

ОРГАНІЗАЦІЯ ТА ЕКОНОМІКА ФАРМАЦІЇ

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The conceptual bases of implementation of the controlling system of marketing communication management in pharmaceutical organizations

Aim. To substantiate the conceptual bases and scientific and methodological approaches of implementing the controlling system of marketing communication management in pharmaceutical organizations.

Materials and methods. The theoretical basis of the research was the fundamental provisions of the controlling concept in the marketing management system of market entities taking into account the branch specificity, the research works of leading national and foreign scientists on the specified issue. The research objectives predetermine the use of such methods as the content analysis of professional and economic scientific publications, logical analysis and generalization, structural analysis, etc.

Results and discussion. The marketing communication management controlling system is a part of the general management system of a pharmaceutical enterprise contributing to implementation of the strategic, tactical and operational goals of the organization. The authors studied the expediency of the marketing communication management controlling system of a pharmaceutical enterprise and proved the practical significance of its components. The marketing communication management controlling system offered under present conditions of the organization management allows integrating, coordinating and directing the marketing communication activity of pharmaceutical enterprises in order to effectively promote medicines not only at the domestic market, but also the foreign markets.

Conclusions. The introduction of the marketing communication management controlling system allows reducing the expenditures of pharmaceutical enterprises for promoting medicines due to effective management of all instruments and resources, the expediency of investing into specific advertising campaigns; providing the competitiveness of the trademark and forming a high level of the target audience loyalty; maintaining and expanding its market share.

Key words: *controlling; marketing communications; pharmaceutical organizations*

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Концептуальні засади впровадження системи контролінгу управління маркетинговими комунікаціями фармацевтичних організацій

Метою роботи є обґрунтування концептуальних засад та науково-методичних підходів до впровадження системи контролінгу управління маркетинговими комунікаціями фармацевтичних організацій.

Матеріали та методи. Теоретичною основою дослідження були фундаментальні положення концепції контролінгу в системі маркетингового управління суб'єктів ринку з урахуванням особливостей галузевої специфіки, праці провідних вітчизняних та зарубіжних науковців із зазначеного питання. Для реалізації завдань дослідження застосовані методи контент-аналізу наукових публікацій фахового та економічного спрямування, логічного аналізу та узагальнення, структурного аналізу тощо.

Результати та їх обговорення. Система контролінгу управління маркетинговими комунікаціями є складовою системи загального менеджменту фармацевтичного підприємства, сприяє реалізації стратегічних, тактичних та оперативних цілей організації. Розглянуто доцільність створення системи контролінгу управління маркетинговими комунікаціями фармацевтичного підприємства та обґрунтовано практичну значимість її складових. Запропонована система контролінгу управління маркетинговими комунікаціями у сучасних умовах управління організаціями дозволить інтегрувати, координувати і спрямовувати маркетингову комунікативну діяльність фармацевтичних підприємств з метою ефективного просування лікарських засобів не тільки на вітчизняному, а й на зарубіжних ринках.

Висновки. Запровадження системи контролінгу управління маркетинговими комунікаціями дозволить знизити витрати фармацевтичних підприємств на просування лікарських засобів за рахунок ефективного управління всіма інструментами та ресурсами, доцільності вкладення коштів у конкретні рекламні кампанії, а також забезпечити конкурентоспроможність торгової марки та сформувати високий рівень лояльності цільової аудиторії до неї та зберегти і розширити свою частку ринку.

Ключові слова: *контролінг; маркетингові комунікації; фармацевтичні організації*

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Концептуальные основы внедрения системы контроллинга управления маркетинговыми коммуникациями фармацевтических организаций

Целью работы является обоснование концептуальных основ и научно-методических подходов внедрения системы контроллинга управления маркетинговыми коммуникациями фармацевтических организаций.

Материалы и методы. Теоретической основой исследования были фундаментальные положения концепции контроллинга в системе маркетингового управления субъектов рынка с учетом особенностей отраслевой специфики, труды ведущих отечественных и зарубежных ученых по указанному вопросу. Для реализации задач исследования применены методы контент-анализа научных публикаций профессионального и экономического направления, логического анализа и обобщения, структурного анализа и др.

