MONITORING AND STUDYING THE MARKETING STRATEGIES OF MEDICAL ORGANIZATIONS

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Abstract. *This article covers the monitoring and research of marketing research in the process of forming modern business models in the activities of medical organizations. Through marketing research, the state of health of the population, its needs, the level of demand for services are determined, and on this basis a complex of effective services is developed. The peculiarities of marketing in the field of Medicine are determined by the need to adhere to moral standards, gain patient confidence and adapt services to social strata. The article also analyzes tools such as practical methods, innovative approaches and SWOT analysis used to create narketing strategies. The results of the study serve to improve the quality of strategic planning and service in medical institutions.*

Keywords: *medical organization, monitoring, marketing research, healthcare, service quality, SWOT analysis, strategic, medical services market.*

Introduction. The healthcare system plays an important role in the socio-economic development of each country. In recent years, the need to apply the principles of a market economy in this area, in particular, the effective management of medical organizations and the introduction of business model approaches in them, has been increasing. Marketing surveillance (or marketing research) plays an important role in this regard. In particular, by studying the needs of the population, their health status, and their opinions on the quality of services, it is possible to provide effective services and form the right business model.

Literature review. Philip Kotler, Kevin Lane Keller in their work “Marketing Management” provide extensive information on the role of marketing strategies, segmentation, positioning, needs identification and marketing research in healthcare. Offers universal approaches to market orientation of healthcare services, pricing of services and effective communication with the client (patient). The essence of Michael Porter’s work “Competitive Strategy and Value-Based Health Care” The “Value-Based Health Care” model emphasizes the creation of value and the organization of result-oriented services in healthcare institutions. The work is used to develop a business model based on value creation for medical organizations. Marketing monitoring is the main tool for determining this value. Robert F. Cooper & Scott Edgett in their work “Product Innovation in Health Services” analyzes the methods of developing innovative healthcare services and their successful implementation through marketing research. The importance of trust and branding in healthcare is at the heart of David A. Shore's The Trust Prescription for Healthcare. The book explores how to gain patient trust through marketing research.

R.Yu. Abdullayev in his work “Economic Reforms and Management in Healthcare” covers the functioning of the healthcare system in Uzbekistan based on market principles, the development of private clinics and financial mechanisms. Sh.Kh. Toshpulatova in her scientific research work “Medical Services Market and Marketing Strategy” presents

methodological approaches to marketing approaches in the local healthcare sector, studying customer needs, and analyzing the competitive environment. A.A. Buriev in his scientific article "The Impact of Marketing Research on the Healthcare System" discusses the issues of segmenting medical services through marketing research and identifying the needs of different social groups.

Through this literature, it can be seen that while foreign scholars focus mainly on strategic approaches, competition, value creation, and trust factors, local authors emphasize the economic efficiency of medical services, innovation, and adaptation to the real needs of the population. Through the combination of both sources, it is possible to form modern marketing-based business models for medical organizations.

Analysis and results. Today, the volume of services in the healthcare sector in our country is increasing year by year. And in this, we can confidently say that the role of marketing and investments in the sector is invaluable. Table 1 below shows the volume of healthcare services in our country and each region for the period 2019-2023 in billion soums per year.

Table 1

Volume of healthcare services (in billion soums per year)

Years	2019	2020	2021	2022	2023
Republic of Uzbekistan	3104,3	3386,7	5105,9	6613,1	8621,7
Republic of Karakalpakstan	65,1	74,3	99,9	127,9	159,2
Andijan region	165,9	200,2	277,1	337,5	365,2
Bukhara region	156,9	153,2	223,2	321,2	390,5
Jizzakh region	77,3	73,5	132,3	156,3	198,3
Kashkadarya region	120,4	125,8	176,0	210,9	295,3
Navoi region	64,9	73,6	99,2	132,8	155,0
Namangan region	181,0	157,6	257,7	335,8	422,8
Samarkand region	193,8	260,7	341,2	464,4	616,8
Surkhandarya region	90,2	102,6	192,0	173,3	222,0
Syrdarya region	49,1	55,3	89,0	105,8	140,2
Tashkent region	299,0	254,2	472,7	648,8	894,3
Fergana region	226,9	237,3	359,8	471,5	568,9
Khorezm region	103,6	120,6	171,2	212,7	271,9
Tashkent city	1310,2	1497,8	2214,6	2914,2	3921,3

