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OPTIMIZATION PROCESSES**»

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ANNOTATION

The work is devoted to the study of tendencies of pharmaceutical industry and pharmaceutical market, especially global consumption of medicines.

The work consists of an introduction, 3 chapters, conclusions, and a list of used sources. It is laid out on 64 pages, contains 5 tables, 2 figures. There are 44 sources of literature.

Key words: business optimization, pharmacy, medicines, management

АНОТАЦІЯ

Робота присвячена вивченню тенденцій розвитку фармацевтичної промисловості та фармацевтичного ринку, особливо світового споживання лікарських засобів.

Робота складається зі вступу, 3 розділів, висновків, списку використаних джерел. Розміщена на 64 сторінках, містить 5 таблиць, 2 рисунки. Є 44 джерела літератури.

Ключові слова: бізнес оптимізація, аптека, ліки, менеджмент

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INTRODUCTION

Actuality of theme. Business optimization is the process of improving and enhancing various aspects of a business to achieve optimal performance and efficiency. It involves identifying and analyzing current processes, systems, and procedures to identify areas of improvement, setting measurable goals, and implementing strategies and techniques to streamline operations, reduce costs, increase productivity, and ultimately drive business success. By optimizing business processes and practices, organizations can maximize their resources, minimize waste, and stay competitive in the dynamic and ever-evolving market.

The aim of the study. Research and generalization of the main trends of business optimization of pharmaceutical organizations.

Objectives of the study. To achieve the goal, the following tasks were performed:

- conduct a study of literary sources regarding theoretical approaches to modern management;
- to study meaning and characteristics of contemporary business optimisation;
- to carry out of analysis of the advantages and disadvantages of business optimization;
- to highlight ways of business optimization;
- to research implementation techniques of business optimization;
- conduct an analysis of Morocco pharmaceutical market;
- determine ways to optimize business in pharmacies.

The object of research is pharmaceutical organizations.

The subject of the research is the trends in business optimization of pharmaceutical companies.

Research methods. The following methods were used in the research to solve these tasks: content analysis, descriptive method, structural-logical, generalization, grouping.

Approbation of research results. The results of the research presented in the work have been made public on XI international scientific and practical distance conference «Management and Marketing as part of modern economy, science, education, practice» (Kharkiv, 2024) presented in Appendix A.

Structure and scope of qualification work. The work consists of an introduction, 3 chapters, conclusions, and a list of used sources. It is laid out on 64 pages, contains 5 tables, 2 figures. Source of literature 44.

CHAPTER 1. CURRENT TRENDS IN ORGANIZATION MANAGEMENT

1.1. Development of management thought

Today, it is clear that the success of any business heavily relies on effective management, which can adeptly navigate a complex, diverse, dynamic, and uncertain environment. Unlike the practice of management, which dates back to the dawn of human civilization, the theory and conceptual framework of management are relatively recent, originating in the late 19th century. Management is considered a phenomenon of the 20th century because it was during this time that numerous theories, schools, approaches, and conceptual frameworks were developed.

Over the past two decades, the world has undergone significant changes, with internationalization and information and communication technologies emerging as key drivers of these transformations. Many experts believe that the trend of increasing internationalization, propelled by advancements in information and communication technologies, will continue. Isolated countries are expected to integrate more into the global economy. Information technologies have already given rise to new industries and redefined the boundaries of existing ones [1].

We are currently experiencing a shift from an industrial economy to a digital economy, resulting in the emergence of new types of employees, values, enterprises, and business models. The modern worker is a product of this new economy, necessitating a reevaluation of the traditional concept of the worker. Today's employees possess multiple skills, face unstable employment, pursue personally oriented careers, engage in continuous learning, value teamwork, and strive to overcome alienation and stress.

The modern company is evolving in response to demands for democratization and increased social responsibility, leading to a complete transformation of traditional organizational structures. This transformation includes changes in organizational design, work practices, workforce capabilities, working hours, employee status, job definitions, and job security. Companies are expected to develop in two directions: the rise of "megacorporations" that integrate multiple

industrial sectors, and a proliferation of small enterprises that can swiftly navigate various niches to exploit opportunities that megacorporations may overlook or find unattractive.

New business models are emerging as the growing body of global knowledge makes it easier to develop new products and services. This trend is expected to continue and accelerate. The defining characteristic of the 21st century is not just these changes but the rapid pace at which they occur, necessitating the creation of companies capable of continuous self-renewal without undergoing crises.

The transformation of the workplace has significantly impacted management practices, as the traditional management paradigm was based on principles suited for an earlier era. These principles included specialization, standardization, hierarchy, goal imposition, planning, control, and the use of external rewards to influence behavior [2, 3, 4].

However, these principles were questioned as early as the 20th century, leading to several innovations in management. Two significant periods in the development of management information stand out: the 1970s, which saw a growth trend followed by a brief decline, and the late 1970s, which experienced a sudden upward trend. This rapid change in management innovation trends resulted from increased pressure on global competitiveness, sparking great interest in improving management practices.

All these innovations in management have significantly impacted its main functions, as manifested in the following ways:

Planning activities have evolved from a largely refined, team-oriented concept to one enhanced by modern technology, sophisticated equipment, and a broader understanding of human-machine interaction within larger systems. The development of simulation models for complex systems will become indispensable when planning large-scale investments in automated production and the social sphere. While the essence of the planning function will remain largely unchanged, it will continue to evolve in line with the development of theories, methods, and techniques for addressing future uncertainties.

Methodologically, organizational activities have progressed from ad hoc approaches and improvisation to a systemic approach to organizational design. Structurally, organizations have transitioned from a single functional structure through a series of organizational structures to process and network organizational structures. Future developments will see the establishment of contractual relationships between components within one or more companies, leading to changes in the positions of these components and individuals who are no longer members of the same company but elements of a network. Social learning processes will create networks capable of self-redesign rather than limited waves of information moving from headquarters to the periphery.

Staff Support. It wasn't until the 1970s that human resources management (HRM) found its place within the suite of management functions. In the future, HRM, with its operational activities taking place outside the company, will play an increasingly significant role. A leisure-oriented and better-educated workforce will make job selection and distribution more challenging, and job retention more critical. The current principle, though often overlooked, is to employ people only if they are more profitable than computers and robots at their current stage of development. As computers continue to improve, they will perform almost all tasks better than humans. Many professions are already becoming obsolete. Future workers must be innovative, creative, and multidisciplinary, as it is almost impossible to create machines with these characteristics.

Leadership. Initially, leadership was not even mentioned among the defined management functions, but it has become increasingly clear that it is now a central function, with management gradually transforming into leadership. This evolution will continue as advanced technologies require specialists with higher levels of education and skills. The primary task of 21st-century leaders will be to maintain intellectual capital and further develop employees' skills. Future leaders will act more like teachers, focusing on sustainable development and integrating the needs of a wide range of stakeholders. Authoritarian and autocratic leadership models will give way to participatory democracy, but it remains to be seen if less hierarchical,

virtual organizations that rely on sophisticated technology and more educated workers will require traditional leadership models at all.

Control. Management researchers are examining the coordination between modern special computer programs for control systems and the integration of elements that protect human values. This balance will be crucial as technology continues to advance [5].

At the turn of the 20th and 21st centuries, the development of management has seen a tendency to revisit past principles, emphasizing the importance of the material and technical foundation of modern production and services. This shift is driven by the growing impact of technical progress on organizational goals, the critical role of productivity and product quality in competitive success, and increasing attention to organizational culture and various forms of democratization. Additionally, there is a heightened focus on employee participation in profit enhancement and managerial functions.

This trend also highlights the need for effective utilization and development of human resources and the creation of optimal motivation strategies to achieve organizational goals. Research suggests that the evolution of management science at the cusp of the 20th and 21st centuries draws on both classical principles and new, often specialized, practical concepts. This is because even the most advanced theories cannot fully explain or provide standard solutions for every organizational process or phenomenon. Nonetheless, several scientific directions can form the basis for theoretical research in specific fields.

An analysis of established concepts helps outline the general paradigm of the management system for modern enterprises. This paradigm should encompass all business processes and the organizational structure, facilitate the implementation of core management functions, and manage modern production systems. Such systems should integrate the use of a single cycle for primary and secondary products, provide supporting services, and employ concepts like benchmarking, outsourcing, organizational structure improvement, and active project management implementation [6].

Table 1.1

Comparative characteristics of current concepts
management at the junction of the 20th and 21st centuries

The concept of management theory	Substantive provisions	Adaptation to modern changes in enterprise development
Neoclassical	Rational behavior of business entities in specific external and internal conditions. Formally takes into account the lack of accurate and complete information about the external environment and the capabilities of the enterprise	It is supplemented by analytical data of competitive intelligence and analysis, the study of best practices of similar enterprises
Evolutionary	The external environment of the enterprise, in general, certain spheres of its activity undergo a natural evolution. The combination of external and internal factors determines the logic of the evolutionary development of macroeconomics, the life cycle of individual industries and enterprises	More dynamic changes in technologies, release of versions of various products and services are taken into account
Chaos theory (synergy)	The basis of evolutionary processes is the property of complex systems to involuntarily organize their internal structure through increased self-organization. The system's ability to model the external environment through its own hierarchical organization	The system of self-organization, training and development of personnel is being improved, hybrid organizational structures, projects for implementing changes are being introduced

Evolution of practical organizational systems	The basis of effective enterprise management is a compromise between the requirements of organizational flexibility, economies of scale due to the unification of homogeneous types of activities and resources. Evolutionary development of enterprises against the background of increasing differentiation	Balance between production and project management, activation of personnel management
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1.2. Japanese and American Management

There are various models of organization management worldwide, shaped by the unique characteristics of different countries. The main factor influencing these models is the distinctive corporate culture of each nation. Central to management is the nature of business relationships among people. Historically, different management models have emerged, each with its universal aspects. Currently, the most popular organizational management models used internationally are the American and Japanese models.

The Japanese model is considered one of the most effective, as evidenced by the successful global competition of Japanese organizations. For instance, in 2015, Japan ranked third in the number of organizations listed in the Fortune 500, following the two most powerful economies in the world.

The secret to the success of Japanese management is straightforward: effectively and competently working with people. The primary resource in Japanese management is human capital. Japan was among the first countries to create favorable conditions for its employees. The Japanese model emphasizes group labor organization and collective responsibility, where group members participate in management decision-making and share equal responsibility for outcomes. Management communicates work results to each employee, and employees voluntarily engage in solving technical and economic problems.

Japanese management focuses on enhancing human relations: fostering coherence, group orientation, moral qualities of employees, employment stability, and harmonizing relations between workers and managers. The primary goal of a Japanese manager is to improve organizational efficiency, primarily by boosting employee productivity.

The Japanese management model is grounded in the principle "We are all one big family," which underscores the importance of harmonious relationships between managers and employees. Organizations that successfully foster these relationships often achieve high results. For example, a survey at the world-famous Sony Corporation revealed that 75-85% of employees consider themselves part of one "team." This sense of unity drives Japanese employees to perform at their best, supported by a well-thought-out, clearly organized, and adaptive resource management system.

In contrast, American management has helped the USA achieve a leading position among Western countries and Japan. American organizations emphasize strict discipline, unquestionable subordination, and single leadership, though management consultants often advocate for more liberal, flexible approaches. In the USA, recruiters focus heavily on the personal values of each applicant and the potential results of their activities. The American management system is characterized by individual performance metrics, personal responsibility, and the setting of specific, quantifiable short-term goals. Management decisions in American organizations are typically made by specialists responsible for executing management tasks, with clear definitions of responsibility for each employee and personal accountability for meeting established targets.

The European management model differs significantly from its American and Japanese counterparts, often taking a more rigid approach to organizational management. The term "European management model" gained prominence with the development of the European Union, encompassing common management practices from countries like Germany, France, Spain, Sweden, Switzerland, Finland, and the Netherlands. While each of these countries has unique management traditions, the

European model generally integrates features from both Japanese and American practices, emphasizing a balanced approach that values both collective and individual contributions within a more structured framework.

