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Матеріали

III Науково-практичної Internet-конференції з міжнародною участю

ФАРМАЦЕВТИЧНІ ТЕХНОЛОГІЇ, СТАНДАРТИЗАЦІЯ ТА ЗАБЕЗПЕЧЕННЯ ЯКОСТІ ЛІКАРСЬКИХ ЗАСОБІВ

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SUBSTITUTION OF STRATEGIC VECTORS OF INVESTMENT DEVELOPMENT OF THE PHARMACY NETWORK BASED ON EXPERT ASSESSMENT OF PERSONNEL

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Introduction.

Effective justification of investment projects in retail requires consideration of both external market factors and in-depth analysis of the company's internal environment. This is of particular importance in the pharmaceutical sector, where high competition and regulatory pressure force chains to constantly modernize business processes. Scientific publications pay considerable attention to financial investment metrics, but the role of expert opinion of internal human resources, line specialists and middle managers is often overlooked. An unresolved scientific and practical problem is the formation of a balanced investment strategy that simultaneously takes into account technological modernization, logistics optimization and reduction of internal personnel risks.

The purpose of the study is to reveal priority areas of modernization, identify strengths and weaknesses, assess external risks, and form a reliable analytical foundation for making investment decisions regarding the development of the pharmacy network.

Research methods.

The work used a complex of scientific methods: system-structural analysis, questionnaire survey of employees at different levels of management, statistical analysis of demographic and professional characteristics of the sample, as well as the method of expert assessments for ranking market advantages, internal barriers and strategic vectors of development.

Research results.

The results of the research on the personnel profile of the respondents showed a high degree of representativeness and balance of the sample, where the significant dominance of women fully reflects the national and global specifics of the staffing of the pharmaceutical industry.

The vast majority of respondents are represented by employees of active, most capable and professionally mature age, who have significant work experience in the pharmaceutical sector, which confirms their high expertise and ability to give an objective assessment of processes.

High professional and intellectual potential is reinforced by the dominance of specialists with higher pharmaceutical education, as well as the presence of employees with an economic profile, which is a significant advantage for managing business processes.

At the same time, the structure of the sample by position demonstrates a balance between representatives of different levels of management, heads of pharmacies and line personnel, providing a deep understanding of local operational needs and strategic objectives.

Analysis of the company's key market advantages allowed us to establish that the synergy of a flexible pricing policy, a developed digital ecosystem, wide coverage and integration with online booking services forms a powerful foundation for the brand, ensuring a pronounced positive trend in consumer loyalty compared to competitors.

At the same time, the study revealed critical internal barriers, among which the most acute are the shortage of qualified personnel, high workload on personnel due to an intensive flow of customers, as well as the need to automate warehouse logistics and inventory management.

Assessment of external risks showed that the greatest threat to market positions is the growth of operating costs for rent and energy, the danger of regional monopolization of the market, regulatory changes in legislation and aggressive price expansion by competitors.

To eliminate these threats and increase business margins, respondents identified priority product areas, highlighting the active development of own brand lines in the category of dietary supplements and the expansion of the segment of medical cosmetics.

In the field of digitalization, the highest feasibility is recorded for integration solutions, in particular the implementation of electronic prescriptions, integration with medical information systems and the use of robots to confirm orders, along with improving the interface of the own application and website.

As for spatial development for the coming years, a pronounced focus is determined on optimizing the infrastructure for the needs of e-commerce by forming closed hubs-warehouses of the Dark Store type for servicing online delivery, which is combined with traditional scaling through the opening of new pharmacies in residential areas and mega-pharmacies with open access.

As a result, the formed set of expert assessments clearly indicates that the future investment project should be evaluated in a balanced way, where the main markers of success should be not only purely financial parameters, but also synergistic operational indicators, such as stabilization of the personnel core due to reduced staff turnover, cost reduction through automation and qualitative growth in sales at each point of sale.

Conclusions.

It has been proven that the effectiveness of a future investment project should be assessed in a balanced way: not only by classical financial metrics, but also by synergistic markers of success - reducing staff turnover (increasing staff satisfaction), optimizing the cost part through automation, and increasing the average check.

Promising areas of further research are the development of specific tools for strengthening the HR brand and modeling the economic effect of optimizing the logistics processes of the enterprise.