Blue Ocean strategic planning of acupuncture clinics’ business in Copenhagen-adapt “Jiankang Clinic” as a case study.

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[ The purpose of this paper is trying to adapt the Blue Ocean Strategy to help ”Jiankang Clinic “to create competitive advantages to reach Blue Ocean position in Copenhagen acupuncture business. It is mainly using the Blue Ocean strategic tools and frameworks to analysis the company, industry and the market. Based on the in-depth interviews and questionnaires with the customers and owners of the clinics, concluding the product innovation and promotion improvement are important for the clinic strategic planning.]
Acknowledgements:

We wish to thank various people for their support and contribution to this thesis, whom have been of great assistance in different phases of the writing process.

First and foremost we wish to express our gratitude to our supervisor, Kaare Bjørn Thomsen. Without your academic guidance we cannot make this thesis.

We also want to thank to the president of Chinese acupuncture union in Denmark, Donghui Chen for her professional coaching about the acupuncture industry and market in Copenhagen area.

Finally we wish to thank to owner of Jiankang Clinic, Steen Jensen.
Abstract:

The purpose of this paper is trying to adapt the Blue Ocean Strategy to solve the practical problem. There is fierce competition in Copenhagen Chinese acupuncture business.

This paper focused on analyzing the market situations of the Chinese acupuncture clinics in Copenhagen area, adapting in-depth interviews of the owners, doctors and customers of Jiankang Clinic, combining with a questionnaire through a survey of 200 Danish people.

Meanwhile, choosing three top competitors of Jiankang Clinic for comparison to find out how to create competitive advantages for Jiankang Clinic through the Blue Ocean strategy in order to increase the turnover and develop its business in alternative treatment industry.

The structure of this paper is clear and concise. In order to be unique and establish the competitive advantage of Jiankang Clinic, the authors had done the process underneath:

First of all, describe the Blue Ocean theory, compare the Red Ocean strategy and Blue Ocean strategy. Apply to the acupuncture business in Copenhagen, discover “Jiankang Clinic” is in “Red Ocean” position.

Furthermore, based on a wide range literature review of strategic planning methods comparison, find out Blue Ocean strategic tool is the best way of strategic planning for Jiankang Clinic to achieve Blue Ocean position.

And then adapt PESTEL analysis and Porter Five forces model to illustrate the external environment of Copenhagen Chinese acupuncture business. Choosing three top competitors of Jiankang Clinic and finding out the advantages and disadvantages of Jiankang Clinic.

Finally, this paper adapted Blue Ocean Strategic tools and frameworks for Jiankang Clinic to create uncontested market and establish the competitive advantages.

The study’s findings show that:

In order to create uncontested market and achieve the Blue Ocean position, Jiankang Clinic mainly needs to improve its product and promotion:

**Product development realm:**

Offering accurate diagnosis and increase the effects of treatment via diagnostic technological innovation: learning and adapting Iris Diagnosis into practical treatment process.

Employ good interpreter to improve communication effects between doctors and patients.
Offer free lectures for TCM introduction: For instance, Qigong, Baduanjin and Taichi course. Through this self-health therapy, the patients will get better treatment effects and faster healing.

**Promotion improvement realm:**

Use new media of internet promotion, upload good commercial videos about the clinic to YouTube, and meanwhile publish the links to social Medias-Face book, linked-in and Twitter etc.

Contacting the journalists of TV and newspapers to make some interviews and report articles.

Improve Google click position to gain potential customers.

**Create uncontested market:**

Expand the target group and involve the people who want to predict their health problem to be customers, take care customers’ health both from the diagnosis (Iridology and TCM\(^1\) method) and acupuncture treatment to corporate with the Danish hospital and health system.

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Chapter 1. Introduction:

1.1 Subject:

Acupuncture belongs to alternative treatments in Danish health system.

More and more Danish people start to take Acupuncture treatment to reduce their pain and cure other health problems. (Interview notes of Donghui Chen: Appendix 1.P.60)

There are plenty Chinese acupuncture clinics in Copenhagen. However, few reports and marketing analysis about this industry had been made. One of the authors to this paper had been working in the Chinese acupuncture business for 5 years and would like to adapt the Blue Ocean strategy to make a strategic planning for Jiankang Clinic to establish competitive advantages in this realm.

Therefore, a recent and relevant marketing research had been made underneath.

According to the in-depth interviews and web information of the four top Chinese acupuncture clinics, most of the clinic owners are the Chinese doctors without business education background.

Furthermore, they are busy working with the treatment; do not have time or energy to think about how to make the innovation about their business and how to make marketing campaign to gain more customers.

This is a gap and opportunity for the innovation clinic owners to achieve Blue Ocean position to win the battle and competitions.

1.2 Problem area:

1.2.1 Acupuncture business in Copenhagen is “Red Ocean”:

“Acupuncture is a therapy, which is several thousand years old. It originated in China and from traditional Chinese medicine. It is based on the theory that the body has a number of energy pathways: the so-called meridians. By inserting needles into acupuncture points the acupuncturist can accord the theory restore the balance of the body and thereby prevent and cure diseases.”

According to the in-depth interviews with the president of Chinese acupuncture association in Denmark Donghui Chen and the owners & doctors of the other four acupuncture clinics (Jiankang Clinic, Hao Clinic, Akupunktur-lægehuset and KAS):

The entry barrier of establishing Chinese acupuncture clinic is low, and there are plenty Chinese acupuncture clinics in Copenhagen. Meanwhile, these entire clinics offer the same treatment methods (For instance, Acupuncture, Massage, Moxibustion, Cupping and Guasha), similar price and locations are close to each other.

Also, most of the Clinics only use their own websites, flyers or business cards to promote themselves. None of them use TV commercial or radio advertisements to promote due to the high expense and the special industry characteristics-tiny business turnover between 30,000dkk to 150,000dkk turnover per month (interview notes with Dr. Sukun Chen).

Therefore all the acupuncture clinics are doing the same thing and offer the same product, according to the red ocean definition, the acupuncture business in Copenhagen can be defined as “Red Ocean”.

1.2.2 Introduction about “Jiankang Acupuncture Clinic”:

Jiankang Acupuncture Clinic is established on November, 2008. It is focused on traditional Chinese medicine treatment such as acupuncture and Chinese massage.

Sukun Chen is the Chinese acupuncture specialist doctor from China; she had been working for 26 years in Chinese Shenyang city hospital for 26 years. She came to Denmark in June 2006, and had been giving acupuncture treatment for Danish patient since then.

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The homepage of Jiankang Clinic:

Jiankang Clinic is located in Amager Island and near the Metro station of “Amagerbro”, Bus 2A, 5A and 350S will reach there. It is easy and convenient to reach and the price of treatment is moderate price in the Copenhagen market.
The location of Jiankang Clinic:

Through the 4 years’ operating the business, Jiankang is one of the most famous and popular acupuncture Clinic in Copenhagen area. (In-depth interview with Steen Jensen and two of the patients in Clinic)

1.2.3 Moving from “Red Ocean” to “Blue Ocean”:

The traditional competition theories claim that in order to offer the customer value, the company should either provide a high cost to give a unique product or sell the appropriate value product at a low price.

Red Ocean strategy is apply to develop the business and sales in the highly competition market, Porter’s Competitive Strategy is the most typical strategy for Red Ocean market situation.

However, Blue Ocean Strategy’s value innovation is simultaneous pursuit of differentiation, creating value for the customers while reducing the cost.

When a company’s strategic action on its own cost structure, this will have a positive impact on the customer’s value creation.

Blue Ocean strategy focuses on making the competition irrelevant by creating uncontested market spaces, instead of trying to beat it. (Kim and Mauborgne, 2005)

In order to achieve Blue Ocean position (create new value and uncontested market), there are many different strategic planning methods: such as Branding, Marketing, revise the Human Resource management style and etc.

However, according to acupuncture business is small and service-based type of business, Blue Ocean strategic tools is the most relevant and practical method to achieve the goal-create Blue Ocean value innovation.

The analysis will be built on the combination of Blue Ocean Strategy’s analytical tools and the latest relevant data collected from the interviews and questionnaires,

The Blue Ocean analytical tools are mainly about:
Strategy Canvas, Four Actions Framework (Eliminate-reduce-raise-create) and three characteristics (Focus, Divergent and Compelling tagline).

Therefore, our research is focusing on the Chinese Acupuncture clinics in Copenhagen market, based on our data collection of the competitors’ strength and through adapting the Blue Ocean strategic tools, draws the recommendations to Jiankang, how can improve its competitive advantages and win the future battles.

1.3 Problem formulation:

How can “Jiankang” acupuncture clinic achieve a Blue Ocean position in Copenhagen market-through a strategic planning?

Sub Questions:

1. What is the competition situation of the Chinese acupuncture clinics in Copenhagen?

2. How can Jiankang clinic achieve Blue Ocean position -through strategic planning?

Chapter2 is the methodology part, describing the research design and data collection method.

In Chapter3, we make short introduction and summarizing the Blue Ocean theory and strategy, meanwhile, compare the Red Ocean strategy and Blue Ocean strategy, and find out the Blue Ocean strategic tools are relevant to adapt as one of the strategic planning method to achieve Blue Ocean position.

Chapter4 is focusing on choosing the relevant strategic planning models for Jiankang Clinic to adapt. Through the comparison of different strategic planning methods, noted that Blue Ocean strategic tools are the most suitable method for Jiankang clinic to apply to.

In Chapter5, both of the two sub questions of the problem formulation had been answered.

We first analyzed the environment of Copenhagen acupuncture business through PESTEL analysis and Porter Five Forces. And then, adopt Blue Ocean strategic tools to analyze how Jiankang Clinic can create the Blue Ocean value innovation in Copenhagen market through strategic planning.

Chapter6 is the main conclusion.
1.4 Delimitation:

In order to make more specific research and analysis, there are several important issues need to be limited underneath:

- Only focus on the Chinese doctors’ acupuncture clinics, not the Danish acupuncturists’ clinics.

In Denmark, the private acupuncture clinic is not only running and operating by Chinese people in Denmark, there are also some Danish people who had studied acupuncture locally or from China. However, they are not good experienced and compatible to the Chinese doctors, therefore in this paper we only focus on the Chinese doctors who open and work in the acupuncture clinics.

- Blue Ocean strategy is a broad topic and includes many aspects; here the analysis is only focus on adapting Blue Ocean strategic tools to create the new value innovation.

Blue Ocean strategy contains two main parts: the six principles and strategic tools. Six principle is relevant for the big companies to minimizing risks and maximizing opportunities in formulation and executing Blue Ocean creation. However, according to acupuncture business is small and service-based type of business, the limit pages for the thesis, Blue Ocean strategic tools is the most relevant and practical method to achieve the goal-create Blue Ocean value innovation.

- The acupuncture industry is using the average of the four chosen clinics, not cover the whole market clinics.

There are many Chinese acupuncture clinics in Copenhagen. However, the database and information about Chinese acupuncture is less and out of date. For instance, there are different unions about Acupuncture, SAB and RAB, and none of them cover how many Chinese clinics there are in Copenhagen area. Therefore we choose the most competitive four clinics to compare and use their average to present for the industry average level. It might not be the real average for all the clinics, the average level is lifted up by doing this. But it is relevant to show the Blue Ocean canvas value curve’s development for Jiankang Clinic.

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10 The map of Danish acupuncture clinic: http://www.danske-akupunktører.dk/Findakupunkt%C3%B8r/, Accessed by 27th of May, 2013
Chapter 2. Methodology:

The objective of the methodology part is to present and illustrated the relationship between a collection of data and theoretical analysis. This section will elaborate two segmentations: theoretical methodology as well as empirical knowledge. The connection of empirical data and theoretical analysis will explore the purpose of the research.

The relationship of research and data origins a set of theories that we were able to predict how things will be in the ‘real’ world (David De Vaus, 2002). The interactions like this can be called Theory Testing and the reasoning process employed in theory testing research is called deductive reasoning.

The purpose of this part is to examine whether theories fit a small, high-quality service acupuncture clinic, based on the precise spirit of science, critical realism is the best methodology the researchers should choose. As a result, being adhere to critical realism with all quantitative data or qualitative data is the most objective and scientific guidance we need to follow.

