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## **DEVELOPMENT OF METHODOLOGICAL APPROACHES TO ASSESSING THE COMPETITIVENESS OF PHARMACY ORGANIZATIONS: REGIONAL ASPECT**

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### **Abstract**

The article focuses on developing methodological approaches to assess the competitiveness of pharmacy organizations in a dynamic pharmaceutical market. Using the Samarkand region as an example, an analysis of key competitiveness factors, including economic, social, and technological aspects, was conducted. A multi-level evaluation model integrating quantitative and qualitative indicators is proposed. The research results demonstrate the effectiveness of implementing digital tools, optimizing product range, and strategic positioning. The practical significance of the work is confirmed by its application in the pharmacy networks of the region.

**Keywords:** competitiveness, pharmaceutical market, pharmacy organizations, SWOT analysis, digitalization.

### **Introduction**

In the context of globalization and digitalization, the pharmaceutical market faces increasing competition, which necessitates the development of new approaches to assessing the competitiveness of pharmacy organizations (AO). This issue is particularly relevant in regions with a pronounced disparity between urban and rural areas, such as the Samarkand region. Competition plays a central role in the development of the modern market, compelling organizations to strive for improved efficiency, implementation of innovative solutions, and enhancement of product quality. In the era of globalization and digitalization, competitiveness is determined not only by pricing strategies but also by a company's ability to rapidly adapt to changes, implement advanced technologies, and meet consumer demands [9,12,21].



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Assessing the level of competitiveness involves analyzing both internal and external aspects of activity: the enterprise's resources, management decisions, marketing strategies, and the overall competitive environment. In this context, methods such as SWOT analysis, benchmarking, and market share analysis are widely employed [24,26].

To successfully secure its position in the market, an organization must continuously monitor changes, anticipate risks, and develop strategies aimed at strengthening competitive advantages. Only a systematic approach in this direction can ensure stable development and long-term profitability in a highly competitive environment [5,7,9,10].

In a rapidly changing market environment, flexibility and quick response to external challenges acquire a special role. Companies that can promptly react to technological innovations and evolving consumer preferences gain a significant advantage. For example, the implementation of artificial intelligence, big data analytics, and business process automation not only optimizes internal operations but also enables the creation of personalized offerings, increasing customer loyalty [4,6].

The aim of the research is to develop methodological tools for assessing and enhancing the competitiveness of joint-stock companies, taking into account regional specifics.

### Methodology

The methodological foundation of the research is based on a comprehensive approach that combines theoretical and empirical methods, which ensured the reliability and objectivity of the obtained results. The study employed both classical tools for analyzing competitiveness and modern techniques adapted to the specifics of the pharmaceutical market in the Samarkand region.

The theoretical part of the research involved systematizing scientific works in the field of assessing enterprise competitiveness, analyzing the regulatory framework governing pharmaceutical activities in Uzbekistan, as well as studying foreign experience. Particular attention was paid to the works of M. Porter, R.A. Fathutdinov, and contemporary researchers dealing with strategic management and digitalization in pharmacy. This allowed for the formation of a conceptual



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foundation for developing the author's methodology for assessing the competitiveness of pharmacy organizations.

The empirical part of the study was built on a combination of quantitative and qualitative methods. To collect primary data, expert surveys were conducted among 80 managers of pharmacy organizations in the Samarkand region, which made it possible to assess their level of competence in strategic management issues, as well as to identify the key problems faced by pharmacy organizations in the context of increasing competition. The questionnaire covered four main blocks: the manager's profile, characteristics of the pharmacy organization, awareness of competitive strategies, and the need for additional training.

Statistical data processing included the application of variational analysis, correlation, and regression modeling methods, which allowed for the identification of relationships between indicators such as assortment policy, service level, and pharmacy financial stability. To assess the development dynamics of the pharmaceutical market, time series and structural analysis were used, which is especially important in the context of the growing number of pharmacy organizations (by 42% from 2023 to 2025).

SWOT analysis became a key tool for strategic planning, allowing for the systematization of internal (strengths and weaknesses) and external (opportunities and threats) factors influencing the competitiveness of pharmacies. Based on it, four types of strategies were developed: SO (using strengths to maximize opportunities), ST (using strengths to neutralize threats), WO (overcoming weaknesses through opportunities), and WT (minimizing weaknesses and threats).

