention of new customers	

cont. table 2.2

2. Insufficient level of personnel qualification	Implementation of the specialist training program	
3. Absence of a clear remuneration system	Optimization of the remuneration system based on the ranking of the company's job structure	
4. Low level of development of mechanization, automation and technical and technological base of warehouse management	Implementation of automated accounting systems, in particular automatic identification of drugs using bar coding	
5. High transportation costs	Transportation routing using special computer support, in particular electronic and digital road atlas	Focusing on a specific geographic market (geographical focus)
6. Low level of inventory management system	Step-by-step implementation of individual modules of the Corporate Enterprise Management System, in particular regarding inventory management	
7. Inefficient work with clients	Implementation of the specialist training program	Reorientation towards solvent, customers, revision of the system of providing product loans and the policy of setting interest on them

Based on the results of the SWOT analysis, we conclude that the investigated pharmaceutical wholesale institution has many strengths and opportunities in the pharmaceutical market. Specific strategies can be recommended to enhance these aspects and opportunities, taking into account and limiting the impact of weaknesses and threats, which will give the company a competitive advantage. For example, the availability of e-mail, web communication, the reduction in the cost of computing devices and the development of information technology can be used to equip a discriminated portfolio of repeat customers of group A (pharmacies) with modems, and this helps to minimize pharmacy stocks and wholesale trade to eliminate the dangers, arising due to an increase in the number of market participants.

Individual possible strategies are detailed according to the principle "goals => tasks => measures", that is, the tasks of strategies are determined at the level of specific measures and individual actions. After that, the strategies are evaluated by experts according to the principle of "advantages – disadvantages", ranking them

according to their importance from the point of view of the institution and eliminating impossible and ineffective ones. The measures of the selected strategies are developed in the form of detailed plans, which are tied in time to the work of individual departments of the institution, and specific executors are appointed to monitor their implementation in the future.

The assessment of possible strategies ends with a financial justification based on the principle of "costs – results". At the same time, the optimal strategic behavior of a pharmaceutical institution is determined, which allows you to use strengths to benefit from opportunities and reduce the impact of threats, as well as eliminate weaknesses under the condition of facilitating the identified opportunities and reducing the impact of threats.

The SWOT analysis method allows you to determine the company's strengths, weaknesses, opportunities and threats. This makes it possible to assess the internal strengths and weaknesses of the pharmacy enterprise with external opportunities provided by the market [8]. So, we compile a SWOT analysis of the pharmacy chain (fig. 2.4). In the future, we will estimate the probability of the influence of the entire set of factors.

With the help of confidence coefficients, we estimate the likely nature of the influence of factors of the external and internal economic environment (limits of change from -1 to +1) and calculate the integral assessment of the influence of the entire group of factors. Scale of confidence coefficients [7]: "-1" – complete rejection of the possibility of executing the option in the presence of this function; "+1" – full confirmation of the possibility of executing the option if this function is available; "0" – the impact of this characteristic on the possibility of realizing the option is uncertain.

We conduct a set of assessments based on the degree of influence of external and internal environmental factors. The value of reliability coefficients is determined on the basis of available statistical data for past periods and existing problems of companies. Some unexpected data were calculated by experts.



Fig. 2.4 SWOT analysis of the pharmacy chain

By combining estimates of the degree of influence of external and internal environmental factors on the possibility of introducing a specific innovative product, we obtained two negative coefficients, thus obtaining the average value (2.1):

$$KY_0 = \frac{0,13 + 0,14}{2} = 0,135 \quad (2.1)$$

To make decisions, it is advisable to use the table. 2.3.

$K_{int} = 0.14$ and $K_{ext} = 0.13$, which corresponds to the area $-0.3 \leq KY_0 \leq +0.3$ indicates that there is internal uncertainty in the institution about the company's external development opportunities.

According to the results of the SWOT analysis, the institution adheres to the following strategy for further activities: market, $KU = +0.8$ – the possibility of conducting large-scale promotions and discounts. Such data indicate the presence of all conditions for the realization of these opportunities, which contribute to the elimination of weaknesses.

Table 2.3

SWOT analysis of the pharmacy chain

	market opportunities				market threats				KY1	3K1	
		1	2	3	4	1	2	3	4		
strengths	1	0,9	1	0,7	0,9	-0,9	-0,7	0,5	0	0,3	0,13
	2	0,8	0,9	1	0,5	-0,6	0,5	-0,9	0,4	0,32	
	3	0,6	0,9	0,8	0,9	0,6	-0,2	0,4	-0,6	0,42	
	4	0,9	1	0,9	0,7	-1	0,5	-0,9	0,5	0,32	
	5	0,8	0,8	0,7	1	0,5	-0,8	-1	-0,7	0,16	
weaknesses	1	0,8	0,9	-0,7	0,7	-0,8	-0,7	-0,8	-0,4	-0,12	
	2	0,8	-0,5	-0,5	-0,9	-0,8	-0,9	0	-0,7	-0,44	
KY2		0,8	0,71	0,41	0,54	-0,42	-0,33	-	-0,21		
3K2		0,14						0,38			

SWOT analysis also allow to assess potential internal strengths and internal weaknesses (Fig. 2.5).

Analytical studies on the assessment of factors affecting the intensity of industry competition have also been prepared; industry barriers that prevent certain goods from entering the market; determination of the effect of substitute goods. The competitive pressure of supplier companies is assessed in two directions: the levels of interaction between suppliers and consumers in the industry to which the organization belongs.

The ability of suppliers to influence consumers by independently changing delivery conditions, as well as competitive pressure from consumers, is also evaluated. This minor impact on an individual consumer organization finds its place in research.



Fig. 2.5. The main factors of SWOT analysis

CONCLUSIONS TO PART II

1. The factors of the internal environment of the pharmacy institution were analyzed.
2. The identification of strengths and weaknesses, opportunities and threats of the external environment for a wholesale pharmaceutical institution was carried out.
3. SWOT analysis is a universal analytical tool that a pharmaceutical company can use both for choosing a development strategy and for market analysis and competitive analysis.