2.1 Critical Realism:

The function of critical realism is to illustrate how empirical science should be conducted finally it approaches the growth of knowledge. A book called ‘The Logic of Scientific Discovery’ by Karl Popper in 1959 introduced and clarified the conception and milestone-like significance in scientific method. This book was considered as the notebook of logical positivism.

In short, critical realism is about the theory of empirical science. It concentrates the physic and social knowledge instead of logic or even mathematical knowledge that critical realism normatively orientated.

2.1.1 The Intransitive:

As a matter of ontological way, critical realism can be comprehended as the objects, relationships and characteristics that exist independently of human’s understanding and realization, socially and psychically.

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As we all know that empirical is a part of reality not the whole reality. The thesis only included two area’s empirical knowledge: the empirical domain knowledge and actual domain knowledge. (Jespersen 2007)

These two aspects will be practiced explicitly throughout the thesis and eventually leads us to the conclusion.

2.1.2 The Transitive:

In comparison of the intransive that concentrated on the ontological area, the transitive part is based on the epistemology of critical realism.

Epistemology of critical realism is the study of the theory of knowledge, it mainly focused on the nature of the knowledge, and how we learn knowledge and the conditions of producing knowledge itself.

In the field of critical realism, the purpose of science is to achieve progress in realization through the empirical data. The ultimate objective is to looking out the truth with full dynamics for its uncertainness and absoluteness within the area of critical realism. In another word, the truth can be infinitely close however never can be ensuring the explicit definition of ‘truth’. Epistemology (transitive) also emphasizes that knowledge is always contextual and is changing according to occasions. Consequently, it is never possible to track down so called truth and definite knowledge impossible.

Karl Popper required that self-critical and falsification is two representative and typical qualifications of all scientific pieces.

A theory from Karl Popper illustrates an example of the color of swan. It should not been specified in the positive form: ‘all swans are white’ but in a more negative form: ‘no swan is black’. Falsification here points at the search for black swan results in one finds.

2.2 Choice of Theory:

In the following section, the chosen theories of this thesis will be explained. Meanwhile, the process of how to answer the two sub-questions of the thesis will be described.

In Chapter 3, we applied the “Blue Ocean strategy” theory from Kim W. Chan & Mauborgne Renee (2005).

This book defined the blue ocean strategy and made the comparison between Blue ocean strategy and Red ocean strategy. It assists in explaining why the company chooses this strategic plan instead of others and what the company could benefit from Blue ocean strategy.
In the chapter 4, the project focuses on strategic planning.

Through a wide range of literature review regarding to strategic planning methods. Based on the literature review of strategic planning publications, there are mainly four ways of strategic planning for the companies to walking from the Red Ocean position to the Blue Ocean position: “Modify marketing strategy for value innovation; Increasing Branding Value strategic planning; Improving Human Resource Management strategic planning and Organizational structure and system improvement.” Comparing with the Blue Ocean strategic tools strategic planning methods with the other four, meanwhile apply to the Jiankang Acupuncture Clinic’s business unique features, we conclude that Blue Ocean strategic tools is the most relevant strategic planning methods for Jiankang Clinic to achieve Blue Ocean positions.

2.3 Research design:

2.3.1 The purpose of study:

This paper is trying to find out among the highly competition situation of Chinese acupuncture clinics in Copenhagen area, how to achieve Blue Ocean position through the relevant strategic planning.

Based on our data collection of the competitors’ strength and through adapting the Blue Ocean strategic tools, draws the recommendations to Jiankang, and how can improve its competitive advantages and win the future battles.

2.3.2 Research structure:

In Leadership magazine, spring 1981, “Strategic Planning: Lead your association with a plan for tomorrow” PP.26-29, John N. Bailey created a strategic plan model which is broadly adapted by the academic realm of strategic planning. Based on this article, a good structure of strategic planning should be underneath:

Assessment-Baseline-Components-Down to specifics-Evaluate.

According to Jiankang Acupuncture Clinic’s situation in Copenhagen market, the paper will correspond to answering the following questions.

<table>
<thead>
<tr>
<th>Steps of Strategic Planning</th>
<th>Jiankang Clinic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Where are we?</td>
<td>Red Ocean position:</td>
</tr>
<tr>
<td></td>
<td>Product:</td>
</tr>
<tr>
<td></td>
<td>Offering the same treatment products and services to the customers.</td>
</tr>
<tr>
<td>Promotion:</td>
<td></td>
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<tr>
<td>----------------------------</td>
<td></td>
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<tr>
<td>Adapting the same promotion methods: newspaper ads. Websites, Leaflets and business cards.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Where do we want to be?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Ocean position:</td>
</tr>
<tr>
<td>To be the market leader in Copenhagen Acupuncture industry and create uncontested market and gain competitive advantages.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. How will we do it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comparing many different strategic planning methods, and find out Blue Ocean strategic tools is the best way for Jiankang Clinic to adapt to reach Blue Ocean position. And then analysis the market situation and its main competitors, create the competitive advantages through value innovation(Blue Ocean strategic tools)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. How are we doing?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation: this need time to be proved and can be the future research topics.</td>
</tr>
</tbody>
</table>

First of all, through the interviews with the owners and doctors of acupuncture Clinics in Copenhagen:

“Donghui Chen (the director of NCCM; the president of Chinese acupuncture union in Denmark),

Steen Jensen (the owner of Jiankang Clinic),

Sukun Chen (the acupuncture doctor of Jiankang Clinic),

Xin Jiang (the doctor of Akupunktur-laegehuset),

Dr. Hao (the owner and doctor of Hao Clinic),

Weilin Zhang (the owner and doctor of KAS-Kinesisk Akupunktur og Sundhedscenter)”

And three in-depth interviews with the Danish customers’ of Jiankang Clinic:

“Sahar Pour (the patient of Jiankang Clinic, she is also a acupuncture student in Copenhagen),

Jens Estrup (the patient of Jiankang clinic, he is a internet marketing consultant and the owner of Levlykkeligt),

Lei Yuan (the doctor of Shanghai East hospital, Heart surgery PHD student of Copenhagen University)”
Combine this two valid in-depth interview groups and design the questionnaires for the patients of Jiankang Clinic.

And then hand out the questionnaires for collecting data to support our analysis.

2.4 Data collection methods:

There are many Chinese clinics in Copenhagen, however only a few of reports about the acupuncture business. Therefore it is important to make primary data collection to support the analysis.

This research is built with both qualitative and quantitative data collection.

In the qualitative data collection, the research is based on the in-depth interviews with six Chinese acupuncture owners and doctors in Copenhagen, and three customers of Jiankang clinic.

In the quantitative data collection, the research is based on a questionnaire with 200 samples of patients in Copenhagen.

2.4.1 The Qualitative Interviews:

In-depth interviews list:

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Job and title</th>
<th>Interview method and language</th>
<th>Interview time</th>
<th>Aspects of the Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Donghui Chen</td>
<td>The owner of NCCM, The president of Chinese acupuncture association in Denmark</td>
<td>Telephone call interview. (Chinese)</td>
<td>9th of November 2012, Friday 12.00-12.35</td>
<td>Finding out the marketing situation of acupuncture business in Copenhagen area. Donghui Chen established clinics since 1995 and had been working in this industry until now. She had been managing and operating six private acupuncture clinics since 1995.</td>
</tr>
<tr>
<td>2</td>
<td>Steen Jensen</td>
<td>The owner of Jiankang Clinic, A 70-year old Danish man, focus on Jiankang clinic’s website design and marketing.</td>
<td>Face-to-face interview (English)</td>
<td>12th of November 2012, Monday 15.00-15.45</td>
<td>Finding out Jiankang clinic’s situation, strength and weakness. Meanwhile understanding the Danish way of marketing and perspectives of acupuncture.</td>
</tr>
<tr>
<td>3</td>
<td>Sukun Chen</td>
<td>The acupuncture doctor of Jiankang Clinic</td>
<td>Face-to-face interview (Chinese)</td>
<td>12th of November 2012, Monday</td>
<td>Finding out what does the doctor think about “Jiankang” clinic’s business and what need to improve in the future.</td>
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<table>
<thead>
<tr>
<th></th>
<th>Interviewee</th>
<th>Title of Interview (Language)</th>
<th>Date and Time</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td>Xin Jiang</td>
<td>The doctor of Akupunktur-lægehuset</td>
<td>15th of November 2012, Thursday 16.50-17.10</td>
<td>Searching information about Akupunktur-lægehuset, and get the information about the acupuncture industry in Copenhagen.</td>
</tr>
<tr>
<td>5</td>
<td>Dr. Hao</td>
<td>The owner and doctor of Hao Clinic</td>
<td>31st of January 2012, Thursday 10.00-10.25</td>
<td>Finding out the market situation for Hao Clinic and its business conditions.</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Weilin Zhang</td>
<td>The owner and doctor of KAS (Kinesisk Akupunktur og Sundhedscenter)</td>
<td>31st of January 2012, Thursday 10.00-10.25</td>
<td>Finding out KAS’s business situation and acupuncture industry in Copenhagen.</td>
</tr>
<tr>
<td>7</td>
<td>Sahar Pour</td>
<td>The patient of Jiankang Clinic, she is also an acupuncture student in Copenhagen.</td>
<td>19th of November 2012, Monday 10.10-10.35</td>
<td>Evaluation of Danish hospital and health systems.</td>
</tr>
<tr>
<td>8</td>
<td>Jens Estrup</td>
<td>The patient of Jiankang clinic, he is an internet marketing consultant and the owner of Levlykkeligt.</td>
<td>19th of November 2012, Monday 16.00-16.25</td>
<td>Finding out the “Google click” information.</td>
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<tr>
<td></td>
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<td>Internet marketing in Copenhagen.</td>
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<td>SAB and RAB Danish alternative unions.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Evaluation of Danish hospital and health systems.</td>
</tr>
<tr>
<td>9</td>
<td>Lei Yuan</td>
<td>Doctor of Shanghai East hospital. Heart surgery PHD student of Copenhagen University.</td>
<td>5th of December 2012, Wednesday 10.00-10.20</td>
<td>Evaluation of Danish hospital and health systems compare to the Chinese hospital.</td>
</tr>
</tbody>
</table>

### 2.4.2 The Quantitative Questionnaires:

**Questionnaire 1:** (See Appendix10, P.69)

This questionnaire is designed after interviewing the six owners and doctors of the chosen acupuncture clinics (Donghui Chen, Steen Jensen, Sukun Chen, Xin Jiang, Dr. Hao and Weilin...
Zhang) and three customers of Jiankang Clinic (Sahar Pour, Jens Estrup and Lei Yuan) in Copenhagen. They are professionals who is working both the technique and the business in acupuncture clinic business in Copenhagen, therefore their opinions and ideas are the most valid and relevant sources we can get to support our arguments.

Based on their arguments and ideas, we apply to the Blue Ocean theories and strategic planning process, summing up and comparing their opinions to design the questionnaires regarding to our research questions which we wanted to test and find out through the analysis.

The questionnaire is designed in English, and then we interpreted it into Danish and handed it out. (Most of the customers of Jiankang Clinic are Danish, some of them cannot read in English.)

We collected our 200 samples at Jiankang Clinic reception from their customers who came for treatment during the 6th of January 2013 to 3rd of March 2013.

The questionnaire is include 10 questions, the purpose of each questions and findings are underneath:

Question1:
Purpose: find out whether the customers understand the TCM (Traditional Chinese Medicine) theories and philosophy, if they would like to learn it from the free lectures of Jiankang Clinic.

Results: 85% of them knows nothing or only a little bit. 99% of them would like to join the free courses and work shop.

Question2:
Purpose: find out how they find Jiankang Clinic to have treatment there.

Results: 83% of them were suggested by their family members, colleagues or friends, 6% are from the google click search results.

Question3:
Purpose: find out whether the substitutes of acupuncture industry (Massage, Reflexology etc.) is strong or weak.

Results: The substitutes are not compatible for acupuncture.

Question4:
Purpose: Why patients choose to come and pay to have acupuncture treatments instead of going to the free Danish doctor’s acupuncture. The strength of Chinese doctors’ acupuncture comparing to hospital doctors’ acupuncture.

