

Journal of Pharmacoeconomics and Pharmaceutical Management

Journal homepage: http://jppm.tums.ac.ir

Factors Affecting the Cost and Income of Pharmacies and to Improve Their Economy



Ahmad Gholami¹ 👵, Abolfazl Sadeghi², Mehrnoosh Emadi³ 🕞, Maryam Kiani Bakyani¹ 🕞, Mohsen Bayati³, Bahram Aghaie⁴ 🕞, Khosro Keshavarz^{3*} 📵

- 1. Department of Biotechnology, Pharmaceutical Sciences Research Center, School of Pharmacy, Shiraz University of Medical Sciences, Shiraz, Iran.
- Department of Pharmacoeconomics and Pharmaceutical Administration, School of Pharmacy, Tehran University of Medical Sciences, Tehran, Iran.
- 3. Health Human Resources Research Center, School of Management and Medical Informatics, Shiraz University of Medical Sciences, Shiraz, Iran.
- 4. Department of Economics Sciences, Faculty of Economics Azad University, Oloum Tahghighat International Financial Management, Tehran, Iran.



citation Gholami A, Sadeghi A, Emadi M, Kiani Bakyani M, Bayati M, Aghaie B, Keshavarz K. Factors Affecting the Cost and Income of Pharmacies and to Improve Their Economy. Journal of Pharmacoeconomics and Pharmaceutical Management. 2021; 7(3-4):93-99.

Running Title Pharmacies Cost and Income

Article Type Research Paper

Article info:

Received: 07.05.2021 Revised: 11.08.2021 Accepted: 10.09.2021



License Statement

This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International license (https://creativecommons.org/licenses/by-nc/4.0/).

Non-commercial uses of the work are permitted, provided the original work is properly cited

Copyright © 2021 The Authors. Publisher

Tehran University of Medical Sciences

ABSTRACT

Background: Pharmacies are a prominent part of the health delivery system. Hence, valuable economic planning in designing and organizing pharmacies must be called. This study aimed to investigate the factors affecting pharmacies' economic outcomes to strengthen their overall economy in Shiraz City, Iran.

Methods: The type of study was descriptive-analytical and surveyed studies. All 343 active pharmacies in Shiraz were selected to be evaluated in this study. The data of all pharmacies were extracted with specifically designed questionnaires and analyzed (descriptive-analytical) with STATA software.

Results: The monthly mean cost and revenue of one daily pharmacy were 6171045803 and 6577041019 Rials, respectively, in 2020. Also, these figures are 11544444668 and 15184116543 for 24-h pharmacies. Our results showed that all influential factors significantly impacted the pharmacies' cost and revenue (P<0.01). Besides, the following factors like tax exemption, the exclusive sale of cosmetic products and medicines, increasing the drug's margin, immediate refund from health insurance, technical right's fee, and facilities significantly impacted pharmacies' economic (P<0.01).

Conclusion: The best ways to improve the pharmacy's economy included tax exemption, the exclusive sale of cosmetic products, the release of exclusive and rare drugs increase of margin, rate of covered drugs with health insurances, faster refunding by the health insurances, specialty rights, and medicines packing. Also, it is necessary to pay attention to the indicators of the pharmacy's economy and the factors affecting their income and expenses. This matter is even more pressing in developing countries, which are facing a severe shortage of resources.

Keywords: Pharmacy, Pharmacy economics, Income, Economics, Costs, Solutions

* Corresponding Author:

Khosro Keshavarz, PhD.

Address: Health Human Resources Research Center, School of Management and Medical Informatics, Shiraz University of Medical Sciences, Shiraz, Iran. E-mail: khkeshavarz@sums.ac.ir; khkeshavarz2007@gmail.com



Introduction

he health care system's goals are supplying, maintaining, and developing public health [1]. The health system consists of various parts that comprehensive and practical cooperation between these parts has a fundamental role in the effectiveness of the whole health system [2]. Pharmacies are a prominent part of the country's health delivery system's chain [3].

In the last decades, studies showed that one of the critical factors affecting the health system's performance is the performance of pharmacies. The vast range of pharmaceutical services has consumed a tremendous volume of the health system's limited resources. Nowadays, healthcare managers and politicians consider the pharmacies' performance a vital factor that significantly impacts the health system's goals [4, 5].

