

L. Tarasovych,

*PhD in Economics, Associate Professor, Head of the Department
of Management and Marketing, Polissia National University*

ORCID ID: <https://orcid.org/0000-0003-0740-6567>

S. Lavrynenko,

*PhD in Economics, Associate Professor, Associate Professor of the Department
of Management and Marketing, Polissia National University*

ORCID ID: <https://orcid.org/0000-0003-2290-5006>

A. Martynenko,

Master, Polissia National University

ORCID ID: <https://orcid.org/0009-0002-7528-3300>

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STRATEGIC MARKETING AND INNOVATION MANAGEMENT IN HEALTHCARE FACILITIES: PROSPECTS FOR DEVELOPMENT AND TRANSFORMATION

Л. В. Тарасович,

*к. е. н., доцент, завідувач кафедри менеджменту та маркетингу,
Поліський національний університет*

С. О. Лавриненко,

*к. е. н., доцент, доцент кафедри менеджменту та маркетингу,
Поліський національний університет*

А. Б. Мартиненко,

магістрант, Поліський національний університет

СТРАТЕГІЧНИЙ МАРКЕТИНГ ТА ІННОВАЦІЙНИЙ МЕНЕДЖМЕНТ У МЕДИЧНИХ
ЗАКЛАДАХ: ПЕРСПЕКТИВИ РОЗВИТКУ І ТРАНСФОРМАЦІЇ

The article substantiates that strategic development is an integral imperative for the successful functioning of a business entity. Therefore, it requires effective management because a constructive mechanism for making managerial decisions is crucial for successful scaling of business in the strategic perspective. From the standpoint of ensuring the strategic development and competitiveness of healthcare institutions, effective management of business processes makes it possible to implement innovative marketing technologies in order to improve the quality of services, optimize resources, enhance interaction with patients, strengthen their loyalty, and promote the professional development of medical staff.

SWOT analysis served as the methodological basis for determining internal resources and opportunities for the strategic development of the healthcare facility under study. The analysis results highlighted key aspects of the clinic's work to substantiate the marketing strategy. Attention was focused on the technology of creating and implementing a marketing strategy, taking into account the innovative management aspect, which makes business adaptation possible in the face of external influences. It was argued that such an approach is a lever for integrating cutting-edge technologies, managerial techniques, and decisions that will enable the healthcare institution to maintain its position as a market leader and provide the most advanced services in the field of ophthalmology.

It was substantiated that innovation of the system for managing the strategic development of a healthcare institution configures seven key components, each of which involves the implementation of specific measures to ensure strategic development. These components are the most advanced medical technologies (modern equipment for diagnosis and treatment; artificial intelligence and automation), digitalization of management processes (electronic medical records (EMR); CRM systems), innovations in patient-focused approach (healthcare at a distance, mobile applications), innovations in internal management (optimization of internal processes, including the introduction of lean management; staff training), financial management and investment in innovation (cost analysis and planning, investment in R&D), marketing innovations and reputation management (digital marketing, reputation management), and partnership and cooperation (collaboration with other healthcare facilities).

It was established that the innovation of the management system will enhance the quality of healthcare services, ensure sustainable development, and strengthen market positions by integrating the latest solutions into all aspects of the clinic's operations.

В статті обгрунтовано, що стратегічний розвиток, як невід'ємний імператив успішного функціонування суб'єкта господарювання, потребує ефективного менеджменту, адже конструктивний механізм прийняття управлінських рішень є запорукою його успішного масштабування у стратегічній перспективі. Ефективне управління бізнес-процесами, з позицій забезпечення стратегічного розвитку та конкурентоспроможності медичних закладів, дозволяє імплементувати інноваційні маркетингові технології для підвищення якості надання послуг, оптимізації ресурсів, покращення взаємодії з пацієнтами, посилення їх лояльності, а також сприяння професійного розвитку медичного персоналу.

Методичною основою ідентифікації внутрішніх ресурсів і можливостей для стратегічного розвитку медичного закладу є SWOT-аналіз, результати якого дозволили ідентифікувати ключові аспекти роботи клініки щодо обгрунтування маркетингової стратегії. Зосереджено увагу на технології розробки та реалізації маркетингової стратегії з урахуванням інноваційного управлінського аспекту, що уможливорює бізнес-адаптацію за умов зовнішніх впливів. Аргументовано, що такий підхід виступає важелем інтеграції новітніх технологій, управлінських методик і рішень, що дозволять медичному закладу залишатися лідером в галузі та надавати найсучасніші послуги у сфері офтальмології.

