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### **FEATURES OF MARKETING MANAGEMENT IN HEALTHCARE INSTITUTIONS**

*The article presents a comprehensive analysis of the features of marketing management in healthcare institutions in the context of the transformation of Ukraine's medical system. It is established that marketing management performs an integrated managerial function that combines strategic, analytical, communication, and technological components aimed at enhancing competitiveness, service quality, and patient trust. The growing role of marketing is driven by global socio-economic challenges, the digitalization of the healthcare sector, increased patient autonomy in decision-making, and intensified competition in the private medical sector. The study substantiates the conceptual foundations of marketing management as a mechanism for creating the value of medical services. It analyzes the key factors influencing the success of marketing strategies, including demand analytics, the emotional component of patient experience, branding, positioning, telemedicine, digital communication, and omnichannel platforms. The article highlights the role of PREMs and PROMs tools in monitoring patient satisfaction and healthcare service effectiveness. The author proposes a generalized model of healthcare marketing management that integrates classical marketing principles (4P/7P) with modern technological solutions based on big data and artificial intelligence. Particular attention is paid to the ethical dimension of healthcare marketing. The article discusses issues of information accuracy, personal data protection, social responsibility, and inclusiveness in patient communication. It emphasizes that healthcare marketing should be based on humanistic principles, promoting trust, partnership, and improved quality of life. The article systematizes regulatory and professional ethical documents that govern advertising and communication activities of medical institutions, including the Code of Ethics for Ukrainian Physicians, advertising legislation, and international ethical standards. The proposed approach to healthcare marketing management is presented as a relevant strategic development tool that enables medical institutions not only to adapt to dynamic market changes but also to improve service quality, build sustainable patient loyalty, and strengthen their social image.*

**Keywords:** *marketing management; healthcare institutions; patient-centered model; digital marketing; PREMs; PROMs; ethical marketing; strategic management; value of a medical service; communication.*

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### **ОСОБЛИВОСТІ МАРКЕТИНГ-МЕНЕДЖМЕНТУ**

### **В ЗАКЛАДАХ ОХОРОНИ ЗДОРОВ'Я**

*Стаття присвячена комплексному аналізу особливостей маркетинг-менеджменту в закладах охорони здоров'я в умовах трансформації медичної системи України. Встановлено, що маркетинг-менеджмент відіграє інтегровану управлінську функцію, що поєднує стратегічні, аналітичні, комунікаційні та технологічні компоненти з метою підвищення конкурентоспроможності, якості обслуговування та довіри з боку пацієнтів. Зростаюча роль маркетингу обумовлена глобальними соціально-економічними викликами, цифровізацією галузі, зростанням автономії пацієнтів у прийнятті рішень, а також активною конкуренцією у приватному медичному секторі. У дослідженні обґрунтовано концептуальні засади маркетинг-менеджменту як механізму формування цінності медичної послуги.*

*Проаналізовано ключові чинники, що впливають на успішність маркетингових стратегій: аналітика попиту, емоційна складова споживчого досвіду, брендинг, позиціонування, телемедицина, цифрові комунікації та омніканальні платформи. Висвітлено роль інструментів PREMs і PROMs у моніторингу задоволеності та ефективності медичних послуг. Автор наводить узагальнену модель маркетинг-менеджменту, яка передбачає поєднання класичних принципів маркетингу (4P/7P) із сучасними технологічними рішеннями на основі big data та штучного інтелекту. Особливу увагу приділено етичному виміру маркетингу в охороні здоров'я. Розглядаються питання достовірності інформації, захисту персональних даних, соціальної відповідальності та інклюзивності комунікації із пацієнтами. Підкреслюється, що маркетинг у медичній сфері повинен ґрунтуватися на гуманістичних засадах, сприяти формуванню довіри, партнерства та підвищенню якості життя населення. У статті систематизовано нормативно-правові та професійні етичні документи, які регламентують рекламу й комунікаційну діяльність медичних установ, зокрема Кодекс етики лікаря України, законодавство про рекламу та міжнародні етичні стандарти. Запропонований у дослідженні підхід до маркетинг-менеджменту ЗОЗ є актуальним інструментом стратегічного розвитку, що дозволяє медичним закладам не лише адаптуватися до динамічних змін ринку, а й підвищувати рівень сервісу, формувати сталу пацієнтську лояльність і посилювати соціальний імідж.*

