



DOW DIAGNOSTIC REFERENCE & RESEARCH
LABORATORY (DDRRL COMMERCIAL)
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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DIRECTOR'S MESSAGE



As Director Commercial & Operations at Dow Diagnostic Reference & Research Laboratory (DDRRL), I am proud to present our strategic plan for 2024-2027. This plan is not merely a roadmap for the future; it is a reflection of our vision to lead the transformation of healthcare diagnostics in Pakistan. Over the past years, DDRRL has made remarkable strides in expanding its services, enhancing quality, and establishing itself as a trusted partner in the healthcare sector. Now, as we look ahead, our focus shifts towards strategic growth, innovation, and partnerships that will shape the future of diagnostic services.

One of the pillars of our strategy is to leverage strong partnerships, both within the healthcare sector and beyond. We recognize that collaboration is key to expanding our reach and enhancing our service offerings. Our partnerships with hospitals, pharmacies, and other healthcare providers will continue to be instrumental in establishing integrated service centers—places where patients can receive comprehensive diagnostic care, including laboratory and radiology services.

Innovation is the heart of DDRRL's future. In an era where healthcare is rapidly evolving, staying ahead of technological advancements is critical. We are committed to continuously upgrading our IT infrastructure and adopting state-of-the-art diagnostic equipment to enhance our operational efficiency and service quality. From the launch of new STAT labs to implementing advanced laboratory information systems (LIS), our goal is to ensure that we remain agile, responsive, and efficient in delivering results to our patients.

Our expansion strategy is designed to ensure that high-quality diagnostic services are accessible to every corner. By 2027, we aim to open 15 new collection centers and 3 STAT labs, with a specific focus on reaching underserved areas in new provinces. This growth will not only improve access to healthcare for remote populations but will also strengthen DDRRL's position as a leading diagnostic provider in the country. For that, AI based tools will be implemented with the support of the IT department.

In the coming years, we will prioritize initiatives that reinforce our brand reputation, including public awareness campaigns to educate the population on the importance of using accredited labs. By fighting unethical commission practices and focusing on transparent, patient-centric services, we will strengthen our standing in the healthcare sector.

Our commitment to quality also extends to our internal operations. Continuous training programs for our staff and the development of strategic human resource policies will ensure that DDRRL retains the best talent in the industry. By investing in our people, we will enhance our service delivery and foster a culture of excellence within the organization.

As we embark on this new chapter, our strategic plan reflects the ambitions and values that have guided DDRRL since its inception. Through strategic collaborations, technological advancements, a focus on research, and a dedication to expansion, we will continue to lead the healthcare diagnostics sector in Pakistan. Together with our partners and stakeholders, we are committed to making high-quality, accessible, and innovative diagnostic services a reality for all.

I look forward to the journey ahead and achieving our shared vision of excellence.

Mr. Saleem A. Chauhan

EXECUTIVE SUMMARY

The strategic plan for Dow Diagnostic Reference & Research Laboratory (DDRRL) 2024-2027 outlines a comprehensive approach to achieving growth, enhancing quality, and fostering innovation in diagnostic services. DDRRL has been a trusted name in healthcare since its establishment in 2007, providing accessible, high-quality diagnostic services across Pakistan. As we look ahead to 2027, our focus is on expanding our operational footprint, leveraging technology, and forming strategic partnerships to strengthen our position as a leader in the healthcare sector.

A key priority in this strategic plan is expanding DDRRL's network. Over the next three years, we aim to establish 15 new collection centers and 3 STAT labs, with a particular focus on reaching underserved regions in Pakistan. This will not only increase accessibility to high-quality diagnostic services but also enhance DDRRL's national presence. Additionally, DDRRL plans to extend its services to the new province by establishing partnerships with local hospitals and pharmacies, promoting a more integrated healthcare experience.

