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METHODOLOGY OF MODERN MARKETING MANAGEMENT PHARMACEUTICAL ORGANIZATIONS

Complications of the functioning environment of pharmaceutical organizations contribute to the introduction of innovative approaches to marketing management.

Aim. To determine the theoretical, methodological and practical features, as well as the effectiveness of marketing management in the activities of pharmaceutical organizations.

Materials and methods. Formation of marketing management. The content of the current marketing goals of pharmaceutical organizations by the example of pharmacies and their networks, modern tools for their achievement and the expected effectiveness.

Results. The conducted research showed that the influence of the unstable business space (VUCA-world) motivates the pharmaceutical organizations to establish actual marketing goals. Among them are the provision of economic security and competitive stability, the achievement of goals in the field of marketing interaction, the formation or maintenance of a loyalty program, the introduction of innovative and information technologies, etc. To achieve these goals, the newest tools of marketing management are used: the application of the Big Data marketing, Model G2B, the definition of new staff competencies, the use of the market intelligence principles, the use of category management, CRM-systems, the introduction of P2P, B2B and B2C models, personalization of services in the B2B segment, online marketing, the introduction of mathematical models, etc. As a result, pharmaceutical organizations, in particular, pharmacies and their networks have the opportunity to achieve the effective functioning and competitive advantages, which described in the article.

Conclusions. The influence of modern models and methods, digital technologies on the structure, means of achievement and indicators of the effectiveness of pharmaceutical organizations on the example of pharmacy enterprises or their chains is shown. The principles of modern marketing management in the pharmaceutical market are formulated. The results obtained will allow further study of the weight and quantitative criteria for indicators of the social and economic effectiveness of marketing management of pharmaceutical organizations.

Key words: marketing management; pharmaceutical organizations; marketing goals; marketing tools; marketing activities effectiveness; principles of marketing management

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МЕТОДОЛОГІЯ СУЧАСНОГО МАРКЕТИНГОВОГО МЕНЕДЖМЕНТУ ФАРМАЦЕВТИЧНИХ ОРГАНІЗАЦІЙ

Ускладнення середовища функціонування фармацевтичних організацій сприяє запровадженню інноваційних підходів до маркетингового менеджменту.

Метою даної роботи є визначення теоретико-методологічних і практичних особливостей та ефективності маркетингового менеджменту в діяльності фармацевтичних організацій.

Результати. Проведені дослідження показали, що вплив нестабільного бізнес-простору (VUCA-світу) мотивує фармацевтичні організації до визначення актуальних маркетингових цілей. Серед них домінують забезпечення економічної безпеки та конкурентної стійкості, досягнення цілей у сфері маркетингової взаємодії, формування або підтримка програми лояльності клієнтів, запровадження інноваційно-інформаційних технологій тощо. Для досягнення поставлених цілей використовуються новітні інструменти маркетингового менеджменту: застосування методу маркетинг-Big Data, запровадження моделі G2B, визначення нових компетенцій персоналу, використання принципів market intelligence, категорійного менеджменту, функціонування CRM-систем, запровадження моделей P2P, B2B, B2C, персоналізація сервісу у сегменті B2B, застосування Інтернет-маркетингу, впровадження математичних моделей тощо. У підсумку фармацевтичні організації, зокрема аптеки та їх мережі мають можливість досягти ефективного функціонування та конкурентних переваг, що зазначено в статті.

Висновки. Показано вплив сучасних методів, цифрових технологій, моделей на структуру, засоби досягнення та показники ефективності фармацевтичних організацій на прикладі аптечних підприємств або їх мереж. Сформульовані принципи сучасного маркетингового менедж-

менту на фармацевтичному ринку. Одержані результати дозволять у подальшому здійснити вивчення вагомості та кількісних критеріїв для індикаторів соціально-економічної ефективності маркетингового менеджменту фармацевтичних організацій.

Ключові слова: маркетинговий менеджмент; фармацевтичні організації; маркетингові цілі; інструменти маркетингу; ефективність маркетингових заходів; принципи маркетингового менеджменту

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МЕТОДОЛОГИЯ СОВРЕМЕННОГО МАРКЕТИНГОВОГО МЕНЕДЖМЕНТА ФАРМАЦЕВТИЧЕСКИХ ОРГАНИЗАЦИЙ

Сложнения среды функционирования фармацевтических организаций способствуют внедрению инновационных подходов к маркетинговому менеджменту.

