

Improving the marketing activities of medical institutions (for example, clinic number 6 in the city of Uralsk, West Kazakhstan region)

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Түйін

Қазақстан Республикасының қазіргі заманғы медициналық қызметтері нарығы монополияға қарсы. Нарықта бір-бірімен бәсекелесетін мемлекеттік және жеке медициналық мекемелер бар.

Денсаулық сақтау жүйесін қаржыландырудың шектеулі болуын және амбулаториялық-емханалық мекемелерді шаруашылық басқаруға беруді ескере отырып, халыққа медициналық қызметтердің сапасы мен қол жетімділігі, мекемелердің табыстылығын жақсарту үйлесімі маңызды және өте қиын міндет болып табылады. Осы зерттеуде бұл мәселені маркетингті қолдану арқылы шешу ұсынылады.

Маркетингтің мақсаты туралы қазіргі заманғы түсінік – бұл пайданы көбейту емес, әлеуметтік маңызды тауарлар мен қызметтердің қол жетімділігін қамтамасыз ететін халықтың негізгі қажеттіліктерін қанағаттандыру. Бұл қазіргі заманғы маркетингтің әлеуметтік бағытын және маркетингтің үш мақсатының: тұтынушылардың қажеттіліктерін қанағаттандыру, өндірушілердің кірістерін барынша көбейту және қоғамның мүдделерін ескере отырып, тепе-теңдікке қол жеткізу.

Медициналық қызметтерді маркетингтің теориялық және әдіснамалық аспектілерін талдай отырып, сонымен қатар Орал қаласындағы №6 емхананың маркетингтік қызметін бағалау барысында амбулаториялық ұйымдар маркетингтік қызметті жетілдіру арқылы жеке медициналық мекемелермен бәсекеге түсе алатын, сондай-ақ, көрсетілетін медициналық қызметтердің сапасын сақтап, жақсартатуға қабілетті екені анықталды. Мақалада заманауи экономикадағы медициналық қызметтер маркетингінің теориялық және практикалық негіздемесі келтірілген және Батыс Қазақстан облысы Орал қаласындағы №6 емхананың маркетингтік моделі әзірленген.

Түйін сөздер: маркетингтік қызмет, маркетингтік модель, маркетингтік қызметтің тиімділігін бағалау

Аннотация

Современный рынок медицинских услуг Республики Казахстан является демонаполизованным. На рынке функционируют государственные и частные медицинские учреждения, которые конкурируют между собой.

В условиях ограниченности финансирования системы здравоохранения и перевода амбулаторно-поликлинических учреждений на хозяйственное ведение сочетание повышения качества и доступности медицинских услуг для населения и доходности самих учреждений является важной и достаточно сложной задачей. В настоящем исследовании данную проблему предлагается решать посредством применения маркетинга.

Современное понимание цели маркетинга заключается не в максимизации прибыли, а в удовлетворении базовых потребностей населения, обеспечении доступности социально значимых товаров и услуг. Это подчеркивает социальную ориентированность современного маркетинга и достижение равновесия трех целей маркетинга: удовлетворение потребностей потребителей, максимизация прибыли производителей и учет интересов общества.

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В ходе проведенного анализа теоретико-методологических аспектов маркетинга медицинских услуг, а также оценки маркетинговой деятельности поликлиники № 6 г. Уральска было выявлено, что посредством совершенствования маркетинговой деятельности амбулаторно-поликлинические организации способны конкурировать с частными медицинскими учреждениями, а также поддерживать и повышать качество оказываемых медицинских услуг.

В статье дано теоретическое и практическое обоснование маркетинга медицинских услуг в условиях современной экономики и разработана модель маркетинга для поликлиники № 6 г. Уральска Западно-Казахстанской области.

Ключевые слова: маркетинговая деятельность, модель маркетинга, оценка эффективности маркетинговых мероприятий.

Abstract

The modern market of medical services of the Republic of Kazakhstan is demonopolized. There are state and private medical institutions in the market that compete with each other.

Given the limited financing of the health system and the transfer of outpatient facilities to economic management, the combination of improving the quality and accessibility of medical services for the population and the profitability of the institutions themselves is an important and rather difficult task. In the present study, this problem is proposed to be solved by applying marketing.

