

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF DEVELOPMENT OF ENTERPRISE
RESOURCE SYSTEM, COMPETENCY AND CAPABILITY
OF ENTREPRENEUR AND COMPETITIVE
DIFFERENTIATION ON BUSINESS PERFORMANCE OF
PRIVATE POLYCLINICS IN YANGON**

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EMBA II – 65

EMBA 20th BATCH

MAY, 2025

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ACADEMIC YEAR (2023-2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Development of Enterprise Resource System, Competency and Capability of Entrepreneur and Competitive Differentiation on Business Performance of Private Polyclinics in Yangon**” has been accepted the examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The objectives of this study are to analyze the effect of development of enterprise resource system, competency and capability of entrepreneur on focusing on competitive differentiation, to examine the effect of focusing on competitive differentiation on customer relationship management, to analyze the effect of customer relationship management on brand loyalty and to analyze the effect of brand loyalty on business performance at private polyclinics in Yangon. There are 172 populations based on information from the Myanmar Private Hospitals Association. By using the Raosoft sample size calculator, a sample of 106 respondents has been determined from a total population of 172. Simple random sampling method is applied to select the respondents. Online survey method is used in this study. Structured questionnaires with a 5-point Likert scale is used to collect primary data. Secondary data is gathered from relevant textbooks, previous research, journals and articles, and other related information resources from internet websites. Data analysis is applied by both the descriptive statistics and the linear regression analysis. The result reveals that development of enterprise resource system, competency and capability of entrepreneur and focusing on competitive differentiation have positive and significant effect on business performance of private polyclinics in Yangon. Regression results indicate that development of enterprise resource systems along with entrepreneurial competency and capability effect on competitive differentiation. And focusing on competitive differentiation effect on customer relationship management. Furthermore, customer relationship management effect on brand loyalty and brand loyalty effect on business performance of private polyclinics in Yangon. To maximize productivity, these polyclinics should automate resource management, foster continuous professional development, and offer unique services to attract and retain a strong customer base.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER 1	
INTRODUCTION	1
1.1 Rationale of the Study	3
1.2 Objectives of the Study	5
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	6
CHAPTER 2	
THEORETICAL BACKTROUND	7
2.1 Resource-Based View Framework	7
2.2 Development of Enterprise Resource System	8
2.3 Competency and Capability of Entrepreneur	9
2.4 Focusing on Competitive Differentiation	10
2.5 Customer Relationship Management	11
2.6 Brand Loyalty	12
2.7 Business Performance	13
2.8 Previous Study	14
2.9 Conceptual Framework of The Study	16
CHAPTER 3	
BACKGROUND AND COMPETITIVE DIFFERENTIATION PRACTICES OF PRIVATE POLYCLINICS IN YANGON	18
3.1 Background of Private Polyclinics	17
3.2 Development of Enterprise Resource System	18
3.3 Competency and Capability of Entrepreneur	19

3.4	Competitive Differentiation Practices of Private Polyclinics	20
3.5	Customer Relationship Management	25
3.6	Profile of the Respondents	25
3.7	Reliability Analysis	27

CHAPTER 4	ANALYSIS ON EFFECT OF DEVELOPMENT OF ENTERPRISE RESOURCE SYSTEM, COMPETENCY AND CAPABILITY OF ENTREPRENEUR AND COMPETITIVE DIFFERENTIATION ON BUSINESS PERFORMANCE OF PRIVATE POLYCLINICS IN YANGON	31
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4.1	Employee Perception on development of enterprise resource system, competency and capability of entrepreneur, focusing on competitive differentiation, customer relationship management, brand loyalty and business performance	29
4.2	Analysis on the Effect of Development of Enterprise Resource System, Competency and Capability of Entrepreneur on Focusing on Competitive Differentiation	35
4.3	Analysis on the Effect of Focusing on Competitive Differentiation on Customer Relationship Management	37
4.4	Analysis on the Effect of Customer Relationship Management on Brand Loyalty	38
4.5	Analysis on the Effect of Brand Loyalty on Business Performance	39

CHAPTER 5	CONCLUSION	41
	5.1 Findings and Discussions	41
	5.2 Suggestions and Recommendations	44
	5.3 Needs for Further Research	45
REFERENCES		
APPENDIX A		
APPENDIX B		

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Profile of the Respondents	26
Table 3.2	Value Level of Reliability Cronbach's Alpha	27
Table 3.3	Reliability Test	28
Table 4.1	Development of Enterprise Resource System	30
Table 4.2	Competency and Capability of Entrepreneur	31
Table 4.3	Focusing on Competitive Differentiation	32
Table 4.4	Customer Relationship Management	33
Table 4.5	Brand Loyalty	34
Table 4.6	Business Performance	35
Table 4.7	Effect of Development of Enterprise Resource System, Competency and Capability of Entrepreneur on Focusing on Competitive Differentiation	36
Table 4.8	Effect of Focusing on Competitive Differentiation on Customer Relationship Management	37
Table 4.9	Effect of Customer Relationship Management on Brand Loyalty	38
Table 4.10	Effect of Brand Loyalty on Business Performance	39

LIST OF FIGURES

Figure No.	Description	Page
Figure 2.1	Conceptual Framework of Subongkod & Hongsakul	15
Figure 2.2	Conceptual Framework of the Study	16

CHAPTER 1

INTRODUCTION

The service industry, particularly in healthcare, medicine and public health, plays an essential role in bolstering a nation's economy and income generation, addressing fundamental needs for quality of life. Given the persistent global health challenges, the Central Committee on Private Healthcare Services licenses have been issued to new private health services, including private polyclinics. Union Minister for Health emphasized the crucial role of private hospitals and polyclinics in medical treatment underscoring the need to expedite the licensing process for private hospitals and polyclinics while ensuring strict compliance with rules and regulations.

Private polyclinics play a crucial role in alleviating the constraints faced by government healthcare centers, addressing issues such as high bed occupancy rates, overcrowding and extended waiting times for outpatients. These challenges impede patients' access to convenient and timely healthcare services, prompting private polyclinics to strategically invest in areas where government facilities fall short, ensuring comprehensive and expeditious service provision. Consequently, individuals with social status and financial readiness prefer private polyclinics to receive quality services tailored to their preferences regarding location and timing. Customer selection of private polyclinic is primarily influenced by service-related factors, which include aspects such as convenience, speed, cleanliness, attentiveness and the friendliness of healthcare personnel at all levels (Subongkod, 2019). Another decisive factor prompting customers to choose private polyclinics is the appropriateness of expenses.

The enterprise resource planning system is defined as an enterprise information system designed to integrate and optimize the business processes and transactions in a corporation (Institution of Engineers and Organization Committee, 2011). It is a software application system that integrates and manages all key business processes within an organization, including finance, human resources, manufacturing, supply chain, sales and procurement, providing a unified view of all operations and a single source of truth for data across the company; essentially acting as a central hub to streamline daily business activities and decision-making.

An entrepreneur's competency and capability are defined as the ability to recognize opportunities, take calculated risks and innovate to create value in business (Tittel & Terzidis, 2020). Competency refers to the knowledge, skills and abilities they possess to effectively start, manage and grow a business encompassing both technical expertise and personal traits like leadership and decision-making while capability represents their potential to apply those competencies in real-world situations demonstrating their ability to execute ideas and overcome challenges to achieve business goals.

Competitive differentiation refers to the way in which a company's product, service, or offering is distinct from that of its competitors (Subongkod & Hongsakul, 2024). Competitive differentiation is based on key aspects of a product or other offering that customers value: branding, functionality, pricing and customer service. To enhance competitiveness, private polyclinics must focus on quality, care standards, service speed and the reputation of medical professionals. Beyond product or service differentiation, a customer-centric approach is advocated, urging polyclinics to prioritize customer service from the initial encounter through to follow-up treatments. To improve their competitive edge, private polyclinics businesses in Myanmar should adopt diverse strategies and methods to attract customers.

Customer relationship management is defined as a business strategy that optimizes revenue and profitability while promoting customer satisfaction and loyalty (Umniyatun et al., 2023). Customer relationship management technologies enable strategy and identify and manage customer relationships, in person or virtually. Customer relationship management emerges as a vital aspect of operations, contributing to organizational excellence and peak business performance. A comprehensive understanding and implementation of customer relationship management practices are deemed essential for organizational success, empowering business executives to effectively leverage customer relationships for sustained success and optimal business performance.

Brand loyalty is defined as a consumer's commitment to repurchase or continue using a brand demonstrated through repeated buying behavior and positive attitudes toward the brand (Jacoby, 1971). Brand loyalty is a critical factor in ensuring patients return to the same polyclinic for future medical needs which directly impacts business performance such as revenue and market share. Furthermore, creating a positive

customer attitude towards products and services fosters recommendations and word-of-mouth, thereby building credibility and customer loyalty enhancing overall business performance (Burlea & Ferhati, 2020).

Business performance is defined as a subset of organizational effectiveness that includes financial and operational indicators (Venkatraman & Ramanujam 1986). Business performance should be evaluated through financial and operational dimensions as well as broader organizational effectiveness. In business performance of polyclinic, financial performance may include metrics such as revenue growth, profitability and cost efficiency, while operational performance could involve patient satisfaction, service quality and appointment efficiency. Additionally, organizational effectiveness encompasses factors like staff productivity, regulatory compliance and community health impact.

The private polyclinic business in Yangon is an expanding sector within Myanmar's healthcare industry offering a wide range of medical services to meet the needs of patients. These clinics provide general consultations, specialized treatments, diagnostic services and preventive care, aiming to deliver high-quality healthcare with shorter wait times compared to public hospitals. Many private polyclinics are equipped with advanced medical technology, including X-ray, ultrasound and laboratory testing, ensuring accurate diagnoses and efficient treatment options. Additionally, some clinics focus on specialized medical fields such as obstetrics and gynecology, neurology, orthopedics, cardiology and mental health services, catering to patients with specific health concerns.

1.1 Rationale of the Study

Business performance plays an important role in private polyclinics. Achieving higher levels of business performance requires strategic investments in systems and practices that ensure operational efficiency, patient satisfaction and loyalty.

Brand loyalty is an important factor in ensuring patients return to the same polyclinic for future medical needs. It directly impacts business performance such as revenue and market share. Brand loyalty is crucial because it fosters a deep, lasting connection between customers and a brand, encouraging repeat purchases and

enthusiastic support. It strengthens a brand's reputation, drives consistent revenue and builds a dedicated customer base that promotes the brand's value to others.