Innovation and technology play a critical role in this plan. DDRRL is committed to upgrading its IT infrastructure and adopting cutting-edge diagnostic tools to ensure faster and more accurate results. Strategic collaborations will also be pivotal to our growth. By fostering partnerships with industry leaders, DDRRL will have access to new technologies and resources that enhance service delivery. These partnerships will allow us to remain at the forefront of diagnostic innovation while maintaining affordability for our patients.

In conclusion, the DDRRL Strategic Plan 2024-2027 lays out a path for sustainable growth, improved service delivery, and leadership in healthcare diagnostics. Through expansion, innovation, and partnerships, we are committed to providing accessible, high-quality diagnostic services across Pakistan.

ABOUT DDRRL

Founded in 2007, DDRRL provides reliable diagnostic services, offering both routine and specialized tests at affordable prices. DDRRL operates 80 collection centers/points across Karachi, Interior Sindh, and Balochistan. It has emerged as a leader in healthcare diagnostics, recognized for its focus on quality and accessibility.

INTRODUCTION & OVERVIEW

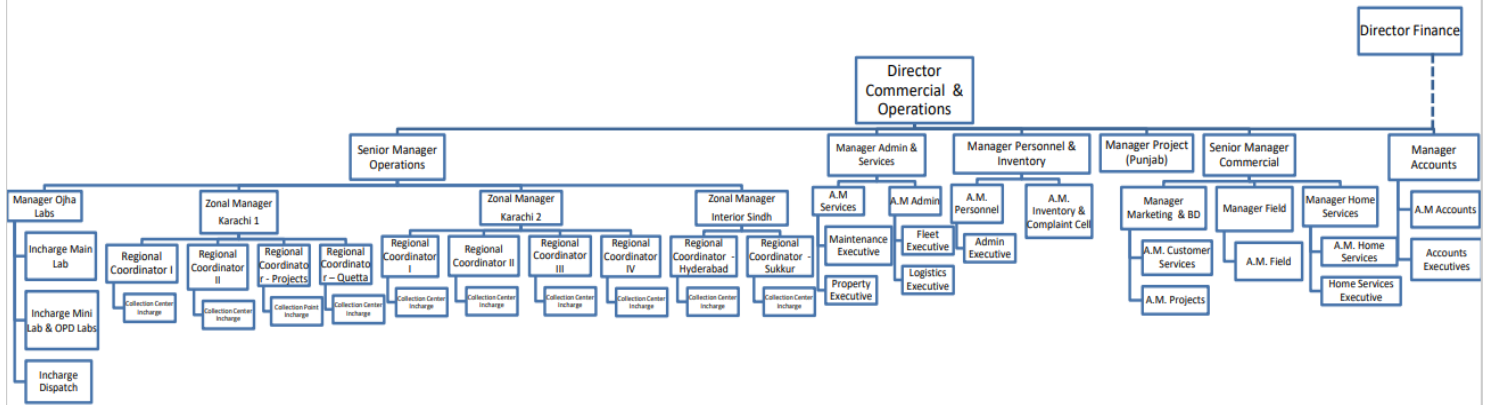
Dow Diagnostic Reference & Research Laboratory (DDRRL), established in October 2007, has steadily advanced its reputation for delivering high-quality, cost-effective diagnostic services in Pakistan. As DDRRL looks toward the future, our new strategic plan for 2024-2027 will enable us to enhance accessibility, service excellence, and innovation in diagnostic healthcare, ensuring we stay at the forefront of this evolving field.

This strategic plan is a product of a collaborative effort, reflecting input from key stakeholders, including leadership, technical experts, and partners across healthcare sectors. Guided by our shared vision of healthcare innovation and quality, we have designed this plan to position DDRRL as a leader in accessible, reliable diagnostic services throughout Sindh and beyond.

The plan focuses on expanding DDRRL's network, leveraging partnerships, enhancing operational efficiencies, and strengthening our brand reputation. It outlines strategic goals, key objectives, and measurable outcomes, supported by dedicated resources for effective implementation and progress monitoring.

