

Growth, profitability, and market dynamics in Romania's Medical Equipment industry: A financial performance review

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Abstract

The financial performance of a business is one of its key to success, knowing what the numbers say and do in the medical sector is an important step to financial growth and business development. The medical equipment Romanian market is a complex and evolving one, while players like Medtronic, Philips Healthcare, Siemens Healthineers, Roche Diagnostic, Medist and Sofmedica compete. It is important to know their key financials. This paper provides an analysis of the financial performance of key industry players, using main financial indicators, derived from secondary data, such as operating revenue growth, profit margins, return on equity, and solvency ratios. These metrics provide insight into the financial health and competitive positions of the players, offering a comprehensive benchmark for comparison. Romania's medical equipment sector has seen significant growth, with leading companies reporting substantial revenue increases in 2023. This expansion highlights the rising demand for medical equipment, fueled by technological advancements and evolving healthcare needs. Projections for 2024 suggest continued growth across the market, as companies seek to capitalize on the expanding opportunities and address new demands in the sector. The research is highly relevant for healthcare managers, investors, and industry decision-makers. By presenting a broad analysis of the Romanian medical equipment market, this study supports strategic planning, growth optimization, and sustainable development, helping stakeholders adapt to industry demands and leverage opportunities in a dynamic environment.

Keywords: Medical equipment industry, Romanian healthcare market, competitive analysis, investment analysis, financial results.

JEL classification:M31.

Introduction

Romania's medical equipment market has grown as one of the important healthcare segments in Eastern Europe, underpinned by steady growth in healthcare spending and modernization efforts. In 2021, total healthcare expenditure in Romania was about USD 16.7 billion (5.7% of GDP), among the lowest per capita in the EU (U.S. Department of Commerce, 2024). However, spending has been on a rising trajectory – forecast to increase 37.7% from 2024 to 2028, reaching an estimated USD 27.3 billion by 2028 (U.S. Department of Commerce, 2024). Within this, the medical equipment and devices sector has expanded as hospitals and clinics invest in new technologies, analyzing the financial performance of this sector is important for understanding how growth in demand translates into business outcomes (revenues, profitability, and stability) for companies operating in Romania. Such analysis lays light on whether market expansion is sustainable and profitable, informing stakeholders'

strategic decisions.

1. Market Overview and Growth Trends

Romania's healthcare sector has long suffered from chronic underfunding and an aging infrastructure that stops the adoption of modern technologies (National Recovery and Resilience Plan (PNRR): Part II, Section 12: Health, 2021). Many hospitals still operate in buildings designed over half a century ago, which makes the integration of newer devices such as high-end imaging equipment, robotic surgery platforms, and advanced monitoring systems almost impossible. Although certain upgrades have been financed through national programs and European funding projects, the distribution of medical equipment remains uneven, especially pronounced in rural areas. Older facilities also face seismic and fire-protection challenges, further restraining their capacity to host cutting-edge technology. A major policy initiative, as outlined in the NRRP's health-related measures, aims to shift a substantial portion of medical care away from centralized urban hospitals toward preventive and outpatient services (National Recovery and Resilience Plan (PNRR): Part II, Section 12: Health, 2021). Achieving this objective calls for strategic investments in screening and diagnostic tools, such as digital mammograms and telemedicine devices, so that routine care, early detection and prevention can be closer to local communities. There is also an emphasis on consolidating smaller, dispersed hospital structures into more centralized facilities, ensuring that newly procured equipment can be deployed effectively within updated layouts. While these proposals represent a broader commitment to reviving the infrastructure, their success depends on continued financial support from the European Union and the administrative capacity of local and regional authorities.