Customer relationship management is a crucial factor with patients and relatives to build trust and long-term loyalty. Customer relationship management is essential for businesses as it enables them to deliver unique value to customers, strengthen loyalty, and maintain a competitive advantage. By fostering meaningful connections and personalized experiences, businesses can build lasting relationships that drive growth and sustainability. Customer relationship management tools and practices help clinics manage patient data, enhance communication and offer personalized services.

More importantly, private polyclinics must differentiate themselves based on quality, affordability and patient-centric care. Focused competitive differentiation targets a specific market segment and offers unique value that sets it apart from competitors. When integrated with an enterprise resource system, a centralized system managing business processes to enhance efficiency, customization and customer satisfaction. Differentiation strategy highlights that businesses can gain a competitive edge by offering superior customer experiences.

Enterprise resource system plays an important role in enabling polyclinics to streamline administrative and clinical operations, optimize resource allocation and improve decision-making. Enterprise resource system consolidates patient records, financial data, and operational insights into a unified system, ensuring easy access to accurate information. It enables healthcare providers to access real-time patient histories and treatment plans, leading to better diagnosis and care decisions.

Entrepreneurial competency and capability are increasingly recognized as an important aspect of effective business management enabling businesses to navigate economic downturns and fierce competition by leveraging organizational knowledge and management skills. Successful entrepreneurs exhibit key traits such as independence in management, innovation, risk-taking, competitiveness and proactive work all contributing to enhanced competitive advantages.

As healthcare services market is growing in competition, private polyclinics require strategic approaches to enhance business performance, patient satisfaction and brand loyalty. Understanding how customer relationship management, focused competitive differentiation and enterprise resource system affect operational efficiency

and market positioning will provide valuable insights for clinic operators seeking long-term sustainability. Through this research, it will offer practical recommendations that strengthen private polyclinics' competitive edge and improve service quality benefiting both businesses and patients.

1.2 Objectives of the Study

The objectives of the study are:

1. To analyze the effect of development of enterprise resource system, competency and capability of entrepreneur on focusing on competitive differentiation at private polyclinics in Yangon.
2. To examine the effect of focusing on competitive differentiation on customer relationship management at private polyclinics in Yangon.
3. To analyze the effect of customer relationship management on brand loyalty at private polyclinics in Yangon.
4. To analyze the effect of brand loyalty on business performance at private polyclinics in Yangon.

1.3 Scope and Method of the Study

This study mainly focuses on private polyclinics in Yangon providing localized insights into the healthcare sector's challenges and opportunities. Descriptive research design is applied.

The population includes managers, administrators, medical superintendents and owners from private polyclinics in Yangon during research period. Both primary and secondary data are used in this study. There are 172 populations based on information from the Myanmar Private Hospitals Association. By using the Raosoft sample size calculator, a sample of 106 respondents has been determined from a total population of 172. Simple random sampling method is applied to select the respondents. Online survey method is used in this study. Structured questionnaires with a 5-point Likert scale is used to collect primary data. Secondary data is gathered from relevant textbooks, previous research, journals and articles and other related information resources from internet websites. Data analysis is applied by both descriptive statistics and regression analysis.

1.4 Organization of the Study

This study is structured into five chapters. Chapter one introduces the study, covering rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two describes the theoretical background, prior research and conceptual framework of the study. Chapter three provides the profile, practices to improve business performance of private polyclinics in Yangon as well as demographic profile of the respondents and reliability analysis. Chapter four describes the analysis of effect of development of enterprise resource system, competency and capability of entrepreneur and competitive differentiation on business performance of private polyclinics in Yangon. Finally, chapter five concludes the study by summarizing with the findings and discussions, suggestions and recommendations and outlining the needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter is divided into two main sections. The first section presents the theory of resource-based view framework, development of enterprise resource system, competency and capability of entrepreneur, focusing on competitive differentiation, customer relationship management, brand loyalty and business performance. Subsequently, previous study and the conceptual framework of the study is presented in second section, outlining the relationships and interactions between these variables.

2.1 Resource-Based View Framework

Resource-based view framework, initially introduced by Barney (1986) and further expounded upon by Hamel and Prahalad (1996), offers a comprehensive analysis of organizational resources to elucidate the mechanisms through which organizations attain a sustainable competitive advantage. This theoretical perspective centers on discerning the challenging-to-imitate attributes inherent in a firm, positing them as pivotal sources of superior performance and instilling a competitive edge. Resources that are non-transferable, non-purchasable and require a lengthy learning curve or significant shifts in organizational culture are considered unique to the organization, thereby making them resistant to imitation by competitors (Barney, 1986; Hamel & Prahalad, 1996). According to Conner (1991), the differences in performance among firms can be attributed to their possession of distinct inputs and capabilities.

Barney (1991) categorized resources into three primary types: physical capital resources, human capital resources and organizational capital resources. The resource-based view highlights that a company's competitive advantage comes from its internal pool of resources and capabilities. These resources and capabilities are combined uniquely influences the company's position in the market. Hence, the resource base-viewed theory serves as a valuable tool for identifying the pertinent variables in the context of this research, illuminating the interplay between a firm's internal resources and its competitive advantage in the marketplace

2.2 Development of Enterprise Resource System

Enterprise resource system is defined as it sums up the different tasks within a company to plan and control internal and external resources (capital, personnel and equipment) efficiently. Enterprise resource planning system serves as the information backbone of a company, integrating all entities such as purchasing, finance, sales and logistics (Schuh, 2014).

The imperative for resource management development in today's highly competitive business landscape underscores the significance of enterprise resource system. This system leverage technology to enhance operational capabilities, streamline organizational resources and expedite decision-making processes, constituting a pivotal element in digital transformation (Stoel & Havelka, 2021). Comprising standard modules catering to organizational needs, including management, sales, marketing, human resources and warehouse management, these systems facilitate efficiency and organizational growth (Mosweu & Ngoepe, 2021). Simultaneously, organizational capabilities are continually enhanced through the integration of technologies such as data processing efficiency tools, e-commerce systems, mobile platforms and cloud-based software-as-a-service (Barros & Marques, 2022).

The introduction of a requirements planning system, supported by executive and organizational backing, further contributes to effective project management and competitive advantages (Petroni, 2002). The evolution of enterprise resource systems is integral to organizational functioning, establishing a comprehensive framework for resource planning. This encompasses the efficient utilization of products, infrastructure, personnel and trade affiliations guided by internal resource planning guidelines (Anaya & Qutaishat, 2022). Emphasizing the intersection between resource planning and customer relationship management, technology-driven communication ensures operational success (Smolander et al., 2021). The overarching objective is to create value from business resources, aligning them with customer demands and optimizing overall resource management efficiency (Zendehdel et al., 2020).

The development of enterprise resource systems serves as a strategic business management tool, addressing organizational challenges, facilitating investment planning and enhancing resource management efficiency. It fosters seamless connectivity between procurement, production and marketing processes, promoting

judicious resource use. The successful integration of these systems requires internal support for resource planning, aligning resources with customer demands and acting as a guiding framework for overall business development, thereby driving work efficiency and quality (Mamoghli & Cassivi, 2019).

2.3 Competency and Capability of Entrepreneur

Bird (1995) defined entrepreneurial competency as underlying characteristics such as specific knowledge, motives, traits, self-images, social roles and skills which result in venture birth, survival and growth. Competency refers to the quality of action taken by entrepreneur; it is directly related to venture outcomes. Entrepreneurial capability is increasingly recognized as a crucial aspect of effective business management, enabling businesses to navigate economic downturns and fierce competition by leveraging organizational knowledge and management skills (Blattner, 2021). Successful entrepreneur exhibits key traits such as independence in management, innovation, risk-taking, competitiveness and proactive work, all contributing to enhanced competitive advantages. According to Clough et al. (2019), entrepreneur must possess innovation, risk exposure and proactive work to thrive in competitive markets. These characteristics combined with independence in management and innovative creation contribute to focused differentiation in business (Morrish & Jones, 2020).

Additionally, entrepreneur must cultivate qualities such as being opportunity seekers, risk-takers, creative thinkers, knowledge seekers, visionary leaders and effective networkers for business success (Baptista et al., 2023). The competency and capability of entrepreneur encompass cognitive and intellectual abilities, verbal and negotiation skills as well as moral and ethical aptitudes, courage, effort and awareness of opportunities (Lafortune et al., 2018). Equipped with these competencies, entrepreneurs can identify marketing opportunities and overcome obstacles related to product quality, documentation, labor, risk and goods delivery, contributing to business growth and success (Oesterreich et al., 2022).

Furthermore, entrepreneur with well-honed competencies and capabilities demonstrate readiness to confront moderate levels of risk, aligning with the findings of Hamilton et al. (2019). This is consistent with the study of Bamidele et al. (2017)

underscored that highly talented entrepreneurs achieve greater success in terms of profit, sales and customer numbers, compared to their less-talented counterparts.

2.4 Focusing on Competitive Differentiation

Competitive differentiation is defined as a strategy where a firm seeks to be unique in its industry along dimensions that are widely valued by buyers (Porter, 1985). In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important and uniquely positions itself to meet those needs. It is rewarded for its uniqueness with a premium price. The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. The focus strategy has two variants. In cost focus, a firm seeks a cost advantage in its target segment, while in differentiation focus a firm seeks differentiation in its target segment. Both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments must either have buyers with unusual needs or else the production and delivery system that best serves the target segment must differ from that of other industry segments. Cost focus exploits differences in cost behavior in some segments, while differentiation focus exploits the special needs of buyers in certain segments.

In response to a dynamic environment, businesses must cultivate a competitive advantage through focused differentiation. This strategic capability involves possessing valuable and distinct resources such as innovative competency, serving as a pivotal channel for business operations and contributing to long-term organizational success and survival (Yuleva, 2019). Focused competitive differentiation prompts organizations to scrutinize changes in the external environment alongside shifts in organizational resources, ensuring preparedness for seamless changes in business operations (Chaudhuri et al., 2022). Eid et al., (2020) indicated that competitive differentiation, functioning as a channel for business activities, encompasses a comprehensive system from product development to after-sales service, creating a value chain in business operations.