**Ключові слова:** маркетинг-менеджмент; заклади охорони здоров'я; пацієнт-орієнтована модель; цифровий маркетинг; PREMs; PROMs; етичний маркетинг; стратегічне управління; цінність медичної послуги; комунікація.

**Problem statement.** In the current context of healthcare system transformation in Ukraine characterized by global socio-economic shifts, the implementation of digital technologies, decentralization of governance, and increased competition the importance of effective marketing management as a component of strategic development in healthcare institutions is significantly increasing. Under these conditions, the successful functioning of medical organizations increasingly depends not only on the professional qualifications of medical staff or the availability of material and technical resources, but also on the institution's ability to build patient-centered interaction strategies, enhance brand recognition, adapt to changing consumer behavior, and implement modern service models.

The relevance of this study is driven by the fact that marketing in healthcare is no longer a secondary function limited to advertising and service promotion. Instead, it is evolving into a comprehensive managerial mechanism. This mechanism encompasses market analytics, demand management, value creation for medical services, the development of digital communication channels, trust-building, and patient satisfaction enhancement. Such an approach not only contributes to the creation of competitive advantages but also ensures the financial sustainability of healthcare institutions, improves service quality and accessibility, and facilitates the personalization of care in a rapidly changing market environment.

**Analysis of recent publications on the issue.** The issue of marketing management has attracted the attention of numerous foreign and domestic scholars who have contributed to the theoretical and methodological foundations of modern marketing activity management in organizations. Significant contributions to the development of marketing as a philosophy of organizational management were made by scholars such as P. Kotler, K. Keller, J.-J. Lambin, M. Porter, P. Doyle, G. Armstrong and R. Cooper. Their work laid the groundwork for fundamental approaches to shaping marketing strategies, managing market segments, creating customer value, and developing competitive advantages.

Among contemporary Ukrainian researchers who have explored the managerial aspects of marketing, notable contributions have been made by L. Balabanova, O. Borysenko, O.A. Bilovodska, A. Voychak, V.V. Rosokha, Ye. Krykavskyi and Yu. Fisun. Their research addresses the specifics of marketing activity in a transitional economy, as well as issues of strategic management, innovative marketing, marketing communications, and consumer behavior.

Despite the wide range of academic studies, a number of issues in marketing management remain underexplored. One such issue is the distinctive features of marketing management in healthcare institutions.

**The aim of this article** is to develop the theoretical foundations of marketing management in healthcare institutions.

**Presentation of the main results and their justification.** Marketing management is one of the key components of the modern enterprise management system. Its essence lies in the interaction between two fundamental elements: marketing, which ensures orientation toward market needs, and management, which implements the process of addressing these needs through the enterprise's available resources. The primary goal of marketing management is to create customer value and ensure business profitability through the effective management of market relationships [1]. In this context, value is understood not only as the material or functional outcome of consumption but also as an emotional, symbolic, or social component that shapes consumer loyalty to a brand.

From the perspective of modern economic science, marketing management can thus be viewed as a form of innovative management, as it enables the implementation of new approaches to meeting consumer needs, the use of digital technologies, and the development of competitive strategies.

Particular attention should be paid to the study of marketing management issues in healthcare institutions. In the context of ongoing healthcare system reforms, growing competition among medical providers, and the increasing autonomy of patients as active participants in service selection, the function of marketing management in healthcare institutions is transforming into an integrated management system. This system combines demand analytics, value creation for medical services, development of access and communication channels, as well as the assessment of patient experience (PREMs/PROMs). Numerous studies have shown that effective marketing approaches in healthcare organizations are based on the deep identification of both explicit and latent patient needs and the transformation of these insights into new service packages and care models [2].

