

**“Implementation of recent marketing standards in
Hospital- Assessment of trends used in Park group of
hospitals.”**

A dissertation proposal for

Post-Graduate Diploma in Health and Hospital Management

By

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**“Implementation of recent marketing standards in
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A dissertation submitted in partial fulfillment of the requirements
For the award of

Post-Graduate Diploma in Health and Hospital Management

By
Dr Tarun Tukaram Deshmukh



**International Institute of Health Management Research,
New Delhi**

Mar 2012



Park Hospital
Super Speciality Hospital



Certificate of Internship Completion

Dated: - 03-05-2012

TO WHOM IT MAY CONCERN

This is to certify that **Dr. Tarun Deshmukh**, a student of Post- Graduate Diploma in Health and Hospital Management, of Institute of Health Management & research, New-Delhi has successfully completed 3 months internship in our organization from Jan 1st, 2012 to March 30th, 2012. During the internship he has worked on **"Implementing Recent Marketing Standards in Hospital – Assessment of trends used in Park Group of Hospital"** under the guidance of undersigned and his team. During the brief period of his association with our organization he was found to be hardworking, sincere, and diligent in conducting the said study.

We wish him good luck for his future assignments.

Dr. Ankit Gupta

Managing Director

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Certificate of Approval

The following dissertation titled "**Implementation of recent marketing standards in Hospital- Assessment of trends used in Park group of hospitals**" hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post- Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

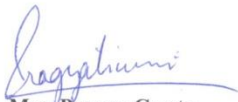
Dissertation Examination Committee for evaluation of dissertation

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Certificate from Dissertation Advisory Committee

This is to certify that **Dr Tarun Tukaram Deshmukh**, a participant of the **Post-Graduate Diploma in Health and Hospital Management**, has worked under our guidance and supervision. He is submitting this dissertation titled **"Implementation of recent marketing standards in Hospital- Assessment of trends used in Park group of hospitals"** in partial fulfillment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.



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Abstract

Background:

Marketing is much more developed outside the health sector than in it. Modern marketing originated from large firms in India as a refinement of selling techniques in mass markets. The marketing concept represents an 'outside-in' view of the organisation, in that a deliberate attempt is made to look at the organisation and its products and services from the viewpoint of the customer. At the very least, any transfer of these marketing practices into publicly funded healthcare should be selective. Healthcare has its peculiarities. It is more technically complex than most consumer services and its workplace is the consumer them self, mind and body. Importance of service lies in customer service management. Customer service is viewed as a part of marketing mix in services marketing. It is also viewed as logistic function of being subsumed within the customer service activity; and as timeliness and reliability of delivering services to customers in accordance with their expectations. Thus, in the context of increasing access to information and tougher competition, the customer will be more demanding for service. Technology will enable him to make comparisons quickly and accurately. High quality customer service will have to mean more than a customer service department and customer care will have to be a state of mind and be accepted by all levels of management and staff.

Objectives:

- 1) To assess the trends used in organization for marketing.
- 2) To know the employees view about marketing of hospital.

PURPOSE OF STUDY:

Purpose of the study is to learn the various aspects of marketing in hospitals and also to assess various trends used in marketing. This is important to implement the new marketing trends in hospital.

Methodology:

Quantitative method is used while interviewing the employees through questionnaire and qualitative data is collected from the Newspapers & Journals and online references. Primary data is collected from the Employees of Hospital. Secondary data is collected from the online references.

Purposive sampling is done to get actual response from the people who know the purpose of the study very well. Sample size of 50 employees working in the administration of organization is taken for this study.

Conclusion:

For marketing to be successful, however, the organization must feel a need to be market responsive, have the capacity to respond, have a clear vision, and have actionable steps. In recent years, there has even been a dramatic paradigm shift within marketing from a simple focus of individual transaction and the gaining of market share to the retention of customers and the building of loyalty.

Acknowledgement

Any attempt at any level can't be satisfactorily completed without the support and guidance of learned people. I am very thankful to each and everyone who has guided me, directly or indirectly, in this study endeavor enabling me to complete this project effectively and moreover on time.

I am very grateful to **Dr. Ajit Gupta, Chairman, Park group of Hospitals and Dr Ankit Gupta , Managing Director, park Group of Hospitals** for allowing me to do this project under his able guidance, direction and encouragement.

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I am also grateful to **Dr. Rajesh Bhalla, Dean IIHMR, New Delhi and Dr. Dharmesh Lal, Associate Dean IIHMR, New Delhi** for giving me opportunity to do my study in such a big Hospital.

In the end, unforgettable gratification to **Prof. Pragya Gupta (Professor- IIHMR, New Delhi)**, my mentor, for guiding me about the various aspects of my study.

Dr. Tarun Tukaram Deshmukh

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List Of Abbreviations

1. GDP – Gross Domestic Product
2. AIIMS – All India Institute Of Medical Sciences
3. OAEs – Own Account Enterprises
4. AYUSH – Ayurveda, Yoga, Unani, Sidhha, Homeopathy
5. NGO – Non Governmental Organization
6. CCU – Cardiac Care Unit
7. ECG – Electro Cardio Gram
8. SEM – Search Engine Marketing
9. SEO – Search Engine Optimization
10. PPC – Pay Per Click Marketing
11. HMO – Health Maintenance Organization
12. EPABX – Electronic Private Automatic Branch Exchange
13. OPD – Out Patient Department

Part 1 : Internship Report



Park Hospitals

I. ORGANIZATION PROFILE

Park Hospital was founded by Dr. Ajit Gupta who believes in taking up challenging assignment where he can continue to apply his Social, Administrative & Hospital management skills in a wide exposure of medical services keeping a positive and committed & targeted attitude.

Park Hospital is a Multi super speciality tertiary care hospital which has attained supremacy in the field of health care services. Park hospital is religiously dedicated to provide latest, ultramodern and sophisticated medical care. The Hospital follows its principle of improving Health Care Processes via adopting exclusive equipments and technology in order to enhance the success rate & patient gratification. Park also has a team of highly proficient and veteran doctors & efficacious paramedical staff that link together to provide the most sophisticated & highest standard of care in all penchant of Health in conjunction with super specialties.

Park Hospital Units:

Park Hospital, West Delhi

Park Hospital, South Delhi

Park Hospital, Gurgaon

Park Hospital, Faridabad

Park Hospital, Panipat



Park Hospital has state of Heart and Lung institute. The institute is equipped with Siemens Flat Panel fixed Lab, Intra aortic Balloon Pumps and other important equipment including Modular OTS for open heart and Bypass surgeries with Ultra modern ICU/CCU complex. Park Hospital also dreams of setting up of health care services by offering the crème of medical assistance with the help of excellent medical facilities. Park Hospital is ardently devoted to provide quality care that would treat health problems and simultaneously focus on overall well being of patient.

MISSION

“To deliver state-of-the-art personalized healthcare services to people of all social and economic background and achieve highest level of patient satisfaction.”

VISION

“To be a leading name in the healthcare sector by providing holistic healthcare at affordable cost.”

QUALITY PARAMETERS

- The hospital has been designed for maximum safety and comfort of the patients and healthcare providers. It complies with national &International standards for hospital accreditation.
- Clinical governance is an integral part of our practice.
- Robust quality and infection control practices are in place.
- Best in class modular OT's and ICU's with HEPA filters, laminar air flow & complete air changes per hour & access control minimize the risk of infection.

- Isolation rooms have been earmarked in the ICU to treat critically ill infectious patients thus preventing threat to other patients
- Green building: The hospital is designed to allow sunlight in most of the ICUs and patient rooms as it minimizes stress on the patients and gives them proper orientation of time.
- Stringent “Biomedical Waste Management” practices for segregation, storage, transport & disposal of hospital waste are in place.
- The hospital has one of the most advanced infrastructures which help in patient & employee safety & reduce the excessive burden on the environment.
- The “Hospital Information System” used is most advanced and user-friendly and helps to reduce medical errors as well as contributes to faster and better patient management.

Departments, Services, Facilities:

Park Hospital, West Delhi

Location: Keshopur Mandi, West Delhi

Promoters: Park Group of Hospitals

Total number of beds: 305 beds

Single specialty or multi-specialty: Multi-specialty hospital.

Park Hospital, Gurgaon

Location: Q Block, South City 2, Sec 47

Promoters: Park Group of Hospitals

Total number of beds: 250 beds (Proposed to Make 400)

Single specialty or multi-specialty: Multi Super specialty hospital.

Park Hospital departments:

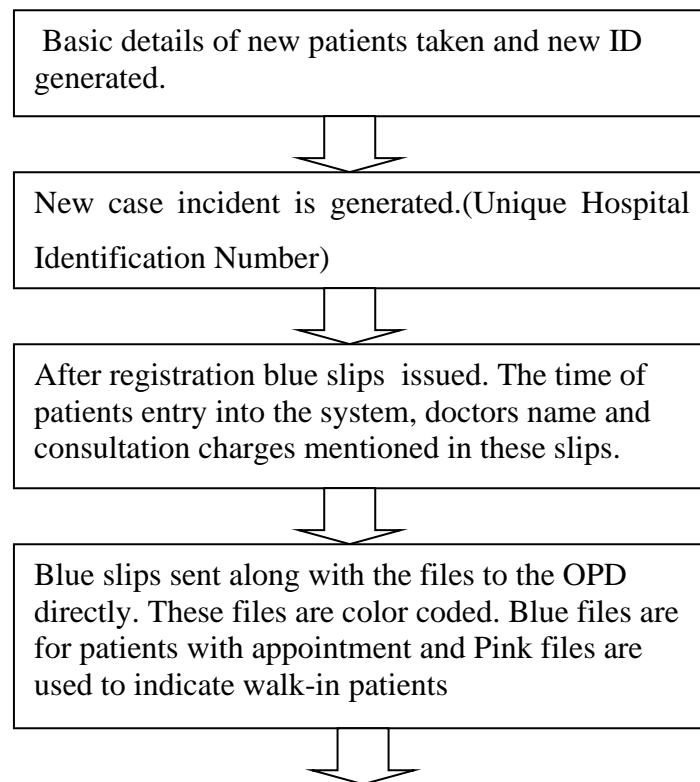
- ☐ Front Office
- ☐ Centralized OPD wing
- ☐ Billing Section
- ☐ Finance Department
- ☐ TPA cell
- ☐ ICU/CCU
- ☐ OT
- ☐ Dialysis
- ☐ Emergency
- ☐ IPD
- ☐ General/Private wards
- ☐ Nursery
- ☐ Patient Canteen
- ☐ General Store
- ☐ HR department
- ☐ Administration Department
- ☐ Marketing Department
- ☐ Medical Director Office
- ☐ Accounts Department
- ☐ COO Office
- ☐ HR Department
- ☐ Lab
- ☐ CT Scan/X-Ray/USG
- ☐ Conference Room

- ☐ Blood Bank
- ☐ Pharmacy Store
- ☐ MRD
- ☐ IVF Unit
- ☐ Obstratrics. And Gynecology
- ☐ Physiotherapy Department
- ☐ F&B
- ☐ Fresh Juice Outlet

II. DEPARTMENT WISE WORK PROCESS

1) Reception

It is the first point of interaction between the patient and the hospital. The flow of activities at the reception is as follows –



Appointment for next visit may be taken at the reception. However, appointments on phone are given only at the EPBAX cell.