PART III
RESEARCH OF THE INTERNAL ENVIRONMENT OF PHARMACY
INSTITUTIONS

3.1. Study of the state of the pharmaceutical market

After the announcement of the quarantine and the start of the war, there was an unprecedented demand in pharmacies. Sales of medicines, namely painkillers, disinfectants, antipyretics, antivirals, and vitamins, have increased several times.

63% of natural market growth was recorded. During the hype, at the beginning of the quarantine, the volume of sales of wholesale drugs increased by 41%. Therefore, customers have created a stock of drugs for a period of up to 4 months.

Pharmacies faced the following problems:

1. The number of checks and the average amount of checks increased. Lack of certain groups of goods in pharmacies at the beginning of the quarantine and war (masks, disinfectants, some medicines), mass purchase of medicines at the end of April and February.

2. There was a problem with free warehouse space in pharmacies due to the multiple increase in purchase volumes and the transition to large containers.

3. Automated ordering systems were not capable of handling significant automated ordering, the systems saw large numbers as errors, so they were programmed to evaluate unique item numbers. The increase in the number of goods was aimed at satisfying needs, the goods were ordered manually.

4. According to the results of March and April, pharmacies have several months' supply of goods that are in high demand.

Most manufacturers exceeded sales plans in March, but there were several problems: 1. As a result of redistribution between markets in March, the absence of foreign-made drugs in certain positions was recorded. 2. Draw attention to a certain shortage of materials for manufacturers. Material-producing countries of the world imposed an embargo on their supply several months before the start of quarantine. Quarantine measures were subsequently relaxed and exports of materials from China

and then partially from India resumed in April. 3. API import dependency. This situation will continue to affect market dynamics and may cause shortages in some positions.

The volume of public procurement has increased significantly. For example, during the Prozorro quarantine, about 5,000 tenders were held per month, in March this number increased to 17,000.

Also, since the beginning of March (introduction of quarantine), the territorial administration of the Antimonopoly Committee has initiated cases against manufacturers, suppliers and sellers of medical masks due to a significant increase in prices during the quarantine.

This period was also tense for distributors. The load on the logistics system was enormous, because sales volumes increased many times, which required additional warehouses, and the work of managers increased. The main problem was the lack of space to store the goods, so in some cases the goods were sold with a minimum markup, the goal of which was to achieve maximum turnover. Prices then began to rise to cover the costs of this period.

So, as a result:

1. There are too many product stocks in pharmacies. The inventory of accelerated product groups was prepared for several months. Probably enough for the next flu season. But investments in the products of these groups and the lack of free funds of pharmacies also do not allow purchasing the necessary drugs.

2. While the state of emergency prevailed in the country, the number of customers decreased significantly, and difficulties arose with the transportation of personnel. Some drugstore chains have raised workers' wages to offset costs or pay for taxis.

3. After the previous crisis, large pharmacy chains created independent profitable enterprises, and in most cases, in order to create better price conditions, they switched to partial or full payment in relations with distributors. As a result, there was a surplus of goods that cannot be returned to distributors.

4. The crises bankrupted small pharmacy chains. Such networks function thanks to the "revolving" credit of distributors.

With reduced traffic, it became impossible to pay rent on time, wages are goods for which demand has fallen.

5. Average pharmacy chains are in a relatively positive state, who cleared non-commercial points of sale and launched a system of regular analysis and management of categories both in the chain and within it [2].

Matrix of SWOT analysis of the pharmaceutical market presented in the table 3.1.

Table 3.1

SWOT analysis pharmaceutical market

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<p><u>Strength</u></p> <ul style="list-style-type: none"> • low cost products • Open market forum • Small Distribution Channel • Low cost of innovation, manufacturing and operations. 	<p><u>Weakness</u></p> <ul style="list-style-type: none"> • Previous poor experience • less financial support • lack of work force in organization and less experience of market. • limited product mix
External origin (attributes of the environment)	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Global demand for generics • Positive approach of doctors • Rapid OTC and generic market growth. • health care awareness camp increase brand value. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Government expanding umbrella of the DPCO • Competitor price discriminating strategy • Constant increasing inflation • Foreign players with there advance technology.

The following recommendations will focus on improving the weaknesses or neutralizing the threats to the pharmaceutical industry. However, there are some points that could help create strengths of pharmaceutical industry.

- The industry needs to adjust its decision-making process so that it takes less time.
- They need to fix their budget so that there is more budget for marketing and research purposes.
- They need to be more staff-friendly to keep their morale high.
- The board of directors needs to be more engaged.
- They also need up the ante in the marketing department.

The pharmaceutical industry SWOT analysis has made very clear points regarding this industry. This captures the core of all the internal, environmental, political, and economic prospects of the pharmaceutical industry. The SWOT analysis of pharmaceutical industry is extremely important to those working in and around this industry.

It is obvious that the main strategy in play here is utilizing government support. The pharmaceutical industry SWOT analysis illustrates what the industry excels in, what changes need to be made and how can this industry be better.

We conducted a SWOT analysis of the pharmaceutical company, which is presented in the table 3.2.

Table 3.2

Matrix of SWOT analysis of the pharmaceutical company

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<p>Strength</p> <ul style="list-style-type: none"> ▪ Quality & economic products ▪ Service and availability ▪ Good marketing strategy ▪ Staff with versatile knowledge and experience ▪ Work in small channel of distribution 	<p>Weakness</p> <ul style="list-style-type: none"> • low range product mix • Absence of production department • R & D is not available • lack of work force
External origin (attributes of the environment)	<p>Opportunities</p> <ul style="list-style-type: none"> • Offering attractive packaging • Readiness of making relation with new company by doctors. • Increasing global demand of pharmaceutical products 	<p>Threat</p> <ul style="list-style-type: none"> • price tags are close to Experience company • Perception of users that new company having quality and reliability issues • Competitor price discriminating strategy

3.2. Assessment of the strengths and weaknesses of the internal environment of pharmacy establishments

According to the system management approach, each pharmacy organization is an open system, the integrity and viability of which are ensured by the elements from which it is created. The totality of these elements constitutes the internal environment of the organization. Designing and preparation of a description of the activity of the pharmacy organization, the circle of consumers, market conditions, business conditions, etc. Creating the internal environment of the organization, the management system must ensure that the characteristics of its most important components match the external environment in which the organization operates.