The transformation of the role of marketing management reflects its evolution from a set of communication and sales activities to a strategic component of healthcare institution management. In this context, marketing serves a key intermediary function between available resources – human, technological, and financial – and patient expectations, behavioral models, and value orientations. Central to this process is the analytics of needs and demand, which forms the basis for both the development of new biomedical and service products and the improvement of their delivery efficiency. Empirical research confirms that marketing strategies in healthcare "... do not start with the product, but with the client" and are aimed at building long-term relationships rather than merely executing isolated transactions [2].

These changes require healthcare managers to implement a multidimensional management approach that includes patient needs analysis, target audience segmentation, positioning strategies, development of patient journeys, the use of digital communication channels, and the assessment of service quality and patient satisfaction levels. At the same time, the effective implementation of marketing strategies necessitates both the adaptation of the classical marketing mix model (4P/7P) to the specifics of healthcare services and the integration of modern digital tools and analytical technologies. Research data indicate that healthcare organizations actively using digital platforms

for promotion and patient engagement exhibit greater flexibility in responding to shifts in consumer behavior and achieve higher levels of patient loyalty.

In the modern paradigm of healthcare marketing management, the patient occupies a central role as an active participant in the medical services market. Their involvement in choosing a healthcare provider, physician, service format, and in participating in clinical decision-making significantly influences the structure of consumer demand and promotes the implementation of innovative service models. As noted by McKinsey analysts [3], the shift toward a patient-centered healthcare model necessitates that medical organizations move beyond merely meeting patients' immediate needs and focus instead on building long-term relationships grounded in trust, partnership, and shared responsibility.

The core principle of modern marketing management is customer orientation, which recognizes the patient as the central element of the healthcare delivery system. This approach requires a deep understanding of individual expectations, behavioral motivations, levels of health literacy, and barriers to service utilization. As noted by V. Purcarea and A. Popa [2, 4], marketing strategies in the healthcare sector must account for emotional factors such as trust, safety, and comfort, which significantly influence patient decision-making.

The second key element is the development of an analytical foundation for marketing management, which enables the systematic study of patient needs, market trends, and changes in demand structure. Methods of healthcare marketing analysis include segmentation based on socio-demographic, psychographic, and behavioral criteria, satisfaction analysis (Patient Satisfaction), as well as monitoring trust levels and reputational capital. According to OECD/PaRIS studies [5], the use of international indicators such as PREMs and PROMs makes it possible to evaluate outcomes not only in terms of clinical effectiveness but also from the perspective of patient experience.

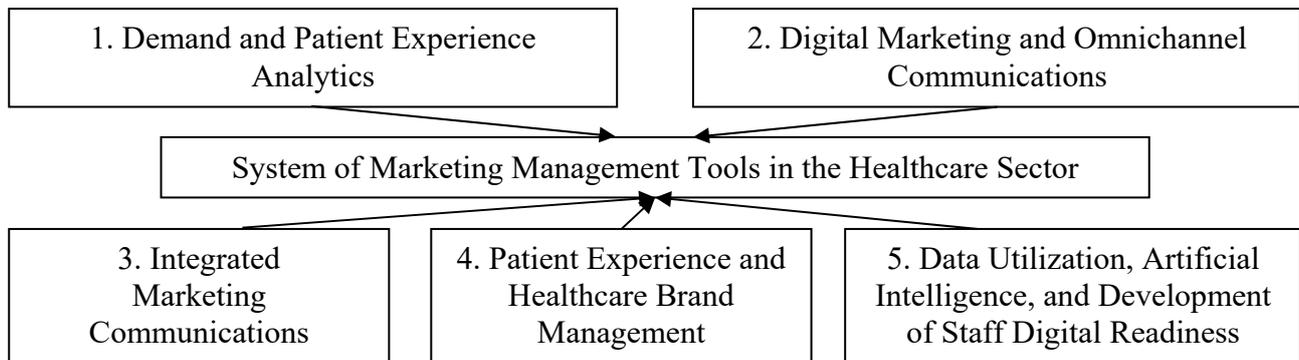
The third defining aspect is value-based healthcare, which involves a comprehensive approach to evaluating treatment outcomes from the patient's perspective. According to [6], creating value for the healthcare consumer includes not only clinical outcomes but also a sense of safety, environmental comfort, ease of communication, accessibility, and information transparency. Thus, healthcare marketing is shifting from a service-selling orientation to patient experience management, which is becoming a key source of competitive advantage.

