

Lesson No. 16.

Topic of the lesson: Pricing policy . Approaches to pricing. Formation of consumer loyalty of pharmaceutical products.

Main issues to be discussed at the seminar:

1. Consumer loyalty program in pharmacy chains. Types of consumer loyalty .
2. Factors influencing the consumer's choice of pharmacy organization. Give a description.
3. Assortment and price as key factors of consumer loyalty..
4. Discounts. Main types of volume discounts.
5. The main areas of use of marketing promotions and campaigns in pharmacies.

1. Formation of loyalty of consumers of pharmaceutical products.

According to a survey by a research company, along with increasing profitability and turnover, increasing customer loyalty is also among the priority tasks of a pharmacy organization.

The growing level of competition in the retail sector of the pharmaceutical industry, consumer discernment and exactingness, high segmentation of consumer markets necessitate the search for the most effective forms and methods of customer service, which enable pharmacy organizations to develop competitive development strategies. The most important area of marketing research in pharmacy organizations is the study of consumer behavior. In market conditions, it is he who retains the right to choose a pharmacy organization. The study of consumer loyalty when choosing a product, factors influencing purchase decisions, allows pharmacy workers to maximally satisfy the needs of the population and create optimal service conditions. The determining factor in the implementation of such strategies today for any pharmacy organization is increasing consumer loyalty with the quality of pharmaceutical care.

Consumer loyalty is a buyer's commitment to a brand or company; it can be expressed in preference for certain employees. It is determined by a stable habit of using, visiting, advertising one retail establishment or buying a certain brand, being tolerant of prices and rejecting alternatives. Consumer loyalty is determined by the frequency of repeat purchases and profits from a specific customer or their groups.

Types of consumer loyalty:

True loyalty is a high level of emotional uplift in the buyer, which determines repeat purchases, ensures deep commitment to the company (product), and, despite any factors, the consumer is served in this particular place and buys a certain brand.

Latent loyalty - high emotional uplift, but rare purchases. Such buyers can purchase goods not only from you, but also from competitors; their decision-making is influenced by factors such as price, promotions, and sales.

Low loyalty - insignificant emotional uplift; the buyer has no commitment to a particular brand or place. The decision-making is influenced by habit and convenient location of the pharmacy.

Lack of loyalty means no emotional uplift. There is simply a need to purchase, which entails a random choice of pharmacy.

Determining the degree of satisfaction and reasons for loyalty makes it possible to find out the relationship between quality, price and other variables that can be used to form a group of regular or loyal customers of a pharmacy organization. If the consumer has not received complete satisfaction from the pharmacy organization, the purchased product, or how its sale is

organized, then a properly conducted survey will allow one to find out the causes of these problems. The results of studying loyalty can suggest ways to improve the pharmacy sales organization (provision of services) and new marketing programs. Based on the results obtained, the company can build its marketing strategy, including its pricing policy, accordingly. Such studies help the pharmacy organization find the right moves both to retain “old friends” among its consumers, and to implement a relatively low-budget policy to attract new ones. Research conducted by pharmacy chains shows that the introduction of a loyalty program leads to a reduction in customer turnover by 30% and an increase in turnover by 10%, and retaining only 5% of the total number of customers after some time leads to an increase in profits from them from 25 up to 85%.

To successfully implement programs for creating and maintaining consumer loyalty, it is initially necessary to determine those factors that are most significant for various consumer groups. As soon as the pharmacy organization determines a set of these factors, it will direct efforts to their development, focusing on the most significant target group. In this case, not only does the likelihood of a decrease in consumption level decrease, but also a certain cumulative effect is created, due to which the target group becomes more loyal, seeking to receive additional services. Before starting to implement loyalty programs, you need to determine:

- 1) what part of consumers is loyal or disloyal to the pharmacy,
- 2) how customer loyalty was achieved,
- 3) how it should be created and maintained.

2. Factors influencing the consumer’s choice of pharmacy organization.

In order to determine which pharmacy company the consumer will prefer, it is necessary to identify the factors influencing his choice.