Целью данной работы является определение теоретико-методологических и практических особенностей, а также эффективности маркетингового менеджмента в деятельности фармацевтических организаций.

Результаты. Проведенные исследования показали, что влияние нестабильного бизнес-пространства (VUCA-мира) мотивирует фармацевтические организации к установлению актуальных маркетинговых целей. Среди них доминируют обеспечение экономической безопасности и конкурентной устойчивости, достижение целей в области маркетингового взаимодействия, формирование или поддержание программы лояльности клиентов, внедрение инновационно-информационных технологий и др. Для достижения поставленных целей используются новейшие инструменты маркетингового менеджмента: применение метода маркетинг-Big Data, внедрение модели G2B, определение новых компетенций персонала, использование принципов market intelligence, использование категорийного менеджмента, функционирование CRM-систем, внедрение моделей P2P, B2B, B2C, персонализация сервиса в сегменте B2B, применение Интернет-маркетинга, внедрение математических моделей и т. п. В итоге фармацевтические организации, в частности аптеки и их сети могут достичь эффективного функционирования и конкурентных преимуществ, описанных в статье.

Вывод. Показано влияние современных моделей и методов, цифровых технологий на структуру, средства достижения и показатели эффективности фармацевтических организаций на примере аптечных предприятий или их сетей. Сформулированы принципы современного маркетингового менеджмента на фармацевтическом рынке. Полученные результаты позволят в дальнейшем осуществить изучение весомости и количественных критериев для индикаторов социально-экономической эффективности маркетингового менеджмента фармацевтических организаций.

Ключевые слова: маркетинговый менеджмент; фармацевтические организации; маркетинговые цели; инструменты маркетинга; эффективность маркетинговых мероприятий; принципы маркетингового менеджмента

STATEMENT OF THE PROBLEM

Complications of the functioning environment of pharmaceutical organizations predetermine the need to introduce innovative approaches to management, increase attention to marketing, use of information technology, rationalization of expenses, changes in staff competencies. Accordingly, the ability of management and managers of pharmaceutical organizations to adopt creative, non-standard solutions is actualized; the ability to build effective relationships; predict market trends, etc.

ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

The problems of the activity of pharmaceutical organizations, especially pharmacies and their chains, are systematically discussed in Ukraine at numerous forums, seminars, roundtables [1-4], where a variety of marketing activities are offered to increase the number of consumers (patients, customers),

to increase competitiveness of enterprises and the effectiveness of interaction between market actors, and so on. There are scientific publications devoted to the analysis and forecasting of the market of medicines [5-9], separate marketing aspects of the activity of pharmaceutical organizations [10-16].

IDENTIFICATION OF ASPECTS OF THE PROBLEM UNRESOLVED PREVIOUSLY

Despite considerable attention to the practical use of traditional and innovative approaches to the marketing, the availability of individual studies and publications, the methodological generalization of the provisions of modern marketing management in pharmacy is virtually non-existent.

OBJECTIVE STATEMENT OF THE ARTICLE

The purpose of this work is to define the theoretical and methodological and practical features of marketing management, as well as their effec-

tiveness in the activities of pharmaceutical organizations. The materials of the study were data from scientific literature, Internet information sites. Structural-logical, analytical methods, grouping method were used.

PRESENTATION OF THE MAIN MATERIAL FOR THE RESEARCH

The development and wide application of the marketing philosophy in the activities of organizations contributed to the formation of marketing management. The purpose of this theory and practice is to create a complex of management decisions and influence on all units and officials interacting in the field of marketing. The influence of marketing management extends to the personnel management, the collective as a whole, responsible for achieving the organization's goals. As a result, marketing management involves targeted coordination and implementation of all company activities at the market level and at the level of society as a whole [17].

Marketing management has significant features in the activities of pharmaceutical organizations, which are the result of work in an unstable business space, in the context of a conflict of social and economic problems, a conflict of interests of all actors involved. Unstable modern business space in the literature is called the VUCA-world. VUCA is an acronym formed by the initial letters of four words: Volatility, Uncertainty, Complexity, and Ambiguity [18]. At the same time, it motivates the pharmaceutical firms (enterprises, wholesale companies, pharmacies and their chains) to develop adaptive management, stimulate innovation and use trend management technologies.