Результаты и их обсуждение. Система контроллинга управления маркетинговыми коммуникациями является составной частью системы общего менеджмента фармацевтического предприятия и способствует реализации стратегических, тактических и оперативных целей организации. Рассмотрена целесообразность создания системы контроллинга управления маркетинговыми коммуникациями фармацевтического предприятия и обоснована практическая значимость ее составляющих. Предложенная система контроллинга управления маркетинговыми коммуникациями в современных условиях управления организациями позволит интегрировать, координировать и направлять маркетинговую коммуникативную деятельность фармацевтических предприятий с целью эффективного продвижения лекарственных средств не только на отечественном, но и на зарубежных рынках.

Выводы. Внедрение системы контроллинга управления маркетинговыми коммуникациями позволит снизить расходы фармацевтических предприятий на продвижение лекарственных средств за счет эффективного управления всеми инструментами и ресурсами, целесообразности вложения средств в конкретные рекламные кампании; обеспечить конкурентоспособность торговой марки и сформировать высокий уровень лояльности целевой аудитории к ней, а также сохранить и расширить свою долю рынка.

Ключевые слова: *контроллинг; маркетинговые коммуникации; фармацевтические организации*

Modern tendencies of economic transformations, higher environmental instability specify the necessity of better management mechanism of pharmaceutical enterprises requiring theoretical, scientific and methodological substantiation.

Under conditions of significant competition at the market of medicines wider modern marketing communication instruments and higher information flows, changes in consumer behavior and needs, the success of the pharmaceutical enterprise activity are largely determined by the readiness degree of the top management in organizations to take into account the probability of emergence of crisis situations. These conditions lead to implementing the concept of the marketing management controlling of pharmaceutical enterprises.

Theoretical and methodological, scientific and applied principles of controlling definite areas of activity of pharmaceutical organizations were studied by a rather small number of scientists in pharmacy, among them O. V. Posylkina, Yu. S. Bratishko, N. M. Musiyenko, O. V. Kozyreva, O. V. Dorovskyi and others should be mentioned. In particular, the paper [1] proves the need to implement the social control in pharmaceutical enterprises and outlines its goals, objectives and functions. The authors built a hierarchy of levels of the social responsibility of the pharmaceutical business and social control, and characterized the controlling stages of the social responsibility activity of a pharmaceutical enterprise. The scientists [2] substantiated the methodical principles of implementing a system for controlling pharmaceutical inventory management within wholesale pharmaceutical enterprises taking into account the requirements of the ISO international standards and the appropriate

GxP pharmaceutical practices. Using the regression analysis method the authors [3] substantiated scientifically the appropriate amount of management costs for the controlling system implementation at pharmaceutical enterprises.

However, the results of the analysis of achievements and developments of the domestic pharmacy researchers indicate that there are no scientific and methodological studies concerning creation of the controlling system of marketing communication management in pharmaceutical organizations. This determined the topicality of our research, its theoretical and practical significance.

The aim of the work is to substantiate the conceptual bases and scientific and methodological approaches of implementing the controlling system of marketing communication management in pharmaceutical organizations.

Materials and methods

The theoretical basis of the research was the fundamental provisions of the controlling concept in the marketing management system of market entities taking into account the branch specificity, the research works of leading national and foreign scientists on the specified issue. The research objectives predetermine the use of such methods as the content analysis of professional and economic scientific publications, logical analysis and generalization, structural analysis, etc.

Results and discussion

The controlling concept as an enterprise system management allows to ensure the successful functioning of the organization in the long-term prospects [4, 5]:

- adaptation of the enterprise strategic aims to the constantly changing environment;
- coordinating operational plans with the organization development strategic plan;

- coordinating and integrating operational plans with the business processes;
- creating a system for ensuring all levels of the enterprise management in a timely manner and with complete information;
- creating a system for monitoring the implementation of plans, adjusting their content and timing;
- the enterprise management organizational structure adaptation to increase its flexibility and the ability to respond quickly to the demands of a dynamically changing environment.