Organizations distinguished by exceptional business features gain competitive advantages, turning these advantages into an organizational strength and identity. This strategic approach fosters continuous business growth (Li et al., 2022). Moreover, focused competitive differentiation enables organizations to create unique products by strategically analyzing the business operation channel to lower production costs and provide greater benefits to customers (Abdelmoety et al., 2022). Prioritizing reliable communication channels is crucial for ensuring quick and accurate information responsiveness. Additionally, involving customers in understanding information and providing a variety of communication channels is essential. Focused competitive differentiation influences customer relationship management, serving as a key channel for the success of business operations (Gyemang & Emeagwali, 2020).

2.5 Customer Relationship Management

Customer relationship management is defined as a structured approach to managing customer interactions, improving business relationships and increasing profitability (Galka & Baran, 2016). Customer relationship management serves as a strategic framework employed by organizations to effectively oversee and enrich their engagements with customers across the entire customer lifecycle. This approach integrates technology, processes and data analysis to gain deeper insights into customer needs, preferences and behaviors, ultimately aiming to cultivate enduring and mutually advantageous relationships (Kumar & Reinartz, 2018).

In contemporary industrial and service business operations, cultivating relationships with customers through quality services and prompt responsiveness to customer demands is recognized as a critical success factor, with a strong emphasis on achieving the highest level of customer satisfaction (Cao et al., 2021). Establishing a relationship between customers and the organization serves as a means of exchanging customer demands for outstanding services, influencing customer satisfaction and fostering loyalty to the services. This in turn, contributes to the seamless functioning of business operations. The resultant outcome of effective customer relationship management is the development of brand loyalty (Sameeni et al., 2022). Key characteristics of brand loyalty include responsive behavior toward a specific product

or service, a decision-making bias, consistent brand expression and a lack of interest in other products (Le, 2021).

Factors influencing the service quality of private polyclinic businesses include the precision of treatments, adherence to ethical standards, prompt service responses and the provision of comprehensive treatment information. Exceptional services and quality treatments significantly contribute to gaining a competitive edge and improving overall business performance. According to research by Ibrahim and Yesiltas (2021), effective customer relationship management, particularly through focused service quality, is evident in customer satisfaction and the creation of value in the delivered products or services. This process spanning from the initial to the final stages of product or service selection, is integral to creating a value chain that guarantees customer satisfaction, loyalty and repeated service use, discouraging customers from seeking similar services elsewhere (Li et al., 2023). Magatef et al. (2023) emphasized that organizations creating value in a product or service leave a lasting impression on customers, transforming them into regular customers and fostering loyalty to the organization's offerings.

2.6 Brand Loyalty

Sheth (2019) defined brand loyalty as a consumer's commitment to repurchase or continue using a particular brand, often due to positive experiences, perceived quality, or emotional attachment. It played a crucial role in marketing and consumer behavior, influencing long-term business success. Brand loyalty is influenced by multiple psychological processes, including emotional attachment, habitual purchasing and perceived value.

Brand loyalty signified the degree of customers' allegiance and dedication to a specific brand or product, reflecting their consistent preference over alternatives. This commitment is evident through repeat purchases, a positive brand attitude and a reluctance to switch to competing brands. Keller and Lehmann (2006) highlighted the pivotal role of brand loyalty in long-term success and the formation of a competitive advantage within brand management. The current literature stresses the importance of cultivating brand loyalty by creating positive brand associations, maintaining consistent

and superior quality and establishing emotional connections with customers (Yin & Jeon, 2003).

Brand loyalty reflects business performance, emphasizing the importance of building a relationship between customers and the organization, thereby leading to higher success and efficiency in business performance. Pham and Vu (2019) identified that customer experience of service quality and brand loyalty impact business performance. Frassetto et al. (2023) determined that when an organization fosters customer loyalty to its brand or service, it results in greater business performance. Thus, customer service that makes customers feel loyal to the product or service they receive must be improved to become more convenient and responsive to customer demands, thereby generating greater customer trust and confidence (Timoumi et al., 2022). The relationship between brand loyalty and business performance, as reflected through customer relationship management, shows that customer relationship management which utilizes resource databases in organizational management to increase market value leads to success in business operations (Cui et al., 2022).

Organizations must consistently enhance services, maintain resource readiness and prioritize personnel development for customer satisfaction (Tang et al., 2023). Satisfied customers foster faith in products and services which are crucial for organizational operations. Private polyclinics must focus on precise and standardized treatments, emphasizing skilled personnel and continual improvement to boost customer confidence, leading to increased income and profit. Attaining customer loyalty is a pivotal business goal for sustained superiority over competitors (Kuosmanen et al., 2023).

2.7 Business Performance

Business performance is defined as the degree of fulfillment of managerial goals in business practices and realized outputs of these goals by the end of a certain period (Bulut & Can, 2013). This comprehensive evaluation encompasses various facets, including financial results, operational efficiency, customer satisfaction and market competitiveness. A business's performance is a reflection of its ability to excel in these diverse dimensions. Kaplan and Norton (1996) introduced the balanced scorecard framework as a method to understand and manage business performance holistically.

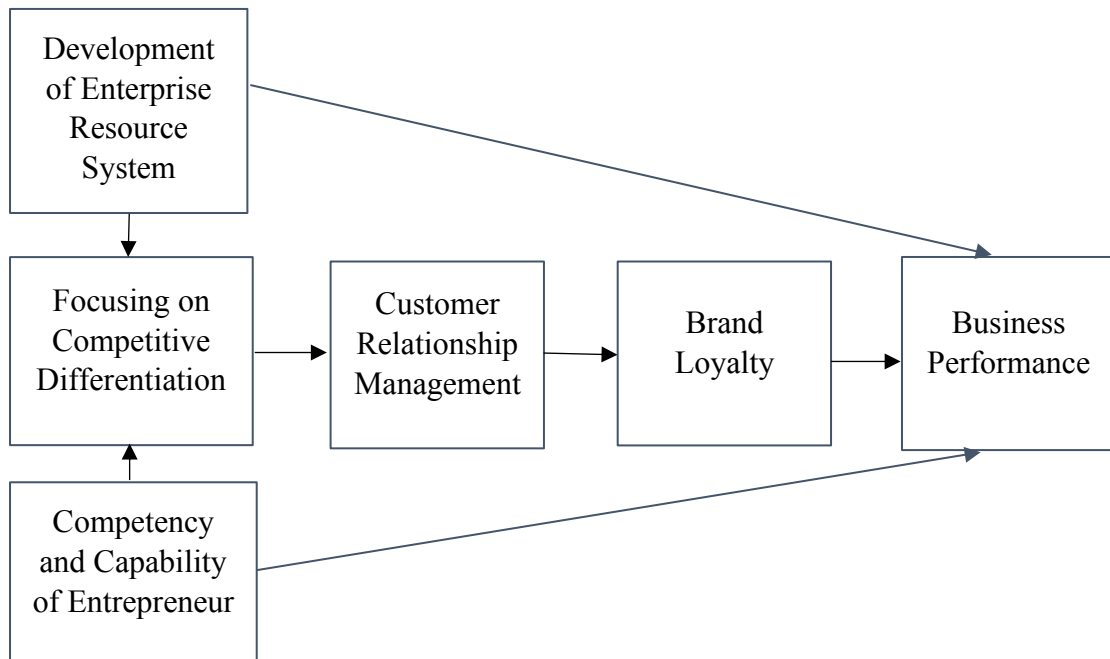
The framework includes four main viewpoints: financial, customer, internal processes and learning and growth. The financial perspective looks at the economic results, the customer perspective focusses on customer satisfaction and loyalty, the internal processes perspective evaluates how well operations are running in terms of efficiency and effectiveness and the learning and growth perspective concentrates on the development of both individuals and the organization. Effectively measuring and managing these perspectives enables organizations to attain a well-rounded and integrated comprehension of their overall performance. This approach goes beyond financial metrics alone, considering the broader aspects that contribute to a company's success and sustainability (Franco-Santos et al., 2007).

Business performance is a multidimensional concept, as outlined in the balanced scorecard framework by Kaplan and Norton (1996). The evaluation and optimization of a company's performance across various critical areas, encompassing financial, customer, internal processes and learning and growth perspectives, are essential for achieving sustained success and competitiveness in the market. This process considers an array of crucial areas and four perspectives, including financial, customer, internal processes and learning and growth, to ensure business success. A well-balanced business performance will allow organizations to discover the full repercussions of their strategies (Khongsawatkiat & Agmapisarn, 2023). This approach ensures a balanced and comprehensive understanding of a business's performance beyond just financial indicators. Including the perspectives and perceptions of corporate executives in various businesses is an important factor (Analoui & Karami, 2002).

2.8 Previous Study

Subongkod & Hongsakul (2024) studied structural equation modeling for the business performance of private hospitals in Thailand: management perspectives. The purpose of this study was to elucidate the causal factors influencing business performance in relation to private hospitals in Thailand by empirically evaluating the concordance between the hypothesized causal model and the observed data. This study was conducted in Thailand in 2024. The sample consisted of 411 executives from private hospitals in Thailand, selected through purposive sampling.