It should be noted that the functioning of pharmacies in the conditions of competition in the pharmaceutical market is hampered by existing contradictions between financial goals, institutional constraints and social tasks, the negative psychological attitude of consumers to the need to purchase drugs and prices for them, the duty to form a wide range with different price positions, to ensure the availability of drugs, to improve the mechanisms of motivating the professionalism of staff and respect for the principles of ethics and communicating the pharmacist with the client and others.

The theory of marketing management provides for a control effect on the objects (consumer, producer, commodity, intermediary, competitor); on processes (the formation of financial and economic, trade, commodity, innovation policies, the formation of relationships with stakeholders, etc.); on the functions (planning, analysis, organization, motivation, control and audit). Under the influence of public and market trends, methods and means of achieving marketing goals, accomplishing the tasks of the organization are changing. The content of the

current marketing goals of pharmaceutical organizations by the example of pharmacies and their networks, modern tools for their achievement and the expected effectiveness are given in the table. Without going into a detailed analysis of this information, it is necessary to pay attention to some actual and most effective components.

Ensuring economic and competitive stability is one of the main goals of marketing management, which is proposed to be evaluated by indicators of external and internal efficiency. Thus, the external effectiveness of pharmacy enterprises can be attributed to the interests of the target segment of customers, healthcare requirements, society as a whole. This is also the compliance of activities with the requirements of licensing conditions, the quality management system, regulatory restrictions, etc. Accordingly, it is advisable to introduce the model G2B (Government to Business) [19]. This set of software tools facilitates the development of business, the use of information on websites of state authorities, electronic procurement systems, etc. This system can be especially useful in connection with frequent changes in the regulatory framework. Important components of internal efficiency are social (satisfaction of owners or shareholders, managers, dispensing pharmacists, other personnel) and economic – the optimal ratio of financial result to costs. In the conditions of the modern business environment, it is effective to form the so-called VUCA-competence among the staff, especially the management team. Among them is a logical, systemic, structured thinking, communication skills, the ability to cooperate, to solve fundamentally new problems; leadership, etc. Since the stable market positions of the pharmaceutical organization depend on the targeted impact on the consumer, the use of Big Data marketing becomes relevant for the company. These are methods of collecting, storing and processing huge data [20]. The use of these methods allows in-depth study of the target audience of consumers, attract a similar contingent through the Internet, assess customer satisfaction and service level, and introduce new approaches in accordance with customer expectations. Achievement of the majority of marketing goals of pharmaceutical organizations is facilitated by the use of market intelligence – information about the target markets of the company, collected and analyzed specifically for accurate and informed decision-making in determining market opportunities, market penetration and development strategies in a particular market [21]. Categorical management is becoming increasingly widespread in the operation of pharmacy chains. Its use over time has broadened the boundaries from the management of assortment and purchases to price positioning, the impact on wholesale and retail markups, effective interaction with