Medicine is one of the bridges between patients and the health system [6] and is one of the inseparable components in the disease treatment chain. Consequently, the lack of accessibility to medicines could cause grave complications during the treatment [7]. Pharmaceutical expenditures have increased in the last years with a rise in the GDP and health system's budget. On average, 15% of annual GDP is allocated to the healthcare system in developed countries, while these amounts have a negligible increase on health indexes [8, 9]. In most low-income countries, almost 50% of health expenditure belongs to pharmacies [10]. According to the documented data in the Iranian Food and Drug Administration (IFDA) in 2018, the number of pharmacies is 11036 in Iran (9633 daily pharmacies and 1403 24-h pharmacies). Also, 10028 pharmacies are private, and the remaining are related to the government or other related governmental founders [11]. As the result of the health system's amendments, private pharmacies are becoming one of the significant parts of healthcare systems, and mainly, the first line of health care system in developing countries [10, 12]. In the USA, pharmacies are managed with a gross margin of 23%-25% [13, 14]. The net income range of independent pharmacies varies between 3.5% (more than \$4 billion) to 4.3% (\$2.5-1.5 billion), while the operating net income of chain pharmacies is less. In the last two decades, the number of independent pharmacies has decreased proportionally as the low-income pharmacies have been shut down or

purchased by chain pharmacy competitors [14]. However, chain pharmacies have not been allowed to work in Iran yet. Pharmacists provide a wide range of health services, which improve overall health outcomes [15].

Consequently, pharmacies, as one of the most prominent health providers to patients in any country, need to be evaluated. The first step to reaching this goal is controlling and evaluating pharmacy services [16]. This study aims to assess factors affecting pharmacies' income and, eventually, to introduce strategies to improve economic status of Shiraz pharmacies.

Materials and Methods

We performed a survey descriptive-analytical study. We collected the study data in 2018. The affecting factors on pharmacies' economics were analyzed after preparing suitable questionnaires.

Data Collection

Three types of questionnaires were designed after a comprehensive literature review to evaluate three subjects answered by pharmacy managers: affecting factors on the pharmacies' costs, inducing factors on the pharmacies' income, strategies to improve pharmacy economics. The experts, the project supervisor, and advisors confirmed the validity and reliability of these three questionnaires. Evaluating the factors that affect pharmacies' economic needs is a good questionnaire that considers fundamental elements from pharmacy owners' point of view.

The questionnaires' validity and reliability were evaluated by experts' opinions and pilot data collection from 15 pharmacies based on the Likert scale and test-retest methods (r=0.85). The respondents completed the questionnaires voluntarily. We guaranteed that their identification would be kept confidential.

Sampling

All of the private pharmacies in Shiraz City, Iran, in 2018 were included in this study. According to Shiraz Food and Drug Administration, there were 301 daily active and 9 semi-daily, and 42 24-h pharmacies in Shiraz.

Data Analysis:

We performed descriptive statistics (mean, median, and descriptive tables) and inferential statistics (Chisquare test) with STATA software for assessing the data and responding to the research questions.



Table 1. General characteristics of pharmacies

| | Mean±SD | | | | | |
|----------------------|-----------------------|------------------------|-----|--|--|--|
| Variables | Daily Pharmacies | 24-h Pharmacies | | | | |
| Number of pharmacies | 301 | 42 | | | | |
| Total income (Rials) | 6577041019±1384394418 | 15184116543±1190212680 | | | | |
| Total cost (Rials) | 6171045803±1302518671 | 11544444668±1083751006 | הכי | | | |

SD: Standard Deviation

Results

General characteristics of pharmacies

As presented in Table 1, there were 343 active pharmacies in 2018 (301 daily pharmacies and 42 were 24-h pharmacies). The monthly mean of cost and revenue of one daily pharmacy in 2020 was 6171045803 and 6577041019 Rials, respectively. These figures were 11544444668 and 15184116543 for 24-h pharmacies.

Factors affecting pharmacy costs

Two factors were considered fixed ones and 13 as variable ones. Property and building costs were fixed costs and human resources, consumable products, energy, renting price of the place, tax, insurance deductions, drug expiration date, delay in refunding, registration of prescriptions, legal charges, wasted drugs, the Internet, and human mistakes were considered variable costs presented in Table 2. All of these factors had a significant effect on pharmacies' costs (P<0.01).

