

## FROM THE EDITOR

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Marketing is a relatively recent phenomenon in the health care industry. It is a misunderstood term, most often used synonymously with public relations, selling, fund raising, or development. However, according to Koetler and Clarke (1987), "marketing consists of meeting peoples' needs in the most efficient and therefore profitable manner." It is the ". . . analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with the target markets for the purpose of achieving organizational objectives." Marketing can be conceptualized as being greater than the sum of its parts. It is a system of operational planning.

Successful marketing begins with an idea that serves as the framework for all marketing efforts. It is an orientation that makes satisfying the customer's needs the integrating organizational principle. While the first impulse of the marketing novice is to design a business (for example, an ADA consulting firm) and then look for customers (for example, small to medium-sized businesses), effective marketing dictates that the process be reversed. One first looks at the market and listens carefully to potential customers and then designs the product to match the needs and desires of these potential customers. The potential customers or market are all potential buyers of a service, product, or idea.

Some of the main benefits of marketing are that it

1. encourages systematic coordination of organizational efforts;
2. leads to better coordination of organizational efforts;
3. causes an organization to sharpen its guiding objectives and policies (it helps to know where you do and do not want to focus your efforts; Branch, 1962);
4. offers a service or product tailored to a target market;
5. improves the product before it is offered.

A number of different marketing philosophies can guide the management of marketing efforts. Some of these philosophies are presented in the articles contained in this issue. Please use the articles as references in your marketing endeavors. Although it does not address marketing directly, the article by Farrell provides a review of predetermined motion-time standards in rehabilitation. The use of predetermined motion-time standards might assist in developing a market niche for a work program in this very competitive area of practice.

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### REFERENCES

- Branch, M. (1962). *A corporate planning process*. New York: American Management Association.
- Koetler, P., Clarke, R. (1987). *Marketing for health care organizations*. Englewood Cliffs, New Jersey: Prentice-Hall.