

## Development of enterprise reputation management in the sphere of medical services

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**Abstract.** Topicality of the theme is determined by the increased role and influence of patients on the formation of the reputation of healthcare organisations in the conditions of active use of social networks by patients as a source of information when choosing a doctor. The purpose of the article was to identify the specificity and stages of the process of development of enterprise reputation management in the sphere of medical services. In the process of achieving this purpose there were used such scientific research methods as logic generalisation, comparative analysis, synthesis, graphical method as well. For gathering the feedback from the patients, the survey method based on quantitative analysis of responses and net promoter score was used. The specifics of medical services and their types were substantiated as the main results of the research, as well as elements that determine the value of medical services for the consumers. The features and trends of reputation management in the field of medical services have been considered and the stages of the process of development of reputation management of the healthcare organisation have been substantiated. As a result of the propositions, considered in the article, it has become possible to solve the reputational contradictions at enterprises in the field of medical services. With the purpose of improving reputational management the algorithm for the application of Search engine reputation management technology elements was developed for the work with consumers' feedback. Practical meaning of the results is in increasing the effectiveness of reputational management and its development due to the implementation of elaborated algorithm into the process of everyday work with clients of healthcare organisation. It can be the basis for planning changes in business processes and operational management as well as for optimisation of the use of resources

**Keywords:** healthcare organisations; marketing in medicine; proceeding claims; specificity; consumer feedback

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### ● INTRODUCTION

In today's difficult economic environment, enterprises face the need to adapt to changes quickly and flexibly in both internal and external environments. In the work [1] it is said that the economic crisis, caused by the global coronavirus pandemic in 2020-2021, highlighted the need to find new ways to communicate with consumers, and hence the importance of development of enterprises reputation management. Today, health care has a special role among the most important sectors of the economy. On the one hand, the state of health and working capacity of the population, the ability to provide employment for many groups of workers, the situation on the labor market, etc., depend on its effective functioning. On the other hand, the results of the medical enterprises functioning depend on their reputation. This determines the

topicality of the development of reputation management at healthcare enterprises.

To form and maintain a reputation in this area, in a saturated market, it is not enough to develop a new quality product, set an optimal price for it and choose effective distribution channels. It is important to be able to resolve problems and contradictions faced by consumers, employees, partners, stakeholders, as well as internal contradictions in the enterprise. The main sign of development is the solution of contradictions. In the research [2] the authors described that the development of reputation management at healthcare enterprises means solving the contradictions associated with the formation of its reputation among consumers and stakeholders, as well as among its own employees. In this study, special

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attention is paid to those problems of the development of reputation management, which are related to solving contradiction in interaction with consumers. Examples of such contradictions are as follows: the high level of trust of patients to the brand of the clinic, but their dissatisfaction with the specific doctors of this clinic; the presence of a significant number of primary patients and spending of significant resources for their care. But there is insufficient number of regular consumers and the need to redistribute available resources and other contradictions. If reputation management solves these and similar contradictions, it can be considered as its development.

Reputation management is becoming an important component of management in various areas of modern business. Reputation can be considered as a type of intangible assets of the enterprise. The development of reputation management at healthcare enterprises is closely connected with the communication policy of these enterprises. In the research [3] it is said that the leading role belongs not only to marketers, but also to call center employees, administrators, sales department, and, above all, to the doctors. These categories of staff are in direct contact with consumers. An important problem of the development of reputation management is the understanding of the fact that the presence of negative consumer feedback is normal. The main condition for the development of a positive reputation is effective work with such feedback.

Reputation management of the enterprise will be successfully formed and developed if the manager has enough information about the features of the company's services. Enterprises in the field of medical services have certain features in the organisation of management, development and substantiation of communication policy.

The purpose of the article was to identify the specificity and stages of the process of development of enterprise reputation management in the sphere of medical services.

To achieve this purpose, the following tasks were solved: to identify features of medical services; analyse types of medical services; consider usefulness and value of medical services; analyse the stages of the process of development of enterprise reputation management and also SERM-technologies when organising the work with consumers' feedback on the basis of reputation management.

## ● LITERATURE REVIEW

Reputation management has been the subject of research by many scholars. K. Campbell considers reputation management as the "effort to influence what and how stakeholders think of a brand or person. To a large extent, reputation management seeks to influence people sentiment by changing what they see during search, social, and other online interactions. Reputation management can also affect the offline world as well" [1]. O. Gonchar [2] analysed the reputation management of the enterprise in times of economic crisis, A. Zaverbnyj, Ju. Lomaga [3] considered the problems and prospects of formation of reputation management by Ukrainian enterprises and organisations in order to increase their competitiveness, O. Gromova, Ye. Bicheva [4] studied the methodological foundations of the formation of enterprise reputation management system. Special attention to the mediating role of hospital reputation in the effect of doctor reputation on patients' loyalty is paid in the

work of authors M. Akbolat, A. Amarat, O. Unal [5]. J. Ziemba, S. Arenberg, H. Reustle, M. Allaf, D. Haldeman discovered the connection between consumers' perception of hospital reputation and quality of treatment [6]. "Foreign scientists considered many reasons for necessity to have good reputation. They declare that online reputation management is critically important for business. The truth is, having a great reputation can either make or break a business! Hiring someone to help you take control of your online image could be exactly what you need to repair your reputation and reinforce your brand with positive content and search results for people to find" [7]. Business reputation management is especially important for the enterprise which offers medical services.

