CHAPTER 6
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FUNCTIONS OF ORGANIZED HEALTHSTORE AND OPPORTUNITIES

To gain a better understanding of the employment requirements in this sector it is essential to study the current practices in the traditional (unorganized) health store and how the organized health store functions based on its operational demands.

The traditional health store:

There are about 7 lakh registered pharmacies in India and many of them are members of local associations which in turn are members of the all India association. Falling in the drugs segment they are by law subjected to stringent licensing requirements and guidelines which are laid out extensively and essentially monitored and controlled by the Food & Drug Administration (FDA), local municipal administration and other authorities. (This extensive list is attached as an annexure).

It will be appropriate to point out that a vast majority of them in excess of 80% fail to comply with one or more of these essential requirements and the problem lies in the tracking, implementation and control. The infrastructure required for this purpose is highly inadequate.

A pharmacy cannot operate without a qualified and registered pharmacist. It must be noted that a majority of them operate with a part time pharmacist by sharing the pharmacist with other health stores. Very often basic storage standards are not met as legally required provision is not available. Many of them operate from space which is 100 square feet or slightly more in area. To add to this list there is no following of any labour rules & regulations and these factors have profound impact on services rendered.
Typically a traditional health store is a stand alone and family owned. The owner is usually the family head who is assisted by another family member and often employ one to two store assistants. Today there are 21 million employees engaged in this activity and one can imagine the services offered by them.

A look at how an organized health store operates is very revealing and would enable us realise the requirements in terms of standards and manpower.

With the objective of understanding the details of the entire system, a study was conducted into the operations of one organized retail health store viz. "n Trust" Pharmacy. The following few paragraphs explain this in detail and are accompanied with visuals to enhance appreciation.

![nTrust](image)

Figure (45): View of Health store frontage

Notice the clear view inside the store from the outside. Appealing to the customer and would help in drawing crowd.
Figure (46): View of the OTC racks

Neatly arranged merchandise helps customer locate requirement with ease and saves search time. Also promotes impulse purchase in this segment.
Figure (47): View of Display window.

More revenues for the store

Figure (48): View of Pharmacy racks.

Helps Pharmacist to respond quickly to patient’s requirements.

To enable easy understanding of the functioning of a health store the same was studied as sub groups based on function

a) Objectives of Operations
b) Store Maintenance
c) Floor Management
d) Store Sales Development
e) Inventory Management
f) Maximizing Profit
g) Human Resources Management
h) Store Administration

The store has laid down the objectives of the departments. These have been given below.
(a1) Objectives of Operations Department

Efficient Day to day operations of the store through SOP & Break even point

Achievement
To Become a Market Leader
Sales Management
Scientific inventory control
Cost Control

(b1) Store Maintenance is responsible for the following

Store Cleanliness
Storage Guidelines
Dress Code
Operating Hours

(c1) The floor Management is responsible for:

Customer Management
Organizing camps
Crowd Management
Lean hours activities.
Home Delivery Procedures
Transactions with distribution center
Customer Complaint registers
Telephone Manners
Want Register

(d1) The Sales Development for:

Implementation of Marketing Programs

Tie-ups
Membership enhancement
Customer Excellence

(e1) The Inventory Management group:

Dealing with stocks.
Purchase Management
Vendor Management
Shrinkage Control
Excess Stock
Dead inventory
ROP based inventory system.
Expiry stocks
(f1) How to maximize the profit

Money Save is Money Earn
Discounts & Schemes
Revenue from the other sources.
Free Inventory concept
Cash purchase strategy

(g1) Employee Management

Shop Manpower Chart
Duties & Responsibilities
Employee appraisal System
Shifts

(h1) Administrative

Cash Management
Attendance register
Licensing
Meetings & Reporting

Reporting of shop

Meetings

Detailed discussions with the representative of the firm indicate the following:-

Efficient Day to day operations through SOP:- This involves the daily operations of the retail store. (SOP stands for standard operating procedures). These procedures are laid down in the operating manual of the firm.

Break even point achievement:
The goal of the firm was to ensure that breakeven is achieved within a period of 6 months.

To Become a Market Leader: - In the ultimate analysis it is necessary that the Health store should become the market leader. The firm believes in providing “continuous customer service levels”. This entails that the store should be the first option for the residents who are staying in the locality. The store has a well laid out plan to achieve this goal and retain this position. One of the representative of the store pointed out that the objective of the firm was that “people should remember this store as a landmark”.

Sales Management: - Each Business organization has got Sales Management. This is very crucial aspect of the business. Success of any business unit depends on the sales or in other words turnover. If the turnover is more profit is more and vice a versa. Marketing and Sales will go hand in hand. All the efforts for marketing & customer
services are leading towards maximization of sales. Basically Sales management
speaks about periodical sales target and means to achieve the same.
The Business Plan outline of the Stores deals in greater detail about the sales targets.

**Scientific inventory control:** Too little or too much of inventory is bad for the
organization, as in one case the firm loses opportunities and in the other case the firms
most important resource is locked. The objectives of optimizing the inventory levels
and to know re order levels etc.. Special software with pop-up menus have been
installed resulting in an efficient inventory system.

**Cost Control:** As asset management is the key to success the store has been
conducting regular training programs with the objective of inculcating the cost aspects
amongst the employees.

**Store Maintenance:** The importance of this aspect has been aptly put by the
representative of the store. We are a part of health care business. Hygiene is very
important in health care. We need to take all the respective steps through which
customer should feel that shopping conditions are hygienic and friendly. We need to
maintain our retail store in such a way by seeing the customer should easily identify
the difference between our store and some other store.

**Store cleanliness:** - Hygiene is very important in health care. The SOP Gives details
of these aspects. These have been indicated below.

Cleaning of Floor: Cleaning of the floor will be done on daily basis. Sweeper for the
same will be appointed. Floor will be cleaned twice in a day.
Products: - Product (categories) like syrups, ointments, lotions, bottles, soaps, toothbrushes etc are kept open on the rack. On a weekly basis these products has to be cleaned. Helper of the pharmacy will clean one category daily. He will clean items as well as all the racks of the category.

For eg.

Monday: - Cleaning of Personal care

Tuesday: - Cleaning of Ayurvedic Section

Wednesday: - Syrups of A & B & C

Cont ..........

So if he follows above-mentioned schedule then in maximum of 12 days basis he will be able to clean each and every portion of the pharmacy.

**Ophthalmic Section:** - Ophthalmic section will be cleaned on daily basis. This includes cleaning of shelves as well as Glasses & Frames.

