its short- and long-term objectives. It is important to measure program results, diagnose these results, and take corrective action, if necessary. There are three types of marketing control (Kotler & Clarke, 1984):

1. **Annual plan control** consists of the steps used during the year to monitor and correct deviations from the marketing plan to ensure that annual sales and profit goals are being achieved.

2. **Profitability control** refers to the efforts used to determine the actual profit or loss of different marketing entities such as the products (services) or market segments.

3. **Strategic control** is a systematic evaluation of the organization's market performance in relation to the current and forecasted marketing environment.

**Summary**

A bright future can be a certainty for occupational therapy practitioners and students who are prepared to accept the reality of today's and tomorrow's health care environment. It will be increasingly competitive with various professions vying for control of limited resources that are increasingly complex and increasingly controlled by third-party payers and the government.

Occupational therapy practitioners’ and students’ abilities to market their skills and knowledge to those who control the dollars will be an ever-present requirement for success. It will likely make the difference between encroachment by other professions, a resulting second-class specialty, and a proud and effective profession placed squarely in a leadership position within the health care industry (Pickelle & Ramos, 1991).

Having access to an expert in marketing to assist in the development of a marketing plan would be the ideal situation, but this is not always the case. On the other hand, the worst possible scenario would be one where even an informal market analysis does not precede product or service development. If this is the case for you, a word of caution: Remember that designing a program and then looking for customers typically leads to facing an uphill battle to success. At the very least, before investing a great deal of useless time, effort, and money, attempt to perform a market analysis on your own following the guidelines presented in this chapter and in other available literature.

**Student Self-Assessment**

1. Describe, design, and discuss content for a webpage promoting occupational therapy to high school students.

2. Write a biosketch about yourself using Figure 42-5 as an example.

3. Create a brochure about occupational therapy’s contribution to any of the six broad areas of practice: mental health; productive aging; children and youth; health and wellness; work and industry; or rehabilitation, disability, and participation. Be sure to describe occupational therapy’s distinct value.

**Electronic Resources**

- American Marketing Association: [https://www.ama.org/Pages/default.aspx](https://www.ama.org/Pages/default.aspx)
- Entrepreneur: [http://www.entrepreneur.com/marketing](http://www.entrepreneur.com/marketing)
- Introduction to Marketing (free course from the University of Pennsylvania—Wharton): [https://www.coursera.org/course/marketing](https://www.coursera.org/course/marketing)

**References**