It is important to pay special attention to the works in which the issues of development of reputation management in the medical field are covered. For example, Z. Ba, Y.C. Zhao, S. Song, Q. Zhu [8] studied the impact of the clinic's reputation as a charity and its social capital on the level of medical crowdfunding, the collection of donations for health needs and expenses. In the medical field, the concepts of trust and reputation are very closely linked. The influence of factors on patients' choice of physicians in online consultations, in the context of trust theory, was studied by Y. Gong, H. Wang, Q. Xia, L. Zheng, Y. Shi [9]. Approaches to building the online reputation among patients were considered by L. Kim, D.A. Tylor, K.Y. Chang [10]. S.A. Torabzadeh, R. Tavakkoli-Moghaddam, M. Samieinasab, M. Hamid [11] developed an algorithm for assessing and improving the performance of medical centers based on trust indicators. A separate guide, which covers issues of reputation management has been developed for professionals in the field of psychiatry [12].

In the context of reputational management of enterprises that provide medical services J. Chen and Ch. Wang examined the relationship between hospital ranking and healthcare spending [13]. These authors studied the influence of factors such as cost, location and reputation on the choice of health care provider for mothers and children after deciding to seek medical care.

Thus, the issue of reputation management is considered in modern works on both economics and medicine. However, insufficient attention is paid to the level of medical enterprises, as well as tools for the development of reputation management in the field of medical services. Despite the sufficient number of works devoted to the study of processes of formation and development of reputation management, there are still certain aspects of reputation management that deserve attention of scientists, which substantiates the relevance of the study.

## ● MATERIALS AND METHODS

In the process of the research, the theoretical and practical materials, presented in the scientific works of Ukrainian and foreign economists, were analysed.

At the first stage of the study the importance of the development of reputation management for enterprises in the field of medical services was substantiated. For these purposes the logical generalisation method was used.

The second stage of the study was devoted to analysis of existing works on reputation management, including the field of health services. The method of comparative analysis was used to prove the insufficient coverage of the

stages of the process of development of reputation management in the medical field.

At the third stage, the peculiarities of medical services that influence the choice of measures for the development of reputation management were substantiated. The theoretical basis was the recognised features of services that distinguish them from goods. These included inseparability from the source, intangibility, inconsistency of quality, coincidence in time of production and consumption of the service, heterogeneity of services. These features were revealed in relation to the specifics of medical services. Taking into account the peculiarities of medical services, those elements that create value for the consumer were identified. At this stage, the methods of analysis and synthesis were used.

To distinguish the types of medical services from the consumer's point of view, a three-level model of the product was used according to Ph. Kotler and G. Armstrong, who proposed to separate the core product, actual product and augmented product [14]. This model provides an opportunity to understand where joint efforts can create added value to the product. An important point in the application of this model is also the creation of a framework to increase adaptability, competitiveness and substantiation of product differentiation. Using the method of logical generalisation and the basic provisions of this model, the levels of formation of the usefulness of medical services as a basis for the development of reputation management in the medical field were developed.

At the fourth stage the peculiarities and trends of development of reputation management at the enterprise in the field of medical services were determined. The method of analysis and synthesis, the method of comparative analysis were used for this purpose.

At the fifth stage of the study, the sequence of stages of development of reputation management at the enterprises of the medical services was developed. The graphic method was used to visualise these stages. In revealing the essence of the stages, special attention was paid to work with different types of consumer feedback and the use of SERM-technologies in the organisation of work with consumer feedback on the basis of reputation management. The leading role in determining the development of reputation management was played by the method of consumer surveys. This method was the basis for calculating the NPS index (net promoter score), which demonstrates the level of consumer loyalty. In the

survey, consumers, who already have experience of interacting with a healthcare company, were asked only one question: "How likely would you recommend our clinic to your friends, acquaintances or relatives?". The question was scalable, so the survey results were obtained in points from 0 to 10. The survey was not completely anonymous. Patients could optionally indicate or not indicate their contact data. The need to provide the opportunity to indicate their contact data was due to the fact that otherwise it would be impossible to verify the authenticity of the complaint and give a response to it. After processing the survey results, the NPS index was calculated. This index was an information basis for determining the degree of consumer loyalty, their desire to make repeat purchases, positive or negative attitude to the purchase of additional services, willingness to recommend the clinic to their friends. Therefore, this index was determined by the method of survey (scale questions), as well as the method of arithmetic calculation. In general, it reflects the prospects of such a channel for the promotion of medical services as "Word of mouth". This channel of promotion is one of the most effective in the medical field.

All these methods are designed to improve approaches to interaction with consumers and improve the reputation of the enterprise in the field of medical services.

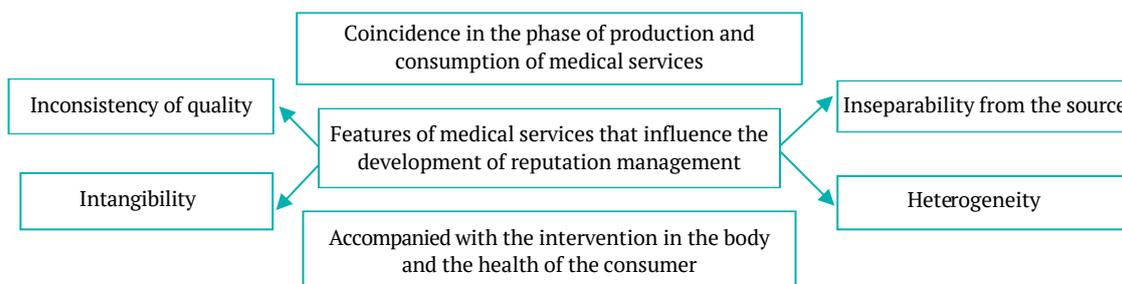
## ● RESULTS AND DISCUSSION

Reputation for the medical services enterprises and doctors is the main factor influencing the flow of consumers and the positive perception of the medical brand by potential consumers. Reputation management is a system of activities aimed at managing a brand's reputation on the Internet and beyond.

