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Abstract
The dramatic changes of the general environment and medical ecology of Taiwan have caused Shi-An Nursing Home to face many challenges. At the beginning of the development of nursing homes, the government's policy changed from neglecting to encouraging the building of nursing homes as the need of such institutions increases with aging of the population. However, the government noticed that nursing homes pose problems such as high prime cost and severe social issues. Due to these problems, not only has long-term caring been downgraded into a caring service industry, but the government also promotes "aging at home", day care and community caring, discarding the policy of recognizing and rewarding qualifying nursing homes. Faced with the drastic transition of the policy, the leader of Shi-An Nursing Home will have to propose systematic formulation and implement effective business strategy in order to maintain sustainable operation in the Tainan area among such a great number of long-term caring institutions.
This study employs in-depth interview as main instrument and associates with secondary data collection to identify the external opportunities and threats as well as internal strengths and weaknesses of Shi-An Nursing Home. Thereafter, TOWS matrix analysis is matched with strategic alternatives of Ginter et al. to formulate and obtain attainable business strategies for future development of Shi-An Long –term care groups.
The conclusions drawn in this study are as follows: In such a competitive and dynamic market of Tainan, many nursing homes are urged to maintain their market position by using diversified techniques of marketing. Though the environment is so furious, by developing and executing strategic alternatives logically and sequentially, including tapping new resources and economizing on expense as the short-term goal, advancing with stability as the mid-term goal, and progressing towards a chain of nursing homes of a juridical person as the long-term goal, Shi-An Nursing Home will maximize its strengths and opportunities and minimize the weakness and threats, adapting into the environment.
Finally, through directional strategies, the adaptive strategies, the market entry strategies, the positioning strategies, and the operational strategies, Shi-An Nursing Home will establish unique capability which distinguishes Shi-An from other long-term caring institutions, and communicate its medical specialties in marketing,
contributing to the sustainable development of nursing homes in the local market.
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