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Factors influencing the development of network pharmacy business structures

The article observes the main approaches of scientists who were engaged in determining the list and characteristics of the factors of development of network business structures. The influence of factors on the development of network pharmacies' entrepreneurial structures is analyzed. The classification of factors of influence of exogenous (at macro and micro levels) and endogenous character is developed. Also, the study of the main factors influencing the development of pharmacy networks in the current conditions of functioning. Systematization of the basic scientific approaches has allowed to develop a universal approach to grouping of factors of development of these structures. It is proposed to use the existing approach to the division into exogenous (at macro, micro levels) endogenous factors with the definition of branch features and conditions of network activity for analyzing the state of pharmacy networks.
Keywords: factors of development of network pharmacies of entrepreneurial structures, factors of influence of network business structures.

The growth of the tendencies towards globalization and openness of the economy have an impact on the fact that national business entities have to look for and develop new, more effective areas of development. Network structure of entrepreneurship is one of the directions of modern competitive functioning in most branches of the economy.

The analysis of scientific works on the selection of factors influencing the development and establishment of network business structures allows us to conclude that for today there is not a sufficient array of fundamental researches on this problem. Scientists mainly consider the list and characteristics of factors that influence the development of enterprises that are not united on the network, as well as significant attention is paid to factor analysis of cluster structures.

The aim of the article is to determine the factors influencing the development of pharmacy networks, which in the majority do not belong to clusters (except those that are part of large pharmaceutical clusters, for example, the cluster of companies «Biokon»).Therefore, consider the main approaches of scientists who were engaged in determining the list and characteristics of the factors of development of network business structures of non-cluster nature.

In the scientific environment, one can find approaches to systematizing the views of scientists for the given problem, which, according to researchers, are most successful at the present stage of development. In particular, the authors N. O. Vlasova, O. V. Kolchkova presented a universal, according to their assertion, approach to the classification of exogenous (external) factors affecting the development and operation of trading networks. This classification is formed on certain informative features and includes factors depending on [4, p. 47]:

– sources of origin: economic, social, natural, legislative, demographic, political, scientific, technical, cultural;
– mode of action: factors of indirect and direct action;
– places of origin: factors of the micro-environment and factors of the macro-environment;

- level of dependence on the subject of business: factors of subjective and objective character;
- scale of action: factors that influence the development of a particular trading network; factors that have an impact on the development of trade networks within the region; factors influencing the development of trade networks at the national level;
- the direction of influence: the progressive factors that influence the promotion of the development of trade networks; regressive factors that are aimed at curbing the development of trade networks;
- period of influence: factors of a permanent nature, factors of a temporary nature.

N. O. Vlasova, O. V. Kolchkova believes that the most influential influence is carried out by regional factors (factors that influence the development of trade networks within the region). It is difficult to agree with this statement, since today, quite a number of trading networks, including pharmacies, operate successfully and without distinct regional differences. They have approximately the same product range, corporate customer service rules, and work on key technological processes. In general, we can state that the classification of the factors of influence presented is more generalized and can be used both for trade networks and for ordinary trade enterprises that are not involved in network interaction.

It is necessary to distinguish the scientific approach to the given question submitted by V. I. Korsak. The author focuses on the classification of external factors of influence on the development of regional retail and retail networks. According to him, these factors can be grouped according to such groups, in particular [15, p. 48-49]:

1) economic, represented: a factor in the level of development of production potential of the region; factor in the structure of production placement; a factor in interregional and inter-industry relations; factor in the structure and level of commodity prices; factor in the level of business activity; factor of the economic profile at the regional level; factor of tariff policy in the field of energy resources and transport; factor in increasing the impact of retail trade on the economy of the region;

2) financial, formed: a factor in the rate of inflation; the factor of stability of the course of the national currency; factor in the availability of financial and credit resources;

3) social, which are defined: income factor depending on the structure of social groups; a factor of employment and a factor in the level of population development in the region; a factor in social security of the population; a factor in providing cars to the public; factor in the purchasing power of the population;

4) demographic, represented: factor of structure, size, age structure, educational level, national structure, migration of population; a factor of mortality and fertility of the population; a factor in the ratio of rural and urban population; a factor in increasing the number of single-parent families; a factor in the mental and religious characteristics of the population;