1.3. Management trends in the 21st century

From the last quarter of the 20th century to today, globalization and integration processes have intensified, information technologies have rapidly advanced, business conditions have become more complex, human needs have grown, and the importance of individual interests in social development has increased. Additionally, there is a shift from a traditional "brown" economy to a sustainable "green" economy. These and other factors compel organizations to change their fundamental principles of operation and development, directly influencing the formation of modern theoretical and practical management systems.

There are diverse perspectives on the trends in managerial activity. Business specialists generally agree that globalization, entrepreneurship, and managing the world of e-business are the most prevalent trends today. The most significant changes in economics and management are primarily linked to advancements in human studies.

It is noted that the complexity of information processed by the brain has increased through evolution, with the nervous system evolving from the bottom to the top and back to front. Modern management science already employs systems of motivation and stimulation based on human knowledge, with motivation being the first area to integrate these insights.

For thousands of years, dating back to Ancient Rome, humanity has rewarded good behavior and compliance with rules while punishing non-compliance or failure to achieve results. Today, we encounter similar issues at the corporate level. Some experts argue that modern performance metrics like Key Performance Indicators (KPI), Balanced Scorecards (BSC), budget control, and strict accounting of working hours are continuations of these age-old tactics.

The increasing contradictions in company management have led to the replacement of traditional "carrot and stick" methods with approaches based on understanding human value systems. Human values are encoded in the parietal part of the cerebral cortex. Old-style transactional leaders exchange performance for monetary rewards, while new-generation transformational leaders appeal directly to individuals' value systems.

Neuro-management research on material incentives reveals that when wages or bonuses are paid, employees immediately compare the reward with their internal assessment of the effort spent. Since self-esteem almost always surpasses the perceived value of the reward, bonuses often do not yield the expected motivational results and can even demotivate employees. Neuro-management has convincingly shown that monetary compensation and incentives are effective only when their amounts significantly exceed the employee's expectations, aligning with their personal value system [9].

We are gradually reaching a point where the primary competence of future managers will be their ability to understand and align with the value systems of their personnel. Real leaders will need to be psychologists who know how to interact effectively with employees. Modern literature is replete with examples of such leadership, although they are often situational and rarely delve into the mechanisms behind the achieved results.

It is evident that discoveries in neuro-management will also bring significant changes to financial management. This is particularly apparent in budgeting technology, one of the most common financial practices. Budgets are frequently revised, and the fiscal year often concludes differently than initially planned by financial officers. Studies by German consultants have shown that the processes of budgeting, monitoring implementation, and making subsequent corrections are so time-consuming that they render the budgeting process excessively costly. According to KPMG, financiers and controllers in corporations spend approximately 66% of their working time drafting budgets, making changes during execution, and monitoring them.

Project management often faces the challenge of time constraints, where scheduling tasks sequentially can lead to delays cascading through the project timeline. Even with buffers allocated to tasks, the desired outcome may not be achieved. This is because modern project management technologies often fail to address the psychological aspect of time management. People may hope that issues will resolve themselves, leading to a lack of proactive response to potential delays.

The Theory of Constraints (TOC), developed by Eliyahu Goldratt, offers a solution by implementing a single end-of-work buffer to manage the project's critical path. Any delay along the critical path consumes a portion of this buffer. Instead of attempting to catch up with previous delays, project management informs stakeholders of critical situations to receive additional resources promptly. This approach takes into account the psychology of project participants, overcoming internal barriers to seek necessary assistance at all stages of the project. These seemingly minor adjustments significantly enhance the effectiveness of project management compared to traditional approaches, highlighting the importance of replacing mechanistic principles with flexible management systems informed by modern understanding of human behavior.

Similarly, operational management traditionally follows the Deming cycle (PDCA): plan, do, check, act. However, in today's fast-paced world driven by information technology, relying solely on this operational cycle is insufficient for effective planning and execution. As technology accelerates our lives, companies must adapt their operational management approaches to keep pace with the changing landscape.

In practice, progress in this area tends to be slow. Today, goals and tasks often need to be restructured as they are being pursued, with plans adjusted based on current results to ensure that set goals can still be achieved. This shift replaces one large Deming cycle with a sequence of many small cycles, where indicators are not fixed but rather flexible and subject to change based on daily achievements. This adaptability is one of the key trends in modern operational management of companies.

It's possible that we are reaching a point where companies will require managers who are professionals capable of acting swiftly and flexibly in response to changing circumstances. Such a system of flexible and rapid response is crucial for running a modern company in today's dynamic environment.

Present-day realities present numerous challenges ("barriers") in management that demand immediate solutions. For instance, the transition to a sustainable economy, driven by climate change, significantly impacts production and underscores the importance of business social responsibility. The influence of natural and environmental factors highlights the need to prioritize strategic development in alignment with public and national interests and values before considering individual consumer interests.

To address these challenges, management must create systems of incentives for owners of production means and enterprise leaders to pursue future projects aligned with primary, long-term "high" goals. These goals are socially significant and embody noble tasks focused on philosophical values and eternal ideals such as beauty, justice, and community. In Western companies, a value-oriented approach is widely adopted, gradually shifting motivation systems from monetary rewards to value-driven settings.

Indeed, digitalization and globalization are reshaping traditional notions of the workplace and its role in production and management. New business models, particularly in the IT sector, increasingly rely on freelance work and remote teams. The spatial dispersion of workers necessitates new methods for fostering a healthy moral and psychological climate, as well as ensuring decent working conditions. The flexible organization of labor processes and relationships requires innovative management methods and a departure from traditional hierarchical structures.

As management systems adapt to these new challenges, there is a shift in the nature of management methods. The emphasis is moving away from organizational and procedural methods towards social and psychological approaches. Economic methods are also evolving, with a greater focus on financial indicators over purely economic metrics. The restructuring of management for operation within an open

global information space reflects the diversification of the workforce and the increasing demand for cultural, educational, and professional qualifications.

Managers must possess not only deductive and analytical skills but also systemic thinking and the ability to formulate concepts. This holistic approach is essential for navigating the complexities of modern organizational dynamics and leveraging the opportunities presented by digitalization and globalization [10].

In contemporary workplaces, employees are no longer merely objects of management; they are active participants and business partners. There's a shift towards viewing employees as object-subjects of management, recognizing their agency and contributions to the organization. In this evolving landscape, the behavior of both managers and employees is changing. Today, managers often rely on the intellectual capabilities and qualities of their employees more than the other way around.

The task of management in the intellectual era is to inspire ordinary individuals to achieve extraordinary feats. Management increasingly focuses on nurturing and harnessing the potential of knowledge workers—creative individuals equipped with digital and communicative competencies—who drive innovation within organizations. Securing and retaining this "golden fund" of talent has become a primary objective for organizations.

The modern stage of management development emphasizes a shift towards more socially oriented management principles. Key tenets include rejecting the rationalism of classical management schools, prioritizing innovativeness as a core criterion of managerial professionalism, and recognizing the social responsibility of management towards society as a whole and individual employees within the organization. People are acknowledged as the organization's most valuable and inexhaustible resource, underscoring the importance of treating them with respect and investing in their development and well-being.

Certainly, two prominent trends are shaping modern management globally.

Strengthening of "technocratism" in management: This trend is propelled by scientific and technological progress and accelerated by digitalization. It emphasizes

the increasing role of product quality in competitive markets and the evolving complexities of supply chain dynamics within the economy.

Increased focus on social and behavioral aspects of management. This trend underscores the growing importance of organizational culture, democratization of management functions, and the active involvement of ordinary workers in decision-making processes related to ownership and profit sharing. These aspects highlight the broader social responsibilities of management towards employees and society as a whole [11, 12].

Thus, the analysis of the evolution of management development, the study of foreign management mechanisms, and the identification of trends in the development of the theory and practice of organization management made it possible to determine the directions of the future: digitalization of management and operational processes, increased attention to the human factor, socialization of management, and the search for flexible forms of management. In connection with this, Agile management approaches have been gaining significant development in recent years, as a new culture of project management, which allows to significantly optimize the work of the team, reduce the time of work and increase the efficiency of activities.

CHAPTER 2

MAIN STREAM OF BUSINESS OPTIMIZATION

2.1 Meaning and Characteristics of contemporary business optimisation

Business optimization involves identifying and adopting new methods to enhance efficiency and cost-effectiveness. Essentially, it's about refining existing processes to boost favorable outcomes while minimizing undesirable ones. This can mean making a business model more profitable, enhancing returns on investment portfolios, or reducing costs in trading systems. It's all about fine-tuning operations to achieve optimal results.

Business process optimization focuses on identifying the following:

- what works,
- what doesn't,
- what can be automated,
- what needs updating,
- what should be removed altogether from existing processes,
- and what new tools or technologies need to be incorporated in order for a process to become optimized. [13, 14, 15, 16].

Business process optimization may sometimes be referred to as business process improvement, but there are differences between these two practices. In the table are the key differences and similarities (Table 2.1) [17].

Indeed, optimization strategies often rely on assumptions about real-world variables, which can impact their effectiveness. For instance, an investor aiming to optimize their portfolio must consider factors like market risk and the potential performance of various investments. However, since it's impossible to precisely calculate these variables in real-time, the investor's optimization strategy hinges on the accuracy of their estimations.

Table 2.1

Business process improvement vs business process optimization

Business process optimization	Business process improvement
Practice of finding new ways to make processes more efficient and improve throughputs and outputs Creates more logical and cost-effective processes	Practice of finding new ways to make processes faster and more accurate Creates more consistent processes
Ongoing exercise; essential to business process management	Ongoing exercise; essential to business process management
Typically involves leveraging existing resources or consolidating various tools with a single, more cost-effective tool to streamline operations and increase savings	Typically involves adding new software or tools to improve the reliability of processes and a company's existing stack
Optimizations can be applied to process improvements to achieve desired results	Improvements can be applied if optimizations are not producing desired results

In practical terms, this means that optimization efforts are subject to the limitations of available data and predictive models. The success of an optimization strategy depends on the investor's ability to make informed assumptions and adapt their approach as new information becomes available. Thus, while optimization can lead to more efficient outcomes, it's essential to recognize and account for the inherent uncertainties and assumptions inherent in the process.

Exactly, the path to optimization can vary significantly based on the assumptions underlying the strategy. For example, traders may pursue different optimization paths based on their objectives and risk tolerance.

Some traders might focus on short-term trades to capitalize on predictable price fluctuations, aiming for quick profits. This strategy may involve frequent trading activity and higher transaction costs but could potentially yield substantial gains if executed successfully.

On the other hand, other traders might prioritize minimizing transaction costs by reducing the frequency of trades. They may opt for a more conservative approach, focusing on longer-term investments and accepting lower but steadier returns.

In both cases, the success of the optimization strategy hinges on the trader's ability to accurately assess and manage risks, costs, and potential rewards. It's crucial for traders to carefully evaluate their assumptions and adapt their strategies accordingly to maximize their chances of success in the dynamic and unpredictable world of trading.

2.2 Advantages and Disadvantages of Optimization

Absolutely, business optimization is a cornerstone of the market economy, driving companies to enhance profitability, offer better products at lower prices, and utilize resources more efficiently while mitigating negative externalities like pollution.

In investments, a well-executed optimization can lead to higher returns by identifying missed opportunities and eliminating underperforming assets. However, it's crucial to acknowledge that optimization often involves trade-offs and opportunity costs. For instance, a fund optimizing to reduce risk may forego potential high-risk/high-reward strategies. Similarly, a company cutting labor costs may face challenges in meeting sudden increases in demand if it's short-staffed.