As we have seen, the volume of services in the sector has been growing in positive trends over the years. The city of Tashkent has the highest share at the republican level. Although the lowest indicators are observed in Syrdarya region, the Republic of Karakalpakstan and Surkhandarya region, they are growing year by year. While in 2019, 3104.3 billion soums were provided in the healthcare sector nationwide, in 2023 this figure will be 8621.7 billion soums. The growth rate during this period is 177%. In such high-speed development, the importance of marketing research conducted in the sector and the selected business model is of great importance.

In healthcare organizations, the concept of a business model is a systematic approach that shows how an organization develops its services, provides them to customers (in this case,

patients), and how it earns money in return. The following business models are found in the healthcare sector:

• Traditional model - services based on the state budget;

• Extended services model - a combination of free and paid services;

• Fully private model - operates only on the basis of paid services;

• Subscription model - clinics operating on a subscription basis for the provision of regular medical services.

The main goal in forming these models is to organize high-quality and sustainable services that meet the needs of the population. In this process, when choosing business models, marketing observations should be carried out first of all. Marketing observation is the collection, analysis and use of information about market needs, demands and offers, competitors, customer opinions and their use in making strategic decisions. Marketing research in medicine helps to determine the following:

- The health status of the population and its related needs;
- The most demanded services;
- Public opinion on the quality of medical services;
- Competitors' activities and the cost of services.

Marketing monitoring is carried out in the following ways:

- - Questionnaires (surveys);
- - Focus group interviews;
- - Medical statistical analysis;
- - Study of online reviews and ratings.

Marketing tracking in the healthcare sector is fundamentally different from other industries. These differences are reflected in the following:

Adherence to ethical standards – confidentiality principles must be strictly observed when working with patients' personal information.

Working with critical requirements - decisions related to human life and health are made in this area.

Adaptation to social strata - the price, type, location of services should correspond to the income of the population**.**

High trust factor - people entrust their health to a reliable institution, this trust can be formed through marketing**.**

Based on marketing data, a business model is developed in the following areas:

- Range of services - the most needed services (for example, laboratory tests, CT scan, cardiology, etc.) are prioritized.
- Pricing policy - prices are set based on competitors and the ability of the population to pay.
- Competitive advantages - for example, “24/7 service”, “home service”, “online appointment”.
- Innovative solutions - for example, consultations via telemedicine, receiving analysis results via mobile applications.

Some clinics in Uzbekistan are introducing telemedicine and online consultation services, which are attracting great interest among patients. For example, centers such as “MD

Clinic", "Doctor D" offer patient registration via mobile applications, online consultations and home service. These services are based on needs identified through marketing monitoring.

The following SWOT analysis can be used to assess the state of a medical institution (table 2). ***T***his analysis will help to better understand the opportunities and risks involved in the process of forming a business model based on marketing surveillance in the work of medical organizations.

Strengths:

1. Availability of qualified and experienced medical staff – Many clinics and institutions employ highly qualified doctors, which allows them to offer high-quality services to patients through marketing.

2. Strategic location – Institutions located in city centers or densely populated areas have the advantage of reaching a wide audience through marketing.

3. Rapid development of the private sector – The number of private clinics has been increasing in recent years, which creates the basis for the application of modern marketing approaches.

Weaknesses:

1. Old and inadequate medical equipment – In some facilities, equipment is outdated, which affects the quality of service and can lead to discrepancies between the services advertised through marketing and the services actually provided.

2. Lack of marketing specialists – In many medical facilities, the marketing sector is underdeveloped, which prevents accurate assessment of market demand.

3. Low level of use of information technology – Digital services, such as online booking or mobile applications, are not sufficiently implemented.

Opportunities:

1. The possibility of introducing telemedicine and digital technologies - A large part of the population is ready for online services, which creates a marketing opportunity for innovative services.

2. Introduction of new types of services - Through marketing research, the needs of the population can be identified and new services (preventive examinations, cosmetology, physiotherapy) can be introduced that meet them.

3. Study and implementation of international experiences - By studying the experience of developed countries, modern management and marketing approaches can be applied to the activities of institutions.