5) consumers, which include: a factor in consumer culture; a factor of interest in qualitative (or inexpensive) goods of those or other groups; factor of time expenses for the purchase of certain goods, etc.;

6) political, which include: a factor in the overall stability of the political situation at the national, regional levels; factor of decentralization of power, etc.;

7) institutional, defined: factors of the level of protection and support of entrepreneurship development; factor in the level of tax burden on the business structure; factors of the perfection of the legislative framework for business development and enforcement proceedings; factor in the level of corruption in the business sector;

8) town-planning, presented: – the factor of structure, density of population distribution of territories; a factor in the level of development of commercial real estate market, which can be used for lease at the discovery of new units of retail networks; transport factors; a factor in the development of territories (sectoral, concentric and polycentric);

9) Innovative, which includes factors: state innovation development; the existence of consumer demand for innovative goods; the rapid development of knowledge and information;

10) geographically-natural, which include: factor of the size of the region; a factor in the availability of mineral resources (causes the development of the extractive industry, and, accordingly, the need for infrastructure development, including trade to meet the needs of the population involved in this area); ecological factor, which provides for the possibility of additional needs in products designed to raise immunity, medicines, etc.;

11) intra-industry, defined: market factors.

The given approach, in our opinion, is complex, takes into account to a large extent the regional features of the location of retail networks. The list of external factors influencing the author determined by the author is quite universal and applies to the specified business structures of different industries.

It is necessary to highlight the solid and complex approach of S. S. Mukhtorzoda, who adapted the generally accepted approach to the classification of factors of enterprise development (division into external (macro- and micro-environment) and internal) to the conditions of operation of network retail trade enterprises [19; 20, p. 71-72]. In our case, pharmacy networks with adjustments to a certain specificity also fall into this category. The author suggests to allocate exogenous and endogenous factors of influence. In particular, exogenous, according to the existing in the scientific circles the approach is divided into factors of macro- and micro-environment. As part of the macro-environment factors S.S. Mukhtorzoda determines [20, p. 71]:

1) demographic:

– composition and structure of the population of the territory of the distribution network. In the context of pharmacy networks, in our opinion, it is necessary to take into account both the number of citizens and their age structure. For example, it is important to take into account the fact that in some territorial units of Ukraine the overwhelming majority of the population is made up of pensioners. This, in particular, concerns rural areas [6]. Therefore, in determining the product range, its competitiveness, and, accordingly, ensuring the competitive advantages of the pharmacy network, this aspect should be taken into account;
– migration outflow and inflow. Reducing and decreasing population within certain territories affects sales volumes. This aspect should be taken into account when forecasting economic development, using forecasted materials of outflow and inflow of citizens;
– the share of the able-bodied population of territories included in the geography of retail chains. This indicator for pharmacy networks is very important to take into account in relation to the formation of the product range.

You can support L. S. Slugbovyy, that the whole group of demographic factors has a significant influence on the supply of demand and supply, as they can serve as the subject of organizational decisions and the orientation of pharmacy networks of certain territories to the high level of chronic diseases that occur in the elderly, adolescents, children [23] It should also be noted that L. S. Slugbovyy the indicates the need to distinguish the population density factor (or concentration) within the spatial allocation in the group of factors. The author observes that the change in the parameters of this factor (increase or decrease in population density, including

age, gender) affects the decision of pharmacy networks regarding the deployment or reduction of trade units within a particular territory [23]. In our opinion, it is appropriate to propose the allocation of such a factor – as a medical one, since the state of morbidity and its consequences within certain territories have a significant effect on the overall state of development of the network of pharmacies. For example, a city such as Yellow Waters (Dnipropetrovsk region) has a specific morbidity associated with bad ecology (for a long period here, uranium ore was extracted here), pollution of sewage. In the city, the cancerous, pulmonary, etc. occupy a significant share in the general composition of diseases [10]. Accordingly, the benchmark for pharmaceutical networks in this case should be heavily targeted at consumers located on the territory with a given pattern of morbidity.