A modern understanding of the purpose of marketing is not to maximize profits, but to meet the basic needs of the population, ensuring the availability of socially significant goods and services. This emphasizes the social orientation of modern marketing and the achievement of a balance of three marketing goals: satisfying the needs of consumers, maximizing the profits of producers and taking into account the interests of society.

In the course of the analysis of the theoretical and methodological aspects of marketing medical services, as well as evaluating the marketing activities of Polyclinic No. 6 of Uralsk, it was revealed that, by improving marketing activities, outpatient organizations are able to compete with private medical institutions, in addition maintain and improve the quality medical services provided.

The article gives a theoretical and practical justification for the marketing of medical services in a modern economy and develops a marketing model for clinic number 6 in the city of Uralsk, West Kazakhstan region.

Keywords: marketing activity, marketing model, evaluation of the effectiveness of marketing activities

Introduction

The peculiarity of the functioning of the health care system in the Republic of Kazakhstan is that currently the country has a whole system of laws in the field of health care: consumer protection, medical ethics, ethics of advertising and public awareness, the possibility of choice: both the medical institution itself and the choice of doctor. All this changed people's worldview and formed a new attitude to the health care system and to their health. These transformations have led to a change in the demand for medical services. The change in demand has led to increased competition between medical institutions, regardless of ownership.

Thus, in the conditions of development of the market of healthcare services, medical institutions are faced with the need for proper positioning, i.e. the need to conduct marketing activities.

The essence of marketing activities for modern medical institutions is to determine what consumers want, how they choose a service provider, who is a direct competitor, how to promote their services, and how to ensure high profitability.

As a result, the success of an organization offering medical services is determined by effective marketing activities.

The purpose of this study is the theoretical and practical justification of the marketing of medical services in the modern economy and the development of a marketing model for clinic number 6 in the city of Uralsk, West Kazakhstan region.

Literature review

The analysis of trends and dynamics of marketing in health care is included in a fairly extensive set of works and is a well studied problem: D.Berwick [1], D.Blumenthal [2], A.Donabedian [3], G. Laffel [4], H.V.Vuory [5] and others.

Quantitative and qualitative content analysis of academic literature and official reports, in particular K. Grenroos [6], F. Kotler [7], K. Lovelock [8], D. Ratmel [9], P. Eiglier and E. Langeard [10], and M. Bitner [11] is the methodological and theoretical basis of the presented article.

Various marketing problems are presented in the works of Kazakhstani scientists.

Theoretical basis of marketing is reflected in the works of Altynbaev B.A. [12], Esimzhanova S.R. [13], Toykina S.Kh., Zhaynakova A.T., Tampusheva K.B. [14].

Nurseit A.Sh., Altynbaev B.A. and others consider the concept of marketing, marketing environment, consumer behavior [15]. Rakhimbaev A.B., Belgibaev A.K. explore the basis and evolution of marketing development [16].

Kamenova M.Zh. substantiates the historical, theoretical and methodological foundations of modern marketing [17]. Dyusembekova Zh.M. sets out a methodology for conducting marketing research [18]. Nurpeisova L.S., Zamanbekova A.B., Imanbekova M.A. study the implementation of marketing in an enterprise [19].

An analysis of scientific concepts that have been developed during the study of marketing problems in the modern economy allows us to delineate the scientific field for our own research in this area.

Methodology

The medical services market in the Republic of Kazakhstan is represented by state and private healthcare providers.

The object of this study is a state-run healthcare provider (State Treasury Enterprise under the right of economic management) “City Polyclinic No. 6”. The clinic provides free medical services as part of the guaranteed volume of free medical care and paid medical services.

The theoretical basis of this article is the research conducted by domestic and foreign authors and specialists in the field of marketing of medical services. During this study, legislative acts and normative documents of the Republic of Kazakhstan were analyzed.

The methodological basis of the study was made up of the conceptual provisions of marketing, the combination of which allows to expand the theoretical basis of the study.

