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Strategy to increase the share of sales in the pharmaceutical market

■ **Abstract.** The topic of sale of medical products is relevant, as the pharmaceutical industry is continuously transforming in accordance with new requirements, which forces companies and organisations to constantly adapt to changes in the environment and pay more attention to strategies for selling medical products. The purpose of the study was to analyse current trends and challenges in the healthcare sector, with a focus on increasing sales. The applied approaches include analytical, statistical, functional, system analysis, deductive, synthesis, comparison, and modelling. Research on this topic included an analysis of current practices covering strategies for increasing sales in the pharmaceutical market using the example of AstraZeneca. The main factors influencing the growth of competition in this area and the need to develop effective methods to increase the share of companies' products in this market are analysed. The market trends, consumer preferences, and marketing strategies used in this industry are analysed. A variety of strategies were identified while analysing different approaches to increasing sales in the pharmaceutical sector. These strategies cover various aspects, such as marketing techniques, adapting to market dynamics, and strategies for attracting new customers. Based on the review of the market situation and the needs of the target audience, a comprehensive strategy was developed aimed at increasing the share of sales of specific pharmaceutical products. The main obstacles faced by pharmaceutical companies in their quest to increase their market share were identified. This study is of practical significance in using the results obtained to develop and apply strategies to increase sales of pharmaceutical products

■ **Keywords:** healthcare; digital marketing; competition; consumer behaviour; sales optimisation

■ INTRODUCTION

In the modern world, the pharmaceutical sector is one of the most dynamically developing industries, constantly adapting to changes in external factors and market requirements. This segment is waging its own vigorous battle for attention, innovation, and leadership in the face of increasing competition among companies. In the pharmaceutical industry, where every step requires elaboration, the development of effective strategies to increase sales is becoming an integral success factor for enterprises. This topic is becoming especially important, since often the success of companies depends not only on the quality of

the products offered, but also on the ability to understand, anticipate and meet the requirements of an ever-changing market. The dynamics of consumer behaviour in the field of healthcare is constantly evolving, emphasising the importance not only of the product itself, but also of understanding it from the consumer's standpoint. Patients are increasingly informed and actively involved in their medical choices. This creates new challenges for pharmaceutical companies – they must not only offer high-quality products, but also approaches to their presentation, communication, and meeting the needs of patients.

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Research and development of effective strategies to increase sales of pharmaceutical products are of significant importance not only to achieve a competitive advantage, but also to better meet the needs of patients and customers. Ensuring effective interaction between companies and their customers is becoming an important factor for the successful promotion of products in the healthcare market. Penetration into the pharmaceutical market, its growth and sustainability become possible only through the development of innovative marketing approaches, strategies, and adaptation to market requirements. This allows companies to compete by providing not only high-quality products, but also meeting the increasingly diverse needs of customers in the field of healthcare.

The expert opinions of researchers in the pharmaceutical field emphasise the inevitability of strong competition in this industry and the need for companies to develop strategies aimed at increasing sales. The medical market is becoming more competitive, requiring pharmaceutical organisations to constantly develop and attract new customers. L.B. Bogatyreva & B.A. Taitorina (2022) in their research emphasised the need to invest in advanced technologies and innovations to maintain leadership positions in the medical products market. This is becoming an important component of the strategy to increase the share of sales, allowing companies to remain competitive. It will also provide an incentive for innovation and development, which will ultimately help companies remain among the leaders in this industry. E.M. Suleimenov (2021) discussed the importance of creating a unique style of medical services and developing a strong brand for companies in the pharmaceutical market. This becomes a key element of the strategy, as highlighting competitors and emphasising advantages helps to attract more customers and, consequently, increase sales.