According to the authors [6] controlling is regarded as an element of the organization crisis management which can prevent or mitigate the crisis situations in the production and economic activity, maintain the organization survival functioning during the crisis and withdraw it from the crisis situation with the minimal expenses (Fig. 1).

Nowadays, there are problems in introducing the controlling system in marketing activity management of domestic enterprises, among them there is the lack of experience in reaching the effect after controlling system implementation; difficulties in attracting qualified marketing experts; the insufficient level of economic knowledge and practical experience of marketing specialists; skepticism of the top management concerning introduction of the marketing management controlling system as its results are not immediately visible [7].

Controlling combines all management functions, integrates and coordinates them in order to achieve the ultimate goals of the organization. The main purpose of controlling is to improve the enterprise development management system [8].

Marketing communication management controlling is a complex system for managing the marketing communication activities of a pharmaceutical enterprise aimed at coordinating all marketing communication instruments and their interaction with the organization's management system to provide information and analytical support for the processes of making managerial decisions within the framework of drug promotion.

The marketing communication management controlling system is aimed at providing the optimal balance of the efforts spent on promotion of drugs and the results obtained. Controlling should provide the establishment of trust and constructive relations between the organization and the potential target audience; promote higher level of brand awareness, a positive reputation of the phar-

maceutical enterprise; assist in adopting of effective and efficient management decisions in the field of marketing communications.

The marketing communication management controlling system is a part of the general management system of the pharmaceutical enterprise and contributes to implementation of the strategic, tactical and operational goals of the organization.

The main spheres of controlling are the management activity coordination in order to achieve the enterprise objectives; the information and consulting support for making managerial decisions; creation of the enterprise management information system; provision of the management process rationality [6].

The marketing communication management controlling system of pharmaceutical enterprises includes strategic, operational and tactical controls (Fig. 2).

The main objective of the marketing communication strategic controlling is to create the marketing communication management system of the pharmaceutical enterprise activity, which would increase the economic, social effectiveness of the organization through affectional drive and loyalty of the potential target audience to the enterprise brand and its medicines, provide creation of competitive advantages for the long-term period at the expense of internal reserves.

The functions of marketing communication strategic controlling are assigned to the top management of the pharmaceutical enterprise.

The tactical controlling of marketing communications is aimed to achieve short-term goals in the marketing communication activities of pharmaceutical enterprises. Within the framework of the tactical controlling functions we can solve the priority tasks of promoting quality, accessible and competitive medicines.

The persons who are in charge of the marketing communication tactical controlling are the unit managers of the pharmaceutical enterprise involved into the system of drug promotion with proper competences in the field of controlling and marketing.

The operational controlling is aimed to achieve the current goals of pharmaceutical enterprises and involves variety of indicators determining the communication and cost-effective efficiency of marketing communications.

The great importance in the controlling system is attached to coordination of all elements of marketing communications in the drug promotion system. The main coordination task is to assess the level of timely adjustment of marketing communication activities of the pharmaceutical enterprise and develop of corrective measures.

Coordination should be carried out at all levels of management; it is the result of each level of the marketing communication controlling system of the organization activities [9].

When developing the scientific and methodological support for controlling its conceptual content should be considered. While implementing the organization's activity coordination controlling assists in analyzing and identifying problems at the enterprise, chooses special methods for their solution or prevention [11].

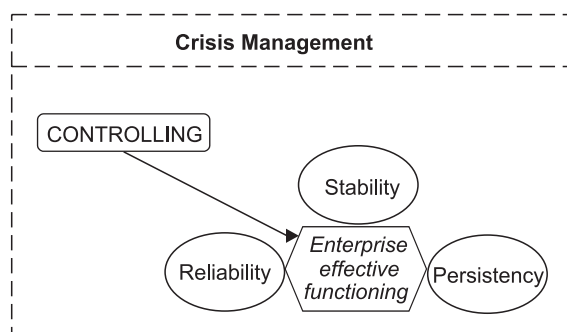


Fig. 1. The role of controlling in the crisis management system [6]

