

USING PORTER'S FIVE FORCES METHODOLOGY FOR DEVELOPING A MEDICAL LABORATORY STRATEGY

STANASIUK Nataliia

Doctor of Economic Sciences, Professor,

Lviv Politechnic National University

ORCID: <https://orcid.org/0000-0002-6885-9431>

MINKO Anna

PhD graduate,

Lviv Politechnic National University

ORCID: <https://orcid.org/0009-0002-4388-7695>

Abstract. *The article examines the application of Porter's five forces model to analyze the competitive environment of a medical laboratory, in particular, using the example of the Ukrainian laboratory "Eskulab". Five key forces that affect the profitability and competitiveness of the laboratory are studied: competition between existing companies, the threat of new competitors, the power of suppliers, the power of buyers and the threat of substitutes. Based on the analysis of these forces, strategic recommendations are offered for "Eskulab" to strengthen its position in the market.*

Keywords: *medical laboratory market, Porter's five forces model, strategy, strategic analysis.*

Medical laboratories play a key role in the healthcare system, providing accurate and timely diagnostics. However, they operate in a highly competitive environment, which requires the development of effective strategies to ensure sustainable development. Modern strategic models can become a powerful tool for analysing the competitive environment and determining priorities.

The macroeconomic situation and external challenges affecting strategic planning in medical laboratories in Ukraine limit the use of this toolkit. Dynamism and instability, which complicate long-term planning, characterize the Ukrainian medical services market. Frequent legislation and regulatory requirements changes require laboratories to adapt and revise strategies quickly. The rapid development of medical technologies requires laboratories to update equipment and implement new diagnostic methods constantly. The lack of qualified personnel and the need for continuous training create additional strategic planning challenges. Limited funding and the high cost of equipment and reagents complicate investments in laboratory development. These factors emphasize the need to use such practical tools to develop effective strategies for developing medical laboratories in Ukraine.

The study aims to analyse the competitive environment of the medical laboratory "Eskulab" using Porter's Five Forces model and develop strategic recommendations to strengthen its position in the market.

Analysis of the medical laboratory market in Ukraine, conducted using Porter's five forces model, revealed a high level of competition, which requires companies to constantly

improve services and adapt to changes in the market environment. "Eskulab", as one of the leading laboratories, should focus on service differentiation, cost optimization, building partnerships and active marketing to strengthen its position. Special attention should be paid to the quality of services, as this is a key factor in patients choosing a laboratory. Given the high sensitivity of customers to price, "Eskulab" should develop a flexible pricing policy, offering various loyalty programs and personalized services. It is also essential to constantly monitor the activities of competitors and analyse the market for the emergence of new technologies. Diversifying the client base and expanding cooperation with medical institutions and insurance companies will help reduce dependence on individual clients. The introduction of innovations and improvement of the quality of services, as well as the reduction of the time for issuing test results, will contribute to increasing the competitiveness of "Eskulab" in the market.

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