According to M.V. Shugurov (2021), active cooperation between medical institutions, insurance companies, and medical equipment manufacturers is an important strategic approach to develop integrated solutions that increase competitiveness and improve the patient experience. Such a partnership plays a key role in developing a strategy to increase the share of sales in the pharmaceutical market. J. Abdrakhmanova *et al.* (2022) highlighted that improving the quality of medical services is a fundamental aspect for customer satisfaction and a successful strategy to increase sales. In a rapidly changing healthcare environment, the pursuit of education and staff development is becoming an important element of a competitive strategy. A.V. Lokshina (2020) emphasises the importance of understanding the needs of the target audience in order to develop a successful strategy for attracting and retaining customers in the pharmaceutical market. The researcher notes that active market research and feedback from consumers allow companies to remain leaders and achieve an increase in market share in highly competitive environment. E.B. Orazgalieva & M.R. Smykova (2023) emphasise that the development of personalised medical solutions is becoming a key element of the strategy to increase sales in the pharmaceutical market. The personalisation of services based on the individual needs of patients not only strengthens the trust and loyalty of customers, but also contributes to an increase in demand for the products and services offered.

Thus, the combination of opinions of researchers and experts emphasises the importance for medical institutions to develop innovative strategies that focus on the uniqueness of the services provided, cooperation with other industry participants, and continuous improvement of the quality of service to meet customer needs in an ever-changing medical environment. Previous studies have not considered the potential of using modern digital marketing tools to promote pharmaceutical products and services. The focus on the analysis of digital strategies such as Internet marketing, social networks, data analytics and machine learning technologies, their effectiveness in attracting and retaining customers in the pharmaceutical industry, remains insufficiently covered in previous studies. The purpose of this study was to explore, analyse, and evaluate the potential of applying advanced and effective digital marketing strategies in the pharmaceutical sector to improve practices in the industry. The objectives of this study were: to analyse the effectiveness of various types of marketing tools in attracting and retaining customers in the pharmaceutical industry; to investigate the most effective methods of optimising strategies to increase the share of sales in the pharmaceutical industry; to conduct a statistical analysis of the pharmaceutical market in Kazakhstan.

■ MATERIALS AND METHODS

A review of research papers and studies focusing on the pharmaceutical market has been carried out, including aspects on tools and strategies to expand the market share of product sales. The official documents and reports of the Bureau of National Statistics of the Agency for Strategic Planning and Reform of the Republic of Kazakhstan (Industrial production statistics, 2023), the Ministry of Health of the Republic of Kazakhstan, and the TradingView web service for determining indicators were studied. The research was carried out using such methods as analytical, statistical, functional, system analysis, deductive, synthesis, comparison, and modelling.

The analytical method was used to comprehensively investigate the factors influencing the volume of sales of medical services. With its help, it was possible to identify both the strengths and weaknesses of medical organisations. The use of the statistical method helped to investigate the volume of data and get an objective idea of the impact of various factors on sales in the pharmaceutical market. The functional method was aimed at studying and describing the roles of various participants in the medical industry, including medical institutions, patients, insurance companies, and other participants. The system analysis was used to consider the medical industry as a complex system, helping to identify the main factors and interactions affecting the sale of medical products.

The application of the deduction method helped to identify general patterns based on specific cases and data, contributing to the study of general principles and approaches applicable to increase sales in various competitive conditions. The synthesis was used to combine various elements and factors into a single structure, contributing to the development of integrated solutions in the field of increasing sales in the pharmaceutical market. The comparison was used to contrast various medical organisations and their approaches to attracting customers, highlighting

best practices and successful strategies based on the experience of leading market participants. The modelling was used to evaluate strategies for increasing sales using available data and tools that allow making informed decisions based on numerical data and development scenarios.

The study covered many aspects, including the analysis of various approaches and concepts aimed at identifying the main factors influencing the successful attraction and retention of clients in medical organisations. The study examined various marketing theories and concepts applicable in the healthcare sector, such as market segmentation theories, marketing combination strategies, customer experience management, and other methods that contribute to increasing sales of medical products. Another aspect of the study included an analysis of successful strategies of medical institutions within the country in order to identify effective methods of attracting and retaining customers. Various factors contributing to success in highly competitive environments have been identified. Sales increase strategy was modelled using the example of a conditional company that specialises in the production of vitamins and minerals. These actions were applied to consider the feasibility of improving the efficiency of the marketability of services in healthcare facilities for their successful development.