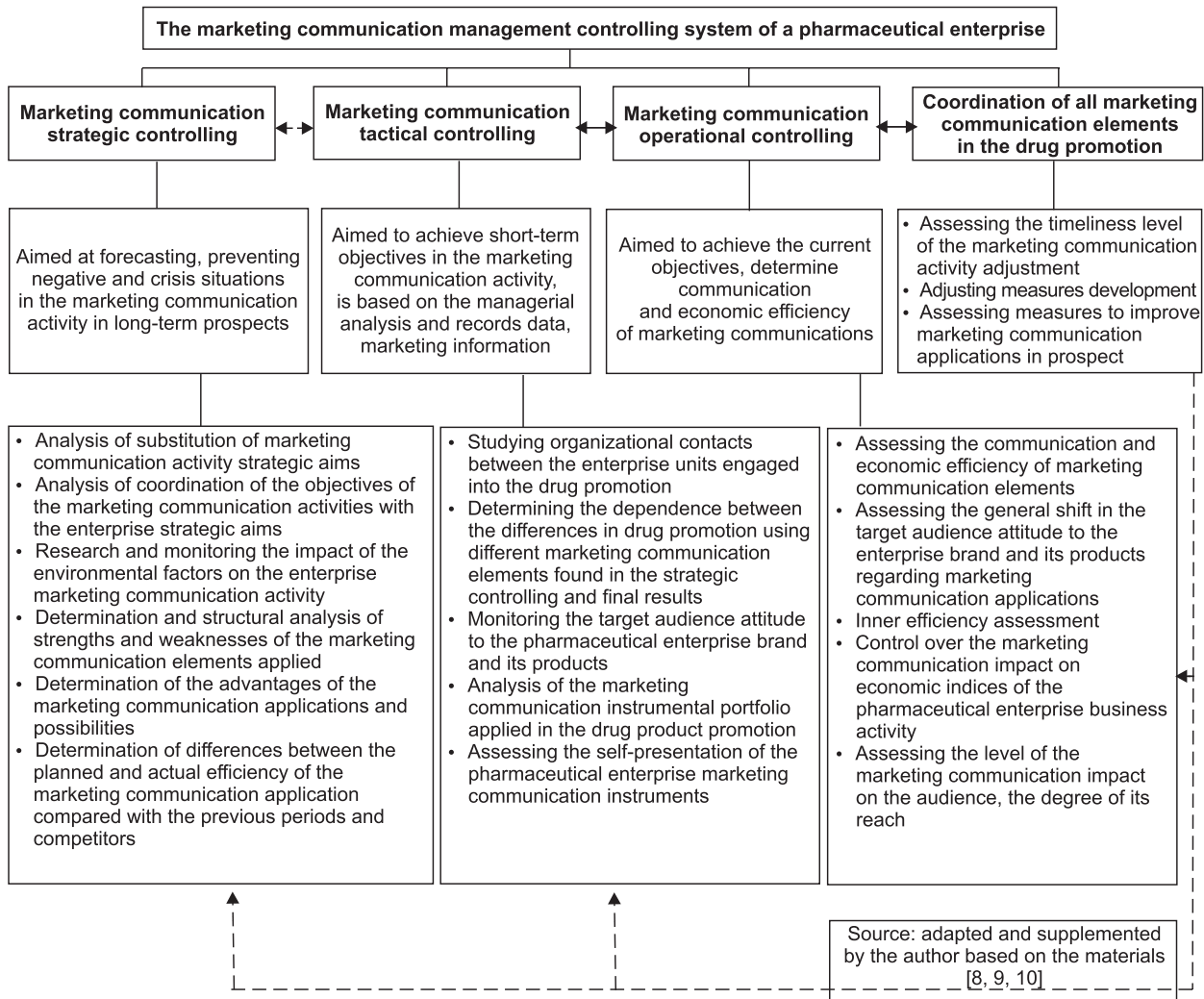


Fig. 2. The marketing communication management controlling system of a pharmaceutical enterprise

The feasibility of the marketing communication management controlling system at pharmaceutical enterprises can be explained by the following reasons: the rapid environment variability; transformation and adaptation of foreign organization management mechanisms to the domestic realities requiring constant coordination in the management process; informational overload.