With contributions from all levels of DDRRL, this strategic document not only reflects our institutional strengths and values but also serves as a roadmap to navigate the opportunities and challenges that lie ahead. Through collective ownership and ongoing collaboration, DDRRL is committed to achieving this vision of service excellence for the communities we serve.

INSTITUTIONAL ORGANOGRAM



SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

A dedicated Strategic Planning Workgroup was established to craft the DDRRL 2024-2027 Strategic Plan. This work group comprised a diverse team of experts from various departments. Each member contributed their specialized knowledge, ensuring the plan addressed all critical aspects of the laboratory's operations and future growth.

The strategic planning process was highly collaborative, involving extensive discussions, data analysis, and stakeholder input. The workgroup conducted multiple brainstorming sessions to identify key challenges and opportunities facing DDRRL in the rapidly evolving healthcare landscape.

The result is a comprehensive, forward-thinking strategic plan that not only addresses current needs but also anticipates future challenges, positioning DDRRL as a leading diagnostic service provider in Pakistan. This plan will guide DDRRL's journey for the next three years, ensuring sustainable growth and continued excellence in healthcare diagnostics.

Members of the Strategic Planning Workgroup:

- | | |
|--|-------------|
| 1. Saleem A. Chauhan
Director Commercial Operations | Chairperson |
| 2. Mubeen A. Durrani
Manager Marketing & Business Development | Secretary |
| 3. Naik Perveen
Manager Dispatch | Member |
| 4. Muhammad Ali
Assistant Manager Accounts | Member |
| 5. Adnan Feroze
Regional Coordinator | Member |

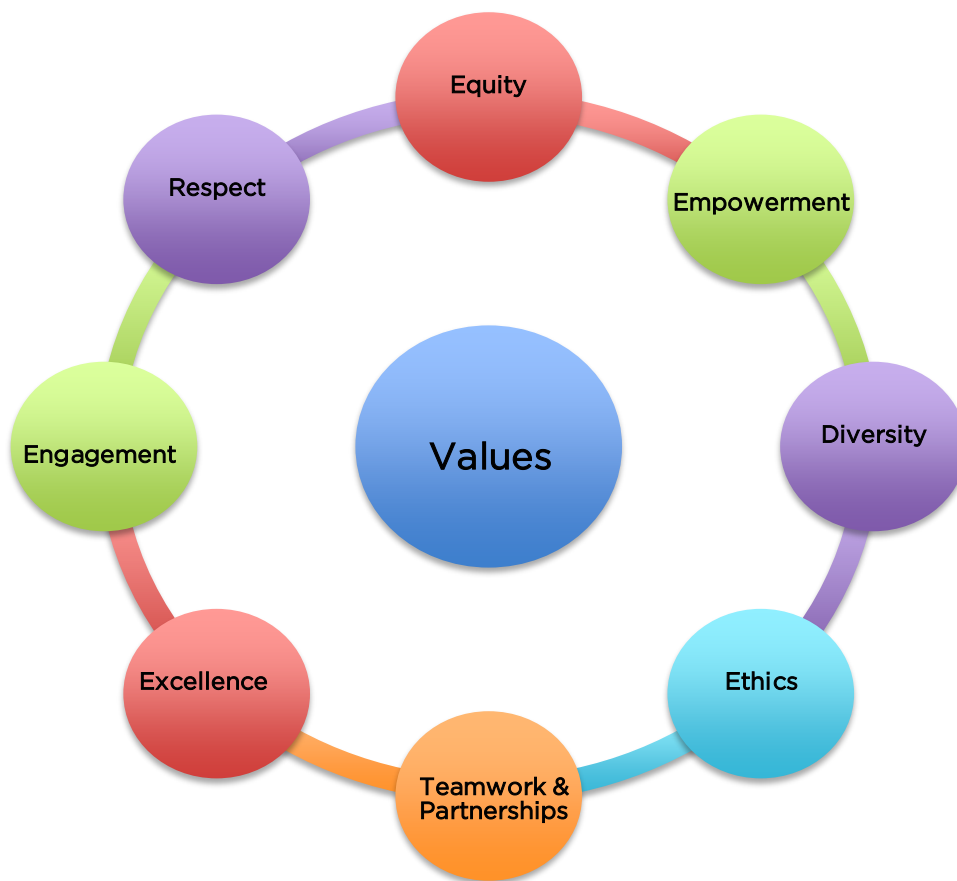
SECTION II: VISION, MISSION & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation generating and disseminating new knowledge.



