

Influence of Customer Orientation Posture on Transient Competitive Advantage Adoption among Private Hospitals in Nairobi City County, Kenya

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Abstract

Dynamic changes in business environment have led to switch from pursuit of sustained competitive advantage to transient competitive advantage which enables the firm to adapt swiftly to a fast-changing environment. This study's' purpose was to assess the influence customer orientation, on the adoption of transient competitive advantage by private multi-practice hospitals in Nairobi City County, Kenya. This study was guided by the dynamic capability theory of the firm and McGrath (2013) transient competitive advantage theory. The study adopted a descriptive correlational survey research design. The total target population was 400 hospital administrators from which a sample size of 200 respondents was selected using Stratified random sampling method. To enhance reliability and validity of study instruments, a pilot study was carried out whereby a reliability coefficient of 0.7 was considered acceptable. Analysis of data was done within acceptance margin of error of 0.95. Regression beta coefficients were used to examine influence of the independent variables on the dependent variable among private multi-practice hospitals in Nairobi city County in Kenya. The study found out that that customer orientation had a statistically significant influence on transient competitive advantage ($\beta=0.246(t=.000)$ with model prediction of R square 0.218 significant at $F=.000$) The study concludes that customer orientation strategic postures has a statistically significant influence on transient competitive advantage among private multi-practice hospitals in Nairobi city County in Keny. Thus the study recommends the hospitals' policy reviews to capture these areas for improvement: review policy to revamp customer needs surveys, competition analysis, increase customer responsiveness and after service care. The study findings may be important to the management of private hospitals in Kenya with regard to strategic posturing and adoption of transient competitive advantage and also in effort to ensure continuous improvement of customer service among HealthCare services.

Key words: Transient Competitive advantage, Strategic posture, Customer orientation

Introduction

Unpredictable and competitive environment has placed many firms at risk of losing their competitiveness in the market (Pascucci, Meyer, & Crubellate, 2017). In particular, the health sector is experiencing challenges such as the rise of digital technologies related to how healthcare is delivered, such as telemedicine, changing patient populations, and their needs, higher patient expectations, the development of medical technology, medical staff turnovers, and the presence of many multi-practice hospitals (Pfannstiel, Rasche, 2017; Mahasneh, Alnahdi & Bani-Hani, 2020). As a result, hospitals must find the right strategic posture and processes for improvement of health care services (Chang, Chiao, & Tsai, 2017). The COVID-19 outbreak posed a unique public health threat to most countries around the world, particularly African countries such as Kenya because the government and most health facilities could not quickly respond to COVID-19 cases (Gilbert, Pullano, Pinotti, 2020). To cope with the current unstable environment there is need for the firms to have the proper strategic posture.

McGrath (2013) proposed the idea of transient competitive advantage and a model to explain this concept using six strategies to achieve TCA, which include: removing industry restrictions, adopting new standards and supporting innovation activities, focusing on customer experience and solutions. Further McGraith asserts that organizations that have mastered turbulent environments have learned to continually free up resources in order to support the development of new ones. Despite the potential of this idea to enable businesses to thrive in the 21st Century, little attention in terms of practice and scholarship has been observed. Thus this study focuses on customer orientation strategic posture and transient competitive advantage Kenya's Private healthcare system.

On the other hand, Igor Ansofs ideas on strategic posturing explain a firm strategy in terms of change from a familiar environment to an unfamiliar world of new technologies, new competitors, new consumer attitudes, new dimensions of social control, and above all, a questioning of the firm's role in society to achieve competitive advantage (Ansoff, 1984; Ansoff, Kipley, Lewis, Helm-Stevens, Ansoff, 2019). Consequently, Firms must respond to highly turbulent environments by preparing for and anticipating all levels of turbulence through proper and viable strategic planning, explicit aggressive strategies, and relevant organizational capabilities to execute. Firms typically adopt specific strategic posture to achieve strategic goals. This study investigated strategic posture variables such as customer orientation and strategic aggressiveness.