Threats:

1. Increased market competition – Along with the increase in the number of private clinics, competition is also increasing, which requires constant updating of marketing strategies.

2. Legal regulations and procedures – New licenses, taxes or quality standards introduced by the state may limit the activities of institutions.

3. Low ability of the population to pay – If the services offered through marketing do not correspond to the ability of the population to pay, this will negatively affect the revenue stream.

Table 2

SWOT analysis of business model formation based on marketing observation in medical organizations

Strengths	Weaknesses
Qualified doctors	Old equipment
Strategic location	Lack of marketing experience
Rapid development of the private sector	Low level of use of information technology
Opportunities	**Threats**
Implementing telemedicine	Increased market competition
Launching new types of services	Requirements of state regulators
Study and implementation of international experiences	Low solvency of the population

This SWOT analysis shows that medical organizations can successfully implement a marketing-based business model by leveraging their strengths and realizing existing opportunities. However, identifying existing weaknesses and threats in advance and defining specific measures to counter them plays an important role in strategic planning. In particular, sustainable development in this area is ensured by continuously improving marketing strategies and introducing innovative approaches.

Conclusions and suggestions. Marketing monitoring in the activities of medical organizations is an important factor in creating a successful business model. Through it, the needs and desires of the population are identified, the range of services is correctly formed, and a pricing and positioning strategy is developed. In the conditions of Uzbekistan, the widespread introduction of modern marketing approaches will increase the competitiveness of medical organizations and improve the quality of services provided to the population**.**

Table 3

Proposals for the formation of a business model based on marketing observation in the work of medical organizations

№	Problem or need	Proposed solution	Expected result
1	Lack of accurate information on population needs	Conducting regular marketing research (surveys, interviews)	On-demand services are offered
2	Poor quality of service provided to patients	Systematically collect opinions and suggestions from patients	Providing quality service and increasing trust
3	Increasing market competition	Introducing unique services based on competitor analysis	Increase differentiation and competitiveness in the market
4	Insufficient marketing knowledge	Marketing training for leaders of medical institutions	Improving the quality of strategic decisions
5	Innovative approaches are rarely used	Introduction of telemedicine, mobile applications, online services	The scope of services will expand through technological development

6	Pricing policy does not meet customer needs	Customized pricing based on segmentation	More people will be able to use the services
7	Services are not reaching some segments of the population	Establish mobile medical teams and outreach services	The scope of medical services will expand
8	Uniformity of service assortment	Opening new services and directions based on marketing results	Diversification increases sources of income

The introduction of business approaches in the activities of medical organizations, in particular, business models based on marketing, is becoming an important component of the modern healthcare system. In an environment of increased competition, increasing patient needs and demands, it is natural that traditional approaches to providing medical services do not provide sufficient efficiency. Therefore, obtaining accurate and analytical data on the health status, standard of living, needs and expectations of the population through marketing monitoring is of strategic importance for each medical organization.

Marketing research allows not only to study the current situation, but also to form a system of innovative and useful services that meet market needs. Since the healthcare system is a unique field, ethical, social and legal aspects require special attention when conducting marketing research in it. Especially when working with patients, trust, transparency and personal data security are considered the most important principles.

As discussed in the article, through marketing monitoring, organizations can reconsider the pricing policy, assortment, territorial orientation and communication strategies of their services. This will help to improve the quality of medical services, ensure an individual approach to different segments of the population, effectively use resources and, of course, form stable sources of income for the organization. The possibility of digitizing services and attracting a wide audience to them increases through innovative solutions such as telemedicine, mobile applications, online booking systems.

Business models developed based on the results of marketing research not only increase the economic efficiency of medical organizations, but also their social responsibility. They improve the quality of service, increase sensitivity to the needs of patients, and ultimately create an important system that helps to form a healthy lifestyle in society. In all these processes, medicine and marketing sciences must work in harmony.

In conclusion, the formation of business models based on marketing research in medical organizations is an important factor in the development of the industry, which creates broad opportunities for effective management in healthcare, improving population health, and providing competitive medical services. In the future, it is possible to bring a new stage in the development of the industry by working in this area based on scientific approaches, applying and implementing innovative management strategies.

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