When writing the article, the authors used the statistical data posted on the official websites of Kazakhstan’s Committee on statistics under the Ministry of national economy of Kazakhstan and the Ministry of health, primary and reporting data provided by the enterprise, and a sociological survey of visitors of the studied enterprise, along with a survey of other private organizations offering similar healthcare services in the area of Zachagansk (Diagnostic laboratories “Olimp”, “Invivo”, and Medical center “Medicare”). The data allowed to conduct a comprehensive analysis of the main indicators of the clinic’s activities and its competitive environment.

In the main part of the study, the authors used classical methods of research: statistical, analytical, sociological methods, and other marketing research methods.

Results and discussion

The state treasury enterprise under the right of economic management “City Polyclinic No. 6” operates in the city of Uralsk, West Kazakhstan Region.

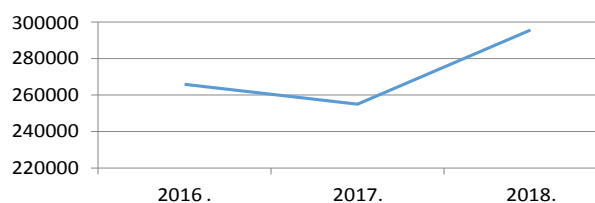
West Kazakhstan region is the westernmost region of the Republic of Kazakhstan. The population as of September 1, 2019 was 654.7 thousand people, of which about half live in the city of Uralsk.

According to the Statistical Committee, more than 20 state and departmental clinics and 22 hospitals were registered in the West Kazakhstan region as of 01.09.2019, and most of the medical institutions are located in the city of Uralsk.

Clinic #6 occupies its market niche due to its location (the village of Zachagansk is located in the Arman district, remote from the city center), focusing on the population living there.

Having opened relatively recently (in 2014), the clinic positions itself as a modern, rapidly developing multidisciplinary center with highly qualified doctors, providing medical care for adults and children.

One of the main indicators of the medical institution is the number of visits. In 2016-2018, the number of clinic visits increased by 29,819 or 11.2%, as shown in figure 1.



Note: compiled by the authors

Figure 1 - **Number of visits to «City polyclinic No. 6»**

With the planned capacity of the clinic amounting to 250 visits per shift, 732 visits were registered in 2018.

In the framework of the guaranteed volume of free medical care, this company does not face intense competition. This is due to the fact that

the actual number of visits to the clinic exceeds the maximum capacity by 2.9 times. Currently, the primary task facing the clinic is to increase the capacity of the clinic (attracting medical personnel and expanding its area) and improving the quality of services provided.

With regard to paid services, the situation is different. The clinic competes with the private medicine segment.

In general, based on the results of the analysis, we can draw certain conclusions. The innovation council is entrusted with the organization of marketing activities in the clinic. However, many marketing functions are carried out chaotically and independently from each other.

Strategic and current marketing plans are not being made. As a rule, the marketing plan is replaced by a program of short-term and episodic marketing activities.

Among the weaknesses of marketing, we can note the poor use of advertising, the lack of promotion of paid services, the lack of highly qualified doctors, the insufficient level of material and moral incentives and staff training, the lack of resources to finance PR activities, the absence of a marketing specialist, and, as a result, the low efficiency of marketing activities, negative feedback from patients, that in the conditions of the transition to economic management can be regarded as a significant drawback. Thus, this company needs a new marketing model.

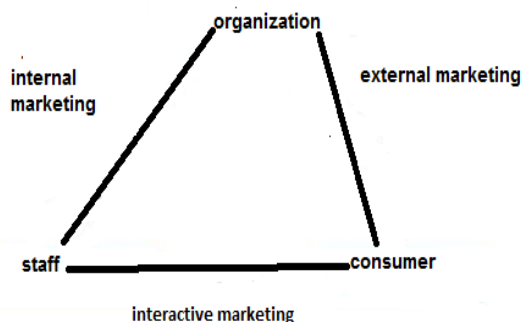
For the proper organization of marketing activities, it is necessary to choose a marketing model that will correspond to the specifics of the organization.

The modern marketing theory offers a sufficient number of marketing models that have worked well in practice.

Given the specifics of the activity of this enterprise, the most suitable is the socially oriented model of F. Kotler, based on the trinity of marketing components: the organization's management, its staff and service consumers.

This choice is a consequence of the social nature of the services provided by the organization, which is reflected in the mission of the clinic – «Providing the population with high-quality, primary medical-social and specialized medical care».