Table 2. The results of statistical analysis (the views of pharmacists about the factors related to the expenses of pharmacy)

| | | Responders' Views | | | | | Chi-square | |
|----------|----------------------------|-------------------|-------|---------|----------|----------------------|------------|--------|
| | Variables | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Test | Sig. |
| Fixed | Depreciation of properties | 45 | 81 | 150 | 23 | 1 | 226.93 | <0.001 |
| ιĔ | Building depreciation | 39 | 68 | 130 | 59 | 4 | 142.36 | <0.001 |
| | Human resources | 50 | 162 | 83 | 5 | 0 | 175.44 | <0.001 |
| | Consumable products | 19 | 124 | 127 | 28 | 2 | 244.23 | <0.001 |
| | Energy | 23 | 102 | 124 | 45 | 6 | 172.83 | <0.001 |
| | Building renting | 102 | 146 | 50 | 2 | 0 | 156.32 | <0.001 |
| | Tax | 128 | 119 | 52 | 1 | 0 | 143.33 | <0.001 |
| a) | Insurance deductions | 139 | 87 | 63 | 9 | 2 | 215.73 | <0.001 |
| Variable | Expired drugs | 119 | 106 | 77 | 2 | 0 | 106.64 | <0.001 |
| > | Delay in refunding | 133 | 106 | 53 | 8 | 0 | 123.97 | <0.001 |
| | Prescription registration | 53 | 113 | 114 | 20 | 0 | 86.32 | <0.001 |
| | Legal charges | 49 | 84 | 116 | 50 | 1 | 123.56 | <0.001 |
| | Wasted drugs | 30 | 79 | 140 | 50 | 1 | 187.36 | <0.001 |
| | Internet | 29 | 43 | 126 | 90 | 12 | 146.83 | <0.001 |
| | Human mistakes | 69 | 133 | 82 | 13 | 3 | 189.20 | <0.001 |





Table 3. The results of statistical analysis (attitude of pharmacists about the factors related to the income of pharmacies)

| | | | Chi aguaya | | | | | |
|----------|---|-------------------|------------|---------|----------|------------------------|----------------------|--------|
| | Variables | Strongly Agree | Agree | Neutral | Disagree | Strongly Dis- agree | - Chi-square Test | Sig. |
| Fixed | Prescription drugs | 1 | 104 | 144 | 50 | 1 | 267.56 | <0.001 |
| Ϋ́Ε | OTC drugs | 141 | 137 | 21 | 0 | 0 | 93.21 | <0.001 |
| | Technical right | 174 | 104 | 20 | 1 | 0 | 256.09 | <0.001 |
| | Cosmetic products | 53 | 176 | 65 | 5 | 0 | 209.82 | <0.001 |
| | Cosmetics | 42 | 172 | 78 | 6 | 1 | 327.57 | <0.001 |
| | Companies' discounts | 53 | 163 | 77 | 6 | 0 | 173.81 | <0.001 |
| | Inflation of the drug's price | 73 | 132 | 68 | 24 | 2 | 168.50 | <0.001 |
| | Long refund of drug prices | 137 | 110 | 44 | 8 | 0 | 140.71 | <0.001 |
| | Beneficial drug consultant | 102 | 130 | 64 | 2 | 1 | 226.16 | <0.001 |
| | Responsibility of pharmacy owner | 148 | 93 | 56 | 2 | 0 | 151.74 | <0.001 |
| | Proportional of human resources | 63 | 104 | 97 | 32 | 3 | 122.85 | <0.001 |
| Variable | Selling of imported drugs | 82 | 107 | 84 | 18 | 1 | 145.56 | <0.001 |
| Na. | The specialty of near physicians | 99 | 125 | 65 | 10 | 0 | 99.00 | <0.001 |
| | Daily pharmacy / 24-h pharmacy | 97 | 135 | 56 | 10 | 1 | 217.23 | <0.001 |
| | Professional cooperation between pharmacists with near physicians | 110 | 115 | 65 | 9 | 0 | 97.40 | <0.001 |
| | Delays in refunding from insurances | 131 | 109 | 52 | 7 | 0 | 126.35 | <0.001 |
| | Geographic location | 105 | 64 | 66 | 13 | 2 | 143.00 | <0.001 |
| | Change of laws | 116 | 57 | 94 | 30 | 2 | 143.22 | <0.001 |
| | Health policy of the whole country | 99 | 72 | 92 | 36 | 0 | 32.03 | <0.001 |
| | City of pharmacy | 90 | 87 | 65 | 8 | 0 | 69.32 | <0.001 |
| | Long-term refund of phar- macies | 122 | 123 | 47 | 7 | 0 | 132.71 | <0.001 |

JPPM

Factors affecting pharmacies' income

In this part, two factors were defined as fixed factors and 19 as variable ones. As presented in Table 3, prescription and over-the-counter (OTC) medicines had a significant effect as fixed factors. Moreover, variable costs were consisted of: technical right, cosmetic products, cosmetics, pharmaceutical companies' discounts, inflation of drugs' price, Long refund of drug prices, beneficial drug consultant, Responsibility of pharmacy, proportional of human resources, imported drug's selling, the specialty of physicians located near the pharmacy,

type of pharmacy (daily or 24 h pharmacy), professional cooperation between pharmacists with near physicians, delays in refunding from health insurances, geographical location, changes of laws, health policy of the whole country, City of pharmacy and Long-term refund of pharmacies had a significent effect on the pharmacies income and the general policy of whole countrys pharmaceutical system (P<0.01).