Modern healthcare institutions are increasingly adopting omnichannel mechanisms of interaction with patients, combining both offline and online channels such as appointment scheduling via mobile apps, telemedicine consultations, online chats, and virtual reception desks. According to E. Chang [7], the use of telemedicine enhances patient satisfaction, reduces access barriers, and facilitates the development of more personalized treatment pathways. On the other hand, L. Seuren [8] emphasizes the importance of effective communication during remote consultations, as the quality of interaction between the physician and patient directly determines the level of trust in the medical service.

The final, yet no less important, component of marketing management is the measurement of marketing performance in healthcare institutions. The system of indicators should encompass both financial metrics (revenue, market share, new patient acquisition rate) and non-financial indicators, such as patient satisfaction, loyalty level (NPS), frequency of repeat visits, trust index, and brand image characteristics. According to OECD data, it is the combination of financial and behavioral metrics that enables the formation of a comprehensive understanding of the effectiveness of healthcare marketing strategies [9].

Additionally, N. Alotaibi [10] emphasizes the importance of staff digital readiness as a key factor in the successful implementation of marketing strategies: personnel must possess analytical thinking skills, digital communication competencies, and data literacy.

The effective implementation of the marketing management concept in healthcare organizations is impossible without the systematic use of modern tools in analytics, communication, and digital technologies. Their primary purpose is to ensure continuous connection between healthcare providers and patients, shape a positive consumer experience, enhance service quality, and strengthen the competitiveness of healthcare institutions.



Source: developed by the author.

Figure 1. System of marketing management tools in the healthcare sector

The system of marketing management tools in the healthcare sector has an integrated nature and encompasses five main components (Figure 1):

1. *Demand and Patient Experience Analytics*. Marketing analytics in the healthcare sector serves as a starting point for the development of effective management decisions. It involves the collection, systematization, and interpretation of data on patient needs, behavior, and satisfaction levels.

Through the use of PREMs and PROMs, it is possible to assess not only clinical treatment outcomes but also the emotional, behavioral, and social aspects of patients' perceptions of care [11]. These data are used for benchmarking, developing service quality standards, and adjusting clinical-service processes. Patient feedback acts as a key driver of improvement: regular analysis of reviews, complaints, compliments, and the Net Promoter Score (NPS) helps identify service risk areas in a timely manner and improve the quality of interaction between healthcare providers and patients.

2. *Digital Marketing and Omnichannel Communications*. The digitalization of the healthcare industry has radically transformed the ways medical institutions communicate with patients. Digital marketing tools – including SEO/SEM optimization, content marketing, social media, email campaigns, chatbots, and personalized platforms – enable continuous interaction between healthcare providers and patients.

Systematic reviews show that healthcare institutions actively using digital channels achieve higher levels of trust, reduce the time patients spend searching for information, and foster loyal online communities.

Telemedicine plays a particularly important role, functioning not only as a care delivery tool but also as part of the marketing strategy – a channel for attracting and retaining patients. According to E. Chang [7], telemedicine consultations have increased patient satisfaction and expanded access to care, especially among older populations and residents of rural areas.

At the same time, L. Seuren [8] emphasizes that telehealth communication must meet high standards of ethical conduct, clarity, and shared decision-making, as the quality of remote interactions directly affects patients' trust in the service.

3. *Integrated Marketing Communications (IMC) for Healthcare.* Integrated marketing communications (IMC) refer to a coordinated system of actions aimed at creating a unified informational environment between a healthcare institution and its target audiences.