Results: Danish doctors are short of experience. The Chinese diagnosis and acupuncture treatment is more specific and faster than the Danish hospital.
Question 5:
Purpose: find out the Jiankang Clinic’s unique selling points and competitive advantages.
Results: 92% agree the treatment effects is better, 98% agree the location is easy to reach, 79% agree the price is competitive.

Question 6:
Purpose: find which method is the most reliable way to make the promotion for the clinic.
Results: 100% agree word of mouth, 72% agree the local newspaper and medical magazines interviews and reports, and 53% agree the Google click position.

Question 7:
Purpose: find out the weakness of Jiankang Clinic, which factors do they need to improve.
Results: 95% agree it needs more promotion and advertisements, 89% agree the websites functions needs to be improved more practical and functional and 55% agree the doctors Danish language and communication efficiency should be improved.

Question 8:
Purpose: find out whether the customers would like to join the free course of Taichi, Qigong, Ba duanjin etc.
Results: 93% would like to join the course.

Question 9:
Purpose: the creative method of Jiankang Clinic’s promotion with video editing commercial, uploading to YouTube, post on Facebook, Twitter and linked-in to gain more attention and low cost, whether this will work effectively.
Results: 98% agree this will defintely helps more people to see it and want to try it.

Question 10:
Purpose: Find out if the Jiankang Clinic apply the Iris diagnosis and create the uncontested market-focusing on helping the healthy people to check their health and predict their problems, whether people will come and pay for this.
Results: 92% will join, therefore this uncontested market is relevant for Jiankang’s future campaign.

2.5 Validity and Reliability:
The term “Reliability” and “Validity” are used to make sure the quality of research designs. Reliability emphasizes in that the result can be repeated. It means that if a project is conducted again using the similar operation process, the result will have a similar finding. It is mostly concerned with how the data got collected and how to the data god analyzed. On the other hand, validity is related to whether the project findings are the true picture of what the project is actual presenting\textsuperscript{13} (Yin 2003).

In this project, the empirical finding is based on primary data including the nine in-depth interviews and 200 examples of questionnaires.

Acupuncture business in Copenhagen is small and private business with turnover between 30,000 to 200,000 Danish kroners every month. Therefore less secondary can be found from the news or business data reports. Even the government of Copenhagen they cannot collect the specific data about this business.

However, as we are Chinese students from Roskilde University and we have good relationship with the owners and doctors of the Chinese acupuncture clinics, we did the nine in-depth interviews with them and attempted to get the meaning and content correct through the best way. The interviewees are the owner and doctors working in Copenhagen for many years, besides their knowledge will assist to get out of the true meaning out of the interviews. Therefore the data we adapt is relevant and valid to support our analysis and arguments.

There is no verification of correctly understanding the various questions. We aware those factors will affect the reliability of this project. Moreover, the interviews and questionnaires were designed and conducted by the research questions and theoretical resources. When analyzing the interviews and the analysis, it is important to gain the reliable knowledge out of the dialog.

With the relevant interviews with the professionals’ interviewees, we design the questionnaire carefully to cover the most important issues of our topic. We also interpret the questionnaire into Danish to make it easier for the Danish customers of Jiankang Clinic. In order to minimize the uncertainty and be more accurate, we use two month period and hand out 200 samples.

We did check the language carefully and attempted constantly to check the theoretical finding by going back and forth between the theoretical and empirical data in order to avoid invalidity.

2.6 Analysis Design:

This paper is adapted the Blue Ocean strategic tools and frameworks model, based on the data from the websites, in-depth interviews and questionnaires of the owners, doctors and customers of the

\textsuperscript{13} Yin Robert (2003) Case study research design and methods, Published from Sage Publication N.C.
acupuncture business in Copenhagen area, chosen “Jiankang Clinic” as a case study, analyse how to help it to achieve Blue Ocean position.

The research structure is designed underneath: (see Figure 2)

In order to be unique and establish the competitive advantage of Jiankang Clinic, the authors had done the process underneath:

First of all, describe the Blue Ocean theory, compare the Red Ocean strategy and Blue Ocean strategy. Apply to the acupuncture business in Copenhagen, discover “Jiankang Clinic” is in “Red Ocean” position.

Furthermore, based on a wide range literature review of strategic planning methods comparison, find out Blue Ocean strategic tool is the best way of strategic planning for Jiankang Clinic to achieve Blue Ocean position.

And then adapt PESTEL analysis and Porter Five forces model to illustrate the external environment of Copenhagen Chinese acupuncture business. Choosing three top competitors of Jiankang Clinic and finding out the advantages and disadvantages of Jiankang Clinic.

Finally, this paper adapted Blue Ocean Strategic tools and frameworks for Jiankang Clinic to create uncontested market and establish the competitive advantages.
Figure 2. Research structure of the thesis.
Chapter 3. Blue Ocean position in Copenhagen Acupuncture business:

The chief purpose of Chapter 3 is to present the implication of two business strategies: Red Ocean Strategy and Blue Ocean Strategy.

Furthermore, generate the most adaptive strategy in current marketing environment of Copenhagen Chinese Acupuncture. By virtue of the nature of business is to create as much value as possible, the prime issue here is to figure out what business strategies could be applied in Copenhagen Acupuncture market in order to gain lucrative increase of sales activity.

Strategy\textsuperscript{14}, a plan of action designed to achieve a long-term or overall aim; it can also be reviewed as the art of planning and directing overall military operations and movements in a war or battle.

The specific area of the market should be concerned as the overall direction or ambitious goals that companies are trying to approach, in additional, this specific area has the capacity to provide more eye-catching service to consumers and as a result of it, the company who launch this strategy earned incredible value however its imitations and competitors gains nothing or maybe situated in a disaster, lingering at the edge of vanishing from the market. No one would like to be a member of the failures nevertheless they can’t avoid being it if too many competitors join and share this piece of cake, so there is no better strategies can be more tactical and functional than a strategy contained the value of innovation helped you minimize the possibility of getting eliminating from the strong competition and step and step let the company who play this innovation strategy stand out of the whole industry—Blue Ocean Strategy. Blue Ocean Strategy and Red Ocean Strategy both concentrated on the importance of companies to avoid strong competition.

“Strong competition is that we called red oceans that are bloody due to this strong competitive environment. To avoid in the context of competitive strategy, as all know competitors have so many resource-based view of the firm, that have to implement some limitation for the resources to

decrease simulation and creating sustainable competitive advantages and earnings increase. Of course, over time, it is always possible for other companies to provide a unique resource.” (Burke, Van Stel et al., 2009).

Blue Ocean Strategy, undertaking in the market of diffuse or even unknown competition, is one of the most innovative and promising business strategy around the world since the awareness of standing out of mass competition as well as generating more profits, which is to find either low-cost manufactures or niche-markets to enter in.

Six principles of Blue Ocean Strategy:

Formulation Principles:

- Reconstruct market boundaries
- Focus on the big picture, not the numbers
- Reach beyond existing demand
- Get the strategic sequence right.

Execution Principles:

- Overcome key organizational hurdles
- Build execution into strategy

“Blue Oceans, denote all the industries not in existence today-the unknown market space, untainted by competition. In Blue Oceans, demand is created rather than fought over.” (Kim and Mauborgne 2006)

Blue Ocean itself has sufficient capacity to provide plentiful opportunities and space for companies to keep growth profitably, rapidly.

There are mainly two elements of Blue Ocean need to take note of: value innovation and boundary requirement.

First and foremost, Value innovation created in the region where the company’s actions influence on both its cost structures and value proportions to buyers. On the one hand, Cost Structures, which means cost saving specifically, made by reducing and eliminating factors of an industry, on the other hand, Buyer Value can be boosted in rising & creating elements the industries never served.
What is more, this so–called Value innovation could never merely pointed at the original implication of innovation, it contains the orientation of the whole system of the company to make a huge step for both buyers as well companies themselves.

Secondly, Blue Ocean offered all of companies who applied Blue Ocean Strategy an absolutely merits: No set rules. That is to say, only seldom player are privileged to make structures and regulations in this niche market, in addition, the whole part of profits produced on extra demands will be pretty considerable and merely be separated by very few competitors. So, extra demands are the ones waited to be discovered and the only way to approach them dependent on the pursuit of differentiation and low cost, which will build a relationship with the value innovation.

In conclusion, in this symmetrical pattern, Value Innovation and Boundary are two integral factors being required, no one can be excluded.

Figure 1: Value innovation: the cornerstone of Blue Ocean Strategy (Chang, 2010)

3.1 Red Ocean strategy:

Red Ocean Strategy is also considered as “competitive strategy”, as the most acceptable marketing strategy, lasts the longest time no matter chronologically or spatially.

It referred to space competition of existed market which is the representative of all the industries. The core competition of the Red Ocean Sea is reducing price to enlarge the market share instead of leveling up the quality of the products or services. All the companies suffering from this strategy are fighting for efficiency but increasing the cost of sales or reducing the profit. Compared with Blue Ocean Strategy, Read Ocean Strategy has well-defined boundaries and regulations. Limitations of industries have already become the mindset of managers, in another words, there is no sufficient space for companies to grow, furthermore get more clients and market share. Besides, competition in the market applying this strategy becomes very direct and fierce, even head-to-head. So if any companies would like to get a piece of cake in the market, Red Ocean Strategy definitely will not be a wise decision.

According to Kim and Mauborgne book “Blue Ocean Strategy”, the Red Ocean strategy includes the following principles, Red Ocean Strategy refers to: “

- Compete in existing market space
- Beat the competition
- Exploit existing demand
- Make the value-cost trade off
- Align the whole system of a firm’s activities within its strategic choice of differentiation or low cost”

3.2 Comparison of Blue Ocean Strategy and Red Ocean Strategy:

Red Ocean Strategy was the most universal strategy which being employed until now. ‘In army science, strategy means to face and defense to a competitor which has a specific area and position, so the main current strategies also are based on this definition. The market would consider as a specific area where the firms are trying to achieve more customer to increase their returns and this action has nothing unless one firms would get a high return and other would face in disasters situation that face them to vanish from the market’ (Burke, Van Stel et al., 2009). Red Ocean offered a portrait of the whole business that exists in the known market which share similar value of clear regulation and boundaries. ‘In red ocean firms try to perform the best to achieve much more return for their firms due to this fact that red ocean market is very crowded being lucrative is very
hard, to make story short this competitive environment has made it so bloody and gain profit is very hard for firm to achieve.’ (Parvinen, Aspara et al., 2011).

To preceding the Red Ocean Strategy, three factors occupied crucial roles: price, cost and competition and competition is inevitably the most suitable to expand the customers’ services and products among the rest elements. Mr. Chang, S.C. once said differentiation is a kind of competitive advantages that makes a lot of cost because companies compete with the same practice rules. In comparison of Red Ocean strategy, Blue Ocean Strategy defines an under-discovered market with less competition and limitations; therefore the competitive environment has more potential to get profitable and rich returns for the firms who invested this strategy. What is more, building and applying Blue Ocean Strategy is a dynamic process fulfilled with challenges and opportunities instead of steady ones. Not only could no imitators emulate exactly same strategy as the first mover stem from it so as to the prevent the primary potential crisis of the Red Ocean Strategy, but also provide the special platform for the firm to create the value innovation and dedicate to cut down unnecessary costs during the production is the very reason that Blue Ocean Strategy can succeed.

It has been clarified that Blue Ocean Strategy concentrates on encouraging firms be the first one create a relative new industry as well as competitive environment. Those firms, according to Clef.T. and K. Rennings, can be demonstrated as First Movers in the business and in the theory are those who have settle a business very fast and have brought innovation and extraordinary attributes which rarely have seen in the market, but in practice, it means being first to do. Being the first may take lots of unexpected risks nevertheless the fruit of a successful try will serve firms at least three main benefits while imitators could get nothing – technological leadership, preemption of physical or spatial asset and buyer switching cost.

