

Summary

The Dutch government has reacted to the several health-care developments by introducing "market forces". Dutch Home-care institutions are expected to distinct themselves from their competitors to profile themselves. Marketing could play a role in that process. Marketing is currently a new concept in the Dutch government. A quantitative research has shown that the Dutch home-care institutions perform weakly on marketing-orientation. The introduction of new product-market combinations (PMC) is an opportunity for organizations to profile themselves. The most important reason is to keep your current customers. Other considerations are for example the recruitment of new customers, the expansion of the relative market share, the improvement of the turn of the market and staying ahead the competitors. Home care organizations have a specific financial structure and an institutional environment that diverges from regular markets. That makes marketing a lot more complicated. Home-care organizations also feel a social responsibility and therefore they can't just eliminate PMC. This could cause a chunk in the chain or negative consequences for the needs of the 'weak' health-care customers. The financial realisation of new PMC is also more difficult, because of the dependence from mostly the AWBZ, WMO and insurers. Marketing offers a lot of opportunities for home-care organizations. Customers are for example hardly segmented, market investigation is not a structural embedded thing and calculation of expenses are not usual.

In this essay an instrument is being developed for home-care organizations, which they can utilize to estimate the viability of new PMC, before releasing them on the market. This instrument is based on the four perspectives of the Balanced Score Card from Norton & Kaplan (customer, financial, internal, growth & learn). A fifth perspective is also added, which is called 'external powers'. Subsequently this instrument uses five phases: analysis, development, testing, implementation and evaluation & control. Requisition is a further defined starting point.

The results of qualitative research have shown that approaching new markets is in the initial phase and segmentation of customers, in general, is still in the idea phase. The instrument is therefore tested on the basis of an existing product in home-care: 'personalarming'. This instrument has also been proposed to two experts on this matter, which eventually resulted in the "5x5PMC-instrument".

The 5x5PMC-instrument is a guideline for home-care organizations, in which they can estimate their chances and risks of new PMC. That reduces the possibility of big (negative) surprises.