Table 4. Results of statistical analysis (the ways to improve the business of pharmacy)

| | | | Chi-square | | | | | |
|------------|---|-------------------|------------|---------|----------|----------------------|--------|--------|
| Variables | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Test | Sig. |
| Fixed | Tax exemption | 60 | 145 | 93 | 1 | 1 | 245.60 | <0.001 |
| | Exclusive sale of cosmetics products | 88 | 152 | 53 | 7 | 0 | 149.41 | <0.001 |
| | Release of exclusive and rare drugs | 55 | 113 | 100 | 32 | 0 | 57.57 | <0.001 |
| | Increase of margin | 61 | 88 | 101 | 46 | 4 | 96.63 | <0.001 |
| | Rate of covered drugs with insurances | 75 | 132 | 82 | 11 | 0 | 98.58 | <0.001 |
| a) | Increasing the share of insurance companies | 79 | 125 | 80 | 14 | 1 | 176.96 | <0.001 |
| | Faster refunding by the insurances | 144 | 105 | 44 | 7 | 0 | 149.94 | <0.001 |
| Variable | Technical rights | 161 | 116 | 22 | 1 | 0 | 231.49 | <0.001 |
| > | Obtaining facilities from banks | 47 | 94 | 120 | 33 | 6 | 142.83 | <0.001 |
| | Selling of herbals and supplements | 62 | 124 | 91 | 21 | 2 | 165.76 | <0.001 |
| | Observe written medication and monitor it | 47 | 108 | 107 | 36 | 2 | 143.70 | <0.001 |
| | Creation of electronic files | 45 | 86 | 107 | 45 | 16 | 88.14 | <0.001 |
| | Drugs packing | 42 | 79 | 128 | 41 | 10 | 136.16 | <0.001 |

Solutions to improve pharmacies' economy

In this part, two factors were mentioned as fixed factors and 11 as variable ones. As can be seen in Table 4, the best ways to improve the pharmacy's economy were tax exemption and the exclusive sale of cosmetic products as fixed factors, as well as the release of exclusive and rare drugs increase of margin, rate of covered drugs with health insurances, faster refunding by the health insurances, specialty rights, obtaining facilities from banks, selling herbal and supplements, creation of electronic files, and drugs packing as variable factors.

Discussion

Our analysis showed that the significant factors affecting a pharmacy's costs and expenses are the properties and building costs, human resources, energy, renting cost of the place, tax, insurance deductions, delay in refunding, expired drugs, the Internet, and human mistakes. Also, some factors such as the incomes earned from the sale of prescription medicines, OTC medicines, dispensing fees, hygienic and cosmetic products, loca-

tion of pharmacy (city), imported drug's selling, the specialty of physicians located near the pharmacy, type of pharmacy (daily or 24-h pharmacy) had a more significant effect on the pharmacies' income and the general policy of whole county's pharmaceutical system.

Almost all of the variables considered in this study were similar to the findings of Keshavarz et al. [17]. The results of Schumock et al. (2018), like this study, showed that the rate of drug selling had increased 5.8% by inflammation in the drug's price [18]. Besides, Christensen (2006) showed that price increase related to the OTC drugs was one of the factors affecting the pharmacies' income [19]. Pharmacies' margin has a significant effect on the patient's compliance regarding generic medicines [20]. Therefore, by amending these variables at the national level, we could bring about better pharmacy management and improve its outcome. In Europe, the governments increased the drug's margin while their countries suffered from an economic crisis because they knew the importance of pharmacies' economics in the health care system. Although some governments like Greece have increased the value-added



tax, they decreased it at a lower amount than before for pharmacies, just to maintain the drug accessibility [21].