Обгрунтовано, що дизайн інноватизації системи управління стратегічним розвитком медичного закладу конфігурує сім ключових компонентів, кожен з яких передбачає імплементування конкретних заходів для забезпечення стратегічного розвитку, а саме: новітні медичні технології (сучасне обладнання для діагностики і лікування; штучний інтелект та автоматизація); цифровізація управлінських бізнес-процесів (електронні медичні записи (EMR); CRM-системи); інновації в пацієнтоорієнтованості (телемедицина, мобільні додатки); інновації у внутрішньому управлінні (оптимізація внутрішніх процесів, зокрема впровадження Lean-менеджменту; навчання персоналу); фінансове управління та інвестиції в інновації (аналіз та планування витрат, інвестування в R&D); маркетингові інновації та репутаційний менеджмент (цифровий маркетинг, управління репутацією); партнерство та співпраця (колаборації з іншими медичними закладами).

Доведено, що інноватизація системи менеджменту дозволить підвищити якість медичних послуг, забезпечить сталий розвиток та зміцнить позиції на ринку завдяки інтеграції новітніх рішень увсі аспекти діяльності клініки.

Key words: strategic development, marketing strategy, managerial decisions, innovation of management system, marketing management.

Ключові слова: стратегічний розвиток, маркетингова стратегія, управлінські рішення, інноватизація системи менеджменту, маркетинг-менеджмент.

GENERAL PROBLEM STATEMENT AND ITS CONNECTION TO IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

Strategic development is an essential part of business initiatives for contemporary healthcare institutions alongside marketing support required to meet the

objectives and improve performance. Being an indispensable attribute of successful business functioning, strategic development requires effective management, since a well-established mechanism for managerial decision-making is the key to its qualitative and quantitative scaling. It is extremely relevant to manage the

Table 1. SWOT matrix of the business environment of Medical Center Zir Clinic

Strengths	Weaknesses
- doctors' high level of professionalism; - unique modern medical equipment; - well-organized services for laser correction and cataract treatment; - competitive prices.	- organization of service during peak hours; - insufficient communication with patients; - limited loyalty to regular customers.
Opportunities	Threats
- підвищення кваліфікації персоналу. - expansion of services through healthcare at a distance; - improving the organization of business processes through optimization of internal processes; - extending the range of services; - staff professional development.	- competition from other clinics; - economic and political instability in the country; - changes in legislation.

Source: author's research [5].

strategic development of ophthalmic facilities in terms of ensuring sustainability and competitiveness in the healthcare industry. Effective management of business processes makes it possible to implement innovative technologies that enhance the quality of medical care, optimize resources, improve interaction with patients, and promote the professional development of medical staff.

ANALYSIS OF RECENT PUBLICATIONS AND RESEARCH

The issue of strategic development management has been investigated by numerous foreign and domestic scholars, such as I. Ansoff, M. Bagorka, R. Kaplan, I. Kopytova, I. Kravchuk, S. Kucher, S. Lavrynenko, Ye. Loiko, M. Meier, D. Norton, I. Petrova, M. Rotaiev, I. Tere-shchenko, T. Ustik, O. Shardai, Z. Shershniova, L. Shulga, etc. [1—4; 6]. The findings of these studies are valuable, however, more research into this topic is required. Given the challenges that the healthcare industry faces in the context of hostilities in Ukraine, the relevance of this issue is beyond doubt.

PURPOSE OF THE STUDY

The purpose of the study is to offer proposals for ensuring the strategic development of a medical facility based on applying the principles of strategic marketing and innovation management.

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

The strategic development of an enterprise is a crucial tool for ensuring its sustainability and success in a competitive environment. Strategic development management is an integrated and dynamic process that requires attention to environmental changes and timely adaptation of strategies to ensure sustainable development and achieve the long-term objectives of business entities.

Medical Center Zir Clinic LLC is an advanced medical facility that uses innovative approaches in providing a wide range of ophthalmic medical services. To identify internal resources and opportunities for the strategic development

of the Medical Center, a SWOT analysis matrix was created (Table 1). The clinic's official website and a database of patient reviews from social media search engines provided the majority of the information used in the assessment. The SWOT matrix helps to identify what aspects of the clinic's work need to be improved, as well as what opportunities should be considered for further strategic development.

Innovation in the enterprise strategic development management system means using innovations to improve its efficiency and competitive ability in the market. The narrow definition of this concept implies integrating cutting-edge technologies, management strategies, and solutions that will enable a medical facility to maintain its position as a leader in a particular industry and provide the most advanced services.

The primary aspects of innovation of the enterprise strategic development management system are shown in Fig. 1.

Therefore, two areas are recommended within the use of the most advanced medical technologies: 1) modern equipment for diagnosis and treatment (introducing innovative technologies such as laser surgery and robotic surgery systems, which will enable the clinic to provide more accurate and effective treatment); 2) artificial intelligence and automation (integrating AI algorithms to detect eye disorders such as glaucoma or diabetic retinopathy, which will significantly increase the accuracy and speed of problem detection and enable the formation of personalized treatment plans).