Despite the importance of strategic posturing due to turbulent business environment; scanty literature exists on scholarly works focusing on strategic posture and adoption of transient competitive advantage. Nevertheless, there are several scholars who have explored related studies on strategic posture and the adoption of transient competitive advantage from different geographical regions and times. Naamati, (2020) carried a study on strategic management as an adaptation to changes in the ecosystems of public hospitals in Israel. The study established that healthcare organizations in Israel have been undergoing a turbulent environment as a result of

government reforms in the public health services. To cope with this dynamic environment, health facilities have been adopting strategic management, but full benefits are yet to be realized due to various challenges such as inappropriate managerial strategies among others

In the United States of America, Akbar, Robert, Larry, Ferhat, Maziar, Anthony, and Neeraj, (2019) carried a study on the effect of environmental instability on the hospital strategy-financial performance relationship. The study established that the health care environment in America has been experiencing rapid changes like registration of new regulations acts, change in consumer expectations, and the emergence of new technologies and new sources of competition.

At regional level, there's not a lot of research done on temporary competitive advantage, especially in Africa. A lot of studies seem to focus on some hidden factors, like Naatu's 2016 study on brand building for competitive edge in Ghana's adornments trade. The findings showed that the most important aggressive marketing strategies companies use to gain a competitive edge are innovation, internal branding, brand positioning, and customer introduction. Bosch & Rossouw' (2021) studied how a motorcycle manufacturer got ahead in South Africa in the 4th industrial era. It was proposed that to stay ahead of the competition, there is need to keep up with the changing customer needs and expectations. A relative case study was done in Uganda where product innovation and pricing had a big impact on competitive edge.

In Kenya, Mutua (2020) studied the use of customer service to gain a competitive advantage at Gertrude's Children's Hospital in Kenya. The findings show that the hospital used a different customer service strategy to stay competitive. Kang'e in 2020, studied the influence of transient advantage on performance; precisely, the role of innovative products, distribution models, market sensing capability and strategic partnerships on performance in private health insurance firms.

Hospitals and other healthcare providers face a multitude of challenges that require them to operate differently in order to remain competitive in an environment characterized by volatility and competition. For instance, in the aftermath of the coronavirus pandemic, hospitals in Kenya faced the challenge of rapidly adapting to the evolving business landscape. It is against this background, that this study assessed the influence of customer orientation strategic posture on adoption of transient competitive advantage.

Statement of the Problem

In the dynamic and competitive environment of the 21st century, Temporary Competitive Advantage has replaced Sustainable Competitive Advantage. Companies that embrace Temporary Competitive Advantage (TCA) have a higher likelihood of surviving than those that do not. According to McGrath (2013), a new strategy must be developed by fostering many TCA's in order to enable businesses to adjust rapidly to the changing business landscape. A United Nations report has revealed that over three and half billion individuals, representing more than half of the world's population, are unable to access essential health services due to out-of-pocket healthcare costs, forcing hundreds of millions of individuals to live on a minimum of \$1.90 per day. The healthcare sector in Kenya is facing a complex and challenging environment due to the emergence of new disease patterns, the use of advanced technologies, market competition, globalization, changing customer habits and needs, inefficiencies, low productivity,

and diverse workforce requirements. Furthermore, globalization has enabled Kenyans to seek medical care from other countries, such as India and South Africa, as well as some European countries. This has resulted in an estimated 10,000 Kenyan patients travelling abroad annually for medical treatment, at a total cost of 10 billion shillings, despite the country providing 90% of the procedures. As a result, healthcare providers in the world and in Kenya must adapt their business practices in order to remain competitive and provide quality service, as demonstrated during the COVID-19 challenge.