F. Kotler's marketing model is commonly called the «Service Triangle» (see Figure 2).



Note: the source [20]

Figure 2 - F. Kotler's model Service «triangle»

The effectiveness of this model lies in the development of three interrelated strategies: traditional (external) marketing strategies, internal marketing strategies, and interactive marketing strategies.

The company's internal marketing is based on the nature of the relationship between the company and its employees. The effectiveness of internal marketing depends on whether the management succeeds in building effective systems of motivation and stimulation of the team, the orientation of each employee to achieve the goals of the company.

Determining the effectiveness of internal marketing, F. Kotler noted the special importance of the right motivation, first of all, of the contact personnel of the company, who directly work with the customers. He also notes the need for training of all staff.

External marketing of an organization is a classic or traditional marketing, which is aimed at organizing effective interaction of the company with the consumers of its services. In the framework of external marketing, marketing research, organization of advertising events, pricing, communication and distribution channels are carried out.

Interactive marketing is associated with the effective interaction of company personnel with consumers.

Interactive marketing is appropriate for the services sector, as it allows the organization's staff to directly contact consumers. In interactive marketing, there are two main channels of communication with the consumers: traditional interaction through personal sales ("face to face")

and the growing popularity of the active use of modern digital technologies and interactive platforms for a qualitatively new level of interaction between the buyer and the seller in the process of purchasing services. Thus, interactive marketing is focused mainly on the consumer and involves the study of consumer opinion and the development of appropriate marketing solutions.

Due to the specifics of the organization's activity, the marketing model for "Clinic #6" should simultaneously contain the elements of two marketing models: the one for the market of guaranteed free medical care and the one for the market of paid medical services.

Thus, in the market of guaranteed volume of free medical care, the polyclinic does not experience strong pressure from competitors, since it is the largest medical institution in its district, responsible for servicing the population, whose size exceeds the clinic's capacity.

In the market of paid medical services, the polyclinic competes with private medical providers and laboratories. In this direction, the polyclinic may follow a strategy of diversification of the services offered.

Moreover, in marketing communications, it is necessary to focus on paid medical services.

As an additional service, the clinic can offer:

- 1) the assistance of a personal manager or consultant;
- 2) fast and high-quality processing of medical documents;
- 3) confidentiality of information about the diagnosis, methods and results of treatment, etc.

The target segment of the clinic is the population of the Arman micro-district and the city of Uralsk (B2C segment).

The target audience of the clinic consists of patients from other medical institutions in the city of Uralsk and the West Kazakhstan region, who have a referral for a specialist consultation, diagnostic and laboratory examinations (analyses, MRI, CT), patients receiving healthcare services in other clinics, but wishing to obtain an alternative opinion from a doctor; pregnant women and women planning a pregnancy; drivers, teachers and other categories of the population who need annual preventive examinations; employees of various organizations of the city of Uralsk and the West Kazakhstan region, whose social package includes a paid set of medical services, etc.

The results of the study formed the basis for the development of a new marketing model for the clinic in three types of marketing.

1. Internal marketing. To improve the efficiency of interaction between the clinic and its employees, the following is necessary:

- establish a constant interaction between the head and the employees of the clinic. It is necessary to ensure a continuous flow of information from top to bottom and bottom to top in order to consider proposals for optimizing the workflow;

- regularly conduct surveys of the clinic staff to determine their level of satisfaction with wages and working conditions;

- develop a strategy for long-term professional development of medical personnel, the need for which was identified during a survey;

- develop a new regulation on material and non-material incentives for employees of the clinic;

- organize a training seminar for the clinic staff with the participation of a psychologist on the topic: "Behavior in conflict and pre-conflict situations with the patient." For this, it is necessary to send the clinic's psychologist to a relevant course, who will subsequently organize trainings for all clinic personnel.

The need for such a training is a requirement of our times, since no effort to equip the organization with expensive equipment, provide material incentives for employees, and increase advertising costs will bear the expected results if the clinic's doctors and nurses are not able to establish contact with the patients, and the employees working in the reception are unprofessional and do not understand their main responsibilities.