Reputation management includes SERM – reputation management in search engines, including working with the negative comments in the network, creating positive feedback, etc., and PR – a set of methods to create and maintain a positive image of the product/company, long-term communication with consumers and partners [15].

The development of reputation management in the field of medical services is possible if you understand the essence of these services and their features.

The specifics of medical services are determined by certain characteristics that are inherent in all services, as well as the specifics of health care. Figure 1 shows the features of medical services that affect the choice of measures for the development of reputation management.



**Figure 1.** Features of medical services that influence the choice of measures for the development of reputation management

Source: compiled by the authors

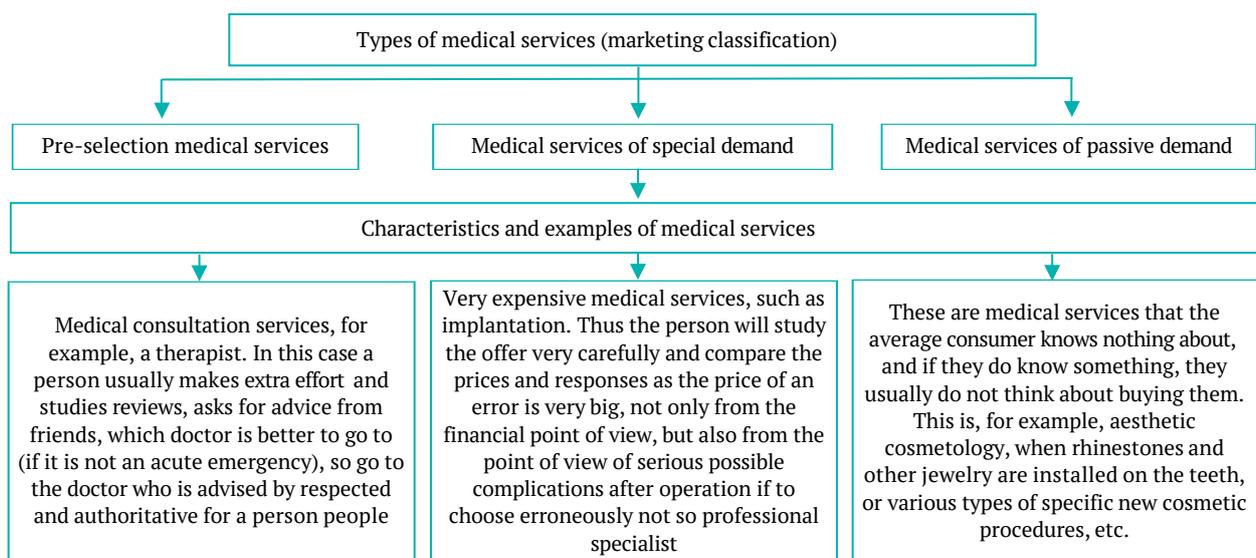
The intangibility of medical services makes it impossible to demonstrate them to the consumer until the moment of provision. Moreover, the determination of the required amount of medical services is strictly individual. It usually occurs after direct contact between the medical doctor and the consumer of the medical service, which usually consists of several stages (conversation with the patient, visual, instrumental, laboratory examination, etc.).

Despite the coincidence in time of the phase of production and consumption of medical services, consumer participation in the production of medical services is insignificant compared to other types of services. It is limited only by their presence, providing the necessary information and careful implementation of all doctor's appointments. While the possibility of influencing the process and quality of medical care is minimal. The inseparability of the medical service from its source emphasises the paramount importance of the qualifications of doctors and other medical staff and other health professionals who are in direct contact with patients (consumers of medical services).

The degree of uncertainty in medical services is very high. Another specific characteristic should be a positive effect or, at the very least, safety for the health of the consumer. Most medical services are accompanied by human intervention, which requires the informed consent of the consumer of these services, often in writing. The heterogeneity

of medical services determines the difficulties of standardising their quality and provision process. Issues of medical ethics and confidentiality of information obtained in the process of interaction with the consumer play an important role in the production of medical services. The choice of reputation management measures is determined by the specifics of medical services, as well as situations that create the need for these services.

First, medical services are those in which demand is passive. That is, consumers may not even suspect the existence of these services, or not consider them as an object to purchase, until there is an actual (often acute) need for these services. No one plans the disease in advance, as they plan a trip to the resort or a trip to a restaurant with friends. In some situations, people are even afraid to go to the doctor, for example, to the dentist, until the pain becomes unbearable. All this creates an attitude to medical services as those that are purchased forcibly. As a result, it is very difficult to persuade people to spend money on them because the campaign is active or because something may happen in the future. At the same time, when there is a need for medical services, they become a priority over all other purchases. From the point of view of classification, medical services can be pre-selection services, special demand services, and passive demand services, which are shown in Figure 2.



**Figure 2.** Types of medical services in terms of consumer demand

**Source:** compiled by the authors

The directions of development of reputation management in the field of medical services depend to some extent on the types of medical services and the perception of these services by consumers. The value and usefulness of medical services can be the basis for building the company's reputation in the field of medical services.