Apparently, there has been a dearth of empirical research in this field, both domestically and abroad. Initially, studies focused on the development of the transient competitive advantage (TCA) theory. Hawkins and Fryling (2017) have explored the concept of Temporary Attractiveness (TA) in organizations. The majority of these studies suggest that TA can be highly adaptive and applicable in competitive and unpredictable environments, as the value-generating strategy is constantly evolving and creating new advantages. For example, Pamudiana (2017) conducted a study on the TCA of a telecommunications company in Indonesia, Zhang (2020), and Kaharuddin (2017) examined and quantified the TCA readiness of hotels and fashion industry in Bandung, Indonesia. In South Africa, Botes and Pretorius (2020) examined the TCA and performance of the private health insurance sector in Kenya. In this context, the aim of this study was to bridge the gap between empirical evidence and the contextual issues in Kenya healthcare by examining the customer care strategic posture and how it may affect the adoption of temporary competitive advantages in the highly competitive environment in which Kenya's private multistage hospitals operate.

Objectives of the Study

Study Objective

This study's general objective was to establish the influence of customer orientation on adoption of transient competitive advantage by private multi-practice hospitals in Nairobi City County, Kenya.

Literature Review

Theoretical Literature

This study explored theories of strategic posture and transient competitive advantage. The theories used include: Dynamic Capabilities Theory to expound on the strategic aggressiveness and customer orientation capabilities, Resource Advantage Theory to elucidate the technology resource endowment variable, and Transient Competitive Advantage Theory (TCA) to guide on Transient competitive advantage adoption which is the study's dependent variable.

Dynamic Capabilities Theory

The dynamic capability theory is based on Schumpeter's advancement theory, which says that a company's competitive edge is created by taking existing assets and turning them into the highest working capabilities in the organization. These capabilities let companies think about changing customer needs and the business conditions that drive innovation, and then rearrange

resources and the things they do. The notion that a firm's acquisition of valuable, rare, inimitable, and non-substitutable (VRIN) resources is a source of long-term competitive advantage (Teece, Pisano, & Shuen, 1997) is extended by dynamic capabilities theory: More specifically, DC theory depicts path-dependent forms that allow firms to adapt to rapidly changing situations by building, coordinating, and reconfiguring their asset and capability portfolios (Teece, Pisano & Shuen, 1997). Thus this theory explains customer orientation as dynamic capabilities that organizations can adopt.

Transient Competitive Advantage Theory (TCA)

McGrath (2013) argues that the highly competitive environment has rendered the majority of traditional strategic perspectives obsolete. To achieve alignment, adaptive organizations must analyze their environment (consumers, rivals, and technology) and their internal organizational capabilities associated with innovation (Garg et al., 2003). In times of rapid change in customer groups and preferences, businesses must adjust their products and services to create a new competitive environment (Hamel et al., 1994). This is why continuous research into markets and customers is essential; and being the first to market with a new product or service is highly valued.

Empirical Literature

Various studies have attempted to test the concept of strategic posture and either transient competitive advantage or with other antecedent factors, this section briefly explores these empirical studies

Influence of Customer Orientation on the Use of Transient Competitive Advantage

Choi and Shepherd (2004) studied entrepreneurs' decisions to take advantage of opportunities in the United States. The study used quasi-experimental research design. Thirty-seven business incubators were chosen at random from a list of incubator members in the United States, and two sixty-seven entrepreneurs were contacted by phone or emailed letters-respondents were CEOs or presidents of their companies. According to the study, entrepreneurs are more likely to capitalize on opportunities when they have a better understanding of customer demand for new products, technologies are fully developed.

Al-Azzam (2015) researched on the role of customer relationship strategies in attaining competitive edge at Jordan's Princess Rahma Hospital. Analytical and descriptive research designs were adopted in the study. Information was collected from 164 Princess Rahma Hospital staff through a questionnaire. The study findings discovered that customer attraction and retention strategies have a statistically significant effect on achieving competitive advantage.

According to Lewis (2011), customer service is all the activities involved in making it easy for customers to reach the right parties within the company and receive quick and satisfactory service, answers and resolutions of problems. In a survey conducted on 100 professionals from Fortune 500 companies, "customer service" was ranked the third highest benefit of BPR at 40 percent (Flynn, 2015). It was similar to "increased profitability" that attained 42 percent. Banks

and financial services firms in the USA also reported that reengineering has led to improvement in customer service (Wood, 2014).