The “Appointment” module of I-Care (Hospital HMIS) is

Different color codes are Proposed for Park Hospital Gurgaon (Still in process) given to manage patient flow, i.e.

- | | | |
|--------------------------|--------------|-----------------------------------|
| <input type="checkbox"/> | Blue | New Appointment |
| <input type="checkbox"/> | Yellow | Follow up |
| <input type="checkbox"/> | Purple | One day post operative |
| <input type="checkbox"/> | Light purple | One week post operative |
| <input type="checkbox"/> | Dark pink | Three weeks post operative |
| <input type="checkbox"/> | Brown colour | Check in |
| <input type="checkbox"/> | Green colour | For Lasik Work up |
| <input type="checkbox"/> | Orange | For surgery |
| <input type="checkbox"/> | Red | Any information and blocks in OPD |

2) **EPABX**

The electronic private automatic branch exchange is equipment that has made day to day working in the offices much simpler, especially in the area of communication.

It is located in the basement reception and serves both the external and internal communication needs of the organization. Main features are call transferring; call forwarding, auto conferencing and automatic redialing of numbers found engaged in the first trial.

EPABX staff is responsible for giving appointments to patients on phone.

3) **Counseling**

Upon his visit to the doctor at the OPD, a patient may be advised a specific procedure/surgery. Obviously, the patient would need some counseling to understand various options that are available to him.

The counseling department basically acts upon the advice of the doctor and explains the relevant facts of the procedure/surgery to the patient.

It includes discussion about the exact procedure, choice of lens, cost and investigations required.

Once investigations are done, patient reports to at the reception with his investigation results. They are put in a yellow folder and sent to the doctor. If the patient is fit for surgery, he again goes to the counseling room and a date is assigned to him for his surgery.

A pre and post operative instruction card is given to the patient, which contains all necessary details regarding precautions and medicines.

For CGHS patients, counseling procedure primarily remains the same. Again, they may fall in two categories:-

- a) Serving – Permission letter and copy of ID card.
- b) Pensioner – Only permission letter.

Patient is informed about any extra amount that they might have to pay from their pocket in case they opt for an expensive lens. Discharge summary of CGHS patients is also prepared at the counseling room.

For TPA patients, counselors tell them about the cashless procedure in brief, get the TPA guidelines and pre authorization forms of their respective TPA'S signed and submit them to the TPA cell.

In Addition to these, they inform all the patients about the timing of their surgery and give them preoperative instructions one day prior to their appointment.

4) **Pharmacy**

With the increasing demand, the pharmacy at, Park Hospital was established in April2012, which just in a month of its establishment has now grown in its size as well as contents. The pharmacy functions during the regular hospital hours of 9.00 AM to 6.00 PM.

The facilities include:

- All commonly used drugs are available to meet the demand.
- Fully computerized transactions, generation of bills etc.

- Appropriate drug pricing.
- Computerized inventory control system that gives information about drug expiry date, reorder status for a particular drug, pricing etc.
- Good vendor relations and a little lead time in the receipt of order placed.

5) **OPD**

Each and every stage of an Physical examination is very crucial & important. Thus, the initial & foremost phase of examination (i.e. Outpatient Services) at park Hospital are designed in such a way that it provides consistent monitoring to our patient by the staff with extreme comfort level of waiting areas, OPD working hours till the hospital functions hence ensuring enhanced treatment facility with flexibility for our patients. The facilities include:

- Spacious OPD located at the Ground Floor For easy access to patients.
- More than 20 Consultant chambers
- Equipped with the latest technology equipments to examine and diagnose patients
- Access to more than 50 renowned consultants of Town as Visiting and courtesy Consultants.
- Professionally Skilled and Trained staff.

6) **Billing and Accounts**

The main billing section of the hospital is located in the ground floor near OPD. All the cash billing for empanelled, TPA and general patients is done here. Credit billing for empanelled patients is done in the TPA office. Salient features are:

- Entry in the department is for authorized personnel only. No one can enter until the security code is activated.
- Daily reconciliation of receivables is done. Cash generated in other centers is analyzed routinely in the individual centre and common discussion in main centers.
- Reconciliation of accounts is done.
- All the credit bills generated in a month are submitted within the first week of next month.

7) **Medical records department**

This department is located in the basement along with the stores section. Approximately 40 inpatient records are generated each day. All the records are filled and sent to the store for filing. Here, all the records are supposed to be checked for deficiencies in the basic details, need to set them in order of hospital numbers and then to be filed in box files. Observations Are:

- These files are arranged vertically in racks made for storing the records.
- A register is maintained in which the entry of all received records is done.
- No set pattern is followed for filing and the storage space is insufficient.
- Files of all the TPA/Insurance patients are also kept in the same department.
- Most of the older files are having incomplete data about patient's treatment, but the same information can be generated from the hospital information software.
- This department is centralized where records for both OPD and IPD patients are maintained.

8) **Stores**

Hospital stores have the main responsibility of arrangement of lenses for surgery according to the patient's requirement. All details regarding this are taken from counseling 1-2 days prior to surgery so that right lens could be arranged for cataract patients. All other inventory is also maintained and checked routinely. Store is centralized and requirement of all other centers is fulfilled on a monthly basis depending on the requisitions generated by them. Inventory mainly consists of:

- Consumables used in the surgery
- OT drugs
- Stationary and misc items
- Lenses
- Linen for OT
- All the material required for camps
- General purpose consumables like tea/coffee, cleaning agents etc.

9) **IT department**

- Main responsibility of this department is to see that all hospital systems and the server are working properly.
- The department gives assistance in case there is any problem related to hardware or software.
- Maintenance of hospital information software as well as incorporation of changes and its updating is done.

10) **Operation Theatre**

Ground Floor – 3 OTs – Mothers’ nest and Gastro and other surgeries are performed in these OTs.

One pre –operative room and post operative lounges are also there

1st Floor – Modular OT

2nd Floor- Cath Lab

11) **TPA**

- Hospital is empanelled with More than 30 TPA’s and Panel. The list includes all major and some minor TPA’s approved by IRDA.
- Department carries out all the processes required for cashless hospitalization and further settlement of claims.
- Maintains the database of all the cases processes till date in files and folders,
- The hard copies of all the claim documents are kept in in box files stored in the MRD.
- All recent and old outstanding cases are kept separately for reference.
- The department gives assistance and guidance to patients regarding cashless hospitalization, and also help them in filing for reimbursements
- Empanelment with New TPA’s and renewal of the same is one of the most important task that has to be carried out in coordination with the marketing department.
- Tracking of TPA receivables is done on a routine basis and received payments are checked for deductions, TDS, short payments etc. these deductions if not appropriate, are informed to TPA’s and reason is sought.

- Co-ordination with billing and accounts department for financial status reconciliation
- Presenting the current status of TPA financial recovery to the management routinely or as required by them

12) **Hospital Website**

- Park Hospital is having a very informative and interactive website
- Wide range of information about the services, all kinds of Procedure, signs and symptoms of various diseases and treatment options is available for the reference.
- Host of information about the hospital, services, departments, doctors, facilities etc is also shown on the website.
- There is a provision to register online and take appointments.
- Location map and contact details are available for easy accessibility.
- Website is kept updated about all recent activities and changes

13) **Administration and HR department**

- The main role of hospital administration is to oversee day to day operations of all departments.
- Makes sure that the hospital is working efficiently and providing adequate medical care to patients without causing them any discomfort
- Acts as a liaison between governing board, medical staff, and department leaders and integrate all the activities so that they function as a whole.
- Project management, Budget planning, CFS expansion related activities and making key decisions are some of the important activities in which administration plays a important role.
- Human resource department is concerned with:
 - Recruitment, training and induction of new members.
 - Daily attendance of staff
 - Leave record for the current year
 - making policies related to code of conduct

- Performance appraisal of staff

14) **Hospital marketing team**

All the marketing activities for the main centre are carried out from the corporate office in Gurgaon. All other centres have their own team of marketing executives and they report to Chairman/ Managing Director and centre manager at their respective centres.

Internship Report

To be a good manager working for his organization, it is required to have good knowledge of his organizational environment. To get this knowledge in first 15 days I had been given orientation of all the departments of the hospital.

Objective of the Internship

To capture a good opportunity to enhance my knowledge and career growth through education from practical scenario of working culture in hospital.

After getting completed the induction duration, I had been posted in Marketing department of the organization. The following responsibilities had been performed along with my dissertation:

Major activities include:

- Arranging for camps, live shows, talks and continuing medical education (CME's) programmes.
- Keeping the hospital website current and updated.
- Designing logos, charts, pamphlets, and brochures necessary for staff and patients education.
- Empanelment with PSU's, TPA, and other agencies for enhancing business.
- Tie up with hospitals and doctors (small nursing homes) for referral and diagnostics.

- Maintenance of public relations and networking inside and outside the hospital.
- Updates about the competitive organizations.

Part 2 : Dissertation Report

**Implementation of recent marketing standards in
Hospital- Assessment of trends used in Park group of
hospitals.**

1. INTRODUCTION

Healthcare is one of India's largest sectors, in terms of revenue and employment, and the sector is expanding rapidly. During the 1990s, Indian healthcare grew at a compound annual rate of 16%. Today the total value of the sector is more than \$34 billion. This translates to \$34 per capita, or roughly 6% of GDP. Up till 2012, India's healthcare sector has grown to nearly \$40 billion. The private sector accounts for more than 80% of total healthcare spending in India. Unless there is a decline in the combined federal and state government deficit, which currently stands at roughly 9%, the opportunity for significantly higher public health spending will be limited.

Deteriorating Infrastructure:

India's healthcare infrastructure has not kept pace with the economy's growth. The physical infrastructure is woefully inadequate to meet today's healthcare demands, much less tomorrows. While India has several centers of excellence in healthcare delivery, these facilities are limited in their ability to drive healthcare standards because of the poor condition of the infrastructure in the vast majority of the country. Of the 15,393 hospitals in India in 2002, roughly two-thirds were public. After years of under-funding, most public health facilities provide only basic care. With a few exceptions, such as the All India Institute of Medical Studies (AIIMS), public health facilities are inefficient, inadequately managed and staffed, and have poorly maintained medical equipment. The number of public health facilities also is inadequate. For instance, India needs 74,150 community health centers per million populations but has less than half that number. In addition, at least 11 Indian states do not have laboratories for testing drugs, and more than half of existing laboratories are not properly equipped or staffed. The principal responsibility for public health funding lies with the state governments, which provide about 80% of public funding. The federal government contributes another 15%, mostly through national health programs. However, the total healthcare financing by the public sector is dwarfed by private sector spending. In 2003, fee-charging private companies accounted for 82% of India's \$30.5 billion expenditure on healthcare. This is an extremely high proportion by international standards. Private firms are now thought to

provide about 60% of all outpatient care in India and as much as 40% of all in-patient care. It is estimated that nearly 70% of all hospitals and 40% of hospital beds in the country are in the private sector.

