

EVALUATION OF THE COMPETITIVENESS OF THE PHARMACEUTICAL ORGANIZATION

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The term "competition" comes from Latin "*concurenta*" - "run off", "encounter", and it means competition between the participants in a market economy for better conditions of production, purchase and sale of products.

Depending on the economic situation, competition is conducted:

- between producers: they all want to sell their products more expensive, but the winner is the one who sells cheaper, stimulating greater demand and sales;
- between buyers (consumers): everyone wants to buy the product cheaper, but winning the one who agrees to a higher price compared to the market price;
- between sellers and buyers, of which benefit those who are more united, and able to withstand not only the opposite side, but also to impose their price and other conditions of sale.

The competition is divided into intraindustry and inter-industry. Intraindustry is a competition between the producers of the same industry. But because the solvency of the consumer is limited by a certain amount of money, for it is already beginning to compete not only individual companies and entire industries, offering products to satisfy the needs. As a result, inter-industry competition unfolds.

Management of the enterprise competitiveness is a process when the activity aimed at achieving the goals is not seen as a one-time, as well as a series of continuous, interconnected actions, management functions integrated by related communications processes and decision-making.

The purpose of the organization of assessment procedures and diagnostics of enterprise competitiveness is to create the necessary prerequisites for the enterprise managers of different levels of management were able to simulate the

future of their company, developing its capabilities.

The ABC-analysis is a popular tool for analysis applied to the assessment of the competitiveness of products. ABC-analysis is a method when individual elements are classified and graphically represented according to their importance for a particular problem.

Application of ABC-analysis is distributed along with the establishment of temporary priorities for many other tasks. A frequently used option is classification of enterprise customers in terms of their importance to the success of the company and the subsequent division into A-, B-, C- groups. Very often, the ABC-analysis is used to study the significance of individual enterprise products, in terms of results (sales, profit). This is done to optimize the structure of the marketing program and the cleaning program from unprofitable products.

Main steps of the ABC analysis are: compute the annual usage value for every item in the sample by multiplying the annual requirements by the cost per unit; arrange the items in descending order of the usage value calculated above; make a cumulative total of the number of items and the usage value, convert the cumulative total of number of items and usage values into a percentage of their grand totals, draw a graph connecting cumulative % items and cumulative % usage value. The graph is divided approximately into three segments, where the curve sharply changes its shape. This indicates the three segments A, B and C.

ABC-analysis is an effective method of selection of a variety of influencing factors and elements of those that are of particular importance for achieving the goals and therefore should have a high priority. The decisive advantage of the ABC-analysis is ease of use. The method allows to quickly formulating conclusions that reduce congestion of managers by details and provide a better view of the problem area. With the help of the ABC - analysis it is realizes the possibility of consistent orientation to the Pareto principle, concentrating activity on the most important aspects of the problem. Thus, with the help of the ABC-analysis, it is clear what products the company should pay more attention and to increase their purchase, what products should be promoted by means of sales promotion tools, and what one does stop buying, and money spent on products of group "A" and group "B".