Locally, Nyakerario and Oloko (2014) examined the influence of customer relationship strategies on the savings and credit union performance of public universities in Kenya. Customer acquisition and retention strategies were also tested on SACCO's performance in comparison to other organizations. Customer relationship strategies had significant effect on SACO performance.

Conceptual Framework

From the reviewed literature the study variable relationships were hypothesized as demonstrated in the conceptual Figure 1.

Independent variable

Dependent variable

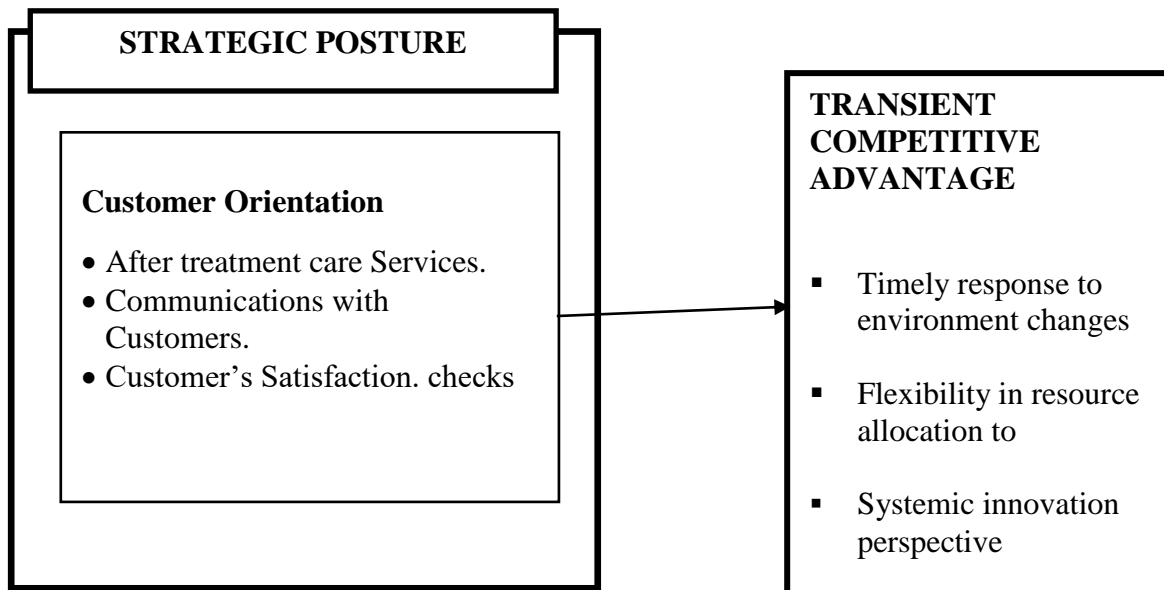


Figure 1. Influence of Customer Orientation Strategic Posture on adoption of Transient Competitive Advantage

Methodology

This study employed a descriptive correlational design, guided by the positivistic research philosophy. The descriptive correlation design as posited by Creswell and Creswell (2018), and Saunders et al. (2016), aided in the testing and explanation of the associations between the customer orientation strategic posture and transient competitive advantage. Additionally, Zikmund (2013) proposed that a correlational design is suitable when the purpose of the study is to determine a correlation between variables. The study's target population consisted of 400 hospital administrators (KMPDC, 2022). Yamane (1967) sample size formula was used to compute a sample size of 200 hospital administrators. The core data for this research was

collected using a questionnaire. The findings were summarized using descriptive statistics such as frequencies, means, and standard deviations, and regression analysis.

Results

Response Rate

The study targeted 200 hospital administrators, however, the research managed to collect data from 176 respondents out of the targeted a total sample of 200. This represent 88% response rate. According to Mugenda and Mugenda (2003), the statistically significant response rate for analysis should be at least 50%. The study's response rate was acceptable since it was above 50%.