One more vital consideration is the effect of health insurance coverage on the pharmacies' economics. The pharmacies' income would be increased if the health insurance coverage level increased due to higher demands for the medicines. More studies depicted that the health insurance level of coverage is a strong point for the pharmacies' economics [17, 22, 23]. Nevertheless, the problem starts when the health insurances refund the money to the pharmacies with extreme delay and a high level of deductions, and studies endorsed this assertion [24, 25].

The location of the pharmacy (city) is another important factor for various reasons. The economic classification of citizens, the level of tourists coming to the town, and their cultures affect the income of pharmacies. According to the expert's opinions, pharmacists' beneficial drug consultants could create a high level of trust in the pharmacy. The specialty of physicians near the pharmacy could affect the income tremendously; for example, orthopedics is prescribing medicines and supplements, which are almost expensive, and these medications could bring about more income for pharmacies. The pharmacy location could define the type of pharmacy from the perspective of OTC or prescription rate of selling. If the pharmacy is located near the hospital or physicians' offices, it has some benefits compared to the pharmacies in busy streets. OTC pharmacies do not have the problem of the delay on the refunding; however, they do not guarantee a sustained selling rate.

Study Limitations

We had limited access to the required data because pharmacists and pharmacy owners were reluctant to share the details with us. The data relating to the incomes and costs were collected as self-reporting, and assessing the data's accuracy was impossible.

Conclusion

According to the results of this study, the best ways to improve the pharmacy's economy included tax exemption, the exclusive sale of cosmetic products, the release of exclusive and rare drugs, increase of margin, the rate for covered medicines with health insurances, faster refunding by the health insurances, specialty rights, selling of herbal and supplements, creation of electronic files, and drugs packing. Also, it is necessary to pay attention to the indicators of the pharmacies economy and the

factors affecting their income and expenses. This is even more vital in developing countries, which are facing a severe shortage of resources.

Ethical Considerations

Compliance with ethical guidelines

All ethical principles are considered in this article. The participants were informed of the purpose of the research and its implementation stages. They were also assured about the confidentiality of their information and were free to leave the study whenever they wished, and if desired, the research results would be available to them.

Funding

This paper was supported by Shiraz University of Medical Sciences, Shiraz, Iran.

Authors' contributions

All authors contributed to preparing this paper.

Conflict of interest

The authors declared no conflicts of interest regarding the content of this article.

Acknowledgements

The authors would like to thank Shiraz University of Medical Sciences, Shiraz, Iran.

References

- [1] Reinhardt U, Cheng T. The world health report 2000 Health systems: Improving performance. Bull World Health Organ Suppl. 2000; 78(8):1064. [PMCID]
- [2] Tourani S. [Study of performance index of public educational hospitals: The context of Iran University of Medical Sciences (Persian)]. J Health Adm. 1997; 1(1):32-58. http://jha.iums.ac.ir/article-1-247-fa.html
- [3] Roberts M, Hsiao W, Berman P, Reich M. Getting health reform right: A guide to improving performance and equity. New York: Oxford University Press; 2003. https://books.google.com/books?id=5m3ILLkfSjOC&dq
- [4] Doucette WR, McDonough RP, Mormann MM, Vaschevici R, Urmie JM, Patterson BJ. Three-year financial analysis of pharmacy services at an independent community pharmacy. J Am Pharm Assoc (2003). 2012; 52(2):181-7. [DOI:10.1331/JAPhA.2012.11207] [PMID]



