Business Strategy Formation in an Integrated Area and Healthcare Delivery Project

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INTRODUCTION

• General Problem Indication
  ▪ Aging population (Beland et al., 2006)
  ▪ Increasing healthcare costs (De Blok et al., 2009)
  ▪ Patronized policy makers (Beukema & Valkenburg, 2007)
  ▪ Supply-driven healthcare delivery (De Blok et al., 2009; Enthoven, 2009)
  ▪ Fragmented healthcare system (Enthoven, 2009)
  ▪ Fragmented area development (de Korte, 2009)
## AGENDA

1. Introduction
2. Problem Situation
3. Theoretical Background
4. Research Design
5. Empirical Analysis
6. Conclusions & Recommendations
PROBLEM SITUATION

Twentse aanpak Verzorgd Wonen (TaVW)

- 5 Organizations
- TPLZ (Transition Program for Long-term Care)
- TaVW goal:
  - Create experiments
  - Forming a Business Strategy
IDEA

Source: Twentse aanpak Verzorgd Wonen, 2011
RESEARCH QUESTION

What are the critical events and barriers during the niche-innovation process towards forming a business strategy for an integrated area and healthcare delivery project?
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Strategic Niche Management

- Niche (Raven, 2005)
  - Protected space in which actors can experiment to test innovative ideas
  - Can stabilize to challenge the existing regime

- Niche-innovations processes (Raven, 2005)
  - Forming a network
  - Vision
  - Expectations
  - Experimenting
  - Learning
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ENGAGED SCHOLARSHIP & ACTION RESEARCH

**Engaged scholarship** (Van de Ven, 2007, p.ix)
- participative research
- perspectives of key stakeholders
- to understand a complex social problem

**Action Research** (Sekaran, 2003)
- Creates knowledge for both, researchers and practitioners
- Engaged scholar actually affects decision making through participation
ACTION RESEARCH

Start participation
- In January 2010
- Introductory talks (without recording)
- Access to documents
- Communicated as a group member

Engagement in the project
- Steering committee
- Consortium team
- Project team
- Experiment 1 & 2
DATA COLLECTION & ANALYSIS

Interviews (14)
  - Semi-structured & open-ended

Workshop (December 2010)
  - Creating a shared vision about the future

Other data
  - Documents, meeting minutes, e-mails etc.
  - Car-pooling and phone talks

Qualitative data analysis (Boeije, 2010)
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KEY BARRIERS OF FORMING A BUSINESS STRATEGY

- Lack of a shared vision
- Lack of managing expectations
- Lack of commitment
Lack of a shared Vision

- The network actors failed to exchange their visions about the future
- Vision was not clear
- Vision was not shared
  - Created a certain level of uncertainty
- Towards the end of 2010
  - Experiments helped to shape a roughly shared vision
Lack of managing Expectations

- Between 2008 & 2010
  - the different roles & responsibilities were clear
- Forming a business strategy for 2011 onwards
  - The expectations about the future collaboration were diverging
  - Different expectations about the roles & responsibilities in the future
- No proper exchange of information
Lack of Commitment

- CEOs
- Regional directors
- Organizational members

- The lack of commitment resulted in the resistance to start a new project
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CONCLUSION

Barriers to Business Strategy Formation are

- The lack of a shared vision
- The failure to manage expectations
- The failure to engage key actors to create commitment
RECOMMENDATIONS

- Future projects
  - Enable a shared vision
  - Manage expectations
  - Engage key stakeholders to create commitment

- Future research
  - Combine strategic niche management and stakeholder engagement

- Limitation
  - Single case
REFERENCES


- Boeije, H. (2010). Analysis in qualitative research. Los Angeles, SAGE.


THE END

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