Digitalization of management processes should be carried through 1) electronic medical records (EMR) (extensive introduction of electronic records will make it possible to handle medical records more effectively, ensuring access to information in real-time mode. It will also make it easier to coordinate doctors and clinic's staff); 2) CRM systems (using CRM to enhance interaction with patients, keep track of their visits, and create personalized recommendations, which will increase customer satisfaction and customer loyalty).

Innovations in patient-focused approach are based on 1) healthcare at a distance, which will expand the clinic's

Innovation of of the enterprise strategic development management system at Zir Clinic LLC	
Using the most advanced medical technologies	Modern equipment for diagnosis and treatment (introducing new technologies, such as laser surgery and robotic surgery systems); Artificial intelligence and automation (integrating AI algorithms to detect eye disorders, such as glaucoma and diabetic retinopathy)
Digitalization of management processes	Electronic medical records (EMR) (introduction of 100% electronic records makes it possible to handle medical records more effectively, ensuring access to information in real-time mode. This also makes it easier to coordinate doctors and clinic's staff); CRM systems (to enhance interaction with patients, keep track of visits, and provide personal recommendations).
Innovations in patient-focused approach	Healthcare at a distance (expands clinic's opportunities to provide healthcare services at a distance, enabling patients to get consulted anywhere); Mobile applications (tools to self-check eyesight, make an appointment, and gain access to diagnostic findings via smartphone).
Innovations in internal management	Optimization of internal processes (using the newest management methods, such as lean management and adaptive organizational structure); Continuous staff training (innovative approaches to professional staff development, particularly through online courses and training).
Financial management and investment in innovation	Cost analysis and planning (application of innovation in financial management makes it possible for the clinic to optimize the use of funds to invest in new technologies and equipment); Investment in R&D (funding research and development in the field of ophthalmology).
Marketing innovation and reputation management	Digital marketing (active use of digital marketing tools - social networks, search engine advertising and SEO); Reputation management (using patients' reviews and introduction of recommendation systems).
Partnership and cooperation	Collaboration with other healthcare facilities (partnership with other clinics, universities, or research institutions contributes to exchange of experience and innovation).

Fig. 1. Design of innovation of the enterprise strategic development management system

Source: author's research.

ability to provide healthcare services at a distance, enabling patients to get consultations anywhere, which is crucial for patients with limited access to professional eye care services; 2) mobile applications (tools to self-check eyesight, make appointments and access diagnostic findings via smartphones, which will improve service and convenience for patients).

It is proposed to introduce innovation in internal management through 1) optimization of internal processes (using the newest management methods, such as lean management and adaptive organizational structures, which will enable the clinic to use resources more efficiently, cut costs, and improve the quality of services); 2) continuous staff training (innovative approaches to professional staff development staff, in particular through online courses and training, which will enhance their current knowledge and skills to work with new technologies).

Financial management and investment in innovation include 1) cost analysis and planning (application of innovations in financial management will make it possible for the clinic to optimize the use of funds to invest in new technologies and equipment, which will increase its

competitive ability); 2) investment in R&D (funding research and development in the field of ophthalmology is an important aspect, which will enable the clinic to introduce innovative methods of treatment and diagnostics).

Marketing innovations and reputation management are based on 1) the introduction of digital marketing (active use of digital marketing tools, such as social networks, search engine advertising, and SEO, which will attract new patients and raise awareness of services); 2) reputation management (using patients' reviews and introduction of recommendation systems, which will help to build a positive image of the clinic and foster trust among customers).

Finally, partnership and cooperation (partnership with other medical facilities — other clinics, universities, or research institutions will contribute to the exchange of experience and innovation, which can also enhance the quality of services and expand the clinic's capacity).

Thus, innovation at Zir Clinic LLC will enhance the quality of medical services, ensure sustainable development, and strengthen its market position by incorporating the latest solutions into all aspects of the clinic's activities.

Conclusions and prospects for further research. Effective management is necessary for the strategic development of healthcare because it enables the introduction of innovative marketing technologies to enhance the quality of service delivery, optimize resources, improve interaction with patients, strengthen their loyalty, and promote the professional development of medical staff. The key components of the innovation of the strategic development management system of a healthcare facility include the use of the most advanced medical technologies, digitalization of management processes, innovation in patient-focused approach, innovations in internal management, financial management and investment in innovation, marketing innovations and reputation management, partnerships and cooperation. Innovations in the strategic development management system will help improve the organization of business processes, increase patient satisfaction, and reduce the workload of medical staff.

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