Figure (2.1) The Conceptual Framework of Subongkod & Hongsakul



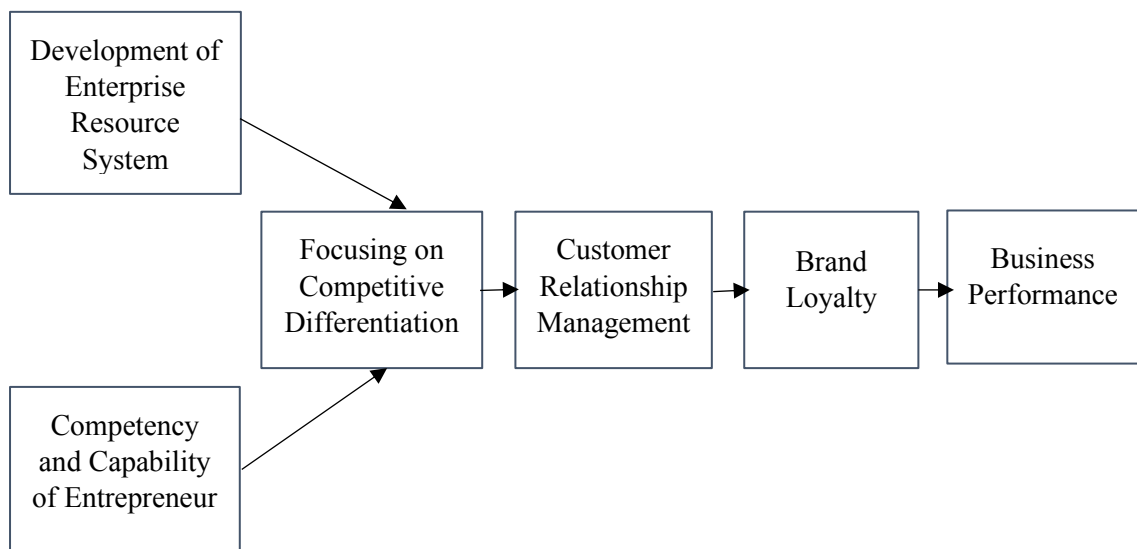
Source: Subongkod & Hongsakul (2024)

The findings of Subongkod & Hongsakul (2024) showed that the development of an enterprise resource system reflects an organization's capability to establish a system and formulate plans for resource utilization, encompassing the business operations of private hospitals. The creation of an organizational resource database contributes to the formulation of policies aimed at fostering competitive differentiation within each organization. The competency and capability of entrepreneurs played a significant role in influencing the transformation of the healthcare business, necessitating an understanding of environmental analysis to create business opportunities. Focused competitive differentiation served as a comprehensive business channel, integrating services from initial customer interaction to post-sales service. Customer relationship management emerged as a crucial strategy for fostering relationships between customers and organizations, emphasizing service quality improvement to attain a competitive advantage. The research revealed that customer satisfaction and positive impressions including medical treatments, pricing, personnel competence, technology and communication accessibility significantly influenced customer decisions in selecting services, leading to word-of-mouth promotion and the establishment of repeat customers.

2.9 Conceptual Framework of the Study

The conceptual framework of the study is adopted from Subongkod & Hongsakul (2024). The following conceptual framework to analyze these relationships is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of the Study



Source: Adopted from Subongkod & Hongsakul (2024)

As shown in Figure (2.2), for the first objective, development of enterprise resource system and competency and capability of entrepreneur are independent variables while focusing on competitive differentiation is dependent variable. For the second objective, focusing on competitive differentiation is independent variable and customer relationship management is dependent variable. For the third objective, customer relationship management is independent variable and brand loyalty is dependent variable. And for the fourth objective, brand loyalty is independent variable while business performance is dependent variable.

CHAPTER 3

BACKGROUND AND COMPETITIVE DIFFERENTIATION PRACTICES OF PRIVATE POLYCLINICS IN YANGON

In this chapter, background of private polyclinics and competitive differentiation practices of private polyclinics in Yangon are mainly discussed. Moreover, this chapter also presents demographic profile of the respondents and reliability analysis.

3.1 Background of Private Polyclinics

Today, the health care landscape comprises both public and private sectors, each playing a crucial responsibility for delivering health services to the population. The private healthcare has grown in response to increasing demand for more accessible, quality health care services. The private health care providers offer a wide range of medical services, from primary care to specific treatments, often filling the gaps left by the public sector. Rapid economic growth and increasing urbanization have fueled the expansion of private healthcare facilities, providing an array of services from general practice to specialized medical treatments.

In 2000s, there was a gradual increase in private healthcare facilities. The government started allowing private investments in the healthcare sector, leading to the establishment of private clinics and small hospitals. Significant growth occurred in this decade, especially after the political and economic reforms initiated by President Thein Sein in 2011. These reforms aimed at attracting foreign investments and improving the overall economic landscape of the country. Later 2010, the number of private hospitals and clinics increased substantially. Improved regulations, increased foreign investments and better economic conditions contributed to the expansion of the private healthcare sectors. Now a day, the private healthcare sectors continue to grow, with more advanced facilities and services becoming available. The increase in demand for quality healthcare services, along with the willingness of the population to pay for better services, has driven this growth. To be a modern developed country, hoping stability, peace, prosperity and enhanced quality of life which are consistent with ASEAN vision

2020 (JICA, 2019). Myanmar and the other ASEAN nations have to make an effort to tackle the problems of the new century. To meet people's needs and improve their health, the health industry must provide a variety of high-quality healthcare options. The high standard of healthcare provided by private healthcare sector benefits both urban and rural populations by offering cutting-edge facilities and efficient medical treatment.

Private polyclinics are predominantly located in urban centers like Yangon and Mandalay, offering higher quality care and shorter wait times compared to public facilities. This sector attracts patients seeking advanced diagnostics, modern medical technologies and personalized care, albeit at a higher cost. Privately held polyclinics are usually run by an individual or group of people with its own operating expenses and budgets. The organization's owner will be in charge of establishing the organization's budget, overseeing financial matters and making sure that all stringent local, state and federal laws are followed. The private health sector's accountable parties will also hire personnel, write physician contracts, buy equipment, fund upkeep and oversee the services provided. Private polyclinics are often the better option as they have more financial flexibility and are renowned for providing high-quality treatment where patients get personalized attention.

3.2 Development of Enterprise Resource System

The development of Enterprise Resource Planning systems in polyclinics has transformed healthcare administration by unifying patient management, inventory, finance and human resources into a single digital ecosystem. The implementation typically follows a phased approach, beginning with needs assessment and vendor selection, tailored to mid-scale operations of polyclinics. Key modules include electronic health records, appointment scheduling, pharmacy stock tracking and automated billing. During deployment, clinics undergo staff training simulations and parallel runs with legacy systems to minimize disruption. During the implementation phase, polyclinics often face challenges such as budget constraints, resistance to change and the need for extensive training for staff.

Successful deployment requires strong leadership, involvement of key stakeholders and a well-defined strategy that includes customization of the enterprise

resource planning system to meet the specific needs of the healthcare sector. Additionally, vendors must understand cultural tendencies and language differences to ensure smooth adoption. Once operational, enterprise resource planning systems facilitate efficient scheduling, inventory management, patient record keeping and financial transactions. The success of these systems depends on factors such as system quality, information accuracy and user satisfaction. Human quality such as staff engagement and technical support plays a crucial role in ensuring the effectiveness of enterprise resource planning systems. Continuous monitoring and updates are necessary to maintain system performance and adapt to evolving healthcare demands.

The development and operation of enterprise resource planning systems in polyclinics require careful planning, collaboration and ongoing evaluation to maximize their benefits and improve healthcare service delivery.

3.3 Competency and Capability of Entrepreneur

Entrepreneurs operating successful polyclinics possess a combination of competencies and capabilities that enable them to navigate the complexities of the healthcare industry. Competency in medical-operational knowledge, business management, financial planning and regulatory compliance is essential for ensuring the sustainability of the clinics and adherence to healthcare laws. Additionally, entrepreneurs must have strong leadership skills to effectively manage medical professionals, administrative staff and patient relations. Capability in innovation and adaptability is also crucial as healthcare sector is continuously evolving with technological advancements and changing patient needs. Entrepreneurs must be able to integrate modern medical technologies, streamline operational processes and enhance service quality to remain competitive. Furthermore, understanding market trends and consumer behavior allows them to tailor services to meet the demands of aging population and growing healthcare needs.

Successful owners excel in stakeholder management, establishing partnerships with insurers, pharmaceutical suppliers and telemedicine platforms to expand services. They also invest in brand differentiation, whether through niche specialties (e.g., dermatology, executive check-ups) or superior patient experiences (AI chatbots for appointment booking). Crucially, they adapt to digital healthcare boom, adopting

enterprises resource planning systems for inventory and artificial intelligent tools for diagnostic support. Leadership capabilities include crisis resilience (navigating covid-19 disruptions via home-visit doctor apps) and community trust-building such as corporate social responsibility initiatives like free diabetes screenings.

3.4 Competitive Differentiation Practices of Private Polyclinics

Private polyclinics in Yangon differentiate themselves in a competitive healthcare market through various strategies aimed at attracting and retaining patients. The followings are key competitive differentiation practices they employ.

3.4.1 Service Quality and Specialization

Private polyclinics leverage service quality and specialization to differentiate themselves in a competitive healthcare market. Serving both local communities and medical tourists, the clinics combine advanced medical technology, patient-centered care and niche specialization to deliver superior healthcare. Service quality in healthcare is measured by reliability, responsiveness, assurance, empath and tangibles. Some clinics demonstrates excellence across various key dimensions, ensuring high-quality healthcare services. In terms of clinical excellence, those clinics strictly adheres to Joint Commission International (JCI) standards, ensuring that their care protocols meet globally recognized benchmarks (JCI, 2022). Moreover, they employ highly trained staff, including western-board-certified physicians and experienced nurses to effectively cater to expatriates and tourists, enhancing accessibility and patient confidence in the clinic's services.

Those clinics also emphasize patient-centric amenities to improve overall patient experience. Through its digital appointment system, available via mobile app, they significantly reduce wait times, allowing for a more efficient healthcare process. Furthermore, technology integration plays a vital role in the clinic's operations. The electronic health records system ensures seamless patient data sharing across departments, facilitating continuity of care and improving coordination among medical professionals. Some clinics also utilizes telemedicine, allowing post-consultation follow-ups through virtual platforms, which enhances accessibility, particularly for patients in remote areas.

Specialist polyclinics implement a focused differentiation strategy (Porter, 1985) by offering specialized healthcare services tailored to the needs of its community. In the domain of women's health and pediatrics, the clinics provide prenatal and postnatal care, offering comprehensive packages that include ultrasound imaging, lactation support and neonatal screenings to ensure optimal maternal and infant health. The diabetes wellness program integrates endocrinology consultations, specialized dietary planning by certified dietitians and continuous glucose monitoring devices, allowing patients to track and manage their blood sugar levels effectively. Similarly, the hypertension clinic employs artificial intelligent driven analytics combined with home blood pressure monitoring kits, enabling patients to monitor their condition remotely while receiving expert guidance from healthcare professionals.

The polyclinics also cater to the needs of corporate clients through its Executive Health Programs, which provide corporate health screenings designed for expatriates and business professionals. These screenings include cardiac stress tests and cancer marker assessments, ensuring early detection and preventive care tailored to the demands of a high-paced professional environment.

In the specialization of gastrointestinal healthcare, private endoscopy centers, with a steadfast commitment to mitigating the prevalence of digestive diseases, these centers have played a significant role in improving patient outcomes and enhancing the quality of life nationwide. These centers have continuously expanded their scope of services, integrating a broad range of primary care and specialty treatments beyond initial focus on gastrointestinal and liver care. Additionally, significant advancements have been made in laboratory diagnostics and imaging capabilities, further strengthening the center's ability to provide comprehensive and high-quality medical services.