The private health care sector in India:

The private sector plays an important role in India's health care delivery system. Through a wide network of health care facilities, this sector caters to the needs of both urban and rural populations and has expanded widely to meet increasing demands. The significance of the private health care sector in India can be summarized as follows:

- Total health expenditure in India is estimated to be about 6% of GDP, of which private health care expenditure is 75% or 4.25% of GDP. About one-third of this expenditure is on secondary and tertiary in-patient care, the rest meeting the curative needs at primary level. Insurance coverage mechanisms are negligible and most of this expenditure is out-of-pocket.
- Private health care expenditure in India has grown at the rate of 12.5% per annum since 1960—61. For each 1% increase in per capita income, private health care expenditure has increased by 1.47%.
- About 57% of hospitals and 32% of hospital beds are in the private sector. The share of private sector investment in total health infrastructure, e.g. hospitals, investment in medical equipment and technology, is also quite significant.
- Utilization studies show that one-third of in-patients and three-quarters of out-patients utilize private health care facilities.

From perspectives of health expenditure, number of qualified doctors working in the health sector, and delivery of curative care at primary level, the present private/public mix of health care is highly skewed in favour of the private sector. The growth of this sector has been quite significant during recent times. There are several reasons for this. The budgetary support of government has not kept pace with the growing population's health care needs. Moreover, the growth of the private health sector has also been triggered by factors such as a new economic policy regime in India, the rapid influx of medical technology, and a rising middle-income class. It is well recognized that the

market failure affecting both demand and supply sides of the market for health services will have significant implications for the cost and quality of health care. Despite the undesirable consequences of private health sector growth (on cost, access and quality), there has been a virtual absence of mechanisms, both within and outside the government, to influence the growth of this sector in desirable directions.

The debate on the role of private health care has primarily focused on issues of cost and quality. Studies indicate that private health care practice significantly affects both the cost and quality of available health care services in India. Cases of superfluous services and the high cost of services rendered by private physicians and hospitals have been reported. Recently the issue of consumer protection has been addressed and the effectiveness of legislation in this area has been discussed. In order to strengthen the role of the private sector, it is important to identify areas of intervention to make it more responsive to the problems of its growth. Significantly, despite the problems resulting from private sector growth little is known about these markets and the viewpoints of various stakeholders.

Characteristics of the Private Sector in India:

- The private health sector consists of the ‘not-for-profit’ and the ‘for-profit’ organizations. Individual practitioners from various systems of Medicare provide the bulk of medical care in the for-profit health sector. The not-for-profit sector is heterogeneous, with varying objectives, sizes and the areas they cater to.
- There is no clear definition as to what precisely constitutes a not-for-profit organization.
- Private sector in health care has gained a dominant presence in all the submarkets—medical education and training, medical technology and diagnostics. Manufacture and sale of pharmaceuticals hospital construction and ancillary services and finally, the provision of medical services.
- The diversity in the composition of the private sector, range from voluntary. Not-for-profit, for profit, corporate, trusts, stand-alone specialist services. Diagnostic laboratories, pharmacy shops, unqualified providers; each addressing different market segments.

- Several NRIs and corporate houses and pharmaceutical companies are investing in setting up super-specialty hospitals in several parts of the country, capable of providing world-class care at a fraction of the cost compared to the West. Thus an enormous potential exist for India to become a hub for medical tourism.

Size and Structure:

- There is no uniform estimate or complete information on the extent of private sector in health care delivery. Various sources offer different types of information. World Bank (2004) estimated that at independence the private sector in India had only eight per cent of health care facilities. But today 93% of all hospitals, 64% of beds, 80-85% of doctors, 80% of outpatients and 57% of inpatients are in the private sector.
- Analysis of the WHO shows that, in 2001-02 there are an estimated 13 lakh private health care providers/enterprises providing health care services in the country, employing 22 lakh people. Majority of these enterprises are own-account enterprises (OAEs), which accounted for over 80% of the total health facility in the country.
- OAEs are typically run by an individual or is a household business providing health services without hiring a worker on a fairly regular basis. On the other hand, the number of health establishments in the country was roughly around 2.3 lakh, which accounted for less than 20%. Establishments are those that hire at least one worker on a regular basis.
- The predominance of OAEs and the lack of establishments in rural areas as compared to urban India are quite stark, with over 92% of OAEs and around 7% of establishments in rural areas. In contrast, in the urban areas, establishments accounted for roughly 38% and the remaining 62% facilities were OAEs.
- India has one of the highest levels of private-out of pocket- financing (to the tune of 87%) in the World.
- The private health market is over Rs 71,000 crore, and another Rs 31,000 crore if pharmaceutical industry is included. The CII-McKinsey Report of 2004 expects it to double to Rs 156,000 crore by 2012, besides an additional Rs 39,000 crore if

health insurance picks up. By 2012 it is also estimated that the country will require an additional 750,000 beds

- Further, the 57th Round of the NSS shows that diagnostic/pathology laboratories account for less than 3% of the health facilities in India.

Non-Profit Health Institutions:

- Health NGOs are reportedly mushrooming rapidly. The spread of NGOs is quite erratic in different States. For instance, Uttaranchal has a substantial number NGO health establishments followed by Punjab. The respective shares of NGOs in the total health establishments in these two States are roughly 43% and 15%. States such as Bihar, Goa, Jharkand and Karnataka have a negligible presence of NGOs, accounting for less than 1% of the total health establishments in these States.
- In India, one of the criteria for a not-for-profit organization/NGO is that it should be a legal entity registered under the Societies Registration Act, 1860; Indian Trust Act, 1882; the Charitable and Religious Trusts Act, 1920 or Section 25 of the Companies Act, 1956 as NGOs. At present, almost every State has adapted its own Societies Act and Charitable Trust Act.
- The efforts of the not-for-profit sector in health care today covers a wide range of activities and can be classified broadly into: advocacy, awareness and education, research, and actual provisioning of services.
- From the 1960s, the Government offered subsidies and grants-in-aid to various NGOs to assist the State in National Health Programmes such as the tuberculosis, leprosy and family planning programmes.
- In the Ninth Plan, the Government, recognizing that NGOs were complementary in nature, handed over a number of primary health centres to NGOs.
- The percentage of villages with any kind of NGO presence ranges from 1.4% in Uttar Pradesh to 34.4% in Maharashtra. For India as a whole, it is estimated that 10.6% of the villages have the presence of some type of NGO.
- More than 7000 NGOs are working in the field of health care. Number of hospitals in this sector was estimated to be 937 (10% of all hospitals) and the total

number of beds 74,498, comprising 13% of all beds in India. It showed that 17% of all the private hospitals were not-for-profit and 42% of all the private beds were in this sector.

2. AIMS AND OBJECTIVE OF THE STUDY

Marketing is much more developed outside the health sector than in it. Modern marketing originated from large firms in India as a refinement of selling techniques in mass markets. The marketing concept represents an 'outside-in' view of the organisation, in that a deliberate attempt is made to look at the organisation and its products and services from the viewpoint of the customer. At the very least, any transfer of these marketing practices into publicly funded healthcare should be selective. Healthcare has its peculiarities. It is more technically complex than most consumer services and its workplace is the consumer them self, mind and body. Commercial marketing practice has been criticized on grounds that anyone contemplating healthcare marketing would be foolish to ignore. Conversely, commercial marketers may simply lack techniques which a publicly funded health system needs. For public health system purposes it may be necessary to adapt commercial marketing techniques, adding some materials and discarding others. Hospital Service marketers have experienced it for past few years that competition can be well managed by differentiating through quality, and of course there are exceptions where quality has traditionally been an internal affair, e g., health care. Importance of service lies in customer service management. Customer service is viewed as a part of marketing mix in services marketing. It is also viewed as logistic function of being subsumed within the customer service activity; and as timeliness and reliability of delivering services to customers in accordance with their expectations. Thus, in the context of increasing access to information and tougher competition, the customer will be more demanding for service. Technology will enable him to make comparisons quickly and accurately. High quality customer service will have to mean more than a customer service department and customer care will have to be a state of mind and be accepted by all levels of management and staff.

Objectives:

- 1) To assess the trends used in organization for marketing.
- 2) To know the employees view about marketing of hospital.

3. RESEARCH METHODOLOGY

Study Design: Analytical study

Data collection Method:

Data collection is done by developing the questionnaire for convenience of employees to answer the questions. The data collected is quantitative and qualitative methods.

Quantitative method is used while interviewing the employees and qualitative data is collected from the Newspapers & Journals and online references.

Primary data is collected from the Employees of Hospital.

Secondary data is collected from the online references.

Sampling method:

Sampling method is used to get accurate data from correct people through whom correct correlation of the objectives to result can be done. So for this study Purposive sampling is done to get actual response from the people who know the purpose of the study very well.

Sampling Design:

Size of Sample: 50.

Tools used to collect data:

Primary Data

1. Questionnaire
2. Personal interview

Secondary Data:

1. Newspapers and Journals
2. Online reference

4. LIETERATURE REVIEW

Hospital marketing mix:

Product:

A product is a set of attributes assembled in an identifiable form. The product component of the marketing mix deals with a variety of issues relating to development, presentation and management of the product which is to be offered to the market place. It covers issues such as service package, core services and peripherals, managing service offering and developing service offering.

Hospitals today offer the following services:

- **Emergency services** – Emergency services and care at most of the hospitals is unique and advanced. The hospitals have state-of-the-art ambulances. The CCU's on Wheels under supervision by medical and para-medical staff. There is hi-tech telecommunication available to a patient in an emergency at any given time.
- **Ambulance services** – Hi-tech ambulances linked by state-of-the-art telecommunications are fully equipped with doctors that are available to render medical attention and assistance in case of emergencies at the patient's doorstep.
- **Diagnostic services** – Modern Hospitals are multi-spatiality and multi-disciplinary, that can handle any kind of ailment, they offer a wide range of facilities for instance, Oncology, Orthopedics, Neurology, Plastic surgery and so on.
- **Pharmacy services** – Most of the hospitals also have a pharmacy which is open 24 hours. It caters to the needs not only of the inpatients and outpatients, but also patients from other hospitals that require emergency drugs.
- Apart from the above mentioned services, hospital also offers "Health Diagnosis Programme" which is a complete, comprehensive, periodic health check up

offered for busy executives, professionals, business persons and so on. The health diagnosis programme comprises of the following:

- Master health check up
- Executive Health check up
- Diabetics health checkups etc.,

Generally, the service offering in a hospital comprises of the following levels:

1. Core level – it comprises of the basic treatment facilities and services offered by the hospital like diagnostic services, emergency services, casualty services etc.

2. Expected level – it comprises of cleanliness and hygiene levels maintained in the hospital.

3. Augmented level – it comprises of dress code for staff, air conditioning of the hospital, use of state of art technology, services of renowned consultants.

Price:

It is one of the most prominent elements in the marketing mix. Price charged must be able to target customers and it should co-ordinate with other elements of the marketing mix. Price usually depends on treatment prescribed by the respective consultants and the facilities offered to the patient. As a service is intangible, it is very hard for deciding the price of the particular service offered. Pricing strategy adopted does not depend on the price offered by competitors. The pricing strategy is formulated after consulting the concerned heads of department. Prices of various facilities revised every year depending on the change in technology. Before fixing prices, government controls are also taken into consideration. A hospital should not believe in profit maximization, it should aim at providing quality service for its customers at reasonable price.