Regulatory changes and procurement reforms, including performance-based reimbursement and stricter transparency measures, are gradually being introduced to align healthcare spending with actual needs and improve patient outcomes (National Recovery and Resilience Plan (NRRP): Part II, Section 12: Health, 2021). In doing so, state officials seek not only to address Romania's historically high preventable mortality rates but also to create a market more receptive to advanced diagnostics, surgical solutions, and interventional devices. Altogether, the combination of increased funding, infrastructural reorganization, and policy reforms appears poised to accelerate Romania's adoption of modern medical equipment, provided that geographic disparities are managed effectively and the legislative framework continues to support innovation. Romania's public spending on health (EUR 1.663 per capita) ranks the lowest among EU countries, at only half the EU average (European Observatory on Health Systems and Policies, 2023), this limited funding has contributed to systemic challenges, including an aging hospital infrastructure, shortages in key medical equipment, and uneven coverage for essential services. Access to healthcare is characterised by a low ratio of practitioners (3.5 doctors per 1 000 inhabitants compared to an EU average of 4.1), persistent out-of-pocket payments that account for roughly one fifth of total health expenditure, and a hospital-centric service model that leaves primary and outpatient care less utilised than desired (European Observatory on Health Systems and Policies, 2023).

Public health indicators reflect a structural strain, that life expectancy, which briefly improved prior to the pandemic, remains more than five years below the EU average, despite a small rebound after 2021, the pandemic led to a higher number of avoidable deaths, underlining problems with care accessibility and limited responsiveness of the health system (European Observatory on Health Systems and Policies, 2023). Particularly high mortality rates for diseases like ischemic heart disease and stroke highlight the gap between available inpatient capacity and effective service provision, preventive care shows similar weaknesses, with Romania reporting some of the EU's lowest screening rates for breast, cervical, and colorectal cancer (European Observatory on Health Systems and Policies, 2023).

Although the COVID-19 pandemic exacerbated these vulnerabilities, it also prompted a handful of structural reforms, digital health services and teleconsultations expanded, giving more patients, especially those in remote regions, access to diagnoses and follow-ups without traveling to major centers. Investments under the National Recovery and Resilience Plan (PNRR) target infrastructure modernization, outpatient care, and digital health solutions implementation. Success of these reforms is expected to grow Romania's adoption of innovative equipment and better prevention pathways, connecting the current service gaps and ultimately improving health outcomes (European Observatory on Health Systems and Policies, 2023). Per Ciornea & Popescu (2013), Romania's medical sector has historically suffered from underfunding and organizational rigidity, but market liberalization and alignment with EU standards have created new opportunities for private and foreign investment. Marketing principles such as patient segmentation, service personalization, and brand development have gained traction as hospitals and suppliers compete in a more open, patient-centered environment.

	2019	2020	2021
Total Local Production	275.84	274.33	287.15
Total Exports	165	179	168
Total Imports	373	358	427
Imports from the US	13.8	9.71	12.8
Total Market Size	483.84	453,33	455.15
Exchange Rates	1USD = 4.23 RON	1 USD = 4.24 RON	1 USD = 4.16 RON

Fig. 1: Total market size*

Source: U.S. Department of Commerce, 2023

As we can see in the above Fig.1, per U.S. Department of Commerce, in 2021 **Romania imported USD 427 million worth of medical instruments** (calculated as $\text{*Total market size} = (\text{total local production} + \text{imports}) - \text{exports}$ / Units: \$ millions), ranking as the **47th largest importer globally**. Its primary suppliers included Germany (USD 121 million), the Netherlands (USD 74.3 million), China (USD 32 million), Italy (USD 25.1 million), and Austria (USD 20.9 million), while, imports from the United States amounted to USD 12.8 million, representing roughly 3% of Romania's total imports in this category (OEC, 2021).

Furthermore, the market's evolution is reflected in its financial trajectory, **in 2023, the total market size for medical technology in Romania reached approximately USD 1.75 billion** and is **projected to grow to over USD 2.3 billion by 2028**, reflecting compound annual growth in line with both demographic changes and healthcare system modernization (Statista, 2024). This expansion is prominent in areas such as diagnostic imaging, cardiology, and surgical robotics, where both public and private institutions are investing heavily. Romania's healthcare system is undergoing transformation, supported by EU funding and rising domestic healthcare expenditures.

