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DESIGNING METHODOLOGICAL FRAMEWORKS FOR EVALUATING THE COMPETITIVENESS OF PHARMACY ORGANIZATIONS

Ubaydullaeva Fariza Azamatovna

Amirova Gavhar Baratovna

Uralova Gulxayo Akbaraliyevna

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Samarkand State Medical University

Annotation

In the current conditions of rapid development of the pharmaceutical market and growing competition, effective assessment of the competitiveness of pharmacy organizations is becoming a key factor in their successful functioning. This article is devoted to the development of methodological approaches to assessing the competitiveness of pharmacies based on a comprehensive analysis of the factors influencing their activities. The main attention is paid to the systematization of existing assessment methods, as well as the proposal of new approaches that take into account modern trends and changing market conditions.

РАЗРАБОТКА МЕТОДИЧЕСКИХ ПОДХОДОВ К ОЦЕНКЕ КОНКУРЕНТОСПОСОБНОСТИ АПТЕЧНЫХ ОРГАНИЗАЦИЙ.

АННОТАЦИЯ

В современных условиях стремительного развития фармацевтического рынка и растущей конкуренции эффективная оценка конкурентоспособности аптечных организаций становится ключевым фактором их успешного функционирования. Данная статья посвящена разработке методических подходов к оценке конкурентоспособности аптек, основанных на комплексном анализе факторов, влияющих на их деятельность. Основное внимание уделено систематизации существующих методов оценки, а также предложению новых подходов, которые учитывают современные тренды и изменяющиеся условия рынка.

Relevance of the Topic. The topic of assessing the competitiveness of pharmacy organizations is particularly relevant, since the pharmaceutical market is undergoing significant changes due to technological developments, changing consumer preferences and a tough competitive environment. Effective assessment of competitiveness allows pharmacy organizations not only to promptly adapt to new conditions, but also to develop strategies aimed at increasing market share and improving the quality of services provided. Moreover, given global challenges such as the COVID-19 pandemic, the importance of pharmacies as a link in the healthcare system has increased, which is also worth paying attention to when assessing their competitiveness. Competition in the pharmaceutical industry is becoming increasingly intense, which is due to both growing consumer demands and changes in legislation. In a dynamic market, pharmacy organizations must promptly adapt to innovations and

implement effective strategies to maintain and improve their competitiveness. This requires sound methodological approaches to assessing the competitiveness of pharmacy organizations.

Level of Organization of the Topic The study includes several levels of organization, starting with macroeconomic factors influencing the pharmaceutical market, such as legislation, market trends and social aspects, and ending with microeconomic characteristics of specific pharmacy organizations. This study presents various methods for assessing competitiveness: SWOT analysis, a scoring approach, assessment by financial indicators and customer satisfaction criteria. A comparative analysis of existing methods is conducted and an integrated model is proposed that takes into account both qualitative and quantitative indicators of pharmacy performance. SWOT analysis is a strategic planning method that helps organizations assess their internal strengths and weaknesses, as well as external opportunities and threats. The name SWOT is an acronym consisting of the first letters of four key elements of analysis:

1. S (Strengths) - Strengths: internal characteristics and resources of the company that give it a competitive advantage. For example, this could be highly qualified personnel, unique technologies, a stable financial base, etc.

2. W (Weaknesses): internal shortcomings and limitations that may prevent the company from achieving its goals. For example, this may be a lack of experience, outdated technology, or a lack of financial resources.

3. O (Opportunities): external factors and trends that an organization can use for its growth and improvement. These may be opening markets, changes in legislation, new technologies, etc.

4. T (Threats): external factors that may negatively affect the company's activities. This may include increased competition, economic crises, changes in consumer preferences, and other risks.

SWOT analysis allows you to not only get a holistic view of the current state of the organization, but also to develop a strategic direction for future development, determining how to use your strengths and opportunities to minimize weaknesses and threats. This model can be useful for practical application by managers of pharmacy chains.

The article offers various methodological approaches to assessing the competitiveness of pharmacy organizations.

1. Analysis of the internal environment. Includes a study of financial indicators, product range, service level and staff qualifications. This will help to identify the organization's strengths and areas for improvement.

2. Analysis of the external environment. It is proposed to conduct a study of market trends, the competitive environment, consumer preferences and legislative aspects. Analysis of factors affecting public health and changes in consumer demand can help to understand which services and goods are most in demand.

3. Qualitative and quantitative evaluation methods. Developing an integrated system of indicators that includes both quantitative (market share, sales growth rate) and qualitative (customer satisfaction, loyalty level) indicators is a key factor in assessing competitiveness.

4. Comparative analysis. The use of benchmarking methods for comparison with competitors allows you to identify best practices and strategic decisions that can be adapted for a specific pharmacy organization.

5. Monitoring and updating the methodology. The evaluation system must be dynamic and adaptable to market changes, which requires regular updating of the indicators and analysis methods used.

A systematic approach to assessing competitiveness will create a basis for professional management of pharmacy organizations, which, in turn, will increase their sustainability in the market and improve the quality of services provided.

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