Table (28) Schedule

<table>
<thead>
<tr>
<th>Name of the Item</th>
<th>Frequency</th>
<th>Responsible Person</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front – end Glass &amp; Pharmacy Entry Door</td>
<td>Daily Basis.</td>
<td>Shop Helper</td>
<td>8.00 a.m.</td>
</tr>
<tr>
<td>Glow Sign Board</td>
<td>Weekly Twice .Every Wednesday &amp; Saturday</td>
<td>Shop Helper</td>
<td>8.15 a.m.</td>
</tr>
<tr>
<td>Merchandise items of pharmacy</td>
<td>On fortnightly Basis. Modalities are given above.</td>
<td>Shop helper</td>
<td>1.30 to 2.30 p.m.</td>
</tr>
<tr>
<td>Name of the Item</td>
<td>Frequency</td>
<td>Responsible Person</td>
<td>Time</td>
</tr>
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<td>--------------------------</td>
<td>----------------------------</td>
<td>--------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Refrigerator</td>
<td>1st of every month</td>
<td>Shop Helper</td>
<td></td>
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<tr>
<td>Air condition</td>
<td>2nd of every month</td>
<td>Shop Helper</td>
<td></td>
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<tr>
<td>(pharmacy section)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Floor cleaning (all the</td>
<td>Daily two times</td>
<td>Sweeper</td>
<td>8 a.m.&amp; 4 p.m.</td>
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<tr>
<td>units)</td>
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<td></td>
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</tr>
<tr>
<td>Medicine Drawers</td>
<td>On 2nd &amp; 4th Saturday</td>
<td>Shop Helper</td>
<td></td>
</tr>
<tr>
<td>Tube lights, Fans,</td>
<td>On 1st &amp; 3rd Saturday</td>
<td>Shop Helper</td>
<td></td>
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<tr>
<td>Telephone</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy counter</td>
<td>Daily two times</td>
<td>Shop helper</td>
<td>8 a.m.&amp; 4 p.m.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ophthalmic Section</td>
<td>On Daily basis</td>
<td>Counter Sales Man</td>
<td></td>
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<tr>
<td>Centrifuge</td>
<td>On Daily basis</td>
<td>DMLT-Helper</td>
<td></td>
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</tbody>
</table>

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<thead>
<tr>
<th>Name of the Item</th>
<th>Frequency</th>
<th>Responsible Person</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refrigerator (B.C.C.</td>
<td>On Every Saturday</td>
<td>DMLT –B.C.C.</td>
<td></td>
</tr>
<tr>
<td>Section )</td>
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<td>------------------------------</td>
<td></td>
</tr>
<tr>
<td>Air condition (B.C.C. section)</td>
<td>2nd of every month</td>
<td>Helper B.C.C.</td>
<td></td>
</tr>
<tr>
<td>Phlebotomy Couch /Chair</td>
<td>On daily basis</td>
<td>Helper of B.C.C.</td>
<td></td>
</tr>
<tr>
<td>Entrance door of B.C.C.</td>
<td>On daily basis</td>
<td>Helper of B.C.C.</td>
<td></td>
</tr>
</tbody>
</table>

*Please note: - If Ophthalmic section Sales Man or B.C.C. DMLT is busy with the customer; in that case pharmacy helper will do this routine work.

Storage Guidelines:
Storage guidelines will guide you in terms of pharmacy products merchandising and front end product merchandising. It is designed for easy pick-up by employees in pharmacy section and by consumers in front end section. The Location Code for each item is a useful tool for picking the Items.

**Location masters:** In storage what you need to mainly follow are location masters.
Location master indicates the location of the item. For every item, which is available in the pharmacy, there is an item code. In this item code we have defined location masters, which will indicate the location of the item. With the help of this location master you can store the item in drawer as the case may be or even you can search the item in pharmacy.

**How to read location masters?** :- If the location code is starting from alphabet “D” then it must be Drawer. All the capsules and tablets are stored in the drawers in
alphabetical order. Depends upon the alphabet we allocate the drawer. Eg. For “A” alphabet we allot 4 drawers because there are many strips which starts from alphabet A. On the other hand for alphabet “U” we allot half drawer, because there are very limited strips, which starts from alphabet “U”. As we mentioned above For alphabet “A” we allot four drawers, to identify these drawers we allot them nos. for eg. D1 (Drawer 1), D2, D3, D4. In every drawer there would be three sections, for that we allot nos. 1, 2 & 3

The master can be summarized as follows:

\[ D \quad 1 \quad A \quad 1 \]

\[ \text{Section of} \quad \quad \text{Drawer No.} \quad \quad \text{Alphabet} \quad \quad \text{the} \]

Location Identification If the location master is “D1A1”, and then this item will be found in first drawer of “A” alphabet, in first section. Similarly if the location code is “D3S2” then this item will be found in third drawer of “S” alphabet, in second section. While storing the item in the pharmacy you have to adhere to this location master strictly. If the location code is starting from alphabet “R” then you will find the item on the rack. A number is given for each rack. Normally 36 racks would be
available in the pharmacy. Each rack has the unique no. for eg. R1. If the location master is R15, then one will find this item on Rack no. 15. One need to follow alphabetical (left to right) order for keeping the medicines on racks.

**Front end Section:** - The front-end merchandise will enable the customer to pick the items of their choice. These items are basically health related items. Items are divided into 12 categories. Which are as follows.

**PROCEDURE TO DISPLAY THE FRONT-END ITEMS RACK**

Each rack will be named with different categories like Oral Care, Personal Care, Men’s Range etc. Rack no. means the position of the category. Items of each particular category should be displayed in the respective racks.

**SHELF**

In the rack there are 5-6 shelves and each shelf will have a different sub- category like if the category is Health Foods then in that category the sub-categories are Health Drinks, Low Calorie, Anti-diabetic etc. So as given in the plano-gram each sub-category items should be displayed on each shelf starting from topmost.

**POSITION FROM THE LEFT**

On each shelf the displaying of the items should start from the left hand of the shelf from the front. In the Plano-gram 1A means first item from the left from front. 1B means item behind the 1A. 2A means second item from the left or you can say item next to 1A. 2B means item behind the 2B. For example:-
CATEGORY: - BABY CARE

SUB-CATEGORY: - BABY POWDERS & SOAPS i.e. the first topmost shelf.

So if this is the shelf the display should be done in this manner

<table>
<thead>
<tr>
<th>BABY POWDERS &amp; SOAPS</th>
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</thead>
<tbody>
<tr>
<td>J&amp;J PDR 700GM 1E</td>
</tr>
</tbody>
</table>

Front End Categories: - Following are 12 front-end categories.

1. **Self Medication:** - Self-medication category is made for first-aid, wherein the customer can pick up the item as per his requirement. This category is further divided in to sub categories for e.g. cough and cold relief, pain care, antacids & antiseptics & first aid.

2. **Ayurvedic:** - Ayurvedic category is made for all ayurvedic products. This category is further divided in to Arishthas, Asavas, Tel, and Kadhas & Gugguls.

3. **Generic:** - Non-prescribed medicines, which are also cheap kept in this category.
4. **Bath Care**: - This category includes wide range of soaps & liquid soaps. This category is further divided into medicated soaps, ayurvedic soaps, and cosmetic soaps.

5. **Nature Care**: - Product made by the extract from the nature are kept in this category. Sub categories are as above honey, churnas, Chywanprash, Oils & Digesters

6. **Oral Care**: - Teeth is one of the most important organ of body so proper care should be taken. This category is related with it. Subcategories are as above. Toothpaste, Tooth brushes Tooth powders.

7. **Personal care**: - This category is mainly related with the items which are related to personal care of body, which normally has the cosmetics. This includes Talcum powder, Hair care, shampoos, Sanitary napkins, preventives & home need.

8. **Cosmetic & Skin care**: - Items related to skin are displayed in this category. Subcategories Deodorants, Fairness creams, Gels, Moisturizers & ant wrinkle creams.

9. **Baby Care**: - Items related to baby come under this category. Sub category Baby powders, Baby soaps, Baby oils, Baby shampoos, Baby lotions, Baby creams, Baby drippers, Baby foods & baby hygiene.