J. Elrod and J. Fortenberry [6] identify several core IMC tactics adapted for the healthcare context:

Sales promotion – free screenings, health awareness days, and loyalty programs for regular patients;

Direct marketing – personalized messages to patients via SMS or email with individualized recommendations;

Personal selling – corporate contracts with employers for employee healthcare services;

Public relations – organizing charitable and community events, cooperation with the media and professional associations.

IMC in healthcare institutions not only increases awareness but also contributes to building a socially meaningful image, which is a key factor in fostering patient trust.

4. *Patient Experience Management and Healthcare Brand Management.* Patient experience management is increasingly recognized by modern researchers as a foundation for long-term patient loyalty. According to analysts at McKinsey & Company, satisfied patients are 60–70% less likely to switch healthcare providers, and positive experiences serve as a powerful channel for informal "word-of-mouth" marketing [3].

Effective brand management in healthcare institutions includes end-to-end patient journey analysis, transparency of information, accessible online appointment systems, timely feedback, and a comfortable physical environment.

A healthcare institution's brand should be associated not only with treatment quality but also with humanity, ethical behavior, and openness in communication. This builds social capital and trust – one of the most valuable intangible assets in the healthcare sector.

5. *Data, Artificial Intelligence, and Staff Digital Readiness.* One of the most recent trends in marketing management is the use of data, analytics, and artificial intelligence (AI) for demand forecasting, patient segmentation, resource optimization, and service personalization.

According to studies by *BMC Health Services Research*, analytical platforms such as CRM and BI systems enable the automation of communication processes, evaluation of marketing campaign effectiveness, and identification of service development priorities [9].

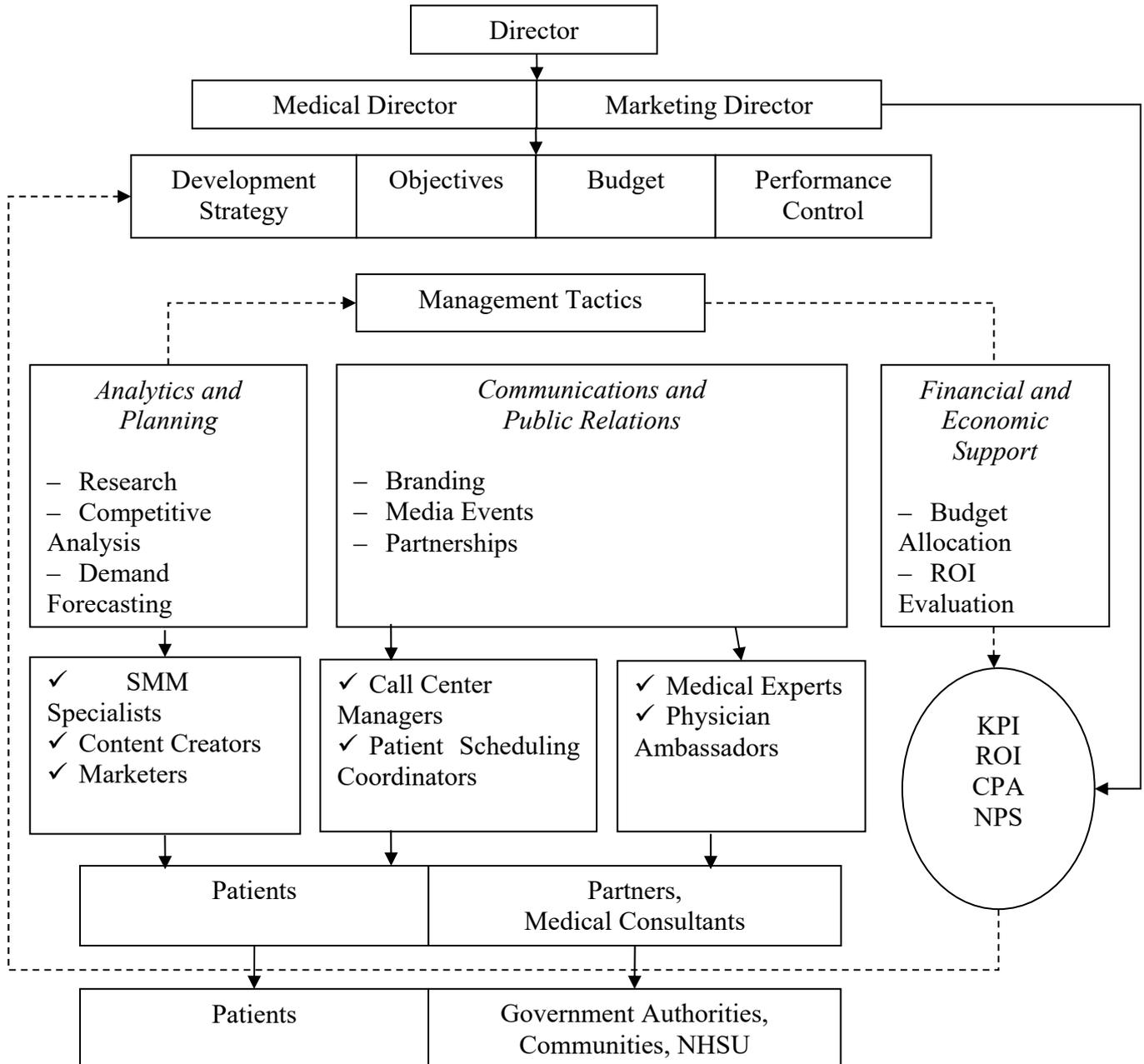
At the same time, the success of such technologies largely depends on the level of digital readiness among staff – the ability of medical and administrative personnel to apply digital tools in daily practice. Training, digital culture, and adaptive management practices are key prerequisites for the successful digital transformation of marketing functions in healthcare institutions.