The internal environment of a pharmacy organization is formed by managers according to their ideas about what elements ensure effective functioning and development. This is due to the fact that there are different approaches to structuring the internal environment of organizations. Most often, five components are distinguished in it: goals, structure, technology, tasks and personnel who perform these tasks with the help of the appropriate technology. Thus, the internal environment is described as a combination of organizational structure, production technology with a complete material and technical base and corporate culture, which to the greatest extent forms the competitive advantages of a pharmacy institution. Some representatives of the modern school of management believe that the internal environment is the structure, resources and culture of the organization; others refer to the internal environment as the structure and level of division of labor and organizational communication, as well as the organization's personnel, workforce, and technological processes that transform resources into products needed by society.

Comparative characteristics make it possible to identify key, internal factors of competitiveness, which help the enterprise to ensure its long-term functioning and development in the conditions of an unstable, dynamic, often hostile environment.

Summing up, it is necessary to provide indicators that can be used to analyze the internal environment of an enterprise or organization.

To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of 29 pharmacists (Appendix).

It was found that 98% of the respondents were women and 2% were men (Fig. 3.1).

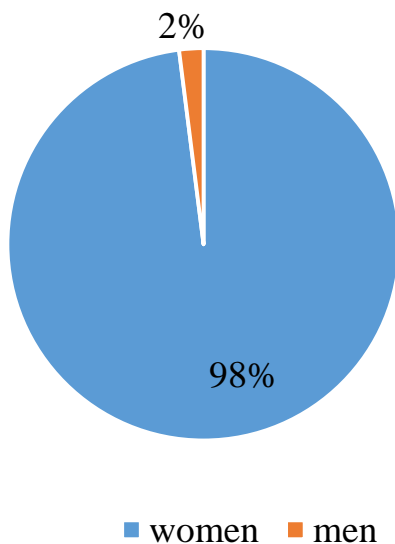


Fig. 3.1. Analysis of the gender of the interviewees

Next, we assessed the importance of internal variables of pharmacy institutions on a 5-point scale (Fig. 3.2). It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Technologies are rated at 3.1 points, tasks at 2.9 points. The lowest number of points was given to the structure (2.2 points).

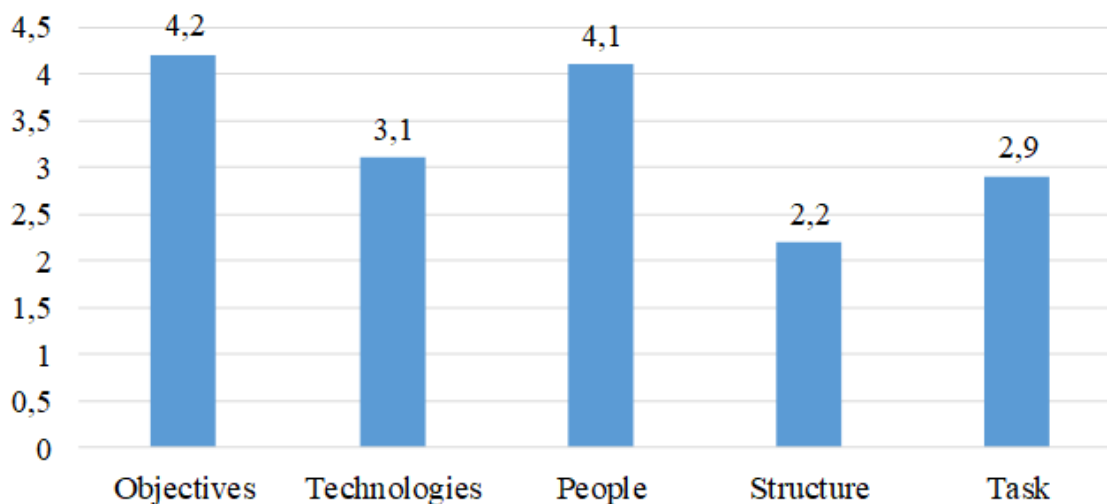


Fig. 3.2. Assessment of weight internal variables of pharmacies

At the next stage, we analyzed the goals of the researched pharmacy institutions (Fig. 3.3).