10. **Men’s Range**: - The items related to men are kept in this category. Subcategories are Health care, Deodorants, Talcum powder, and shaving creams, shaving foams, shaving gel. Razors, Blades. Shaving brush, After-shave & preventives.
11. **Health Foods**: - For Fit & Fine health related products are kept in this category. Subcategories are health drinks, anti diabetic, low calorie

12. **Surgical & Accessories.**:- The products related to minor accidents or joint pain come under this category.

**Pharmacy section**. : This is the medicine section. Following product type categories come under this section.

1. **Liquids**: - Liquids are of different pack size. Selves for these are carefully designed and adjustable in size. All liquids will be stored alphabetically on the racks.

2. **Tablets & Capsules**: - This category has got tremendous width. Movement of this section is high. These items will be placed alphabetically by brand name in wooden drawers.

3. **Tubes & Containers**: - Tubes and containers will be stored in alphabetical order.

4. **Surgical & Other bulky items**: - Frequency of movement is low. These items are bulky. We allot a separate rack as well as separate drawers for this category.

5. **Vials & injections**: - Vials & injection will be kept in the injection container.

6. **Refrigerator**: - All the insulin’s, for eg. Human mixtard, penfill will be kept in the refrigerator. All the injections will be kept in refrigerator.
Figure no (49) Rack & Draw Arrangement

Arrangement of Racks: -

R1  R5  R9  R13
   R17

R2  R6  R10  R14
   R18

R3  R7  R11  R15
   R19

R4  R8  R12  R16
   R20

Arrangement of Drawer: -

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
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<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>D</th>
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</table>
Dress Code: - Dress code gives professional impact of the pharmacy and brand

It is crucial to maintain unique dress code. There are various elements, which will make our retail store different than other retail store. Dress code is one of the elements. Every employee has to wear identity card when he is on duty.

Following can be a suggested dress code.

For pharmacist: - White Apron & Green Hand gloves on the right hand.

Apron and hand gloves will carry our brand logo. Pharmacist has to wear the apron & hand glove when he/she is on duty. Apron should be neat & clean.

Hand glove give the indication of hygiene level of the pharmacy. Customer should feel that we are maintaining hygiene level in the pharmacy.

For Blood collection center: - white Apron & Hand gloves. Apron and hand gloves will carry our brand logo.

For remaining staff of the store: - Light Green color apron with logo.

Operating Hours: - Our pharmacy will remain open on all 365 days in a year.

Timing will be morning 8 a.m. to 10 p.m. Operating hours is designed for customer convenience. Depends on the area requirements timing will be changed. Pharmacy’s business hours should be displayed on front door to ensure your customer knows the hours of business.

Floor Management

In this chapter all the activities related to the pharmacy are mentioned which includes key areas like handling customers, handling inventory, routine activities etc

Customer management: -
This topic will explain you about how to deal with customer and the essential steps to deal with customers. It is a primary responsibility of Customer care executive (CCE) to deal with all customers. In case if CCE is busy with another customer then pharmacist will take the responsibility. In some points we have included helper to deal with customer (for e.g. dealing with front end category) by keeping in mind situation may arise CCE and pharmacist may be busy with a group of customers so in that case helper will assist customer, but if CCE is free and if any customer wants to purchase front end items then CCE only will interact with customers. In short customer interaction level of the pharmacy would be as follows. However, all Pharmacy staff should be trained to interact with customers efficiently.

FIRST RESPONSIBLE  CUSTOMER CARE EXECUTIVE

SECOND RESPONSIBLE  PHARMACIST

THIRD RESPONSIBLE  HELPER

Note: - Helper will only interact with the customer only in extreme urgencies.
CUSTOMER FLOWCHART

Customer

☐

Personal Greeting by Customer Care Executive (CCE)

☐

Direct the customer to pharmacy end or front end as the case may

Pharmacy End

☐

Pharmacist will receive prescription. Here CCE will start the detailing story and at the same

☐

Check for items prescribed availability

Non-availability consults doctor

Pull Stock Customer

Prepare Bill (Pharmacist) Packing

Collect Cash / Credit Card

Thank You

Front End

☐

CCE will start the detailing

Helper will assist the customer in finding the product and if customer

Direct customer billing

Prepare Bill (Packing of

Collect Cash / Credit Card

Thank You

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Note:-
If the item is not available in the pharmacy in that case pharmacist will give call to the respective doctor to find out substitute brand. Product will not be substituted without doctor’s knowledge. In case product is not available in shop then helper will go out and he will get the relevant medicine from another medical store. To avoid embarrassment at the store we could also inform the customer we shall door deliver by specifying the time and the pharmacist should live up to the time committed.

Organizing camps: - Camp is one of the most important marketing weapons to get closer to our customer. This is also one of the most important methods of promoting the stores. Through the help of camps we get new customers who may become loyal customer in future. For e.g. through the help of diabetic camp we can get diabetic customer, who is a long time medicine user. To make any camp successful you need to undertake following activities. Even with existing Customers such activities shall become Value addition and will build trust and Loyalty.

Activities to be done before camp

Putting up notice for the camp on the shop notice board

Communication of the camp: - Communication of the camp will be through paper inserts, banners, cable advertisement, notice in the doctor’s dispensary, telephone calls to the loyal customers, and advertisement in the local newspaper.

Through the message master on the Bills.

Enrollment of customer’s name for the camp in register.

Finalizing doctor for camp
Making available relevant medicines. For e.g. if it is a diabetic camp then we need to make available relevant diabetic medicine.

**Activities to be done on the day of camp.**

Sitting arrangement of the customer in side the pharmacy

It is recommended that except one employee in pharmacy section all other employee should stand outside in front end section to restrict stock pilferage and stock lifting.

Welcome of the doctor with a bouquet by the CCE. If any new customer is coming for the camp, make him a member.

Member will get served on first come first served basis.

Post-Camp follow-up Thank-you letter to doctor. Follow-up with the new customer who became member on the day of the camp.

**Crowd management:** - Crowd management plays very important role in customer service. Each customer feels that he has to be properly attended by the store staff, but in the peak hours (evening time) it may happen that because of heavy customer crowd some customer does not get proper attention, and they feel that they are neglected, and even if we have great marketing program, efficient staff members, still some customer may not visit the store again because of lack of proper attention during their first visit. Such situation may arise in the shop; to avoid such kind of situation crowd management is necessary. One of the key aspects of floor management is effective management of crowd during peak hours. Here we will explain the steps to be followed in the event of too many customers at one point of time.
The CCE has got to be at the entrance of the store and know about the customer requirements whether they want to buy drugs or optical items accordingly they have to be directed to the specific section.

In the peak hours one of the following ways can be adopted to manage the crowd. If the crowd is heavy at Drug section: - At drug section if No. of customer are high then helper will be utilized for billing and two pharmacists can dispense the medicines and CCE will do the detailing job. If any member is there request him to drop his list, so you can deliver the required items through home delivery (even you can refer customer history for this.)

If crowd is heavy at front end— In that case helper will help the customers to find required items.

If many customers drop in to see the store. (Group Detailing):- In the first month of operations people staying near by visit the store just see the store. They may not purchase anything but they just want to see the store. In that case you may find heavy crowd in front-end section. In this case it is advisable to do group detailing. CCE will explain the concept to the no of people at same time, so he/she need not to explain the same concept to every customer, because of this ours as well as customers time will also save.