■ RESULTS

In the field of medicine, facing increasing competition is becoming one of the key challenges for institutions and clinics. This dynamic trend is explained by several factors that have a significant impact on healthcare. There is an increase in the number of medical institutions, clinics and private practices, which increases competition and redistribution of the customer base. In such circumstances, each institution strives to offer something unique to stand out from the competition. Modern patients are increasingly aware and demanding, focusing on high quality services and are ready to consider alternatives if the current level does not meet their expectations. The Internet and social networks provide patients with the opportunity to quickly compare different medical institutions and share reviews, which makes the choice of a medical organisation conscious and justified (Mohammad *et al.*, 2021).

The rapid progress of technology in the medical field has significantly increased the level of competition in the industry. Organisations that successfully adapt advanced technologies demonstrate the ability to attract more customers and maintain their competitiveness (Gopal *et al.*, 2019). For example, one of the largest pharmaceutical companies, AstraZeneca uses various strategies and tools to reinforce its position in the market. The company's revenue for 2022 amounted to USD 45.6 billion with a net profit of USD 3.4 billion, and has an upward trend over the past 5 years. The company attracts attention with its constant investment in research and development of new medicines. The company invests significant resources in various scientific programmes, works on the development of innovative drugs and therapies to combat a variety of diseases. Their focus on research allows them to maintain leadership in innovative solutions in the pharmaceutical industry. They actively invest in research in oncology, cardiology, neurology, and other key areas, which helps to expand the company's product portfolio and increase

customer satisfaction. An example of their innovation strategy is their lung cancer drug Tagrisso. It was developed after many years of research and has become an effective drug for patients with inoperable lung cancer with an epidermal growth factor receptor mutation (Kettle & Wilson, 2016). Such innovative products become a fundamental element of AstraZeneca's marketing strategy, which allows the company to maintain its position in the market.

Competition between pharmaceutical manufacturers and service providers is one of the key factors determining the share of sales in this industry. This struggle for market positions has a significant impact on the behaviour of companies and consumer choices. Factors such as pricing, the application of discounts, the development of marketing strategies and the general level of competition play a significant role in shaping customer preferences and affect the share of sales of each company in the industry (Erlangga, 2022). AstraZeneca actively uses a variety of marketing strategies and tools to promote its products. The company invests in advertising campaigns aimed at different audiences: medical professionals, patients, and potential consumers. They strive to reach a wide audience by using both traditional channels (television, print media) and digital platforms (websites, social networks, online advertising) to disseminate information about their products and services. They use digital marketing, participate in medical exhibitions and conferences to promote their products, which helps to increase brand awareness and sales. The use of platforms such as Facebook, Instagram, Twitter, and LinkedIn allows companies to not only provide information about their products and services, but also create communities where patients can share their experiences, ask questions and receive support (Verghese *et al.*, 2019). This helps companies build trust and improve their reputation.

Legislation and regulation also have a significant impact on the pharmaceutical market, including AstraZeneca's activities. Government regulations, requirements for registration procedures for new medicines, patent legislation, and other legal aspects have an important impact on companies in this field. Changes in legislation may affect the availability of products, their price and the level of competition between market participants (Durán *et al.*, 2021). These legal aspects establish the basis for regulating the pharmaceutical industry and can significantly influence sales strategies and the overall success of companies in this segment.