Four factors are essential:

- evaluation criteria
- perceived characteristics of the retail establishment
- comparison process
- acceptability or unacceptability of a trade organization

Evaluation criteria are the characteristics of an organization performing a trading function, which are perceived by consumers, form their understanding of it and are compared with the characteristics of other similar organizations. These criteria form the image of the pharmacy organization. Since consumers base their choices on the image of the pharmacy, measuring this image is an important tool in determining how to attract consumers to the pharmacy. The main evaluation criteria of any pharmacy organization are location, operating hours, design of the sales area, products, prices, services, personnel, organization of services.

Pharmacy location - this is a given, and it cannot be changed, but you can use the benefits that it provides and neutralize the negative aspects associated with an unsuccessful location.

The operating hours of a pharmacy organization depend on the decision of the administration, the operating conditions of pharmacies, for example, the presence of a competitive environment, the proximity of medical institutions, shopping malls, etc.

The trading floor is the calling card of a pharmacy organization. The first impression of visitors about it will depend on its design. Therefore, when creating the interior of a pharmacy, pharmacy workers usually pay attention to the layout, lighting, functional and stylish retail equipment, correct placement and product inserts. If the solution to interior aesthetics issues is subject to the unity of style and price harmony, then the pharmacy organization will have its own unique appearance and be attractive to visitors.

Products sold by pharmacies are means for treating, maintaining and restoring public health. These include medicines, medical devices and parapharmaceuticals.

Prices for medicines. Each pharmacy organization sets them within its competence and depending on the segment it serves.

Services provided by a pharmacy organization can be divided into two groups: mandatory, related to the performance of basic functions, and additional. The more professional the mandatory services are provided, the more attractive the pharmacy organization looks in the eyes of visitors.

Staff Pharmacy organizations can also be conditionally divided into 2 groups. The first organizes the sales process (administration, pharmaceutical workers working with inventory, involved in the manufacture of medicines and their internal pharmacy control, etc.). The second group directly implements it (workers performing the trading function). In the eyes of visitors, specialists of the second group personify the image of a pharmacy organization.

The organization of the service process is directly related to other characteristics of the pharmacy organization. It is carried out by staff on the sales floor and is aimed at providing services and selling goods at reasonable prices. The level of service will be higher, the more convenient and comfortable the visitor feels in the sales area. This will depend not only on the interior of the room, but also on the attitude of the workers towards the visitor, on their ability to determine the needs that brought the visitor to the pharmacy, and on the degree to which these needs are met.

Thus, the assessment of the above characteristics depends on various factors that influence visitors' perceptions of the pharmacy organization.

Loyalty is based on a feeling of satisfaction. Managing consumer behavior in a pharmacy organization based on increasing visitor satisfaction has two goals:

- 1) increasing sales volume, both individual product items and the entire assortment
- 2) forming and strengthening customer commitment to this pharmacy

The direct participation of the end consumer in the process of providing pharmaceutical care makes it necessary to study consumer behavior directly at the point of sale of pharmaceutical products, i.e. in the sales area of a pharmacy organization.

The behavior of a consumer on the sales floor of a pharmacy is influenced by two groups of factors: physical and social environment.

To the physical environment include, for example, the placement and display of pharmaceutical products, the atmosphere in the sales area, the layout of the pharmacy, the placement of advertising and information materials, etc.

Social environment is various social factors that can influence consumer behavior in the pharmacy sales area (for example, the opinions and attitudes of other people, the influence of information reference groups, etc.). For a pharmacy organization, social factors are pharmaceutical workers - pharmacy staff.

Currently, one of the factors in the formation of consumer loyalty is increasing the comfort of visiting a pharmacy and simplifying the procedure for choosing pharmacy products,

which stimulates interest in studying the physical and social factors of the internal environment of a pharmacy organization.

At the same time, the dependence of the efficiency of pharmacies on the quality of work of the personnel dispensing pharmaceutical goods to the population increases (social environment).

To develop and retain loyal customers, you need to pay attention to the following important factors:

- relevance of goods and services;
- quality of service;
- speed and efficiency of response to consumer problems;
- time spent on purchase;
- justification of expectations;
- professionalism of the company's employees and management.

Let's take a closer look at these factors.

3. The assortment is products that meet all the client's needs - both in quantity and quality. A well-formed assortment is a prerequisite for the success of an enterprise. Medicines are products of special demand. A wrong choice can not only cause financial damage to the buyer, but also be hazardous to health, therefore the quality of the product, including its unique consumer properties, is the primary factor in building customer loyalty.