Billing person has to be very fast to undertake billing, as you cannot make the customer wait for long. CCE will utilize the time for detailing which is available in between, handover of prescription from customer to pharmacist till the bill gets ready. Billing and packing are two aspects, which has to happen simultaneously.

During peak hours both the terminals should be used for billing as it can reduce customer-waiting time.
Crowd will comparatively be very less at ophthalmic section compared to pharmacy section. Ophthalmic section Sales Man will attend the customer’s query one by one, he can not handle no. of queries simultaneously because it involves a technical aspect. If no of customer is more at optical section in that cases CCE will detail the concept to another, till the moment dealing with the first customer get over for the day.

Note: - It is recommended that CCE should always go for group detailing. Hereby he/she can reach every customer. Idea of keeping CCE is to attend every customer. IF CCE is busy for some unavoidable reasons in that case pharmacist/ Optical Sales man will take responsibility of CCE.

**Lean hours activity:** - Lean hours are exactly opposite to peak hours.

In peak hours you will hardly get time from the customer, but in the lean hours as the customer traffic is less (afternoon hours) you will have maximum time. This time you can utilize for:

- Various administrative matters for eg. Maintenance of petty cash register or various work related to finance.
- Inactive customer follow-up
- Visit to nursing homes & doctors
- Visit to senior citizen clubs
- Maintenance work of the pharmacy. ( Mentioned above.)

**Home delivery procedure:** - This procedure will explain you how to keep track of home delivery. You need to maintain home delivery register for this, following is the format of home delivery register.
<table>
<thead>
<tr>
<th>Date</th>
<th>Order</th>
<th>Taken by/Timing</th>
<th>Delivered by/Timing</th>
<th>Remark</th>
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<tbody>
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It is recommended that pharmacist should govern all the home deliveries since he has got knowledge of brands, so he/she will not commit any mistakes while taking the order.

**Note:** - Credit sales option: - For home delivery always insist on credit sales option.
When you receive the payment for home delivery then pass the necessary entry in computer.

**Date:** - Date on which home delivery has taken

**Order:** - Details of home delivery. It is recommended that entire name of item should be written along with the strength. For Eg. if customer is ordering “Ecosprin”, in that case it is advisable to ask the power of “Ecosprin” whether it is 150 or 75 mg. It is also advisable to ask qty as per our format. For eg. While giving order for “Ecosprin” customer will say “10”, he may indication no of tablets (“Ecosprin” one strip contains 10 tablets) but we may presume customer ordered 10 strips.

Ecospin – 10

Ecosprin 75 mg Tablets 10 Strips
Taken by time: - Order taker will mention the time as well his name in this column
Delivered by time: - Helper will mention the time as well as him name in this column..

Note: - It is must to mention relevant information in the above mentioned column. This will give us the status of home delivery either it is pending or not.

Remark:- If customer is making some special request while giving order you need to mention the same in the column. For e.g. if customer requires some information brochure along with the home delivery you can mention the same in this. IF customer requires the home delivery after two days you can mention the same in this.

Transaction with Distribution center:- All Rx items and Optical Frames will be brought from Distribution center only. It is recommended that only one pharmacist responsible for Purchases should deal with distribution center. Following are some related points.

At the end of the day you need to transfer the data without fail. If the data is not transferred to Dc then order will not generate for that day.

New item: - Requisition for new item code will be through excel sheet only. No oral communication will be considered. You need to follow the format for item code requisition.

Dc will accept only those orders, which are placed through computer. No manual order will be accepted weekly. Two deliveries will be given to the store. In case of urgency shop helper has to come to DC to pick up the material. Shop has to send requisition through computer for this. The entire expiry item has to reach DC before two month of expiry. No expired items will be accepted from the store. Similarly all dispatches will be first come first basis. Sales invoice will be electronically be transferred and the same has to be down loaded at POS and is ready for billing. At
POS there is an option for both bar codes billing by scanning an also manual billing for items purchased locally.

Customer compliant/Suggestion register (CCR):- This is made for customers. Customers will write their complaints in this. One thing we need to be clear here, we are not maintaining CCR to find out any shortcoming in any employee. Main objective behind this Customer Complaint and Suggestion book is to improve our store efficiency. We cannot see our bottlenecks or short coming, but customer will do that because customer is analyzing our pharmacy from different angle. Their suggestions and complaints will help us to remove shortcoming from our system and further it will help us improve customer service levels. So we need to encourage each and every customer to write his views as well as his complaints. His suggestions will help us to built future marketing plans.

Ultimately we are preparing marketing programs for customers, so we need to consider customer’s view.

Format.

<table>
<thead>
<tr>
<th>Date</th>
<th>Details of customer (Name/Member no./Address)</th>
<th>Details of complaint or suggestion</th>
<th>Attended by</th>
<th>Action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

230
Date: - Date on which complaint or suggestion has received.

Detail of the customer: - If the customer is member in that case he can mention his membership no as well as his name. If customer is not member then along with name he has to mention the address.

Attended by: - Name of the person who attended the complaint.

Action Taken: - Details of the action taken.

Note: - CCR should always be at pharmacy counter. It should be easily visible to every customer.

Telephone manners: -

Whenever you receive a phone call it is very important to greet the person by saying “NTrust Pharmacy, Good morning, Good Afternoon/Good evening, and sir/madam. How can I help you?” Ask the customer’s name. Inform customer about the new schemes / programs which are running in the shop. Listen to their requirement before we start communicating anything from our side.

Want register:-

To record our requirements of product this register is maintained.

Format:-

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Qty</th>
<th>Name of the supplier</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Date: - Mention the date on which product is ordered.

Description: - Name of the product

Qty: - Mention the qty of product

Name of the supplier: - You need to mention the name of the supplier to whom you placed the order.

Status: - You need to update this column. If item is arrived in the pharmacy, you need to mention the same in this. So we come to know which products are not come from supplier and according to that we can do necessary follow-up with the supplier.

Note: - It is recommended to maintain this register in the computer to improve operational efficiency

Sales Development

CUSTOMER SERVICE

MARKETING INPUTS

OPERATIONAL EFFICIENCY

SALES

CAMPS

Figure no (50) Inputs for Sales
We are having different marketing programs, we are making various efforts to increase the operational efficiency, we are organizing camps, we are giving high customer service, and we are taking all these efforts to achieve our common goal that is higher sales. If we are offering all these things but there is no improvement in sales, then all these are of no use. All efforts in the store should lead towards higher sales achievement.

The projected ratio of the sales for pharmaceutical vs General items is 70:30. Since gross margin involved in pharmaceutical items is more our focus should be more on these items.

Implementation of marketing program:

Our entire marketing program is great on the paper but it will give result only when we put these plans to execution. It is the responsibility of floor staff to execute these plans. This program will help you compete in the market. Remember the market where we are situated is highly competitive.

Existence is possible only by providing good customer service or giving heavy discount. Giving discount is short-term goal. Through the heavy discount many shopkeepers attract customers, but at the same time they are losing profit. For e.g. if we leave tax then we are sacrificing our profit up to 50%. Discount is a short-term goal, because it is directly affecting our profit margins. Once we start our store operations near by stores may decrease their price, and they will use this as weapon against us. To fight against this we will use this weapon. Our marketing programs
are weapons to divert the customer as well as to retain the customers. Following marketing programs are suggestive:

1. **Insurance program:** - If a customer is making purchase of Rs. 3000 within 3 months of time then he will be eligible for the insurance cover of Rs.50000. In the next subsequent 3 months if customer is making additional purchase of Rs. 40000 then he will get an insurance cover of Rs. 75000. In next subsequent three months if customer is making additional purchase of Rs. 5000 then he will get children benefit policy. For e.g.