Some obstetric and gynecological clinics have established themselves as trusted healthcare providers for middle-class patients by delivering high-quality, affordable women's health services with a focus on expert-led, compassionate care. Specializing in antenatal care, normal delivery and cesarean sections, those clinics ensure safe motherhood through experienced obstetricians and gynecologists who follow evidence-based practices. The clinic provides comprehensive prenatal packages, including ultrasounds, nutritional counseling and risk assessment to monitor maternal and fetal health throughout pregnancy. For deliveries, they offer personalized birth

plans, with well-equipped labor suites and 24/7 emergency obstetric care to handle complications. Despite advanced medical standards, the clinic maintains transparent, middle-class-friendly pricing through optimized operational efficiency and tailored payment plans. Postpartum care, including lactation support and newborn health checks, further underscore their commitment to holistic women's healthcare. By combining clinical excellence, affordability and patient-centered service, specialist obstetric and gynecological clinics empower women to access safe, dignified maternity care without financial strain.

3.4.2 Patient Experience and Convenience

In competitive private healthcare sector, private polyclinics have distinguished themselves by prioritizing patient experience and convenience as core components of its service delivery model. Recognizing that modern healthcare consumers demand efficiency, comfort and personalized attention, the clinic has implemented a range of strategies to enhance accessibility, reduce friction in care delivery and foster long-term patient loyalty.

Patient experience at polyclinics encompasses every interaction, from appointment scheduling to post-treatment follow-up, ensuring a seamless healthcare journey. Several key factors contribute to the overall patient experience, including ease of access, facilitated by convenient locations and digital tools, communication clarity, which ensures responsive staff and multilingual support, emotional comfort, reflected in an empathetic environment and service efficiency, achieved through minimized wait times and streamlined administrative processes. To reduce administrative burdens, the polyclinics integrate seamless digital solutions, such as a mobile app that allows patients to book appointments, access lab results and consult doctors remotely. Additionally, the use of electronic health records ensures continuity of care when patients transition between clinic and their affiliated hospitals, reducing paperwork and improving medical accuracy.

Convenience-focused design of polyclinics plays a significant role in enhancing patient accessibility. They strategically centralize their locations, making healthcare more reachable and offers walk-in availability, reserving slots for urgent cases to minimize emergency room overcrowding.

Furthermore, to improve service efficiency, polyclinics implement real-time queue management systems. Digital displays provide patients with live updates regarding potential delays, allowing them to better manage their time while ensuring a smoother and more predictable healthcare experience.

3.4.3 Pricing and Insurance Partnership

Private polyclinics employ tiered pricing models and strategic insurance partnerships to balance affordability, profitability and patient accessibility. Most adopt a value-based pricing approach, segmenting services into economy, standard and premium tiers to cater to diverse demographics from local middle-class patients to medical tourists. For example, basic general practitioner consultations may start at 15,000 MMK, while specialized packages (e.g., executive health screenings) command 100,000-150,000 MMK, justified by advanced diagnostics and specialized doctors. To enhance affordability, many clinics collaborate with social security schemes for subsidized care, while also partnering with private insurers like CB, KBZ, AYA insurances. Dynamic pricing tactics such as off-peak discounts and prepaid membership plans further improve revenue flow.

Some advanced diagnostic centers implement an affordable pricing strategy to ensure that high-quality diagnostic services remain accessible to a broad patient base. They focus on cost-effective healthcare solutions by offering competitive rates for essential medical tests, including laboratory screenings, imaging services and specialized diagnostics. To further enhance affordability, they offer discounted health packages tailored to preventive care, chronic disease monitoring and routine check-ups, making comprehensive healthcare more accessible to individuals from various socioeconomic backgrounds. This commitment to cost efficiency and patient-centered pricing reinforces them as trusted providers of affordable and high-quality diagnostic services in Yangon.

The other polyclinics attract repeat patients by implementing low pricing strategies and collaborating with social security clinics to enhance accessibility and affordability. By offering subsidized consultation fees, discounted medication and affordable diagnostic services, polyclinics ensure that healthcare remains financially viable for a broad patient base. Many clinics adopt tiered pricing models, where

essential treatments are provided at lower costs while specialized services remain competitively priced, encouraging patients to return for routine care.

Collaboration with social security clinics further strengthens patient retention by integrating insurance coverage and financial assistance programs. Patients enrolled in social security board can access co-funded treatments, reducing out-of-pocket expenses. This partnership also facilitates seamless referrals, ensuring continuity of care between primary healthcare providers and specialized medical institutions. By aligning with public health initiatives, polyclinics enhance their reputation as reliable and cost-effective healthcare providers, fostering long-term patient loyalty.

3.4.4 Branding and Reputation Management

Private polyclinics leverage strategic branding and reputation management to build trust, attract patients and differentiate themselves in a competitive healthcare market. A strong brand identity is cultivated through professional credibility (e.g., highlighting board-certified specialists, JCI accreditations) and patient-centric values, communicated via websites, social media and community engagement. Reputation is reinforced through positive patient testimonials, high ratings on social media platforms like facebook and own websites. Many polyclinics invest in content marketing, publishing health blogs and hosting webinars to position themselves as thought leaders. Additionally, corporate social responsibility initiatives such as free health camps or partnerships with local non-government organizations enhance public perception. Polyclinics focus on localized trust-building through multilingual staff and culturally sensitive care. Effective branding balances professional authority and emotional connection, ensuring long-term patient loyalty in an industry where reputation directly affects business performance.

Some well-known polyclinics in Yangon have established itself as a leading healthcare provider through strategic branding and reputation management initiatives that emphasize medical excellence, patient-centered care and community trust. The clinics differentiates itself by highlighting international accreditations, such as Joint Commission International (JCI) certification and ISO 9001 which signals world-class standards to both local and medical tourism patients. Their branding emphasizes cutting-edge technology, with targeted campaigns showcasing advanced

treatments like telemedicine and in vitro fertilization, positioning their clinics as pioneers in healthcare sector.

3.5 Customer Relationship Management

Customer relationship management strategies in polyclinics in Yangon focus on enhancing patient satisfaction, loyalty and engagement through personalized services and efficient communication. Polyclinics implement data driven customer relationship management systems to streamline appointment scheduling, medical record management and follow-up care, ensuring a seamless patient experience. Advanced customer relationship management software such as ANZER, local platforms like Clinic Pro are used to track patient interactions across touchpoints—from appointment bookings to post-treatment follow-ups enabling personalized care. Additionally, service quality and customer satisfaction play a crucial role in fostering long-term relationships, as patients value reliability, professionalism and accessibility in healthcare providers.

Marketing strategies including digital outreach and targeted promotions help polyclinics maintain strong connections with their patient base. By leveraging data analytics, clinics can tailor services to individual patient needs, improving retention rates and encouraging word-of-mouth referrals. Polyclinics prioritize continuous feedback collection to refine their services and address patient concerns proactively. By integrating technology, personalized care and strategic communication, polyclinics in Yangon enhance their competitive advantage and build lasting relationships with their patients.

3.6 Profile of the Respondents

To analyze the business performance of private polyclinics in Yangon based on independents factors, other demographic factors including gender, age, education, job position and years of experience are discussed first. There are total of 106 respondents participated in the questionnaire and their frequency and the percentage are presented in the study based on findings. The detail profile of the respondents is shown in Table (3.1).

Table (3.1) Profile of the Respondents

Sr. No.	Title	Description	Frequency	Percentage
Total			106	100
1	Gender	Male	58	55
		Female	48	45
2	Age (years)	18-30	18	17
		31-45	78	74
		46-60	10	9
3	Education	Bachelor	44	41
		Master Degree	53	50
		Doctorate	7	7
		Others	2	2
4	Job Position	Medical Superintendent	16	15
		Manager	61	57
		Administrator	6	6
		Owner	23	22
5	Years of experience	1-5	19	18
		6-10	62	59
		11-15	14	13
		Above 15	11	10

Source: Survey Data (2025)

According to Table (3.1), profile of respondents provides valuable insights into the business performance of polyclinics reflecting the perspectives of individuals with diverse backgrounds and experience levels. The gender distribution indicates a fairly balanced workforce, with males comprising 55% and females 45%, highlighting the sector's inclusivity. The age range is predominantly between 31-45 years (74%), suggesting that mid-career professionals play a crucial role in polyclinic operations.

Educational qualifications show a strong presence of highly educated professionals, with 50% holding a master's degree and 41% possessing a bachelor's degree. This demonstrates that expertise and advanced knowledge are key drivers of success in polyclinic management. Additionally, the survey reveals that the majority of respondents are managers (57%), followed by owners (22%) and medical superintendents (15%), indicating that leadership roles are central to polyclinic performance.

Years of experience further underscore the industry's reliance on seasoned professionals, as 59% have 6-10 years of experience, with a smaller yet significant proportion having over 15 years (10%). This implies that polyclinics benefit from experienced leadership and strategic decision-making, contributing to operational efficiency and business growth.

In Summary, the majority of respondents are well-educated, experienced and strategically positioned workforce, driving the success and sustainability of polyclinics in the healthcare sector.

3.7 Reliability Test

Reliability Test is defined as the measurement of the stability or consistency of the variable in the structure questionnaire. The value level of Reliability Cronbach's Alpha and the internal consistency is showed below Table (3.2) for the interpretation of result.

Table (3.2) Value Level of Reliability Cronbach's Alpha

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.0 – 0.20	Less Reliable
2	0.21 – 0.40	Rather Reliable
3	0.41 – 0.60	Quite Reliable
4	0.61 - 0.80	Reliable
5	0.81 - 1.00	Very Reliable

Source: Hair et al. (2010)

As per Table (3.2), there are five levels of reliability namely less reliable, rather reliable, quite reliable and very reliable. To interpret the reliable result, five levels of reliability identified by Hair et al. (2010) is applied.

In this research, the questionnaire is developed by Likert Scale from 1 to 5 scale range. The result of the reliability test is shown in table (3.3).