The width, richness, depth, rationality, sustainability and novelty of the assortment makes the pharmacy competitive in the market. All key strategies, including attracting loyal customers, are based on the structure of the assortment policy.

Many pharmacy loyalty programs primarily target people with health problems. But parapharmaceuticals, health and beauty products are recognized today as an important factor in the development of chains. In the USA and European countries, the share of non-medicinal products in sales volume is traditionally much higher than ours. Western pharmacies are a common place to buy shampoos, toothpastes, cosmetics or various dietary supplements. And for consumers of this category of goods, other models of attraction and retention are needed.

Prices . A significant proportion of the country's low-income population, a decrease in real purchasing power, a high level of inflation, and currency fluctuations - all this seriously affects a person's decision to purchase a medicine. Therefore, the following are important for pharmacy clients: optimal (from their point of view) price/quality ratio ("fair price"); the cost of time and energy to purchase drugs; the price of consumption due to the cost of treatment, as well as the emotions received when making a purchase. That is, pricing is an important factor when a buyer makes a positive decision. All consumers are, to one degree or another, sensitive to the price of a product. Its increase or decrease influences their choice. High pricing is not always a symbol of quality, and the savvy shopper is constantly looking for the best deals.

Price is always related to the assortment, and these two indicators mainly determine customer loyalty, and, naturally, they form the basis of various programs for its formation.

Key factors that determine the specifics of implementing loyalty programs in pharmacy chains:

- Fierce price competition . Along with the location of the pharmacy, it becomes the main argument in the fight for the buyer.
- Getting used to discount cards . Most pharmacies have introduced a loyalty discount program for regular customers.
- Predominance of medicines in the sales structure . Non-drug products have much greater potential for use in marketing campaigns than drugs on the essential list.
- Price reduction, promotions . So-called profitable shares are distinguished when the promotional product is the most marginal, the most profitable for the selling organization. This marketing ploy leads to increased demand for certain groups of goods. What does its effectiveness depend on? As the experience of pharmacy chains and numerous surveys shows,

everything depends on the leader: on how interested he is in promoting some activity, how much he believes in this activity.

- Many experts, for example, recognize reducing prices for popular drugs as an interesting way to attract customers and increase profits. Candidates for such programs are determined by purchase data. For example, a client who comes during a cold season to buy paracetamol will purchase vitamins, tonics and other means. By losing a small amount on a discount, a pharmacy chain can significantly increase revenue and profit on additional sales.

- When planning discounts, marketers suggest paying attention to buyers with chronic diseases. Thus, for patients with diabetes mellitus, special dietary food, test strips, needles for devices, etc. are needed, which, unlike free drugs, are purchased at their own expense. By making a discount on sweetener, diabetic sweets, etc., you can get a regular customer who will also buy expensive medical products.

- Another example: mothers with babies. Baby food, diapers, teething rings - this is just a small part of what they will need to buy at the pharmacy. By reducing the price of the first diapers and offering a beautiful pacifier as a gift, the pharmacy can gain a loyal customer for the next few years.

- Discounts on social cards are in great demand. In terms of profitability, the leaders are seasonal prices and loyalty programs from manufacturing companies.

Discount, bonus . Prices are not the only competitive advantage of a particular pharmacy or chain. Promotions and other marketing offers are definitely necessary for both customers and the pharmacy, as they increase the flow of customers and increase their loyalty.

Among the financial instruments for building customer loyalty, the discount-bonus system is the most popular among consumers today. About 72% of buyers use a discount or bonus card (or do not refuse to receive them). The discount program is a clear and convenient incentive system for them. Some pharmacy chains already have a cumulative bonus program that allows their customers to spend points not only in pharmacies, but also in partner stores.

An alternative to a discount program can be a bonus loyalty program, which is becoming increasingly widespread in pharmacy chains.

The bonus program gives the pharmacy a number of advantages that are not available in the discount loyalty program:

- upon purchase, the client pays the full price. The discount is credited to your personal bonus account. As a rule, the period between receiving and writing off bonuses is quite significant - buyers make several purchases before redeeming the accumulated points;

- The goal of the program is to stimulate regular customers. It can implement the mechanics of burning points, which is used if the client has not looked at the pharmacy for longer than a specified period of time. Another example is the use of bonuses with a limited lifetime, which works well to stimulate repeat sales;

- bonuses are a flexible tool for managing product sales. Based on the goals of the pharmacy, different rates of accrual of points can be established for different product items.