A distinctive feature of the methodology of this study was the combination of traditional economic methods with elements of marketing and social analysis. This allowed not only to assess the financial performance of pharmacies but also to consider aspects such as customer satisfaction, the level of digitalization, and involvement in government support programs. The obtained data were verified using mathematical statistics methods, including significance testing of coefficients and construction of confidence intervals.

Thus, the proposed methodology ensured a comprehensive approach to assessing the competitiveness of pharmacy organizations, combining theoretical depth and



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practical orientation. This allowed not only to diagnose the current state of the market but also to develop specific recommendations for improving the efficiency of pharmacy organizations in a dynamically changing external environment.

### Research results

The analysis conducted allowed us to identify key trends in the development of the pharmaceutical market in the Samarkand region and assess the level of competitiveness of pharmacy organizations (AO). The results were structured in three areas: territorial disproportion, economic indicators, and the implementation of innovative strategies.

#### 1. Territorial structure of the market

The highest concentration of AOs is observed in urban areas, which is due to high population density and tourist flow. In rural areas, state pharmacies participating in preferential provision programs predominate (Table 1).

Table 1. Distribution of pharmacy organizations by districts of the Samarkand region (2025)

District	Number of AOs	Market share (%)	Density (per 10,000 people)	Predominant form of ownership
Samarkand (city)	240	45.3	6.8	Private (92%)
Urgut	90	14.1	4.2	Mixed (LLC + Individual Entrepreneurs)
Kattakurgan	76	11.9	3.9	Private (85%)
Taylak	24	3.8	1.5	State (70%)
Rural areas	160	25.0	1.2	State (65%)

As shown in the table, 45% of pharmacies are concentrated in Samarkand city, where the density reaches 6.8 per 10,000 residents. In rural areas (Taylak, Nurabad), state-owned pharmacies predominate, facing staff shortages: only 35% of employees have certificates, and 55% of pharmacies are forced to hire personnel without specialized education.



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### 2. Economic indicators and competitiveness factors

Analysis of financial statements from 50 pharmacies revealed significant differences between urban and rural organizations (Table 2). The key drivers of competitiveness were:

- Urban pharmacies: service speed ( $\beta = 0.43$ ), online sales (14% of total volume).
- Rural pharmacies: state subsidies (73% increase in the number of pharmacies due to tax holidays).

Table 2. Comparison of economic indicators for urban and rural pharmacies

Parameter	Urban pharmacies	Rural pharmacies
Average profitability	20%	18%
Share of online sales	14%	3%
Average daily receipt	150 thousand soums	65 thousand soums
Logistics costs	12%	22%
Customer satisfaction	4.5/5	3.8/5

The data show that urban pharmacies have higher profitability due to digitalization and assortment optimization, while rural organizations face increased logistics costs (22%). At the same time, customer satisfaction in certified pharmacies reaches 74%, confirming the importance of professional staff training.

### 3. Implementation of innovative strategies

SWOT analysis identified the following priority areas:

- SO-strategy: Utilizing tourist demand (1.2 million tourists in 2025) to expand the product range (antiseptics, sunstroke prevention products).
- WT-strategy: Reducing dependence on imported medications (70%) through localization of infusion solution production.

Implementation of the recommendations achieved:

- 25% reduction in service time through online platforms.
- 15% increase in customer loyalty (NPS index: from 32 to 58 points in the "DoriDarmon Samarkand" network).



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Thus, the research results confirmed the effectiveness of the proposed competitiveness assessment methodology, and also revealed the need for targeted state support for rural pharmacies and further digitalization of the industry.

### Discussion

The proposed model revealed disparities between urban and rural pharmacies. For the former, key development areas became service personalization and integration with the tourism sector. For the latter - assortment optimization (focus on essential medications) and state support.

SWOT analysis confirmed the need for:

- **SO-strategy:** Utilizing tourist demand to expand the product range.
- **WT-strategy:** Reducing logistics costs amid rising import prices.

### Conclusion

Thus, the developed methodological approach proved its effectiveness in the conditions of the Samarkand region. An adaptive model for assessing competitiveness, taking into account regional characteristics, has been created. The implementation of digital solutions has increased the operational efficiency of pharmacies.

1. Measures of state support for rural pharmacies were recommended, including simplification of bureaucratic procedures.

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