Moreover, there's a risk of over-optimization, where companies focus excessively on fine-tuning operations to the point of reducing preparedness for

unexpected events. This can leave them vulnerable to disruptions or changes in market conditions that they hadn't accounted for in their optimization strategies.

Overall, while optimization offers significant benefits, businesses and investors must carefully consider the trade-offs and potential drawbacks to ensure their strategies are balanced and resilient to unforeseen circumstances.

Advantages and Disadvantages of Optimization:

Pros

- Optimization facilitates cost reduction and revenue enhancement for businesses.
- It contributes to market efficiency by reducing deadweight losses and inefficiencies.

Cons

- Optimizing one parameter often involves trade-offs with other factors.
- Over-optimization can leave companies unprepared for unexpected contingencies.
- Changing market conditions may diminish the effectiveness of optimization strategies over time.

Absolutely, you've provided a comprehensive overview of optimization. Optimization involves enhancing portfolios, algorithms, or trading systems to reduce costs or increase efficiency. Portfolios can be optimized by mitigating risks, boosting expected returns, or adjusting the frequency of rebalancing. Given the ever-changing nature of markets and regulations, optimization is an ongoing process.

Trading algorithms require continual optimization to adapt to shifting market conditions and minimize the risk of programming errors. However, optimizing one factor may necessitate tradeoffs in other factors, leading to the risk of over-optimization. This underscores the importance of balance and careful consideration in optimization efforts. [18].

Business optimization offers numerous benefits that can significantly impact the overall success and profitability of a business. By implementing techniques and strategies to improve productivity, reduce waste, lower costs, and foster a culture of

excellence, organizations can achieve optimal performance and gain a competitive edge.

Improved productivity is one of the primary benefits of business optimization. By analyzing and streamlining processes, businesses can identify bottlenecks and reduce inefficiencies, thereby enabling employees to work more efficiently and effectively. This not only increases output but also allows employees to focus on more valuable tasks, leading to improved productivity in the long run.

Reducing waste is another crucial advantage of business optimization. By identifying and eliminating unnecessary steps, redundancies, and manual tasks, businesses can minimize waste of time, resources, and materials. This not only improves operational efficiency but also helps reduce costs associated with waste management.

Lower costs are a direct result of business optimization efforts. By streamlining processes and reducing waste, businesses can minimize unnecessary expenses and optimize resource allocation. This leads to cost savings in various areas such as labor costs, operating costs, and inventory management.

Increased profitability is a key objective of business optimization. By improving productivity, reducing waste, and lowering costs, businesses can enhance their bottom line and maximize profits. This allows organizations to invest in growth opportunities, expand their market share, and remain financially viable in a competitive landscape (Fig.2.1)

Furthermore, business optimization fosters a culture of excellence, where continuous improvement is valued and encouraged. By regularly evaluating and optimizing processes, businesses ensure that they are consistently striving for optimal performance. This mindset drives innovation, continuous learning, and adaptability, enabling businesses to stay ahead of market trends and customer expectations.



Fig. 2.1 The Benefits of Business Process Optimization

In conclusion, the benefits of business optimization are extensive. Improved productivity, less waste, lower costs, increased profitability, and a culture of excellence are just a few of the advantages that can positively impact the long-term success of a business. By embracing continuous improvement and implementing optimization strategies, organizations can create a leaner, more efficient, and ultimately more profitable operation.

2.3 Ways To Identify Areas for Improvement In Business

Businesses aiming for peak performance and success must maintain a continuous focus on improvement. This entails a thorough examination of existing processes to pinpoint inefficiencies, bottlenecks, and areas where resources could be better utilized. By pinpointing these improvement opportunities, businesses can implement tailored strategies and actions to enhance efficiency, productivity, and ultimately, achieve success. Utilizing business optimization techniques and tools provides organizations with valuable insights into their operations, enabling informed decision-making to drive ongoing improvement. This proactive stance empowers businesses to anticipate market shifts, meet evolving customer needs, and

maintain a competitive edge in today's dynamic business environment. Examples of business optimization include:

- Introducing new methods, practices and systems that reduce turnaround time
- Reducing costs while improving performance
- Automation of repetitive tasks
- Machine-learning techniques that improve equipment operation
- Increasing sales through enhancing customer satisfaction
- Reducing all kinds of waste such as wasted time, scrap production and repeat work.

work.

Key elements of business optimization include:

- Measurement of productivity, efficiency and performance
- Identifying areas for improvement
- Introducing new methods and processes
- Measuring and comparing results
- Repeating the cycle

While the ultimate aim is to adopt a philosophy of continuous improvement, as advocated by the Kaizen Institute in Japan, initiating a business optimization project is the crucial first step. This process begins with clearly defining objectives and establishing specific targets and goals, which are fundamental components of any optimization initiative.

Executive endorsement is paramount, as is the formation of a competent team to oversee the process. It's preferable to assemble an internal team familiar with the business rather than relying solely on external consultants. However, leveraging the expertise of an external business optimization analyst to provide guidance and input can still be beneficial.

Having a structured business optimization framework is advantageous, as it outlines the program and delineates specific objectives, particularly those impacting employees. It's imperative to consider the potential effects on employees and take measures to address concerns and secure their buy-in. Most optimization processes start with what's termed low-hanging fruit, which are changes that are easy to

identify and implement, as these early successes boost confidence. Thereafter, deeper analysis is required to identify and solve more difficult optimization challenges [19].

Examining existing processes is a pivotal aspect of business optimization. Through this evaluation, businesses can assess the current status, strengths, and weaknesses of their operations, enabling them to pinpoint areas for enhancement and devise strategies for improved efficiency and performance. Central to this analysis is actively listening to stakeholders involved in the process to grasp their challenges and recommended solutions.

By scrutinizing the lifecycle of the current process, businesses can pinpoint stages where bottlenecks and inefficiencies emerge. Recognizing the process's strengths enables organizations to bolster and refine them further. Conversely, identifying weaknesses sheds light on areas necessitating immediate attention and enhancement.

Engaging in open dialogue with employees and stakeholders is instrumental in identifying pain points within the existing process. By actively listening to their suggestions and insights, businesses can gain valuable perspectives on optimizing operations and streamlining workflows effectively.

Nevertheless, it's essential to weigh the time, effort, and costs associated with the optimization endeavor. This enables business owners to allocate resources judiciously and make well-informed decisions regarding prioritization and investment in specific areas.

Through meticulous analysis of current processes and integration of stakeholder feedback, businesses can establish a solid foundation for successful optimization initiatives. This proactive approach facilitates the pursuit of measurable objectives and the attainment of optimal performance levels.

Gathering analytics may require to look at current data and previous annual reports. Depending on business, this may include:

- Website analytics. This type of analytic shows the traffic and engagement of a business's website.

- Social media analytics. This type of analytic shows the following and engagement of a business's social media accounts.
- Production analytics. This type of analytic shows the input and output of production levels.
- Operational analytics. This type of analytic shows a business's overall productivity levels.

These analytics can provide key data for helping a business determine where it may need to optimize to reach its highest potential [20].

Having a clear understanding of the ultimate goal is paramount in the realm of business optimization as it provides a definitive direction for all optimization endeavors. This overarching goal encapsulates the desired outcome or objective that the business endeavors to accomplish, serving as a guiding beacon for informed decision-making and resource allocation.

Aligning the ultimate goal with adding value to customers' lives is integral for achieving business success. By prioritizing value addition, businesses can effectively address customer needs and enhance their overall experience, fostering increased satisfaction, loyalty, and ultimately, business expansion.

In order to optimize processes effectively, project managers must discern how each process directly or indirectly contributes to the ultimate goal. This necessitates a comprehensive understanding of business functions and the intricate relationships between various processes. Through thorough process impact mapping, project managers can pinpoint areas ripe for optimization to drive desired outcomes.

Prior to implementing process improvements, conducting thorough research is imperative for project managers. This entails gathering relevant data, assessing market dynamics, and evaluating existing practices to make well-informed decisions. Research aids in identifying improvement opportunities, anticipating potential challenges, and selecting optimal optimization strategies. By adopting a research-driven approach, project managers can ensure that process enhancements are aligned with the ultimate goal and yield tangible results.

Understanding the ultimate goal, aligning it with adding value to customers' lives, identifying process impacts, and conducting thorough research are indeed crucial components of successful business optimization. By integrating these elements into their optimization efforts, organizations can continuously refine their processes, elevate performance, and ultimately realize their objectives.

Data and information serve as cornerstone resources in the optimization journey, empowering businesses to make well-informed decisions. Organizing and prioritizing this data streamlines the optimization process, enabling efficient access to critical information. For instance, having organized data readily available can expedite fact-checking procedures, saving valuable time during optimization endeavors.

Furthermore, focusing on specific areas for improvement is paramount to maximize optimization outcomes. By honing in on targeted areas, such as customer relations, businesses can tailor optimization strategies to address specific needs and bolster key aspects of their operations. Utilizing strategies like checklists and setting deadlines aids in prioritizing optimization tasks, ensuring that efforts are systematically directed towards achieving desired results within stipulated timelines [20].

Examining operating costs and identifying opportunities for time savings are indeed pivotal aspects of business optimization. Through meticulous analysis of expenses and process refinement, organizations can bolster their financial viability and enhance profitability.

Implementing a telecommuting policy stands out as a viable cost-cutting measure. Embracing remote work arrangements can yield substantial savings by reducing expenses associated with office space, overhead costs, and employee commuting. Moreover, this shift can foster heightened employee satisfaction and productivity, contributing to overall operational efficiency.

Furthermore, negotiating favorable terms with suppliers offers another avenue for cost reduction. Engaging in proactive supplier negotiations enables businesses to secure advantageous deals, discounts, or bulk purchase options, thereby trimming

procurement expenditures. This necessitates diligent research into alternative suppliers, meticulous price comparisons, and cultivation of robust vendor relationships to maximize savings and optimize procurement processes.

Indeed, optimizing financial expenditures and refining marketing efforts are essential components of cost reduction strategies for businesses. Careful analysis of recurring expenses, such as subscriptions, software licenses, and utilities, enables organizations to pinpoint areas where cost savings can be achieved. By eliminating unnecessary or redundant costs, businesses can optimize their financial resources and improve their bottom line.

Similarly, examining marketing efforts is critical for identifying opportunities to reduce expenses while maximizing the impact of campaigns. Analyzing return on investment (ROI), targeting specific demographics, and leveraging cost-effective digital advertising channels are effective strategies for optimizing marketing spending. By reallocating resources to high-impact initiatives and eliminating inefficiencies, businesses can achieve greater efficiency and effectiveness in their marketing endeavors.

In conclusion, implementing measures to optimize operating costs, financial expenditures, and marketing efforts is essential for business success. By proactively identifying opportunities for cost savings and efficiency improvements, organizations can enhance their competitiveness, increase profitability, and position themselves for long-term growth and success.

In today's competitive business environment, focusing on quality management and enhancing the customer experience is essential for businesses to thrive. When customers receive high-quality products or services and have positive interactions with a company, they are more likely to remain loyal and recommend the business to others.

Total Quality Management (TQM) is a proven approach to achieving excellence in quality management and customer satisfaction. It emphasizes continuous improvement and places a strong emphasis on meeting and exceeding

customer expectations. TQM involves the entire organization, requiring commitment and involvement from all employees.

Key principles of TQM include customer focus, continuous improvement, and employee empowerment. By embracing these principles and implementing TQM strategies, businesses can systematically evaluate and improve their quality management processes and customer experience measures.

Successful case studies, such as Toyota and Ritz-Carlton, demonstrate the effectiveness of TQM in different industries. Toyota's adoption of TQM principles led to improvements in quality management practices, resulting in reliable vehicles and increased customer satisfaction. Similarly, Ritz-Carlton's implementation of TQM empowered employees to deliver exceptional service, enhancing the overall customer experience and fostering customer loyalty.