Second, reputation management is very closely linked to trust marketing, because the purchase of medical services of poor quality has vital consequences. This means that consumer decisions about purchasing medical services, especially in pediatrics, surgery, obstetrics, and other critical areas of medicine, are influenced not only by traditional

factors such as price, brand and others. There are also a number of additional specific factors: the doctor's personality and trust in him, the recommendations of acquaintances and friends, etc. Third, consumers of medical centers and clinics cannot assess the quality of medical services in the same way as they assess the quality of other services (such as hairdressing or dry cleaning). This is because they do not have the professional knowledge that doctors have and sometimes do not understand the seriousness of their condition, as well as treatment protocols. Thus, the perception of patients (consumers) of the quality of medical services is a very subjective phenomenon.

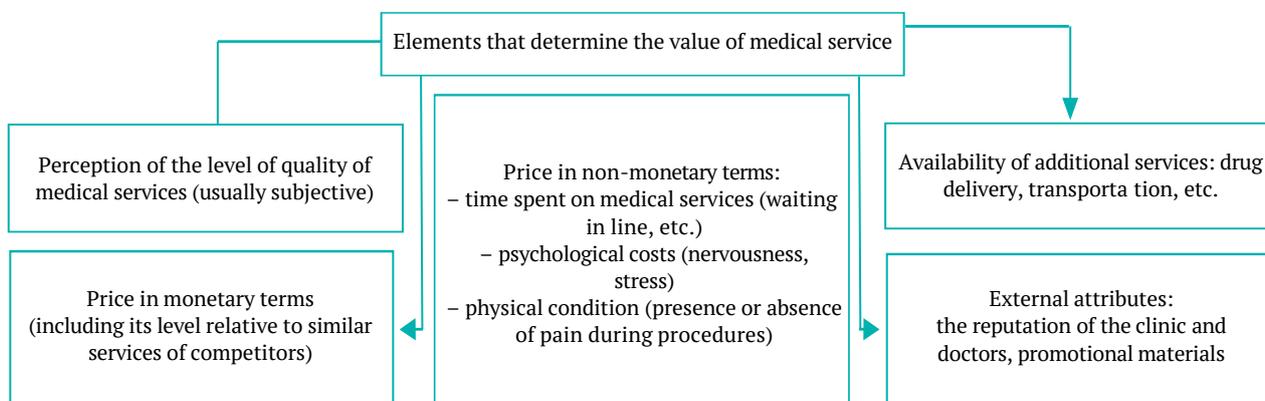
Fourth, reputation management and communication policy in the field of medicine are still the prerogative of the private sector, although in the last few years, due to the spread of coronavirus, the public sector has become increasingly focused on communicating with patients and promoting certain topics.

Fifth, the main actor in the process of providing medical services, which can most effectively sell additional services and increase the average check, is the doctor who treats the patient, not the manager, as in other fields. It is the doctor who determines the amount of additional examination, the need for repeated visits, etc. Of course, doctors are guided by the Hippocratic oath and adhere to medical ethics, but if you need to undergo additional examinations, the patient (consumer) will not listen to the manager, he will listen to the doctor.

Sixth, medical services are not bought “in stock” or under the influence of discounts, they are consumed when the need arises (except for some preventive examinations,

or comprehensive programs designed for a long time). This causes the low efficiency and effectiveness of traditional promotions and discounts. In the field of medical services, the opposite principle sometimes applies, people believe that the lower the price of consulting a specialist, the lower is his/her qualification. Thus, sales promotion in the medical field has its own specifics.

Seventh, the marketing mix of health services includes 7P, that are product (medical service), price, promotion, place, physical evidence, people (health professionals) and process. Patients’ (consumers’) perception of the quality and value of medical services is important for the development of reputation management measures. According to the model of V.A. Zeithaml [16], the perception of the value of consumer services is influenced by the following factors: quality, intrinsic characteristics, external characteristics, price in monetary terms, price in non-monetary terms and time. Adaptation of this model to the specifics of medical services is shown in Figure 3.



**Figure 3.** Elements that determine the value of medical services for the consumer

Source: compiled by the authors

Thus, the value of medical services for the consumer is determined primarily by its usefulness, as well as the presence of additional variations of the service. Variations of additional services should be considered within the model of Ph. Kotler and G. Armstrong, who developed three levels for consumer products: the core product, the actual product and the augmented product. The core product provides the consumer with key basic value and satisfies the basic need. According to Ph. Kotler and G. Armstrong “at the most basic level, the company asks, ‘What is the consumer

really buying? For example, people, who buy an Apple iPad, are buying more than just a tablet computer. They are buying productivity, and connectivity – a mobile and personal window to the world” [17]. As for the actual product, it is considered in connection with the brand name, quality level, packaging, design, and characteristics of a particular product. The augmented product includes a few additional services, such as delivery and credit, after-sales service, warranty, etc. Let’s consider the levels of the medical service according to the three-level model (Table 1).