VALUES:

- **Customer Service**
 - Put students first
- **Empathy & Compassion**
 - Understand before you judge
 - Be concerned for the sufferings and misfortunes of others

- **Excellence**
 - Be the best and commit to exceptional quality and service
- **Innovation**
 - Encourage curiosity, imagine, create, and share
- **Teamwork**
 - Engage and collaborate
- **Integrity & Leadership**
 - Be a role model and influence others to achieve their best
 - Have the courage to do the right thing
 - Hold yourself and others accountable
- **Respect & Collegiality**
 - Be kind
 - Listen to understand
 - Value different opinions

STATEMENT OF PURPOSE

Empowering Healthcare Excellence through Innovation and Strategic Collaborations

At Dow Diagnostic Reference & Research Laboratory, we envision a future where lab service is not only accessible but reaches excellence in terms of service & results. Our aim is to strengthen our position as a leader in the healthcare sector in Pakistan, by focusing on strategic initiatives that encompass quality, accessibility, and technological advancements and with our vision centered on catalyzing commercial success through innovative strategies and collaborative partnerships.

SECTION III: ASPIRATIONAL INSTITUTIONS

Regional: Aga Khan University Hospital, Pakistan

The institution was chosen for their commitment to quality, research, and patient care, serving as benchmarks for DDRRL's aspirations.

SECTION IV: STRATEGIC GOALS

Goal 01: Leverage brand image to build strong business relationships for expansion

Objective 1: Expand DDRRL's network of collection centers.

Objective 2: Launch new STAT Labs to support collection centres expansion.

Goal 02: Capitalize on economies of scale and market growth

Objective 1: Establish presence in additional provinces.

Objective 2: Develop partnerships with hospitals and pharmacies.

Goal 03: Strengthen competitive position through new services and quality

Objective 1: Develop integrated "One-Stop-Shop" services (Lab & Radiology).

Objective 2: Improve customer experience through streamlined processes.

Goal 04: Strengthen Brand Reputation and Combat Commission Practices

Objective 1: Implement public awareness campaigns on accredited labs.

Goal 05: Enhance quality human resource development and retention

Objective 1: Provide training and skills development opportunities.

Objective 2: Develop strategic HR policies to retain quality human resource.