A generalized model of healthcare marketing management is presented in Figure 2.

In the current discourse on healthcare marketing management, increasing attention is being paid to the issue of ethical marketing. This growing interest is driven by the rising number of cases involving manipulative practices, misleading advertising, and violations of the rights of healthcare consumers. As a result, there is a pressing need to adhere to high standards of ethical responsibility in the development and implementation of marketing strategies, taking into account the vulnerability of patients as a specific target audience.

The ethical dimension of marketing management in the healthcare sector is of critical importance, as this field directly concerns the highest social values – human health and life. The marketing activities of medical institutions cannot be reduced to economic gain alone; they must be grounded in principles of humanism, fairness, truthfulness, and accountability to society. As noted by V. Purcarea and A. Popa [2, 4], healthcare marketing differs from commercial marketing in that

its ultimate goal is not merely the promotion of services, but the improvement of patient well-being, the strengthening of public health, and the cultivation of trust in the healthcare system.



Source: developed by the author.

Figure 2. Logical-structural model of marketing management in a modern healthcare institution

The foundation of ethical marketing in healthcare institutions is based on the following core principles:

1. Accuracy and truthfulness of information. All advertising and communication materials must reflect clinical reality, be grounded in evidence-based medical standards, and avoid creating misleading expectations. According to the World Health Organization's *Ethical Criteria for*

*Medicinal Promotion*, medical content should include clear references to clinical sources and avoid emotionally manipulative language [5].

2. Informed consent and patient autonomy. Any marketing message or patient interaction must be based on free choice and informed consent. In line with OECD/Paris (2023) international guidelines, ensuring transparency about treatment conditions, service costs, and risks is a key factor in building trust in healthcare organizations [5].

3. Non-discrimination and equal access to healthcare services. Marketing strategies must not exclude specific social or demographic groups. Socially responsible marketing entails inclusive communication that takes into account the needs of individuals with chronic conditions, persons with disabilities, and members of diverse cultural and linguistic communities [7].

