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September 26, The Strengths and Positioning Strategy of Mayo Clinic The online news article came from the Business Insider and written by Max Niesen. Niesen interviewed Mayo Clinic’s CEO Dr. John Noseworthy about how his organization attained success in the healthcare industry. The elements of strategic management that are found in the article are some of the components of internal analysis (discussed in Chapter 4) and positioning strategy (Chapter 6) and they are related to the subject of the article because it describes why Mayo Clinic is a leading health care brand. For internal analysis, the article shows that Mayo Clinic’s organizational culture and health care value chain are strengths that can be considered as long-term competitive advantages because they are rare, hard to imitate for competitors, and can be sustained. Its organizational culture is rare because of its strategic human resource management hiring and development policies and practices that ensure that the organization hires the right people who fit the values and strategic directions of the company (Niesen). Furthermore, Mayo Clinic has a well-coordinated, science-and-technology-centered, patient-oriented, user-relevant health care value chain that it has refined for more than 100 years that cannot be easily imitated by competitors. In addition, Mayo Clinic has a positioning strategy that merges cost and differentiation leadership. It is focused on reducing costs, but it also differentiates itself by being quality leader through research and development.   
Moreover, the basic meaning of the article is that it shows how difficult it is to become the best in a health care industry where costs are increasingly going up, but Mayo Clinic is succeeding because it has long-term competitive advantages, due to its dedicated, competent employees who have made a system that is not only cost-efficient, but also quality-centered. Mayo Clinic asserts that its success is a product of its systems and human resources. This is how its R&D works: “ Our basic science and physician researchers are completely integrated into the Clinic and they work very closely with the physicians to understand the key questions that are out there, so that their work has real meaning” (Niesen). Its research is based on actual clinical problems. Moreover, Mayo Clinic underlines the value of its human resources to its success. For example, to drive efficiency, it hires and maintains competent engineers to focus on it:   
One of our secrets is weve had a very strong tradition of engineering at Mayo Clinic. We have 100s of engineers that are integrated in many departments, and their science is efficiency. Weve had a quality academy now for over 8 years that trains our staff on systems thinking and on driving out waste. (Niesen).   
Mayo Clinic has a strategic human resource management strategy that boosts its efficiency. It merges systems thinking and human resource management strategies to cut costs, increase revenues, and maintain dedicated experts.   
This article will help me succeed in class because it provides the elements and strategies of successful health care employees and organizations. It shows how important it is to develop competitive advantages that others cannot easily imitate. One strategy is to continue learning and testing learning for its relevance and validity in the workplace. It also inspires me to become a healthcare leader who is concerned of managing both organizational culture and operations. Furthermore, positioning is essential because it directs the organization toward a single market position when thinking about and implementing its strategies.   
Work Cited   
Niesen, Max. “ Mayo Clinic CEO: Heres Why Weve Been the Leading Brand in Medicine for 100 Years.” Business Insider, 23 Feb. 2013. Web. 25 Sept. 2014. .