As of 2023, key growth drivers in the medical equipment sector include:

- **Technological advancements:** Hospitals are adopting cutting-edge medical technologies (robotic surgery systems, advanced imaging modalities, AI integrated imaging) to improve care, for instance, Romania now hosts 21 surgical robots (da Vinci systems) supplied by SOFMEDICA (Sofmedica, 2023) and a specialized medical imaging cluster in Iași, "The Nord-Est Regional Innovative Cluster for Structural and

Molecular Imaging (IMAGO-MOL)” which is the only medical imaging cluster in the EU (European Cluster Collaboration Platform, n.d.), showing a commitment to innovation and a growing interest in patient care in Romania.

- **Healthcare investments:** Both public and private healthcare providers have increased capital investments. According to the U.S. Department of Commerce (2024), Romania’s healthcare sector government is leveraging EU funds (over RON 25.7 billion via the National Recovery Plan) to upgrade healthcare infrastructure and purchase modern equipment. Meanwhile, private hospital networks (such as MedLife and Regina Maria) are expanding and investing in state-of-the-art devices to attract patients.
- **Regulatory environment:** Romania’s alignment with EU medical standards and regulations (for example EU Medical Device Regulation) compels providers to replace or update older devices. Although the regulatory framework has faced unpredictability in recent years (U.S. Department of Commerce, 2024), stricter standards ultimately drive procurement of compliant, higher-quality equipment. Evolving reimbursement policies (for example robotic surgery reimbursement program) and increased insurance coverage for new procedures also gradually improve the market for advanced medical devices.
- **Revenue growth:** As a result of these changes, recent data (Orbis, 2024) indicates that Romania’s medical device market grew from roughly USD 1.14 billion in 2016 to USD 1.75 billion in 2023. While COVID-19 caused a temporary downturn in 2020, the market rebounded swiftly. Forecasts point to a sustained 6% CAGR, positioning total revenues at USD 2.34 billion by 2028—slightly higher than Europe’s broader 5% average annual growth (Statista Market Insights, 2024). That said, growth patterns vary across sub-segments. High-volume categories (diagnostic imaging, cardiovascular, orthopedic devices) still dominate, but dental equipment and diabetes care devices have each nearly tripled in revenue since 2016, buoyed by expanding private dental clinics and a rising diabetic population. Diagnostic imaging, though more mature, still posts a respectable 6% annual growth rate. Because Romania heavily relies on imports (with limited local manufacturing capacity), multinational vendors tend to benefit significantly from this upward market trend. This positions Romania as a fast-growing market but still mid-sized in compared to Western Europe.

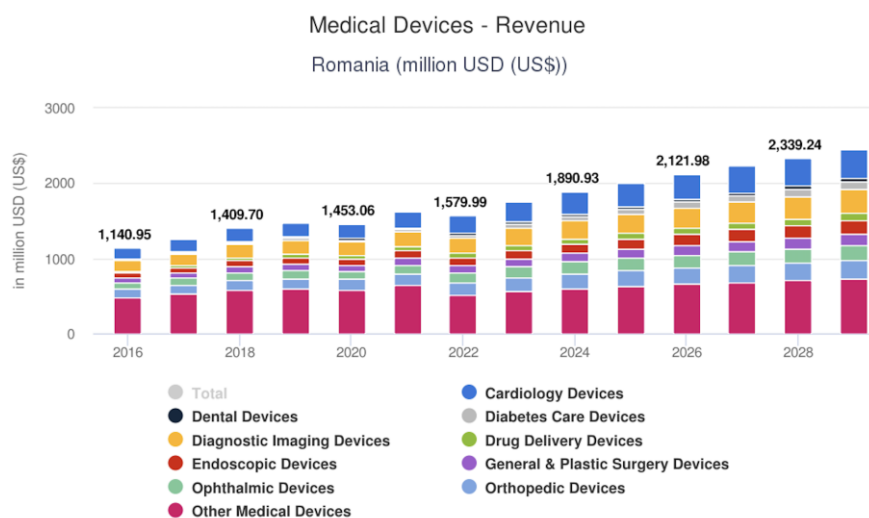


Fig. 2 : Medical devices market revenue in Romania, 2016–2028 (in million USD)