The introduction of the marketing communication management controlling system allow reducing expenditures of pharmaceutical enterprises for promotion of medicines due to effective management of all instruments and resources, investments in specific advertising campaigns, providing the competitiveness of the trademark and forming a high level of loyalty in the target audience, as well as maintaining and expanding the market share. The controlling system is aimed at effective strategic and operational planning, forecasting and control of marketing communication activities, which allow predicting and solving possible problems of pharmaceutical companies over the long term.

Under the modern conditions of organization management the marketing communication management controlling system offered will allow integrating, coordinating and directing the marketing communication activities of pharmaceutical enterprises to effectively promote

medicines not only at the domestic market, but also at foreign markets.

In order to ensure the complex of marketing communication activities the pharmaceutical companies are advised to carry out the strategic, tactical, operational controlling and coordination of all elements of marketing communications [9].

The strategic controlling of marketing communications of pharmaceutical enterprises begins with the analysis of the validity of the strategic objectives of the marketing communication activities and is carried out over the previous, current and future periods. Further, it is advisable to analyze the consistency of the objectives of the marketing communication activities with the pharmaceutical enterprise strategic goals. The scientists [9] proposed to determine the overall assessment of the enterprise marketing communication strategic aims based on the example of such element as public relations using the following formula:

$$OASA = \sum_{n=1} C_{ef} , \tag{1}$$

where: OASA – is the overall assessment of the strategic aim of public relations; C_{ef} – is the criterion effect coefficient.

The criterion effect coefficient is assessed by the formula:

$$K_{\text{efn}} = \frac{W_n \times P_n}{W_n \times P_{\text{max}}}, \quad (2)$$

where: K_{efn} – is the n -criterion effect coefficient; W_n – is the n -criterion weight; P_n – is the assessment of the n -criterion application degree, points; P_{max} – is the assessment of the maximum application degree by the criterion; n – is the number of criteria.

As the criteria for assessing public relations strategic aims the authors [9] recommended to take the following ones: consistency with the enterprise strategic goals, the degree of promotion of the overall strategy, flexibility, possibility of implementation, the degree of structuring, the level of compliance with the enterprise capabilities, etc. These criteria can be applied to other elements of marketing communications.

The research and monitoring of the impact of the environmental factors on the marketing communication activities of pharmaceutical enterprises are subject to their variability, mobility and complexity. Promoting medicines as a socially significant product requires the obligatory observance of a definite legal regulation and application of individual elements of marketing communications. As the external environment is particularly mobile around pharmaceutical enterprises, the marketing communication strategic controlling is of particular importance. Considering the complexity of the organization functioning in a highly mobile environment the pharmaceutical enterprises or their organization units should rely on a variety of information [12] to take effective managerial decisions on marketing communications in the drug promotion system.

However, today there are still problems in the legal regulation of specific elements of marketing communications, among them there are some aspects of the work of medical (pharmaceutical) representatives; the mechanism of sponsorship and lobbying as the means of public relations; Internet communications and digital strategies for the product promotion.

To determine the impact of environmental factors on the marketing communication activities of pharmaceutical enterprises it is advisable to apply the PEST analysis method. The essence of this method is to identify and assess the impact of environmental factors on the results of the current and future activities of a pharmaceutical enterprise. The aim of the PEST analysis is to monitor changes in the environment in four directions (P – Political and legal, E – Economic, S – Sociocultural, T – Technological forces), as well as to identify trends, events, beyond control of pharmaceutical enterprises, but having an influence on making strategic decisions in the system of the drug promotion to the market.

It is also reasonable to use a model of the quantitative assessment of the impact of the marketing environment factors on the pharmaceutical enterprise activities suggested by the scientists of the National University of Pharmacy [13].

