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IMPROVING CAREER MANAGEMENT TECHNOLOGIES IN PHARMACY CHAINS

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ABSTRACT

The article investigates the optimization of career management technologies within pharmacy chains, with a specific focus on the "Podorozhnyk" network. In the context of a knowledge-based economy and rapid digitalization, human resources have evolved into a strategic competitive advantage. Through a comprehensive diagnostic analysis including financial performance evaluation and employee surveys the study identifies a critical gap between performance appraisal systems and career development opportunities. The research demonstrates that while pharmaceutical staff exhibit high organizational loyalty, the lack of transparent, automated career planning tools acts as a barrier to professional growth. The authors propose an integrated model for career management, leveraging digital platforms to synchronize individual employee development with corporate strategic objectives.

Keywords: career management, pharmacy chains, human resource potential, digital transformation, employee loyalty, talent development

РЕЗЮМЕ

У статті досліджується оптимізація технологій управління кар'єрою в аптечних мережах, з особливим акцентом на мережу "Подорожник". В умовах економіки, що базується на знаннях, та швидкої цифровізації управління персоналом перетворилося на стратегічну конкурентну перевагу. За допомогою комплексного діагностичного аналізу, включаючи оцінку фінансової ефективності та опитування співробітників, дослідження виявляє критичний розрив між системами оцінки ефективності роботи та можливостями кар'єрного

розвитку. Дослідження демонструє, що хоча фармацевтичний персонал демонструє високу лояльність до організації, відсутність прозорих, автоматизованих інструментів планування кар'єри виступає перешкодою для професійного зростання. Автори пропонують інтегровану модель управління кар'єрою, використовуючи цифрові платформи для синхронізації розвитку індивідуальних співробітників зі стратегічними цілями компанії.

Ключові слова: управління кар'єрою, аптечні мережі, потенціал людських ресурсів, цифрова трансформація, лояльність співробітників, розвиток талантів

Introduction. In the current global economic landscape, characterized by the transition to a knowledge economy and the acceleration of digital transformation, the paradigm of human resource management (HRM) is undergoing a fundamental transformation. Personnel are no longer categorized merely as a production factor; they represent a strategic asset and the primary driver of an organization's long-term competitive advantage. This paradigm shift is particularly acute within high-tech and knowledge-intensive industries, where the pharmaceutical sector occupies a leading position.

The pharmaceutical market is defined by rigorous state regulation, the necessity for constant innovation, and an extremely high cost of error. These environmental pressures place exclusive demands on the professional competencies, intrinsic motivation, and organizational loyalty of pharmaceutical specialists. In this context, the development and implementation of effective career management technologies cease to be merely an element of standard personnel policy and become a critical necessity for ensuring the operational viability and sustainable development of the business.

Aim. The aim of this research is to scientifically substantiate and develop recommendations for improving career management technologies within pharmacy chains, focusing on aligning individual professional growth with the strategic goals of the organization.

Materials and methods. To achieve the goal, a set of methods was used: a systematic approach, methods of logical generalization, statistical analysis, employee questionnaires.

Results. It is proven that in the paradigm of strategic personnel management career management has transformed from a linear administrative function into a complex multi-faceted technology. It is based on subject-subject relations, where professional development is the result of harmonization of the strategic goals of the organization and the individual aspiration of the employee for self-actualization. Epistemological analysis allowed us to identify three key approaches to understanding this category: process (continuity of development stages), instrumental (set of development methods) and systemic (integrated subsystem of general management).

It has been established that an effective career management model is iterative in nature and consists of five functional blocks: diagnostic and prognostic, planning and coordination, training and development, social and psychological, and monitoring. Each block ensures the transformation of an employee's potential into real professional capital, minimizing the gap between existing competencies and future position requirements.

It is found that career management in international pharmaceutical companies is determined by a high level of regulatory pressure and the knowledge-intensive nature of business processes. A key feature is the dominance of matrix structures, which determines the priority of horizontal rotation and cross-functional mobility. The phenomenon of "Medical-to-Commercial Transition" is identified as a unique industry phenomenon, which requires specific mechanisms for adapting scientific specialists to the commercial environment.

Competency paradigm and potential assessment. It is substantiated that in the conditions of international pharmaceutical companies career advancement is strongly correlated with the "Learning Agility" model and the level of compliance with ethical norms. The use of standardized tools, such as the 9-Box Grid matrix, allows you to formalize the talent selection process, allocating company resources to the

development of employees with the highest potential and ensuring stability through "expert tracks".

Transformation of the role of the career subject. The current stage of management development is characterized by the transition to a "protein" career model, where responsibility for development is shifted from the organization to the employee himself. The scientific novelty of this approach lies in the shift in emphasis from directive management to strategic partnership, where the point of bifurcation of interests is achieved through the creation of an "employer's value proposition", which includes not only job growth, but also the development of unique professional expertise.

Applying this theoretical framework to the retail pharmacy sector, we conducted a diagnostic analysis of the 'Podorozhnyk' chain.

The financial analysis conducted for the period 2021–2024 confirms the priority status of human capital in "Podorozhnyk." Despite the economic instability associated with martial law, the company has maintained a strategy of active investment in its workforce, characterized by a steady increase in the payroll fund. This indicates a focus on retaining key expertise.

Diagnostic results show a high level of team loyalty: 61% of employees have been with the company for over 10 years. The organizational structure is supported by a stable professional core, consisting of middle managers (44%) and line specialists (37%). However, analysis of the assessment system revealed high formalization but insufficient transparency. While various tools competency assessments (24%), KPIs (23%), and assessment centers (20%) are utilized, only 30% of respondents consider the system objective.

A significant "gap" was identified between the appraisal procedure and its subsequent career outcomes. Although 40% of employees acknowledge that assessment results influence remuneration, only 16% perceive a direct link to professional career advancement, and 30% believe the impact on management decisions is nonexistent.

Barriers to career progression include the lack of a comprehensive planning system (26%) and low staff turnover (24%). Notably, 38% of employees do not perceive clear prospects for growth. The demand for development is diverse: 36% favor professional/expert growth, 34% prefer vertical career paths, and 30% prioritize horizontal mobility. Tools such as individual career maps (39%) and formalized mentoring programs (24%) were identified as the most desired instruments for improvement.

Conclusions. The research proves that the organization is prepared for HR innovation, with 75% of employees actively supporting the implementation of an automated career management platform. The current resource potential of "Podorozhnyk" is sufficient to transition from traditional, administrative HR practices to a data-driven, digitalized model.

The implementation of modern career management technology specifically, an integrated platform that connects performance metrics with personalized development paths will allow the company to harmonize the professional goals of employees with the strategic objectives of the pharmacy chain. This approach is recommended as the foundation for ensuring long-term competitiveness and employee engagement in the pharmaceutical retail market.

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