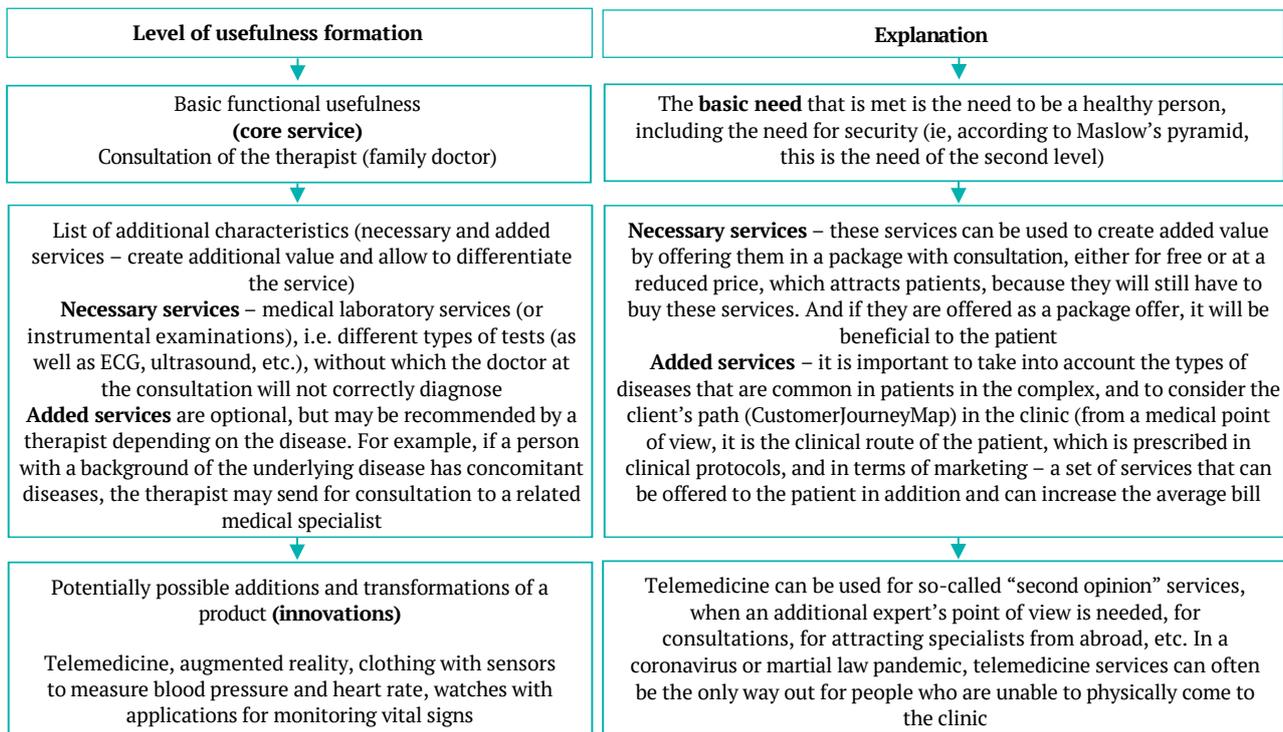
**Table 1.** Three-level model of medical service according to Ph. Kotler and G. Armstrong

Level	Characteristics
Medical service according to the core value	Meeting basic health and safety needs
Actual medical service	Price of consultation, doctor’s name, brand of clinic, location of clinic and convenience to reach, service inside, modern equipment, speed of service without queues, etc.
Augmented medical service	Availability of loyalty program – discounts for regular consumers, opportunity to purchase a subscription to the service of the family doctor therapist, etc., guarantee

Source: compiled by the authors

Based on this model, it is advisable to consider the process of forming the usefulness of medical services at differ-

ent levels on the example of the service “consultation of the therapist (the family doctor)” (Fig. 4).



**Figure 4.** Levels of formation of usefulness of medical service as a basis of development of reputation management in the medical sphere

Source: compiled by the authors

The usefulness of medical services and their value are the basis for the development of reputation management in the field of medical services. When developing reputation management measures, it is necessary to emphasise the benefits of medical services that have a positive impact on the reputation of the company (clinic) that provides them.

The usefulness of medical services is often perceived ambiguously by consumers, as there are a number of additional factors that affect this perception. The following important contradictions related to the process of providing medical services and building the reputation of the clinic can be identified:

- quality treatment is sometimes not widely publicised, while some ineffective treatments may be mistaken for effective media coverage [17];

- qualified physicians who provide high-quality medical care may be ineffective communicators, have symptoms of emotional burnout, or be in a situation of ineffective management, with negative consequences for their reputation and the reputation of the clinic [18];

- the need to measure the level of consumer confidence, as it is closely linked to the reputation of the clinic and the doctor, and, at the same time, the difficulty of choosing objective indicators for such measurement [19].

Ways to resolve these contradictions are in the plane of development of reputation management. The choice of reputation management measures in the medical field depends on the characteristics of medical services, as well as current trends due to the coronavirus pandemic and scientific and technological progress, as shown in Table 2.

**Table 2.** Features and trends of reputation management in the sphere of medical services

Features based on the specifics of medical services	Trends caused by coronavirus pandemic and scientific and technological progress
The important role of content marketing, information publications that explain the nature and purpose of medical services, increase consumer confidence	Active use of online channels of communication with consumers, including those for the transmission of marketing information
The need to promote not only clinics, but also individual doctors, on whose expertise depends the level of expertise of the medical institution	Collaboration with pharmaceutical companies, manufacturers of mobile gadgets for health monitoring, pharmacies, etc.
The significant impact of doctors’ communication skills on increasing sales of medical services highlights the role of internal communications and outreach to medical staff, conducting training on conflict management, etc.	Finding ways and tools to deliver medical information and services to consumers without the need to visit the clinic (sending the results of the analysis by e-mail, online consultations, mobile applications, etc.)