In recent years, another interesting tool for increasing loyalty has appeared - the opportunity to spend points accumulated under the programs of partners, major participants in the Russian economic market, at a pharmacy. Bonus programs, for example, of banks for non-cash payments are successful. The most striking example is "Spasibo from Sberbank," a bank whose services are used by many Russians, for whom such a program becomes a good incentive to choose a specific pharmacy chain.

CRM marketing (Customer Relationship Management, English customer relationship management). An important component of the loyalty program is targeted promotions and offers with a high level of personalization or focused on the needs and interests of a specific client.

As you know, mass mailing of standard offers often does not live up to expectations. A high level of response to promotions can only be achieved through constant analysis of the customer base and adherence to the methodology for managing marketing campaigns. Recently,

so-called “seamless” communication and personification have emerged. When using this strategy, the pharmacy can offer the client the communication strategy that will be most convenient for him. For example, a client writes in the messenger what product he wants to purchase, and immediately receives feedback - a call or response in the same messenger from a contact center employee. The history of customer purchases and orders is always visible to employees; based on this, you can create an offer for him personally.

Implementing this approach in practice requires a professional and committed team, specialized software, integration of IT systems and a unified communications network that combines a contact center, web channel, push notifications, e-mail, applications, website, etc. All this requires certain costs, but it provides the opportunity for personalized service, and an individual approach helps to significantly increase additional sales.

4. Discounts. Main types of volume discounts.

Volume discounts are discounts that depend on the size of the purchase; such discounts are effective for pharmacies that are perceived by visitors as attractive in terms of base prices.

The following types of discounts are distinguished:

- discount for birthday/any day of the year;
- discount from the cost of the goods;
- discount from the accumulated amount on the client’s account (card);
- discount from pharmaceutical group;
- discount depending on a group of orders or a special group of goods;
- discount on the number of goods in the receipt;
- discount from the retail markup of goods in the receipt;
- discount on any product on the list;
- discount on goods depending on the quantity in stock;
- discount on the check amount;
- discount by time and date, for example “Happy Hours”, “Health Day”;
- discounts for a fixed amount or percentage;

The loyalty program is a bonus system aimed at forming long-term relationships with the buyer. Its main feature is that instead of a pure discount, the client is offered a deferred benefit: points awarded for a purchase can be accumulated in order to be realized in one way or another in the future.

✓ “Product of the day” is a favorable price for a certain item in the pharmacy assortment, usually combined with additional motivation for first-time customers. The conditions of such a promotion are familiar and understandable to most buyers, and they are easily included in the “game”.

✓ “1+1” and similar options are offers with an emphasis on the opportunity to get more for the same price. A good way to attract attention to a brand, especially if we are talking about a product that is constantly needed (hygiene supplies, cosmetics, vitamin- mineral complexes).

✓ A gift with purchase is another way to thank a customer for purchasing a specific product. It is important that the addition to the purchase is truly meaningful. For example, a small tube of baby skin care product would be a good compliment when purchasing a package of diapers.

✓ “Happy hours” are promotions that allow you to increase traffic at certain times of the day, usually in the morning and at the height of the working day, when there are few visitors to the pharmacy.

✓ Discounts for certain categories of customers, most often for pensioners, are easily combined with “happy hours” and pursue the same goal - to load the pharmacy as much as possible during periods of forced downtime.

5. The main areas of use of marketing promotions and campaigns in the pharmacy:

- formation of needs, expansion of the consumed range of products;
- upsells and cross-sells;
- increasing the share of purchases (share of wallet) made in a given pharmacy (pharmacy chain);
- increasing the frequency of purchases;
- retention and return of customers who have not made a purchase for a long time.

Gift cards . This tool also has the right to exist in the pharmacy. Especially if the pharmacy has a wide range of parapharmaceutical products for beauty and health. Such a card would be a good gift for a person who wants to lead a healthy lifestyle, who cares about their appearance, as well as for elderly retired relatives or young parents.