2. External marketing. To increase the effectiveness of the interaction between the clinic and the patients, it is necessary to:

- monitor consumer demand;

- hire a marketing professional;

- to ensure the versatility of paid services;

- adhere to the existing pricing policy (in the middle price range);

- develop a system of discounts and introduce a bonus program for paid services;

- develop personal brands of the clinic's doctors;

- use new ways to promote services based on the Internet, social networks, etc.

In contemporary marketing, the ways of promoting goods and services based on the Internet, social networks, etc. are usually referred

to as interactive marketing. However, in order to preserve the general concept of the “Service triangle” model, we consider these ways as the development of external marketing.

Let’s focus on some of the most important aspects of the organization of external marketing.

The introduction of the position of a marketing professional is an integral part of the development of marketing in the clinic, since it is necessary to establish a channel for professional promotion of the organization’s services.

The competitive advantage of the clinic can be the active usage of new methods and techniques in the field of promotion of services. Implementation of this advantage is possible in three directions:

- tactics for promoting free and paid services;
- effective translation of marketing concepts;
- promotion of consumer values.

By the tactics for promoting services, we mean successfully thought-through form and content of advertising, PR campaigns, the Internet and other ways of communicating information about existing and new services to the consumer.

In the field of service promotion, competition between companies, as a rule, goes in two directions – the vigorousness and the capability to impress by the applied methods and techniques.

Broadcasting of marketing concepts is implemented in the mission, mottos, and slogans, promoted by the organization. While relatively recently the following concepts were promoted in the medical field: “highly qualified doctors”, “specialists trained abroad”, today the concept of “Health Care” is being actively implemented.

One of the particularities of modern medical marketing is the promotion of consumer values. This suggests that for service providers, it is necessary to promote the services offered and the needs that the organization can meet, rather than the organization itself. Thus, the emphasis is transferred from the medical institution to the consumers, their health.

The Internet should be used as the main advertising platform. The first requirement is a professionally developed website of the clinic. In addition to general information about the clinic and the price list, it should have a special Question & Answer section for communicating with the customers. The customers’ questions can be asked anonymously, but the answers of a specialist should be made public. For convenience, questions can be separated into two groups: those of organizational

nature and questions to specialist doctors. Such a division will underscore the good business reputation of the clinic. The main advantage of this system is that it would allow the website to appear at the top of Internet searches for the most popular medical queries online.

The second requirement is the active use of social networks. Currently, social networks are used by patients as a means to discuss health problems. The clinic needs to use all four characteristics of social networks: user content, community, rapid distribution, and open, two-way dialogue.

As the experience of the clinic has shown, it is also necessary to actively use such a method as direct mail advertising. This method can be effectively used to attract mostly elderly clients living in the immediate vicinity of the clinic.

3. Interactive marketing.

To improve the efficiency of interaction between the clinic staff and patients, the following is necessary:

- Increase personal sales. Elements of this method inevitably arise during doctor consultations. During an appointment, the doctor may recommend that the patient undergo a particular examination, purchase a certain drug, for example, in the pharmacy of the clinic where the doctor works. This is practiced in private clinics, but can also be used in public clinics;

- Conduct patient surveys on an ongoing basis, periodically conduct in-depth interviews in order to monitor the level of patient satisfaction with the organization of the clinic’s activities and the quality of the services provided;

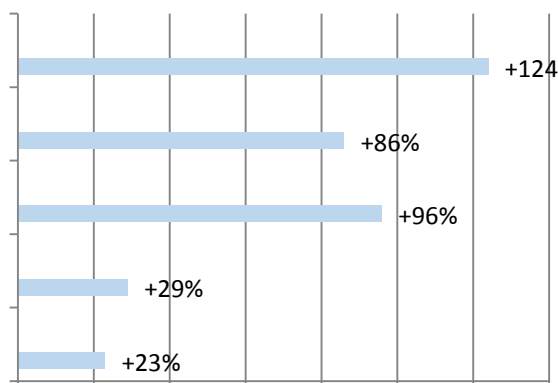
- Work on complaints about the low quality of the services provided and the poor work of staff with clients coming through different communication channels: written letters directly to the head of the patient care department, negative reviews left on the organization’s official website, etc.