<table>
<thead>
<tr>
<th>Period</th>
<th>Purchase value</th>
<th>Cumulative purchase value</th>
<th>Insurance policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>Rs.3000</td>
<td>Rs.3000</td>
<td>Rs.50000</td>
</tr>
<tr>
<td>4 to 6</td>
<td>Rs.4000</td>
<td>Rs.7000</td>
<td>Rs.75000</td>
</tr>
<tr>
<td>7 to 9</td>
<td>Rs.5000</td>
<td>Rs.12000</td>
<td>Rs.50000 Child benefits policy</td>
</tr>
</tbody>
</table>

Insurance broacher will contain entire information on this. You need to explain this to customer, how this insurance is beneficial to them. We are bearing the entire cost of this insurance. We are giving this insurance free to the customers.

2. **Medical camps:** - Camp is very important mode through which we get new customers. Camp like diabetic or asthmatic will fetch long-term medication customer. Camps are subsidized/free to the members.

3. **Formation of clubs:** - Formation of the club like senior citizen will give use long term medication customers. Clubs like cardiac club, diabetic club will catch long term medication user customers.
4. **Monthly refill program:** - This program is mainly meant for loyal customers. This is one of the tools to retain loyal customers with the pharmacy. Long term medication user (for eg. Diabetic customer) will take same kind of medicines in every month. Under this program we are planning to give a Refill Box free with Medicines to be paid which customer normally consumes and give a reminder call for the medicine refill. This will give him a personal touch.

**Tie-ups:** Various tie-ups plays very important role in sales development. Since it is a direct dealing with another organization volume of business is more.

Following are some e.g. of tie-ups.

1. **Hospital Tie-up:**- Tie-ups with local doctors, nursing homes and path labs. RMO & nurses plays a vital role in hospital tie-ups. Normally by giving a commission (3% to 5%) to the relevant staff member we can get this business. This needs a continuous and very close follow up. The commercial negotiations will have to be authorized of course by higher executives.

2. **Corporate –tie up:** - Big Companies are having strong employee base.

Tie-up with such companies can fetch a good business. Most of the employees of such companies are having re-imbursement facilities for the amount incurred on the medicines. Through tie-up we can divert this business to the pharmacy. Human resource department is involved in this process.

3. **Tie-up with health clubs:** - Tie-up with clubs like senior citizens, will give good response because all the members of senior citizen
clubs are 60+ so many of these members may be suffering from diseases like blood pressure or cardiac. These are the long-term medication diseases. Tie-up with such clubs can fetch good nos. of loyal customers.

**Sales Promotional schemes:** - Various sales promotional schemes will be implemented time to time. For eg. Diwali scheme will be implemented during Diwali season, New Year scheme will be implemented during X’mas.

Goal behind these schemes are

A) To improve walks ins (no. of bills)

B) To improve avg. billing value

Both the above-mentioned points will increase the sales. Information on the various promotional schemes will be provided from time-to-time.

**Membership Enhancement:** Key aspect of any retail industry is customers. If the no of customer is more turn over is more and vice versa. But this is equally important that we should retain these customers. Following are various modes through which we can get new members.

1. **Camp:** - Camp is very effective mode through which we get good numbers of new customers.

2. **Tie-up with association & Clubs:** - Tie-up with association and clubs can get us new members.

3. **Various events:** - Events like cardiac week or ayurvedic week can get us new members.

**Remember:** - For all the above mentioned points we need to communicate the message properly. For e.g. If we are conducting diabetic camp, people will come for
this camp only, when they will have proper information on the same. Inserts, cable advertisement, notice, etc are the various modes of communication. Our inventory goal is to achieve 5 to 6 inventory (turns) in a year.

**Customer Excellence:** The key to success in customer relations is attitude. You must always exhibit a true caring concern for each individual customer. Always follow following principles.

Our Service is excellent, but we provide a product, people wish they didn’t need! No one wants to feel sick and take medication. Most people who come in to have a prescription filled aren’t feeling well. Be sure to be pleasant and cheerful. Try to brighten their day.

The Customer is always right.

The customer should not be kept waiting: Whenever possible, take care of your customers as soon as they walk through the door. If you are with another customer, be sure to greet anyone else who comes in. Never ignore a customer.

Provide a professional atmosphere for your customer.

Customer feels flattered when you know their names. Use their last names and Last but not the least always consider that “CUSTOMER IS YOUR BOSS”

**Scientific Inventory management**

Inventory means working capital. It is very crucial to manage inventory well, otherwise even after wonderful marketing program sales will not increase if proper inventory is not maintained. Even if we keep more stocks in the shop then our profitability will get affected.
Dealing with stocks: - Dealing with stocks

involves following options.

1. Dealing with general items
2. Dealing with prescription items
3. Dealing with optical.

All Rx as well as optical items will be provided from distribution center only. Front-end items will be ordered from local suppliers.

Points to remember

Every item which is entering the store has to be entered into the system Label has to be stuck on the relevant item.

Item has to be stored according to the location code.

Purchase Management:

- Profit is the lifeline of every business.

Efficient purchase management can increase our profits as well as decrease our working capital investments. You need to follow following points. Special Promotions/schemes are available on new items. New items should be ordered only on the condition that on movement payment will be released on sale or at least after 60 days. Even such products should be on the shelf for a maximum of 60 after which they should be returned as otherwise it will be occupying unnecessary space and may use up additional working capital.
After six months analyze the zero quantity sales products. Keep one unit of each and return remaining units. After one year if still the product is non-moving then return the entire stuff.

Always maintain want register for your daily requirement. For items that are unique where a customer buys periodically, where a customer buys periodically, where no other customer buys, keep track of the customers as to when he will buy again and accordingly plan the purchase. Before ordering any products always see the product movement bargain for additional discounts for cash purchases and longer credit for slow moving items. At the end of every month always ensure that you are having sufficient stock of the medicines of long-term medicine users. (Loyal customers)

Vendor management: - Vendor means suppliers. For front-end item we need to appoint suppliers. Always keep good relations with suppliers. To grab more margins it is advisable to keep minimum suppliers. If your number of suppliers is many then your order will get divided between these suppliers. So always try to keep minimum suppliers so you can pass good volume of order to suppliers and hereby you can get the benefits of schemes and discount. Remember maximum discounts and schemes you will get only then, when you will pass good volume order to vendor. Always follow your commitment regarding the payment. Vendor has selected day in the market, during that day they will come for the order and on the same or a next day they will deliver the products. You need to keep your order ready on this day. You need to plan your purchases accordingly.

On periodical basis we may replace our nonmoving stocks with our routine order. While giving order to the representative of suppliers always see what is non-moving stock of that relevant distributor is lying in the pharmacy.
Inform the representative to deduct relevant amount from the bill against this stocks.

This process should be monthly once.

Notes:-

Orders may be placed on a weekly basis

Each vendor has to be designated a fixed day in a week
All deliveries should be within 24/48 hours of ordering.
Deliveries to be accepted between 12 noon to 5.00 p.m.
Check before ordering for any trade schemes- source from stockiest/company representatives.
Do not accept excess quantities than PO quantity.