COMPONENTS OF MODERN MARKETING MANAGEMENT AND THEIR EFFECTIVENESS

Marketing goals	Tools of marketing management	Expected results (efficiency)
Ensuring economic security and competitive stability	Comprehensive use of indicators of external and internal efficiency Application of the BigData marketing Implementing the G2B model Identifying new staff competencies Using market intelligence principles Using category management Implementing marketing audit	Adapting to market changes Stability / growth of financial and economic performance indicators Positive dynamics of sales volumes Formation and dominance of VUCA-competencies of personnel
Determining market opportunities for development, market strategy and actions in a particular market	Using technology marketing intelligens Conducting SWOT analysis Using market valuation models and forecasting	Increase in economic performance indicators Increase in the market segment of consumers Achievement of competitive advantages Consumer Loyalty
Achievement of stable competitive advantages of the enterprise	Use of the category management components: <ul style="list-style-type: none"> • control of assortment; • price positioning; • effective interaction with suppliers; • increase in turnover of commodity stocks; • management of the assortment and sale of parapharmaceutical products; Applying internet marketing Using applications to mobile devices	Increasing the number of consumers (patients, customers) Stability of the market position of the pharmaceutical organization Stability/growth in quantitative performance indicators
Achievement of goals in the sphere of marketing interaction	Client-oriented organization Using the Internet Effective cooperation with stakeholders The use of the Big Data marketing Functioning of CRM-systems Introduction of P2P, B2B, B2C models Personalization of the service in the B2B segment Cooperation with pharmaceutical representatives of companies Use of secret service	Making of new economic ties Comparability of the goals of the pharmaceutical company with the objectives of the stakeholders Differentiation of motivational expectations of the participants in the interaction Rationalization of the use of marketing means of interaction Optimization of quantitative indicators of stakeholder requirements Strengthening the effectiveness of the interaction of the category manager (purchasing department manager, marketer) from the pharmacy (network) and the manager for work with clients or the regional manager of the firm
Forming or maintaining a customer loyalty program	Changing the methods and approaches to customer management in accordance with current trends Use of discount cards, price discounts Implementation/use of service standard Observance of proper pharmaceutical (pharmacy) practice Compliance with pharmacist protocols Implementing/using applications for mobile devices Using a secret service Participation in social programs Merchandising	Creating additional consumer values The increase in the total number of consumers (customers), the increase in the number of regular customers, positive feedback and recommendations Increase in the average amount of check in the pharmacy Positive changes in the indicators of quality of work with consumers
Strengthening the business reputation and image of the pharmacy (network)	Using an integrated marketing communications management system Applying Internet Marketing Participation in social programs Promoting pharmacovigilance Use of SPIN technology	Development of external efficiency Increase in economic performance The image of a social and ethical institution Forming a pharmacy (network) brand
Introduction of innovative information technologies	Introduction / use of digital marketing opportunities Automatic inventory control Electronic orders for goods Implementation of mathematical models for optimizing inventory Forecasting market trends	Timely adaptation of the company (pharmacy network, pharmacy) to market trends Increased level of interaction with stakeholders Improving the quality and speed of logistics processes

suppliers, increasing inventory turnover, etc. Despite the fact that the use of Internet marketing by pharmacy institutions has certain legal restrictions, it is becoming increasingly important for expanding the number of consumers, forming loyalty, competitive stability, etc. The use of digital technologies contributes to a number of tasks: electronic orders, automatic regulation of commodity stocks, mathematical modeling of optimization of commodity stocks, market forecasting. Digitalization of the market contributes to the creation and forecasting of additional consumer values for pharmacy customers [1]. Now they are formed as a result of the provision of a modern level of service: compliance with service standards and the pharmacist's passport, facilitating the completeness of pharmacovigilance, advising clients on rational drug intake, selecting medications for an acceptable price category, using mobile devices for information, etc. It should be noted that, for example, compliance with the protocol of the pharmacist actually ensures the use of SPIN-technology sales [1]. Its accent is the most important stage of the purchase – the choice of a medicine or other commodity, or assistance in the acquisition. Given the impact of social and ethical marketing in pharmacy, business reputation and the positive image of pharmacy enterprises is facilitated by the implementation and participation in social programs. For example, to conduct information and educational work to restrict self-treatment, to adhere to a culture of drug consumption, rational use, to participate in the program «Available medicines» and others.

The result of the separate events should be marketing control, comparison of costs and effectiveness, in general, it is necessary to conduct marketing audit.

Summarizing the conducted analysis of information, it is possible to define the principles of modern marketing management at the pharmaceutical market:

- systematic, integrated, targeted management of pharmaceutical organizations in the context of the VUCA-world to achieve external and internal efficiency;

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- formation of modern competence of management and pharmaceutical personnel;
- introduction of trend management technologies based on Big Data marketing, market intelligence, digitalization of the market, SPIN – sales ideology, etc.;
- introduction of innovative business trends, models, forecasts;
- increase the effectiveness of interaction with the stakeholders by the involvement of relevant computer models;
- achievement of competitive stability and loyalty of patients (customers) of pharmacies by identifying current and future additional consumer values;
- adherence to the principles of social and ethical marketing and client-orientedness;
- evaluation of effectiveness and achievement of business goals on the basis of marketing control and audit.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

1. The influence of the modern business environment on the marketing management of pharmaceutical organizations is analyzed. Actual goals, tools for their achievement and expected effectiveness of marketing activities are identified.
2. The influence of modern methods, digital technologies, models on the structure, means of achievement and efficiency indicators on the example of pharmacy enterprises or pharmacy chains is shown.
3. The principles of modern marketing management in the pharmaceutical market are formulated.

The obtained results will allow further study of the weight and quantitative criteria for indicators of the socio-economic effectiveness of marketing management of pharmaceutical organizations.

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ABBREVIATIONS

G2B, Government to Business; VUCA, Volatility, Uncertainty, Complexity, and Ambiguity.

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