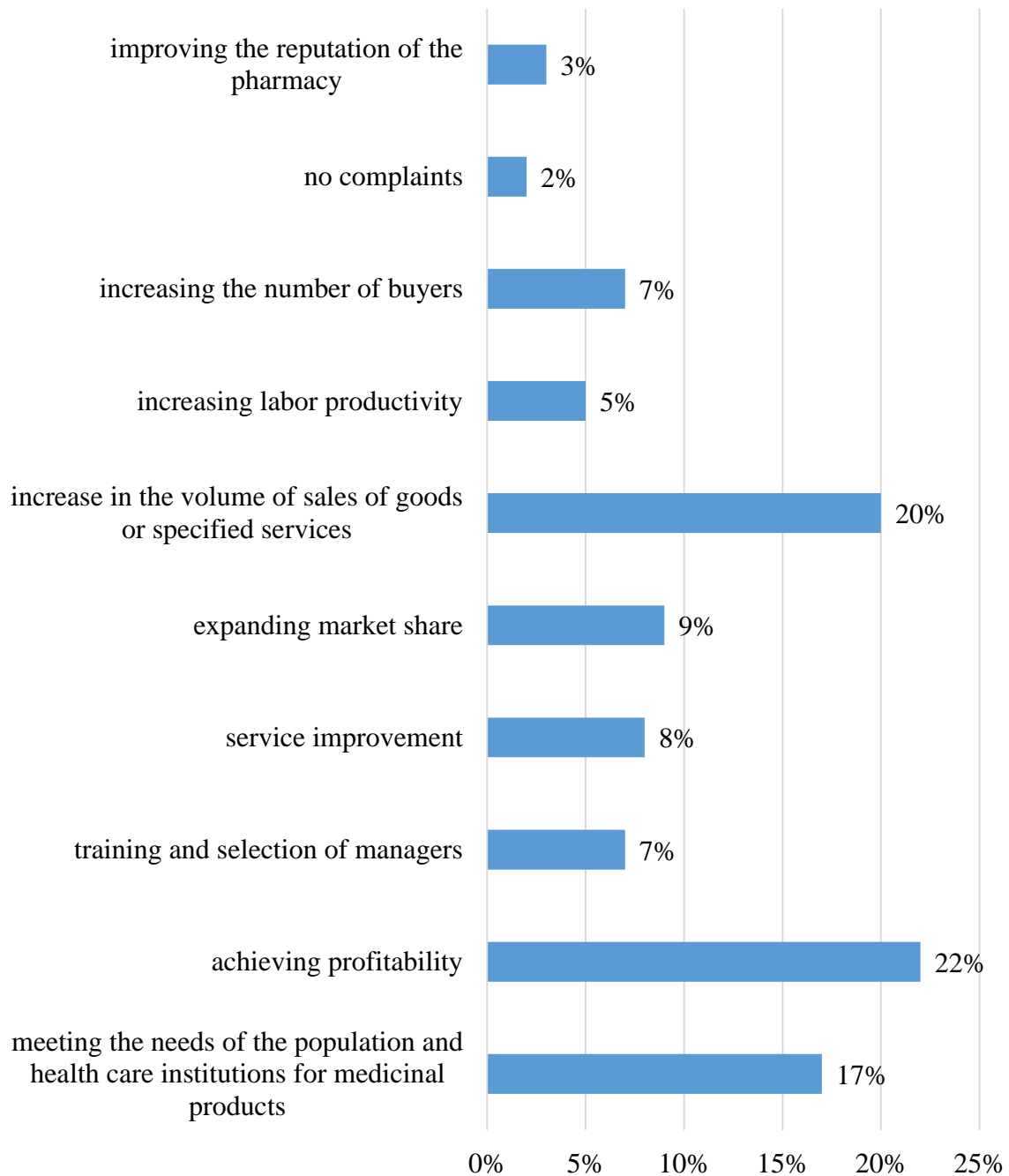


Fig. 3.3. Analysis of the goals of the researched pharmacy institutions

It was revealed that the most important goals are the achievement of profitability (22% of respondents' answers), followed by an increase in the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of

respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work productivity, improving the pharmacy's reputation, and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

Next, we evaluated the categories of tasks, from 3 - the most important to 1 - the least important (Fig. 3.4).

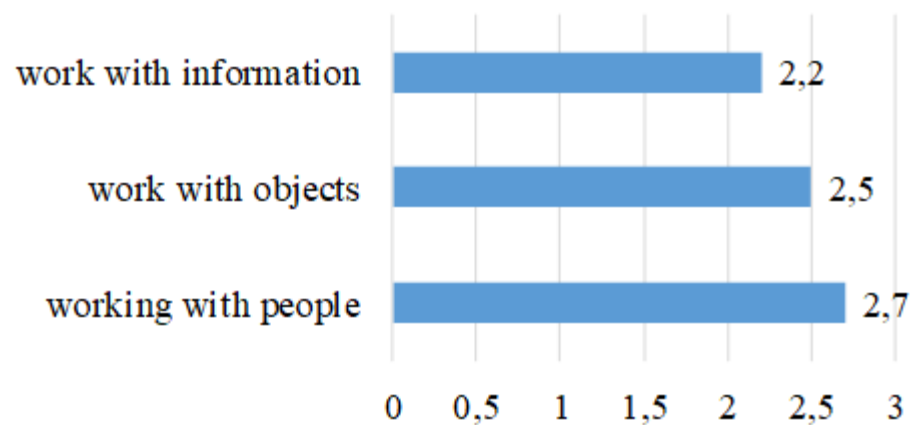


Fig. 3.4. Evaluation of task categories by respondents

It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

The structure of a pharmacy institution is a logical interrelationship of management levels and functional areas, built in such a way that allows to effectively achieve the goals of the pharmacy organization.

At the next stage of our work, it was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labor and the sphere of control (Fig. 3.5).

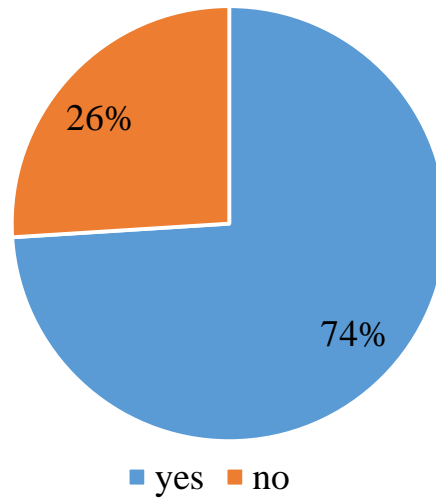


Fig. 3.5. Analysis of the respondents' satisfaction with the structure of their pharmacy establishments

It was established that 92% of respondents use computers in their work (Fig. 3.6).

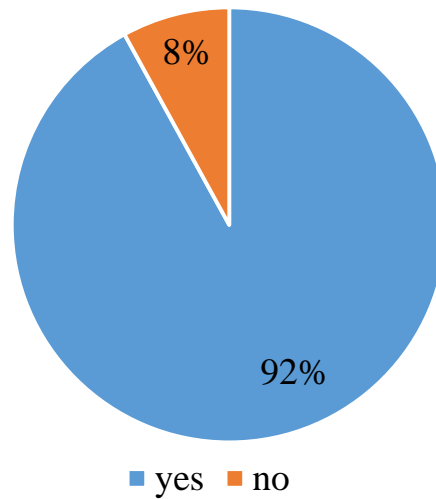


Fig. 3.6. Analysis of the use of computers in the work of pharmacy institutions

It was found that 81% of pharmacists use electronic product search systems (Fig. 3.7).

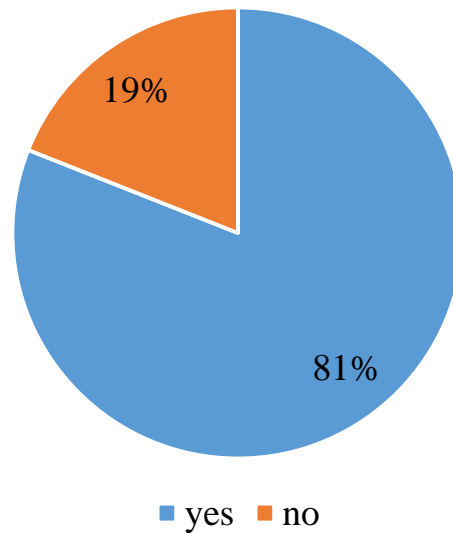


Fig. 3.7. Analysis application of electronic product search systems in the researched pharmacy institutions

It was found that only 9% of the respondents manufacture medicinal products in their pharmacies (Fig. 3.8).