Marketing segmentation is an important strategy. Companies analyse the market and divide it into different segments based on consumer characteristics such as age, gender, diseases, preferences, and other factors (Mohammadzadeh *et al.*, 2019). This allows creating targeted marketing campaigns, more precisely adjusting to the needs of each group of customers. Pricing strategies are also an important part of a successful sales share in the pharmaceutical industry. Pricing of medicines and medical products depends on many factors, including production costs, competition, cost of research and development, and accessibility for patients. Choosing the right pricing strategy allows companies to maintain market positions and attract more customers (Bharskar & Siddheshwar, 2020). In 2023, AstraZeneca announced that Tremelimumab would be available at a reduced price in some regions (CADTH

reimbursement recommendation, 2023). This enabled more patients to gain access to innovative treatment, which contributed to the expansion of the company's customer base. The company's sales strategies include strategic partnerships with medical institutions and organisations around the world. For example, AstraZeneca entered into a partnership with the International Agency for Research on Cancer, which helped to research and develop new cancer treatments. All these strategies work together to ensure a successful share of sales in the pharmaceutical industry, ensuring the competitiveness of companies and their products in the market.

The pharmaceutical market in Kazakhstan is a dynamically developing sector. It is influenced by many factors, such as increased demand for medical services and pharmaceutical products, changes in healthcare legislation, technological progress, and global trends in the pharmaceutical industry. At the end of 2022, 97 pharmaceutical manufacturers were operating in the country, among which 34 specialise in the production of medicines, 41 – medi-

cal devices, and 22 focus on the development of medical equipment. The estimated value of the pharmaceutical industry reaches KZT 863 billion, while producers in Kazakhstan contributed KZT 162 billion. In 2022, the share of local production in the pharmaceutical market of Kazakhstan was 19%, while imported goods accounted for 81% (Industrial production statistics, 2023). In Kazakhstan, the pharmaceutical market has some features, such as the constant development of medical equipment and technologies, increasing requirements for the quality of medical care and increasing interest in innovative treatment methods. These factors contribute to the growth of investments in healthcare and pharmaceuticals in the country. There is an increase in the number of private medical centres and pharmacies, which indicates increased competition in the sector. In addition, the increase in household incomes and changes in the structure of healthcare contribute to the expansion of the range of medical products and services on the market. Table 1 shows the main indicators of the pharmaceutical sector in Kazakhstan.

Table 1. Dynamics of the main indicators of the pharmaceutical industry in Kazakhstan

Indicator	2020	2021	2022
Production volume, billion KZT	138.3	198.7	162.6
Number of companies	88	96	97
Share of goods from Kazakhstan, %	16%	25%	19%
Investments in billion KZT	15.3	21.3	22.8
Exports, billion USD	0.06	0.06	0.07
Imports, billion USD	1.56	1.72	1.86

Source: compiled by the author based on Industrial production statistics (2023)

A general analysis of these data suggests that the pharmaceutical industry in Kazakhstan shows a tendency to growth and development, but with some fluctuations in key indicators, which requires attention and additional analysis to understand the causes of these changes and develop strategies for stabilisation and sustainable development of the industry. The market is facing some challenges, including the need to improve healthcare infrastructure in the regions, uneven distribution of medical services, and regulatory and legislative aspects that require constant updating and adaptation. The approach to overcoming these problems was presented in the form of a developed strategy to increase the share of wholesale sales of pharmaceutical products. The approximate steps for the successful implementation of this strategy are shown in Figure 1. This innovative approach allows considering in detail practical measures and methods that can be implemented for growth in this area.

To effectively expand the share of sales in the pharmaceutical products market, it is necessary to start with a thorough study of this industry. This stage includes an analysis of key trends, the state of the competitive environment, and identifying market share and the needs of the target audience. Such a detailed analysis helps to identify potential niches for innovative products and highlight the company's competitive advantages. Based on the results of the market analysis, a unique product offer is being developed that differs from existing products on the market and is able to attract the attention of wholesale buyers. This

may be, for example, the creation of a vitamin and mineral complex with a unique formula, the development of products with increased bioavailability or specialised supplements aimed at certain consumer groups. One of the important steps in this strategy is to ensure high quality products and obtain all necessary certificates and licenses. High product quality and compliance with safety standards are becoming fundamental factors for attracting wholesale customers, as they are focused on providing their customers with reliable and safe products.