Source: Statista, 2024

Growth has not been uniform across all device segments, high-demand areas like **diagnostic imaging, cardiovascular, and orthopedic devices** form a large share of the

market, but some smaller segments are growing even faster. **Dental equipment** and **diabetes care devices** have seen accelerated growth, each tripling in revenue between 2016 and 2023 (driven by increased dental clinics and a rising diabetic population requiring insulin delivery and monitoring devices). Diagnostic imaging devices – a mature segment – grew about 6% annually in the same period, the trend indicates that while core hospital equipment maintains steady growth, certain niche categories are expanding at double-digit rates. Overall, the outlook is positive: industry analysts expect growth through 2028, supported by rising private healthcare demand and improving economic conditions. One characteristic of Romania’s market is its heavy reliance on imports, with minimal local manufacturing, imported products account for the bulk of medical device sales, meaning global producers will continue to benefit from Romania’s market expansion.

2. Competitive Landscape and Market Dynamics

Romania’s medical equipment market is fragmented and highly competitive, with a mix of multinational corporations and local distributors fighting for market share. Almost all major global medtech companies have operations in Romania (U.S. Department of Commerce, 2024), often through local subsidiaries or distribution partnerships (such as Sofmedica is for Intuitive and FujiFilm). According to Statista Market Insights data, the combined market share of the top five device brands in Romania is only around one-third, with the remainder held by numerous other players. This indicates a competitive landscape with no single dominant firm.

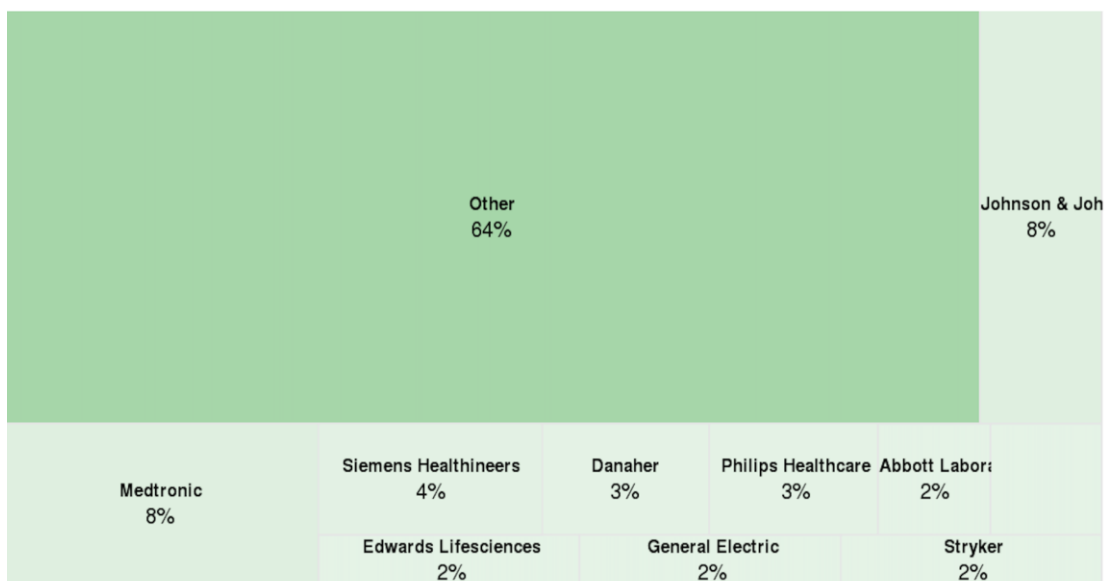


Fig. 3: Market share of leading medical device companies in Romania (2022).