Promotion:

Promotion function of any service organization involves the transmission of message to present, past and potential customers. Customers need to be made aware of the existence of the service offered. Promotion includes advertising, personal selling, sales promotion and publicity. Hospitals do not normally undertake aggressive promotion; they rely a lot on a favorable word of mouth. To crease the clientele, a hospital may continuously introduce different health services like the master health programmes and diabetes health checkups apart from annual health checkups offered to different companies. (Corporate clients) Hospitals conduct camps in rural areas to give medical checkups at a reasonable price so that the rural people approach the hospital again in the future. They also sponsor frequent visits to the spastic society, old age homes, etc. Hospitals generally advertise in health and fitness magazines.

Place:

It refers to contact point between the customer and the service provider, who gets the benefit of the service. This element in the marketing mix leads to the identification of a suitable location. The two major issues considered regarding the decision of a place are accessibility and availability of the service to customers. Accessibility refers to the ease and convenience with which a service can be purchased, used or received. Availability refers to the extent to which a service is obtainable or capable of being purchased, used and received. Factors influencing the placing decision are market size and structure by geographical regions, number and types of competitors in the region, location of potentially attractive consumer segments, local infrastructure, good road access facilities and public transportation network. A hospital must be ideally located and must be easily accessible to all.

People:

The People component reflects the important role played by individuals in the provision of services. People are also an important element in the marketing mix. Service personnel play an important role in an organization which offers service. The behavior and attitude of the personnel offering service will influence the customer's overall

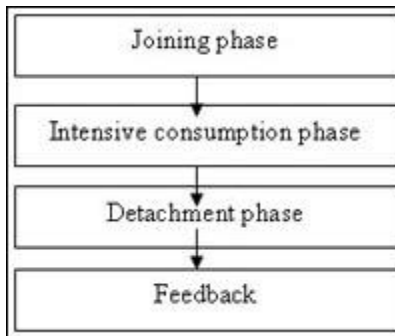
perception of the service. Customers are a source of influencing other customers by word of mouth. It is necessary that the staffs in hospital are trained to offer quality patient care with human touch using state of the art technology. The objective of offering quality service to the patients can be attained by:

- Motivating employees to be efficient, dedicated and loyal to the organization.
- Offering regular on-job training of employees to ensure continuous improvement in health care.
- Utilizing services of professional competent medical consultants.
- Use of latest technology.

Motivation is not necessarily by giving high salaries. There are many other ways to motivate the employees. Concessions should be given to the employee's near ones. There should be regular liaison with them at all times. Knowing what the employees want is very important. There should be active participation of the employees in the activities of the hospital. In a hotel, where the clientele is happy, free from any kind of tension, the job of the staff becomes much easier, whereas in a hospital, the staff has to cater to the needs of sick, depressed and an agitated lot. Warm ambiances with efficient and cheerful staff help make the experience of the public a memorable one. Therefore, it is very important that the staff of the hospital is friendly and comforting, always wearing a smile.

Process:

Process is a set of activities that take an input, convert it and add value to the input and finally create an output. Process has only recently been given much attention in the service sector although it has been the subject to study in manufacturing for many years. Processes are designed by blue a print, which sets a standard for action to take place and to implement the service. In a hospital, the process is divided into three phases.



1. The Joining Phase

It includes the following:

- * The arrival of the patient.
- * Registration – where a patient has to make an initial deposit at the in-patient billing counter after which a file is opened in the patient's name to know the patient's medical history.

2. The Intensive consumption Phase

It includes the following:

Diagnosis – where the consultant diagnoses the illness by making the patients undergo various tests.

Treatment – when the illness is treated with proper medication or surgery and so on.

Information about further actions – the consultant will instruct the patient regarding the diet to be followed, the medication to be taken, when to consult him again in the future and so on.

3. The detachment Phase

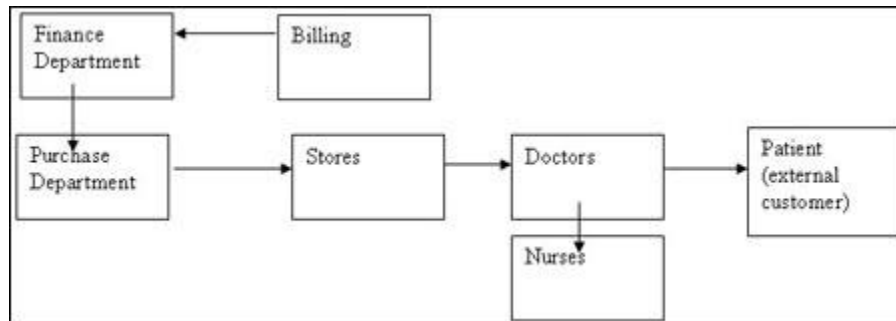
It includes the following:

- * Discharge of the patient – a patient can be discharged from the hospital on the advice of the consultant
- * Payment – after the patient is discharged, the bill will be paid at the billing counter.

4. Feedback

At this stage, the patient is requested to fill an evaluation form, which assists the hospital authorities to know the level of satisfaction derived by the patient. Patients' suggestions are always welcomed, valued and considered and many times are very useful for improving the services of the hospital.

General Process Organization in a Hospital



Within the hospital, if each department is looked, it is noticed that each department serves the needs of another department, for example, the purchase department serves the needs of the stores, billing department serves of the finance department and so on. So in a way, each department is a customer to another department, while at the same time it might be a supplier to another department. Each department is an "internal customer" or the other departments. Only when each unit of the hospital understands who their customers are and what their needs are, will the hospital develop basis for giving the best service in the most efficient way to the patient. In a way, each department or unit should consider itself

to be a service provider serving the needs of the customer department. In a superficial level, it may seem as if each department is working as an independent unit rather than a team. However, the world-over in many organizations that have used this concept, it has found that this kind of a customer-supplier relationship helps to offer an important system of checks and balances and gives the organization a more focused customer orientation.

Physical Evidence:

It is the environment in which the service is delivered with physical or tangible commodities and where the firm and the customer interact. Physical evidence plays an important role in hospital services. It makes a huge impact on the customer. Physical evidence offers customers means of evaluating the service. Corporate image plays an important role in terms of physical evidence. This can be developed through corporate relation programmes. Modern hospitals need to create a good ambience. Right from the reception one finds very cordial and comforting staff. The ambience plays an important role because when a patient walks into the hospital he immediately forms an opinion about the hospital. The staff follows a dress code to show professionalism and to maintain discipline. The staff is trained to be understanding, warm and comforting because the clientele that goes to the hospital is usually disturbed or unhappy. It is necessary for a hospital to be well organized and segregated into different departments. All the doctors should be offered with a well-equipped cabin. The entire hospital requires being centrally air-conditioned with good lighting. Ventilation is taken care of by air-conditioning. Special care should be taken to maintain hygienic, cleanliness and whole hospital must be well lit. This is taken care of by the housekeeping department. A hospital has to keep in mind both the aspects of physical evidence that is essential and peripheral evidence. Physical evidence particularly plays an important role in the hospital where the patients are already depressed or traumatized and a good atmosphere could make all the difference.

Create favorable positioning for hospital services:

It is said that marketing is not a battle of products. It is also not a battle of intellect of two competitors. It is definitely not a battle of superior and inferior. Contrary to whatever you

may believe, it is a battle of perceptions. Every professionally marketed product is seeking to occupy some place in the mind of the prospect. The aim of such a company is to sit at a place which is not occupied by any other brand. They are looking to create a perception for their product which is favorable and most importantly, which gets the prospect to buy their brand. Marketers call it positioning. Anyway, they can make an attempt to introduce the interested people to this wonderful world of marketing, of which positioning is an integral part. Every product has a reputation. Some of these reputations are created consciously by the promoters of the product over a period of time. Most of the products in our industry generally acquire a reputation on their own. The success, or the lack of it, will invariably be determined as to what our reputation is in terms of various relevant parameters. These parameters include the following: How is their price perceived? How is their quality perceived? How is our technology perceived? How is our expertise perceived? How are our competitors perceived on the same parameters? How is the overall private health care industry perceived by the target market? The key word here is ‘perceived’.

What they think they are as a service provider is not half as important as how they are perceived by the client. The challenge we have is to create a reputation for our services which is relevant and at the same time it is unique. Having only one of the two is not always very fruitful. Here is the mantra of creating a fruitful positioning for a hospital in the mind of the prospect

1. Get to know their customer inside out. Know everything about them. How much they earn? How much they save for their health? Where do they work? Where do they shop? What is their family size? They must have a very detailed profile of their target customer. Just imagine, companies like Coca-Cola even calculate the amount of ice a person puts in his glass when he drinks a cola.
2. The next step would be to find out what the various attributes in a hospital are which will lead to him or her using the services of the hospital. Find out what influences his/her purchase decision?

These attributes may be many in number. They may include: -

- Reliability
- Prices
- Reputation of doctors
- Quality of equipment
- Number of supporting specialties
- Amount and quality of miscellaneous services like catering, housekeeping, etc.
- Distance from the house
- Recommendations from someone
- Who will pay for the treatment

3. After you determine what factors influence the ‘purchase decision,’ the next step is to assign the priority to these factors. Some of the factors would have more influence than the others. So, it is very important to figure out which factors are most important. Let me illustrate this by giving an example. For hospital ABC, the target customers will view reliability as the most important factor.

This will be so because the hospital is located in an area which has nuclear families and hence, the small family size makes reliability an important factor. Another aspect which makes it an important factor is that ABC hospital is doing cardiac surgeries which are perceived as a high risk task. Hence, reliability is of prime importance. I would go to the extent of giving it a weight in numbers.

So out of 100, reliability as a factor which influences the purchase decision for the target customer of ABC Hospital is 32. The second important factor for the target customer is the quality of personal care a patient would get in the hospital. The weight assigned to this factor is 23. The remaining 45 weight is shared by distance, reputation of the doctor and prices.

4. The next step would be to find out which of the relevant attributes are being taken care of by the competition. The job for ABC hospital is to find out what attributes it can provide which are relevant to the prospect and yet are not being provided by the

competition or being provided insufficiently. This way it will get to a uniquely relevant feature. This feature will determine its positioning stance. Filling up a 'vacuum' in the market is both easy and profitable. The wooing of the prospect is more a matter of mind, planning and creativity, rather than heart and emotions. As more and more hospitals realize that, we will move towards a scenario where healthcare is promoted in a systematic and effective way. Hospital owners will be benefited by learning how to play mind games.

Hospital Marketing & Branding Services:

Many organizations take the famous saying, "If you build it, they will come" and apply it to their website. Unfortunately, that typically doesn't work on the internet. Getting the most from your website requires that you invest in the proper marketing and branding strategies that drive traffic and create new patients. Their marketing strategists will work with them to determine their marketing goals and messages, then implement a strategy to achieve them. Their marketing and branding specialists will help in the following areas:

- Search Engine Marketing (SEM)
- Search Engine Optimization (SEO)
- Print Advertising
- Brochures
- Email Marketing Campaigns
- Publishing in Newspapers & Magazines
- Logo Design

The more encompassing your marketing and branding strategy, the better your results will be in attracting and retaining patients. Their team can help you reach your goals. They will find below brief overviews of the services we offer in marketing and branding for your hospital's website. Follow the links for more information on areas of interest, or contact us today to speak with one of our marketing strategists about your hospital's website goals.