Figure 1. Strategy to increase the share of wholesale sales of pharmaceutical products

Source: developed by the author

To attract attention and create connections with wholesale customers, it is necessary to develop an innovative marketing strategy. This may include using a variety of communication channels such as digital marketing, social media, email newsletters, and active participation in exhibitions and events. An important step is also active interaction with wholesale customers, providing a unique product offer and favourable terms of cooperation. Providing training to partners on product features and benefits, informing them about new products and promotions, consulting and assistance in solving issues also contribute to successful cooperation. Constant analysis of feedback from wholesale customers and the use of this data to improve products and conditions of cooperation are key factors in development. In addition, it is important to respond to changes in the market and customer needs by considering ways to expand the product range to attract new customers and retain existing ones. A model situation has been created in which the conditional company Vitamins and Minerals in Kazakhstan aims to increase the share of wholesale sales of vitamins and minerals. The company has applied the previous strategy, which contains 4 stages.

Stage 1. Target audience identification and product development. The Vitamins and Minerals company conducts extensive research on the vitamins and minerals market in Kazakhstan. They analyse data on existing manufacturers and suppliers, sales volumes and demand for various types of vitamins and minerals. They also study consumer preferences and needs by conducting surveys and focus groups among pharmacies, medical institutions, and sports clubs. Based on the results of the study, Vitamins and Minerals identifies the most in-demand vitamins and minerals that need specialised products. For example, they can develop unique complexes for athletes, products to maintain heart health, strengthen immunity, etc. These specialised products help to stand out in the market and attract the target audience.

Stage 2. Free sample distribution and user reviews. A pharmaceutical company provides free samples of a new product to a certain group of potential customers. A strategy for distributing samples to the target audience is being developed. This may include using partner networks, pharmacies, medical facilities, sports clubs, or online platforms to register participants. The company ensures control over the quality of samples and transparency of the process. Participants receive information about the product, its application and benefits, while having the opportunity to give an honest and objective review without the influence of the company. Users who have received samples have the opportunity to use the product and leave their feedback on the online platform. The company collects data on the reaction of participants to the product, analyses feedback and product effectiveness, identifies positive and negative aspects for further improvement of the product and marketing strategy. An online platform can be a specialised website, application, or social network where users can communicate and give feedback. Determining the format of the platform includes choosing the optimal type of resource for information exchange. A user-friendly and intuitive interface is being developed to ensure the security of user data.

Stage 3. Innovative marketing strategy. Vitamins and Minerals actively uses advanced digital marketing tools

to develop its innovation strategy. They pay special attention to SEO (search engine optimisation), using advanced techniques and technologies to optimise their website. They conduct a comprehensive keyword analysis, explore trends and preferences of the target audience in order to optimise the content of the site. Not only the main content, but also metadata, tags, headers, and other aspects of the site are carefully optimised to improve its search results. They create unique and valuable content about their products based on the latest scientific research and trends in a healthy lifestyle. This includes articles, blogs, newsletters, video and audio materials that not only inform, but also engage the target audience. The pharmaceutical company implements a network marketing strategy that includes various approaches to attract and retain users. One of the main methods is affiliate programmes that offer incentives to attract new users. This includes bonuses, discounts or other incentives for both current customers and their referrals. In addition, the company actively engages users through influencer marketing, collaborating with influential personalities or experts in the field of healthcare. They attract such people to promote products through their social networks and blogs, which helps to spread information about the product among their audience.

Stage 4. Feedback analysis and adaptation. The company actively analyses the reaction to the product in various online channels. It tracks discussions, product mentions, and analyses comments, reposts, and general user reactions. The information obtained is used to further improve the product, improve the user experience, and optimise the marketing strategy. The company identifies positive and negative aspects based on data from feedback and online presence monitoring, which helps to make informed decisions to retain current customers and attract new ones. Based on the analysis of data and market trends, further steps are being developed to improve the product and the effectiveness of marketing strategies. Thus, Vitamins and Minerals can effectively implement a strategy to increase wholesale sales, considering market requirements and offering innovative products to customers.