Evaluating quality management and customer experience measures allows businesses to pinpoint areas needing improvement, implement TQM strategies, and ultimately enhance customer satisfaction, fostering long-term success.

Assessing market conditions is equally critical in business optimization. Market conditions encompass the current state of the industry, including factors like competition, consumer behavior, and economic indicators. By closely monitoring these conditions, organizations can adapt their strategies to maximize performance and maintain a competitive edge.

Market conditions directly impact organizational performance. Changes in consumer preferences or economic trends can significantly influence sales and profitability. By analyzing market conditions, businesses can identify emerging trends, adjust their focus to meet evolving customer needs, and capitalize on new opportunities.

Staying informed about industry trends is vital for business optimization. By comprehending market conditions and industry dynamics, companies can proactively adapt their strategies to gain a competitive advantage. This involves analyzing consumer behavior, tracking competitors' activities, and evaluating economic indicators like interest rates, inflation, and GDP growth.

Assessing market conditions is a multifaceted process that involves comprehensive research and analysis. Businesses employ various market research techniques to gather data on customer preferences, monitor competitor activity, and leverage external sources to gain insights into the overall market landscape. By considering these factors, organizations can make informed decisions, tailor their offerings to meet customer needs, and optimize their strategies accordingly.

In conclusion, market assessment is a critical aspect of business optimization. Understanding industry trends, competition, and consumer behavior empowers organizations to adapt their approaches, capitalize on growth opportunities, and maintain a competitive edge in the market.

Seeking feedback from both business owners and customers is indispensable for effective optimization. By actively soliciting and attentively listening to feedback, organizations can glean valuable insights into areas requiring improvement and stay attuned to evolving customer needs and expectations.

Business owners possess a unique perspective on their operations and can offer invaluable insights into identifying optimization opportunities. Their firsthand experience with current processes enables them to identify inefficiencies or bottlenecks that may impede productivity or incur costs. Moreover, their deep understanding of the organization's ultimate goals facilitates the alignment of optimization efforts with overarching objectives.

Customer feedback plays a crucial role in understanding their experiences and needs. By collecting feedback through various channels such as surveys, interviews, or online reviews, businesses gain valuable insights into customer satisfaction, pain points, and improvement opportunities. This feedback enables organizations to tailor their products or services to better align with customer expectations, enhance the overall customer experience, and foster customer loyalty and retention.

To gather feedback effectively, businesses can utilize a range of methods including surveys, focus groups, interviews, and monitoring online platforms for reviews and social media comments. Each method offers unique insights and

perspectives, contributing to a comprehensive understanding of strengths and areas for improvement.

In conclusion, soliciting feedback from both business owners and customers is essential for effective business optimization. It aids in identifying improvement areas, aligning optimization efforts with business objectives, and gaining insights into customer needs and preferences. By actively listening to and addressing feedback, organizations can continuously refine their processes, offerings, and overall performance.

Implementing business optimization techniques is essential for organizations aiming to enhance efficiency, productivity, and overall performance. By identifying and rectifying inefficiencies, streamlining processes, and utilizing technology and data-driven insights, businesses can elevate their operations and accomplish goals more effectively. This implementation process entails several critical steps, including analyzing existing processes, establishing measurable objectives, pinpointing areas for enhancement, and executing changes. It also necessitates collaboration and communication among diverse stakeholders, including business owners, employees, customers, and suppliers. Through ongoing improvement and a strategic optimization approach, organizations can unleash their full potential and remain competitive in today's dynamic business environment.

Repetitive tasks are an unavoidable aspect of business operations, yet they can consume time, be prone to errors, and incur costs. To mitigate this challenge, businesses should prioritize the automation of repetitive tasks and streamline processes.

One impactful technique for automation is robotic process automation (RPA). RPA entails deploying software robots to emulate human interactions with systems and automate repetitive, rule-based tasks. By harnessing RPA, businesses can realize significant time savings and productivity enhancements.

Another valuable strategy for streamlining processes is leveraging artificial intelligence (AI). AI can analyze existing processes, detect bottlenecks and inefficiencies, and propose optimized solutions. By harnessing AI technologies,

businesses can gain valuable insights into their operations, facilitating data-driven decisions for process improvements.

Identifying bottlenecks and inefficiencies in current processes is crucial for businesses. This can be achieved through process mapping and analysis, enabling organizations to visually represent their processes and pinpoint areas for automation or streamlining.

Through the automation of repetitive tasks and the streamlining of processes, businesses can reduce manual effort, mitigate errors, and enhance operational efficiency. Technologies such as RPA and AI provide businesses with the means to effectively identify and address inefficiencies, leading to improved productivity and cost savings.

Investing in business optimization software solutions can significantly enhance various business processes and overall efficiency. There are numerous options available in the market to cater to diverse business needs.

One example is Teramind, an affordable and intelligent business process optimization software. With features like real-time monitoring, employee productivity analysis, and risk management, Teramind empowers businesses to identify bottlenecks, streamline workflows, and ensure optimal performance.

Trello stands out as a popular software solution renowned for its flexibility and user-friendly approach to project management. It facilitates team collaboration, task organization, and progress tracking through a visual and interactive interface. With features like task assignment, due dates, and integrations, Trello offers businesses a straightforward method for managing projects effectively.

In contrast, Zapier specializes in automation tools designed to streamline processes. By enabling businesses to connect various applications and automate repetitive tasks, Zapier reduces manual effort and boosts productivity. With a vast array of app integrations exceeding 3,000, Zapier presents businesses with numerous options for optimizing their processes.

Qualtrics emerges as a robust survey and data collection tool empowering businesses to gather customer feedback, assess customer satisfaction levels, and gain

valuable insights into their experiences. By comprehending customer sentiments and preferences, businesses can make informed decisions to enhance processes and overall business optimization.

Lastly, Notion simplifies work organization by serving as an all-in-one workspace. It amalgamates note-taking, project management, and task tracking functionalities into a unified platform, enabling businesses to streamline processes, collaborate efficiently, and ensure seamless workflows.

Investing in business optimization software solutions like Teramind, Trello, Zapier, Qualtrics, and Notion can yield significant benefits for organizations, enhancing their operations and helping them achieve their objectives. Whether it's through intelligent monitoring, efficient project management, automation, data-driven decision-making, or streamlined work organization, these software tools offer a diverse range of advantages for businesses seeking optimization.

Improving individual processes, projects, and goals is a fundamental aspect of business optimization. By concentrating on enhancing these critical areas, businesses can streamline operations, boost efficiency, and ultimately drive success.

To begin, it's imperative to establish clear goals and objectives. Without a precise vision of what needs to be accomplished, it becomes challenging to gauge progress and identify areas for enhancement. By articulating goals clearly, businesses can align their efforts towards specific outcomes and maintain focus.

Once goals are established, analyzing and identifying areas for improvement in individual processes and projects becomes essential. This can be achieved through various methods such as process mapping, data analysis, and feedback collection. By comprehending the current state of affairs, businesses can pinpoint inefficiencies or bottlenecks and develop strategies to enhance performance.

Continuous improvement is another vital strategy for optimizing individual processes and projects. By continually seeking opportunities for enhancement, businesses can adapt to evolving market conditions and customer needs. This ongoing commitment to improvement enables companies to remain agile, responsive, and competitive in the dynamic business environment.

In conclusion, enhancing individual processes, projects, and objectives is essential for achieving business optimization. By establishing clear goals, analyzing areas for improvement, and fostering a culture of continuous enhancement, businesses can improve efficiency, effectiveness, and ultimately drive success.

Developing a comprehensive business optimization strategy is vital for businesses to enhance efficiency, reduce costs, and improve overall performance. This strategy involves several key steps and considerations to effectively optimize business processes.

First and foremost, setting clear objectives and goals is essential. These objectives should be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). Clear goals provide businesses with a clear direction and enable them to track progress and measure success accurately.

Appointing a capable team is another critical aspect. The team should comprise individuals with diverse skills and expertise who can analyze processes, identify areas for improvement, and implement optimization strategies. Effective communication and collaboration within the team are essential for successful implementation.

Creating a framework that considers the impact on employees is crucial for successful business optimization initiatives. Businesses should carefully evaluate how changes will affect employees and their roles. It's essential to establish clear communication channels to convey changes, provide necessary training and support, and ensure employees remain motivated and engaged throughout the process.

Analyzing transactional data is a key component of developing a business optimization strategy. By examining data related to various business processes, organizations can uncover valuable insights, including trends, patterns, and bottlenecks. Leveraging advanced modeling software can aid in this analysis, enabling businesses to make informed decisions and implement organizational changes that optimize processes effectively.

Measuring the success of business optimization efforts is essential for tracking progress and assessing the effectiveness of implemented strategies. Without proper

measurement, businesses cannot accurately evaluate the impact and outcomes of their optimization initiatives.

One key metric for evaluating business optimization success is improved productivity. By comparing the output or efficiency of processes before and after implementation, businesses can gauge the effectiveness of their efforts. Metrics such as the number of tasks completed within a certain time frame or the reduction in time required for specific processes can be used to measure productivity gains.

Lowering costs is another crucial indicator of successful business optimization. By analyzing the financial impact of optimization strategies, businesses can assess the extent of cost savings achieved. This may include reductions in operating costs, labor expenses, or the elimination of unnecessary expenditures. Tracking these cost reductions provides valuable insight into the overall effectiveness of optimization efforts.

Increased profitability is a key goal of business optimization, and it should be measured to determine the success of implemented strategies. This can be evaluated by comparing financial performance before and after optimization efforts, such as improvements in profit margins or increased revenue generation.

Measuring increased profitability is indeed a fundamental aspect of assessing the success of business optimization strategies. Comparing financial performance before and after optimization efforts allows businesses to gauge improvements in profit margins and revenue generation, providing valuable insights into the effectiveness of implemented strategies.

Additionally, evaluating the development of a culture of excellence within the organization is vital. This can be observed through indicators such as employee engagement surveys, feedback mechanisms, and the adoption of continuous improvement practices. A culture of excellence promotes ongoing optimization by fostering a mindset of continuous learning and improvement among employees.

In conclusion, tracking key metrics such as improved productivity, lower costs, increased profitability, and the development of a culture of excellence is essential for assessing the success of business optimization efforts. Regular

evaluation of these metrics enables businesses to ensure that their optimization strategies are delivering the desired outcomes and driving continuous improvement across the organization [21, 30, 31].

Conclusions to Chapter 2.

1. The main characteristics and modern vision of business optimization are analyzed. The difference between business optimization and business improvement is established.
2. An analysis of the advantages and disadvantages of business optimization was carried out. among the main advantages are the reduction of unnecessary costs and increase of profit, increase of efficiency. However, there is a certain risk of over-optimization.
3. Ways of business optimization are highlighted: Introducing new methods, practices and systems that reduce turnaround time; reducing costs while improving performance; automation of repetitive tasks; machine-learning techniques that improve equipment operation; increasing sales through enhancing customer satisfaction; reducing all kinds of waste such as wasted time, scrap production and repeat work.
4. Researched implementation techniques of business optimization. The process of implementing business optimization techniques involves several key steps, including analyzing current processes, setting measurable goals, identifying areas for improvement, and implementing changes. It also requires collaboration and communication between various stakeholders, including business owners, employees, customers, and vendors.

CHAPTER 3. MODERN TRENDS IN RETAIL PHARMACY BUSINESS OPTIMIZATION

3.1 Morocco pharmaceutical market

The Moroccan pharmaceutical industry satisfies 65% of the internal demand for medicines, while 35% continues to be imported. 60 wholesale distributors guarantee 80% of the supply for the 11,000 existing pharmacies.

The procurement of pharmaceutical products can represent up to 50% of health expenditure in developing countries, fraud and corruption can result in the disappearance of almost 25% of medicines purchased (WHO, 2009). The role of the Moroccan Pharmaceutical Industry Association (AMIP) as a professional association, also seems crucial for the establishment of a culture of integrity in this important sector. The Moroccan pharmaceutical industry constitutes the second largest chemical industry in Morocco, and ranks second in the African continent.