Table (3.3) Reliability Test

Sr. No.	Variable	No. of items	Cronbach's Alpha	Reliability Level
1	Development of Enterprise Resource System	5	.804	Very Reliable
2	Competency and Capability of Entrepreneur	6	.871	Very Reliable
3	Focusing on Competitive Differentiation	5	.819	Very Reliable
4	Customer Relationship Management	5	.768	Reliable
5	Brand Loyalty	5	.871	Very Reliable
6	Business Performance	5	.851	Very Reliable

Source: Survey Data (2025)

According to Table (3.3), Cronbach's Alpha values for 5 variables present are greater than 0.8 which means the findings are valid for this study and it stands for very reliability. The rest of the question stands above 0.7 which means the findings of this study stands on reliable. Therefore, it can be concluded that the survey results are consistent, valid and very reliable in this study.

CHAPTER 4

ANALYSIS ON THE EFFECT OF DEVELOPMENT OF ENTERPRISE RESOURCE SYSTEM, COMPETENCY AND CAPABILITY OF ENTREPRENEUR AND COMPETITIVE DIFFERENTIATION ON BUSINESS PERFORMANCE OF PRIVATE POLYCLINICS IN YANGON

This study examines how business performance of private polyclinics related to development of enterprise resource system, competency and capability of entrepreneur, focusing on competitive differentiation, customer relationship management and brand loyalty. It analyzes the effect of development of enterprise resource system and competency and capability of entrepreneur on focusing on competitive differentiation. And it analyzes the effect of focusing on competitive differentiation effect on customer relationship management. Moreover, it also examines the effect of customer relationship management on brand loyalty and examines the effect of brand loyalty on business performance of private polyclinics in Yangon.

According to Best (1977), the five-point Likert scale mean value interprets as follows: strongly agree is equal to 4.21-5.00, agree is equal to 3.41- 4.20, neutral is equal to 2.61 – 3.40, disagree is equal to 1.81 – 2.60 and strongly disagree is equal to 1.00 – 1.80.

4.1 Employee Perception on Development of Enterprise Resource System, Competency and Capability of Entrepreneur, Focusing on Competitive Differentiation, Customer Relationship Management, Brand Loyalty and Business Performance

In this chapter, the mean values and standard deviation for development of enterprise resource system, competency and capability of entrepreneur, focusing on competitive differentiation, customer relationship management and brand loyalty on business performance of private polyclinics in Yangon are presented based on survey results.

4.1.1 Employee Perception on Development of Enterprise Resource System

To assess employee perception on development of enterprise resource system, five statements are used. The results from the survey are displayed in the Table (4.1).

Table (4.1) Development of Enterprise Resource System

Sr. No.	Description	Mean	Standard Deviation
1	Departmental budget management	4.11	.63
2	Allocation of high-quality and modern equipment	4.18	.53
3	Assignment of qualified personnel for work	4.13	.58
4	Strategic resource utilization plan	4.10	.61
5	Transparency and fairness in the procurement	4.06	.71
	Overall Mean	4.11	

Source: Survey Data (2025)

According to Table (4.1), the mean values (including overall mean value) of development of enterprise resource system are between 3.41 and 4.20 at agree level. It can be concluded that the respondents agree with the development of enterprise resource system. Most of the respondents agree with the allocation of medical equipment emphasize the importance of investing in advanced healthcare resources. Similarly, the assignment of qualified personnel and budget management reflect efficient workforce deployment and financial oversight. Transparency and fairness in the procurement system signify trust in financial processes.

4.1.2 Employee Perception on Competency and Capability of Entrepreneur

To assess employee perception on competency and capability of entrepreneur, six statements are used. The results from the survey are displayed in the Table (4.2).

Table (4.2) Competency and Capability of Entrepreneur

Sr. No.	Description	Mean	Standard Deviation
1	Expertise and skill in successful business management	4.05	.64
2	Ability to swiftly analyze and adapt to situations	3.91	.69
3	Decision-making capability with taking business risks	4.07	.67
4	Confidence, trust and encouragement of team input	4.10	.67
5	Proactive management fostering opportunities	3.88	.73
6	Commitment to innovative integration	3.97	.66
	Overall Mean	3.99	

Source: Survey Data (2025)

According to Table (4.2), the mean values (including overall mean value) of competency and capability of entrepreneur are between 3.41 and 4.20 at agree level. It can be concluded that the respondents agree with the competency and capability of entrepreneur. Trust in team members and encouragement of team input demonstrate the importance of fostering a supportive and collaborative work environment. Decision-making capability, coupled with a willingness to take business risks emphasize the significance of strong leadership in navigating business challenges. Expertise in successful business management reinforce the role of managerial proficiency in driving operational success. While other statements such as innovative integration and swift adaptability and proactive management fostering favorable opportunities for departments indicate potential areas for improvement in strategic initiative execution of private polyclinics.

4.1.3 Employee Perception on Focusing on Competitive Differentiation

To assess employee perception on focusing on competitive differentiation, five statements are used. The results from the survey are displayed in the Table (4.3).

Table (4.3) Focusing on Competitive Differentiation

Sr. No.	Description	Mean	Standard Deviation
1	Specialized medical expertise for complex diseases	4.06	.62
2	Proficiency in attentive patient care	4.15	.61
3	Distinctive approach to treating specific diseases	3.72	.83
4	Establishment of a patient trust and confidence	4.12	.65
5	Commitment to quality with certification standards	4.15	.61
	Overall Mean	4.04	

Source: Survey Data (2025)

According to Table (4.3), the mean values (including overall mean value) of focusing on competitive differentiation are between 3.41 and 4.20 at agree level. It can be concluded that the respondents agree with focusing on competitive differentiation. Both proficiency in attentive patient care by nurses and staff and commitment to quality development aligned with certification standards highlight the significance of maintaining high service quality and adherence to recognized healthcare benchmarks. The establishment of a unique identity fostering patient trust reflect the importance of branding and reputation in attracting and retaining patients. Specialized medical expertise for complex diseases underlines the need for advanced clinical capabilities. The distinctive approaches to treating specific diseases indicates potential areas for improvement in innovative treatment differentiation.

4.1.4 Employee Perception on Customer Relationship Management

To assess employee perception on customer relationship management, five statements are used. The results from the survey are displayed in the Table (4.4).

Table (4.4) Customer Relationship Management

Sr. No.	Description	Mean	Standard Deviation
1	Trust in caregivers and relatives for quality care	4.19	.59
2	Confidence in physicians' expertise and treatment	4.18	.61
3	Accessibility of treating physicians' advice at any time	3.72	1
4	Provision of feedback and suggestions in all instances	4.13	.55
5	Correction of errors arising from hospital services	4.05	.54
	Overall Mean	4.05	

Source: Survey Data (2025)

According to Table (4.4), the mean values (including overall mean value) of customer relationship management are between 3.41 and 4.20 at agree level. It can be concluded that the respondents agree with customer relationship management. Trust in caregivers and relatives for quality care, emphasize the importance of strong relationships between healthcare providers and patients' families. Similarly, confidence in physicians' expertise and treatment reputation reflect patients' trust in medical professionals and their ability to deliver effective treatments. The provision of feedback and suggestions in all instances indicate the significance of open communication in healthcare services. Accessibility of treating physicians for advice at any indicates that although accessibility is valued, there may be room for improvement in ensuring timely consultations. Correction of errors arising from hospital services highlights the polyclinic's commitment to addressing concerns and maintaining service reliability.

4.1.5 Employee Perception on Brand Loyalty

To assess employee perception on brand loyalty, five statements are used. The results from the survey are displayed in the Table (4.5).

Table (4.5) Brand Loyalty

Sr. No.	Description	Mean	Standard Deviation
1	Confidence in customer preference for medical treatment	4.15	.59
2	Likelihood of patients and relatives' recommendation	4.29	.58
3	Consistent positive reputation among patients	4.13	.67
4	Trust in patient recall of distinct polyclinic features	4.24	.59
5	Confidence in the polyclinic's quality of treatment	4.26	.60
	Overall Mean	4.21	

Source: Survey Data (2025)

According to Table (4.5), the mean values of three of the statements of brand loyalty as well as overall mean are between 4.21 and 5.00 at strongly agree level. It can be concluded that the respondents strongly agree with brand loyalty. The likelihood of satisfied patients and relatives recommending services, emphasize the strong word-of-mouth influence and patient advocacy that the polyclinic has cultivated. Similarly, confidence in the quality of medical treatments and trust in patient recall of distinct polyclinic features reinforce the polyclinic's ability to create a lasting positive impression.

The remaining two statements of brand loyalty between 3.41 and 4.20 at agree level. It can be concluded that confidence in customer preference for medical treatment at the polyclinic and consistent positive reputation among patients and relatives demonstrate the institution's strong standing in the healthcare market.

4.1.6 Employee Perception on Business Performance

To assess employee perception on business performance, five statements are used. The results from the survey are displayed in the Table (4.6).

Table (4.6) Business Performance

Sr. No.	Description	Mean	Standard Deviation
1	Consistent growth in new service recipients	4.09	.57
2	Achievement of planned revenue goals	3.77	.84
3	Dominance in market share	3.98	.68
4	Establishment of credibility	4.29	.49
5	Maintenance of a positive societal image	4.26	.53
	Overall Mean	4.07	

Source: Survey Data (2025)

According to Table (4.6), the mean values of two of the statements of business performance are between 4.21 and 5.00 at strongly agree level. It can be concluded that the customers strongly agree with business performance of private polyclinics. The establishment of credibility, demonstrate strong trust and reliability among stakeholders. Similarly, the maintenance of a positive societal image reflects the polyclinic's strong reputation within the community.

The remaining mean values of three statements of business performance as well as overall mean are between 3.41 and 4.20 at agree level. It generally concluded that the respondents are in agreement with consistent growth in new service recipients and dominance in market share indicate steady expansion and competitive positioning in the healthcare market. The achievement of planned revenue goals indicate room for improvement in financial outcomes.

4.2 Analysis on the Effect of Development of Enterprise Resource System, Competency and Capability of Entrepreneur on Focusing on Competitive Differentiation

In this section, the effect of development of enterprise resource system, competency and capability of entrepreneur on focusing on competitive differentiation are explored by regression analysis based on the survey data collected on 2025.

Table (4.7) Effect of Development of Enterprise Resource System, Competency and Capability of Entrepreneur on Focusing on Competitive Differentiation

Variable	Unstandardized Coefficients		Standard Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	.590	.263		2.240	0.27
Development of Enterprise Resource System	.316***	.111	.286	2.851	.005
Competency and Capability of Entrepreneur	.541***	.097	.561	5.585	.000
R Square	.659				
Adjusted R Square	.653				
F Value	99.645***				

Source: Survey Data (2025)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.7), the regression model demonstrates a significant effect, with an R Square value of 0.659, indicating that approximately 65.9% of the variation in competitive differentiation can be explained by the independent variables. The Adjusted R Square of 0.653 further confirms the model's robustness. The overall F-value of 99.645 is statistically significant at 1% level confirm that the regression model is a strong fit for the data.