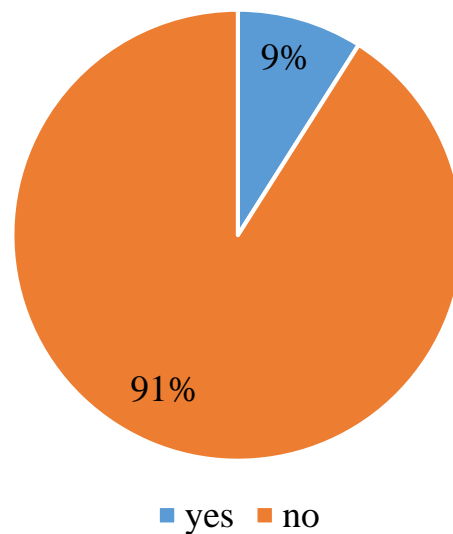


Fig. 3.8. Analysis of the share of pharmacies in which make medicines

CONCLUSIONS TO PART III

1. The state of the pharmaceutical market was studied.
2. To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of 29 pharmacists.

3. The importance of internal variables of pharmacy is estimated on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Average marks were given to: technologies (3.1 points); tasks (2.9 points). The lowest number of points was given to the structure (2.2 points).

4. The goals of the researched pharmacy institutions were analyzed. It was revealed that the most important goals are achieving profitability (22% of respondents' answers), increasing the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work productivity, improving the pharmacy's reputation, and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

5. The assessment of the category of tasks was carried out. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

6. It was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labor and the sphere of control.

7. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems.

8. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

GENERAL CONCLUSIONS

1. The internal variables of pharmacy institutions were studied.
2. The information provision of environment analysis was analyzed.
3. The state of the pharmaceutical market was studied.
4. To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of 29 pharmacists.
5. The importance of internal variables of pharmacy is estimated on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Average marks were given to: technologies (3.1 points); tasks (2.9 points). The lowest number of points was given to the structure (2.2 points).
6. The goals of the researched pharmacy institutions were analyzed. It was revealed that the most important goals are achieving profitability (22% of respondents' answers), increasing the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work productivity, improving the pharmacy's reputation, and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.
7. The assessment of the category of tasks was carried out. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).
8. It was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labor and the sphere of control.
9. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems.
10. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

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APPLICATIONS

Questionnaire

Marketing research on the assessment of the strengths and weaknesses of the internal environment of pharmacy establishments

1. *Enter your gender:*
 - female
 - male
2. *Do you analyze the internal environment of your pharmacy?*
 - Yes
 - No
3. *Rate the internal variables of your pharmacy on a 5-point scale, where 5 is the most important... 1 is the least important?*
 - Objectives
 - Technologies
 - People
 - Structure
 - Task
4. *What are the goals of your pharmacy?*
 - meeting the needs of the population and health care institutions for medicinal products
 - achieving profitability
 - training and selection of managers
 - service improvement
 - expanding market share
 - increase in the volume of sales of goods or specified services
 - increasing labor productivity
 - increasing the number of buyers
 - no complaints
 - improving the reputation of the pharmacy
5. *Rate the task categories, from 3-most important... 1-least important?*
 - Work with people
 - Work with objects
 - Work with information
6. *Are you satisfied with the structure of your pharmacy?*
 - yes
 - no
7. *Do you use computers in your work?*
 - yes
 - no
8. *Do you use electronic product search systems?*
 - yes
 - no
9. *Do you use drug manufacturing technologies in your pharmacies?*
 - yes
 - no

Thank you for participating in the survey! Bless you!



МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ
УНІВЕРСИТЕТ
КАФЕДРА ОРГАНІЗАЦІЇ ТА ЕКОНОМІКИ
ФАРМАЦІЇ
ГО «ХАРКІВСЬКА ОБЛАСНА АСОЦІАЦІЯ
ФАРМАЦЕВТИЧНИХ ПРАЦІВНИКІВ»



**ФОРМУВАННЯ НАЦІОНАЛЬНОЇ ЛІКАРСЬКОЇ ПОЛІТИКИ ЗА УМОВ
ВПРОВАДЖЕННЯ МЕДИЧНОГО СТРАХУВАННЯ: ПИТАННЯ ОСВІТИ,
ТЕОРІЇ ТА ПРАКТИКИ**

МАТЕРІАЛИ

VI Всеукраїнської науково-освітньої internet конференції

(м. Харків, 14-15 березня 2023 р.)



Харків

2023

UDC: 615.12: 005.52:005.33

ANALYSIS OF THE FACTORS OF THE INTERNAL ENVIRONMENT OF THE PHARMACY INSTITUTION

Bondarieva I.V., Malyi V.V., Omar Mohammed Dalaf

National University of Pharmacy, Kharkiv, Ukraine

iryna.bondarieva@gmail.com

Резюме. У роботі проаналізовано інформаційне забезпечення аналізу середовища, проведено SWOT-аналіз фармацевтичної установи, оцінено сильні та слабкі сторони внутрішнього середовища аптечних закладів.

Ключові слова: оцінка, сильні та слабкі сторони, внутрішнє середовище, аптечні заклади, SWOT-аналіз

Introduction. Today, the desire to develop is very important for every pharmacy. Pharmacy institutions are making plans for it. But the plan is certain wishes. Desires must be in balance with capabilities. SWOT analysis shows where the weak points and where the danger is for pharmacy organizations. Then the heads of pharmacy institutions will be able to take measures in time, and no surprises will cause significant damage to the pharmacy business. The SWOT analysis includes an analysis of the situation in the pharmacy and an external analysis.

The strengths of the pharmacy distinguish it from its competitors, give it advantages, and its weaknesses, for example, deficiencies must be eliminated, otherwise competitors can use them in their interests.

The **goal** is to analyze of the factors of the internal environment of the pharmacy institution.

Methods and materials. In the process of work, we used the following research methods: questionnaire survey, analysis, system, graphic.