Source: Statista, 2024

In Fig. 3 “Other” players account for ~64%, reflecting a fragmented market. Major multinationals like Medtronic and Johnson & Johnson each hold about 8%, followed by Siemens Healthineers (~4%), Philips (~3%), Danaher (~3%), etc.

The key players on the Romanian market are some global Medtech giants such as Medtronic and Johnson & Johnson are found among the market leaders, each commanding roughly 8% share of Romania’s medical device market by revenue, **Siemens Healthineers** (around 4%) and **Philips Healthcare** (~3%) also have significant presence, mainly through their diagnostic imaging and diagnostic equipment portfolio. Other notable multinationals include **Abbott Laboratories, Boston Scientific, Stryker, Edwards Lifesciences, and GE Healthcare** (through local distributors) – each with an estimated 2–3% share. In addition to manufacturers, **local distributor companies** play a crucial role in market dynamics. **Medist**

Group and **SofMedica** are two Romania-based firms that act as exclusive distributors for many international brands and have built substantial businesses of their own. Medist, for example, is an authorized distributor for GE Healthcare's imaging equipment in Romania (MEDIST Imaging, 2025), it operates under multiple entities (Medist SRL, Medist Imaging & P.O.C. SRL, etc.), which together achieved over **RON 260 million** in revenue in 2023 (approximately EUR 53 million) (Risco.ro, 2024), this gives Medist a sizable share of the imaging and hospital equipment market via the brands it represents. SOFMEDICA, on the other hand, specializes in life-saving, innovative technologies that fight life threatening diseases such as cancer, diabetes and neurodegenerative diseases. SOFMEDICA introduced the first robotic surgery systems in Romania and also distributes other advanced devices in surgery, interventional cardiology, and critical care. Part of a regional group active in six countries (Romanian, Hungary, Croatia, Bulgaria, Greece and Cyprus) SOFMEDICA Romania operations recorded about **€35 million** in turnover in 2022, and the company anticipated 20% growth in 2023 (SOFMEDICA, 2023). This growth underscores SOFMEDICA Romania's successful strategy of focusing on innovative, life-saving equipment (such as the da Vinci surgical robot), creating a niche leadership in that domain.

When thinking about market dynamics, the competition in Romania is characterized by an import dependency and price-sensitive customers especially in the public sector. Multinational companies usually supply devices either through direct subsidiaries (as Medtronic, J&J, Philips, and others do) or via distributors (as GE uses Medist, Intuitive and FujiFilm use SOFMEDICA, etc.). Because the public healthcare system dominates service provision, large tenders and hospital procurement decisions significantly influence market share year to year. Global players benefit from strong product pipelines, but **local distributors leverage relationships and service networks** that can tip the scales in winning contracts. The result is a market where global brands compete closely, and the "Others" category – which includes dozens of smaller specialized companies and distributors – makes up roughly 64% of the market.

Another dynamic factor is the **regulatory and funding environment**, as Romania's unpredictable healthcare policy (frequent changes in reimbursement rules, etc.) can restrain market planning (U.S. Department of Commerce, 2023). Companies have had issues like delayed payments from state hospitals and past tax burdens (claw-back tax in pharma). Despite these challenges, the accessible EU market and Romania's large patient population attract multinationals to stay. Many have established local assembly or service facilities to improve delivery and after-sales support (U.S. Department of Commerce, 2023). Overall, companies that offer reliable support and financing options (split payment options, leasing, servicing, etc.) have an edge, as hospitals value partnerships that go beyond just selling equipment, the competitive landscape is expected to intensify as demand grows – making strategic decision and strong presence on the local market critical for sustainable success in Romania's medical device industry.

3. Financial Performance Analysis

The growth of Romania's medical equipment market has translated into expanding revenues for industry players, though profitability and financial stability vary across companies. For the Financial Analysis, five companies were analysed (Sofmedica, Medist, Medtronic, Roche Romania, Siemens) based on the data found on Orbis database (a Moody's Analytics Company) four key financial indicators were compared for the companies (Operating Income Growth, Profit margin, Return on Equity, Solvency Ratio).