Table 2, Continued

Features based on the specifics of medical services	Trends caused by coronavirus pandemic and scientific and technological progress
Proper formation of expectations, reliable communication with patients about the parameters that the doctor can influence. It is not allowed to make promises that the doctor can't keep, not to create false expectations	Transforming the emphasis in healthcare advertising on the need to raise awareness about maintaining public health and protecting oneself from the dangers of the coronavirus pandemic
Efforts directed not so much at attraction as at retaining regular consumers who are willing to sincerely recommend the clinic and doctors to their friends and acquaintances	Gaining popularity through communication channels such as messengers and chatbots, the growing role of collaboration with mobile providers
Promotion of services based on the principles of evidence-based medicine, which declares the need and sufficiency of medical manipulation with the patient	Increasing the role of medical portals and aggregators in promoting medical services (their services replace the cost of SEO-optimisation of medical sites)
Adherence to ethics and socially responsible principles and emphasis on the physical and mental health of the patient as the end result	Increasing the importance of CRM-systems for analysing the effectiveness of communications and marketing activities
Motivation of patients to play an active role in the process of consumption of services. Creating conditions for patients to understand their own responsibility for the outcome of treatment. The doctor prescribes treatment, and the patient must carefully follow these appointments. That is, the result depends on both participants of the process	Emphasis on prevention of emotional burnout, stress, support of mental health, overcoming of fear in society in the formation of content and communication messages

Source: compiled by the authors

Taking into account the above trends, and taking into account the contradictions associated with the formation of the reputation of clinics and doctors, the authors of the paper propose stages of development of reputation management at health care enterprises (Fig. 5). At the first stage, it is advisable to conduct a reputation audit to identify inconsistencies and contradictions that exist at the enterprise in the field of medical services. Information and source data for such an audit can be obtained from both in-house staff

and external experts. The most important source is the reports of the marketing department, or other department that works on a regular basis with consumer feedback and complaints. Not only doctors and medical staff, but also employees of call centers, the administrators, the sales department, etc. can play an important role both in the assessment and in the formation of reputation risks and contradictions. This stage ends with a list of contradictions, the elimination of which will improve the reputation of the enterprise.

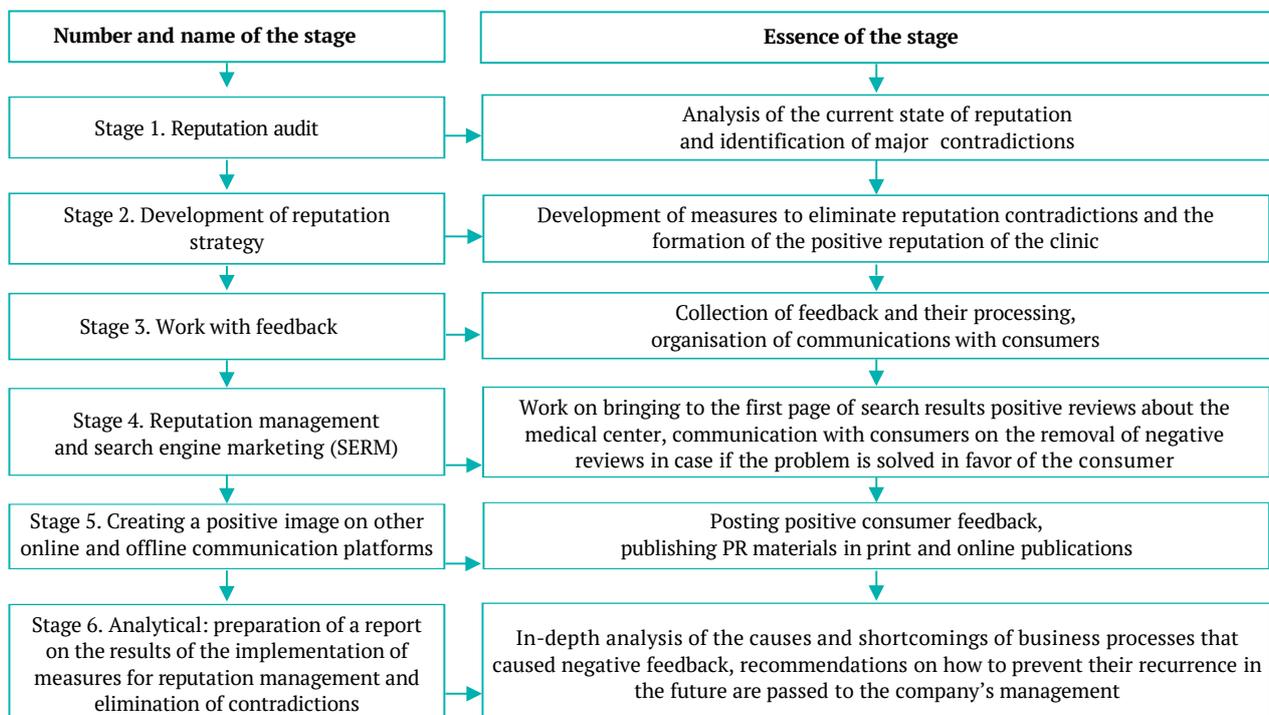


Figure 5. Stages of development of reputation management at enterprises of the sphere of medical services

Source: compiled by the authors

At the second stage, the strategy should be formed to eliminate the identified contradictions, and this strategy should include a number of measures for reputation management: improving the process of working with consumer feedback, modern SERM-technology, improving online and offline communications.

The third, fourth and fifth stages can be implemented gradually or simultaneously, depending on the capabilities of the enterprise and the availability of the necessary resources.

An obligatory final stage in the development of reputation management in medical enterprises is an analytical report on the effectiveness of the implemented measures. On the basis of such report, further actions to improve the company's reputation can be adjusted. It is important to systematically evaluate not only quantitative, but also qualitative indicators of the company's reputation. One such indicator is the NPS (net promoter score), which demonstrates the level of consumer loyalty. The importance of monitoring this indicator is caused by the fact that it shows the willingness of consumers to return to the clinic, as well as the desire

to recommend it to friends and acquaintances. In the field of medical services, NPS demonstrates the potential of working with clients, their willingness to return. This indicator is closely related to such a promotion tool as "word of mouth". For the healthcare industry, this tool plays a leading role.