The structural analysis involves identifying strong and weak points of the elements of marketing communications used by pharmaceutical enterprises to promote medicines to the pharmaceutical market. In this regard, the SWOT analysis can be used to reveal strong and weak elements of marketing communications, which require great attention and efforts of pharmaceutical enterprises, identify the benefits of the application and opportunities of individual marketing communications, and choose an appropriate strategy for promoting medicines.

To determine strong and weak points, advantages and opportunities of marketing communications the pharmaceutical enterprises can use the paper [14], which characterizes the main stages of development of strategies for a pharmaceutical organization on the basis of the SWOT-analysis.

The final direction of strategic controlling is to determine the difference between the planned and actual effectiveness of the marketing communications compared to the previous periods and competitors. The effectiveness of marketing communications is controlled by comparing the target and actual, both economic and communication indicators and specifying the reasons for any differences. The basis of this comparison is data for the previous periods, as well as data of competitive enterprises.

Thus, in the paper [15] the author suggested the method for calculating the PR-rating of pharmaceutical enterprises in the mass media using a “publicity” factor compared to competitors. In order to compare the effectiveness of using marketing communications with competitors it is also advisable to apply the semantic differential method based on the quantitative evaluation scale of different polarity.

The tactical controlling of the pharmaceutical enterprise marketing communications is based on the data from the managerial analysis and accounting, as well as the marketing primary and secondary information.

At the initial stage it is necessary to conduct the study of the organizational relationships between the units of a pharmaceutical enterprise involved in the market promotion of medicines and to determine the effectiveness of the organizational structure of the company’s management. It will also be appropriate to determine the degree of rationality of distribution of functional responsibilities between the business units of the enterprise.

The effectiveness of the organizational structure is determined by the method, which is well-known in the theory of management, for analyzing hierarchy and functionality [9].

The degree of rationality of distribution of functional responsibilities between the units of the pharmaceutical enterprise involved in the market promotion of medicines is calculated using the coefficient of the function duplication by the formula:

$$K_d = \frac{C_{fu}}{C_{tf}}, \quad (3)$$

where: K_d – is the coefficient of the function duplication; C_{fu} – is the number of functions assigned to several units; C_{tf} – is the total number of functions.

The coefficient reflects the level of the function duplication in the organizational structure of the company management. The closer is this coefficient to 1, the safer is the situation in the management structure since it eliminates the necessity to perform the same function by several units, and it prevents the inefficient use of resources. If $K_d > 1$, there is a duplication of functions; $K_d < 1$, there is a failure to perform a number of functions; $K_d = 1$, there is no duplication among the functions performed [16].

An important component of the marketing communication activity of the pharmaceutical enterprise is management of the target audience behavior. Clarifying the attitude of the target audience to the trademark of the company and its products allows experts to take effective managerial decisions concerning the market promotion of medicines and develop effective consumer behavior patterns. Therefore, monitoring of the attitude of the potential target audience plays a special part in the tactical controlling of marketing communications. In fact, the coordination of not only the controlling system, but also the entire marketing activity of the pharmaceutical enterprise depends on the effectiveness of consumers of medicines.

We have suggested the method for assessing the attitude of the target audience to the trademark of pharmaceutical enterprises and their medicines based on the use of multifactor models described in papers [17, 18, 19].

At the next stage of the tactical controlling all basic and synthetic elements of marketing communications of pharmaceutical enterprises used in the market promotion of medicines are analyzed. And at the final stage the positions of each element of the marketing communications of the pharmaceutical enterprise are determined.

The researchers [9] suggest determining the positions of public relations as one of the main elements of marketing communications according to the following criteria: differentiation of the impact and a relative share of instruments in a group of competitive enterprises. The authors consider appropriate to include in positioning of the instrumental portfolio the marking value of the relative share and differentiated influence of such instruments of enterprises as a press release, interviews, public statements, review articles, press conferences, welcome days, sponsorship, exhibitions, etc.

The communication and economic efficiency of elements of marketing communications of a pharmaceutical enterprise – the first direction of the operational controlling is estimated using definite indicators (methods).