2 e.4) Shrinkage control: - “REDUCE YOUR LOSS=

INCREASE YOUR PROFITS” If you reduce your loss ultimately your profits will increase. The breakages, stock lifting, obsolescence will come under this point. Breakages can happen while lifting the product or while storing the product. It is advisable to store your product properly. We are keeping all general items in front end section from where customer can pick up the item. During peak hours and camp days stock lifting takes place. To avoid this it is advisable to keep one person in front-end section. Scientific Merchandising can minimize and reduce the inventory pilferage. As regards the back end any shrinkage will be deducted from the employees of the stores. As regards front end care should be taken to control pilferage. However,
this also needs a very scientific positioning of the Categories so as to minimize the Shrinkage.

**Excess stock:** First reason behind increase in inventory “EXCESS STOCK”. In this case items listed in this are moving but excess stocks are available in the pharmacy. Let’s see the following e.g. 1.1 Name of the item: - Tocofer 400 mg tablet

Total sale of the year: - 1 strip

Stock in hand: - 3 strips

If you see above situation you will come to know that we have sold only one strip throughout the year but we are having three units In spite of keeping one unit of the said item we are keeping 3 units. This happens because while ordering we do not see the movement register of this item. Even if we sold one strip we may place order for three units and such situation happens. You may think here it is just a matter of Rs.50 to 60, but just imagine near about 3500 to 4000 items are available in the pharmacy, if you calculate this then your excess stock can reach in lakhs of Rs. To avoid this kind of situation, always place order by analyzing stock movement register & the frequency of the distributors visit. If the frequency of visit is more then it is advisable keep minimum stock and vice a versa.

Dead Inventory: - These are those items, which are not moving. This happens because of the following reasons.

1. Promotion of Medical representatives (MR’s):-

MR promotes various brands to doctor & pharmacies. According to MR’s information we make available item in the pharmacy. Some time doctor promotes the brand or he may totally neglect the brand. Some times he may discontinue promoting the brand.
Because of such reasons non-moving stock get built up. To avoid such situation it is recommended not to order such item till the moment we receive first enquiry. Even if you are ordering these items, order one or two units, and once you get confident about the movement of the product then only go for schemes and other promotional schemes.

2. **Promotional schemes:** - Another familiar word for this point is “DUMPING” Many companies to promote their product use this kind of marketing strategy. To push up their sales they announce scheme like 10+2 or 10+5 means if you purchase 10 strips you will get 5 strips free.

To get these 5 strips free we place the order for 10 strips and we may end-up with 15 non-moving units. To avoid such kind of situation always see demand for the item & then place the order. There are many such schemes are available for e.g. “scratch n win” scheme, lucky draw scheme etc.

1. **Customer order:** - Sometimes customer place heavy orders & according to that we place orders to distributor. After we procure the goods customer cancels the order and it results in non-moving stocks to pile up.

Always take some advance when you are taking such order so you can come to know the validity of order. This is mainly applicable for the new customers.

**Please note:** - On quarterly basis Ho will send inventory action plan, Which will indicate A) Excess stocks B) Zero qty stocks C) Expiry and expired stocks and actions on it. You have to implement this action plan in pharmacy.

**ROP based inventory system:** - To avoid excess stock situation we always recommend ROP based inventory system. ROP means Re order point. This is predefined point of item. If the stock level of that item reach to that predefined point then system automatically generate orders for that item for e.g. ROP for “crocin” is
20. System will not generate order for “crocin” till the stock level reaches to 20.
Suppose we are having 35 strips of “Crocin” if sales is 10 strips, then stock level will
reach to 25 (35-10). On this point system will not generate the order. But the moment
the sale of another 5 strips stock level will reach to 20 (25-5) and automatically
system will generate the order. If you adopt this system problem of excess inventory
will be solved. However, ROP concept is Dynamic and you need to inform HO Ops
department if it needs to be altered.

Methods of fixing ROP: - Basically ROP is fixed upon considering above mentioned
factors A) Sales performance B) Frequency of visit of distributor.
C) Our Inventory strategy and Goal.

Manual based: - Under the manual based system ROP decide upon manually. This
system is adopted in the case when we don’t have any sales data.

Sales based: - Under this ROP has been decided upon the sales performance. While
fixing ROP we analyzed the previous data. Under this system the sales VS order is
generated based on Opening Stock--- sales/ 2.

2E.7) Expiry stocks: - All the expiry items at the shop
has to be returned before two months of expiry date. On weekly basis you need to see
the expiry date analysis report for next two months and according to that you need to
remove stocks. While accepting the goods from stockiest always ensures that you are
not receiving any near expiry or expired items. Any expiry with in 6 months should
not be accepted while receiving stocks from suppliers. Similarly while selling any
item due expiry in the next 60 days should not be billed to customers.
Surprise Inventory check: - This activity needs to be done on daily basis. This activity is important for following daily schedule .you need to check 50 items. Helper can check front end products & pharmacists can check back end products.

To cross check between physical stock & system stock

To arrange the item properly

To cross check the expiry date of item.

<table>
<thead>
<tr>
<th>Name of the item</th>
<th>System stock</th>
<th>Physical stock</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

**Inventory Calculation formula**

How to calculate no. of day’s stock?

**Formula:** - No. of Days stock = (Total stock /Total sale of the year) x 365 days.

If you see above example 1.1 in that case = (3/1) x 365

No. of days stock is = 1095 days stock

How to calculate inventory turns?

**Formula:** - Inventory turn = Cost of goods sold/ Closing stock.

If your value of inventory is Rs. 300000
If your value of cost of goods sold is Rs. 3600000

Then your inventory turn is = Rs.3600000/Rs.300000 = 6 inventory turns.

The following terminologies in Inventory need to be understood:-

A] S.K.U. = STOCK KEEPING UNIT
B] WIDTH = NUMBER OF ITEMS.
C] DEPTH = NUMBER OF PIECES IN AN ITEM
D] COGS = COST OF GOODS SOLD
E] ROP = RE-ORDER POINT.
F] ROQ = REORDER QTY
G] MAX = MAXIMUM QTY
H] MIN = MINIMUM QTY
I] TURNS = NUMBER OF TIMES WE ROTATE THE INVENTORY.

How to maximize profits?

Money saved is money earned: - This concept exactly works on the point “MONEY SAVED IS MONEY EARNED”. Maximization of profits is possible only through controlling the expense. There are various elements through which one can reduce the expenses and thereby contribute towards higher profits. Particularly in the Retail Business the Operating Expenses has to be controlled. The Key components of the Operating Expenses are The Rent, Electricity, Telephones, Consumables, Marketing Cost, and Salaries etc. In your daily routine kindly follow following tips, which will help you to curtail your expenses.

POWER:

Ensure great caution is exercised on this front as our Pharmacies are Air - Conditioned. During Lean Hours / Cold and Rainy seasons the A/C usage should be curtailed and control the expenditure head on this count.

Similarly, if the pharmacy has sufficient exposure to natural light use the artificial lights to minimum extent.

INSURANCE:
Lower inventory at the stores would mean lower premium on the inventory and lower risk factor.

COMMUNICATIONS COST:
If this is not controlled the telephone bills can cause concern. Use to the extent required for official purpose. No personal calls will be allowed. To the maximum extent avoid calling customers except loyal customers.