Search Engine Optimization (SEO):

Many hospitals are competing for the precious few spots at the top of search engine results on websites such as Google, Yahoo!, MSN and Ask.com. Knowing how to achieve those top results and obtaining that positioning will help your hospital attract and retain patients through more visitors to website. It is also important that search engine optimization be handled ethically and properly to protect you from being banned by the major search engines..

Search Engine Marketing (SEM) / Pay-Per-Click Marketing (PPC):

Search Engine Marketing differs from Search Engine Optimization in that Search Engine Marketing provides immediate results for their hospital's website. Search Engine Marketing is recognized as one of the most cost-effective methods for generating traffic to a website. However, without the proper setup and management, Search Engine Marketing can cost their hospital hundreds or thousands of dollars. Their certified experts can help them create and manage an effective Search Engine Marketing strategy that shows real results.

Publishing in Newsletter & Magazines:

Publishing the advertisement of the hospital in various Newsletters & Magazines is also a way to create awareness amongst the target customers. Various health talks, achievements, professional talks can be published through this type.

Hospital Search Engine Optimization (SEO) Services:

Search Engine Optimization is perhaps one of the most misunderstood areas of website development and marketing. Consequently, organizations will often spend thousands of dollars on a company that "guarantees" top natural rankings or claims to know the "secrets of Google." The truth is, no company can ethically promise top rankings and no single company (other than Google) knows specifically how their search engine calculations work. That is why Search Engine Optimization is more of an art than a

science. It takes constant improvement and refinement of techniques to improve your hospital website's search engine rankings.

Search Engine Optimization involves the following areas:

- Professionally written, easy-to-read, keyword-dense content
- Understanding of how to use Title tags of each page
- Understanding of how to use Meta tags on each page and which search engines utilize Meta tags in their rankings
- Proper use of ALT tags for images
- Correct use of link building
- Proper submission to search engines

Simply focusing on one area will never get your hospital's website at or near the top of search engines. It requires that they deal with all areas and refine and modify frequently to improve their website's ranking.

Healthcare spending in India will double over the next 10 years in real terms. Private healthcare will form a large chunk of this spending, rising from \$14 billion to \$33 billion in 2012. This figure could rise by an additional \$8 billion if health insurance cover is available to the rich and the middle class, according to McKinsey & Co.

In addition, the number of patients visiting India for low cost high quality medical treatment has risen from 10,000 in 2000 to about 100,000 in 2005, an annual growth rate of 30 percent. This “medical tourism” sector may grow to over \$2 billion per year in 2012, according to the CII-McKinsey study.

It only seems natural at the onset to dismiss the concept of health care marketing as the invasion of crass commercialism into some of the most sensitive areas that are relevant in people's lives. However, this approach is too simplistic, because health care marketing is one of the ways that advancements in medicine and in health-protecting services like insurance are made widely known. Of course, there is no denying that using health information in order for healthcare marketing does run the risk of invading privacy. The

inappropriate health care marketing can very well communicate to people that their sensitive information has been handled indiscreetly. In fact, sometimes health care marketing might cause mortifying offenses to a person's sense of autonomy and dignity. However, to impose a blanket prohibition on marketing that uses health care information would be unsatisfactory, even harmful in many instances, however. There are still many types of health information that are not considered by most people as particularly private. Therefore, there is a tremendous potential value of allowing health-marketing communications to communicate the existence of new medicines, procedures, and programs to the public. In India, especially health care marketing is a central part of delivering health care to Indian as well as International patients. Therefore it becomes all the more important to implement protection for privacy in the context of health care marketing. In fact it should be highly tailored to the context of the medical condition at issue, the nature of the communication, the circumstances of the patient, and so on. The use of strategy in a business environment takes on a special interpretation, as outlined by Bruce Henderson of the Boston Consulting Group. "Any useful strategy must include a means of upsetting the competitive equilibrium and reestablishing it again on a more favorable basis." The foundation for Henderson's statement is the assumption that the organization wishes to grow. Because the other organizations that compete in the same territory or service area also wish to grow, many organizations are attempting to reach the same potential end point (growth) at the same time. Thus, to succeed, an organization must often change the competitive situation and attempt to dominate it by using strategies that are favorable to its own goals. In developing a useful strategy, it is necessary, first, as Henderson points out, to upset the competitive equilibrium. Within most communities, a competitive equilibrium exists among hospitals, clinics, insurance carriers, and other health-related businesses. The hospital with a strong reputation ten years ago usually has a strong reputation today, and the health plan that was the leader then is often the leader now. Many physicians consider these organizations members of a medical fraternity. As a result, physicians or hospitals may compete with one another, but they must understand the need to upset the competitive equilibrium. Second, it is necessary to "reestablish the equilibrium on a more favorable basis." Strategies may be developed to promote new concepts, ideas, and product offerings, or to serve markets that

have not been considered before or have not been thought to be worthwhile. Within this area, innovation can be expected. MasterCard is beginning to use its transaction technology to enter the health-insurance market with others such as Mellon Bank. These two organizations could end up working together to provide health-insurance products that heretofore have not been thought of. These products may include a combination of card technology, savings accounts, and discount buying clubs that would upset the equilibrium HMOs and indemnity companies now have. These new ways of doing business, would be brought to the market by outsiders (MasterCard) providing new options. In a different example, an organization might reestablish the equilibrium on a basis more favorable to itself by offering a new service. Such an organization could establish an urgent-care center that would compete with the traditional hospital emergency room, or it could station a nurse practitioner in a supermarket next to the pharmacy in order to steal market from the urgent-care center by providing even more convenient and low-cost care. It would be difficult for a hospital to make a retaliatory response.

Creating a difference:

Porter provides additional insight into the meaning of strategy. He suggests that an organization must “create a difference that it can preserve” if it wants to outperform the competition. In essence, the strategy must include a unique advantage that is difficult, if not impossible, for others to compete against. Porter advises quite simply: “Competitive strategy is about being different,” Failure to have a point of difference typically delegates an organization to competing on price alone; it thereby creates a commodity market subject to the ups and downs of supply and demand much like the coffee, sugar. And wheat futures. If strategy is about being different, it stands to reason that no two strategies for a given market need to be or should be alike and that no single strategy is the correct one for achieving success in that market. Often, when students are given a case study about a business problem, they are eager to give the “right” answer and are often quick to change their strategy when they learn that another group has a different strategy that sounds better. However, even though Wal-Mart, Target, Kmart. and Kohl’s

are all in the discount retail market, each has adopted different strategies, and all have experienced successes (and setbacks) over the years. Today, as health care is trying to integrate services (including doctors, hospitals, home care, and health plans), many businesses are moving away from integration toward virtual organizations. For example, rivals Motorola and IBM use parts from each other, and Chrysler and Mitsubishi develop cars together even though they are competitors. Abbott Northwestern and North Memorial Medical Center of Minneapolis have invested together in technology and buildings even though they compete aggressively as separate organizations. Health care organizations tend to be lemmings; if one goes to integrated care everyone tends to go to integrated care—or to

Steps for Strategy Development:

One way that an organization can start the process of developing a strategy is by following four steps:

- (1) Defining the area of business involved,
- (2) Identifying competitors,
- (3) Identifying differences among competitors, and
- (4) Forecasting environmental change.

These steps generate information that can help the organization make alternative decisions. These steps can make an extensive analysis of the methods used to uncover the necessary data and questions which need to be asked in order to develop a market plan, are presented. The following examples of alternative strategies provide some ideas for how to create a difference. A health care organization that has decided to offer a new service may adopt a penetration strategy—for example, introducing its new service at a low cost. The purpose of this strategy is to maintain a broad-based market in order to avoid competitive entry by others and to introduce this new service as a way of gaining a large and lasting market share. Another option commonly used in marketing is a skim-pricing strategy, in which the organization offers a new product or service at a high price only to market segments. This method allows the organization to recover its development investment or to gain marketplace status with the program. Often, as new competitors

enter the marketplace, prices are reduced. This strategy is commonly used for high-fashion clothing and technical items, such as digital watches and pocket calculators, but it can also be employed in the health care environment. A skim-pricing strategy may be appropriate for the executive segment of the wellness market for example. After reaching the desired market share, the organization can broaden the service to include other market segments at a more reasonable price. Push or pull strategies are also common.

Push or Pull Strategy:

Push or pull strategies are also common. With the pull strategy, organizations aim their promotional efforts at the customer with the hope that the customer will request their services. For example, health care organizations may promote a cardiology service directly to customers in the hope that if their family physician advises them to have an electrocardiogram; they will ask to be referred to a particular hospital for the examination. With a push strategy, the hospital concentrates on promoting the referral source, such as the physician. When a patient visits a family physician and needs a stress electrocardiogram, the physician will attempt to push the patient toward the cardiology unit that has been promoting to the doctor. This approach has been most common with hospitals and referral clinics. Underlying this strategy is the belief that the primary-care physician has the greatest influence on where the consumer receives care. Yet, as more patients take a direct role in where they obtain their medical care, health care organizations must reexamine their traditional strategies.

Decision-Making Role of the Marketplace:

The marketplace has a decision-making role in helping to direct the future course of a business is often difficult to impress on professionals who take daily responsibility for decisions on behalf of their customers. It is correct and appropriate that physicians assume such responsibility for their patients, but many times patients should have the opportunity to make their own decisions regarding health care. As mentioned earlier, one of the most important elements in designing successful marketing strategies is to ask consumers how they can be better served and what their needs are. Their answers are often helpful in establishing office hours, fee ceilings, clinic locations, and a host of other

elements. Basically, the types of decisions that consumers make regarding health care are the same types of decisions that health care professionals and other consumers make in the retail and commercial environment.

Consumers, if not asked in advance, make their judgments known by requesting some physicians in a group practice more often than others, by regularly seeking care at certain clinic locations, or by joining particular HMOs because the services provided are more suited to their needs than those offered in other HMOs or fee-for-service alternatives. Therefore, the involvement of potential customers in determining strategy is fundamental to the process of developing marketing plans.