Before activating marketing activities, any organization faces a major question - the effectiveness of ongoing marketing activities. Evaluation of effectiveness can be carried out by comparing certain indicators before the marketing events with the same indicators after them.

In order to test the effectiveness within the framework of a new marketing model, conducting marketing events in the clinic, there was an experiment which had tested individual marketing activities included in the new marketing model of the clinic.

Direct mail advertising (“direct mail”). Promotional letters were sent to residents of five nearby multi-story buildings. The total number of letters was 250. According to the information in letters, clinic No. 6 offered consultations of an

endocrinologist with a 50% discount from July 8 to 12, 2019 from 9 a.m. to 1 p.m. People who were interested in this offer had to pre-register by the telephone number, pointed in the end of the letter. Based on the experiment, the following data were obtained (see Figure 3).



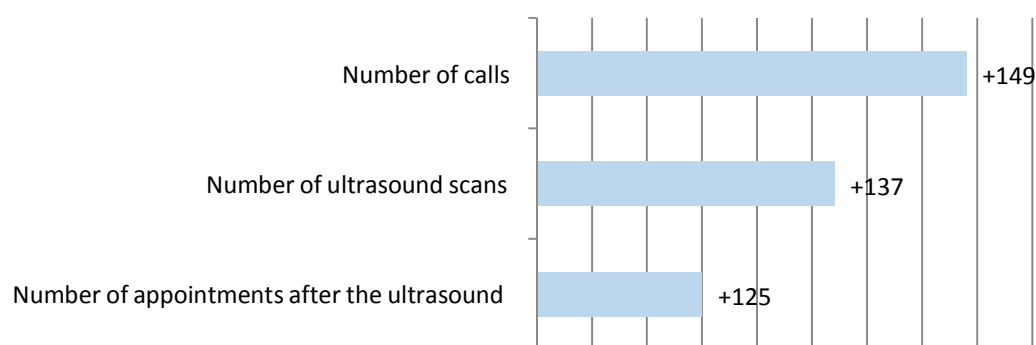
Note: compiled by the authors

Figure 3 - **The growth of average weekly indicators of the clinic after the advertising campaign**

According to the data in Figure 3, the advertising campaign showed tangible results and proved itself as an effective marketing event.

After advertising campaign, the number of endocrinologist’s sessions did not drop to the previous level, but, on the contrary, tended to further increase. That is why we can say that the effect of this marketing event has a long-term nature of action.

Personal sale method. This method has been applied to 135 patients who visited a general doctor. General practitioner offered them to ultrasound the liver for free. The basis of this recommendation consisted of objective factors: poor quality of drinking water in Uralsk, improper unbalanced nutrition of most of the adult population, constant stress, etc. The results of applying the personal sale method are shown in Figure 4.



Note: compiled by the authors

Figure 4 - **Increase in average weekly indicators of clinic after the advertising campaign**

According to the information from Figure 4, personal sale method contributed to a significant increase in the average weekly indicators of the clinic after the advertising campaign.

We will evaluate the effectiveness of the marketing model of clinic. The evaluation period is 2020.

The purpose of marketing is to maintain the annual growth rate of revenue from the compulsory social insurance system at the level of 15%, also to increase revenue from paid medical services by 50%. An increase in the population assigned to the clinic is expected as a result of further growth in Arman microdistrict.

The main objectives of marketing: firstly, to increase the number of repeat visits; secondly, to increase the average check for paid services; thirdly, to promote comprehensive and preventive medical services; fourthly, to implement actions and bonuses, stimulating the paid services; fifthly, to work on the “material environment” of the service delivery process.

For a preliminary assessment of the economic efficiency of new marketing model of the clinic, we prepared the plan of implemented marketing activities (table 1).