The growth is driven by factors such as increasing population, rising healthcare awareness, and government initiatives promoting access to healthcare. The Moroccan government is implementing various initiatives to improve access to healthcare and promote the pharmaceutical industry. The government also planned actions to reduce retail mark-ups and VAT for chronic illness medicines, and to improve the medicine supply chains, increase the number of qualified staff and facilities and promote the rational prescription of medicines.

Growth in Morocco is slow to 1.1% in 2022, as agricultural output declines by 17.3% due to an unprecedented drought. Increased investment in R&D would allow Morocco to develop its own innovative drugs and technologies. The Moroccan pharmaceutical industry is considered a leading platform in Africa. The Moroccan government seeks partnerships with private companies to develop the pharmaceutical industry.

The Moroccan population is becoming increasingly aware of the importance of healthcare. This is leading to increased demand for pharmaceuticals.

Patented medicines represented 41.2% of the total market and 58.1% of the prescription one, but this part would decrease in the coming years due to encouragement of generics and (very recently) biosimilars, because their prescription is strongly supported by the Moroccan government.

The Moroccan government is revising its regulatory framework to align with international standards. This creates a more transparent and predictable environment for pharmaceutical companies.

Technologies like e-commerce, online pharmacies, and telemedicine are gaining traction in Morocco. This presents opportunities for companies to develop innovative distribution channels and reach a wider customer base.

According to Business Monitor International (BMI) study, currently generics and biosimilars cover 80-90% of the public medicines market and only 25% of the private one. The OTC sector would undergo the same competition from generics, and is expected to decrease its share up to 22.8% in 2026. Currently pharmaceutical sales represent approx. 1,47% of Morocco's GDP and 24.4% of the total health expenditure of the African countries.

The pharmaceutical manufacturing industry is growing in Morocco. Numerous regional pharmaceutical firms manufacture a vast array of goods, such as generic medications, medical equipment, and vaccines.

Trends in morocco pharmaceutical market:

- Morocco's Ministry of Economy and Finance announced the approval of a two-year USD 5 billion Flexible Credit Line (FCL) by the IMF Executive Board. This financial support is expected to bolster the country's economic resilience and potentially impact the pharmaceutical industry by promoting stability and facilitating investments.
- Sanofi Morocco inaugurated a new production line for insulin cartridges at its plant in Casablanca. This expansion aims to address the growing demand for insulin in Morocco and neighboring countries.
- The Moroccan Agency for Development and Investment (AMDI) signed a partnership agreement with the Moroccan Association of Pharmaceutical

Industries (AMIP) to support the development of the local pharmaceutical industry. The collaboration focuses on attracting investments, promoting R&D, and facilitating exports.

- The World Health Organization (WHO) awarded Morocco the status of “Maturity Level 4” in its pharmaceutical regulatory system assessment. This recognition acknowledges the country’s significant progress in ensuring the quality, safety, and efficacy of pharmaceuticals.
- The Moroccan pharmaceutical company Sothema launched a new production line for sterile injectable drugs, further expanding its manufacturing capabilities and product portfolio [32].

Optimizing the pharmacy business is a crucial aspect to ensure efficiency, competitiveness, and customer satisfaction. In light of the constant changes in society, technology, and regulatory environment, pharmacies face new challenges and opportunities. In this section, we will explore the modern trends, approaches, and insights regarding pharmacy business optimization.

Nearly 80% of patients see pharmacists as a key component of their healthcare team [33].

The challenges faced by pharmacy leaders and pharmacists highlight several key issues that impact the delivery of quality patient care and the efficient operation of pharmacy services.

Flat or shrinking budgets constrain resources and limit investments in staffing and technology, hindering the ability to improve workflow and patient care. Staffing shortages exacerbate workload pressures and contribute to inefficiencies in pharmacy operations. Drug supply issues, including formulary management challenges, directly impact patient care by affecting medication availability and accessibility. These issues can lead to suboptimal treatment outcomes and compromise patient safety. Limited access to effective technology solutions further compounds workflow inefficiencies and hampers the integration of decision-making systems. Pharmacists often face information overload due to the rapid influx of new

research and guidelines, making it challenging to stay updated and apply relevant information in practice. Additionally, inefficient workflow processes, such as excessive drug alerts and system disconnects, impede the seamless delivery of pharmacy services and increase the risk of errors.

Incomplete or ineffective integration of decision and data systems exacerbates these challenges by impeding communication and coordination between different systems and healthcare providers. This lack of interoperability and standardization limits the ability to leverage patient-specific parameters for personalized care and optimized treatment outcomes. Addressing these barriers requires strategic investments in staffing, technology, and infrastructure, as well as collaborative efforts to improve communication and streamline workflow processes. By addressing these challenges, pharmacy leaders can enhance the quality of patient care, optimize operational efficiency, and better meet the evolving needs of healthcare delivery. [34-36].

3.2 Characteristics of ways to optimize business in pharmacies

Creating a high-performing pharmacy involves establishing a strong organizational framework. This encompasses ensuring that the personnel, facilities, equipment, technology, training programs, operational procedures, and organizational structure are all aligned to foster a culture of growth and innovation. The primary focus is on delivering efficient patient care and achieving optimal financial performance.

Given the multitude of challenges confronting pharmacy executives and the real-world impact of each decision, it's essential to develop practical solutions. Collaborating closely with pharmacy leadership is crucial to achieving exceptional results that not only benefit patients but also contribute to the success of the healthcare organization and the communities it serves: facility design; productivity monitoring system design and validation; pharmacy automation/technology optimization; consolidated services design, implementation and optimization; organizational and leadership structure; optimal business legal structure (including

structure evaluation and implementation); staffing model review and optimization; executive recruiting & interim Leadership.

There are a large number of recommendations in the literature on the most important ways of optimizing business in pharmacies. We present an overview of these recommendations, which allows us to demonstrate the wide range of choices available in the pharmacy. Key market trends shaping retail pharmacy industry are presented in fig. 3.1.

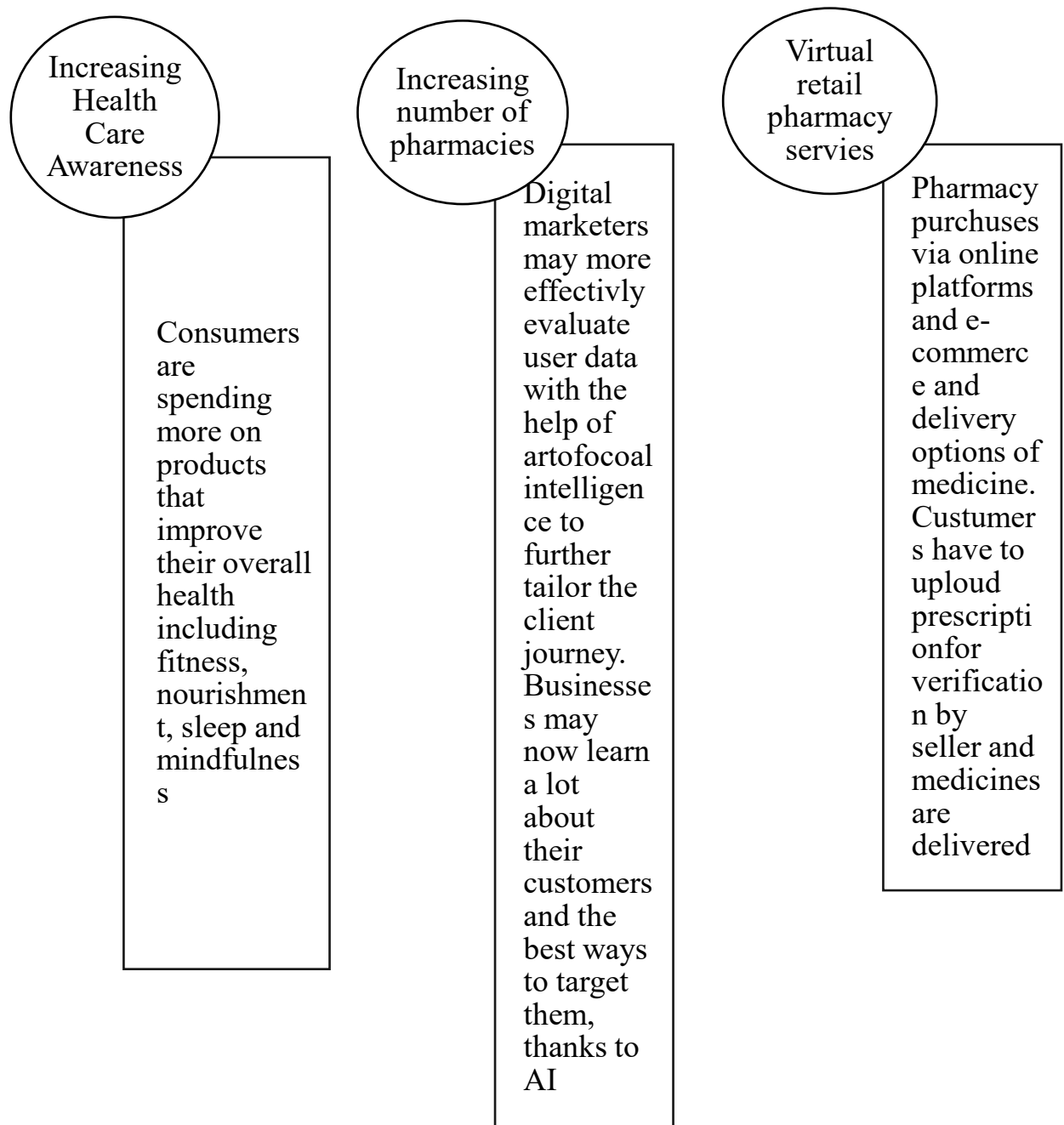
We have grouped all possibilities of pharmaceutical business optimization into several groups: support for pharmacists in the patient care, use of modern technologies, communication and collaboration (tab. 3.1-3.3).

Identifying a niche for your pharmacy involves pinpointing a specific, specialized area that sets you apart from competitors. To find this niche, focus on understanding your patient population better. Ask questions like: What health conditions do they commonly face? What are their health objectives? What barriers do they encounter in achieving these goals, and how can your pharmacy assist them? By delving into these inquiries, you can tailor services to meet their needs. Consider offering medication therapy management (MTM), medication synchronization, immunizations, compounding, and home delivery to elevate the customer experience and offer increased convenience.

Implementing an inventory management program is essential for optimizing inventory levels and cash flow in your pharmacy. Web-based inventory management programs offer features such as automated ordering with customized order points, product grouping, detailed reporting, and personalized inventory consultation and support. By better managing your inventory, you can improve cash flow and save time spent on prescription drug orders, allowing you to focus more on patient care.

Real-time visibility of activity and store status provided by inventory management programs allows pharmacies to analyze popular products, predict future requirements, and quickly respond to changes in demand. This enables pharmacies to maintain optimal inventory levels and identify underperforming products. With this data, pharmacies can make informed decisions about which

items to stock or remove from their shelves, ultimately saving money that would otherwise be tied up in excess stock.