2) economic Approval of S. S. Mokhtarzada [20, p. 71], this group of factors consists of:

- the factor of accessibility of the territories of consumer loans. Taking this into consideration is important for any kind of trade network, including pharmacy. The effectiveness of the development of the pharmacy network depends on how the population can meet their own needs in pharmaceutical products. High correlation between indicators of satisfaction of demand for the products of the pharmacy network and satisfied supply is the identifier effective development. The problem of accessibility of consumer credits for the population is widely considered by specialists of the banking sector, focuses on the challenges of reducing their cost [13; 26]. But as to the availability of consumer credit for the population is relevant, in our view, are aspects such as: affordable price of the loan; the availability and speed of lending (the possibility of obtaining a loan within the required period, which is especially important for the purchase of necessary medicines); honesty in the financial (banking and other credit institutions), including their staff in relation to the borrowers;
- the level of the trade balance as macroeconomic indicator, which characterizes the ratio of exports and imports of goods. Namely, if the export prevails over the import goods of the country have high demand in foreign markets, and low import dependency (examples, Germany, China). But if the government mostly imports goods, suggests that its products are not demanded in foreign markets, and industrial capacity for their own needs is not sufficient. This ratio characterizes the overall macroeconomic picture and the productive capacity of the country. In the context of the scope of work of pharmacy chains often use the practice of import substitution when, given the expensive cost of foreign drugs, at the level of large wholesale customers in accordance with regulatory legal acts (state regulation of prices for some types of medicines) purchased domestic cheaper counterparts. For example, in 2017 Ukraine introduced the event on the state regulation of maximum prices for medicines for treatment of persons suffering from diabetes mellitus type II, cardiovascular disease, asthma, and mounted on these medications Gurtovoy level trade margins (5%) inclusive of all duties, taxes and the maximum level of retail trade margins on the sale of drugs at the level of 15% including all fees and taxes [9]. Guided by these legislative changes to the pharmacy network may not need to purchase some foreign drug. Accordingly, the consumer has the right to choose, that very adversely affects the characteristic of the whole sphere and the activities of each private pharmacy network. This factor is the so-called barrier development:
- inflation rate. This macroeconomic indicator plays an important role in the development of pharmacy networks because of its impact on, first, the change of overhead, and secondly, purchasing power;
- the level of taxes and taxes in the state. This indicator affects, like the previous one, the size of overhead and the size of demand, which is provided in this case, the purchasing power on the goods of pharmacy networks;

– the level of incomes and the cost of the consumer basket. These two factors indicate how much citizens can afford to take care of their own health. Accordingly, it should be understood that raising the level of incomes of the population, the cost of the consumer basket against the background of lower inflation growth is positive for the development of trade turnover of pharmacy networks, and if inflation is ahead of them, there is no prospect of growth for the investigated structures;

3) socio-cultural. According to the approach of S.S. Mukhtorzoda [20, p. 71], their status at the level of influence on the development of trade networks should include the state of literacy of the population and national customs. We can note that this is a very appropriate remark about pharmacy networks. Since in Ukraine, especially in rural areas, and at low incomes, people often use the custom to treat so-called «folk remedies», which sometimes help, and sometimes lead to deterioration of health. Accordingly, when forecasting the activity of the pharmacy network within certain territories it is necessary to take into account the level of medical education of citizens;

4) scientific and technical. As part of the group of these factors, the author highlights [20, p. 71]:

– the level of implementation of modern methods and means of information processing at the state level (the introduction of state information information processing programs (previously in Ukraine, the leader of the program was 1C, now implemented Western and Ukrainian counterparts)). It should be noted that these programs should be necessarily adapted to national norms and requirements for the convenience of working with state controlling bodies. Also, it is necessary to note the modern requirement for such means – the need for a high level of antivirus protection. An example of the vulnerability of information networks was a powerful virus attack (Petya virus) in June 2017, which struck the work of computer technology of over 1.5 thousand legal entities and individuals in Ukraine [5];
– modernization of trading equipment. At the macroeconomic level, this factor is estimated as a whole by national pharmacy networks. And the level of this factor will indicate how modernized the field in the country;
– innovative ways of delivery of goods. In the context of pharmacy networks at the macroeconomic level, the existence of such methods should be considered. For example, in Great Britain, for the delivery of certain types of drugs, use drone (unmanned aerial vehicles) [22]. This, firstly, allows you to save on expenses of couriers, and secondly, increases sales turnover, because the buyer does not feel any inconvenience when purchasing certain goods sold by pharmacy networks (contraceptives, etc.).