Implementing a strategy to increase wholesale sales of vitamins and minerals may face several difficulties. Obtaining the necessary certificates and licenses can be a complex and resource-intensive process that prevents successful transactions with wholesale customers. The development and implementation of marketing strategies may also require significant financial costs for advertising, marketing materials, and customer training. Financial constraints may limit the company's ability to promote its products. The demand for vitamins and minerals may be seasonal, which affects sales planning and filling production volumes. In addition, customers in the wholesale segment may have doubts about new suppliers, which slows down the process of concluding contracts (Kraus *et al.*, 2021). For the successful implementation of the strategy, it is necessary to consider these problems and develop action plans to solve them. It is important to contact specialists and agencies who can help to obtain the necessary certificates and licenses. This also includes competent preparation of documents and constant monitoring of legislative updates to ensure timely certification updates. Budgeting for marketing activities, considering cost optimisation and efficient use of

company resources, is also extremely important. In some cases, it may be necessary to attract investments or loans to support business expansion and marketing initiatives.

Marketing campaigns and discount offers can be effective to stimulate demand during periods of reduced seasonal demand. The diversification of the product range will meet the needs of customers in different seasons. To overcome the trust from the customers, test samples of the products can be provided to them. Complete and reliable information about products and certification will also help to establish trusting relationships with customers. Creating flexible marketing strategies will help to adapt to market variability, and constant monitoring of its trends will allow responding in a timely manner to changes in demand.

■ DISCUSSION

The conducted research emphasises the importance of effective use of marketing strategies in a highly competitive healthcare market. Strategic planning is becoming a necessity to ensure the sustainable growth and development of the organisation in this segment. Maintaining competitiveness is a critical aspect for medical institutions, given the saturation of the market and the variety of products provided by various organisations. Strategic planning includes an analysis of the market and needs, enabling an assessment of the current situation, identifying risks, and highlighting opportunities for further growth. A deep understanding of customer requirements allows customising the services offered to their expectations and create a valuable offer for the target audience. Given the limited resources such as finances, personnel and equipment, the strategy should clearly identify priority areas for development and allocate funds to the most significant projects to make optimal use of available resources.

This study emphasises that a strategy to increase wholesale sales of vitamins and minerals should be based on an integrated approach, considering market characteristics and customer needs. Product quality, effective marketing promotion, adaptability to market changes and the establishment of long-term partnerships with wholesale customers are the most important factors for the success of this strategy. Product quality is central, requiring strict control of all stages of production and compliance with international standards. An effective marketing strategy that can attract the attention of potential wholesale customers and a sustainable retention policy for existing customers become important elements of a successful strategy. It is also necessary to maintain a high level of service, respond to customer requests and offer favourable terms of cooperation in order to strengthen partnerships and remain a reliable partner in the market.

P. Esfahani *et al.* (2018) analysed the concept and strategy of marketing focused on the field of medical services. Given the specific features of this industry, marketing approaches should be adapted and aimed at specific methods of marketing strategy management. The study highlights the specifics of developing a marketing strategy in the field of healthcare, considering the complexities and characteristics associated with the provision of medical services. This includes an analysis of the dynamics of patient needs, compliance with the standards and norms of this industry, and features of the competitive environment and changes

in consumer behaviour. The study examines communication and pricing strategies that play a key role in attracting customers and maintaining their loyalty. The researchers' findings, like this study, present an analysis of marketing aspects in the medical field, revealing important aspects of marketing strategy development that can be applied to successfully develop and improve the efficiency of medical organisations in today's market competition. The researchers also consider aspects such as unique product offers, service expansion, the development of new market segments, and the establishment of long-term partnerships.