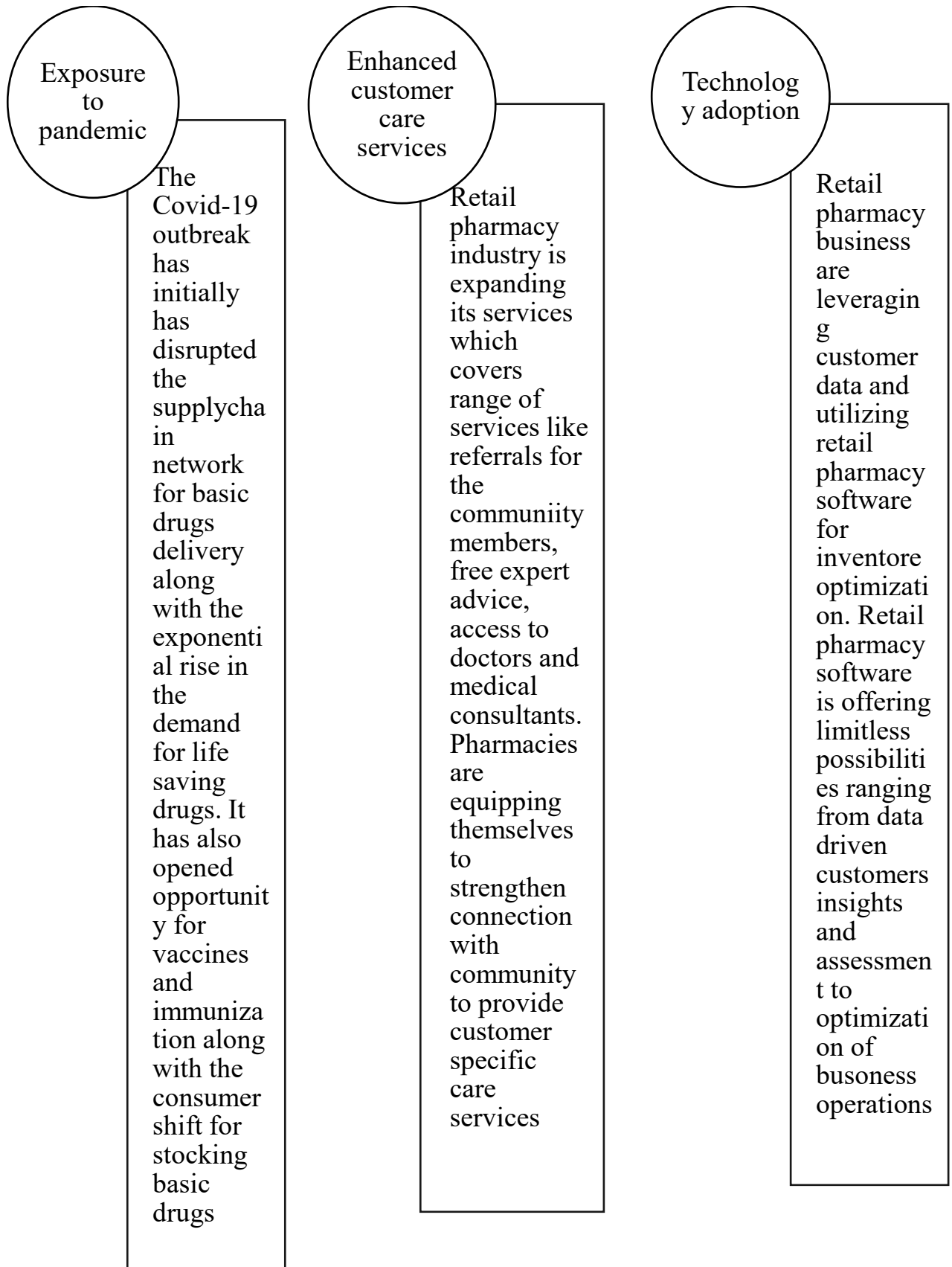


Fig. 3.1 Key market trends shaping retail pharmacy industry

Table 3.1

Support for pharmacists in the patient care

Direction of optimization	Characteristic
Find a niche. Offer Personalized Services.	<p>It is should be specific, specialized, and unique to the pharmacy.</p> <p>Analise patients: What conditions do they struggle with? What are their health goals? What's stopping them from getting there, and how can you help?</p>
Implement an inventory management program	<p>An inventory management program can help ensure your inventory levels, and thus your cash flow, are optimized.</p> <p>Most web-based inventory management programs features automated ordering with customized order points, product grouping, detailed reporting, and personalized inventory consultation and support.</p>
Implement an MTM program	<p>Pharmacists can provide medication therapy management (MTM) services, like comprehensive medication reviews (CMRs), by actively managing drug therapy and identifying, preventing and resolving medication-related problems. As defined by the CMS, a CMR is an interactive, person-to-person or telehealth medication review and consultation of a beneficiary's medications (including prescriptions, over-the-counter (OTC) medications, herbal therapies, and dietary supplements) by a pharmacist that is intended to aid in assessing medication therapy and optimizing patient outcomes. Plus, pharmacists get reimbursed for delivering CMRs and other MTM services for eligible</p>

	patients, such as adherence check-ins, transitioning patients to 90-day fill schedules, and more.
Telepharmacy	<p>Community pharmacies across the country are using telepharmacy software to:</p> <ul style="list-style-type: none"> • Expand their footprint and supplement their pharmacy with more prescriptions • Open remote, brick-and-mortar telepharmacies to better serve rural patients • Provide dispensing at the point of care within or near clinics and/or hospitals
Sell bundled products	By bundling items like vitamins and supplements, cold and flu essentials, or sports injury kits, you're providing patients with convenient and comprehensive solutions for their specific needs.
Add a new service	These five services will bring in the most profit and accelerate the most growth: immunizations, point-of-care testing, lab testing, specialty pharmacy, veterinary medicine.
Offer medication synchronization services	Medication synchronization is a tool to help pharmacies simplify the refill process for patients and caregivers by synchronizing refills to the same date each month and, in turn, helping improve patients' medication adherence. Newer web-based solutions automate the identification process of eligible patients to synchronize – which is certainly better than doing it manually.
Make meds more convenient	Some great places to start are: drive-thru, offering prescription delivery services, mobile app for prescription refills. Patients can use a mobile app to

	make requests, manage medications, set medication reminders, and communicate directly with the pharmacy.
Use cross-selling	Involves recommending related products or services based on specific medication needs. If a patient has a migraine, they might need a prescription — but they might also need a heat pad or cold compress, a face mask to block out light, or supplements to support brain health
Market high-margin products.	Some of the highest-margin products include: <ol style="list-style-type: none"> 1. CBD 2. High-end vitamins and supplements 3. Wound care 4. Diabetes supplies
Stock up on products from your wholesaler or third parties.	Place your products in high-traffic areas easily accessible to customers. Create eye-catching displays and signage to draw attention to the products and highlight their benefits. Create eye-catching displays and signage to draw attention to the products and highlight their benefits.

Implementing a Medication Therapy Management (MTM) program is crucial for pharmacists to actively manage drug therapy and optimize patient outcomes. MTM services, such as comprehensive medication reviews (CMRs), involve interactive medication reviews and consultations with patients to assess medication therapy comprehensively.

Pharmacists play a key role in identifying, preventing, and resolving medication-related problems by conducting CMRs. These reviews encompass all medications, including prescriptions, over-the-counter drugs, herbal therapies, and dietary supplements. By actively managing drug therapy, pharmacists can improve patient adherence, minimize adverse effects, and enhance overall health outcomes.

Moreover, pharmacists can receive reimbursement for delivering CMRs and other MTM services to eligible patients. These services may include adherence

check-ins, transitioning patients to 90-day fill schedules, medication counseling, and more. By implementing an MTM program, pharmacists can improve patient care, increase medication adherence, and generate additional revenue streams for their pharmacy.

Telepharmacy, also known as remote dispensing, is a valuable tool utilized by community pharmacists to enhance access to care and extend the reach of their pharmacy services. Essentially, a brick-and-mortar telepharmacy functions as an extension of a traditional pharmacy, providing pharmaceutical services in locations where a full-scale pharmacy might not be feasible, such as underserved communities.

In a telepharmacy setup, a certified pharmacy technician operates the remote dispensing site, while a pharmacist oversees and manages the operations from a traditional pharmacy location. This collaborative approach ensures that patients receive quality care and medication services, despite the physical distance between the pharmacist and the patient.

TelePharm's remote dispensing software facilitates various functions, including remote prescription verification and live-video counseling with patients. The software is designed with an optimized workflow for efficiency, featuring a store-and-forward queue-based system that streamlines prescription processing. Additionally, multiple communication channels are available to facilitate seamless interaction between the technician and the supervising pharmacist, ensuring effective coordination and patient-centered care.

Community pharmacies nationwide are leveraging telepharmacy software to achieve several key objectives:

- **Expand Pharmacy Footprint:** By incorporating telepharmacy solutions, pharmacies can broaden their reach and handle a higher volume of prescriptions. This expansion allows pharmacies to serve a larger patient base and meet growing demand for pharmaceutical services.
- **Establish Remote Telepharmacies:** Telepharmacy software enables the establishment of remote brick-and-mortar pharmacies in rural areas. These

telepharmacies help address the healthcare needs of underserved populations by providing convenient access to essential medications and pharmacy services.

- **Dispense Medications at Point of Care:** Telepharmacy solutions facilitate medication dispensing within or near clinics and hospitals, enhancing patient access to vital medications at the point of care. This integration of pharmacy services into healthcare settings promotes seamless coordination between healthcare providers and pharmacists, resulting in improved patient outcomes and satisfaction.

Offering bundled products is an effective strategy for enhancing customer convenience and satisfaction. By combining complementary items like vitamins, supplements, or cold and flu essentials into bundles, pharmacies can provide comprehensive solutions tailored to specific needs. This approach not only simplifies the shopping experience for customers but also encourages them to purchase multiple items at once, boosting sales and increasing revenue. Introducing new services such as immunizations, point-of-care testing, lab testing, specialty pharmacy, and veterinary medicine can significantly diversify a pharmacy's revenue streams and attract new customers. These services not only cater to evolving healthcare needs but also position the pharmacy as a comprehensive healthcare destination, enhancing its reputation and competitiveness in the market. Medication synchronization services offer a practical solution to improve medication adherence and streamline the refill process for patients. By synchronizing refills to the same date each month, pharmacies can simplify medication management for patients and caregivers, reducing the risk of missed doses and improving overall health outcomes. Automated web-based solutions further enhance the efficiency of medication synchronization, allowing pharmacies to identify eligible patients and plan refill dates in advance. This not only improves patient care but also optimizes inventory management and staffing needs, resulting in operational efficiencies and cost savings for the pharmacy. [37].

Make meds more convenient. 83% of customers say that convenience is important to them. If you aren't already offering convenient ways for patients to pick up their medications, you should be. Some great places to start are:

Introducing a drive-thru service or curbside pickup option can significantly enhance convenience for busy patients seeking quick prescription pick-ups. For pharmacies lacking space for a drive-thru, offering curbside pickup provides a similar hassle-free experience. Providing prescription delivery services caters to patients who face mobility challenges or reside in remote areas, ensuring they have access to essential medications without needing to visit the pharmacy in person. Developing a mobile app for prescription refills offers added convenience for patients and streamlines communication between them and the pharmacy. Patients can easily request refills, manage medications, set reminders, and communicate directly through the app, enhancing overall customer experience. Implementing cross-selling techniques allows pharmacies to recommend complementary products or services to patients based on their medication needs. For example, offering heat pads, cold compresses, face masks, or supplements alongside migraine medication not only enhances patient care but also creates opportunities for additional revenue growth.

Market high-margin products. Health Mart reports that while the gross margin on prescription sales is around 23% (or lower) in an independent pharmacy, gross margin on front-end sales is about 38%.

When cross-selling or offering bundled products, it's essential to focus on items that yield high margins to maximize profitability. Consider stocking products such as CBD, high-end vitamins and supplements, wound care supplies, and diabetes supplies, which typically offer favorable margins. Upon receiving products from wholesalers or third-party suppliers, strategically position them within your pharmacy to maximize visibility and accessibility. Place them in high-traffic areas where customers are likely to notice them, and utilize eye-catching displays and signage to highlight their benefits and encourage purchases. Utilize the power of social media to promote your new products and engage with your audience. Share

compelling content, customer testimonials, and educational information about the products on platforms like Facebook and Instagram. By leveraging social media effectively, you can increase awareness, attract customers, and drive sales.

