10. Managerial Implications

The findings of this study will be helpful to academicians and scholars for better understanding of market orientation and service quality relationship in health care. Practitioners/Managers will be benefited to orient themselves to the best standards and will be capable of improving their quality from their present level. Market orientation and quality of services in health care has become a centre of attention in recent years. The purpose of this study is to investigate the intention that adoption of a market orientation leads to improved service quality in health care (hospital), which has positive impact on marketing and hospital success. I believe that a hospital development including patient satisfaction as its central sight and involving efforts to understand the needs of patients through a market orientation which facilitate the hospital to provide quality services that satisfy the identified patient needs.

Conceptually, one immediate effect of the offering modifications is a hospital’s improved ability to satisfy customers/patients needs effectively by realizing what they want. Better served customers/patients are likely to make repeat purchases and spread out positive word-of-mouth information to potential new customers/patients. Another direct effect of the offering modifications is the increased capability to serve customers/patients efficiently by eliminating or reducing nonessential services by learning what customers/patients do not need. The enhanced effectiveness and efficiency of the service offering can then lead to stronger profits due to higher revenue and lower cost. Consequently, the strength of the market orientation-business performance relationship will depend on how much added effectiveness and efficiency can be accomplished by the market oriented effort. And a direct gauge of the effectiveness for Hospitals is service quality.

Multi Specialty Hospital’s operations managers, wishing to improve the performance of their Hospitals, work to implement a market orientation within their Multi Specialty Hospital. They should work towards developing a Hospital culture where employees focus on customers/Patients and continuously assess and respond to the changing needs of those customers/Patients as suggested, the commitment towards focusing on the needs of the customer or market must come from the top management. The management should
encourage employees to develop a customer focus, assess the customer needs and use that information to provide the highest possible service quality. The maxim of “staying close to the customers” makes very good business sense.

Additionally, effective market orientation with the client can preclude unpleasant situations and prevent the costs associated with services that fail to match the specific needs to the customer, such as the costs involved in last-minute conflicts over requirements or features, post-delivery service or return requests from customers, delayed delivery of services and poor estimation of service delivery related logistics. A Hospital with high market orientation would have an unambiguous comprehension of customer needs. On the other hand, a hospital with poor market orientation would fail to satisfy the customer’s specific needs, even if the product or service is something revolutionary. The customer does not care whether or not a hospital thinks that its service is revolutionary, unless the service actually meets the aspirations of the customer. Unless a customer finds utility or value in the delivered service, the customer would not purchase it. Hence, it is up to the hospital to find out what customers are through effective market orientation and then provide the relevant service in a manner that the customers would be tempted to pay for it.

Hospitals that have customer-specific capabilities benefit from favorable cost and revenue advantages. Hospitals can train the personnel towards better orienting them to customer and market needs, such that ‘new products more closely meet customer desires’ and this would eventually lead to greater sales volume and revenue for the Hospitals. A patient/consumer would be willing to pay higher prices if Multi Specialty Hospital is able to convince the patient/consumer of why the provided service is of the desired quality and is the optimal solution to the patient/consumer’s needs. However, this can be done only when the Multi Specialty Hospital itself is sure of what the patient/consumer wants, which is dependent on effective market orientation that engages in needs assessment and patient/consumer focus.