The independent variable, development of enterprise resource system shows a positive and significant effect and it can be said that improvements in enterprise resource system contribute meaningfully to competitive differentiation. Polyclinics that implement enterprise resource planning systems with integrated digital tools can examine patient profiles, service demand patterns and resource allocation to enhance decision-making. Identifying key trends allows them to refine workforce management, streamline medical supply procurement and plan for future growth, providing a strategic edge over competitors still dependent on traditional manual processes.

Another independent variable, entrepreneurial competency and capability also have a positive and significant effect. This indicates that entrepreneurial skills and strategic decision-making play a crucial role in distinguishing polyclinics from competitors. Entrepreneur managing private polyclinics apply strategic expertise to implement advanced healthcare models, including telemedicine and specialized treatment programs. This forward-thinking approach distinguishes polyclinic from competitors that adhere to traditional healthcare practices. Moreover, entrepreneurial competency fosters the development of a highly motivated workforce through structured training, performance-based incentives and the cultivation of a supportive organizational culture.

4.3 Analysis on the Effect of Focusing on Competitive Differentiation on Customer Relationship Management

In this section, the effect of focusing on competitive differentiation on customer relationship management is explored by regression analysis based on the survey data collected.

Table (4.8) Effect of Focusing on Competitive Differentiation on Customer Relationship Management

Variable	Unstandardized Coefficients		Standard Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	1.428	.293		4.866	.000
Focusing on Competitive Differentiation	.652***	.072	.665	9.085	.000
R Square	.442				
Adjusted R Square	.437				
F Value	82.539***				

Source: Survey Data (2025)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.8), The regression model shows a significant effect, with an R Square value of 0.442, indicating that 44.2% of the variation in customer relationship management can be explained by competitive differentiation. The Adjusted R Square of 0.437 further supports the model's reliability in predicting customer relationship management outcomes. The F-value of 82.539 confirms the statistical strength of the model at 1% level reinforcing the importance of competitive differentiation.

The independent variable, competitive differentiation demonstrates a positive and significant effect on customer relationship management and highlights the substantial role of differentiation strategies such as specialized expertise, service uniqueness and branding in shaping customer relationships. It can be said that customer relationship management maintains a base level of effectiveness, further enhanced by differentiation efforts.

4.4 Analysis on the Effect of Customer Relationship Management on Brand Loyalty

In this section, the effect of customer relationship management on brand loyalty is explored by regression analysis based on the survey data collected on 2025.

Table (4.9) Effect of Customer Relationship Management on Brand Loyalty

Variable	Unstandardized Coefficients		Standard Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	1.265	.272		4.653	.000
Customer Relationship Management	.725***	.066	.732	10.944	.000
R Square	.535				
Adjusted R Square	.531				
F Value	119.763***				

Source: Survey Data (2025)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.9), the R Square value of 0.535 indicates that 53.5% of the variation in brand loyalty can be explained by customer relationship management, highlighting the strong influence of patient trust and engagement on brand perception. The Adjusted R Square of 0.531 further supports the reliability of this model ensuring its accuracy in predicting brand loyalty outcomes. The F-value of 119.763, which is highly significant at 1% level reinforces the robustness of the regression model.

The independent variable, customer relationship management shows a positive and significant effect demonstrating its critical role in shaping brand loyalty. It can be said that enhanced patient relationships, service satisfaction and trust contribute to long-term loyalty toward the polyclinics. Private polyclinics utilize customer relationship management systems to monitor patient records, preferences and engagement, empowering healthcare providers to deliver tailored services. By offering personalized care, clinics improve patient satisfaction and strengthen retention, fostering long-term loyalty.

4.5 Analysis on the Effect of Brand Loyalty on Business Performance

In this section, the direct effect of customer brand loyalty on business performance is explored by regression analysis based on the survey data collected on 2025.

Table (4.10) Effect of Brand Loyalty on Business Performance

Variable	Unstandardized Coefficients		Standard Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	1.079	.304		3.553	.001
Brand Loyalty	.712***	.072	.699	9.954	.000
R Square	.488				
Adjusted R Square	.483				
F Value	99.089***				

Source: Survey Data (2025)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.10), the R Square value of 0.488 indicates that 48.8% of the variation in business performance can be explained by brand loyalty highlighting its strong influence on business success. The Adjusted R Square of 0.483 confirms the reliability of the model in predicting business performance. The F-value of 99.089, which is highly significant at 1% level reinforces the robustness of the regression model.

Brand loyalty shows a positive and significant effect illustrating its crucial role in driving business growth. It can be said that patient trust, satisfaction and advocacy contribute directly to the polyclinic's financial stability and market position.

Patients who remain loyal to a clinic tend to seek its services repeatedly, maintaining a steady flow of appointments and ensuring reliable revenue. This long-term commitment minimizes reliance on attracting new patients and reinforces financial security. Additionally, the healthcare sector experiences fluctuations due to seasonal trends and economic changes, however, a dedicated patient base offers resilience, allowing clinics to navigate uncertainties while sustaining their operations effectively.

CHAPTER 5

CONCLUSION

This chapter concludes the findings and discussions about the result of the analysis and other secondary research. It also includes the suggestions and recommendations for private polyclinics in Yangon for future. Finally, it mentions the limitation and needs for further research.

5.1 Findings and Discussions

This study aims to analyze the effect of development of enterprise resource system, competency and capability of entrepreneur, focusing on competitive differentiation and brand loyalty on the business performance of private polyclinics in Yangon. There are 106 respondents who are managing the private polyclinics in Yangon. To collect the primary data, online survey method by means of a structured questionnaire with five-point Likert scale is used. Descriptive statistics and linear regression analysis are used in this study.

Taking into consideration of the demographic profile of the respondents, the gender distribution indicates a fairly balanced workforce, with both males and females inclusive in the sector. The age range is predominantly between 31-45 years suggesting that mid-career professionals play a crucial role in polyclinic operations. Educational qualifications show a strong presence of highly educated professionals, with holding a master's degree and a bachelor's degree. This demonstrates that expertise and advanced knowledge are key drivers of success in polyclinic management. Additionally, the survey reveals that the majority of respondents are managers followed by owners and medical superintendents indicating that leadership roles are central to polyclinic performance.

According to the results, overall mean and mean values of development of enterprise resource system are at agree level. The allocation of medical equipment, underscoring the importance of investing in advanced healthcare resources. Similarly, the assignment of qualified personnel and budget management both achieved notable agreement levels, reflecting efficient workforce deployment and financial oversight.

Transparency and fairness in the procurement system signifying trust in financial processes. Therefore, the implementation of enterprise resource system is widely regarded as beneficial to improving efficiency and performance across key areas in private polyclinics.

According to the results, the mean values (including overall mean value) of competency and capability of entrepreneur at agree level. Confidence and trust in team members as well as encouragement of team input, demonstrating the importance of fostering a supportive and collaborative work environment. Decision-making capability, coupled with a willingness to take business risks underscoring the significance of strong leadership in navigating business challenges. Expertise in successful business management also reinforcing the role of managerial proficiency in driving operational success. While other factors such as innovative integration, swift adaptability and proactive management suggesting potential areas for improvement in strategic initiative execution. The results highlight the well-rounded competencies of entrepreneurs, positioning them for effective decision-making, adaptability and growth within the private polyclinic businesses.

According to the results, the mean values (including overall mean value) of focusing on competitive differentiation at agree level. Proficiency in attentive patient care by nurses and staff and commitment to quality development aligned with certification standards. These findings highlight the significance of maintaining high service quality and adherence to recognized healthcare benchmarks. The establishment of a unique identity fostering patient trust reflecting the importance of branding and reputation in attracting and retaining patients. Specialized medical expertise for complex diseases underlining the need for advanced clinical capabilities. The distinctive approaches to treating specific diseases indicates potential areas for improvement in innovative treatment differentiation. The results suggest that private polyclinics in Yangon are effectively leveraging competitive differentiation to enhance patient experience, build credibility and strengthen their market presence.

According to the results, the mean values (including overall mean value) of customer relationship management at agree level. Trust in caregivers and relatives for quality care, emphasizing the importance of strong relationships between healthcare providers and patients' families. Similarly, confidence in physicians' expertise and treatment reputation reflecting patients' trust in medical professionals and their ability

to deliver effective treatments. The provision of feedback and suggestions in all instances underscores the significance of open communication in healthcare services. While accessibility of treating physicians for advice at any time suggesting that although accessibility is valued, there may be room for improvement in ensuring timely consultations. Correction of errors arising from hospital services highlights the polyclinic's commitment to addressing concerns and maintaining service reliability. The results indicate that customer relationship management practices are well-received, fostering trust, confidence and effective patient-provider communication in the polyclinic setting.

According to the results, the mean values of some statements of brand loyalty as well as overall mean at strongly agree level. The likelihood of satisfied patients and relatives recommending services, emphasizing the strong word-of-mouth influence and patient advocacy that the polyclinic has cultivated. Similarly, confidence in the quality of medical treatments and trust in patient recall of distinct polyclinic features reinforcing the polyclinic's ability to create a lasting positive impression. The remaining mean values of two statements of brand loyalty at agree level. Consistent positive reputation among patients and relatives demonstrating the institution's strong standing in the healthcare market. The results indicate a well-established brand presence, patient trust and loyalty, positioning the polyclinic as a preferred healthcare provider in Yangon.

According to the results, the mean values of two of the statements of business performance at strongly agree level. The establishment of credibility, demonstrating strong trust and reliability among stakeholders as well as the maintenance of a positive societal image reflecting the polyclinic's strong reputation within the community. The remaining mean values of three statements of business performance, as well as overall mean at agree level. It generally concludes that the respondents are in agreement with consistent growth in new service recipients and dominance in market share indicating steady expansion and competitive positioning in the healthcare market. The achievement of planned revenue suggesting room for improvement in financial outcomes. The results indicate that private polyclinics are performing well in crucial business areas with strong credibility, a solid public image and a growing patient base contributing to long-term success.