In our opinion, this group of factors should be expanded with innovative ways of service. Currently, pharmacy networks use the possibility of online order with the subsequent delivery or self-shipping of goods without a queue [1]. It is very important that the consumer has the opportunity to purchase medicines from a proven vendor rather than in a dubious online store that is provided by large pharmacy networks. Therefore, the estimation of the factor of introduction of innovative methods of service in pharmacy networks at the national level can help to assess the development of these business structures at the macro level;

5) natural and environmental factors. According to the approach of S. S. Mukhtorzoda [20, p. 71], these factors include all the natural and ecological conditions of the territories in which the trading networks are located. Regarding pharmacy networks, consideration of this factor is important for forecasting seasonal assortment policy (order of antiviral agents, means that increase immunity, withdrawal from the body of harmful toxins of exogenous nature, etc.);

6) political. Among them S. S. Mukhorzoda [20, p. 71] highlights administrative barriers and political climate. These factors certainly influence the development of both retail networks in general, and pharmacy including.

As correctly observes P. B. Yurieva, the aforementioned category of macroenvironment factors refers to general economic and those that ensure the development of retail trade [29]. Taking into account the sectoral orientation, these factors should be taken into account in relation to certain peculiarities of the development of network business structures. In the context of pharmacy networks, it is relevant to focus on product characteristics and ensure their demand in the prevailing economic conditions.

It should be noted the list of factors of the microenvironment, which are part of the exogenous factors of the development of retail retail networks, presented by S. S. Mukhtorzoda [20, p. 72]. This list, in our opinion, is formed by the author at the level of influence of various agents, namely:

1) consumers. The influence of these agents is characterized by the following indicators:

– the number and permanence of regular customers. As far as pharmacy networks are concerned, this indicator is easily controlled and stimulated by accumulative cards;
– seasonal character of demand. According to the fair statement of P.A. Lisovskyy, a very large number of drugs has a seasonal nature of demand, and, accordingly, sales [17, p. 21]. As the author points out, when planning the product range pharmacy networks should avoid the averaging method, since when used during periods of seasonal growth in demand for these goods there is a defect phenomenon, and during seasonal demand recession – over-the-counter (which leads to illiquid). These phenomena negatively affect the economic development of the pharmacy network;
– an indicator of dissatisfaction of consumers with the state of the trading network, its units. This indicator may be applicable when characterizing the pharmacy network. The level of dissatisfaction in the worst case may be manifested in the change of the seller's consumer (pharmacy network), in other cases – complaints to the call center for certain or other disadvantages (ill-fated, inattentiveness, dishonesty of staff, poor quality of medicines sold in the pharmacy network from those or other reasons (violation of terms and conditions of storage, falsification, etc.));

2) competitors. According to S.S. Mukhtorzoda [20, p. 72], these agents influence the development of retail chains for:

– indicators of competitiveness. These indicators make it possible to identify the state of market competition for all market participants in pharmacy networks;
– an indicator of the risk of emerging new trading networks. This indicator is, on the one hand, a peculiar threat, on the other – an incentive for growth for the development of pharmacy networks;

3) producers and intermediaries. The influence of these agents in the context of the pharmacy network activity is manifested through the indicators of their level of relationship with the network, their number (which affects the choices for pharmacy networks), price and contractual policies, quality of service, etc.

Endogenous factors, like exogenous, are important for the development of pharmacy networks. We can distinguish the list of endogenous factors that influence the development of trade networks, formed by S.S. Mukhtorzoda [20, p. 72]. According to the author, such factors include:

– the type (type) of the trading network;
– type of management structure;
– personal qualities of the personnel (or requirements for them, which are proposed when recruiting staff);
– specialization, size, format, image of the trading network;
– organizational factors;
– availability of the brand of the trading network, its positioning;

– the level of effectiveness of the advertising, marketing, assortment and price policy of the trading network;
– transport security. These factors, in our opinion, can generally be used to characterize the endogenous factors of the pharmacy network.