Non-material motivation . Financial motivation is a powerful tool for winning customer loyalty. To stimulate buyers with a wide variety of behavior patterns and interests, marketers recommend other motivational approaches:

- educational events - aimed at increasing customer awareness of certain products. Often such events are carried out jointly with the drug manufacturer;
- useful services - increase the convenience of shopping. For example, ordering medications remotely with the possibility of receiving them at the nearest pharmacy or a service for managing patients with chronic diseases;
- promotional campaigns are built on the emotional involvement of buyers. Any activities designed for parents and their children work great;
- interaction with customers - collecting feedback, creating channels for communication with various types of customers for consultation, support and customer attraction.

Proper use of non-financial motivation elements makes the program unique and ensures long-term income growth for the pharmacy.

Service . What if the pharmacy does not operate in the low price segment? In this case, when building customer loyalty, specialists rely on customer service.

It also includes a convenient location of the pharmacy, parking, beautiful halls, and ease of working with clients. Such pharmacies must have an open display and a fairly wide range. It is important to offer the client a range of services, including the ability to book and order goods via the Internet, as well as using a mobile application. Loyalty can be ensured by consultations or the currently very rare (and leading in demand) service - rental of medical equipment.

Personnel policy . But whatever the chosen strategy for building customer loyalty, the success of its implementation will largely depend on the employees - their personal qualities (they must be sincere, optimistic, have empathy, adopt a team work style), the loyalty of their pharmacy, and the level of professionalism. In order for the service to be sincere, it is important that the client trusts the pharmaceutical specialist of the pharmacy and understands the value of the product he offers. The technology is well known: ask the right questions, identify the client's needs, and work correctly with his objections. After this, offer solutions to the problem, in essence, present the product.

Serving loyal customers requires attention to every detail. It is important to show care and friendliness, to pay attention to the construction and literacy of speech. Marketers recommend developing phrase templates and using them in sales. They also suggest that employees focus their speech efforts on key moments of communication with clients: meeting, goodbye, problem situations. Marketers remind us that it is necessary to be able to listen and hear; It is important to pay attention to visual cues, which are always stronger than words.

If the buyer has questions about the product and its properties, you should respond quickly and effectively:

1. provide recommendations for correcting symptoms of the disease;
2. clearly explain the annotation for the drug;

3. advise on the interaction of certain medications with other drugs, functional foods, food, alcohol, and the optimal time for taking drugs;
4. inform about the conditions of its storage.

The current time factor determines mobility and speed of decision-making. High-quality service will help maintain a good emotional mood of the buyer and his loyalty. The topic of communication between a pharmacy employee and a buyer is complex and extensive, and therefore requires a separate discussion. The main thing is to emphasize the important role of the pharmacist (principal manager) in the formation of client loyalty at the pharmacy.

Sales success is also affected by:

- perceived knowledge and experience of the pharmacist;
- perceived trust in the pharmacy employee;
- knowledge of consumers (features, motives of behavior; typical sales situations);
- adaptability (the ability to respond to the needs and expectations of a specific consumer).

It must be remembered that customer loyalty is greatly influenced by the justification of customer expectations. A correctly formed consumer's understanding of a product and service will highlight his expectations. You should create service standards based on customer expectations and learn to manage them.

A pharmacy organization needs to pay special attention to employee compliance with customer service standards, the formation of a circle of loyal customers, the presence of which helps to increase the efficiency of the drug sales process and increase the cost of purchase. A qualitatively high level of customer service helps to increase the profit of a pharmacy enterprise by 25-85%, and retaining regular customers requires 5 times less costs than attracting new ones.

A wide range, additional services, promotions, discounts, bonuses, staff motivation and continuous training - this and much more form the advantage of a pharmacy organization in a highly competitive environment and contributes to the establishment of long-term and productive relationships between the pharmacy and the consumer.

Features of purchasing behavior in a pharmacy organization.

Currently, a number of stable trends can be identified in the retail sector of the pharmaceutical market.

1. The positive reputation of a pharmacy organization determines the desire of consumers to purchase not only medicines, but also other pharmaceutical products in pharmacies. This is evidenced by a significant expansion of the list of products offered by the pharmacy (medicinal cosmetics, dietary supplements, mineral water, etc.). Knowing about the high level of professional training of pharmaceutical personnel, consumers of a pharmacy organization expect to receive and, as a rule, receive qualified advice on the purchased product.

2. The increase in the consumption of over-the-counter drugs is due to the fact that people today are increasingly making their own decisions about maintaining their health, which means that the role of pharmaceutical workers in providing consulting assistance to the population is increasing.