4. Confidentiality of personal data. The use of digital tools in healthcare marketing (CRM systems, online booking, telemedicine) introduces new challenges in protecting patient privacy. The European GDPR regulation sets strict standards for the processing of medical data, which must be considered when planning any marketing activity [12].

5. Social responsibility and transparency. Medical marketing should not only aim to increase an institution's profitability but also enhance public awareness regarding disease prevention, vaccination, and healthy lifestyles. As noted by McKinsey [3], patient trust increases when a healthcare provider is perceived as a community partner rather than a commercial entity.

At the regulatory level, the ethical aspects of marketing medical services are governed by a number of international and national documents:

– *The World Medical Association's International Code of Medical Ethics*, which emphasizes the primacy of humanity, respect for patient dignity, and the principle of "do no harm" in all communications [13];

– *The Pan-European Directive on the Advertising of Medicinal Products and Healthcare Services* [14];

– *The Law of Ukraine "On Advertising"*, which prohibits the creation of misleading impressions about the effectiveness or uniqueness of treatment [15];

– *The Code of Ethics of the Doctor of Ukraine*, which obliges medical professionals to uphold the institution's professional reputation through ethical methods of communication [16].

It is important to note that modern quality management standards in medical organizations, particularly ISO 9001:2015 and ISO 21001:2018, recommend the implementation of communication integrity policies as part of internal control systems and corporate social responsibility frameworks.

In the era of digital transformation, the ethical dimension of marketing takes on new meanings. According to [17], the introduction of artificial intelligence and automated CRM systems must be accompanied by transparent data processing algorithms, the prevention of discriminatory outcomes, and adherence to the principles of explainability ("explainable AI").

Additionally, managing a healthcare institution's digital reputation requires continuous monitoring of publications, reviews, and social media channels to prevent the spread of misinformation. Existing research confirms that the quality of remote communication in telemedicine directly influences the ethical perception of services: physician attentiveness, clarity of explanations, and respect for privacy form the basis of trust in technologically mediated healthcare delivery.

In quality management practice, marketing ethics is increasingly viewed as a measurable performance indicator. International organizations such as the OECD and ISO recommend integrating the following metrics into evaluation systems:

- the proportion of complaints related to inaccurate or misleading advertising;
- the level of patient satisfaction with communication and pricing transparency;

- indicators of trust and institutional reputation;
- the institution's participation in social and preventive health programs.

The combination of quantitative and qualitative metrics makes it possible to transform ethics from a declarative concept into a functional tool for enhancing management quality. This approach aligns with the concept of responsible healthcare marketing, which recognizes the balance between profitability, social value, and patient safety as a strategic goal of medical management.

Thus, modern approaches to marketing management in healthcare institutions encompass not only traditional elements of classical marketing but also cutting-edge digital, analytical, and ethical tools aimed at creating added value for the patient. These approaches form the conceptual foundation of a service-oriented model of healthcare, in which economic performance is closely integrated with the principles of social responsibility. In this context, the success of a healthcare institution is measured not only by financial efficiency but also by the level of patient trust, satisfaction, and the positive impact on quality of life.

**Conclusions.** In the course of researching the theoretical and applied foundations of marketing management in healthcare institutions, a number of conceptual approaches were developed and practical recommendations formulated:

- a new model of marketing management has been substantiated, combining classical marketing elements (4P/7P) with modern digital technologies, analytical tools, patient experience management methods (PREMs/PROMs), and ethical standards. This enables the formation of a comprehensive system tailored to the specific nature of healthcare institutions;

- a logical-structural model of marketing management for healthcare institutions has been proposed, systematizing five key management blocks: analytics, digital marketing, integrated communications, experience and brand management, artificial intelligence, and digital readiness;

- for the first time, marketing ethics is considered not only as a regulatory requirement but as a measurable managerial category, integrated into the quality assessment system of healthcare organizations, with clearly defined performance indicators (complaint levels, trust, social responsibility, etc.);

- an expanded interpretation of the "value of a medical service" is proposed – as a combination of clinical, emotional, behavioral, and social factors that shape the patient's consumer experience.

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