Descriptive Analysis of Variable Measures

The dependent and independent variables had data collected in form of five point Likert scales. All the Likert scales were analyzed using means and standard Deviations as demonstrated in this section.

Adoption of Transient Competitive Advantage

On a scale of 1 to 5 where an average score of 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. The respondents averagely rated the following statements testing the Adoption of transient competitive advantage with mean of 3.5 and above; in their hospital, the business plan is easily adapted to adapt to emerging business environmental challenges (Mean=3.7, SD= 1.114), Risk assessment is integrated in business planning (Mean=3.84, SD=0.927), Continuous monitoring and feedback integration is part of their business plan (Mean=3.92, SD=1.129), In their hospital, budgets are evaluated and adjusted to meet current and emerging expenses (Mean=3.64,SD=1.165), Hired employees are encouraged to multitask and accept job redesign (Mean=3.87, SD= 1.126), their hospital's strategic plan incorporates innovation and adaptation to change as part of its strategic objectives (Mean=3.76, SD=0.930), their hospital has embraced a culture of creative teams where ideas are shared (Mean=2.71. SD=1.0430 and the human resource policies adopt creativity and innovation as part of performance appraisal measures (Mean=3.33, SD=0.956). The results are as shown in the Table 1.

Table 1. Adoption of Transient Competitive Advantage

	N	Mean	Std. Deviation
In my hospital, the business plan is easily adapted to adapt to emerging business environmental challenges	176	3.70	1.114
Risk assessment is integrated in business planning	176	3.84	.927
Continuous monitoring and feedback integration is part of the business plan	176	3.92	1.129
In my hospital, budgets are evaluated and adjusted to meet current and emerging expenses	176	3.64	1.165
Our financial plans allow for reallocation of vote heads to accommodate new opportunities	176	3.26	1.237
Hired employees are encouraged to multitask and accept job redesign	176	3.87	1.126
My hospital's strategic plan incorporates innovation and adaptation to change as part of its strategic objectives	176	3.76	.930
My hospital has embraced a culture of creative teams where ideas are shared	176	2.71	1.043
The human resource policies adopt creativity and innovation as part of performance appraisal measures	176	3.33	.959

Customer Orientation

On a scale of 1 to 5 where an average score of 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. The respondents averagely rated the following statements testing the Customer orientation with mean of 3.5 and below; their hospital offers variety counselling services after treatment (Mean=2.99, SD=0.980), in their hospital, clients receive free diet guidance after treatment (Mean=2.71, SD=1.003), their hospital provides medication advice services for discharged patients (Mean=2.38, SD=1.045), their customer care team makes follow-up calls to clients to respond to after service care needs (Mean=2.81,SD=1.062), their hospital sends text messages to customers during festive seasons (Mean=2.73, SD= 1.307), in their hospital, we have social media chats for our loyal customers (Mean=1.71, SD=0.927), their hospital often carries out from all customer satisfaction surveys (Mean=3.85, SD=0.636), their hospital integrates feedback from customers in service improvement programs (Mean=3.22, SD=0.998),and their administrators makes impromptu checks on customers through walk in interviews (Mean=2.31,SD=0.924). The results are as shown in the Table 2:

Table 2. Customer Orientation

	N	Mean	Std. Deviation
Our hospital offers variety counselling services after treatment	176	2.99	.980
In my hospital, clients receive free diet guidance after treatment	176	2.71	1.003
My hospital provides medication advice services for discharged patients	176	2.38	1.045
Our customer care team makes follow-up calls to clients to respond to after service care needs	176	2.81	1.062
Our hospital sends text messages to customers during festive seasons	176	2.73	1.307
In my hospital, we have social media chats for our loyal customers	176	1.71	.927
Our hospital often carries out from all customer satisfaction surveys	176	3.85	.636
Our hospital integrates feedback from customers in service improvement programs	176	3.22	.998
Our administrators makes impromptu checks on customers through walk in interviews	176	2.31	.924

Inferential Analysis

In this section both Pearson's correlation analysis and Linear regression analysis were conducted to ascertain the relationships between study variables as well as how independent variables influence the dependent variable. The results are illustrated in this section.

