

## **COMPETITIVENESS THROUGH A “DRUGSTORE FORMULA”**

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Today the pharmaceutical market is one of the most civilized commodity markets. Its specifics consist in the expressed social function of provision of medicines of the population. In the conditions of an intense competition when positioning a drugstore or pharmacy chain an essential role is played by the concept "drugstore formula". The formula of a drugstore is a set of goods and the offered services which are of the additional value which attracts the target buyer and allows a drugstore to be distinguished in his eyes from competitors. The key factor of management of the pharmaceutical range is high concentration of any regional pharmaceutical market on best-sellers (the most sold articles): for the annual period for pharmaceutical goods in general about 80% of sales are the share approximately of 2 000 names. At absence in assortment or regular items out of stock of only several tens best-sellers of the local market, loss of a turn of a drugstore, can reach 10-20%. The main difficulties which heads of the pharmaceutical organizations meet when forming the range: lack of some positions at distributors, deficiency of own current assets, absence of modern technologies of management of commodity stocks, big load of personnel, etc. During research of pharmacy chain measures for improvement of management of the range are proposed: to change organizational structure of management and to enter a position of the marketing and advertising specialist as the constant control of the organization by marketing activity, commodity, marketing, price and communicative policy is necessary; to reconsider the range of the sold production; to introduce a modern control system of a commodity stock – Professional Inventory Management.