Table 1 Comparative analysis of key financial indicators

Company	Operating Income Growth	Profit Margin (%)	Return on Equity (ROE %)	Solvency Ratio (%)
MEDIST S.R.L.	14.8%	10.46	25.74	57.18
MEDTRONIC ROMANIA	26%	5.16	34.51	28.30
ROCHE ROMANIA	2.7%	4.09	10.45	48.84
SIEMENS HEALTHCARE	61%	19.30	65.89	32.77
SOFMEDICA S.A.	55%	18.04	117.68	27.67

Source: Moody's Analytics, Orbis database, 2024.

Taking into consideration the indicators in Table 1, a comparative analysis has been conducted analysing growth, profitability, return on equity and solvency

- **Growth:** Most leading companies have enjoyed robust revenue growth in recent years. Medtronic Romania's revenue grew by **26%**, reaching approximately **USD 48.9 million** in 2023. SofMedica reported an impressive **55%** growth, reaching **USD 58.5 million**, reflecting its strength in advanced surgical technologies. Medist S.R.L. increased operating revenues by **14.8%**, totaling **USD 21.8 million**, supported by strong distribution networks. Siemens Healthcare led the group with **61%** growth and **USD 95.7 million** in revenue. Roche Romania, with a **2.7%** growth to **USD 270 million**, indicates stable performance in a mature diagnostics segment.
- **Profitability:** Siemens Healthcare and SofMedica demonstrated operational efficiency, reporting **19.3%** and **18.04%** profit margins respectively. Medist maintained a **10.46%** margin, while Medtronic achieved **5.16%** and Roche recorded **4.09%**. These figures show the premium positioning of Siemens and SofMedica and the solid efficiency of Medist.
- **Return on Equity (ROE)** SofMedica reported an outstanding **117.68% ROE**, highlighting efficient capital use. Siemens followed with **65.89%**, Medtronic at **34.51%**, Medist at **25.74%**, and Roche at **10.45%**. This shows SofMedica's ability to generate high returns despite its smaller size.
- **Solvency:** Medist leads with a **57.18%** solvency ratio, followed by Roche (**48.84%**), Siemens (**32.77%**), Medtronic (**28.30%**), and SofMedica (**27.67%**). This indicates that while all firms show adequate financial health, Medist and Roche have stronger long-term financial security.

4. Strategic implications and future outlook

Another challenge is the **regulatory environment**. Unpredictability in healthcare policy or lengthy approval processes for new medical devices can slow market entry for innovations (U.S. Department of Commerce, 2023). Companies will need to engage with regulators and stay agile in compliance to mitigate this.

However, the opportunities likely outweigh the challenges. Romania's healthcare system is still under-equipped in many areas compared to Western Europe, so there is room for growth through **modernization initiatives**. The government's planned investments (with EU support) in healthcare infrastructure, including new hospitals and clinic upgrades, represent a significant opportunity for medical devices suppliers (U.S. Department of Commerce, 2023).

Projects to modernize county hospitals could spur procurement of imaging devices, surgical equipment, ICU monitors, etc., in the coming years, **EU structural funds** and other programs may subsidize the purchase of equipment (such as radiotherapy machines or laboratory systems), directly benefiting suppliers. The private healthcare segment is an opportunity too, private hospital chains in Romania continue to expand in cities and even secondary towns, often targeting an affluent patient base and medical tourism. These private players tend to invest in high-end equipment (MRI machines, surgical robots, etc.) as a differentiation strategy, which bodes well for companies selling premium devices.

Additionally, demographic and epidemiological trends create needs that translate into market opportunities. An aging population will drive demand for orthopedic implants, diagnostic imaging, and patient aids. Rising chronic diseases (e.g., diabetes) necessitate more diagnostics and monitoring devices. The COVID-19 pandemic experience has already led to greater awareness of hospital capacity needs, resulting in opportunities to sell critical care equipment and diagnostic analyzers.