Correlation Analysis

Correlation test in this analysis is treated as a pretest before regression analysis. In this study, analysis was carried out to determine whether there were significant associations between variables. The Pearson's product-moment correlation coefficient (r) was used to explore relationships between the variables, the direction and their strength. It was important to assess the nature of relationships existing between the variables before carrying out further analysis.

Normally, r ranges between ± 1 . Where $r = +0.7$ and above it indicates a very strong positive relationship; $r = +0.5$ to below 0.7 is a strong positive relationship; $r = 0.3-0.49$ is a moderate positive relationship while $r = 0.29$ and below indicates a weak positive relationship. Where $r = 0$ it indicates that there is no relationship and if less than 0 then a negative correlation between variables exists. The results of correlation analysis are presented in Table 3.

Table 3. Pearson's Correlation Matrix of Independent Variables of the Composite Model

		Y:Transient Competitive advantage Adoption	X₂:Customer Orientation	VIF
Y:Transient Competitive advantage Adoption	Pearson Correlation	1.000		-
	Sig. (2-tailed)			
X₂:Customer Orientation	Sig. (2-tailed)	0		
	Pearson Correlation	.467*	1.000	1.214
	Sig. (2-tailed)	0		

The correlation analysis results indicated that there was a positive and a significant relationship between Transient competitive advantage adoption and customer orientation ($r=0.467$, $p<0.005$). Related studies connote similar results. For instance, Naidoo (2010) and Miles (2006) concur that customer orientation is positively associated with improved organization performance and attainment of competitive advantage.

Generally, correlations between the variables were strong ($r=+0.5$ to below 0.7) and ($r=0.3-0.49$) which is a moderate positive relationship. None of the relationship tests had VIF of more than 10 meaning they were not highly correlated and thus suitable for further analysis using regression.

Regression Analysis

Linear regression analysis was run to test how the independent variables predicted the Dependent variable; as well as to finally test if the independent variables had a statistically significant influence on the dependent variable.

Linear Regression between Customer Orientation and Adoption of Transient Competitive Advantage

The results from the model summary table showed that $R\text{-square}=0.218$ indicating that customer orientation predicts 21.8% of the adoption of transient competitive advantage as shown in the Table 4.

Table 4: Model Summary for Customer Orientation and Transient Competitive Advantage

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 ^a	.218	.216	.36099

a. Predictors: (Constant), Customer orientation

ANOVA Table for Linear Regression between Customer Orientation and Adoption of Transient Competitive Advantage

The ANOVA table results in this study showed that the linear regression model of $Y = \beta_0 + \beta_1 X_1$ is significantly linear at ($F=13.311$, $p=0.00$). In this model Y is the Transient competitive advantage adoption Choice, X_1 is the Customer Orientation, β_0 is a constant, and β_1 is the coefficient of X_1 in the model, this is illustrated in Table 5.

Table 5: ANOVA for Customer Orientation and Transient Competitive Advantage

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.189	1	4.189	13.311	.000 ^b
	Residual	54.760	174	.315		
	Total	58.949	175			

a. Dependent Variable: Transient Competitive Advantage Adoption

b. Predictors: (Constant), Customer orientation

Coefficients for Linear Regression between Customer Orientation and Adoption of Transient Competitive Advantage

The coefficients table 6 indicate that the linear regression model $Y = \beta_0 + \beta_1 X_1$ is $Y=2.200+0.305X_1$. This means that, when other factors are held constant, an improvement in the customer orientation by 1%, improves Transient Competitive Advantage Adoption Choice by 25%. As such, customer orientation has statistically significant influence on transient competitive advantage ($\beta = 0.246$).