2 f.2) Discounts and Schemes: If you manage these two aspects well you can improve the profit margins of your product. Key aspect is always negotiating discounts and schemes for moving products. If the product is moving then negotiate for scheme. Even if you are buying that particular item more to avail the scheme it is feasible. Before that always see the product movement trend and according to that place the order. Always negotiate discount minimum 8% to 10% for moving product on MRP. This discount is apart from the retailer margin.

For e.g. Bournvita. Purchase price is Rs.71. MRP is 78. Your profit is Rs.7, which is 9% profit margin. In this case try to get another 8% on MRP, which will be Rs.6.24 discount. So your modified purchase price will be Rs.64.76.

Revenue from other sources. :-

OTHER INCOME SOURCES:
In retailing the opportunity that has to be capitalized is at the point of Sale income sources which if it can take care of 30 to 40% of the Operating expenses the Viability and the Break-even period could be much faster. The other income sources to be tapped are:-

In Shop promotions. :- In In-shop promotion we give table space to the interested company to promote their products to the customers. We charge rent for this. Following are the details.

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>For 1 Day</td>
<td>Rs.200</td>
</tr>
<tr>
<td>For 3 Day</td>
<td>Rs.500</td>
</tr>
<tr>
<td>For 5 Day</td>
<td>Rs.800</td>
</tr>
<tr>
<td>For 7 Day</td>
<td>Rs.1100</td>
</tr>
</tbody>
</table>
Window Display: - In window display we give one rack space to the interested company to display their products. We charge some rent for this. Following are the details.

<table>
<thead>
<tr>
<th>Position</th>
<th>Length (Ft.)</th>
<th>Width (Ft.)</th>
<th>Area (Sq. Ft.)</th>
<th>Rate (Rs.) Per Month Per Shelf</th>
<th>3 Months</th>
<th>6 Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display Stand (5)</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>1000</td>
<td>2700</td>
<td>5200</td>
</tr>
<tr>
<td>Display Stand (5)</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>1000</td>
<td>2700</td>
<td>5200</td>
</tr>
<tr>
<td>Pharmacy Counter Display</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3)</td>
<td>2.2</td>
<td>4</td>
<td>8.8</td>
<td>1000</td>
<td>2700</td>
<td>5200</td>
</tr>
<tr>
<td>Right Hand Front Display</td>
<td>7</td>
<td>2</td>
<td>14</td>
<td>2500</td>
<td>7200</td>
<td>14000</td>
</tr>
<tr>
<td>Left Hand Front Display</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>2000</td>
<td>5700</td>
<td>11000</td>
</tr>
</tbody>
</table>

Events by other companies. :- Under this company provides freebies (free gifts or samples) to the customers to either promote their brand or to promote their products.

2 f.4) Free Inventory concept: -

When Inventory = Monthly sales is strictly followed the “FREE” Inventory concept works.

How can we make this” Free Inventory Concept “work?

If you schedule your buying so that you can sell products off the shelves as many items as possible at retail before you must pay for the items, you are practically working on zero working capital. This is called “Free Inventory Concept.”

Generally, the purchases during the first fortnight of the month are high.

Thus you need to schedule your buying to suit this so that you can move the stocks off the shelf quickly. These items if you can schedule during the last week and the first week you can be at ease if your credit terms are favorable.

Always remember that merchandise has to be purchased on NEEDS AND NOT ON WANTS. The best thing is to go by “History of Sales” which is the best indicators for
buying. Also need to plan for the seasonal products so that dead inventory is not piled up.

Cash Purchase Strategy:
Fast moving items are bought on immediate payment basis as this will fetch additional discounts of 2% to 3%. However, one should resort to this only after we have sales history. The general principle is 80:20. That is 80% volume comes from 20% products. Never buy products on immediate payment basis, which are moving slow as it will erode profits due to high inventory carrying cost and dead stocks.

Employee Management
The staff of the Pharmacy is also an important asset. Our success is not possible without proper & motivated staff. Each employee has to work together as a team and work hard to achieve our common goal.

Shop Manpower chart

```
HEAD OFFICE

\[ \downarrow \]

Customer Care Executive

\[ \downarrow \]

Pharmacist (2) \hspace{1cm} Optical Sales Man \hspace{1cm} Blood col.

Center staff

Helpers \hspace{1cm} (2)

Duties & Responsibilities: -
```
Customer care Executive: - He/she will be one point contact of the store. His/Her main responsibility is to handle each customer effectively, so the customer will become loyal member of the store.

Job Responsibilities :-

Responsible for the store functions.

Implementation of Shop SOP’s

Implementation of marketing programs

Implementation of various sales promotional schemes.

Customer Detailing

Store sales goal achievement through other staff.

Tie-up with corporate and local clubs & hospitals

Regular visit to the near by health care units. For eg. health care clubs

Weekly operations report to the management

Coordinator for the three units of shop (pharmacy, BCC, Optical)

Monthly presentation to the management on shop review.

Planning local events in coordination with head office.

High level customer service

Action Plans for membership enhancement & implementation

Inputs on marketing programs & sales promotional schemes to marketing Department.

Inactive customer review and actions.

Arrangement of the camps

Ensure the cleanliness of the pharmacy.

Petty cash management
Customer contacts and attending Complaints.

Pharmacist: - Her/his main responsibility is to dispense the medicines and to attend health related query of customer. If the CCE is busy with some other activities then it is the responsibility of pharmacist to handle the customer.

Job responsibilities

Responsible for the pharmacy section

Dispensing medicines

Counseling.

Co-ordination with CCE for store related matters.

Implementation of Shop SOP’s

Implementation of marketing programs

Implementation of various sales promotional schemes.

Customer Detailing

Achievement of sales target for pharmacy

High level customer service

Inputs to marketing department on marketing programs & sales promotional schemes

Co-ordination with DC for

A) Daily refill of the stock
B) Non-moving item replacement
C) Expiry replacement
D) Placing order to DC

Front-end merchandising

A) Placing orders

250
B) Non-moving item replacement

C) Other matter related to front end sections

Sales cash Management

Billing.

Ensure the cleanliness of pharmacy section

Computer related matters:-

A) Entry of customer profit

B) Inward entries of stock

Home delivery management.

A) Taking orders

B) Necessary follow-up

Blood collection center Executive:-

Job responsibilities: -

Responsible for the Blood collection center

Collection of sample from center as well as from residence of customer. Joint visit with CCE to hospital and nursing homes for business enhancement.

Co-ordination with CCE for related matters.

Implementation of Shop SOP’s

Implementation of marketing programs

Implementation of various sales promotional schemes.

Customer Detailing

Achievement of sales target for Blood collection center

High level customer service

Inputs to marketing department on marketing programs & sales promotional schemes
Co-ordination with DC for stocks.

Sales cash Management

Ensure the cleanliness of Blood collection center

Ophthalmic Section Executive :-

Responsible for the ophthalmic section

Co-ordination with CCE for related matters.

Implementation of Shop SOP's

Implementation of Marketing programs

Implementation of various sales promotional schemes.

Customer Detailing

Achievement of sales target for ophthalmic section

High level customer service

Inputs to marketing department on marketing programs & sales promotional schemes

Co-ordination with DC for refill of the stock

Merchandising of products.

Sales cash Management

Ensure the cleanliness of ophthalmic section.