Research results. According to the system management approach, each pharmacy organization is an open system, the integrity and viability of which are

ensured by the elements from which it is created. The totality of these elements constitutes the internal environment of the organization. Design and preparation of the characteristics of the pharmacy organization's activities, the circle of consumers, market conditions, business conditions, etc. Creating the internal environment of the organization, the management system must ensure that the characteristics of its most important components match the external environment in which the organization operates [1, 2].

The internal environment of a pharmacy organization is formed by managers according to their ideas about what elements ensure effective functioning and development. This is due to the fact that there are different approaches to structuring the internal environment of organizations. Most often, five components are distinguished in it: goals, structure, technology, tasks and personnel who perform these tasks with the help of the appropriate technology. Thus, the internal environment is described as a combination of organizational structure, production technology with a complete material and technical base and corporate culture, which to the greatest extent forms the competitive advantages of a pharmacy institution. Some representatives of the modern school of management believe that the internal environment is the structure, resources and culture of the organization; others refer to the internal environment as the structure and level of division of labor and organizational communication, as well as the organization's personnel, workforce, and technological processes that transform resources into products needed by society [3].

Comparative characteristics make it possible to identify key, internal factors of competitiveness, which help the enterprise to ensure its long-term functioning and development in the conditions of an unstable, dynamic, often hostile environment.

Summing up, it is necessary to provide indicators that can be used to analyze the internal environment of an enterprise or organization.

To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of pharmacists. It was found that 98% of respondents are women and 2% are men. Next, we assessed the importance of

internal variables of pharmacy institutions on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Technologies are rated at 3.1 points, tasks at 2.9 points. The lowest number of points was given to the structure (2.2 points). At the next stage, we analyzed the goals of the investigated pharmacy institutions (Fig. 1).

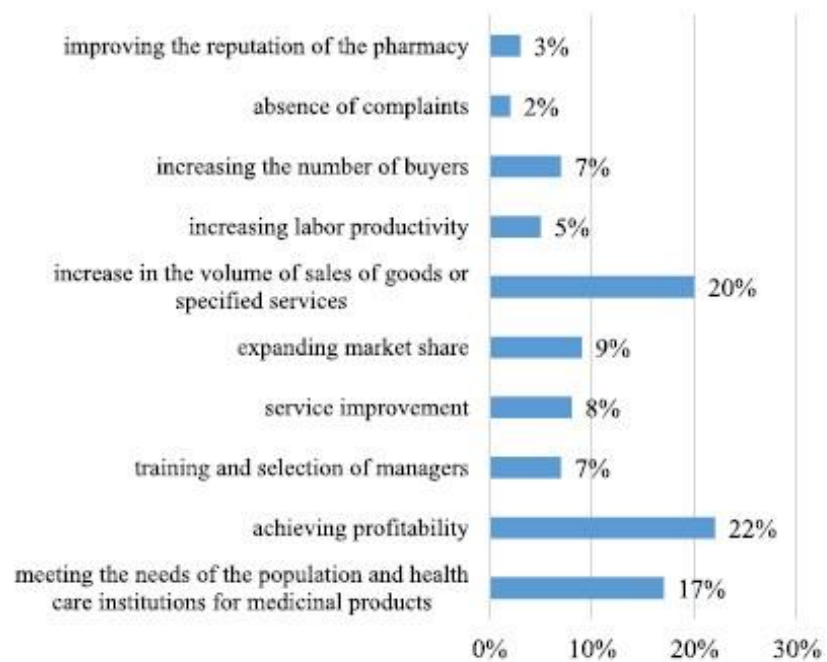


Fig. 1. Analysis of the goals of the researched pharmacy institutions

It was found that the most important goals are the achievement of profitability (22% of respondents' answers), followed by an increase in the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work productivity, improving the pharmacy's reputation,

and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

Next, we evaluated the categories of tasks, from 3 — the most important to 1 — the least important. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

The structure of a pharmacy institution is a logical interrelationship of management levels and functional areas, built in such a way that allows to effectively achieve the goals of the pharmacy organization.

At the next stage of our work, it was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labour and the sphere of control. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

Conclusions

1. To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of pharmacists. The importance of internal variables of pharmacy institutions was evaluated on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Average marks were given to: technologies (3.1 points) and tasks (2.9 points). The lowest number of points was given to the structure (2.2 points).

2. The goals of the researched pharmacy institutions were analyzed. It was found that the most important goals are achieving profitability (22% of respondents' answers), increasing the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work

productivity, improving the pharmacy's reputation, and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

3. An assessment of the category of tasks was carried out. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

4. It was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labour and the sphere of control. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

Literature

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Summary. The work analyzed the information support of the environmental analysis, carried out a SWOT analysis of the pharmaceutical institution, evaluated the strengths and weaknesses of the internal environment of pharmacy institutions.

Key words: *assessment, strengths and weaknesses, internal environment, pharmacy establishments, SWOT analysis*


МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ
 Кафедра організації та економіки фармації



VI Всеукраїнська науково-освітня Internet-конференція
„Формування Національної лікарської політики за умов
впровадження медичного страхування: питання освіти, теорії та практики”
м. Харків, 14-15 березня 2023 р.

СЕРТИФІКАТ УЧАСНИКА № 041
Omar Mohammed DALAF

брав(ла) участь у науково-практичному семінарі **«Здобутки організаційно-економічних досліджень – проблеми та перспективи впровадження у практичну медицину та фармацію»**
 за програмою обсягом 7 годин / 0,2 кредити ЄКТС

Досягнуті результати навчання:
 використання у професійній діяльності знань основних принципів формування та реалізації Національної лікарської політики,
 а також механізмів і методів щодо забезпечення доступності фармацевтичної допомоги населенню

В. о. Ректора Національного фармацевтичного університету,
 доктор фармацевтичних наук, професор,
 Заслужений діяч науки та техніки України

Завідувачка кафедри організації та економіки фармації НФаУ,
 доктор фармацевтичних наук, професор,
 Заслужений діяч науки та техніки України


Алла КОТВИЦЬКА


Алла НЕМЧЕНКО



National University of Pharmacy

Faculty for foreign citizens' education
Department pharmaceutical management and marketing
Level of higher education master
Specialty 226 Pharmacy, industrial pharmacy
Educational program Pharmacy