Table 1 - Plan of marketing activities implemented as part of the new marketing model of the clinic in 2020

Marketing events	Time frame	Responsible individuals	Implementation costs
1	2	3	4
Intracorporate events			
1) Training of a psychologist on the seminar “Behavior in conflict and pre-conflict situations with a patient”	January, 2020	Director, psychologist	300 000 tenge
2) Introduce the position of marketer	January, 2020	Director	150 000 tenge per month
Advertising and PR			
3) Radio (commercial)	February-March 2020; June-July 2020.	Marketer	Radio NS - 30 000 per month, Retro FM Kazakhstan – 60 000 tenge
4) Publications about the clinic, new methods of treatment (periodicals)	March-April, 2020 July – August, 2020	Marketer, director, heads of the department	Free of charge (hidden promotional nature, informational character, emphasis on socially desirable subjects)
5) TV (TV programs with the participation of clinic’s doctors, cycle of programs about topical diseases, etc.)	During 2020	Marketer, director, heads of the department	Free of charge (hidden promotional nature, informational character, emphasis on socially desirable subjects)
6) Internet (updating official site, providing a good navigation, official personal cabinets on the popular review-sites and medical portals, implementation of new methods in the field of reputation management in social media)	March – December, 2020	Marketer, software engineer, heads of the department	200 000 tenge
7) Internal polygraphy (business cards, posters, advertising booklets, brochures) 8) Souvenir products (pens with logo, flash cards, key chains, magnets, notebooks)	January, 2020	Marketer, economist	400 000 tenge

1	2	3	4
Sales promotion			
9) sign an agreements with partners (fitness centers, pharmacies, sanatoriums)	During the year	Marketer, director, economist	Mutually beneficial cooperation
10) Actions, sales system, bonus program	During the year	Marketer, director, economist	-
11) Phone calls to the customer base with a proposal to get the second/ control physical exam, or with information about discounts, bonuses and actions. бонусах, акциях	During the year	Staff of registration desk, administrators	-
12) Direct mail	During 2020	Marketer	40 000 tenge
Total:			3100 000 tenge
Note: compiled by the authors			

The marketing plan includes various forms of work with a potential audience. It is actively proposed to use the Internet not only as an advertising platform (website, contextual advertising), but also as a platform for creating the image of a clinic. Modern medical institutions actively use social networks as a PR tool. What about Uralsk, currently, there are few public clinics, which use the Internet for advertising. As a rule, their presence in the Internet ends with the creation of an official site. However, the experience of successful private clinics shows that Internet is a powerful source of information about the company, its advantages and achievements.

A fairly new marketing method is the production of souvenirs for regular customers and VIP clients. The production of souvenirs is an effective way to popularize the company. Also souvenirs are clearly

associated with the company itself. So, the clinic can use this method by applying the logo of the institution to ordinary pens, notebooks, magnets. This is a simple and cheap way to advertise the institution. Such advertising can be a pleasant addition to thematic events, promotions, round tables, etc.

Sales promotion through affiliate programs or co-marketing is another innovation for the clinic. This method bases on joint actions with organizations in the field of fitness and beauty.

It is necessary to gradually introduce the practice of calling clients according to the customer database with a proposal to get a physical examination or with information about discounts, bonuses and actions.

The structure of planned costs as part of the new marketing model of the clinic is presented in table 2.

Table 2 - The planned distribution of budget funds by type of communication channels of public city clinic No. 6 for 2020

Direction	Costs	
	Thousand (KZT)	As a percentage of total
Training of a psychologist	300	9,7
Wage of a marketer	1800	58,0
Radio	360	11,6
Internet	200	6,5
Polygraphy, production of souvenirs	400	12,9
Direct mail	40	1,3
Total:	3100	100
Note: compiled by the authors		

According to the table, it can be concluded that the main share of expenses in the budget for marketing activities for 2020 will be occupied by the salary of the marketing specialist (58%), printing and production of souvenirs (12.9%), and radio advertising (11.6%))

To assess the effectiveness of the implementation of the new marketing model of the

clinic, it is necessary to determine the effectiveness of marketing in previous periods. Due to the specific situation with the marketing activities of the clinic, we will evaluate the previous periods according to a simplified scheme: as the ratio of total marketing expenses for the year to total revenues for the corresponding year. This information is demonstrated in table 3.

