MEDICAL SERVICES MARKET: CHARACTERISTICS AND MAIN ASPECTS OF MANAGEMENT

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The peculiarities of the medical services market lie in the specificity of the work of medical workers, when the preservation of the patient's life, the humanitarian mission of health care and the ethical side of medical activity far outweigh the economic feasibility and profitability of medical activity.

On the other hand, in modern civilized society, medical services aimed at meeting the needs of improving the "quality of life" are characterized by a high economic degree of profitability. The tariff structure of such medical services, in fact, includes the economic costs of producing medical services in two other segments of the health market: the "marketing segment of life" and the "marketing segment of diseases". Full satisfaction of consumer needs in this segment of the health market is largely associated not with medical activities, but is determined by other individual, natural and socio-economic factors. In addition to the above, the medical services market has the following features:

- qualification requirements that lead to a limitation in the number of practicing doctors;
- specific requirements that lead to a limitation of the number of hospitals that can dictate a certain pricing policy;
- imperfection and specificity of competition, which makes it impossible to attract buyers by reducing the price;
- medical services are heterogeneous, they are difficult to compare;
- there is no direct connection between the price and the consumer's costs, a significant part of which is paid by a third party (relatives, employers under the condition of voluntary medical insurance or the provision of a social bonus);
- the presence of external effects: the provision of medical services has an effect not only on the buyers of these services, but also on other persons. For example, in connection with the development of sanatorium and resort treatment, access to healing springs is being developed, the infrastructure of the settlement (roads, supplies, etc.) is being developed, which is used not only by vacationers. Carrying out preventive vaccinations improves the general epidemic situation.

For Ukraine and other countries of Eastern and Central Europe, the medical services market is characterized by oligopoly, which has the following characteristics:

- a small number of competitors with significant entry barriers to the industry of new medical and preventive institutions;
- a medical service, within the framework of economic characteristics, can be both standardized and differentiated;
- the efficiency of medical care requires that the volume of production capacities of each medical and preventive institution occupy a large share of the total medical services market. In this regard, there is a sufficiently high degree of concentration of medical and preventive institutions within the region, in which the total share of four to eight medical and preventive institutions is not less than 60% of the total volume of needs in medical services;
- profitable expansion of the material and technical base of the medical and preventive institution to large sizes due to the weakness or absence of a field of attractive and moderate competition;
- absolute vertical interdependence of medical and preventive institutions, which neutralizes effective mechanisms of competitiveness;
- predominantly non-price competition in the production and consumption of medical services in the system of communal form of medical care.

There are three main areas with specific forms of medical service offerings and meeting medical needs:

I. Medical offerings of life-saving medical services (in particular, in the perinatal period, in extreme urgent conditions threatening the patient's life, in old age, palliative medical services for incurable diseases, etc.). Conventionally, this segment of the health market is called the "marketing segment of life".

II. Medical offers of medical services aimed at restoring health, restoring and maintaining a certain level of working capacity in the event of its temporary loss. This segment of the health market is conventionally called the "marketing segment of diseases". Types of medical services in this segment are divided into the following areas:

- medical services aimed at treating acute and preventing exacerbations of chronic diseases;
- medical services aimed at preventing the transition of temporary loss of working capacity to permanent (disability);
- medical services aimed at maintaining and supporting a certain degree of chronic conditions and disability.

III. Medical services that preserve and support a healthy body. This segment includes immune-prevention, medical check-ups, cosmetology services, etc. This segment is characterized as a "health marketing segment".

In the system of market relations, 4 groups of market counterparties are distinguished, between which the main types of economic relations and economic relations are implemented. With the development of market relations, the concept of a medical entity as a producer of medical services appeared.

A medical entity - a producer of medical services - a medical and preventive institution of any organizational and legal form and form of ownership, registered and

licensed in accordance with the established procedure, which provides medical services.

Counterparties of the medical services market are:

- other healthcare institutions that participate in the implementation of a complex medical and diagnostic process (suppliers of medicines, medical products, companies that sell and service medical equipment, healthcare organizations that are contacted when necessary for consultations with narrow specialists, etc.). Recent research on health-care markets has focused on the different ways in which interactions between firms affect variables that directly impact welfare. These variables include provider quality, prices, treatment decisions, and insurer premiums. Interfirm interactions include horizontal competition (which may affect, for example, firms' investments in their quality) and also vertical interactions that might determine the prices paid to providers or the choice set of providers made available to particular consumers [1] ;
- financial and credit organizations that provide such banking services as leasing and factoring, provide lending, and perform intermediary services for voluntary health insurance;
- the state involves healthcare institutions in the implementation of government programs in the field of healthcare, provides tax benefits;
- citizens are a heterogeneous group in terms of their composition and functions in the implementation of economic relations in market conditions.

Target marketing, a practice used to more effectively address the wants and needs of customers, involves three interrelated activities: market segmentation, targeting, and product positioning. The practice follows a perfectly logical process. For a given offering, healthcare institutions select a desired group to pursue and arrange service characteristics and related attributes in a manner to entice that particular group to forward patronage and become customers. Pursuits often focus on heavily-traveled routes teeming with competitors, but occasionally an off the beaten path can be identified to amplify target marketing efforts [2].