APPROVED
The Head of Department
pharmaceutical
management and
marketing

Volodymyr MALYI
"01" September 2022

ASSIGNMENT
FOR QUALIFICATION WORK
OF AN APPLICANT FOR HIGHER EDUCATION

Omar Mohammed DALAF

1. Topic of qualification work: «Analysis of the factors of the internal environment of the pharmacy», supervisor of qualification work: Iryna BONDARIEVA, PhD, assoc. prof.,
approved by order of NUPh from "06st" of February 2023 №35
 2. Deadline for submission of qualification work by the applicant for higher education: April 2023.
 3. Outgoing data for qualification work: sources of scientific literature, directories, retail sector of the pharmaceutical market, legislative and regulatory framework, statistical and reporting data, activity of pharmacy enterprises, analysis of professional periodicals.
 4. Contents of the settlement and explanatory note (list of questions that need to be developed): to investigate internal variables of pharmacy institutions; to analyze the information provision of environment analysis; to analyze the factors of the internal environment of the pharmacy institution; to conduct a SWOT analysis of a pharmaceutical institution; to assess the strengths and weaknesses of the internal environment of pharmacies.
 5. List of graphic material (with exact indication of the required drawings):
Pictures – 16, tables – 5
-

6. Consultants of chapters of qualification work

Chapters	Name, SURNAME, position of consultant	Signature, date	
		assignment was issued	assignment was received
1	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	17.11.2022	17.11.2022
2	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	09.03.2023	09.03.2023
3	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	21.04.2023	21.04.2023

7. Date of issue of the assignment: «01» September 2022.

CALENDAR PLAN

№ з/п	Name of stages of qualification work	Deadline for the stages of qualification work	Notes
1	Collection and generalization of data from scientific literature by areas of qualification work	September 2022	done
2	Analysis of internal variables of pharmacy	September 2022	done
3	Analysis of the factors of the internal environment of the pharmacy	October 2022	done
4	Analysis of the information support of the analysis of the environment	November 2022	done
5	Assessment of strengths and weaknesses of the internal environment of pharmacy establishments	December 2022	done
6	Writing and design of qualification work	January 2023	done
7	Approbation of qualification work	April 2023	done
8	Submission of the qualification work to the EC of the National University of Pharmacy	April 2023	done

An applicant of higher education

_____ Omar Mohammed DALAF

Supervisor of qualification work

_____ Iryna BONDARIEVA

ВИТЯГ З НАКАЗУ № 35
По Національному фармацевтичному університету
від 06 лютого 2023 року

нижченаведеним студентам 5-го курсу 2022-2023 навчального року, навчання за освітнім ступенем «магістр», галузь знань 22 охорона здоров'я, спеціальності 226 – фармація, промислова фармація, освітня програма – фармація, денна форма здобуття освіти (термін навчання 4 роки 10 місяців та 3 роки 10 місяців), які навчаються за контрактом, затвердити теми кваліфікаційних робіт:

Прізвище студента	Тема кваліфікаційної роботи	Посада, прізвище та ініціали керівника	Рецензент кваліфікаційної роботи	
• по кафедрі фармацевтичного менеджменту та маркетингу				
Далаф Омар Мохаммед	Аналіз факторів внутрішнього середовища аптечної установи	Analysis of the factors of the internal environment of the pharmacy	доцент Бондарєва І.В.	доц. Волкова А.В.

Підстава: подання декана, згода ректора

Ректор

Вірно



ВИСНОВОК

**Комісії з академічної доброчесності про проведену експертизу
щодо академічного плагіату у кваліфікаційній роботі
здобувача вищої освіти
№ 112964 від « 3 » травня 2023 р.**

Проаналізувавши випускну кваліфікаційну роботу за магістерським рівнем здобувача вищої освіти денної форми навчання Далаф Омар Мохаммед, 5 курсу, _____ групи, спеціальності 226 Фармація, промислова фармація, на тему: «Аналіз факторів внутрішнього середовища аптечної установи / Analysis of the factors of the internal environment of the pharmacy», Комісія з академічної доброчесності дійшла висновку, що робота, представлена до Екзаменаційної комісії для захисту, виконана самостійно і не містить елементів академічного плагіату (компіляції).

**Голова комісії,
професор**



Інна ВЛАДИМИРОВА

2%

24%

REVIEW

of scientific supervisor for the qualification work of the master's level of higher education of the specialty 226 Pharmacy, industrial pharmacy

Omar Mohammed DALAF

on the topic: «Analysis of the factors of the internal environment of the pharmacy»

Relevance of the topic. For pharmaceutical institutions, the acceleration of changes in the external environment and the strengthening of its influence on the operational processes of companies have recently been relevant. The entry of countries into the world trade space, the instability of the economic situation, and increased competition significantly complicate the management process, and development prospects are becoming less and less predictable.

Practical value of conclusions, recommendations and their validity. The practical significance of the conducted research lies in the assessment of the strengths and weaknesses of the internal environment of pharmacy establishments. The presented results are scientifically based and can be used to increase the competitiveness of pharmacies by identifying their strengths and weaknesses.

Assessment of work. Omar Mohammed DALAF conducted a significant research work and successfully coped with it, showed the ability to analyze and summarize data from literary sources, to work independently. In the work, the research results are properly interpreted and illustrated with figures. While completing the qualification work, the higher education applicant showed creativity, purposefulness, independence, and perseverance.

General conclusion and recommendations on admission to defend. The qualification work of the 5th year applicant of higher education Phm18(5.0) eng-09 group Omar Mohammed DALAF on the topic: "Analysis of the factors of the internal environment of the pharmacy" is a completed scientific study, which in terms of relevance, scientific novelty, theoretical and practical significance meets the requirements for qualification works, and can be presented to the EC of the National University of Pharmacy.

Scientific supervisor

_____ Iryna BONDARIEVA

«13» of April 2023

REVIEW

for qualification work of the master's level of higher education, specialty 226 Pharmacy, industrial pharmacy

Omar Mohammed DALAF

on the topic: «Analysis of the factors of the internal environment of the pharmacy»

Relevance of the topic. The main task of the external analysis is to identify and understand the positive and negative factors that can affect the work of the pharmacy. A clear and comprehensive definition of both is equally important for the pharmaceutical business. After all, it is necessary not only to make maximum use of the opportunities that open up, but also to try to minimize risks and threats.