Modern technologies proposed in table 3.2

Table 3.2

Use of modern technologies

Direction of optimization	Characteristic
Leveraging technology	Digital displays provide a helpful public health information service, about the additional services offered by the pharmacy. Windows full of faded peeling product posters and announcements are a thing of the past, digital screens are being installed to optimise store space and modernise the look and feel of high-street pharmacies to drive business growth through increased footfall, sales, and customer satisfaction.
Adopting the newest technology	<p>Automated dispensing robots. These work by using advanced algorithms to both manage and dispense medications with high accuracy and efficiency, increasing capacity.</p> <p>Hub & Spoke dispensing. This is a centralised service via a facility (hub) that supplies and distributes medication to smaller satellite pharmacy locations (spokes), offering stock savings and service efficiencies.</p> <p>Integrated PMR systems. Integrated electronic record systems that are linked with other patient data and medication information and prescription management systems, providing healthcare professionals with accurate and up-to-date information in real-time.</p>

By integrating technology and innovative design, pharmacies can transform their space into an immersive and captivating environment that encourages customers to explore and discover new products. Digital displays offer a dynamic platform for showcasing products and services while also providing valuable public health information. Gone are the days of faded and peeling posters; pharmacies now utilize digital screens to optimize store space and enhance the overall aesthetic, driving business growth through increased foot traffic, sales, and customer satisfaction. Pharmacy Display offers a comprehensive marketing solution tailored specifically for pharmacies, leveraging various display formats such as countertop, ceiling, wall, and window-mounted digital screens. These screens deliver responsive and engaging media, allowing pharmacies to communicate personalized content effectively with their community. To learn more about how Pharmacy Display can enhance your pharmacy experience, download our digital brochure today[38].

Integrating the latest technology into pharmacy operations is essential for optimizing efficiency and enhancing patient care. With time and resources often limited, pharmacies must leverage innovative solutions to deliver the highest quality service to their patients. By adopting new technologies that streamline processes and automate routine tasks, pharmacies can significantly improve operational efficiency and focus more on providing personalized care. Innovative pharmacies are embracing cutting-edge technology, such as:

- Automated dispensing robots. These work by using advanced algorithms to both manage and dispense medications with high accuracy and efficiency, increasing capacity.
- Hub & Spoke dispensing. This is a centralised service via a facility (hub) that supplies and distributes medication to smaller satellite pharmacy locations (spokes), offering stock savings and service efficiencies.
- Integrated PMR systems. Integrated electronic record systems that are linked with other patient data and medication information and prescription management systems, providing healthcare professionals with accurate and up-to-date information in real-time.

Adopting these new technologies and others like delivery applications are proven to save time and money, helping pharmacies offer more and better care and services to patients [39-41].

Table 3.3

Communication and collaboration

Direction of optimization	Characteristic
Create a referral network. Build Partnerships with Healthcare Providers	<p>Referral networks are a great way to work with providers in community, collaborate on patient care, and tap into a new network. Forge strategic partnerships with local healthcare providers, such as physicians, clinics, hospitals, and senior living facilities, to expand your ad pharmacy referral network and reach a broader audience.</p> <p>Collaborate with healthcare professionals to promote your pharmacy business, educate patients about medication adherence and proper use, and facilitate seamless transitions of care. Participate in healthcare events, conferences, and networking opportunities to establish and nurture these valuable relationships.</p>
Reach new customers in their mailbox.	For pharmacies looking to reach their local community, targeted direct mail campaigns can be a highly effective marketing strategy.
Host Health and Wellness Events.	Organize educational events, workshops, and health ads screenings in collaboration with local organizations, schools, employers, and community centers to promote health and wellness awareness in your community. Topics can range from medication

	management and chronic disease management to nutrition, fitness, and mental health ads.
To get the word out about your new products, leverage the power of social media.	Share engaging content, testimonials, and educational information about the products on your Facebook and Instagram accounts.
Establish a loyalty program	Different pharmacies have different ways of running loyalty programs. Some make special offers, some do future-use rewards, and others give freebie items to loyal customers. At the point-of-sale, users can assign loyalty IDs to customers, track loyalty points, enable reminders, and generate loyalty reports.
Open an online storefront	An online storefront is especially effective if you sell niche products, like vitamin and supplement bundles. It allows you to reach a new customer base, stay on top of digital trends, and earn revenue from front-end items.
Establish a Strong Online Presence	<p>Start by creating a professional website that reflects your pharmacy's brand identity and showcases your products, services, and expertise. Optimize your website for search engines (SEO) to improve its visibility in search results and attract organic traffic.</p> <p>By establishing a strong online presence, you can ensure that your pharmacy is easily accessible and visible to potential customers searching for services like yours. A well-designed website and active presence on social media platforms not only enhance your pharmacy's credibility but also provide valuable</p>

	opportunities for customer engagement and brand building.
Maintain a blog	<p>On your blog, you can provide valuable and informative content (medication FAQs, explanations of common conditions, health tips and tricks, etc.). This can help build trust and credibility in your expertise.</p> <p>A blog is critical if you have an online storefront. By strategically linking to relevant products or services within your blog posts, you can create a pathway for readers to explore and buy products on your website. This can significantly boost your online sales and increase customer engagement.</p>
Leverage Local SEO	Optimize your website and online listings with relevant keywords, location-based tags, and accurate business information to improve your visibility in local search results. Encourage satisfied customers to leave positive reviews on platforms like Google My Business, Yelp, and Healthgrades to enhance your pharmacy's online reputation and attract more local customers.
Utilize Email Marketing	Build and maintain an email subscriber list of current customers, potential leads, and other interested individuals to stay connected and engaged with your audience. Send out regular newsletters, promotional offers, health tips, and updates about your pharmacy ads services and events to keep subscribers informed and interested. Personalize your email campaigns based on customer preferences, purchase history, and demographic information to increase relevance and effectiveness.

Monitor and Analyze Results	Regularly monitor the performance of your promotional efforts using key performance indicators (KPIs) such as website traffic, social media engagement, email open rates, and sales conversions. Analyze the data to identify trends, measure the effectiveness of your strategies, and identify areas for improvement.
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Establishing a referral network can be a powerful way to attract patients to your pharmacy without relying on traditional marketing methods. One effective strategy is to cultivate partnerships with local healthcare providers, including physicians, clinics, hospitals, and senior living facilities. Collaborating with these professionals allows you to expand your reach and access a broader audience.

Through strategic alliances with healthcare providers, you can promote your pharmacy's services, educate patients on medication adherence and usage, and facilitate smooth transitions of care. By participating in healthcare events, conferences, and networking opportunities, you can strengthen these partnerships and foster mutually beneficial relationships.

Building a referral network enables your pharmacy to become an integral part of the healthcare ecosystem in your community. By actively engaging with healthcare providers, you can position your pharmacy as a trusted extension of the healthcare team. This increases the likelihood of providers recommending your pharmacy for medication management, counseling, and specialty services, ultimately driving patient traffic and enhancing your pharmacy's reputation.

To expand your pharmacy's reach and engage with potential customers in your local community, consider leveraging the effectiveness of direct mail campaigns. In today's digital age, direct mail can serve as a powerful marketing strategy to complement your online efforts.

Begin by segmenting your customer list based on various factors such as demographics, health concerns, or purchase history. This segmentation allows you

to tailor your marketing messages and promotions to resonate with each group's specific needs and preferences.

Craft compelling and visually appealing mailpieces that capture recipients' attention and communicate your pharmacy's unique value proposition. Use vibrant colors, engaging images, and persuasive copy to convey your message effectively and encourage recipients to take action.

Direct mail campaigns offer a tangible and personalized approach to connect with potential customers, making them a valuable tool for reaching new audiences and driving business growth for your pharmacy.

When crafting your direct mail campaign, ensure it includes a compelling call-to-action that motivates recipients to take action. For instance, consider offering an exclusive discount on their next purchase or a complimentary product when they present the mail piece at your store.

To gauge the effectiveness of your direct mail efforts, track metrics such as response rate and return on investment (ROI) for each campaign. This data will enable you to assess the campaign's performance and make informed adjustments to enhance future initiatives.

Organizing health and wellness events presents another avenue to engage with your local community and promote your pharmacy's services. Collaborate with local organizations, schools, employers, and community centers to host educational workshops, health screenings, and wellness seminars. By addressing relevant health topics and providing valuable resources, you can position your pharmacy as a trusted source of health information and attract new customers. These events also offer opportunities to strengthen community connections and reinforce your pharmacy's commitment to promoting public health and well-being.

Establishing a loyalty program can significantly benefit your pharmacy business by encouraging repeat purchases and fostering customer loyalty. Loyalty programs can take various forms, such as special offers, future-use rewards, or freebie items for loyal customers. At the point of sale, you can use software to assign loyalty IDs to customers, track their loyalty points, set up reminders, and generate

loyalty reports. Additionally, the system can help identify customers with the highest spending on prescriptions and over-the-counter purchases, allowing you to reward them accordingly. Utilizing icons to indicate a patient's VIP status can further enhance the customer experience and incentivize continued patronage.

Bronze customers are the top 10-20% of patients contributing to the overall profit; silver customers are the top 6-10%; and gold customers are the top 5%.

Opening an online storefront can be a significant step forward for your pharmacy business, especially if you offer niche products like vitamin and supplement bundles. It provides an opportunity to reach a wider customer base, stay competitive in the digital landscape, and generate additional revenue from front-end items. However, establishing an online storefront involves navigating various regulations and compliance requirements. To ensure compliance, it's crucial to seek assistance from legal professionals and regulatory agencies.

Once you've set up your online storefront, focus on creating compelling product listings that highlight the value of your offerings. Optimize your website for search engines to enhance visibility and attract potential customers. Additionally, integrate secure payment options to facilitate seamless transactions and build trust with your online audience. Developing a comprehensive digital marketing strategy is essential to raise awareness and drive traffic to your online store, leveraging channels like social media, email marketing, and search engine advertising. While opening an online storefront requires diligence and adherence to regulatory standards, it presents an opportunity to expand your pharmacy business beyond your local community and tap into new markets. Maintain a blog. One final way to grow your pharmacy business is by running a blog.

Starting a blog for your pharmacy business can be a powerful way to connect with your audience and establish credibility as a healthcare expert. While it may seem daunting at first, you already possess the expert insight needed to create valuable content for your readers. Whether you're answering medication FAQs, explaining common health conditions, or sharing health tips and tricks, your blog can serve as a valuable resource for your audience. Having a blog becomes even

more crucial if you have an online storefront. By strategically linking to relevant products or services within your blog posts, you can guide readers to explore and make purchases on your website. This not only increases your online sales but also enhances customer engagement and loyalty. If you find yourself short on time to write blog posts, consider outsourcing the task to freelance writers who can deliver quality content on your behalf. This allows you to maintain a consistent posting schedule without compromising the quality of the content. Ultimately, investing in a blog for your pharmacy business can yield significant benefits in terms of building trust, driving traffic to your website, and boosting online sales [41].

Establishing a robust online presence is essential for pharmacies in the digital age. Begin by creating a professional website that accurately represents your pharmacy's brand and offerings. Ensure that your website is optimized for search engines (SEO) to improve its visibility in search results and attract organic traffic. Additionally, utilize social media platforms like Facebook, Instagram, and Twitter to interact with your audience, share valuable content, and promote your pharmacy's products and services.

In today's interconnected world, consumers often turn to the internet to research healthcare providers, including pharmacies. By establishing a strong online presence, you can make sure that your pharmacy is easily accessible and visible to potential customers seeking services like yours. A well-designed website and active presence on social media not only enhance your pharmacy's credibility but also provide valuable opportunities for customer engagement and brand building.