Force and Focus:

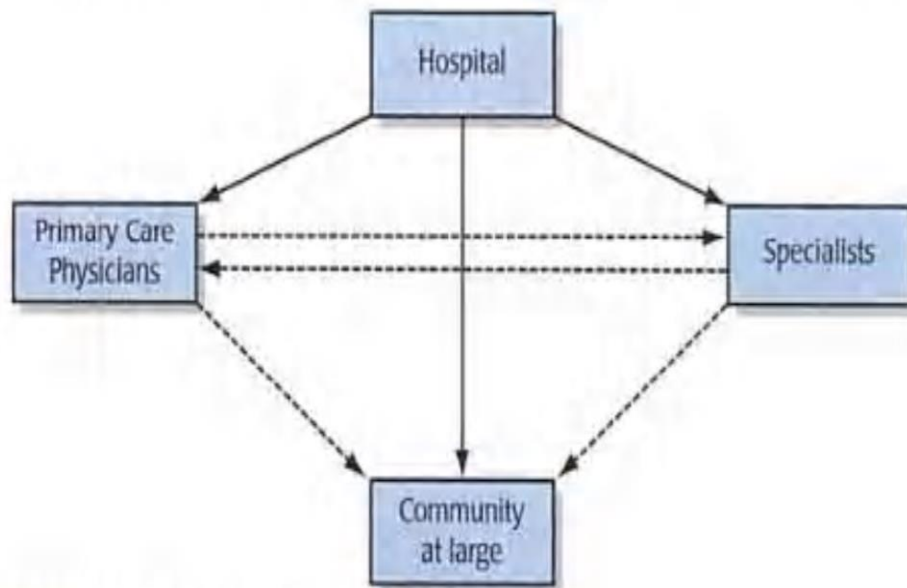
Normally, in the for profit world, force and focus would not be part of the formal marketing process. Yet, these two items seem to cause tremendous difficulties for marketing plans in health care organizations. A common mistake in the marketing tactics of many health care providers is the failure to provide enough sources (resources) to a marketing program. Usually, they allocate just enough advertising dollars for a six- to eight-week image campaign, a half-time salesperson. or a part-time product manager. This tactic amounts to a partial commitment with a full expectation of success. It is essential to provide necessary resources or to save the capital altogether. With the typical consumer seeing more than two thousand advertising messages per day in the United States, the chances of success for a poorly funded, understaffed, and inadequately promoted health care program are slim. Many hospitals dabble in five to twenty different strategies simultaneously, while offering limited resources to each strategy. The same goes for their advertising. In hospital after hospital, advertising budgets have been set at 20 percent of the level needed for effectiveness. One successful national retailing executive, when asked about his strategy, indicated that the single most important tool was market force. The organization concentrated on its core business, offering products and services in high-traffic malls (strategy), and always entered new markets with the goal of becoming the dominant retailer in its product area (the force). Therefore, this company, rather than opening one store in twenty cities in a given year, opened twenty

stores in one city and became the dominant player in that city before moving to the next. It makes little sense for a company to enter a market with a new product unless it intends to be the dominant player in the market. Hospitals often enter many markets (clinical programs), however, and end up as minor players in all of them. They do not become preeminent in any major clinical area or service. This is the central reason why much of the expansion anticipated from marketing in the 1990s failed to materialize. An aggressive position to capture a market was missing. Hospitals and clinics need to think about becoming forceful—forceful in spending capital, forceful in dominating the market, and forceful in advertising. Once they have decided to enter a market, they need an aggressive strategy with supporting tactics. As health care institutions consider their options, they often find it necessary to narrow those options—to focus—both from a business-line perspective and from the perspective of marketing strategy. A lack of focus will result in what one marketing expert, Tom Bonoma, calls “bunny marketing”—hopping from one strategy to another while having minimal impact with any of them. Once an institution can focus its marketing and general business strategy, it can place greater force behind that strategy. Such force includes money, people, and strategic thinking—critical elements in a successful marketing program.

The Traditional Industry Structure:

In communities that have not truly experienced the formation of an integrated delivery system, the health care marketplace can be considered fractionated, in that each entity operates independently. The major components of this traditional health care structure. At the top of the figure is the hospital, then physicians, followed by the community-at-large. The focus of the hospital’s marketing efforts is twofold, represented by the solid arrows. The focus primarily has been on physicians.

The Traditional Health Care Structure



Within the facility is encouraging physicians to admit to one's own particular facility as opposed to competitors? Consider, then, what has been the typical marketing efforts by hospitals in this regard. Most hospitals today have physician relations staffs who call on physicians to ensure they are satisfied with the facility and to determine whether the hospital can provide any additional services to meet their needs. Other hospitals have built connecting medical office buildings and rented space at attractive rates for physicians' offices, on the premise that physicians will admit to the hospital most convenient to their offices. In any case, physicians are a major focus of marketing efforts. A second market for the hospital in the traditional industry structure is the community at large. Since 1975, hospitals have targeted their advertising efforts at building name recognition within the community for the facility and its programs. The rationale for this strategy is that patients may ask their physicians to refer them to a specific hospital, or they may self-select the facility when they need medical treatment. The second level of this chart involves physicians and their marketing focus, represented by the dotted lines. Here, too, there have been two markets—other physicians and the community-at-large. Specialists focus their efforts on generating referrals from primary care physicians, although in some specialties, such as plastic surgery and dermatology, it's common to see

direct appeals to the community-at-large through advertisements. Primary care physicians have historically attracted new patients in the community either through word-of-mouth, or through more formal communication strategies including advertisements or derailed telephone directory listings. This type of market structure is very similar to that faced by consumer product companies. That is, the decision to buy the service is typically made by one individual or a small group of individuals. A physician decides to admit to a particular hospital, or a family decides to become regular patients at a particular medical clinic. In this type of consumer market, mass communication is vital since there are so many people within the community who could, at any point of time, avail themselves of the medical provider's service. Similarly for the specialist, there are always a large number of primary care physicians who could refer patients to them. The comfort of this world knows that individual buyers represent only their own volume of business. This is a somewhat simplified but macro view of the traditional health care market structure that has existed for many years, and still does in communities with little managed care or little pressure from employers to control health care costs. This world, however, is rapidly disappearing. The health care marketplace of the next decade will be defined as more of an industrial marketplace.

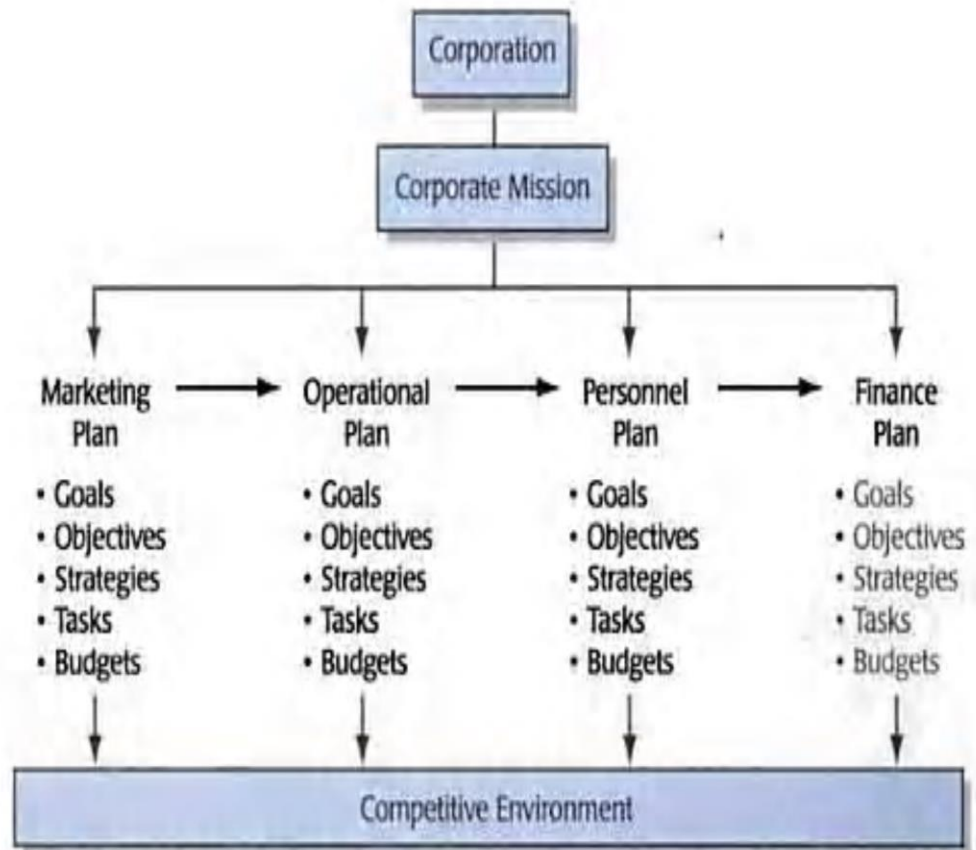
Strategic Planning Process:

In order to respond to the opportunities and challenges of the marketplace, most organizations engage in a process of strategic planning. Strategic planning has been defined as a process that describes the direction an organization will pursue within its chosen environment and guides the allocation of resources and efforts.' The strategic planning process is shown in below figure as containing four steps. It is within the context of this strategic plan that the functional areas of marketing, finance, human resources, and operations develop their own plans, as shown in below figure.

To develop an effective strategic plan, an organization must first define its mission. Second, it must conduct a situational assessment of the threats and opportunities to which the organization can respond in light of its mission. At this stage, the organization must also assess its own distinctive competencies. Last, the organization must establish a set of priorities based on organizational objectives that align with the mission. Once these steps

have been taken, the organization can then determine which strategies to pursue when competing in the broader market.

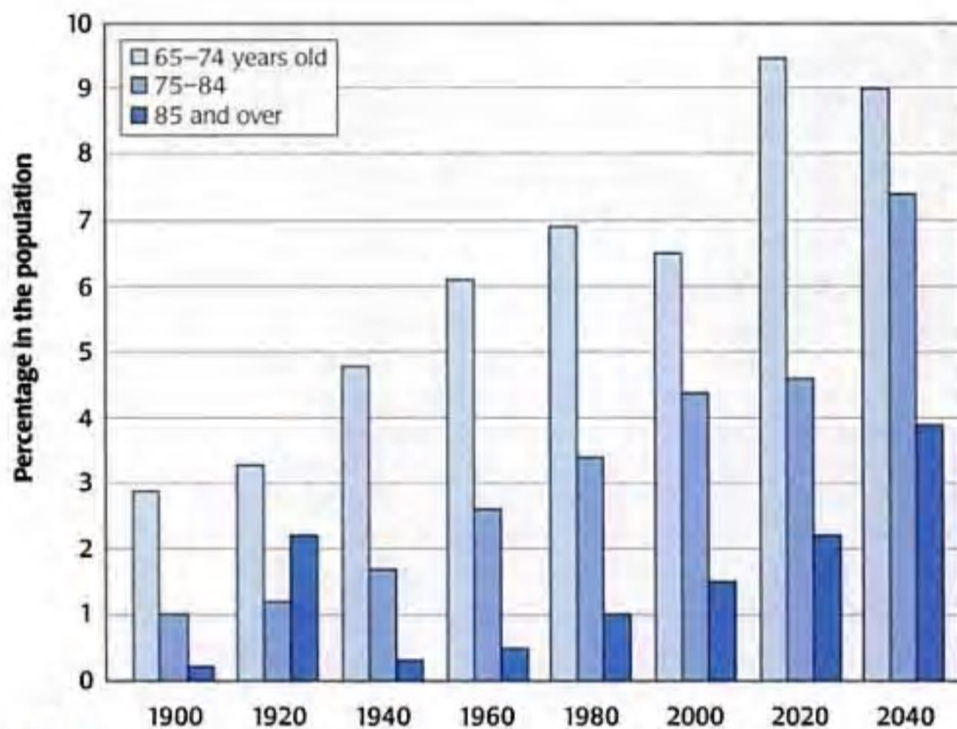
The Strategic Planning Process



Portfolio Model of a Business Plan



Changing Market Demographics



Existing Competitors:

In analyzing the competitive environment, it is important to first look at the existing competitors. This analysis provides a perspective on the cost of competing and on the bases around which the competition will occur. A major focus of the competitive analysis is also to assess the degree to which competition is cost-based. Competition is intense among existing competitors when the product is relatively standardized and the competitors are relatively numerous and similar in size. This frequently describes the market for hospitals and medical groups in major metropolitan areas. Competition can also be intense when the cost of switching providers is relatively low. In health care, this is a major factor that managed care companies face. For many employers, the cost of switching health plans is often not a large obstacle. Competition also tends to be intense in industries characterized by overcapacity and among firms still in the market because of a high fixed-asset position. These latter two issues define the competitive setting for inpatient hospital care in the 1990s.