We can consider the approach to defining the list of endogenous factors in the development of pharmacy networks, proposed by G. V. Mala, O. V. Posilkina, M. M. Nessonova. The authors offer three lists of these factors, depending on the size of pharmacy networks (small, medium and large).

In particular, for small pharmacy networks, the authors distinguish: the factor of the offer of additional services (for example, measurement of blood pressure, consultation of a pharmacist, delivery, etc.); factor of the round-the-clock schedule of work of the pharmacy network; factor of the absence (presence) of an effective level of motivation of the personnel (wages are determined by the tariff schedule, does not depend on the realized sales revenue, etc. (or vice versa), absence or availability of career growth, advanced training courses at the expense of the pharmacy network); the factor is not sufficiently mobile (or rapid) response to market changes [18, p. 59].

Regarding the average pharmacy networks, researchers distinguish the following factors of influence, namely: convenience factor location of network pharmacies (near traffic, in densely populated areas, in shopping and entertainment establishments with a large number of visitors, etc.); factor in providing additional services; use (or absence) of the corporate quality system within the pharmacy network (a set of standardized technical maintenance and work operations); effective level of marketing in pharmacy network (low level); stability of the financial state of the pharmacy network (low level); level of pharmacy network management; factor of the round-the-clock schedule of work of the pharmacy network; factor of fluidity (constancy) of the pharmacy network staff; the existence (absence) of the threat of absorption by more powerful pharmacy networks; a factor of low (or rapid) mobility of response to market changes [18, p. 59-60].

In the context of large pharmacy networks, the authors point to the following most important factors of influence, among which: factors of convenient placement of units of the pharmacy network; factors for providing an additional list of services; the presence (absence) of accumulation cards of the pharmacy network (in the case of the existence of cards is an encouraging factor for the permanent purchase of medicinal products in a particular pharmacy network); use corporate standards of quality of service and work (allows to organize the whole process of work); introduction (absence) of regulation of business processes in the pharmacy network; efficiency (low efficiency) of pharmacy network marketing; level of management and personnel; motivation factor for staff; factor of the round-the-clock schedule of work of the pharmacy network; factor of use (absence) of logistics; the level of modernity of software automation [18, p. 60-62].

We can note the high level of validity of the aforementioned approach by determining the factors of influence on pharmacies of different sizes. But, in our opinion, it is not clear enough that the researchers pointed to the factor of financial sustainability only on average pharmacy networks, since its inclusion in today's conditions of economic instability is important for both small and large pharmacy networks. Therefore, of course, this factor should be considered for all types of pharmacy networks in the context of a certain list of indicators of financial sustainability. In the methodological part of the study the question of ranking the weight of these factors of influence will be considered.

It deserves attention to the systematization of scientific approaches to the classification of factors influencing the effective development of corporate networks, developed by E. V. Popov, K. A. Semyachkov, V.L. Simonov The author's systematization is presented [21, p. 98]:

1) factor of resources and infrastructure provision. This category includes: – the factor of the specificity of resources. It is implied that in conditions of network interaction, firms have complementary resources, that is, those that are compatible with the resources of the partner firm or, in the case of pharmacy networks, similar to each pharmacy unit. In the case of network partnership, there is an association of resources, which, according to the authors of the network theory, allows for synergistic effects [25]:

– a factor in the use of information and communication technologies; the factor of distribution of telephony, computers, the Internet; factor of investment in the development of information and communication technologies. According to I.M. Gostyaev, the rapid pace of development of information and communication technologies acted as the foundation for transformation from the information economy to the emergence of a network society and network structures (including in the business sector) [11]. As the researcher points out, the creation, continuous updating (with appropriate investment) of these technologies is an important aspect in the integration processes of network interaction between participating companies. The high level of information and communication technology provision, according to experts, can be represented by the appropriate level of network equipment (network units), the presence in the system of class CRM, which enables the automation of network interaction, a sufficient level of education of personnel in the field of information and communication technologies [33; 35];

2) the factor of management of network relations. By this factor, according to the systematization of E. V. Popov, K. A. Semyachkov, V. L. Simonov should be classified [21, p. 98]:

– a factor in the level of mutual trust between participants in network interaction. In this case, in our opinion, this factor is relevant for those network business structures that were created as an association of previously existing (trade, research, production, etc.) structures. They can also include pharmacy networks that are based on the association of previously existing pharmacies;
– the factor in the degree of mutual communication within the network;
– the factor of compatibility of goals of network partners;
– integration level factor within the network. The study of this factor makes sense if the network association of previously existing business structures is considered, since new networks having a unified control function as one entity;
– the factor of adaptation of all participants of the network. This factor, according to researchers, is important for determining the degree of well-developed development of all units of network interaction [16];
– network coordination factor. According to the authors, the process of such coordination should be carried out both on the strategic (the only strategy of the network of business structures), and on the operational one (the only product range, a unified price policy, unified corporate rules of work and service) [2; 30]. In this case, the coordination itself is usually carried out through the management structure, if the owners have formed a network of new enterprises, and through the coordination center (possibly a different name), if the network is created on the basis of existing business entities;
– the factor of behavior in conflict situations (both at the level of customer service and at the level of resolving conflicts within the network, within the network units). This aspect is very relevant to the work of pharmacy networks, as in the process of retail trade in medicines, there are issues of complaints about poor quality goods, untimely delivery by the courier (if there is such an additional service on the network), other types of conflicts. In our opinion, this factor can not be allocated separately, but included as an integral part of such an endogenous factor, such as the use of the corporate quality system within the pharmacy

network (a set of standardized technical operations for maintenance and work). This factor was considered by G. V. Mala, O. V. Posilkina, M. M. Nessonova [18];

– the factor of the level of interdependence, the factor of satisfaction by network relations, the factor of joint investments, factor of type of inter-firm relations, factor of the stage of the life cycle of network interaction. Taking into account all these factors, according to scientists who study their influence and characteristics, is important for network business structures, which are based on the integration of existing companies [14; 16];

3) the factor of the network structure, which includes:

– the factor of the nature of the connections of participants in network interaction (indirect links, direct links, the existence of structural voids);
– the factor of openness of network agents (characteristic of the strength of direct links of network participants, the length of the network path) [34];
– the factor involved in the network interaction of all members of the network [31]. This factor is definitely important for the development of the network business structure, authors E. Ehols and B. Tsai have comprehensively and comprehensively approached his research. But, in our opinion, E. V. Popov, K. A. Semyachkov, V. L. Simonov [21, p. 98], presenting in the author's systematization the indicated factor, duplicate already defined in their category factor of management of network relations the factor of level of integration within the network and the factor of adaptation of all participants of the network. It should be noted that the effect of this factor is relevant mainly for networks created on the basis of the integration of existing individual companies;
  – the factor of the specificity of products, processes and services. Emphasizing this factor, proposed by E. Ehols and B. Tsai [31], E. V. Popov, K. A. Semyachkov, V. L. Simonov [21, p. 98] as well as about the resource specificity factor, which belongs to the category of factors of resources and infrastructure provision, indicate a synergistic effect of the joint activity of network participants. In our opinion, the two factors mentioned in the context of the description of the impact on the development of pharmacy networks can be considered due to the synergetic effect of development. And since this factor depends only on the internal activity of the network structure, it is recommended that it be classified as endogenous.

The study of scientific approaches to determining the main factors influencing the development of network business structures, including pharmacy networks, has allowed to distinguish the most rigorous and those that correspond to the current state of the economy.

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Кіт Л. З. Чинники впливу на розвиток мережевих аптечних підприємницьких структур.

У статті розглянуто основні підходи вчених, які займались визначенням переліку та характеристик чинників розвитку мережевих бізнес-структур. Проаналізовано вплив чинників на розвиток мережевих аптечних підприємницьких структур. Розроблено класифікацію чинників впливу екзогенного (на макро – та мікрорівнях) та ендогенного характеру. Також проведено дослідження основних чинників впливу на розвиток аптечних мереж у сучасних умовах функціонування. Систематизація основних наукових підходів дозволила розробити універсальний підхід до групування чинників розвитку цих структур. Запропоновано використовувати наявний підхід щодо поділу на екзогенні (на макро – та мікрорівнях) та ендогенні чинники з визначенням галузевих особливостей та умов мережевої діяльності для аналізу стану аптечних мереж.

Ключові слова: чинники розвитку мережевих аптечних підприємницьких структур, фактори впливу мережевих бізнес-структур.

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