Table 6: Coefficients for Customer Orientation and Transient Competitive Advantage

		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	
1	(Constant)	2.200	.233		9.435	.000
	Customer orientation	.305	.084	.246	3.648	.000

a. Dependent Variable: Transient Competitive Advantage Adoption

Agreeably, study findings from Kim (2008) showed that customer orientation has impact on competitive advantage with the positive mediating role of innovation. Simonet, Kamdem, and Nguetack (2012) assessed the effect of customer relationships on improving the commercial performance of Cameroon's Micro Finance Institutions and found out that management of computerized customer relationship and the closeness of social contacts have a positive effect on performance, while satisfaction with previous customer experiences had a negative and significant effect on performance.

In Kenya, studies also point to similar results. Nyakerario and Oloko (2014) elucidated that Customer relationship strategies had significant effect on SACCO performance an aspect critical for attainment of competitive advantage. Further more, Muiruri and Ngugi (2018), in study on the role of customer orientation in the adoption of transient competitive advantage by manufacturing firms in Kenya found statistically significant effect of customer orientation on transient competitive while Muthoni and Ondigo (2021) had consistent findings but in a study of customer orientation and transient competitive advantage in the banking industry in Kenya.

Discussions of Result

Influence of Customer Orientation on Adoption of Transient Competitive Advantage by Private Multi-Practice Hospitals in Nairobi City County, Kenya

In this study, it was found out that customer orientation has a statistically significant influence on transient competitive advantage adoption. Agreeably, study findings from Kim (2008) showed that customer orientation has impact on temporary competitive advantage with the positive mediating role of innovation. Evidence from Al-alak & Tarabieh (2011) study on gaining competitive advantage and organizational performance through customer orientation, innovation differentiation and market differentiation among Malaysian firms pin points that customer orientation and organizational earning are positively associated with competitive advantage adoption.

Furthermore, several studies in Kenya review consistency with this current study finding that customer orientation has statistically significant influence on transient competitive advantage. Muiruri and Ngugi (2018), in study on the role of customer orientation in the adoption of

transient competitive advantage by manufacturing firms in Kenya found statistically significant effect of customer orientation on transient competitive while Muthoni and Ondigo (2021) had similar findings but in a study of customer orientation and transient competitive advantage in the banking industry in Kenya. Ondigo and Okeyo in 2019 concurred with this direction of findings by showing that customer orientation had significant effect in small and medium enterprises in Kenya.

Generally, these studies agree that customer orientation is positively associated with the adoption of transient competitive advantage among firms in Kenya; and that Firms that are customer-oriented tend to be better able to identify and respond to customer needs, which can lead to the development of innovative products or services and effective marketing strategies that create short-term competitive advantage.

Conclusion

The study objective was “to examine the influence of customer orientation on adoption of transient competitive advantage by private multi-practice hospitals in Nairobi City County, Kenya”. According to the study findings, it is concluded that customer orientation ($\beta= 0.246$) had statistically significant influence on transient competitive advantage among private multi-practice hospitals in Nairobi city County in Kenya. Therefore, the study rejects the null hypothesis and upholds the alternative hypothesis that customer orientation has statistically significant influence on transient competitive advantage.

Recommendations

Deductions from the customer orientation descriptive analysis show that the hospitals have averagely done well as far as various customer orientation practices are concerned with mean of 3.5 and slightly below. However, there is room for improvement in all. Glaringly, the respondents did not concur with the fact that the hospitals provide medication advice services for discharged patients (Mean=2.38, SD=1.045), that their customer care team makes follow-up calls to clients to respond to after service care; and their administrators makes impromptu checks on customers through walk in interviews (Mean=2.31, SD=0.924). These are gaps that the hospitals can work to improve on. The test for influence of customer orientation on transient competitive advantage, it shows only 25 % effect of customer orientation on competitive advantage. This study recommends improvement on after visit/ after admission/ after checkup services so that transient competitive advantage may be realized.

Recommendations for further study suggest use of other industry set ups to test the relationships between study variables, as well as use of other statistical methods such as Structural equation modelling to test hypothesis.

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