Helper

Co-ordination with CCE, BCC executive, optical executive for related matters.

Cleanliness of the store.

Implementation of Shop SOP’s

Home delivery
Bank Deposit.

Note :-

Teamwork is very important. If we are allotting a responsibility to specific employee and if he is not there, then it should not happen that work remains pending as it is our customer who will suffer. In such situation available employee should take this responsibility.

Detailing is a joint responsibility of every body. It is primary responsibility of CCE, but if he is busy then it is responsibility of another employee to do the same.

Billing also is the joint responsibility of all.

Employee Appraisal system: - The sale per employee indicates the performance of the store staff. Appraisal will be done every six months.

Following points will be considered.

Achievement Vs target.

Value additions to store

Value additions to company

Attendance record.

Shifts. :-

Employee Timings.

Customer Care executive:-

Timing: - 8.30 a.m. to 1 p.m. & 5.00 p.m. to 9.30 p.m. (9 hours)

Weekly off: - Wednesday
Pharmacist 1 -
Timing: - 9 a.m. to 9 p.m. (12 hrs)
Weekly Off: - Monday
Full Day - Tuesday

Pharmacist 2
Timings: - 5 p.m. to 11 p.m. (6 hrs)
Off: - Tuesday
Full Day: - Monday

Helper 1
Timing: - 9 a.m. to 9 p.m. (12 hrs)
Off: - Monday
Full Day - Tuesday

Helper 2
Timings: - 3 p.m. to 11 p.m. (8 hrs)
Off: - Tuesday
Full Day: - Monday

On weekly basis schedules will be exchanged in between pharmacists & helpers.

Optical Section Sales Man:-
Timing: - 10 a.m. to 10 p.m. (12 hours)

Weekly off: - Thursday

Blood collection executive:-

Timing: - 8.00 a.m. to 12.30 p.m. & 4.00 p.m. to 9.30 p.m. (10 hours)
Weekly off: - Friday.

2 h) Administrative

2 h.1) Cash Management:- Cash management includes dealing with cash.
There are two transactions involved in this.

A) Sales Cash Management.

B) Petty Cash Management.

Sales Cash management: - This involves dealing with sales cash. This is primary responsibility of pharmacist. Rs.1000, as floating cash will be given from the head office, which has to remain in drawer at end of the day. Remaining cash will be the collection of the day, which has to tally with the “Cash on hand” figure of cash collection summary report. At the end of the day pharmacist has to keep this amount in the safe custody along with the print out of collection summary. Next day morning pharmacist has to deposit this money in to bank & attach the bank deposit slip to cash collection summary report. This report will come to head office on daily basis. Pharmacists need to maintain sales register for this. Format for the sales register is as follows.
<table>
<thead>
<tr>
<th>Date</th>
<th>Total sale</th>
<th>Sales Return</th>
<th>Credit card</th>
<th>Cash on hand (rpt)</th>
<th>Cash Deposited</th>
<th>Difference</th>
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</tbody>
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**Date:** - Date of the sale

**Total sale:** - Total sales of the day

**Sales return:** - Sales return of the day

**Credit card:** - Credit card sales of the day

**Cash on hand:** - Cash on hand of the day. Same figure should appear hear which is available in cash collection summary report.

**Cash Deposited:** - Actual cash deposited in bank

**Difference:** - Difference in between actual cash deposited and cash on hand.

There are two pharmacists available in the shop. Pharmacist who is coming for the second shift should take charge from the first pharmacist. Pharmacist who is coming in the morning hours should check Rs.1000 as floating cash in counter. Please note: - Any short in cash is not allowed. Any shortage will be deducted from the relevant person’s salary.

**Petty cash management:** - Petty cash is given from the head office to meet daily expenses of the shop for eg. Conveyance, etc. This is the primary responsibility of CCE to maintain this register. During the opening fixed amount of cash amounting to RS.2000 will be provided from head office to shop. Relevant vouchers need to be
attached against every expense. On weekly basis all this vouchers will be submitted to head office and against the same relevant cash will be reimbursed to shop. Petty cash register will be maintained for this. This register works on the simple accounting formula “Credit what comes in and debit what goes out” format for the same will be as follows.

<table>
<thead>
<tr>
<th>Date</th>
<th>Voucher No.</th>
<th>Particulars</th>
<th>Debit</th>
<th>Credit</th>
<th>Balance</th>
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</tbody>
</table>

**Date:** - Date of the transaction.

**Voucher No:** - Relevant voucher no.

**Particulars:** - Expense head

**Credit:** - All incoming cash

**Debit:** - All outgoing cash

**Balance:** - Credit - Debit

2 h.2) Attendance register: - In computer we have made a system to record the attendance of the employees. Every employee has to follow this system. Salary will
be prepared on this record only, no manual intervention will be allowed. Also Manual attendance Register has to be maintained as per Statutory Provisions.

**Licensing:** - (a detailed list is appended)

Following licenses are essential for Pharmacy operations.

**Shop & Establishment Registration Certificate:** - This license is issued by Municipal corporation to establish retail drug store. This license is valid for three years.

**Drug License:** - This license is issued by Food & drug Administration Department. This license is required to sell medicine from medical store. This license is valid for five years.

**Food license:** - This license is issued by Food & drug administration department. This license is required to sell baby foods for eg. Cerelac any other food related and general items from retail store. This license is valid for five years.

**Trade License:** - Municipal Corporation issues this license to sale and storage commodities for our retail store. This license is valid for two years.

**Advertising License:** - Municipal corporation issues this license. This license is required to put up glow signboard and lollypop signboard outside the pharmacy. This license is valid for one year.

**Pesticides License:** - Agricultural Dept, District Parishand Office or any Taluka Agricultural Dept. or any Panchayat Samiti in Taluka Places issues this license. This license is required to sale of Insecticides like Mosquito Coil, Hit, Etc from our Retail Drug Store. This license is valid for three years.
Weight & Measurement license: - Dy. Controller of legal metrology department issues this license. This license is required to sell thermometer, B.P.Machine, Diabetic Machine, Weighing Scale, and Heating Pad Etc from retail store.

M.S.T. & C.S.T. :- Sales Tax department issues this license. This certificate is required for sales & purchase transactions of the store.

Note: - All the above mentioned licenses we need to get before opening, and renewal of the same need to be done periodically.

Reporting

Customer care executive will report to C.O.O on the Customer Service & Heads of Departments on issues pertaining to their department. Shop staff will report to CCE.

Meetings & Reporting

Meeting:-

Weekly meeting:-

On every Monday CCE will have meeting with one Manager by rotation.

A. Manager Marketing

B. Manager Operation

C. Manager Store Development

D. It Manager.

Agenda:-

Weekly sales target Vs achievement
Sales target for the next week

Action plan for the next week

Operational difficulties at store level

Any other issues. (Should be well informed before the meeting)

This Meeting will be held at the Store Level.

2 i.2) Monthly Meeting

Monthly meeting with Managers & C.O.O.

A formal power point presentation or any other medium will be utilized to exchange information and improve performance.

The above retail health store operating guidelines are a clear indicator as to the intensity of the retail operations as well as the scope or potential to improve the traditional store. Considering these changes and the anticipated growth we can use the same to draw up manpower requirements not only in healthcare retail but healthcare segment on the whole. However as is evident from the contents of this chapter there is a clear requirement for knowledge development and skills grooming which in turn implies training and retraining.