Seldom can firms earn less lucrative and profitable turnover for the market on the condition that they are being first in a market and establish a strategy of differentiation to let the firm surpass the others. The strategy using here, creating new demand in market to increase its profit, called Blue Ocean Strategy. “Almost in the executive countryside, contends, on the contrary, that companies should not try to become pioneer, but should rather objective the newly created market in the second situation.” (Markides, 2010). First Movers was the ones who are the only market pioneers which can protect long live market share advantage. In contrast, firms who called second mover or late mover typically are those which enter to the market after first mover. They also have advantages like technological development or consumers need, easily achieve the basic achievements of first movers.
Even though the perception of Blue Ocean Strategy generates a new perspective that firms has the capacity to make a redefinition of market, instead of the traditional market-making. Parvinen, P., J. Aspara emphasized the difference between market-making and market-redefinition is that the second movers are those who focused on novel value conception logics despite of the fact that change in customer statistics and also review the first movers’ movement. So, Blue Ocean Strategy therefore introduces a series of conception like: establishment of new business models; creating market space by redefinition and scientific improvement enabling new earnings logics to classical market progress in business strategy.

The brief summary of this comparisons-Blue Ocean vs. Red Ocean Strategy are:

Main value points:

Blue Ocean Strategy:

- Create uncontested market space
- Make the competition irrelevant
- Create and capture new demand
- Break the value-cost trade off
- Align the whole system of a firm’s activities with its strategic choice of differentiation and low cost

Red Ocean Strategy:

- Compete in existing market space
- Beat the competition
- Exploit existing demand
- Make the value-cost trade off
- Align the whole system of a firm’s activities within its strategic choice of differentiation or low cost

Market boundaries:

Red Ocean Strategy:

- Focus on rivals within industry
- Focus on competitive position within in strategic group
- Focus on better serving the buyer group
- Focus on adapting to extend trends as they occur

Blue Ocean Strategy:

- Look across alternative industries.
- Look across strategic group within industry.
• Redefines the industry buyer group.
• Look across to complementary product and service offerings.
• Participate in shaping external trends over time.

3.3 Blue Ocean Strategy’s analytical tools and framework:
Effective Blue Ocean strategy should be about risk minimization, not risk taking.

According to the Blue Ocean strategy book:

“The point where the analytic techniques and the six principles of creating Blue Ocean meet is the point where a company begins to break out of their red ocean and into a Blue Ocean.” (Kim and Mauborgne, 2005)

Blue Ocean Strategy analytical tools:

Blue Ocean Strategy analytical tools are Strategy Canvas, Four Actions Framework (Eliminate-Reduce-Raise-Create) and Three Characteristics.

Firstly, ‘The Strategy Canvas is both a diagnostic and an action framework for building a compelling blue ocean strategy, captures the current state-of-play in the known market space.’ In other words, it’s graphic depiction of a company’s relative performance across its industry’s factors of competition. It allows users to clearly see the factors that industry competes on and where the competition currently invests and push users to reorienting focus from competitors to alternatives and from customers to noncustomers of the industry.

And then, it is the Eliminate-Reduce-Raise-Create Grid. ERRC model mainly forces managers to systematically pursue differentiation and low costs. It scrutinizes every factor their industry competes on, helping managers to discover the range of implicit assumptions they make under awareness in competing. It is easily to interpret by managers at any level so that it creates a high level of engagement throughout the organization.

Finally, the last model, Three Characteristics of a good strategy must be emphasized here. It contains three aspects:
1. Focus:

Every strategy has focus. Here it can be expressed as some certain aspects aimed to overcome or improve, what is more, those aspects have already been your advantages. Raising the significance of them is intended to make them as the most attractive characters of the company.

2. Divergence:

Any successful business has bravery to be different from others. Not a customer will choose a company is extremely similar with same profession. Blue Ocean Strategy hereby give you a lesson: To think the others never thought, to do others never thought. To do the others never did. Spirit of innovation would always lead you stand out from the mass market and make you the first choice of clients.

3. Compelling Tagline:

‘A good tagline must not only deliver a clear message but also advertise an offering truthfully, or else customers will lose trust and interest. In fact, a good way to test the effectiveness and strength of a strategy is to look at whether it contains a strong and authentic tagline.’
Chapter 4. Strategic planning:

The purpose of Strategic Planning is to understand the advantages, output of strategic planning and the key method of the implementation of successful planning.

Usually, firms merely take measures on reacting unexpected challenges while lack preparations and anticipations confronting changes. This vicious cycle—crisis management lost precious opportunities to take an initiative in competitive market. Fortunately, a sensible alternative called strategic planning provides a viable alternative to crisis management.

4.1 Strategic planning theory:

Strategic Planning is a business planning with definite objectives, time scale and end products of implementation and evaluation. (Ahoy 1998) Strategic planning would paint a picture of the future based on current trends of a certain amount of years, influence the forces that will affect the firm. In addition, strategic planning will investigate the indicators of the future business environment which include economic, governmental, technological aspects. Those indicators have capacity to reflect important information of facilities planning and management industry. Through analyzing those stuffs, it could provide manifestos of potential opportunities and threats. It is a must that by through examining the possibilities and formulating strategies to meet the challenges if firms have strong wills to monopoly the market.

“Competitive advantage lies with those who can see an opportunity and adapt fastest to take advantage of it. Those owners and directors who see and go for opportunities become the stronger ones, and that is where good strategic business planning provides it real advantage.” (Richard Gourlay 2011)

Why strategic Planning?

The associate vice president of facilities planning and management of Iowa State University-Chris Ahoy claims:

“The reason why it has been a trend to apply strategic planning is because it offered at least the following compelling usages:

1. Forces a look into the future and gain an opportunity to proactive.
2. Provides better awareness of needs and the facilities related issues and environment.

3. Helps define the overall mission and focuses on the objectives”

### 4.1.1 The literature review of Strategic Planning:

Good Strategic Planning is obligated to make the organization run more effectively and efficiently. It should serve as a rally point for the organization which optimizes the organization’s potential and focuses resources toward common goals, if strategic planning properly developed and used. Once plans developed, it would operate on a regular basis of employee meetings and daily procedures with annual updates intending refresh plans and incorporate new information.

No matter of company size, strategic plan is an invisible chain connects all business activities. It contains five important points stimulating it to successful.

The objective of Strategic Planning is to make sure managers undertake strategic options before the blueprint and budget is preliminary determined. It is supposed that the focus of strategic planning is no longer with organizational structure but the business strategy.

Business Strategy was labeled as business policy, implying characteristics with free, administrative, automatically and intelligent method. In the evolution of strategy initiated at the beginning of 1960s, the title of strategy altering from vague academic interest into a crucial concern for managers stemmed from a series of authoritative thesis. Nowadays, the basic law of strategic planning is widely accepted as the common way to deal with things that strategy which has a right to be mingled and adjusted in accordance with individual business, having to defined products as well as markets. And the profitability and responsibility was strongly related to these individuals’ business strategy.

There are many different opinions of strategic planning, through the literature review of this topic, we list the table underneath:

<table>
<thead>
<tr>
<th>Name</th>
<th>Perspectives and opinions</th>
<th>Publication Year</th>
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<tr>
<td>Kirby</td>
<td>Comprehension of composition of the strategic plan</td>
<td>The Process of Management :</td>
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<tr>
<td>Paul Lawrence &amp; Jay Lorsch</td>
<td>Functional differentiation Differentiation and integration were applied at the same time in complex organizations.</td>
<td>Organization and Environment, copyright 1967 Harvard Business School Classics. Published by McGraw-Hill Companies, The, 1986, reprinted by University of California</td>
</tr>
<tr>
<td>Igor Ansoff</td>
<td>Introduce strategic management into the normal business operation. Synergy.</td>
<td>Corporate Strategy: an analytic approach to business policy for growth and expansion, Published by University of Michigan 1965</td>
</tr>
<tr>
<td>Henry Mintzberg</td>
<td>The introduction and application firstly got a fame based on its scientific prediction while later on it caused big burden for firms. Mintzberg demonstrated the paradox of MBO (Management By Objectives). MBO is an approach, based on the analysis of large data to predicting successful and explicit strategies to survive and win the competition. Even though it was pretty successful in 1960s and 1970s, however with more and more figures to be counted, it become too much burden of companies, Consequently MBO was deemed to be overly complex meanwhile behaving reliance too much on the past to predict data. In Mintzberg’s book, MBO was looking forward to narrow down the objectives, while success seems less easy to identify with the measurement of Synergy.</td>
<td>Rise and Fall of Strategic Planning, copyright of 1994 by Henry Mintzberg The Free Press: A Division of Simon &amp; Schuster Inc. 1230 Avenue of the Americas New York, N.Y. 10020 Printed in the United States of America ISBN 0-02-921605-2</td>
</tr>
<tr>
<td>Michael Porter</td>
<td>He created many relevant models of competitive advantages, for instance: Five-forces analysis determined the profitability of its industry, Creating and sustaining, Generic Strategies’ which can help firms gain competitive advantages, Value chain Model etc. At the very beginning, Porter came out with five-forces analysis in his first publish in 1980, he was trying to ‘to take these basic notions and create a much richer, more complex theory, much closer to the reality of competition’. Five forces, assigned and conceptualized by him, determined the profitability of its industry. In other word, each of them provided enough space to push the margin down so as to enhance the competitive capacity. Then his focus transferred into competitive positioning. The ground space between creating and sustaining company’s performance has been found by Porter therefore he developed ‘Generic Strategies’ which can help firms gain competitive advantages by three ways: Lowest cost, differentiated producer or being focus on product. Next, in order to text an organization’s internal competitiveness, Porter advocated a self-check method: value chain- an analysis looks at every step a business goes through, from raw materials to the eventually end-user. The goal is deliver maximum value for the least possible total cost. According to Porter, Viewing everything a firm does in terms of its overall competitiveness is a very important step to become more competitive. Besides, in order to sustain the merits of a firm, ‘sustainable competitive advantages’ must be got hold. However, it is known that competitive advantage never lasts long due to the uncertain surroundings of the company and other competitors’ emulation and imitation, even steal. Thus strategic innovation which needs constantly small changes supposes to be the settlement.</td>
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<tr>
<td>Richard D'Aveni</td>
<td>self-confirming strategy allocated the importance of dealing with the dynamic environmental problems of market</td>
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<th>Author</th>
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<tr>
<td>Kathryn Rudie Harrigan</td>
<td>Joint Venture will be the key competitive advantages and finally it would replace one-on-one business strategy.</td>
<td>Strategies for Declining Business, by Kathryn Rudie Harrigan, 2nd Edition, Published by Lexington Books, 1980.</td>
<td>0669036412</td>
</tr>
<tr>
<td>Ralph Stacey</td>
<td>‘Incrementalism’—the creation of strategies is based on numbers of observation containing all the possible complex environmental trends</td>
<td>Managing the Unknowable: Strategic Boundaries Between Order and Chaos in organizations. Published by Jossey-Bass, A Wiley company 350 sansome St. San Francisco, CA 94104-1342. Copyright of 1992 by Jon Wiley &amp; Sons, Inc.</td>
<td>1-55542-463-5</td>
</tr>
<tr>
<td>Evan Matthew Dudik</td>
<td>System of dealing with the uncertainty of future environment.</td>
<td>Strategic Renaissance, New Thinking and Innovative Tools to Create Great Corporate</td>
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### 4.1.2 Classification of Strategic planning:

According to the literature review of strategic planning publications above, there are mainly four ways of strategic planning for the companies to establish the competitive advantages—“walking from Red Ocean area to Blue Ocean area”:

1. **Modify marketing strategy for value innovation:**  

2. **Increasing Branding Value strategic planning:**  

3. **Improving Human Resource Management strategic planning:**  

4. **Organizational structure and system improvement:**

Based on the theories of “Blue Ocean Strategy” book, a brand new strategic planning method named “Blue Ocean Strategy Tools and Framework” was introduced for the value creation and cost trade-off, it is much more different from the traditional way of the strategic planning methods.

4.2 Operational theory of strategic planning for Acupuncture business in Copenhagen:
Combining the marketing mix (4Ps) and the eliminate-reduce-raise-create Grid model:

According to the websites data, the price of the acupuncture treatment of Jiankang Clinic is 350dkk, the lowest among its competitors. Meanwhile the place of the clinics will not be changed.

Therefore the ERRC-Grid will be relevant for acting on the product and promotion part.

Product realm:
Offer accurate diagnosis and increase the efficacy of treatment.

Diagnostic technological innovation: learning and adapting Iris Diagnosis into practical treatment process.

Employ good interpreter to improve communication between doctors and patients.

Offer free lectures for TCM introduction: For instance, Qigong, Baduanjin and Taichi Quan course. Through this self-health therapy, the patients will get better treatment effects and faster healing.

