Book: *Health Care Market Strategy, 3rd Edition*

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Are you looking for a book that teaches you, step-by-step, how to develop and execute a successful marketing strategy for healthcare facilities? Well, *Health Care Market Strategy: From Planning to Action* is the book for you. It is a useful resource for anyone who has studied introductory marketing and needs the necessary steps and is ready to put those concepts learned into action. This book has been a standard reference for over ten years. It bridges the gap between marketing theory and implementation by showing you, step-by-step, how to develop and execute successful marketing strategies using appropriate tactics.

The authors state that too often, we value the process of creating strategy while paying little attention to our results. The healthcare industry is very competitive. They also remind us that because of new delivery systems and changing marketplace conditions, marketing strategy has become critical. In the past, we developed master plans, sometimes on the basis of thousands of hours of discussions, committee meetings, retreats, and analyses conducted at the highest levels. Such plans, we are told, were only partially successful because of a gap between strategic analysis and tactical implementation. Hillestad and Berkowitz say such plans fail because 1) they are strategically or tactically weak, 2) the action portion of the plan does not have enough organizational backing, or 3) the organization has made intuitive judgments about the marketplace that are not accurate.

One of the major contributions this book makes to the healthcare industry is in linking strategic thinking to appropriate tactics; the authors call this model, the strategy/action match. Using this model, the reader will have confidence when choosing the tactics to employ in many different situations. You will also become well-versed in the latest practical applications for strategy development, the marketing planning process, challenges of a competitive marketplace, vision, and other critical aspects of healthcare marketing.

This book contains several examples of exactly what a market plan should look like and strategies for evaluating a market plan's success. Most importantly, it provides a logical, step-by-step sequence on how to develop a market plan. The authors note that since publication of their second edition of this book, they have had the opportunity to work many organizations, both large and small. As a result, they believe more than ever that great emphasis needs to be placed on creating an atmosphere or culture that is open to honestly examining where an organization fits within the competitive marketplace. Without an appropriate culture, strategic and tactical marketing will fail. This is discussed in detail in a new chapter on *Strategy Development and the Strategic Mindset* defines what constitutes a sound strategy and how to create an atmosphere within an organization that encourages a strategic mindset. The book fully covers these topics:

- Strategy Development and the Strategic Mind-Set

- Outlining the Marketing Planning Process
- The Challenge of a Competitive Marketplace
- The Vision Thing
- Conducting the Internal/External Assessment
  The Assessment Process
- The Strategy/Action Match
- Determining Marketing Actions
- Integration of the Marketing Plan
- The Approval and Marketing Process
- Consolidation of Key Questions
- Marketing Plan Summary
- Sample Marketing Plan

Finally, this book attempts to clarify relationships; relationships among managers within a health care organization and relationships between each of those managers and marketing; so that conflict can be avoided and teamwork can be established.