- [5] Vermeulen LC, Rough SS, Thielke TS, Shane RR, Ivey MF, Woodward BW, et al. Strategic approach for improving the medication-use process in health systems: The high-performance pharmacy practice framework. Am J Health Syst Pharm. 2007; 64(16):1699-710. [DOI:10.2146/ajhp060558] [PMID]
- [6] Bastani P, Mehralian G, Dinarvand R. Resource allocation and purchasing arrangements to improve accessibility of medicines: Evidence from Iran. J Res Pharm Pract. 2015; 4(1):9-17. [DOI:10.4103/2279-042X.150045] [PMID] [PMCID]
- [7] Kleinke JD. The price of progress: Prescription drugs in the health care market. Health Aff (Millwood). 2001; 20(5):43-60. [DOI:10.1377/hlthaff.20.5.43] [PMID]
- [8] Akortsu MA, Abor PA. Financing public healthcare institutions in Ghana. J Health Organ Manag. 2011; 25(2):128-41. [DOI:10.1108/14777261111134383] [PMID]
- [9] Tordoff JM, Norris PT, Reith DM. "Price management" and its impact on hospital pharmaceutical expenditure and the availability of medicines in New Zealand hospitals. Value Health. 2008; 11(7):1214-26. [DOI:10.1111/j.1524-4733.2008.00353.x] [PMID]
- [10] Quick JD, Laing RO, Ross-Degnan DG. Intervention research to promote clinically effective and economically efficient use of pharmaceuticals: The international network for rational use of drugs. J Clin Epidemiol. 1991; 45(Suppl 2):57-65. [DOI:10.1016/0895-4356(91)90114-0]
- [11] IRDA. [Number of pharmacies. [Internet] (Persian)]. 2021. Available from: https://www.irda.ir/categories/list/number_pharmacies country.
- [12] Cederlof C, Tomson G. Private pharmacies and the health sector reform in developing countries-professional and commercial highlights. J Soc Adm Pharm. 1995; 12:101-11. https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Private+pharmacies+and+the+health+sector+reform+in+developing+countries-professional+and+commercial+highlights&btnG=
- [13] National Association of Chain Drug Stores Foundation. The chain pharmacy industry profile. Alexandria: National Association of Chain Drug Stores Foundation; 2004. https://www.google. com/books/edition/The_Chain_Pharmacy_Industry_Profile/ oKRqAAAAMAAJ?hl=en
- [14] West D, Carper B, Hoey D, Claude E. 2004 NCPA-Pfizer digest. Alexandria: National Community Pharmacists Association, VA; 2004. https://scholar.google.com/scholar_lookup?hl=en&publication_year=2004&author=D+Westauthor=B+Carperauthor=D+Hoeyauthor=E+Claude&title=2004+NCPA-Pfizer+digest
- [15] Beney J, Bero LA, Bond C. Expanding the roles of outpatient pharmacists: Effects on health services utilisation, costs, and patient outcomes. Cochrane Database Syst Rev. 2000; (3):CD000336. [DOI:10.1002/14651858.CD000336] [PMID]
- [16] Taylor D. The pharmaceutical industry and the future of drug development. In: Hester RE, Harrison RM, editors. Pharmaceuticals in the Environment. London: Royal Society of Chemistry; 2015. pp. 1-33. [DOI:10.1039/9781782622345-00001]
- [17] Keshavarz K, Kebriaeezadeh A, Hashemi Meshkini A, Nikfar S, Mirian I, Khoonsari H. Financial perspective of private pharmacies in Tehran (Iran): Is it a lucrative business? Daru. 2012; 20(1):62. [DOI:10.1186/2008-2231-20-62] [PMID] [PMCID]
- [18] Schumock GT, Stubbings J, Wiest MD, Li EC, Suda KJ, Matusiak LM, et al. National trends in prescription drug expenditures and pro-

- jections for 2018. Am J Health Syst Pharm. 2018; 75(14):1023-38. [DOI:10.2146/ajhp180138] [PMID]
- [19] Christensen DB, Farris KB. Pharmaceutical care in community pharmacies: Practice and research in the US. Ann Pharmacother. 2006; 40(7-8):1400-6. [DOI:10.1345/aph.1G545] [PMID]
- [20] Brekke KR, Holmås TH, Straume OR. Margins and market shares: Pharmacy incentives for generic substitution. Eur Econ Rev. 2013; 61:116-31. [DOI:10.1016/j.euroecorev.2013.02.005]
- [21] Vogler S, Zimmermann N, Leopold C, de Joncheere K. Pharmaceutical policies in European countries in response to the global financial crisis. South Med Rev. 2011; 4(2):69-79. [DOI:10.5655/smr. v4i2.1004] [PMID] [PMCID]
- [22] Imani A, Moghimi M, Golestani AJM, Jalilian H. Financial and economic criteria for evaluating the performance of pharmacies. Asian J Pharm Res Health Care. 2016; 8(Suppl 1):42-8. [DOI:10.18311/ajprhc/2016/7722]
- [23] Thomsen L, Frokjaer B, Rossing C, Herborg H. Assessment of pharmacy systems in selected countries. Identification of literature and experiences [Internet]. 2011 [Updated 2011 December]. Available from: http://europharm.pbworks.com/w/file/fetch/53213512/Assessmentofpharmacysystems_WEB_samlet.pdf
- [24] Carroll NV, Miederhoff PA, Waters LW. Profitability, third-party reimbursement, and access to community pharmacies. Clin Ther. 1996; 18(4):703-15. [DOI:10.1016/S0149-2918(96)80221-9]
- [25] Pampel G. Factors affecting the profitability of pharmacies [PhD dissertation]. Johannesburg: University of the Witwatersrand; 2013. http://hdl.handle.net10539/14078