Four action framework: ERRC: **Eliminate-Reduce-Raise>Create**

- **Eliminate:**

Which of the factors that the industry takes for granted should be eliminated?

- **Reduce:**

Which factors should be reduced well below the industry standard?

- **Raise:**

Which factors should be raised well above the industry’s standard?

- **Create:**

Which factors should be created that the industry has never offered?

These will be analyzed in Chapter 5.2.2.
Chapter 5. Applying the Blue Ocean and strategic planning theories to Jiankang Acupuncture Clinic’s business:

5.1 The competition situation in Copenhagen acupuncture business:

Acupuncture and other alternative medicine are getting more popular by Danish people. “Almost a third of the hospitals in Denmark apply acupuncture. Every eighth hospital is engaged in an ongoing research project on alternative medicine.” 17 (ViFAB)

Business environment is always considered as external environment and internal environment.

Furthermore, the external environment can be divided into Macro and Micro realm.

“In Denmark acupuncture is used to treat acute and chronic medical conditions and for pain relief and preventive treatment. And both alternative and medical practitioners perform acupuncture. It is also employed at many cancer units, maternal wards and in connection with pregnancy in general.” 18

In recent years, the use of acupuncture has a dramatically increase by the Danish patients. 19

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<th>Table: Developments in the use of commonly used alternative therapies</th>
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<td>Massage, osteopati og andre manipulatoriske terapier</td>
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<td>(Massage, osteopathy and other manipulative therapies)</td>
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<td>Akupunktur (Acupuncture)</td>
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<td>Zoneterapi (Reflexology)</td>
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<td>Healing (Healing)</td>
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5.1.1 PESTEL analysis of Chinese acupuncture business in Copenhagen.

PESTEL framework is basic analysis tool that a company has clear view look at its external environmental- what is going on, it will be able to take advantage and future opportunities for itself.

Political issues:

According to the interview notes with Donghui Chen (Appendix1):

“Danish government and policy also offer great support to the acupuncture industry, furthermore, the Danish people had good image of the TCM (Traditional Chinese Medicine), therefore they have positive attitude towards acupuncture treatments. It is easier to establish an acupuncture clinic in Denmark, due to the policy is not so strict comparing to UK or USA-high education and hard to get licence.”

Economic issues:

Denmark has got a big influence by the financial crisis as the other EU countries. The unemployment rate is still high. Therefore the situation for acupuncture business is not so good. (Interview with Jens Estrup, Appendix8)

Social issues:

Danish culture is open and acceptable, “Danish people like to try different things and compare to the existing things. Such as the acupuncture industry. Many people had never try acupuncture, but they see it from the American movies- such as Kungfu Panda 2 etc, therefore more people dare to try the new way of treatment.” (Interview with Sahar Pour, Appendix 7)

“Danish people is also candor and honest. When they try it and like it, they will tell many friends to come and try. Therefore if you offer good effects and fast treatment, they will bring you more customers through word of mouth.” (Interviews with Sukun Chen, Appendix3)

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*K healing og/eller clairvoyance


“Acupuncture is non-acceptable item by the companies’ rules. Therefore the customers have to pay the fee themselves. The patients who had joined in “Danmark Sygeforsikring” can get 2000kr refund per year.”(Interview with Sahar Pour appendix7)

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Technological issues:

Denmark is considered one of the developed countries in the world. The technical development is updating quite a lot.

Underneath is the trend of internet users’ incensement in Denmark. In the year 2008 it is almost 5 times more than in the year 1998.

Less and less people read ordinary newspapers—although it had been a long tradition for Denmark. The total TV users had also got a huge decline by the changing habits and technology development. People living in Denmark start to read and watch the news on the internet, or even use their mobile smart phones to surf online and chat.

Therefore the promotion methods need to be improved towards this changing.

More and more people consume most of their times on You Tube and Facebook etc.

The figure underneath is the increase rate of Facebook users 2003-2011.

Environmental issues:

The environmental issues is not relevant to influence the acupuncture business.

However, if we “combine the living habits and the natural features, the environment makes more Danish people need to have more acupuncture treatments. The wind in Denmark is really strong, and Danish people like to drink and party a lot. When the young people wearing sexy and get drunk and party in the night and come back home with their bikes, the strong and cold wind might cause problems. When they are young, they did not notice it. When they are like my age-50, they start to have pain and need to come to have acupuncture treatment—I was one of them many years ago.”(Interview with Jens Estrup—Appendix 8)

Legal issues:

In Denmark, it is really easy to open a Chinese acupuncture clinic compare to UK, USA and China. It is a good country for acupuncture business.(Interview with Donghui Chen—Appendix1)

5.1.2 Porters five forces:

The Porter’s Five Forces model is used for analyzing the micro environment of the company. The PESTEL analysis for the acupuncture business market and industry is too general, therefore Porter’s Five Forces will support our analysis to narrow down the perspectives and provide better evidence to know what are the entry barriers and competitions in this auto industry.
The Porter model of competitive Industry structure (Porter’s 5 forces)

During our in-depth interviews with the doctors and owners of the four chosen clinics, we asked them to evaluate the acupuncture industry according to the Porter’s Five Forces model, the scores we recorded in the table underneath:

<table>
<thead>
<tr>
<th>Porter’s Five Forces of acupuncture industry- Copenhagen:</th>
<th>Steen Jensen - Owner of Jiankang Clinic</th>
<th>Dr.Hao- owner and doctor of Hao Klinik</th>
<th>Xin Jiang- doctor of Akupunktur- laegehuset</th>
<th>Weilin Zhang- the owner and doctor of KAS</th>
<th>Estimate rate: (the average of the doctors and owners of the four Clinics)</th>
<th>Level: (81-100 Very High, 61-80, High, 40-60, Medium, 20-39, low, 0-19, Very low.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry rivalry among existing firms</td>
<td>60</td>
<td>70</td>
<td>80</td>
<td>60</td>
<td>67.5</td>
<td>High</td>
</tr>
<tr>
<td>Suppliers bargaining power</td>
<td>50</td>
<td>60</td>
<td>60</td>
<td>50</td>
<td>55</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Based on the numbers, we draw the Figure here:

<table>
<thead>
<tr>
<th></th>
<th>60</th>
<th>70</th>
<th>60</th>
<th>60</th>
<th>62.5</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>buyers bargaining power</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Threat of substitutes</td>
<td>80</td>
<td>80</td>
<td>90</td>
<td>90</td>
<td>85</td>
<td>Very High</td>
</tr>
<tr>
<td>Threat of new entrants</td>
<td>70</td>
<td>80</td>
<td>70</td>
<td>80</td>
<td>75</td>
<td>High</td>
</tr>
</tbody>
</table>

Figure of Porter’s Five Forces model:

**Industry rivalry among existing firms is high. (67.5)**

“There is a real high number of clinics offering acupuncture in Copenhagen area, and also schools offering education in acupuncture is mostly situated here. As some ordinary medical staff (doctors, nurses etc.) also has taken up acupuncture, the competition is very high.” (interviews with Steen Jensen-Appendix2)

“It is definitely strong competition with so many clinics and good Chinese acupuncture doctors.”(Interview with Xin Jiang-Appendix4)

**The bargaining power of buyer’s is high. (62.5)**

“Our customers’ bargaining power is high, they are comparing with many other good acupuncture
clinics, therefore they will not choose you if your clinic does not offer competitive price.” (Interview with Steen Jensen-Appendix2)

The bargaining power of supplier’s is medium. (55)

“There are many suppliers in UK for the Chinese herbal medicine and needles etc. Therefore the suppliers are not dare to give high price to us, otherwise they will lose their customers.” (Interview with Steen Jensen-Appendix2)

The threat of substitutes is very high. (85)

“Reflexology and massage are the most threats to acupuncture. Due to the Danish health system or the company they work can reimburse the cost but not for acupuncture. Therefore some people choose to have reflexology and massage instead of acupuncture.” (Interview with Steen Jensen-Appendix2)

Threat of new entrants is high. (75)

“Danish government and policy offers great support to the acupuncture industry, furthermore, the Danish people had good image of the TCM (Traditional Chinese Medicine), therefore they have positive attitude towards acupuncture treatments. It is easier to establish an acupuncture clinic in Denmark, due to the policy is not so strict comparing to UK or USA-high education and hard to get licence.” (Interview notes with Donghui Chen-Appendix1.)

However, according to the interview notes with Sukun Chen (Appendix 3) and Dr.Hao (Appendix5), the new entrants are continue to come and share the market due to this acupuncture industry is high profit.

5.1.3 Key success factors of Jiankang and its top 3 competitors:

Based on the in-depth interviews with the doctors and owners of the chosen clinics, the questionnaires with 200 customers of Jiankang Clinic and the websites information, the evaluation score of different Key success factors:

A. 100 -perfect
B. 80 -very good
C. 60 -good
D. 40 -ok
E. 20 -poor or bad
<table>
<thead>
<tr>
<th></th>
<th>Jiankang Klinik&lt;sup&gt;23&lt;/sup&gt;</th>
<th>Hao Klinik&lt;sup&gt;24&lt;/sup&gt;</th>
<th>Akupunktur-lægehuset&lt;sup&gt;25&lt;/sup&gt;</th>
<th>KAS&lt;sup&gt;26&lt;/sup&gt;</th>
<th>Industry average Sum all the scores and divided by 4.</th>
<th>Danish doctors-Danish public hospital system and local healthcare systems(sygeskringsbevis)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location convenience</td>
<td>90%</td>
<td>80%</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>Competitive Price</td>
<td>80%</td>
<td>60%</td>
<td>40%</td>
<td>80%</td>
<td>65%</td>
<td>100%</td>
</tr>
<tr>
<td>Websites Functions</td>
<td>60%</td>
<td>80%</td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
<td>20%</td>
</tr>
<tr>
<td>Promotion methods and effects:</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Doctor’s Danish language level and communication efficiency</td>
<td>60%</td>
<td>60%</td>
<td>40%</td>
<td>80%</td>
<td>60%</td>
<td>100%</td>
</tr>
<tr>
<td>Google click position</td>
<td>60%</td>
<td>100%</td>
<td>40%</td>
<td>20%</td>
<td>55%</td>
<td>80%</td>
</tr>
<tr>
<td>Small side effects from the medicine and treatments.</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>40%</td>
</tr>
<tr>
<td>Short waiting time</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>40%</td>
</tr>
<tr>
<td>Quick receive the result</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>40%</td>
</tr>
<tr>
<td>Postoperative recovery</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>


<sup>24</sup> Hao Clinic: [http://www.hao.dk/](http://www.hao.dk/). Accessed by 27th of May, 2013


Comparison of the location about Jiankang Clinic and its top three competitors:

According to the in-depth interviews with Dr. Donghui Chen and Dr. Sukun Chen, (see Appendix 1 and 3) the location of the clinic is very important, because many customers are elder people and handicapped, and it is easier and cheaper to use the public transportation such as Metro and S-trains to reach the clinics. Through the Google map, we can see the location underneath:
5.2 Adapting Blue Ocean strategy analytical tools for Jiankang Clinic:

5.2.1 Strategy Canvas of Jiankang Clinic:

Strategic Canvas is a diagnostic tool for building a compelling Blue Ocean Strategy. It captures the current states of play in the known market space.
It has the following functions:

1. Tells where the competition is currently investing?
2. Describes the factors the industry currently competes on in product, service and delivery.
3. Illustrate what customers receive from existing competitive offerings on the market?

Captures current state of play and Value curve of Jiankang Clinic’s competitors:

According to the Table of Key success factors of Jiankang Clinic (5.1.3 page 38), the value curve can be draw underneath.

Figure:

![Strategic canvas of Jian Kang Clinic](image)

Jiankang Clinic’s strategic profile:
This Figure allows us to see the factors of Chinese acupuncture industry competes on and where the competition currently invests and push users to reorienting focus from competitors to alternatives and from customers to noncustomers of the industry.

According to the Figure above, the dark blue line is Jiankang Clinic’s value curve. The light blue line is the industry average level. Comparing these two lines, Jiankang Clinic’s Location convenience, competitive price and Google click position is above the industry average level.