In the course of the study, M. Subedi (2018) analysed the strategies used in the field of wholesale sales of medical products. The findings confirmed that effective strategies include a number of key elements: market research and needs analysis, developing a unique product offering, establishing long-term partnerships with wholesale customers and paying attention to feedback. In addition, the researcher drew attention to the importance of considering possible problems and suggested methods to solve them, such as customer support, adaptation to changing market conditions, and expansion of the product range. The results of the study emphasise the importance of an integrated approach to the development of strategies in the field of wholesale sales of medical products. Given the specifics of the market, offering unique products, developing long-term partnerships and providing flexible solutions to overcome problems are important success factors in this field. These findings can be very useful for companies wishing to increase their efficiency and success in the sale of medical products.

M. Alshurideh *et al.* (2018) analysed the factors influencing the success of a marketing strategy in the field of medicine. The results confirmed that there are certain key factors that play a significant role in achieving success in this industry. Customers of medical services and products highly value quality, and this becomes a determining factor in their choice. In the medical field, where competition can be fierce, it is important to create and implement promotion strategies that can attract the attention of customers and distinguish the company from competitors. Customer loyalty is also of great importance, and establishing long-term mutually beneficial relationships with them helps to ensure a stable flow of orders and increase the level of trust on the part of customers. It is important to note that the adaptation of strategies to the features of consumer behaviour and the dynamic needs of patients is a critical necessity. These findings can be highly valuable for companies in the medical field, helping them effectively develop marketing approaches, increase their sales share, and reinforce their competitiveness in the market.

M. Khazzaka (2019) analyses in detail the main theoretical aspects related to marketing in the field of pharmaceuticals and the marketing research system of the drug market. The study highlights key marketing strategies applicable in the pharmaceutical industry, which contributes to a deeper understanding of the current market situation and the identification of factors affecting the success and competitiveness of companies in this industry. Aspects of the promotion of medicines, the development of optimal pricing strategies, the establishment of long-term and mutually beneficial relationships with customers, and

other strategies that help attract and retain the customer base are investigated. The paper under consideration, as well as this study, has significant practical significance for companies involved in the pharmaceutical sector. The presented research and analysis can help identify the strengths and weaknesses in the drugs market. This allows companies to develop marketing strategies more effectively, optimise their activities, and improve their competitiveness in the market. Y. Wang *et al.* (2018) analysed the effectiveness of strategies in the medical industry with an emphasis on the level of customer satisfaction. The results showed that customer satisfaction plays a significant role in attracting and retaining customers in the field of medical services. The researchers highlighted that the quality of the service provided and the medical care itself directly affects the level of patient satisfaction. In order to reinforce their position in the medical services market, companies should actively work to improve the quality of services provided, pay attention to customer feedback, and regularly analyse the level of satisfaction. One of the key components of a successful marketing strategy in this industry is the continuous training of medical personnel and the development of a positive attitude towards patients.

In addition to what the researchers have said, they should consider the use of information technology and digital media platforms, which can significantly improve communication with customers and increase customer satisfaction. Online appointment platforms, as well as feedback through social media and other digital solutions, contribute to improving the availability of medical services and provide greater convenience for customers. In general, the findings emphasise the importance of developing effective strategies in the field of medicine and product sales. Medical marketing emphasises the need to adapt strategies to customer needs, pharmaceutical sales emphasise marketing promotions and tax reduction, in medicine the key factor is customer satisfaction driven by quality of service and the use of digital technology to improve accessibility of services. These findings highlight the importance of adapting strategies and continuous market analysis for successful development in various industries.

The pharmaceutical market in Kazakhstan is a dynamically developing sector. It is influenced by many factors, such as the constant demand for medical services and pharmaceutical products, technological progress, and global trends in the pharmaceutical industry. The study revealed the significant importance of this topic in the face of fierce competition. Factors such as pricing, the application of discounts, the development of marketing strategies, and the general level of competition play a significant role in shaping customer preferences and affect the share of sales of each company in the industry. The pharmaceutical industry uses a number of marketing and sales strategies that play a key role in attracting customers, promoting products, and increasing

the share of sales. Interacting with patients, increasing brand awareness and increasing sales are important aspects in which digital marketing is actively involved.