According to the references [10, 20, 21, 22] the vast majority of methods for determining the communication effectiveness of marketing communications are based on determining the size of the consumer audience, as well as on studying particular indicators.

To determine the communication effectiveness of marketing communications the authors [10, 20, 21, 22] suggest such indicators (methods) as a complex of reviews; total ratings; the frequency coverage of the audience; the effective audience coverage; the frequency of display and analysis of awareness, memorization, recogni-

tion, benefits, intentions, attitudes; cost efficiency as a value of planning (cost per thousand reviews, expenses for rating, Materringham method, the correspondence between the content of the means of marketing communications and goods, etc.); the mood created by means of advertising; methods of the evaluative research of the communication efficiency in the field of public relations by P. Rossi and G. Freeman; F. Franch formula; R. Hanning's formula; Gray's method; MEDIAC and ADMOD economic and mathematical models, Agostini model.

All these methods can be transformed to determine the communication effectiveness of all elements of marketing communications with the obligatory consideration of their specific features [10].

In particular, scholars [9] suggested a system of indicators for assessing the communication effectiveness of public relations instruments, including the degree of the mass media response; the degree of relative effectiveness of the event; the degree of positive (negative) elements of the published material; the degree of priority ranking of the material distribution in the media, etc.

Methods for estimating the economic efficiency of marketing communications are based on determining the dependence of economic indicators of the activity of a pharmaceutical enterprise on various elements of marketing communications. In many methods the criteria for the economic efficiency are the increased sales and share of goods at the market depending on the investment in marketing communications.

The most common methods for determining the economic efficiency of marketing communications are imposing the effect of the use of a combination of marketing communications on the increased sales of goods; economic and statistical methods of modeling the reaction of the market to marketing communications; the standard model of relations [10].

It is advisable to use the integrated approach to assessing the effectiveness of marketing communications, i.e. simultaneously using methods of the communication and economic evaluation of efficiency.

The economic efficiency of marketing communications of the pharmaceutical organization in the social media was assessed using the method of the correlation analysis. The results obtained were substantiated in papers [23, 24].

Examples of evaluating the communication and economic efficiency of drug advertising in mass media are presented in the work [25].

To assess the economic efficiency of stimulating the sales of pharmaceutical products we suggest to use the following indicators: additional sales of medicines under the influence of measures to stimulate sales; the economical effect of sales promotion; profitability of sales promotion. The basic data for analyzing the economic efficiency of sales promotion measures are statistical and accounting reports of the pharmaceutical enterprise on the increased sales. The economic expediency of measures to stimulate the sales of medicines using the indicators suggested is grounded in works [26, 27].

We presented the method for assessing the effectiveness of electronic communications in the marketing communication activity of pharmaceutical enterprises in papers [26, 28, 29].

The next direction of the operational controlling is assessment of the internal efficiency of marketing communications, which means assessing the level of indirect investments in marketing communications instruments and their support, as well as the efforts spent. It is appropriate to perform the assessment of the internal efficiency comparing it with the competitors [9].

Then, researchers monitor the impact of marketing communications on the economic performance of the pharmaceutical enterprise. The above indicators may be useful.

When analyzing the effectiveness of marketing communications an integral condition is to determine the effectiveness of the marketing communication itself. The degree of its impact on the volume of trade is difficult to determine through sales or profits of the enterprise. This can be done mostly when using marketing communication measures at the point of sale of the product [10]. For example, in pharmacy institutions it is possible to estimate the level of influence of such elements of marketing communications as merchandising, promotion of medicines with the help of medical (pharmaceutical) representatives on the market, and it will be reflected in the volume of the pharmaceutical turnover of the pharmaceutical enterprise and degree of the audience coverage.

The assessment of the level of impact of marketing communications on the audience is measured by non-economic indicators, namely identification, recall, memorization of the trademark of the pharmaceutical company and its medicines; the degree of awareness, which is defined as the difference between the period preceding the campaign and the period of the analysis of the target audience. In the latter case, the effectiveness is measured by the extent to which communication activities fulfill their information function [10].