New Entrants:

While it is essential to consider the existing competition when developing a strategic plan, an organization must be keenly aware of new players entering the marketplace. As the market changes, so does the competition. For example, many medical groups that once competed against other local providers are now finding themselves competing against insurance companies for the provision of care. Large insurance providers, are becoming major competitors for the delivery of care in many local markets. New competitors can come from several sources, such as a segment or market that is underserved. Occasionally, competition comes from either competitors or customers. The academic medical group that used to supply tertiary services to a community hospital might integrate to a lower level of care and establish its own academic group of family practitioners. Many academic medical centers, such as George Washington University in Washington, D.C., actively compete against other providers by offering their own health maintenance plans. Other academic medical centers, such as the one at the University of Minnesota in Minneapolis and University of Michigan in Ann Arbor, have established

faculty practice plans as vehicles to attract, process, and organize for patient revenue activities. Similarly, an employer that had purchased outside medical services might hire its medical staff and conduct employee health programs in-house.

Powerful Customers and Suppliers:

Buyers can dramatically affect the competitive intensity in an industry. The more economic power the buyer has, or the greater the source of customer dollars that the buyer represents, or the fewer buyers there are, the more pressure the customer can exert. The Voluntary Hospital Association, comprising hundreds of hospitals that have joined together to facilitate purchasing, consulting, and other activities, can wield significant power with health care manufacturers of wound dressings such as Kendall or 3M, because this organization represents all its member hospitals. Buyers can wield power when they purchase a relatively standard product, or when they can integrate backwards and provide a service for themselves. Suppliers are also a major threat when they can integrate forward to deliver a service. They also can exert great power when other sources of supply are few, or when it would be very costly for an organization to shift suppliers.

Marketing Strategy Formulation:

The next step is the formulation of marketing strategies. This aspect of strategic market planning involves determining the target market, specifying the market strategy, and developing the tactical plans for the four Ps.

Determining the Target Market:

Selection of the target market involves assessing the organization's own strengths, the competitive intensity for the target market, the cost of capturing market share, and the potential financial gain in attracting the targeted group. Selecting the target market, organizations have several options, as presented. They can treat the entire market as one homogeneous group of customers, or they can divide the market into segments or

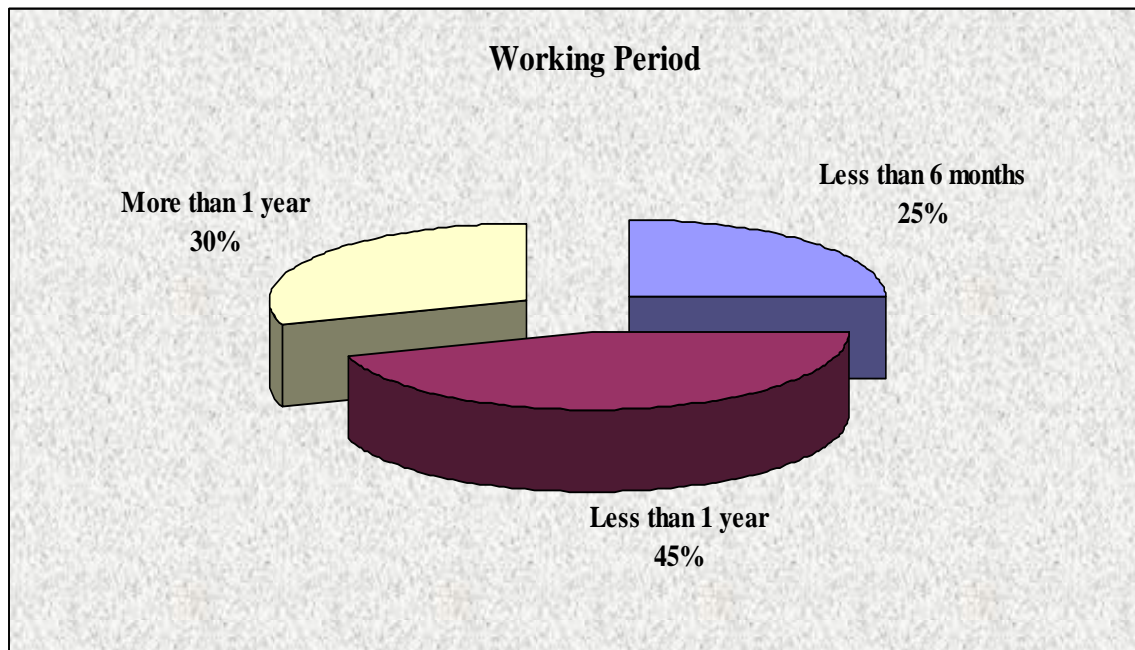
subgroups that are homogeneous within a particular dimension. Treating the entire market as one target market and appealing to the broadest group is referred to as mass marketing. Customers are viewed as relatively undifferentiated in what they desire. This strategy tries to satisfy the greatest number of buyers with a single product. Historically, most hospitals in the United States have followed a mass market strategy in their own local areas. The advantage of this approach is that the referred to as multi segment marketing, in which a distinct marketing strategy might be developed for each group. A hospital might target two segments within the female population. One program might address issues and concerns for women of childbearing age, while a second program targets older women offering education and resources regarding menopause, breast cancer screening, and osteoporosis. A company can recognize differences in market segments yet have an overlapping strategy that uses similar parts of the marketing mix for all groups, but different strategies for particular groups. For example, a medical group practice might have one main office where all services are delivered. Yet, the group has decided to target two different groups: higher income executives and elderly consumers with third-party insurance. While they are offering the same product and services and using the same distribution strategy, they employ different promotional strategies for each group. The group practice might advertise to executives in the metropolitan edition of The Wall Street journal. At the same time, however, the group will send a representative to senior citizens clubs to speak about the health needs and concerns of older consumers. Another option for some organizations is to pursue only a subset of market segments or 'use one market segment. Targeting only one segment of the market is referred to as the market concentration strategy. In selecting only one segment, an organization must be able to defend its choice in the face of competition. For example, in Boston there are a small but growing number of custom care or boutique style medical practices. Targeted to the group of consumers who are willing to pay additional out-of-pocket dollars for more personalized, almost concierge-style, medical care, 20 these types of groups are following a market concentration Strategy. In any market there are only a limited number of such people willing to pay an additional fee that might be as high as \$7500 or more for families. An organization's entire future may be based on its ability to solidify its market-share position within this particular group. This strategy does have the

advantage of sometimes providing opportunities for efficiencies in production, distribution, or promotion, because a company can tailor its efforts to one segment's requirements.

5. FINDINGS AND ANALYSIS

Q1. Please tell me from how many years you have been working in your organization?

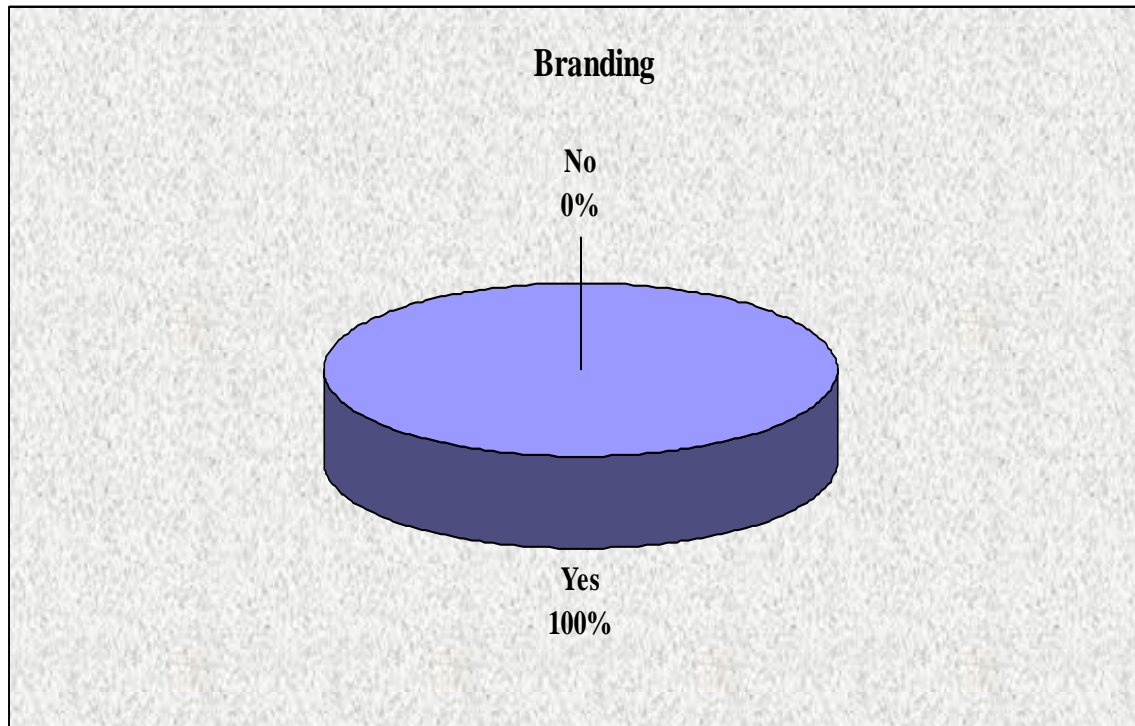
Less than 6 months	25%
Less than 1 year	45%
More than 1 year	30%



30% respondents replied that they are working in their organization from more than 1 year, 45% respondents replied that they are working in their organization from less than 1 year and 25 % respondents are working since less than 6 months.

Q2. Please tell me weather your company does branding specifically?