The basis of the "word of mouth" is consumer's feedback and reviews. Depending on the nature and the tone of such reviews, the reputation of the enterprise in the field of medical services is formed. The typology of reviews provides for their division into the following types: 1) positive or negative, 2) those that are seen only by employees of the medical center (channels of receipt: complaint registration journal, e-mail, medical center website, the call center, personal appeal to the department examination of the quality of treatment), or public (channels of receipt: feedback sites, forums, social networks, Google Maps and other public channels), 3) true or false. Depending on which groups the review belongs to, it is necessary to use different approaches in working with it. For example, Table 3 shows the difference in working with negative and positive reviews.

**Table 3.** The main steps and responsible persons who work with positive and negative consumer reviews (feedback)

Basic actions when working with feedback by their types	
Negative feedback	Positive feedback
1) Monitor and detect 2) Register 3) Conduct an internal investigation into the causes and truthfulness 4) Reply to the consumer 5) Take measures not to repeat in the future (possible penalty may be imposed on those who are responsible for the situation) 6) Negotiations with the consumer to withdraw the feedback, if he is satisfied with the resolution of the conflict	1) Collect (through questionnaires, etc.), accept (if the consumer wants to personally make an entry in the feedback book) or find (on social networks, websites) 2) Register 3) Post on the site, on the Internet, in social networks 4) Give the consumer a bonus (for example, a branded souvenir) 5) Reward the employee who received a positive feedback
Responsible persons for working with feedback	
Marketing department	Marketing Department, administrators
Medical unit management	Personnel Department
Line managers of departments that received feedback	Line managers of the departments that received feedback

Source: compiled by the authors

In addition, it should be noted that not all negative feedback can be solved out (if the consumer has not left the contact, or it is impossible to identify him). In this case, you should still answer them, but note that there is a lack of information to confirm the reality of the feedback and ask to leave contact. This is extremely important in cases when the feedback is public. If the consumer has been identified, and as a result of communication with him, the problem has been solved, and the consumer is satisfied, be sure to ask him to withdraw his negative feedback – this is the element of SERM, when the main goal is to remove negative feedback from the Internet network or reduce the public effect of negative feedback.

Figure 6 shows the algorithm for the use of elements of SERM-technology in the organisation of work with consumer feedback on the basis of reputation management.

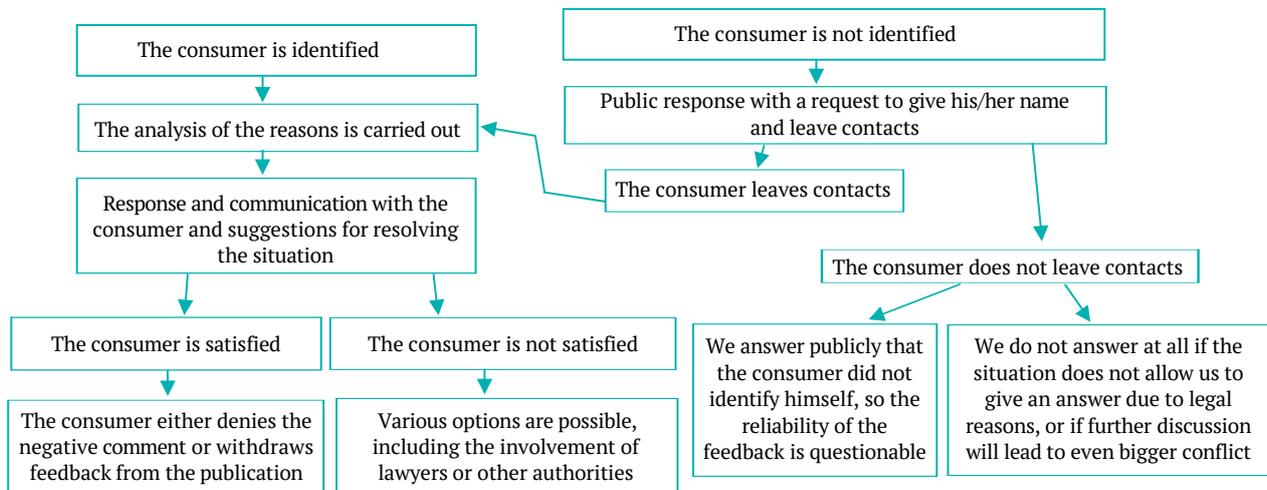
The main result of this process is the solution of conflict and negative situations as a result of active communication with consumers. It should be noted that it is important to immediately classify and divide into groups all feedback from consumers, and then sort out each group of reviews differently.

This algorithm is just one of the measures that can be used to develop reputation management. Working with consumers' feedback resolves such reputation contradictions that are associated with ineffective communications with qualified physicians. This technology also increases the level of trust and loyalty of consumers, helps to engage them in the process of improving service in the provision of medical services.

The obtained results have scientific novelty, and they differ from the works in this field. F. Jabeen, Z. Hamid, A. Akhunzada, W. Abdul, S. Ghouzali in their work consider the leading role of trust and reputation management in healthcare. These authors substantiated that "the patient role has changed from a passive receiver to an active user of online health-related information" [20]. They analysed different approaches and methods of collecting feedback from patients, as well as possible vulnerabilities caused by consumer's opportunities of providing unreliable or malicious reports. The valuable results of the mentioned research are the elaborated trust and reputation system requirements for mitigating different attacks on this system (adaptive behavior, time sensitivity, context compatibility, reliability,

fear treatment of new users, changing identities, privacy and confidentiality, security, interoperability). But the mentioned requirements do not explain the mechanism of

identification of attacks. That means that this mechanism has to be considered to understand which of consumers complains can be classified as attacks.