Investment and innovation trends: Looking forward, we expect to see continued investment in innovative technologies. Device manufacturers are likely to introduce more **digital health solutions** – for example, telemedicine equipment, remote patient monitoring devices, and hospital IT systems that complement physical devices. Integration of artificial intelligence in imaging (for diagnostics) and in surgical planning is a trend that may pick up in Romania, as hospitals aim to improve efficiency. Indeed, Romania’s medtech ecosystem has budding innovation centers, such as the medical imaging cluster in Iași which connects IT and medical companies (U.S. Department of Commerce, 2023). This indicates potential for local innovation and start-up activity in medtech, possibly leading to homegrown solutions tailored to local needs (though funding for biotech/medtech start-ups in Romania remains limited) (U.S. Department of Commerce, 2023)

On the corporate side, we might see **mergers and acquisitions** or restructuring as part of strategic moves. If multinational companies decide to establish a direct presence, they may acquire their Romanian distributors (as has happened in other European markets). This could lead to consolidation – for instance, a company like Intuitive Surgical might one day absorb SofMedica’s robotics distribution business to go direct (mirroring deals they made in Western Europe) (MedTech Dive, 2023), similarly, some smaller local distributors might merge to better compete with larger firms. From an innovation standpoint, companies will likely promote products that align with Romania’s healthcare priorities such as prevention of deadly diseases or solutions that improve cost-effectiveness, devices that shorten hospital stays (such as the da vinci robot does) or enable outpatient care will be attractive in the market.

Telehealth and portable devices could see more investment, especially after the pandemic showed the need for remote capabilities, according to a Eurofound survey, the proportion of Europeans who reported having had at least one teleconsultation rose from about 16% in Spring 2020 to 28% by late 2021, largely prompted by the COVID-19 pandemic measures (Eurofound, 2022). Some Member States (like Denmark, Finland, and Estonia) saw teleconsultation rates as high as 40–45% of the adult population by early 2022, compared to under 15% in some Central and Eastern European countries (Eurofound, 2022). A WHO Regional Office for Europe policy brief indicated that nearly 50% of primary care visits in countries such as Sweden and the Netherlands were conducted via phone or video-call at the height of the pandemic, versus fewer than 10% pre-pandemic (WHO Regional Office for Europe, 2021). In lower-income settings or rural areas of Southern Europe, telehealth uptake lagged below 20% due to limited digital infrastructure and reimbursement frameworks.

Another trend is public-private partnerships for large projects – equipment firms might invest in training centers or joint ventures with hospitals (for example, establishing a surgical robotics training academy) to both contribute to healthcare and create an embedded market for

their products. IHS – International Healthcare Systems, a subsidiary of the SOFMEDICA Group, commenced its dialysis services in Romania in 2005. This initiative was the beginning of their public-private partnership (PPP), where privately funded dialysis centers operate under agreements with the National Health Insurance House (CNAS) to provide services to publicly insured patients, over the years, this collaboration has expanded access to dialysis treatments across Romania, particularly benefiting regions previously underserved by state healthcare infrastructure (Ziarul Financiar, 2007).

As visible in Fig. 2 the **future outlook** for Romania's medical equipment industry is largely positive, by 2028 (Statista Market Insights, 2024), the market is not only bigger in size but also likely more sophisticated in its offerings. The entrance of new technologies and consistent demand growth suggest that companies who invest now in understanding local market dynamics and building strong operations will reap rewards. Growth of ~6% CAGR is forecast, meaning the market could add hundreds of millions of dollars in new revenue over the next 5 years (Fitch Solutions, 2024). If companies adopt prudent strategies – focusing on innovation, strategic partnerships, and operational efficiency – they can both grow and improve profitability in tandem. Meanwhile, patients and healthcare providers stand to benefit from greater access to advanced medical technologies, improving healthcare outcomes in Romania.