Leveraging local search engine optimization (SEO) is a potent strategy for promoting your pharmacy business to customers in your area. By optimizing your website and online listings with relevant keywords, location-based tags, and accurate business information, you can enhance your visibility in local search results. Encourage satisfied customers to leave positive reviews on platforms like Google My Business, Yelp, and Healthgrades to bolster your pharmacy's online reputation and attract more local clientele.

Local SEO is instrumental in ensuring that your pharmacy appears prominently in search results when potential customers in your area are seeking services like yours. By fine-tuning your website and online listings for local search queries, you can amplify your pharmacy's visibility and draw in customers actively looking for pharmacy services nearby. Additionally, garnering positive reviews and high ratings from satisfied customers is crucial for establishing trust and credibility within the local community, ultimately driving increased foot traffic to your pharmacy.

Conduct keyword research. Researching the right keywords is crucial for optimizing your website's content. Identify the terms and phrases that your potential patients are searching for online, and incorporate them into your website's content. Consider using long-tail keywords like "best medications for high blood pressure" or "best local businesses for improving health" to target specific niches and drive conversions. You can also use tools like Google Trends or SEMrush to see which keywords are currently popular in your area.

- • Make your website interactive: Enhance visitor engagement on your website by incorporating interactive elements such as chatbots or interactive polls. These features not only improve the user experience but also enable you to gather valuable feedback and insights from your patients. By providing avenues for interaction, you can better understand your patients' needs and preferences.
- • Showcase your pharmacy's unique value proposition: Set your pharmacy apart from competitors by highlighting its unique value proposition. Whether it's your clinical services, community events, or other distinguishing features, ensure that your website clearly communicates what makes your pharmacy special. Compelling and informative content will help convey your pharmacy's unique offerings effectively to potential customers.
- • Leverage digital channels: Utilize various digital channels to promote your website, including social media platforms, email marketing campaigns, and online directories. Ensure that your website is optimized for mobile devices, as an increasing number of patients are using smartphones and tablets to search

for healthcare providers. By making your website easily accessible and navigable across digital channels, you can expand your pharmacy's reach and attract more patients. Also, consider using local SEO tactics to optimise your website for local searches.

Utilize Email Marketing: Cultivate and manage an email subscriber list comprising current customers, potential leads, and other interested parties to maintain engagement and connectivity with your audience. Dispatch regular newsletters, promotional deals, health insights, and updates concerning your pharmacy's services and events to keep subscribers informed and engaged. Personalize your email campaigns by tailoring content based on customer preferences, purchase history, and demographic data to enhance relevance and effectiveness.

Email marketing remains an economical and effective means of engaging with your audience and fostering interaction. Through consistent communication via email, you can ensure that your pharmacy remains top-of-mind, publicize special promotions and events, and cultivate long-term relationships with customers. By delivering personalized email campaigns, you can provide targeted content and offers that resonate with individual recipients, thereby augmenting the likelihood of conversions and customer retention.

Monitor and Analyze Results: Consistently track the performance of your promotional endeavors by utilizing key performance indicators (KPIs) like website traffic, social media engagement, email open rates, and sales conversions. Scrutinize the data to discern patterns, gauge the efficacy of your strategies, and pinpoint areas necessitating enhancement. Utilize insights gleaned from your analytics to fine-tune your promotional tactics, allocate resources judiciously, and optimize your marketing endeavors for maximal impact.

Monitoring and analyzing the outcomes of your promotional initiatives is indispensable for comprehending what resonates with your audience, what falls short, and how you can perpetually enhance your strategies. By monitoring pertinent metrics and scrutinizing performance data, you can acquire valuable insights into customer behavior, preferences, and trends. This empowers you to make informed, data-driven

decisions, refine your promotional approaches, and allocate resources more efficiently to realize your business objectives [43,44].

Conclusions to Chapter 3.

1. Analyzed the current situation in the pharmaceutical market of Morocco. Factors affecting the situation, challenges faced by pharmacies have been established.

2. A comprehensive analysis of ways of optimization in the pharmaceutical business, which has certain specific characteristics related to market regulation and the peculiarities of its functioning.

3. The main trends of pharmaceutical retail improvement are highlighted. Possibilities of pharmaceutical business optimization divided into several groups: support for pharmacists in the patient care, use of modern technologies, communication and collaboration

4. In the direction of Support for pharmacists in the patient care can be: personalized services, implement an inventory management program, implement an medication therapy management (MTM) program, telepharmacy, sell bundled products, add a new service, offer medication synchronization services, make meds more convenient, use cross-selling, market high-margin products, stock up on products from your wholesaler or third parties.

5. In the direction of Use of modern technologies: leveraging technology like digital displays, adopting the newest technology, automated dispensing robots, hub & spoke dispensing, integrated PMR systems.

6. Communication and collaboration consider create a referral network, build partnerships with healthcare providers, reach new customers in their mailbox, host health and wellness events, to get the word out about your new products, leverage the power of social media, establish a loyalty program, open an online storefront, establish a strong online presence, maintain a blog, leverage local seo, utilize email marketing, monitor and analyze results.

Conclusions

1. The analysis of the evolution of management development, the study of foreign management mechanisms, and the identification of trends in the development of the theory and practice of organization management made it possible to determine the directions of the future: digitalization of management and operational processes, increased attention to the human factor, socialization of management, and the search for flexible forms of management. In connection with this, Agile management approaches have been gaining significant development in recent years, as a new culture of project management, which allows to significantly optimize the work of the team, reduce the time of work and increase the efficiency of activities.

2. The main characteristics and modern vision of business optimization are analyzed. The difference between business optimization and business improvement is established.

3. An analysis of the advantages and disadvantages of business optimization was carried out. among the main advantages are the reduction of unnecessary costs and increase of profit, increase of efficiency. However, there is a certain risk of over-optimization.

4. Ways of business optimization are highlighted: Introducing new methods, practices and systems that reduce turnaround time; reducing costs while improving performance; automation of repetitive tasks; machine-learning techniques that improve equipment operation; increasing sales through enhancing customer satisfaction; reducing all kinds of waste such as wasted time, scrap production and repeat work.

5. Researched implementation techniques of business optimization. The process of implementing business optimization techniques involves several key steps, including analyzing current processes, setting measurable goals, identifying areas for improvement, and implementing changes. It also requires collaboration and communication between various stakeholders, including business owners, employees, customers, and vendors.

6. Analyzed the current situation in the pharmaceutical market of Morocco. Factors affecting the situation, challenges faced by pharmacies have been established.

7. A comprehensive analysis of ways of optimization in the pharmaceutical business, which has certain specific characteristics related to market regulation and the peculiarities of its functioning.

8. The main trends of pharmaceutical retail improvement are highlighted. Possibilities of pharmaceutical business optimization divided into several groups: support for pharmacists in the patient care, use of modern technologies, communication and collaboration

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10. Communication and collaboration consider create a referral network, build partnerships with healthcare providers, reach new customers in their mailbox, host health and wellness events, to get the word out about your new products, leverage the power of social media, establish a loyalty program, open an online storefront, establish a strong online presence, maintain a blog, leverage local seo, utilize email marketing, monitor and analyze results.

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APPENDICES

ХІМІЖНАРОДНА НАУКОВО-ПРАКТИЧНА ДИСТАНЦІЙНА КОНФЕРЕНЦІЯ
«МЕНЕДЖМЕНТ ТА МАРКЕТИНГ У СКЛАДІ СУЧАСНОЇ ЕКОНОМІКИ, НАУКИ, ОСВІТИ, ПРАКТИКИ»

TENDENCIES OF BUSINESS OPTIMIZATION IN PHARMACY

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Business optimization is the process of improving and enhancing various aspects of a business to achieve optimal performance and efficiency. It involves identifying and analyzing current processes, systems, and procedures to identify areas of improvement, setting measurable goals, and implementing strategies and techniques to streamline operations, reduce costs, increase productivity, and ultimately drive business success. By optimizing business processes and practices, organizations can maximize their resources, minimize waste, and stay competitive in the dynamic and ever-evolving market.

Aim. Researching pharmaceutical business optimization processes by studying various aspects of the pharmaceutical industry to identify opportunities for improving efficiency, productivity, and profitability.

Research Methodologies. Content analysis, descriptive method, structural-logical, generalization, grouping were used.

Research results. Broadly speaking, optimization is the act of changing an existing process in order to increase the occurrence of favorable outcomes and decrease the occurrence of undesirable outcomes. This can be used to make a business model more profitable, increase the expected returns on an investment portfolio, or decrease the expected costs of a trading system.

Business process optimization focuses on identifying the following: what works, what doesn't, what can be automated, what needs updating, what should be removed altogether from existing processes, and what new tools or technologies need to be incorporated in order for a process to become optimized.

In the realm of pharmacy, the pursuit of business optimization is driven by a multitude of evolving trends and dynamics. Understanding these trends is crucial for pharmacy businesses to adapt and thrive in an increasingly complex and competitive landscape.

One significant trend in pharmacy business optimization is the integration of technology. Pharmacies are leveraging digital solutions to streamline operations, enhance customer experience, and improve patient care. From automated prescription filling systems to online ordering platforms and telepharmacy services, technology is revolutionizing how pharmacies operate and interact with patients.

Another important trend is the shift towards patient-centered care. Pharmacies are placing greater emphasis on personalized services and proactive health management to meet the diverse needs of patients. This includes offering medication

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therapy management (MTM) services, medication synchronization programs, and adherence support to help patients better manage their medications and improve health outcomes.

Additionally, pharmacies are increasingly adopting data-driven approaches to decision-making and performance optimization. By harnessing data analytics and predictive modeling, pharmacies can gain insights into patient behavior, medication usage patterns, and market trends. This enables them to make informed decisions about inventory management, pricing strategies, and service offerings to maximize efficiency and profitability.

Furthermore, the rise of value-based care and alternative payment models is influencing how pharmacies operate and deliver services. Pharmacies are exploring partnerships with healthcare providers, payers, and accountable care organizations to participate in value-based contracts and provide comprehensive care coordination services. This includes offering medication therapy management, medication adherence programs, and chronic disease management services to improve patient outcomes and reduce healthcare costs.

In terms of operational efficiency, pharmacies are optimizing workflows and processes to enhance productivity and minimize waste. This involves implementing lean principles, automation technologies, and workflow optimization strategies to streamline prescription dispensing, inventory management, and administrative tasks. By optimizing operations, pharmacies can improve efficiency, reduce costs, and enhance the overall customer experience.

Lastly, regulatory compliance remains a key focus area for pharmacy business optimization. With evolving regulatory requirements and quality standards, pharmacies must stay abreast of changes and ensure compliance with regulations governing pharmaceuticals, patient privacy, and healthcare delivery. This includes implementing robust compliance programs, training staff on regulatory requirements, and investing in technology solutions to facilitate compliance monitoring and reporting.

Conclusion. In summary, the tendencies of business optimization in pharmacy are driven by a convergence of technological advancements, shifting patient preferences, data-driven insights, value-based care initiatives, operational efficiency goals, and regulatory compliance imperatives.

Pharmacies that embrace these trends and proactively adapt their business models and practices will be well-positioned to succeed in an increasingly dynamic and competitive healthcare landscape.



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СЕРТИФІКАТ УЧАСНИКА № 266

Amine KATIF

21 березня 2024 р. брав(ла) участь у круглому столі

«ПРАКТИЧНІ АСПЕКТИ ЗАСТОСУВАННЯ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ У ФАРМАЦІЇ»
за програмою обсягом 6 годин (0,2 кредиту ЕКТС)

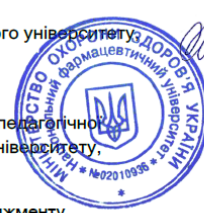
Досягнуті результати навчання:

інтегрувати у професійну діяльність сучасні тренди менеджменту та маркетингу;
адаптування отриманих знань до специфіки фармацевтичного ринку.

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