OBJECTIVES, OKRs & KPIs

Strategic Goal 1: Leverage Brand Image to Build Strong Business Relationships for Expansion							
OKR (Objective and Key Results)							
Objective 1: Expand DDRRL's Network of Collection Centers							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Expand DDRRL's Network of Collection Centers	KR1.1: Conduct market analysis to identify target cities within six months.	KPI 1.1 Number of new centers established.	Track the establishment and operation of new centers.	15 new centers established in three years with a 10% increase in patient volume annually	Marketing & Business Development Team, DDRRL	* 1 Property liaison officer * 2x1300 CC cars for travelling within and outside Karachi. * 3 vehicles for sample collection * 3 Riders for sample collection * 2 drivers * 6 receptionists/phlebotomist for each new location	Six Months
	KR 1.2: Identify areas/location s and secure regulatory approvals within one year.	KPI 1.2 Monitor the launch of new centers and service readiness.			Marketing, Business Development & Operational Team, DDRRL/Rental Committee		1 Year
	KR 1.3: Launch 5 new centers each year over the next three years.	KPI 1.3 Percentage increase in revenue & patient volume from new centers.	Monitor patient volume and revenue from each new center.		Marketing & Business Development Team, DDRRL		3 Years
Objective 2: Launch New STAT Labs to support Collection Centres Expansion							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Launch New STAT Labs to support Collection Centres Expansion	KR 2.1: Conduct Market Analysis to identify locations for STAT Labs	KPI 2.1 The number of new STAT Labs established.	Track the establishment and operation of new STAT Labs.	03 new STAT Labs established, resulting in timely reporting as per market needs.	Marketing & Business Development Team, DDRRL	STAT Lab equipment is required, details will be shared by Medical Directorate	Six Months
	KR 2.2: Identify Locations and secure regulatory approvals	KPI 2.2 Monitor the launch of new labs and service readiness.			Rental Committee		1 Year
	KR 2.3: Launch 3 new STAT Labs over the next three years	KPI 2.3 Time reduced in reporting	Monitor reporting time in comparison to the market needs.		Medical Directorate		3 Years

Strategic Goal 2: Capitalize Economies of Scale and Market Growth

OKR (Objective and Key Results)

Objective 1: Establish Presence in Additional Provinces

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish Presence in Additional Provinces	KR 1.1: Complete feasibility studies in two provinces within one year	KPI 1.1 Completion of feasibility studies	Review feasibility study reports and monitor the progress of approval processes.	Presence in one new province within 02 years.	Marketing & Business Development Team, DDRRL	* 1 x Manager Project (Punjab) * 1 x 1300 cc car for manager project * STAT Lab equipment (to be shared by Medical Directorate)	1 Year
	KR 1.2: Identify suitable locations and secure necessary regulatory approvals within one year.	KPI 1.2 Number of approvals and licenses obtained.			Marketing & Business Development Team, DDRRL/Rental Committee		1 Year
	KR 1.3: Establish operational center and STAT Lab in one new province within 02 years.	KPI 1.3 Time taken to operationalize new center and lab.	Track the timeline of center establishment in the new province.		Marketing & Business Development Team, DDRRL/Medical Directorate		2 Years

Objective 2: Develop Partnerships with Hospitals and Pharmacies

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop Partnerships with Hospitals and Pharmacies	KR 2.1: Identify potential partners within six months.	KPI 2.1 Number of partners identified.	Monitor partnership agreements and revenue from joint services.	10 new collection points established, contributing to a 15% increase in revenue of CPs within three years.	Marketing & Business Development Team, DDRRL	* 1 x Regional Coordinator projects, * 2 receptionists/phlebotomists for each new location with a partner	Six Months
	KR2.2: Negotiate and finalize partnership agreements within one year.	KPI 2.2 Number of partnership agreement executed			Marketing & Business Development Team, DDRRL/Legal Section		1 Year
	KR 2.3: Launch various services in collaboration with partners over the next three years	KPI 2.3 Customer satisfaction with bundled services.	Conduct customer satisfaction surveys.		Marketing & Business Development Team, DDRRL		3 Years

Strategic Goal 3: Strengthen Competitive Position through New Services & Quality

OKR (Objective and Key Results)

Objective 1: Develop Integrated "One-Stop-Shop" Services (Lab & Radiology)

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop Integrated "One-Stop-Shop" Services e.g. (Lab, Radiology, OPD & Physiotherapy)	KR 1.1: Identify potential locations for integrated services within six months.	KPI 1.1 Number of integrated service centers operational.	Track the establishment and operation of integrated centers.	15% increase in revenue from integrated services within three years.	Marketing & Business Development Team, DDRRL	* X-Ray Machine * Ultrasound machine * Physiotherapy Equipment * Consultants for OPDs	Six Months
	KR 1.2: Secure facilities and install necessary equipment within 1 year	KPI 1.2 Customer satisfaction with the new services.	Monitor revenue and customer feedback.		Operational Team DDRRL/Direct or DIR		1 Year
	KR 1.3: Launch 10 new integrated service centers within three years.	KPI 1.3 Revenue generated from integrated services.			Operational Team DDRRL/Direct or DIR		3 Years