Theoretical level of work. It is disclosed in the qualification work theoretical approaches to the analysis of the internal environment of pharmacy institutions.

Author's suggestions on the research topic. By the author assessed the strengths and weaknesses of the internal environment of pharmacy establishments.

Practical value of conclusions, recommendations and their validity. The obtained research results are of practical importance and can be used to increase the competitiveness of pharmacy establishments.

Disadvantages of work. As a remark, it should be noted that some results of the literature review, which are presented in the first chapter, need stylistic refinement. In general, these remarks do not reduce the scientific and practical value of the qualification work.

General conclusion and assessment of the work. Omar Mohammed DALAF qualification work "Analysis of the factors of the internal environment of the pharmacy" is a scientifically based analytical study that has theoretical and practical significance. The qualification work meets the requirements for qualification papers and can be submitted to the EC of the National University of Pharmacy.

Reviewer _____ assoc. prof. Alina VOLKOVA
«18» of April 2023

**МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ**

ВИТЯГ З ПРОТОКОЛУ № 11

21 квітня 2023 року

м. Харків

**засідання кафедри фармацевтичного
менеджменту та маркетингу**

Голова: завідувач кафедри ФММ, доктор фарм. наук, професор Малий В.В.

Секретар: доцент ЗВО, канд. фарм. наук, доц. Жадько С.В.

ПРИСУТНІ: зав. кафедри ФММ, доктор фарм. наук, проф. Малий В.В., професор ЗВО, докт. фарм. наук, проф. Слободянюк М.М., професор ЗВО, докт. фарм. наук, проф. Пестун І.В., професор ЗВО, докт. фарм. наук, проф. Ткачова О.В., доцент ЗВО, канд. фарм. наук, доц. Рогуля О.Ю., доцент ЗВО, канд. фарм. наук, доц. Софронова І.В., доцент ЗВО, канд. фарм. наук, доц. Жадько С.В., доцент ЗВО, канд. фарм. наук, доц. Бондарєва І.В., доцент ЗВО, канд. фарм. наук, доц. Малініна Н.Г., доцент ЗВО, канд. фарм. наук, доц. Бабічева Г.С., асистент, канд. фарм. наук Шуванова О.В., асистент, канд. фарм. наук Чегринєць А.А., асистент, канд. фарм. наук Ткаченко І.В., здобувачі вищої освіти випускного курсу спеціальності 226 Фармація, освітньої програми Фармація.

ПОРЯДОК ДЕННИЙ: Про допуск здобувачів вищої освіти факультету з підготовки іноземних громадян випускного курсу спеціальності 226 Фармація, промислова фармація, освітньої програми Фармація до захисту кваліфікаційних робіт в Екзаменаційній комісії НФаУ.

СЛУХАЛИ: Про допуск здобувача вищої освіти факультету з підготовки іноземних громадян випускного курсу спеціальності 226 Фармація, промислова фармація освітньої програми Фармація групи Фм18(5,0д)англ-9 Омар Мохаммед ДАЛАФ до захисту кваліфікаційної роботи в Екзаменаційній комісії НФаУ. Кваліфікаційна робота на тему «Аналіз факторів внутрішнього середовища аптечної установи».

ВИСТУПИЛИ: В обговоренні кваліфікаційної роботи взяли участь проф. ЗВО Слободянюк М.М., доц. ЗВО Бабічева Г.С. Керівник кваліфікаційної роботи: доц. ЗВО, канд. фарм. наук, доц. Бондарєва І.В.

УХВАЛИЛИ: Допустити здобувача вищої освіти Омар Мохаммед ДАЛАФ до захисту кваліфікаційної роботи на тему «Аналіз факторів внутрішнього середовища аптечної установи» в Екзаменаційній комісії НФаУ.

Зав. каф. ФММ, доктор фарм. наук,
професор

Володимир МАЛИЙ

Секретар,
доцент ЗВО,
канд. фарм. наук, доцент

Світлана ЖАДЬКО

НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ

ПОДАННЯ ГОЛОВІ ЕКЗАМЕНАЦІЙНОЇ КОМІСІЇ ЩОДО ЗАХИСТУ КВАЛІФІКАЦІЙНОЇ РОБОТИ

Направляється здобувач вищої освіти Омар Мохаммед ДАЛАФ до захисту кваліфікаційної роботи за галузю знань 22 Охорона здоров'я спеціальністю 226 Фармація, промислова фармація освітньою програмою Фармація на тему: «Аналіз факторів внутрішнього середовища аптечної установи».

Кваліфікаційна робота і рецензія додаються.

Декан факультету _____ / Світлана КАЛАЙЧЕВА /

Висновок керівника кваліфікаційної роботи

Здобувач вищої освіти Омар Мохаммед ДАЛАФ виконав на кафедрі фармацевтичного менеджменту та маркетингу НФаУ кваліфікаційну роботу, яка присвячена аналізу факторів внутрішнього середовища аптечної установи.

У першому розділі роботи досліджено внутрішні змінні аптекних установ та проаналізовано інформаційне забезпечення аналізу середовища.

У другому розділі проаналізовано фактори внутрішнього середовища аптечної установи та здійснено SWOT-аналіз фармацевтичної установи. У третьому розділі досліджено стан фармацевтичного ринку України та оцінено сильні та слабкі сторони внутрішнього середовища аптекних закладів.

У цілому подана до захисту кваліфікаційна робота Омар Мохаммед ДАЛАФ на тему «Аналіз факторів внутрішнього середовища аптечної установи» відповідає вимогам, що висуваються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи

Ірина БОНДАРЄВА

«13» квітня 2023 р.

Висновок кафедри про кваліфікаційну роботу

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Омар Мохаммед ДАЛАФ допускається до захисту даної кваліфікаційної роботи в Екзаменаційній комісії.

Завідувач кафедри
фармацевтичного менеджменту та маркетингу

Володимир МАЛИЙ

«21» квітня 2023 р.

Qualification work was defended
of Examination commission on
« » of June 2023

With the grade _____

Head of the State Examination commission,

D.Pharm.Sc, Professor

_____ / Oleh SHPYCHAK /