Table 3 - Analysis of the effectiveness of the marketing in the public city clinic No. 6 in 2016-2018

Indicators	2016	2017	Change to the previous period, in %	2018	Change to the previous period, in %
Revenue, tenge	742054944	870316160	17,3	991890177	14,0
Including revenue from the paid services	16859972	26628594	57,9	33919109	27,4
Marketing costs, tenge	2257328	2379543	5,4	1462907	-38,5
Note: compiled by the authors					

An analysis of the table shows that in 2016 marketing costs were 0.3% of total revenue. In 2017, marketing expenses increased by 122 215 tenge and amounted to 0.27% of total revenue. At the same time, costs increased by 5.7%, and the total revenue of the clinic increased by 128 261 216 tenge (17,%). Revenue from paid services of the clinic showed a significant increase - 57.9%.

In 2018, marketing expenses decreased by 916 636 tenge or by 38.5%. The total revenue of the clinic increased by 14%, including revenue from paid services which in 2018 increased by 27.4%, i.e. half the growth of the previous year.

In general, there is a significant change in the marketing budget during the period under review - a decrease of 35.2%. The decrease in marketing costs greatly affected the revenue from the sale of paid services of the clinic. A 38.5% reduction in the marketing budget in 2018 led to a decrease in revenue growth of more than 50%.

Based on these results, we can make an empirical conclusion. A decrease in marketing costs below 0.3% of total revenue leads to a slowdown in the growth of total revenue and a significant decrease in the growth rate of revenue from paid services.

Thus, we can also conclude that marketing budget is a key factor affecting the amount of revenue from paid services of the clinic. The forecast of the marketing budget in 2020 was made on the basis of the proposed marketing model,

taking into account this conclusion.

What about the effectiveness of marketing investments in 2020, an increase in the proceeds of clinic from the Mandatory Social Health Insurance Fund is planned at the level of 15%. Consequently, the increase in revenue will amount to 143 695 660 tenge. Increase in revenue from the paid services of the clinic by 50% is equal to 16 959 555 tenge. So, the revenue growth from marketing activities will be 160 655 215 tenge.

Thus, we are calculating the effectiveness of the marketing activities incorporated in the new marketing model for 2020, using the ROMI formula.

$$\frac{160655215 - 3100000}{3100000} \times 100 = 5082, \quad (1)$$

The ROMI indicator is quite high - 5082,4. That is why we can conclude that the new marketing model and its events for 2020 will be economically effective.

Conclusion

Based on the results of analysis, the following conclusions can be drawn:

1. Healthcare marketing is a complex process including the planning and economic feasibility of personnel management, pricing and promotion of medical services, which is based on the application of the concepts of strategic and operational marketing in medical activities.

Marketing in the activities of medical organizations is a relatively new area. For marketing in the field of healthcare, both external and internal environments are equally important.

2. A modern understanding of marketing is not to maximize profits, but to satisfy the basic needs of the population, ensuring the availability of socially significant goods and services. This factor emphasizes the social orientation of modern marketing and the achievement of a balance of three marketing goals: satisfying the needs of consumers, maximizing the profits of producers and taking into account the interests of society.

3. For the proper organization of marketing activities it is necessary to choose a marketing model that will correspond to the specifics of the organization.

In modern marketing theory, a large number of marketing models have been developed that have proven themselves in practice. Taking into consideration the specifics of public city clinic No. 6, the most suitable model for its development is the socially oriented model of F. Kotler, based on the trinity of such marketing components as: administration of the organization; staff and consumers. This choice is a consequence of such a factor as the social nature of the services offered by the clinic, which were reflected in the mission of the clinic: "Providing high-quality, primary medical, social and specialized medical care."

4. Before organization of any marketing activities, the main challenge is the effectiveness. Evaluation of effectiveness can be carried out by comparing certain indicators before the events with the same indicators after these events.

In order to test the effectiveness of the marketing activities, the authors of this research conducted an experiment. According to the experiment, they tested individual marketing activities included in the new marketing model of the clinic.

5. Within the framework of the new marketing model of clinic No. 6, there was a plan of marketing activities. According to the results of the assessment, ROMI indicator was 5082.4. This indicator is high, so we can conclude that the new marketing model and the marketing activities for 2020 will be cost-effective.

6. The developed marketing model public city clinic No. 6 of Uralsk, recommendations for evaluating its effectiveness and analytical information collected during the study, can be used in making managerial decisions in marketing

activities. This model can be useful as for the clinic, contributing to its growth the market and improving the quality of medical services, as for other state medical institutions.

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