Objective 2: Improve Customer Experience through Streamlined Processes

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve Customer Experience through Streamlined Processes	KR 2.1: Implement process improvements and staff training within six months.	KPI 2.1 Staff training completion rate.	Track staff training and process implementation.	85% customer satisfaction rate within one year.	Operational, QC and Admin Team	* Establishment of Customer Services Department * 1 Manager Customer Services * 3 Customer services Personnel * Space for Customer Services Department	Ongoing
	KR 2.2: Conduct a process audit within six months.	KPI 2.2 Number of process improvements implemented.	Monitor process efficiency and customer feedback.		Operational Team DDRRL/QMS (Internal Audit) Team		Ongoing
	KR 2.3: Achieve an 85% customer satisfaction rate within one year.	KPI 2.3 Customer satisfaction rate.			Operational Team DDRRL		Ongoing

Strategic Goal 4: Strengthen Brand Reputation and Combat Commission Practices

OKR (Objective and Key Results)

Objective 1: Implement Public Awareness Campaigns on Accredited Labs

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement Public Awareness Campaigns on Accredited Labs	KR 1.1: Develop a campaign strategy within three months.	KPI 1.1 Number of campaigns launched.	Monitor campaign reach and effectiveness through surveys and feedback.	20% increase in public awareness and engagement with ethical practitioners within one year.	Marketing Team DDRRL	<ul style="list-style-type: none"> * Giveaways for doctors * Doctor engagement events like seminars, etc. * Digital Media campaign (Credit Card for running promotions) * Dedicated social media platforms of DDRRL * 1 Social Media executive * 1 Graphic Designer 	3 Months
	KR 1.2: Launch public awareness campaigns on the importance of accredited labs within six months.	KPI 1.2 Public awareness levels on lab accreditation.			Marketing Team DDRRL		6 Months
	KR 1.3: Engage 100 ethical healthcare practitioners in promotional activities within one year.	KPI 1.3 Number of healthcare practitioners involved.	Track engagement with healthcare practitioners.		Marketing Team DDRRL		1 Year

Strategic Goal 5: Enhance Quality Human Resource Development and Retention

OKR (Objective and Key Results)

Objective 1: Provide Training and Skills Development Opportunities

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Provide Training and Skills Development Opportunities	KR 1.1: Identify key areas for staff development within three months.	KPI 1.1 Skill improvement post-training.	Monitor training participation and staff feedback.	80% staff satisfaction rate and 20% skill improvement within one year.	Regional Coordinator	<ul style="list-style-type: none"> * Training/ Classroom for internal training * External Training Companies * Projectors, Smart Boards etc. 	3 Months
	KR 1.2: Implement training programs within six months.	KPI 1.2 Number of training sessions conducted.			Admin Team DDRRL/ Director HR		6 Months
	KR 1.3: Achieve 80% staff satisfaction rate within one year.	KPI 1.3 Staff satisfaction rate.	Track skill assessments pre-and post-training.		To be nominated by Director Commercial		1 Year

Objective 2: Develop Strategic HR Policies to Retain Quality Human Resource

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop Strategic HR Policies to Retain Quality Human Resource	KR 2.1: Develop long-term contracts and competitive compensation packages	KPI 2.1 Employee retention rate.	Monitor retention rates and staff feedback on the new plan.	20% improvement in staff retention within two years.	Admin Team DDRRL/Director HR	-	3 Months
	KR 2.2: Develop Comprehensive Incentive Plans.	KPI 2.2 Staff satisfaction with the incentive plan.			Admin Team, Accounts Team/Director HR		6 Months
	KR 2.3: Achieve a 20% improvement in staff retention rate within two years.	KPI 2.3 Reduction in turnover rate.	Track turnover rates before and after plan implementation.		Admin Team DDRRL/Director HR		2 Years