3. Currently, the concept of self-medication continues to develop, which is facilitated by the dissemination of information available to consumers about various diseases and medications used to treat them.

Thus, the first feature of purchasing pharmaceutical products is that the consumer, when making his choice, often turns to a pharmacist for help. The second feature is that due to the expansion of the range of pharmacy products, the buyer spends more time on the sales floor, which means that he is increasingly influenced by a complex of physical factors in the internal environment of the pharmacy organization.

To confirm the importance of physical and social factors, consider the above conclusions taking into account the consumer decision-making model.

Traditionally, depending on the consumer's intentions, three types of purchases are distinguished:

- ✓ clearly planned
- ✓ partially planned
- ✓ unplanned

The consumer decision-making process for any type of purchase consists of five stages:

1. awareness of the problem
2. search for information,
3. evaluation of alternatives,
4. purchase decision,
5. reaction to purchase.
- 6.

A pharmacy organization can influence consumer behavior at the third and fourth stages. Moreover, depending on the type of purchase, the degree of influence of physical and social factors on consumer decision-making may vary - it increases as uncertainty increases. Purchasing decisions also differ.

1. A clearly planned purchase. The buyer determined in advance not only the brand of the product, but also its dosage form, dosage, and packaging. The time he will spend in the pharmacy depends on how easy it will be for him to find this product. Sales of this type require the availability of information that the consumer needs and advice on the use of a specific product. The placement of departments and products should be such that the buyer is interested in purchasing other products. It is necessary to provide the visitor with information about those pharmacy products that can be used together with those purchased. Let's say a customer comes to the pharmacy to buy a medicine for a cold; in addition, the pharmacist can recommend some vitamins.

In the case of a clearly planned purchase, the degree of influence on the consumer from physical and social factors of the pharmacy's internal environment will be minimal. However, as a result of the influence of these factors, several decisions by the buyer in the sales area of a pharmacy organization are most likely.

- 1) Purchase of the planned pharmacy product.
- 2) Purchasing a substitute if the product needed by the buyer is unavailable and the consumer agrees to a replacement on the recommendation of a pharmacy employee (for example, replacing a cold medicine with its analogues).
- 3) Refusal to purchase if the consumer is committed to this drug or there is no substitute.

2. Partially planned purchase . The consumer has determined for himself only the type of product, and the selection process continues until the purchase is made. To successfully work with such customers, it is necessary to provide them with the most complete information about the properties of goods and their differences. In this case, advertising and information support of various product groups plays a major role. The time the buyer spends in the pharmacy required to make a decision increases, thereby increasing the likelihood of making unplanned purchases. A striking example of this type of motivation is the purchase of pharmacy products "according to the list," for example: "buy a cough medicine, a cold medicine, vitamins."

In the case of a partially planned purchase, the physical and social factors of the internal environment of the pharmacy have more attention on the consumer than in the first case. Under the influence of these factors, several buyer decisions are also likely:

1) Purchasing a pharmacy product (on the recommendation of a pharmacist or as a result of exposure to advertising and information materials).

2) Purchase of additional goods from the pharmacy range. There are two options: the first is the purchase of a product with an additional one (for example, a consumer buys a drug in ampoules, and the pharmacist offers to purchase additional syringes), the second is the purchase of an independent product (for example, a woman buys an anti-wrinkle cream and notices advertising material about a special offer in the window next to her). buyers of vitamins for beauty).

3) Refusal to purchase if the buyer did not receive sufficiently complete information on the issue of interest from the pharmacist or was unable to find the required drug in the window due to inaccurate display.

3. Unplanned (impulse purchase) . The consumer does not have clear ideas about what product he needs. To work with such buyers, you need to use the full range of advertising and information support capabilities, as well as the most complete and professional consultation of the visitor on issues of interest to him.

When making impulse purchases, the role of factors influencing the consumer is very large. In this case, both the amount that the buyer will leave at the pharmacy and his satisfaction with the quality of service depend on the staff of the pharmacy organization and physical factors (location of departments and equipment, atmosphere of the sales floor, effective presentation of pharmacy products, etc.).

Thus, as the possibility of impulse purchasing increases, the role of factors influencing the consumer on the pharmacy sales floor also increases. Forming loyalty is a prerequisite for the survival of a pharmacy organization in a competitive environment.