■ CONCLUSIONS

It was revealed that the pharmaceutical industry in Kazakhstan shows a tendency to growth and development, but with some fluctuations in key indicators, which requires attention and additional analysis to understand the causes of these changes and develop strategies for stabilisation and sustainable development of the industry. As a result, a strategy was developed to increase wholesale sales, including market research, unique offers, product quality and certification, marketing strategies, cooperation with wholesale customers, training, customer support, feedback and adaptation, and product range expansion. The application of this strategy is also modelled on the notional Vitamins and Minerals company. Possible problems were identified, such as market volatility and difficulties with certification. To solve them, it is necessary to actively cooperate with industry participants, use innovations and information technologies, and consider customer satisfaction and regular analysis of market trends. Competent preparation of documents, constant monitoring of legislative updates, budgeting for marketing activities, attracting investments or loans, diversification of the assortment, constant monitoring of the market are also important actions to improve the efficiency of pharmaceutical companies. The results of the study emphasise the need to develop flexible strategies and use new technologies for successful functioning in the field of wholesale sales of medical products in the pharmaceutical market.

In general, the development of comprehensive and flexible strategies plays an important role in the success and development of medical organisations and enterprises engaged in the sale of goods and services. An integrated approach that includes analysing the market and needs, creating unique offerings, ensuring high quality products, effective marketing strategy and developing partnerships is considered an effective method for increasing sales share in the pharmaceutical sector. In addition, it is necessary to actively adapt to customer characteristics and consumer behaviour trends. These strategies help to attract and retain customers, increase satisfaction and trust, and increase competitiveness in the market. In subsequent studies, it is advisable to consider the effectiveness of using digital marketing tools in promoting pharmaceutical products. Exploring digital advertising techniques, networking, data analytics and online platforms would facilitate a more accurate assessment of their impact on increasing sales and customer engagement.

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■ CONFLICT OF INTEREST

None.

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<https://orcid.org/0009-0001-2512-753X>**Стратегія зі збільшення частки продажів на фармацевтичному ринку**

■ **Анотація.** Тема продажу медичних товарів є актуальною, оскільки фармацевтична галузь постійно піддається трансформаціям відповідно до нових вимог, що змушує компанії та організації постійно адаптуватися до змін у середовищі та приділяти більше уваги стратегіям продажу медичних товарів. Мета дослідження полягала в аналізі сучасних тенденцій та викликів у сфері охорони здоров'я, сфокусованих на підвищенні частки продажу. Серед застосованих підходів було включено аналітичний, статистичний, функціональний, системний аналіз, дедуктивний, метод синтезу, порівняння та моделювання. Дослідження з цієї теми включало аналіз поточних практик, що охоплюють стратегії підвищення обсягу продажів на фармацевтичному ринку на прикладі компанії AstraZeneca. Проаналізовано основні чинники, що впливають на зростання конкуренції в цій сфері та необхідність розробки ефективних методів для збільшення частки продукції компаній на даному ринку. Проведено аналіз ринкових тенденцій, переваг споживачів і маркетингових стратегій, що застосовуються в цій галузі. У ході аналізу різних підходів до збільшення продажів у сфері фармацевтики було виділено різноманітні стратегії. Ці стратегії охоплюють різні аспекти, такі як методи маркетингу, адаптація до динаміки ринку та стратегії залучення нових клієнтів. З проведеного огляду ситуації на ринку та потреб цільової аудиторії розроблено комплексну стратегію, спрямовану на збільшення частки реалізації конкретної фармацевтичної продукції. Ідентифіковано основні перешкоди, з якими стикаються компанії у сфері фармацевтики при прагненні збільшення своєї частки на ринку. Дослідження має практичну значущість у використанні отриманих результатів для розробки та застосування стратегій збільшення продажів фармацевтичних товарів

■ **Ключові слова:** охорона здоров'я; цифровий маркетинг; конкуренція; споживча поведінка; оптимізація продаж