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

Achieving DDRRL's strategic goals requires a carefully planned allocation of essential resources across people, facilities, and equipment. By ensuring these assets align with our objectives, we can support service expansion, quality improvement, and operational stability. Below is an outline of our resource planning approach, focusing on annual requirements for each asset category over the next three years. This worksheet will be refined further to detail specific resources as we proceed through implementation.

1. Human Resources: To support network expansion, improve service quality, and enhance customer experience, we will require:
 - Additional Receptionists, Phlebotomists, Coordinators, Administrative Staff, and Field Personnel for collection centers.
 - Specialized staff for new STAT labs and integrated service centers.
 - Training resources to up skill staff for improved customer service, technical accuracy, and operational efficiency.
2. Facilities and Space: For our expanding network of collection centers and STAT labs, we will identify and secure:
 - Suitable locations for new centers and STAT labs in targeted areas.
 - Additional workspace within existing facilities for streamlined operations.
 - Storage space for supplies and equipment, ensuring supply chain stability.
3. Equipment and Technology: To maintain high-quality standards and operational stability, we plan to:
 - Procure advanced equipment and maintain existing assets to support increased testing capacity.
 - Upgrade IT infrastructure to handle expanded operations, data security, and seamless service delivery.
 - Develop contingency stock to prevent disruptions due to supply chain issues.

Each year, we will review and adjust these resource needs based on progress toward strategic goals and any operational insights gathered during implementation. This worksheet will serve as a dynamic guide, ensuring resource readiness for DDRRL's growth and service objectives.

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

Implementing DDRRL's strategic plan will require structured coordination and consistent monitoring to ensure each initiative progresses as planned. To achieve this, DDRRL will establish a comprehensive framework involving dedicated teams, regular reviews, and adaptive strategies. Below are the key steps for effective implementation and monitoring:

1. Establishing an Implementation Workgroup:
 - A specialized work group, consisting of representatives from key departments (e.g., operations, marketing, accounts etc.), will oversee the execution of the strategic plan.
 - This team will be responsible for allocating resources, coordinating across departments, and addressing any emerging challenges.
2. Periodic Review and Progress Reporting:
 - The workgroup will conduct quarterly reviews to assess progress, identify potential delays, and implement corrective actions.
 - An annual performance report will evaluate each strategic objective's progress and recommend any necessary adjustments.
3. Adjusting the Plan as Needed:
 - Flexibility will be built into the plan to accommodate changing circumstances, including adjustments to resources, timelines, or priorities as new insights arise.
 - This adaptive approach will allow DDRRL to remain responsive to internal and external factors that may impact progress.

Through these structured processes, DDRRL will maintain focus on achieving its strategic objectives, ensuring continuous alignment with our vision for growth, quality, and service excellence.

SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Low Price 2. Brand Image 3. Adaptive & Strong Leadership 4. Merit & Transparency 5. Strong business relationships with partners/synergies. 6. Wide network of Centers with quality testing and service delivery. 7. Economies of scale 	<ol style="list-style-type: none"> 1. Availability of quality Human Resource and short staffing. 2. Procurement of Medical Supplies and Equipment (IT & Medical) is not of the best standards and takes too much time. 3. Short-term contracts and compensation are not compatible with the market. 4. Inadequacy of the tendering process and vendor selection, coupled with internal rules and regulations hindering swift decision-making. 5. Empowerment to HoD. 6. Outdated IT infrastructure and lack of support.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Changes in market dynamics and synergies (an opportunity to collaborate with hospitals, pharmacies and other medical associated businesses). 2. Market growth 3. One stop shop i.e. X-Ray, Ultrasound, Pharmacy, Clinics, and Physiotherapy etc. 4. Using our customer center network for other research-oriented projects in health. 5. Expansion of Centers in other provinces. 6. Expansion of STAT Labs 	<ol style="list-style-type: none"> 1. Mushroom growth of unrecognized Labs especially in Interior Sindh. 2. Labs giving commissions to doctors. 3. Government policies on imports of reagents and medical supplies. 4. Hospitals setting up their own Labs (providing reports within 2 hours. 5. Exchange rates 6. Political instability 7. Political involvement in decision making (free test, appointment, hiring etc.)

APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1. Changes in market dynamics and synergies (an opportunity to collaborate with hospitals, pharmacies and other medical associated businesses). 2. Market growth 3. One stop shop i.e. X-Ray, Ultrasound, Pharmacy, Clinics, and Physiotherapy etc. 4. Using our customer center network for other research-oriented projects in health. 5. Expansion of Centers in other provinces. 6. Expansion of STAT Labs 	<ol style="list-style-type: none"> 1. Mushroom growth of unrecognized Labs especially in Interior Sindh. 2. Labs giving commissions to doctors. 3. Government policies on imports of reagents and medical supplies. 4. Hospitals setting up their own Labs (providing reports within 2 hours. 5. Exchange rates 6. Political instability 7. Political involvement in decision making (free test, appointment, hiring etc.)
STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. Low Price 2. Brand Image 3. Adaptive & Strong Leadership 4. Merit & Transparency 5. Strong business relationships with partners/synergies. 6. Wide network of Centers with quality testing and service delivery. 7. Economies of scale 	<ol style="list-style-type: none"> 1. Market Growth Utilization: Leverage strong business relationships and wide network of centers to capitalize on market growth opportunities by fostering collaborations with hospitals, pharmacies and other medical businesses. 2. Expansion into Other Provinces: Utilize strong leadership and strong brand image to expand centers into other provinces where market growth is observed. 3. One Stop Shop Development: Develop the one-stop-shop concept by integrating 	<ol style="list-style-type: none"> 1. Combatting Commission Practices: Utilize strong business relationships and conduct doctor engagement activities to counter the threat posed by labs offering commissions to doctors. 2. Enhanced Brand Protection: Utilize the brand image to mitigate the threat of mushroom growth of unrecognized labs, emphasizing quality and transparency. 3. Adaptation to Political Instability:

	services like X-Ray, Ultrasound, Pharmacy, Clinics, and Physiotherapy, leveraging the wide network of centers.	Leverage adaptive leadership to navigate political instability and involvement in decision-making processes.
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Availability of quality Human Resource and short staffing. 2. Procurement of Medical Supplies and Equipment (IT & Medical) is not of the best standards and takes too much time. 3. Short-term contracts and compensation are not compatible with the market. 4. Inadequacy of the tendering process and vendor selection, coupled with internal rules and regulations hindering swift decision-making. 5. Empowerment to HoD. 6. Outdated IT infrastructure and lack of support. 	<ol style="list-style-type: none"> 1. Quality Human Resource Development: Invest in improving HR quality and staffing levels to effectively capitalize on market growth and expansion opportunities. 2. Procurement Process Enhancement: Streamline the procurement process and upgrade IT infrastructure to better exploit opportunities arising from changes in market dynamics. 3. Tendering Process Improvement: Address weaknesses in the tendering process and vendor selection to facilitate expansion into new provinces and collaboration opportunities. 	<ol style="list-style-type: none"> 1. Addressing Short-term Contracts: Review compensation structures and contract terms to counter the threat of mushroom growth of labs and employee turnover. 2. Strengthening IT Infrastructure: Upgrade outdated IT infrastructure to counteract threats such as government policies on imports and enhance efficiency in procurement. 3. Vendor Selection Improvement: Improve vendor selection processes to mitigate the threat posed by hospitals setting up their own labs, ensuring competitive pricing and quality standards are met.