The final stage of the marketing communication controlling of the pharmaceutical enterprise is the generalization of strategic, tactical, operational controls and the system of coordination of all elements in the market promotion of medicines.

Thus, it can be stated that without a scientifically substantiated methodological and instrumental basis the successful operation of the controlling system of a company is impossible [8].

The methods of strategic and operational analysis are of a practical value in the controlling system, namely ABC-analysis; SWOT-analysis; portfolio analysis; GAP-analysis; marginal analysis; break-even analysis; they can be used for controlling various elements of marketing communications of pharmaceutical enterprises.

For example, in our paper [30] we conducted the portfolio analysis by BCG, according to which four groups of medicines were distinguished, namely: "difficult children/question marks", "stars", "cash cows", "dogs". For each group of medicines in a particular square of the BCG matrix there are priority strategies for development and market promotion.

The use of the BCG matrix allows top managers to make motivated managerial decisions regarding the application of particular strategies and relevant marketing communication elements for the business portfolio of the pharmaceutical enterprise.

"Difficult children" are medicines, which are at the initial stage of PLC and require significant funds for marketing communications to support them. Particular attention should be paid to informational advertising and other elements of marketing communications aimed at informing the potential target audience about the consumer properties of medicines and their benefits. An important element for the effective promotion of these medicines is such element of marketing communications as service policy.

"Stars" are medicines, which are at the stage of the growth in PLC, they are leaders at the pharmaceutical market and require significant funds for marketing communications to support their growth. Information advertising develops into aggressive one. For these medicines it is advisable to develop and implement means of stimulating the sales of goods to consumers in the marketing communications activities of pharmaceutical enterprises.

"Cash cows" are medicines, which are at the stage of maturity in PLC and bring high profits; they are used to finance other products. When promoting these medicines it is necessary to use both price and non-price methods of sales promotion, direct the revival of the attention of specialists to medicines through medical (pharmaceutical) representatives, the use of innovative marketing communication tools and digital technologies.

"Dogs" are medicines, which are at the stage of recession in PLC and which position is least attractive, therefore, they require little marketing communication costs since it is expedient to gradually withdraw them from the portfolio of the pharmaceutical enterprise.

When introducing the controlling system for the marketing of communication at a pharmaceutical enterprise it is advisable to use a break-even-oriented management as a criterion [31].

The break-even method can be used to determine the marketing communication budget of a pharmaceutical enterprise. Thus, the author [22] suggests the break-even method to determine the amount of the advertising budget. By means of the break-even method the pharmaceutical market participants can determine how much sales should increase in order not to decrease profits, as well as calculate the elasticity of demand for advertising. To do this, it is necessary to compare the planned sales levels with advertising and the planned volume of sales without advertising. Knowing all this, the pharmaceutical market agents can decide how much the market share of the advertising budget proposed is really expanding taking into account the overall market condition and the competitive strength of the market.

Development and substantiation of the methodological approach to the GAP-analysis application as a tool for the strategic analysis of market gaps in the drug promotion system are described in a separate paper.

Thus, to provide the complex marketing communications of pharmaceutical enterprises it is necessary to perform the strategic, tactical, operational controlling and coordination of all elements of marketing communications in the system of the market promotion of medicines.

The scientific and methodological approach suggested for creating and implementing the controlling system for marketing communication management at the domestic pharmaceutical enterprises will help to prevent crisis situations in the system of the market promotion of medicines, identify the causes of marketing problems of a company and promote their effective elimination.

CONCLUSIONS

1. The conceptual basis and scientific and methodical approaches to the implementation of the controlling system of the marketing communication management of pharmaceutical organizations have been substantiated.

2. The expediency of creating the controlling system of the marketing communication management of pharmaceutical enterprises have been considered, as well as the practical significance of its components has been substantiated.

3. The advantages of introducing the marketing communication management system for pharmaceutical enterprises in the context of economic and marketing activities are presented.

4. The works of scientists that are useful for the top management of pharmaceutical enterprises while implementing the controlling system of marketing communication management have been generalized in order to analyze and evaluate strategic, tactical and operational controls.

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