**Figure 6.** Algorithm of application of elements of SERM-technology

when organising work with consumers' feedback on the basis of reputation management

Source: compiled by the authors

The connection between reputation of physicians and healthcare organisations and their activity in social nets is considered in the work of S. Mishra [21]. The author of this work considered the most beneficial and challenging aspects of patients connecting with physicians on Facebook (now Meta). Effective strategies for physicians who deal with challenging aspects of communications and formation of reputation on social networks are considered as well. Taking into account the practical issue of this work, it should be mentioned that, when healthcare organisations use social networks with the purpose of reputation management, they have to take into account the types of medical services. And it means that the types of medical services should be considered from the point of view of consumers' demand.

V. Chaudhri, T. Oomen, J. Pridmore and A. Joon [22] paid attention to problems of formation of reputation in healthcare sector using social networks. The authors elaborated CARE model of social media use where each dimension – C (control), A (accessibility), R (responsiveness) and E (engagement) has positive and negative sides. So, the scientific contribution of this research is in systematisation of four dimensions in dualistic perspective and assessment of the role of social media in reputation management of healthcare organisations.

J. Cordina and S. Greenberg discovered the role of information transparency in consumer decision-making in healthcare and its impact on the reputation of healthcare organisation [23].

In the short article devoted to the description of social media role in reputation management of healthcare organisations L. Vogel said that “the balance of power has shifted as social media has enabled conversations and comparisons across social and geographic divides” [24]. On the one hand, the big advantage of the article is in using a lot of practical cases and experts' points of view for substantiation of social media influence on reputation of clinics, but

on the other hand, there is lack of fundamental research data as a basis for the conclusions.

Taking into account the mentioned above studies and the problems these studies have not considered, the presented results of this article are based on the survey of more than 2 000 patients' feedback. The distinction of the article in comparison with the described works of other authors is in the use of systematic approach to the study of patients' attitude and readiness to recommend the clinic to their friends, as well as description of elements of SERM-technology for reputation management in healthcare organisations.

## ● CONCLUSION

The main results of this scientific research are as follows:

- first, the specifics of medical services are substantiated, their types and elements that determine the value of medical services for the consumer are analysed. This made it possible to determine the levels of formation of the usefulness of medical services as a basis for the development of reputation management in the medical field;
- second, the features and trends of reputation management in the field of medical services are considered. These trends were taken into account when developing the development stages of reputation management at enterprises in the field of medical services;
- third, the stages of the process of development of reputation management of the enterprise are substantiated. The main result of the implementation of the specified stages is the resolution of reputation contradictions at enterprises in the field of medical services;
- fourth, the algorithm for the application of elements of SERM technology was developed in the organisation of work with consumer feedback on the basis of reputation management.

Given the leading role of such a channel for the promotion of medical services as “word of mouth”, the article focuses on working with consumer feedback. This tool of reputation management provides long-term positive relationships with clients, their loyalty and willingness to recommend the clinic to their friends and acquaintances.

Reputation management is a way to success and competitiveness of the enterprise in the field of medical services.

Prospects for further research are related to the search for new methods for assessing the effectiveness of reputation management in social networks as well as to the elaboration of personalised approaches for communications with clients of healthcare organisations.

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## **Розвиток репутаційного менеджменту підприємства у сфері медичних послуг**

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**Анотація.** У статті обґрунтовано значимість розвитку репутаційного менеджменту для удосконалення роботи підприємств у сфері медичних послуг. Актуальність теми визначається підвищенням ролі та впливу пацієнтів на формування репутації підприємств у сфері медичних послуг в умовах активного використання пацієнтами соціальних мереж як джерела інформації при виборі лікаря. Мета статті полягає в обґрунтуванні особливостей та етапів процесу розвитку репутаційного менеджменту на підприємстві сфери медичних послуг. У процесі досягнення поставленої мети були використані такі методи наукового дослідження, як логічне узагальнення, порівняльний аналіз, синтез, а також графічний метод. Для збору відгуків пацієнтів використовувався метод опитування пацієнтів, заснований на кількісному аналізі відповідей і NPS (нет промоутер скор). В якості основних результатів дослідження обґрунтовано специфіку медичних послуг та їх види, а також елементи, що визначають цінність медичних послуг для споживачів. Розглянуто особливості та тенденції репутаційного менеджменту у сфері надання медичних послуг та обґрунтовано етапи процесу розвитку репутаційного менеджменту організації охорони здоров'я. У результаті пропозицій, розглянутих у статті, стає можливим вирішення репутаційних протиріч на підприємствах сфери медичних послуг. З метою покращення репутаційного менеджменту розроблено алгоритм застосування елементів технології SERM (Search Engine Reputation Management) для роботи з відгуками споживачів. Практичне значення результатів полягає в підвищенні ефективності репутаційного менеджменту та його розвитку за рахунок впровадження розробленого алгоритму в процес повсякденної роботи з клієнтами медичної організації. Це може бути основою для планування змін у бізнес-процесах та операційному управлінні, а також для оптимізації використання ресурсів

**Ключові слова:** організації охорони здоров'я; маркетинг в медицині; робота зі скаргами; специфіка; відгуки споживачів