However, this also means that the other factors can be improved through strategic planning. Hao Clinic (the red line) is one of the most competitive clinic among Jiankang Clinic’s competitors. As the figure shows Jiankang is much weaker in the factors of “websites functions and google click positions”, comparing to Hao Clinic’s value curve.

Furthermore, based on the in-depth interviews with the doctors and owners of Jiankang Clinic and other specialists, there are some other factors can be enforced even more later on.

The next section will focus on analysis and summing up the factors which can be changed for Jiankang Clinic.

### 5.2.2 The eliminate-reduce-raise-create Grid of Jiankang Clinic:

The purpose of this section is helping Jiankang Clinic to break the trade-off between differentiation and low cost and creating a new value curve.

According to the strategic canvas analysis above, the most relevant and important factors of Jiankang Clinic to achieve Blue Ocean position are product & promotion innovation and create new market.

From a certain perspective, it was being inserted a unique element: innovation comparing with the modifying marketing strategy. Consequently it would bring out different outcomes in promotion and product area, respectively.

The promotion method is important. Less people watch TV and read newspapers. They use Facebook and You Tube etc. Therefore if Jiankang Clinic pays for some company to make a video commercial and upload on You Tube, then post it on Facebook, it will influence more people’s attentions attract more interests. (Interview with Jens Estrup-Appendix8)

As a matter of promotion, it would start with recording videos of Jian Kang Clinic. Then, uploading these series videos to [www.youtube.com](http://www.youtube.com) as a medium. Finally post the link on Face Book, Twitter and other social network websites.
The reason why Jian Kang Clinic determine to arrange those steps, it owes to its several meaningful significances:

First and foremost, the peoples buying behaviour has changed.

It is more considerably intuitive than getting to whether a clinic is reliable by newspaper, considering the high-speed development of Internet and PC. According to the National IT and Telecom Agency of Denmark, ADSL was firstly introduced in Denmark at the winter of 1999 while in 2009; the coverage of Internet reached 97% of Danish Population.

Source from: https://intelligence.businessinsider.com

BI Intelligence, In-depth Research On The Mobile Industry

At last, it has the vantage called low cost, especially when it comes to the competition with TV commercials, Newspaper commercials and booklets. In a word, from the perspective of promotion, it indeed has the capacity to be beneficial to Jian Kang Clinic.

The other part is the product realm concentrates on leveling up the customer engagement of Jian Kang Clinic. Besides the original treatment: acupuncture and massage, Doctor Sukun Chen of Jian Kang Clinic has mentioned they will study and adopt the latest well-known diagnosis therapy-Iris Diagnosis combine with the traditional chinese diagnosis to offer more specific and correct exam to find out the patients’ dizese and problems.

Iris Diagnosis, also being called iridology, notes the markings and colors of the iris and compares these to charts, which divide the iris into zones that correspond to specific organs in the body. It is
widely to know that a twinkle in the eye is a sign of a lively personality therefore after the practice of thousand times, especially the theory of iridology has published, iris diagnosis has been understood and accepted by a growing number of patients.

Source from Science-based Medicine
Iridology, Published by Steven Novella under Naturopathy, Science and Medicine: http://www.sciencebasedmedicine.org/index.php/iridology/
Iris Diagnosis: http://www.beingwhole.co.za/iris.php,

Next, though the fame and function of acupuncture and massage has been universally approved, Jian Kang Clinic perceive Taichi and Qigong are also good alternatives to self-care, besides, patients could reach the optimization of therapeutic effect and shorten the duration of disease if any of them match with acupuncture.

Finally, Jiankang Clinic’s Doctor will offer the free workshop of Chinese Traditional Medicine theory periodically in case to let more and more Danish people aware the greatness and convenience of Chinese medical knowledge. Inevitably, it would be another security of a happy and healthy life.

The sum up of ERRC Grid:
Eliminate-Reduce-Raise>Create Grid. ERRC model mainly forces managers to systematically pursue differentiation and low costs. It scrutinizes every factor their industry competes on, helping managers to discover the range of implicit assumptions they make under awareness in competing. It is easily to interpret by managers at any level so that it creates a high level of engagement throughout the organization.
Eliminate:
Promotion advertisement on TV commercial and newspaper. (Cost too much and less effects feedback)

Reduce:
Reduce handing out the leaflets and business card. When the people want to come to have treatment, they will come to ask for it, not by the pushing way.

Raise:
Increase treatment effect through teaching Qigong and other traditional Chinese health aerobics.
Employ good interpreter to improve communication between doctors and patients.
Improve Google click position to gain potential customers. (By clicking more times of the websites.)

Create:
Diagnostic technological innovation: learning and adapting Iris Diagnosis into practical treatment process.
Offer free lectures for TCM introduction: For instance, Qigong, Baduanjin and Taichi Quan course. Through this self-health therapy, the patients will get better treatment effects and faster healing.
Create uncontested market, enlarge the target group, attract the people who does not have pain but come to the Clinic for health checking and problem predict.
Use new media of internet promotion, upload good commercial videos about the clinic to YouTube, meanwhile publish the links to social Medias-Face book, linked in Twitter etc.
Contacting the journalists of TV and newspapers to make some interviews and report articles.

5.2.3 Three Characteristics of a good strategy for Jiankang Clinic:
The three characteristics of Blue Ocean tools are “focus, divergence and compelling tagline”.

Focus:
Every strategy has focus. Jiankang Clinic needs to focus on those aspects have already been theirs advantages. Such as “overcome the communication effects between the doctor and the patients-employ an interpreter for the translation” and “improve the website functions to be practical and functional”
Jiankang Clinic’s conviction to its strategy is focus on the treatment effects and minimize the cure period. (Appendix3: Dr. Sukun Chen interview notes.)

**The new strategy has three area to focus:**

The first focus is on “product” development.

Diagnostic technological innovation: learning and adapting Iris Diagnosis into practical treatment process-combine with traditional Chinese diagnosis methods such as “Pause” and “Tongue” diagnosis.

Employ good interpreter to improve communication between doctors and patients.

Offer free lectures for TCM introduction: for instance, Qigong, Baduanjin and Taichi course. Through this self-health therapy, the patients will get better treatment effects and faster healing.

The second focus is “promotion” improvement.

Use new media of internet promotion, upload good commercial videos about the clinic to YouTube, meanwhile publish the links to social Medias-Face book, linked in Twitter etc.

Contacting the journalists of TV and newspapers to make some interviews and report articles.

Improve Google click position to gain potential customers.

The third one is focus on “creating uncontested market”- competing more with the treatment from the hospitals. Offer more specific diagnosis and prediction to help the Danish people to prevent from dizzies, and develop their health systems.

**Divergence:**

Any successful business has bravery to be different from others. Blue Ocean Strategy let the company to think the others never thought, to do others never thought. To do the others never did.

Therefore based on the Blue Ocean strategy and research of Jiankang Clinic and its top competitors, we sum up and create the Spirit of innovation for Jiankang Clinic. Such as:

“Create the promotion method with low cost-video editing commercial-You Tube-Facebook”,

“Apply the Iris diagnosis combine with the traditional diagnosis methods”, “Teaching the traditional Chinese medicine theories and philosophy to increase the customers engagement and
belonging” and “Offering free course and lectures of Taichi, Qigong, Ba duanjin, Wu qinxi etc. - in order to increase the treatment effects and develop patients’ health systems”.

These aspects will lead them to be the market leader and being different and unique for the customers to choose them not their competitors.

**Compelling tagline:**

“A good tagline must not only deliver a clear message but also advertise an offering truthfully, or else customers will lose trust and interest. In fact, a good way to test the effectiveness and strength of a strategy is to look at whether it contains a strong and authentic tagline.”(Blue Ocean Strategy book)

Based on the interviews of Sukun Chen (Appendix3), the mission of Jiankang Clinic is “minimizing the curing time and maximizing the treatment effects”. Just as Sukun Chen said:

“The clinic has a good turnover, what we are focus on it building a good brand based on the good effects of the acupuncture treatments, if I can cure a patient with 3 times of acupuncture, I would not let her to come 10 times. Meanwhile, when she is faster to be cured, she will tell more people to come to the clinic, this is the best way to promote your Clinic-word of mouth.”

According to the questionnaires with the 200 samples of the customers of Jiankang Clinic, the key issues they are think about is to pay less and get better treatment effects.

Furthermore, if they want to expand their target group, they can attract the people who does not have problem but come to make the exam and prediction regularly. (Interview notes with Sukun Chen-Appendix3)

Therefore we design a compelling tagline for Jiankang Clinic-summing up the doctor’s value and the customers’ demands:

“Jiankang Clinic wants to stop you coming for acupuncture- the quicker you leave with no pain, the more people will know our magic and talents for acupuncture.”

“Maybe you do not feel pain, but come to us for a health checking, you might find out some problem will happen in future. From a small clue, one can see what comes-Traditional Chinese Medicine herbal plants vs. Western Chemical position medicine. ”
5.2.4 The new value curve of Jiankang’s canvas after strategic planning:

After the strategic planning with Blue Ocean position tools, we added the new competitive advantages factors into Jiankang Clinic’s strategic canvas curve. And contact the three interviewees (Sarah Pour, Jens Estrup and Lei Yuan) to evaluate it again.

And then we sum up their score and make the average of three, the new value curve is underneath:

<table>
<thead>
<tr>
<th></th>
<th>Jiankang Klinik</th>
<th>Industry average</th>
<th>Danish doctors-Danish public hospital system and local healthcare systems(sygesikringsbevis)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location convenience</td>
<td>90%</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>competitive Price</td>
<td>80%</td>
<td>65%</td>
<td>100%</td>
</tr>
<tr>
<td>Websites Functions</td>
<td>70%</td>
<td>60%</td>
<td>20%</td>
</tr>
<tr>
<td>Promotion methods and effects:</td>
<td>90%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Doctor’s Danish language level and communication efficiency</td>
<td>80%</td>
<td>60%</td>
<td>100%</td>
</tr>
<tr>
<td>Google click position</td>
<td>85%</td>
<td>55%</td>
<td>80%</td>
</tr>
<tr>
<td>Small side effects from the medicine and treatments</td>
<td>80%</td>
<td>80%</td>
<td>40%</td>
</tr>
<tr>
<td>Short waiting time</td>
<td>80%</td>
<td>80%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Based on the figure, we draw the new strategic canvas of Jiankang Clinic: (See Figure 8)

According to the new canvas of Jiankang Clinic above, the Blue Line’s value curve after strategic planning shows more competitive advantages than the average of industry value curve (the Red Line), meanwhile, it also has many factors which is above the Danish hospitals estimate value curve (the Green Line), therefore it will attract some potential customers and create uncontest market compare to the acupuncture industry.
Chapter 6. Conclusion:

According to the interviews, questionnaires and analysis above, in order to create competitive advantages, Jiankang Clinic mainly needs to improve its product and promotion:

**Product development realm:**

Offer accurate diagnosis and increase the efficacy of treatment.

Diagnostic technological innovation: learning and adapting Iris Diagnosis into practical treatment process.

Employ good interpreter to improve communication between doctors and patients.

Offer free lectures for TCM introduction: for instance, Qigong, Baduanjin and Taichi course. Through this self-health therapy, the patients will get better treatment effects and faster healing.

**Promotion improvement realm:**

Use new media of internet promotion, upload good commercial videos about the clinic to YouTube, meanwhile publish the links to social Medias-Face book, linked in Twitter etc.

Contacting the journalists of TV and newspapers to make some interviews and report articles.

**Create uncontested market realm:**

Being more competitive than hospital. Offer more specific diagnosis and prediction to help the Danish people to prevent from dizzies, and develop their health systems.
References:

Internet source:
10. The map of Danish acupuncture clinic: [http://www.danske-akupunktoerer.dk/Findakupunkt%C3%B8r/](http://www.danske-akupunktoerer.dk/Findakupunkt%C3%B8r/), Accessed by 27th of May, 2013
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Kirby Warren (1977), The Process of Management: concepts, behavior, and practice by William H.


Yin Robert (2003) Case study research design and methods, Published from Sage Publication N.C.Appendix:
Appendix 1: In-depth interview with Donghui Chen:

Background:
- The president of Chinese acupuncture association in Denmark.
- Director of NCCM (Nordic Center of Chinese Medicine).