Segmentation of the medical services market according to the possibilities of demand for medical services is carried out in accordance with economic groups, which are characterized by the type of medical service, medical diagnostic group, cost of the procedure, solvency and personality of the patient.

There is no single method of segmentation of the medical services market. Therefore, healthcare institutions, when managing marketing activities, try different options for segmentation based on various variable parameters, one or several at once, in order to find the most useful approach to considering the structure of such a market.

Healthcare establishments, especially comprehensive medical centers, offer myriad health and wellness services, affording communities with access to a wide array of offerings that address injury and illness [3]. By providing such broad collections of services, health and medical institutions can make a case for employing a mass marketing approach to advance their organizations. With such an approach, available offerings are marketed broadly to the populace without regard for individual tastes and preferences [4]. Such one-size-fits-all strategies have their place, but very often,

marketing results can be improved by engaging in what is known as target marketing, an approach which tailors services and their associated attributes to appeal to particular audiences sharing like characteristics and qualities [5].

It is impossible to address all buyers of medical services at once, since they have different needs for maintaining and restoring health, differ in the style of receiving services, as well as in income levels. This determines the direction of specialized segments of the medical services market.

On the other hand, competitors may be well-positioned in some submarkets. Therefore, medical institutions (medical practices) should be interested in identifying those submarkets that will be the most attractive for them and compatible with their goals and resources. With the same medical needs, the needs, resources, geographical location, level of sanitary culture, purchasing power, habits may be different. Any of these variables can be used for market segmentation.

Ideally, a medical institution (medical practice entity) should be unique in its niche; the narrower this niche, the fewer competitors. But at the same time, the likelihood of large and widespread sales of medical services also narrows. The niche segment of the medical services market is all the more attractive, the more it meets the following characteristics:

- buyers of medical services (patients) have complex and specific needs in meeting medical needs;
- patients are willing to pay a high price to receive medical care of absolute quality, that is, when medical procedures are absolutely adapted to their explicit and implicit needs;
- the manufacturer of medical services has high professional and social competence, which is constantly improving. Since the healthcare industry is science-intensive, the ability of medical workers to constantly improve their qualifications and the focus of the management staff of a medical and preventive institution on the introduction of innovative technologies in the diagnostic and treatment process come to the fore.

Thus, segmentation of the medical services market allows providing medical care (meeting specific demand) taking into account both the individuality of the patient and the mass consumption of medical services.

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УПРАВЛІННЯ КОНФЛІКТАМИ В МЕНЕДЖМЕНТІ ПЕРСОНАЛУ ПІДПРИЄМСТВА

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Конфлікт - це розбіжність між двома або кількома сторонами (особами чи групами), якщо кожна з них намагається зробити так, щоб були прийняті саме її погляди або цілі й завадити іншій стороні зробити те саме. Конфлікти найчастіше асоціюються з агресією, погрозами, суперечками, ворожістю тощо. Тому існує думка, що конфлікт - явище небажане і що необхідно, по можливості, уникати його або якнайшвидше розв'язувати. Згідно з останніми дослідженнями вчених навіть в організаціях з ефективним управлінням деякі конфлікти не лише можливі, а й бажані. Добре скерований конфлікт - життєво важлива складова частина процесу становлення сучасного колективу. На жаль, конфлікт не завжди має позитивний характер. У деяких випадках він може заважати задоволенню потреб окремої особи та досягненню цілей організації взагалі. Наприклад, під час ділової наради більшість погоджується з думкою окремої особи лише для того, щоб уникнути конфлікту, нехтуючи інтересами справи. Але в багатьох випадках конфлікт допомагає виявити розмаїття точок зору, додає інформації, допомагає виявити більшу кількість альтернатив або проблем. Це дає змогу членам групи приймати більш ефективні рішення, а також повідомити свою думку людям, і тим самим задовольнити особисті потреби у повазі та владі, ведучи до ефективнішого досягнення цілей. Таким чином, конфлікт може бути функціональним, або дисфункціональним, що може призвести до зниження особистого задоволення, групового співробітництва та ефективності організації. Роль конфлікту в основному залежить від того, наскільки ефективно ним керують. Але щоб керувати конфліктом, необхідно розуміти причини виникнення конфліктної ситуації [1].

Основним джерелом конфліктних стосунків, що виникають у колективі, є невідповідність переконань і поведінки індивіда моральним принципам та очікуванням інших його членів. Вчинки людини, що суперечать переконанням, цінностям, нормам, правилам поведінки та традиціям колективу часто призводять до конфліктів, що носять деструктивний характер. Чим більш згуртований колектив, тим гостріше й інтенсивніше розвивається протистояння при таких конфліктах. Деструктивний конфлікт, особливостями якого є тенденція до розширення, загострення, зростання емоційної напруги, неприязні й агресії відносно іншої сторони конфлікту, погіршення комунікації,