Conclusion and recommendations

Romania's medical equipment industry is on a promising trajectory, fueled by increased healthcare spending, technological advancements, and supportive government initiatives. The market is projected to grow steadily, with forecasts indicating an annual growth rate of 5.22% from 2025 to 2029, reaching a market volume of \$2.46 billion by 2029 (Statista, 2024)

Despite this positive outlook, the industry faces challenges, including a heavy reliance on imports and the need for substantial infrastructure improvements, addressing these issues through strategic investments will be crucial for sustainable growth.

The financial analysis shows that while revenues for major players have expanded healthily (often over 10% annually), profit margins remain small and the market is highly competitive. Key insights include the fragmented nature of the market, no single company dominates, and the importance of adaptability for companies operating in this environment. Growth has been broad-based across device categories, with particular spikes in areas like dental and diabetes devices, reflecting underlying healthcare trends. At the same time, companies face the task of converting market growth into improved profitability and maintaining financial stability while payment delays and policy uncertainties.

Overall, the industry's outlook is one of optimism, the market will continue to grow and offer opportunities, but capturing these in a sustainable, profitable way will require strategic focus from businesses and supportive policies from authorities.

Recommendations for stakeholders:

Industry players (manufacturers and distributors) should invest in *innovation and training* to differentiate their offerings, companies should continue bringing cutting-edge products to market and back them with education for clinicians – this not only drives adoption but also builds loyalty. Additionally, focusing on *high-growth segments* (e.g., minimally invasive surgery tools, home care devices) as part of portfolio strategy to ride expanding demand niches.

It's also recommended to improve *operational efficiency* – optimizing inventory and supply chain management to avoid tying up capital, and explore shared services for maintenance across multiple hospitals, given the tight margins, any cost savings directly boost profitability. Lastly, consider *financing solutions* for clients: offering leasing or installment

purchase plans can win deals, especially with budget-constrained public hospitals, while also locking in long-term customer relationships.

Healthcare providers and buyers the total cost of ownership should be a key consideration when procuring equipment, it may be beneficial to partner with suppliers on multi-year service agreements and staff training, even if initial costs are slightly higher – this ensures devices are used effectively and stay operational longer, improving return on investment. Public sector buyers are encouraged to take advantage of EU funds and government programs dedicated to equipment upgrades, and to plan procurement in a way that standardizes devices (for easier maintenance and training across facilities). Private providers should continue to innovate in service offerings – for example, investing in unique technologies (like the latest imaging or robotic systems) can attract patients and differentiate their clinics in a competitive market.

Policymakers and investors, the government should strive for a *stable regulatory environment* and timely reimbursement processes to encourage continued investment by device companies, reducing bureaucratic hurdles for device approvals and ensuring hospitals have budgets for maintenance will prolong the lifespan and benefits of purchased equipment. Policymakers could also consider incentives for local production or assembly of medical devices, which could improve supply resilience and create local jobs – though Romania currently relies on imports, building some manufacturing capability (even if via multinational partnerships) could be a long-term strategic win. Investors looking at Romania's medtech sector should note the **solid growth prospects**, opportunities exist not only in distribution of global brands but also in emerging local innovators or service providers (for example, telehealth platform companies or specialized clinics leveraging new devices). Supporting the **medtech startup ecosystem** through incubators or public grants could yield future domestic players in the industry.

Limitations of the study

This study has limitations that should be considered when interpreting the results, firstly, the analysis relies mainly on secondary data from company reports and industry databases, which may contain inconsistencies or incomplete information. In addition, the financial review focuses on a small group of major companies and does not fully capture the diverse and fragmented structure of Romania's medical equipment market.

Furthermore, the study emphasizes financial indicators and does not include qualitative insights from industry stakeholders, such as managers, healthcare providers, or policymakers. This means that some practical challenges and operational perspectives may not be fully reflected.

Finally, the market projections presented are based on current trends and available data, which could change due to new policies, economic developments, or unforeseen events. Future research could address these limitations by including primary data collection, expanding the range of companies analyzed, and exploring different market scenarios.

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