Aspects of the Interviews:
Finding out the marketing situation of acupuncture business in Copenhagen area. Donghui Chen established clinics since 1995 and had been working in this industry until now. She had been managing and operating six private acupuncture clinics since 1995.

Interview time: 5th of December 2012, Wednesday 10.00-10.20

Method: Face-to-face interview.

Interview time: the 9th of November 2012, Friday 12.00-12.35

Method: Phone call interview.

Interview notes:
1. How is the acupuncture business market situation in Copenhagen area? For instance is it hard to establish a new acupuncture clinic?

Acupuncture business’s entry barrier is pretty low compare to UK and USA. In England and the States, the owner of acupuncture clinic needs to pass strict exams to get a license to operate a clinic.

Danish government and policy also offer great support to the acupuncture industry, furthermore, the Danish people had good image of the TCM (Traditional Chinese Medicine), therefore they have positive attitude towards acupuncture treatments. It is easier to establish an acupuncture clinic in Denmark, due to the policy is not so strict comparing to UK or USA-high education and hard to get licence.

2. Acupuncture treatment belongs to the alternative therapies in Denmark.

Comparing to other alternative treatments such as reflexology, healing and massage, what are the competitive advantages of acupuncture?

Chinese acupuncture is much more effective than the reflexology, healing etc. Chinese acupuncture is based on several thousand years of treatments experiences with deep philosophy.
3. Danish doctors in hospital are also doing acupuncture nowadays, how is the differences between Danish doctors and Chinese acupuncture doctors’ treatments?

Chinese doctors can find out the real problem and cure the problem, while the Danish doctors doing acupuncture only for reduce the surface pain, although it seems to have some effects, but it does not cure totally. Comparing to the other alternative treatments, acupuncture can cure some difficulty problems, while alternative treatments is only for keeping health. During my 20 years of working experiences in Denmark, I had cured many people to give birth to Children which they cannot make it before (infertility), and pneumonia.

Meanwhile, normally the patients come to the private Chinese acupuncture is because after they have the treatment in hospital and no effects, then they come to try acupunctures. However, they feel the pain is reducing and health system has been developed, therefore the customers keeps increasing in Denmark.

4. How do you think the future business and market for acupuncture industry in Copenhagen?

The perfect competition of acupuncture will be even fierce in future. There are seven acupuncture schools to train and teach people acupuncture in Denmark. And the acupuncture clinics amount will at least increased triple times in the next five years. However, the real good doctors are not that much, therefore the Chinese clinics with good doctors are still have their competitive advantages to stay and increase their market.

Appendix 2: In-depth interview with Steen Jensen:

Backgrounds: The owner of Jiankang Clinic, A 70-year old Danish man, focus on Jiankang clinic’s website design and marketing.

Aspects of the Interviews:

Finding out Jiankang clinic’s market situation, strength and weakness. Meanwhile understanding the Danish way of marketing and perspectives of acupuncture.

Interview time: the 12th of November 2012, Monday 15.00-15.45

Method: Face-to-face interview.

Interview notes:

1. In your opinion, how is the competition situation of the acupuncture clinics in Copenhagen?

As far as I can see there is a real high number of clinics offering acupuncture in Copenhagen area, and also schools offering education in acupuncture is mostly situated here. As some ordinary medical staff (doctors, nurses etc.) also has taken up acupuncture, the competition is very high.

Our customers’ bargaining power is high, they are comparing with many other good acupuncture clinics, therefore they will not choose you if your clinic does not offer competitive price
2. When did you establish Jiankang Clinic? Is it difficult to start this business? Why?

The clinic got the place from October 1st 2008 and the first weeks was used to get everything ready in a way that would give best work possibilities and look attractive also for customers. Having never been to China I really had to speak with staff how to make it good for patients as well as staff. Making it a Chinese Clinic in Denmark.

A lot of things has to be found either from Danish sellers or to be imported from abroad. Luckily my doctor in clinic knew a supplier in Manchester UK with a good reputation, fair prices and selection.

3. Acupuncture treatment belongs to the alternative therapies in Denmark.

Comparing to other alternative treatments such as reflexology, healing and massage, what are the competitive advantages of acupuncture?

Acupuncture is working inside the body making the body go back to normal functions. No need to have a person massage or work on the body all the time. Most customers can relax maybe even sleep during treatment.

4. And what is the most substitute of Acupuncture treatment? Are they big threats towards acupuncture?

Reflexology and massage are the most threats to acupuncture. Due to the Danish health system or the company they work can reimburse the cost but not for acupuncture. Therefore some people choose to have reflexology and massage instead of acupuncture.

5. Comparing to other Chinese acupuncture clinics in Copenhagen, what is the competitive advantages of Jiankang Clinic?

The clinic’s doctor was doctor in charge in a big hospital when coming to Denmark from China as a guest doctor to show new ways. Having worked with acupuncture and made diagnosis for many years, makes it rather easy to make the diagnosis and help customer. Also the doctor love to help people to a good health and the clinic is open in the weekend, so that people don’t have to get off from work. Also her husband is educated in giving massage – Chinese style – which also is in connection with acupuncture or alone.

6. How do you make the promotion? Such as newspapers advertisement, leaflets, word of mouth, TV commercials, internet ad etc.

Leaflet and our own homepage has been used from the beginning. But most important is the word of mouth why we have leaflet and business cards for our customers to give their friends.

7. And which promotion method do you think is the most relevant way? why?

Words of mouth is absolutely the best, as we often hear people making appointment say, their friends has recommended us for our results and kindness.
8. What is the weakness of Jiankang Clinic compare to other clinics?

It would be better if clinic could employ an interpreter to help for the translation.

9. What is your future competition strategy?

Developing our promotion strategy. Find a new way with good promotion method with low cost.

Try to influence more people to come to have the treatments to increase our turnover.

Appendix 3: In-depth interview with Sukun Chen:

Background: The acupuncture doctor of Jiankang Clinic.

Aspects of the Interviews: Finding out what does the doctor think about “Jiankang” clinic’s business and what need to improve in the future competition?

Interview time: 12th of November 2012, Monday 15.50-16.25

Method: Face-to-face interview.

Interview notes:

1. What is Jiankang Clinic’s turnover each month, for average, the maximum and minimum? And what about the industry-the other clinics?

The turnovers have big differences between different seasons. For instance, during the Christmas and Easter holiday, people spent a lot on food and gifts; therefore they do not have so much money to come to have treatments.

Also, during the summer vacation time, Danish people like to travel abroad. The turnover will also decrease during that period.

Let me see, the turnover of Jiankang Clinic is between 60,000dkk to 110,000dkk per month. As I have some friends who are the doctors of other clinics, they mentioned their turnover is almost alike.

So the turnover of this acupuncture industry should be between 30,000dkk to 300,000dkk per month. The big clinic also cost more to operating, high cost of employee salary and high cost of the rent.

2. What is Jiankang Clinic’s mission focused on, for instance, the profit or the effects?

Jiankang Clinic’s conviction to its strategy is focus on the treatment effects and minimize the cure period. The clinic has a good turnover, what we are focus on it building a good brand based on the good effects of the acupuncture treatments, if I can cure a patient with 3 times of acupuncture, I would not let her to come 10 times. Meanwhile, when she is faster to be cured, she will tell more people to come to the clinic, this is the best way to promote your Clinic-word of mouth.
3. How can Jiankang Clinic improve the competitive advantages in future strategic planning?

Increase treatment effect through teaching Qigong and other traditional Chinese health aerobics, for instance Ba duanjin, Yi jinjing, Wu qinxi etc.

Danish people is also candor and honest. When they try it and like it, they will tell many friends to come and try. Therefore if you offer good effects and fast treatment, they will bring you more customers through word of mouth.

4. Do you want to create the uncontested market? If so, how do you plan to do it?

Yes, of course we will. We want to expand our target group, promote and attract the people who does not have problem but come to make the exam and prediction regularly. As we are planning to combine the Iris diagnosis together with the traditional Chinese medicine diagnosis, such as pulse speed, Tongue color etc. This will definitely attract the potential customers based on the accurate diagnosis effects.

5. How about the financial crisis influence the acupuncture industry in Copenhagen?

Answer:

Acupuncture business indeed get influenced by the financial crisis. When the unemployment rate is high, our customers come to have treatments unfrequently to save money. As you know Danish people like to travel abroad during the holidays, and they like to eat at restaurants, when they have less money, they still first spend on these two issues before go for acupuncture treatment.

Furthermore, the new entrants are continue to come and share the market due to this acupuncture industry is high profit.

Appendix 4: In-depth interview with Xin Jiang (Mark):

Background: The acupuncture doctor of Akupunktur-laeghuset.

Aspects of the Interviews:

Searching information about Akupunktur-laeghuset, and get the information about the acupuncture industry in Copenhagen.

Interview time: 15th of November 2012, Thursday 16.50-17.10

Method: Face-to-face interview.

Interview notes:

1. How do you think the acupuncture business in Copenhagen?
It is definitely strong competition with so many clinics and good Chinese acupuncture doctors. Although I had been working for 6 years, but there are some excellent doctors in this market.

2. What are the competitive advantages of Akupunktur-lægehuset?

Our clinic located in Frederiksberg, and had been in the market for almost 15 years.

3. What are the disadvantages of your clinic?

The price is higher than other clinics in Copenhagen. Although it is in the rich area, it is still hard for people to reach there. Because it is not close to Metro (subway) or train stations.

**Appendix 5: In-depth interview with Dr. Hao:**

**Background:** The owner and doctor of Hao Clinic.

**Aspects of the Interviews:**

Finding out the promotion methods and the market situation for Hao Clinic and its business conditions.

**Interview time:** 31st of January 2012, Thursday 10.00-10.25

**Method:** Face-to-face interview.

**Interview notes:**

What is competitive advantages of Hao Clinic?

I had the professional websites designer to make the homepage. And I had working in this industry and open this Hao Clinic for almost 15 years. Therefore I had collect a wide range of customers.

And Hao Clinic location is also good. 1 minute walking from swanemøllen station, also close to Hellurup.

How do you think the new entry acupuncture clinics’ threats in future?

It is hard to stay in the market due to the high cost for renting a good place and slow market growth. The patients does not trust on advertisements but the word of mouth.

What are the disadvantages of Hao Clinic? And what is your future plan for the increasing competition?

Well, Hao Clinic is not big size compare to Jiankang Clinic, there are only 3 beds in the clinic. I do not want to work that hard and stressed in future, my husband and I had earned enough money so many years, as we want to focus more on our leisure time, therefore I do not want to expand my business in future.
Appendix 6: In-depth interview with Weilin Zhang:

Background: The owner and doctor of KAS (Kinesisk Akupunktur og Sundhedscenter).

Aspects of the Interviews:
Finding out KAS’s business situation and acupuncture industry in Copenhagen.

Interview time: 31st of January 2012, Thursday 10.00-10.25

Method: Face-to-face interview.

Interview notes:
How do you think the competition in acupuncture business in Copenhagen? Is it strong competition or not?

Although more new clinics are established these years, the Danish people who come for acupuncture treatment is also increasing, therefore it is not really strong competition. Each clinics are doing the same thing, we offer acupuncture treatments, massage, Gua Sha etc. So none one is really strong or really weak. Meanwhile, the acupuncture clinics are in different part of Copenhagen, each clinic has its own local customers.

What is your Clinic’s competitive advantages and disadvantages?

Comparing with the other clinics, we do the same thing as they do. But I am also focus on the beauty massage and lose weight. So my target group is bigger than the other clinics. Furthermore, most of the successful acupuncture clinics doctors are the owners, and they are working many years in China. Unfortunately their Danish level are not that good compare to me. And they do not want to pay too much to have an interpreter. Therefore, the high communication effects is also our competitive advantages.

Appendix 7: In-depth interview with Sahar Pour:

Background: The patient of Jiankang Clinic, she is also a acupuncture student in Copenhagen. Accupuncture student. AkupunkturAkademiet, Århus og København.

Aspects of the Interviews:
Evaluation of Danish hospital and health systems.

Interview time: 19th of November 2012, Monday 10.10-10.35

Method: Face-to-face interview.

Interview notes:
How is the Danish health policy for acupuncture compare to the other alternative treatments such as reflexology, healing and massage etc.?