The regression result shows that there is a positive and significant effect of enterprise resource system and competency and capability of entrepreneur on competitive differentiation. The findings revealed that development of enterprise resource system and competency and capability of entrepreneur play significant roles in shaping competitive differentiation. This underscores how efficient resource management through enterprise resource system enhances decision-making and operational workflows, while entrepreneurial expertise, adaptability and risk-taking contribute to strategic differentiation in the private healthcare sector.

According to the regression results, competitive differentiation has a positive and significant effect on customer relationship management. This explored that differentiation strategies such as specialized medical expertise, unique patient care approaches and certification standards help strengthen trust and engagement with patients. Effective branding and service excellence create lasting relationships, further improving patient satisfaction and retention.

According to the regression results, customer relationship management has a positive and significant effect on brand loyalty. This highlights the importance of maintaining transparent communication, personalized care and responsiveness to patient concerns as they significantly influence long-term loyalty and brand reputation.

According to the regression results, effect of brand loyalty on business performance is positive and significant. Brand loyalty demonstrates a crucial role in shaping business performance. When patients trust and prefer a polyclinic's services, recommendations increase, market share expands and revenue goals are more consistently achieved. A strong brand presence enhances credibility and societal image, reinforcing the polyclinic's standing in the healthcare industry.

5.2 Suggestions and Recommendations

Based on the findings of this study, the private polyclinics should focus on the strategic improvement across key areas of enterprise resource system, competency and capability of entrepreneurs, focusing on competitive differentiation, customer relationship management and brand loyalty to enhance their competitiveness and long-term success.

For enterprise resource system, the private polyclinics should integrate advanced digital solutions for operational efficiency, patient data management and financial planning. This automation processes will reduce administrative workload, improve accuracy and enhance service delivery. By implementing above suggestions, private polyclinics will be able to improve efficiency and performance across key areas in business operations.

For competency and capability of entrepreneurs managing polyclinics should undergo continuous professional development focusing on strategic decision-making, adaptability and risk management to effectively navigate market challenges.

For competitive differentiation, private polyclinics should further strengthen their competitive differentiation by offering specialized services tailored to patient needs, ensuring compliance with healthcare certification standards and building a distinct brand identity. Emphasizing personalized care, innovative treatment approaches and high service quality will create a strong reputation that sets them apart from competitors.

For customer relationship management, private polyclinics should prioritize with transparent communication, timely patient support and personalized engagement strategies fostering long-term trust and loyalty.

For brand loyalty, private polyclinics should invest in patient satisfaction programs, encourage positive feedback and leverage digital marketing strategies to highlight their unique value proposition. Establishing strong referral networks and maintaining high treatment standards will further reinforce patient confidence and attract new service recipients.

By implementing these suggestions which are given according to the reliable and valid survey findings, private polyclinics in Yangon can enhance efficiency, strengthen patient trust and achieve sustainable business growth ensuring their success in the competitive healthcare sector.

5.3 Needs for Further Research

This study highlights the effect of enterprise resource system development, entrepreneurial competency and capability, competitive differentiation, customer

relationship management and brand loyalty on the overall business performance of private polyclinics in Yangon. While the findings establish strong correlations among these factors, certain limitations should be acknowledged to ensure a comprehensive understanding of their influence.

Therefore, future studies should expand the scope by incorporating healthcare policies, technological advancements and patient demographic insights to provide a more holistic view of polyclinic success. Comparative studies across different regions or countries would also help determine whether these findings apply universally or remain specific to Yangon's market. Conducting longitudinal research would allow for a deeper understanding of long-term impacts, tracking how enterprise resource system development, entrepreneurial competency and brand loyalty influence business performance over several years.

Additionally, integrating objective financial metrics, such as revenue growth trends and patient retention rates would improve the validity of performance assessments. Furthermore, exploring patient-centered perspectives, including satisfaction levels, treatment effectiveness and accessibility, would provide valuable insights into how service quality shapes brand loyalty and competitive differentiation. By expanding future research directions, private polyclinics can refine their strategies, improve service delivery and achieve sustainable business growth, ensuring long-term success in Yangon's competitive healthcare landscape.

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APPENDIX A

SURVERY QUESTIONNAIRE

THE EFFECT OF DEVELOPMENT OF ENTERPRISE RESOURCE SYSTEM, COMPETENCY AND CAPABILITY OF ENTREPRENEUR AND FOCUSING ON COMPETITIVE DIFFERENTIATION ON BUSINESS PERFORMANCE OF PRIVATE POLYCLINICS IN YANGON

Thank you for your interest in our study.

This survey should take only a few minutes of your time. This would be confidential, and the data will be only used for the MBA thesis. Thank you for your time, and you will be so appreciated.

Part (A) Demographic

1. Gender
 - 1) Male
 - 2) Female

2. Which of the following best describes your age?
 - 1) 18-30 years old
 - 2) 31-45 years old
 - 3) 46-60 years old
 - 4) Above 60 years old

3. What is your education level?
 - 1) Bachelor Degree
 - 2) Master Degree
 - 3) Doctorate
 - 4) Others

4. Please describe your designation.

- 1) Medical Superintendent
- 2) Manager
- 3) Administrator
- 4) Owner

5. Years of your work experience

- 1) 1-5 years
- 2) 6-10 years
- 3) 11-15 years
- 4) Above 15 years

Part (B)

I. Development of Enterprise Resource System

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	The polyclinic adeptly handles departmental budgets.					
2.	The polyclinic allocates high-quality and modern medical equipment.					
3.	The polyclinic assigns qualified personnel for each aspect of the workload.					
4.	The polyclinic has a plan to use resources wisely.					
5.	The polyclinic has transparency and fairness in the procurement system.					

II. Competency and Capability of Entrepreneur

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	The polyclinic management team is experienced and skilled in running a successful business.					
2.	The polyclinic management team can swiftly analyze and adapt to situations.					
3.	The polyclinic management team can make decisions and is willing to take on business risks.					
4.	The polyclinic management team is self-assured, trusts its members, and encourages team input.					
5.	The polyclinic management team proactively manages, consistently creating favorable opportunities for departments.					
6.	The polyclinic management prioritizes innovative integration for enhanced operational efficiency.					

III. Focusing on Competitive Differentiation

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	The polyclinic has specialized doctors for challenging and complex diseases.					
2.	Nurses and staff are proficient and ready to provide attentive patient care.					
3.	The polyclinic treats specific diseases differently from other healthcare centers.					

4.	The polyclinic can create its own identity, giving patients and patients' relatives confidence and trust to always use its services.					
5.	The polyclinic prioritizes quality development in alignment with certification standards from various institutions.					

IV. Customer Relationship Management

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	You trust caregivers and relatives to receive the best care at the polyclinic.					
2.	You trust patients and relatives to have confidence in physicians' expertise and reputation for treatments.					
3.	Patients and relatives can visit treating physicians for advice at any time.					
4.	Patients and relatives will receive feedback, and suggestions in all instances.					
5.	Patients will receive corrections in all instances where errors may arise from hospital services.					

V. Brand Loyalty

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	You're confident that customers will choose your polyclinic for medical treatment when they have health issues.					

2.	Satisfied patients and relatives are likely to recommend your polyclinic's services to others.					
3.	Patients and relatives consistently speak positively about your polyclinic.					
4.	You trust that patients recall distinct features of the polyclinic.					
5.	You trust that your polyclinic instills confidence in the quality of medical treatments for service recipients.					

VI. Business Performance

For each statement, please indicate to which extent you feel important it is agreeable or disagreeable. Please tick on one answer. (1 – strongly disagree, 5- strongly agree)

No.	Description	1	2	3	4	5
1.	Your polyclinic consistently attracts a growing number of new service recipients.					
2.	Your polyclinic achieves revenue goals as planned.					
3.	Your polyclinic commands a significant market share.					
4.	Your polyclinic earns credibility.					
5.	Your polyclinic maintains a positive image in society.					

APPENDIX B

Effect of Development of Enterprise Resource System and Competency and Capability of Entrepreneur on Focusing on Competitive Differentiation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.812 ^a	.659	.653	.30249	.659	99.645	2	103	.000

a. Predictors: (Constant), CCE_MEAN_TOTAL, DERS_MEAN_TOTALS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.236	2	9.118	99.645	.000 ^b
	Residual	9.425	103	.092		
	Total	27.660	105			

a. Dependent Variable: FCD_MEAN_TOTALS

b. Predictors: (Constant), CCE_MEAN_TOTAL, DERS_MEAN_TOTALS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.590	.263		2.240	.027
	DERS_MEAN_TOTALS	.316	.111	.286	2.851	.005
	CCE_MEAN_TOTAL	.541	.097	.561	5.585	.000

a. Dependent Variable: FCD_MEAN_TOTALS

Effect of Focusing on Competitive Differentiation on Customer Relationship Management

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.665 ^a	.442	.437	.37752	.442	82.539	1	104	.000

a. Predictors: (Constant), FCD_MEAN_TOTALS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.764	1	11.764	82.539	.000 ^b
	Residual	14.822	104	.143		
	Total	26.586	105			

a. Dependent Variable: CRM_MEAN_TOTAL

b. Predictors: (Constant), FCD_MEAN_TOTALS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.428	.293		4.866	.000
	FCD_MEAN_TOTALS	.652	.072	.665	9.085	.000

a. Dependent Variable: CRM_MEAN_TOTAL

Effect of Customer Relationship Management on Brand Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.732 ^a	.535	.531	.34146	.535	119.763	1	104	.000

a. Predictors: (Constant), CRM_MEAN_TOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.964	1	13.964	119.763	.000 ^b
	Residual	12.126	104	.117		
	Total	26.089	105			

a. Dependent Variable: BL_MEAN_TOTAL

b. Predictors: (Constant), CRM_MEAN_TOTAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.265	.272		4.653	.000
	CRM_MEAN_TOTAL	.725	.066	.732	10.944	.000

a. Dependent Variable: BL_MEAN_TOTAL

Effect of Brand Loyalty on Business Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.699 ^a	.488	.483	.36531	.488	99.089	1	104	.000

a. Predictors: (Constant), BL_MEAN_TOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.223	1	13.223	99.089	.000 ^b
	Residual	13.879	104	.133		
	Total	27.102	105			

a. Dependent Variable: BP_MEAN_TOTAL

b. Predictors: (Constant), BL_MEAN_TOTAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.079	.304		3.553	.001
	BL_MEAN_TOTAL	.712	.072	.699	9.954	.000

a. Dependent Variable: BP_MEAN_TOTAL