Acupuncture is non-acceptable item by the companies’ rules. Therefore the customers have to pay the fee themselves. The patients who had joined in “Danmark Sygeforsikring” can get 2000kr refund per year. The reflexology, healing and massage can be paid by the company in some cases.

What do you think of Danish people’s attitude towards acupuncture?

Really positive. Danish people like to try different things and compare to the existing things. Such as the acupuncture industry. Many people had never try acupuncture, but they see it from the American movies- such as Kungfu Panda 2 etc. therefore more people dare to try the new way of treatment.

Appendix 8: In-depth interview with Jens Estrup:

**Background:** Jens had been trained as philosopher and rhetorician. He teaches reading and writing techniques, meanwhile he established and operates the website of “Levlykkeligt”-which is one of the most favorite Danish alternative treatment information websites. He is focusing on the internet marketing of health systems.

[http://levlykkeligt.dk/Jens_Estrup](http://levlykkeligt.dk/Jens_Estrup)

**Aspects of the Interviews:**

Finding out the “Google click” information. Internet marketing in Copenhagen. SAB and RAB Danish alternative unions. Evaluation of Danish hospital and health systems.

**Interview time:** 19th of November 2012, Monday 16.00-16.25

**Method:** Face-to-face interview.

**Interview notes:**

How do you think the Danish environment influence the people come to have acupuncture?

If combine the living habits and the natural features, the environment makes more Danish people need to have more acupuncture treatments. The wind in Denmark is really strong, and Danish people like to drink and party a lot. When the young people wearing sexy and get drunk and party in the night and come back home with their bikes, the strong and cold wind might cause problems. When they are young, they did not notice it. When they are like my age-50, they start to have pain and need to come to have acupuncture treatment-I was one of them many years ago.

Denmark has got a big influence by the financial crisis as the other EU countries. The unemployment rate is still high. Therefore the situation for acupuncture business is not so good.

As you are professionals on the internet marketing, how do you think Jiankang Clinic can improve their promotion methods to gain more customers?
First of all, the websites need to increase more functionalities to attract customers. Such as Hao Clinic, there are some nice patients they feel much better after the treatments, they praise on the website, so more people will trust this is a good clinic.

Secondly, the google click position can be increased. When more people click the website of Jiankang Clinic, the position will be pushed to the front. According to the Google company’s policy, the first top three position are paid by the company who pays for gaining the advertisement. Therefore if you can click you websites more than other clinics, you will reach number four position, which is the top popular clinic.

Finally, the promotion method is important. Less people watch TV and read newspapers. They use Facebook and You Tube etc. Therefore if Jiankang Clinic pays for some company to make a video commercial and upload on You Tube, then post it on Facebook, it will influence more people’s attentions attract more interests.

**Appendix 9: In-depth interview with Lei Yuan:**

**Background:** Doctor of Shanghai East hospital. Heart surgery PHD student of Copenhagen University.

**Aspects of the Interviews:**

Evaluation of Danish hospital and health systems compare to the Chinese hospital.

**Interview time:** 5th of December 2012, Wednesday 10.00-10.20

**Method:** Face-to-face interview.

**Interview notes:**

As you have both been working in Chinese hospital and Danish hospital. What do you think the differences between them?

Well, generally speaking, it is much different in many details. I am working in the heart surgery department both in China and Denmark. In China, both the doctors and the nurses have strict responsibility to take care of the patients, here in Denmark seems they just do their job, but not that important regarding to themselves.

I also had learnt traditional Chinese medicine in my university. Here in Denmark, i had been to the hospital emergency with my two times. Once was a lady who got the- ectopic pregnancy, it is really dangerous. When we reach to the hospital emergency department, they first have a look, the patient does not have blood come out, then they let us wait for 3 hours and a brief exam then sent us home.
After one day they called her and told her the serious problem. The danish doctors and nurses really lack of experiences in this practical problems. If in China, they need to get a punishment by the hospital if the emergency people died by the delay.

Meanwhile, my danish collgues told me there is a report said in the danish hospitals, every day two patients are killed by the mistakes and delay of the careless of the doctors and nurses.

Appendix 10. Questionnaire:

Sample target: The patients of Jiankang Clinic

Sample size: 200

1. As you choose Jiankang acupuncture clinic to have traditional Chinese treatements, how much do you understand about the Chinese medicine and phylosphy? If the clinic offers free lecture and courses about TCM theories and phylosphy, would you like to join and learn?-------(Yes or No)
   A. Nothing
   B. A little bit
   C. Very much
   D. Understanding TCM perfectly

2. Where have you heard about this clinic-Jiankang Clinic?
   A. From family members, Colleagues or friends.
   B. Via internet searching (Google etc.).
   C. Via leaflets or posters.
   D. Via TV commercials or newspaper advertisements.
   E. Via Local newspaper reports or Medical magazines (SAB)

3. In Copenhagen area, there are many other types of treatment besides acupuncture, for instance “Massage, osteopati og andre manipulatoriske terapier” (Massage, osteopathy and other manipulative therapies) “Zoneterapi” (Reflexology), Healing etc. How do you think the treatment effects compare to acupuncture?
   A. Not compatible at all.
   B. Big challenge for acupuncture.
   C. little challenge for acupuncture.
   D. Not related, different system and functions.
4. Danish doctors offers free acupuncture treatments in hospitals, why do not you have the acupuncture there, but come to Jiankang Clinic?(Multiple choices)

A. Danish doctors are short of experience in acupuncture and philosophy.

B. The doctor in Jiankang Clinic had been succeed to cure and help many friends, so I would like to pay and try.

C. We get better service and acupuncture treatment effects in Private Chinese clinics.

D. The Chinese diagnosis and acupuncture treatment is more specific and faster than the Danish hospital.

E. Other reasons: ___________________________

5. Compare to the other acupuncture clinics, why do you choose to have treatments in Jiankang Clinic? (Multiple choices)

A. the treatment effects is better

B. the location is easy to reach

C. the price is competitive (not expensive: economical and practical)

D. the website functions

E. the doctors’ education and working experiences

6. Via which channel of the Clinic underneath are the most reliable ways for you to choose a clinic to have acupuncture treatment?

Which channels are useless and irrelevant methods?

A. Word of mouth.

B. The click position on Google. (The first three positions need to be paid to have it by the company; the 4th position is the most clicks by web visitors)

C. TV commercial and local newspaper advertisements.

D. Local newspaper and medical magazines interviews and reports.

E. Via leaflets or posters.

7. Which factors underneath are the weakness of Jiankang Clinic and need to be improved.

A. The price of the treatment is high

B. Doctor’s Danish language level and communication efficiency
C. Websites Functions is simple but not practical.
D. less of promotion and advertisements.
E. Other reasons: ______________________ (please write it down)

8. If Jiankang Clinic offers free lectures for TCM introduction: for instance, Qigong, Baduanjin and Taichi course. It will help treatment effects and healing faster, will you come and join the course and doing the exercises?
   A. Of course, I will.
   B. Maybe.
   C. Maybe not.
   D. No, I do not believe this will help.
   E. No, I do not want to do exercises and sports.

9. If Jiankang Clinic adapts new media of internet promotion, such as upload good commercial videos about the clinic to YouTube, meanwhile publish the links to social Medias - Face book, linked in Twitter etc. How much do you think this new promotion methods will help for attracting more customers?
   A. No effects.
   B. A little bit.
   C. Very much.
   D. This will definitely helps more people to see it and want to try it.
   E. Other considerations: ______________________

10. As many of the patients mentioned that Danish doctors and hospital systems have many problems, such as long waiting time for emergency, the examining results of the CT-scanning is too slow and giving the painkiller to the patients and delayed the best time for curing the pain, etc.

If Jiankang Clinic offers IRIS-diagnosis and combine with other TCM method to help you find out and predict your disease and health problem, would you pay for it and go there to have diagnosis regularly?
   A. Of course, I will.
   B. Maybe.
   C. Maybe not.
D. No, i will only go for it if it is free cost.

E. Not at all, i only believes the diagnosis from the danish hospitals.

Danish version of the questionnaire:

Spørgeskema

   A. Nej
   B. Lidt
   C. Meget
   D. Forstår TCM perfekt

2. Hvor har du hørt om denne Jiankang klinik?
   A. Fra familiemedlemmer, kolleger eller venner.
   B. Via internettet (Google etc.).
   C. Via foldere eller plakater.
   D. Via tv-reklamer eller avisannoncer.
   E. Via Lokale avisartikler eller medicinske tidsskrifter (SAB)

3. I Københavns-området, er der mange andre typer af behandling udover akupunktur, for eksempel "Massage, Osteopati og andre manipulatoriske terapier" (massage, osteopati og andre manipulerende behandlingsformer) "Zoneterapi" (Zoneterapi), Healing osv. Hvordan tror du, at behandlingen effekter sammenlignet med akupunktur?
   A. Ikke sammenlignelige overhovedet.
   B. Stor udfordring for akupunktur.
   C. Lille udfordring for akupunktur.
   D. Ikke relatede, andet system og funktioner.

4. Danske læge tilbyder gratis akupunktur behandlinger på hospitaler, hvorfor har du ikke akupunktur der, men kommer til Jiankang Clinic? (multiple choices)
A. danske læger har få erfaring i akupunktur og filosofi.

B. det lykkes at helbrede og hjælpe mange venner, derfor vil jeg gerne betale og prøve det.

C. Vi får bedre service og akupunktur behandling virker i Private kinesiske klinikker.

D. Den kinesiske diagnose og akupunktur behandling er mere specifik og hurtigere end det danske sygehusvæsen.

E. Andre årsager: ____________________________

5. Sammenlignet med de andre akupunktur klinikker, hvorfor du vælger at få behandlinger i Jiankang Clinic? (multiple choices)

A. behandlingsvirkningerne er bedre

B. beliggenhed er let at nå

C. prisen er konkurrencedygtig (ikke dyrt: økonomisk og praktisk)

D. hjemmesidens funktioner

E. lægernes uddannelse og arbejdserfaring

6. Via hvilken kanal af klinikken nedenunder er de mest pålidelige måder for dig at vælge en klinik for at få akupunktur behandling?

Hvilke kanaler er ubrugelige og irrelevante metoder?

A. Ord ud af munden.

B. klik position på Google. (De første tre positioner der skal betales for at få det af selskabet, den 4. pladsen er den med fleste klik ved web besøgende)

C. TV kommercielle og lokale avisannoncer.

D. Lokal avis og medicinske tidsskrifter interviews og rapporter.

E. Via foldere eller plakater.


A. prisen på behandlingen er høj

B. Lægens danske sprogniveau og kommunikation effektivitet

C. Hjemmesidens funktioner er simpelt, men ikke praktisk.
D. for lidt markedsføring og reklamer.

E. Andre årsager: ____________________________ (skriv det ned)


A. selvfølgelige vil jeg.
B. Måske.
C. Måske ikke.
D. Nej, jeg tror ikke det vil hjælpe.
E. Nej, jeg ønsker ikke at lave øvelserne og sport.

9. Hvis Jiankang Klinic tilpasser nye medier af internet markedsføring, såsom upload gode kommercielle videoer om klinikken på YouTube, i mellem tiden offentliggør links til social Medias-Facebook, tilføje links i Twitter osv. Hvor meget tror du det nye markedsføringsmetoder vil hjælpe til tiltrække flere kunder?

A. Ingen effekter.
B. En lille smule.
C. Meget.
D. Dette vil absolut hjælpe flere folk til at se det og ønsker at prøve det.
E. Andre overvejelser: ____________________________

10. Da mange af patienterne nævnte, at danske læger og hospital har mange problemer, såsom lang ventetid for akutbehandling, resultaterne af CT-scanning er for langsomme og give smertestillende til patienterne og forsinkede den bedste tid for at kurere smerte, osv.

Hvis Jiankang Clinic tilbyder IRIS-diagnose og kombinere med andre TCM metode til at hjælpe dig med at finde ud af og forudsige din sygdom og sundhedsproblem, ville du betale for det og gå der for at få diagnosen jævnligt?

A. selvfølgelige vil jeg.
B. Måske. C. Måske ikke.
D. Nej, jeg vil kun gå for det, hvis det er gratis.
E. slet ikke, jeg tror kun på diagnose fra de danske sygehuse