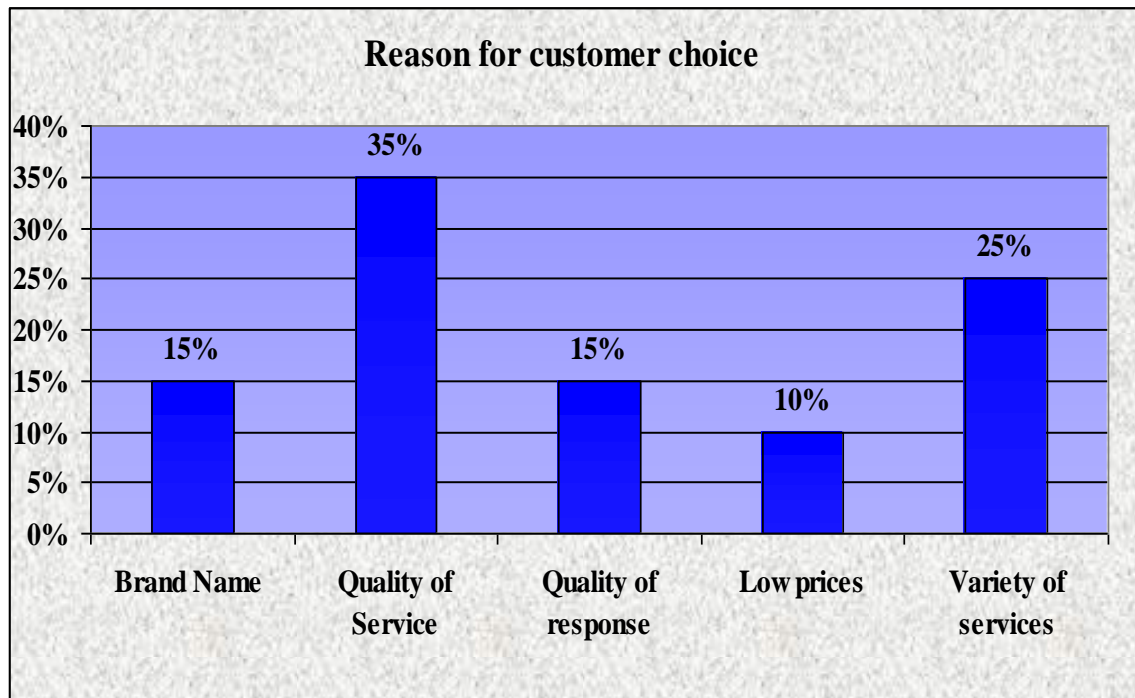
Yes	100%
No	0%



100% respondents replied yes, there company does branding specifically.

Q3. Why do customers choose you?

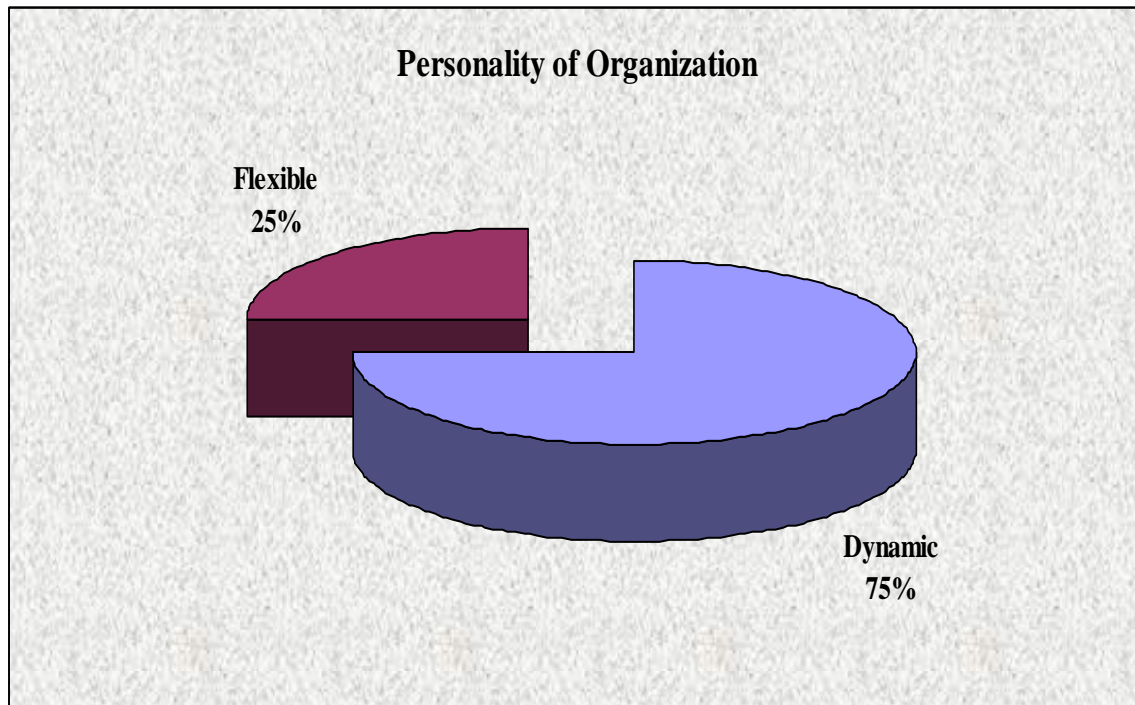
Brand Name	15%
Quality of Service	35%
Quality of response	15%
Low prices	10%
Variety of services	25%



15% respondents replied that their customers choose them for their brand name but 35% respondents replied that their customers choose them for their quality of service.

Q4. Describe the personality of your organization.

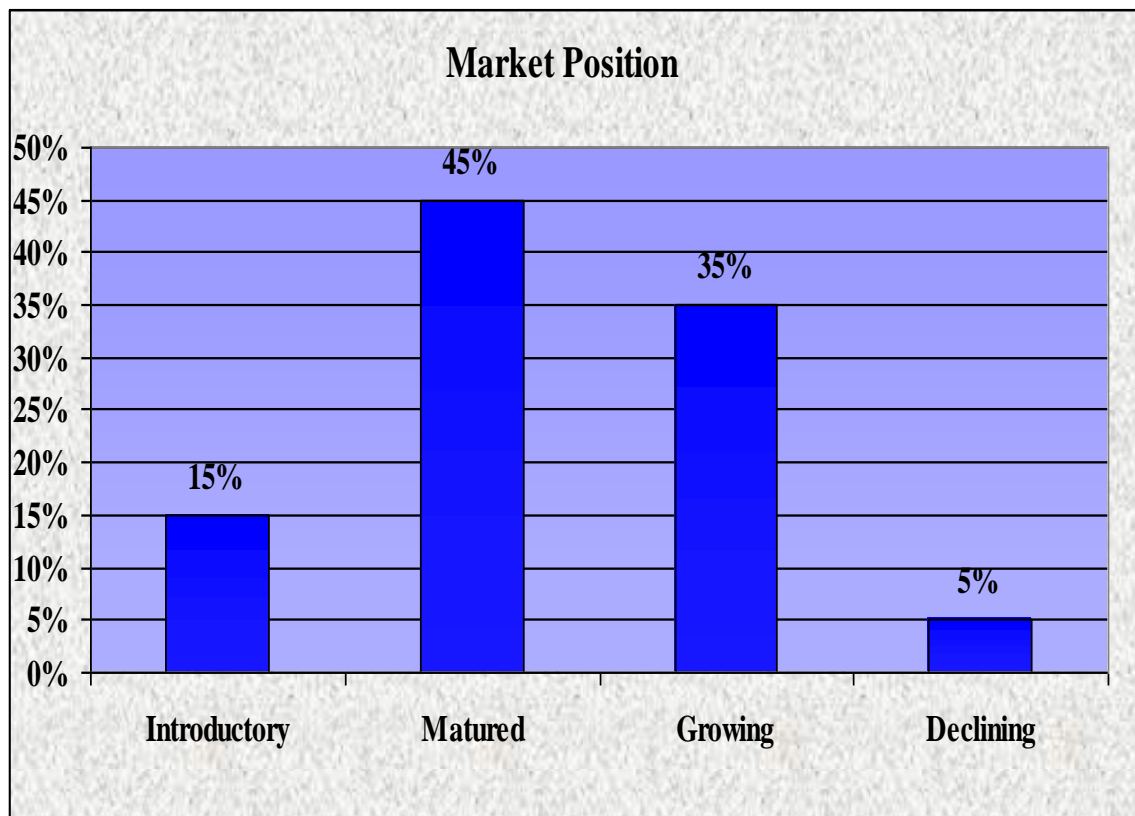
Dynamic	75%
Flexible	25%



According to the 75% respondents their personality of their organization is dynamic

Q5 how does the market see your company today?

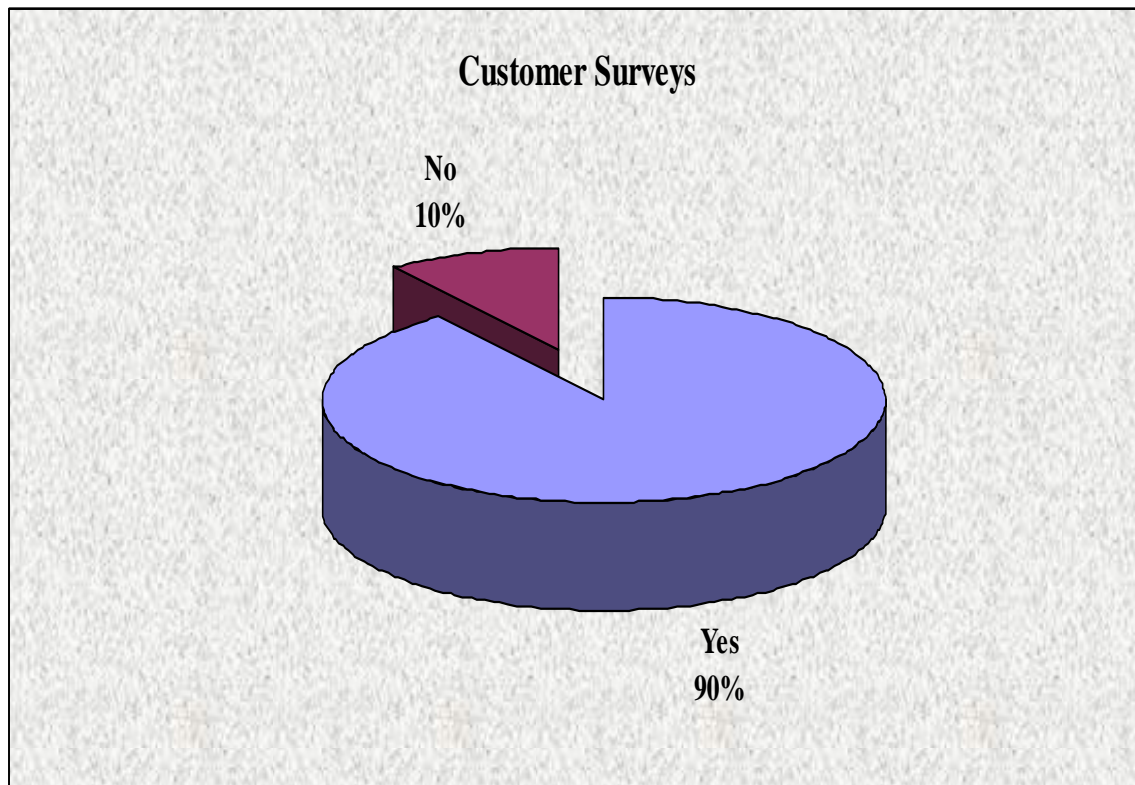
Introductory	15%
Matured	45%
Growing	35%
Declining	5%



45% respondents replied that their company position in the market place is matured but 35% respondents replied that their company position in the market place is growing.

Q7. Have you taken surveys of your customers frequently to understand their satisfaction?

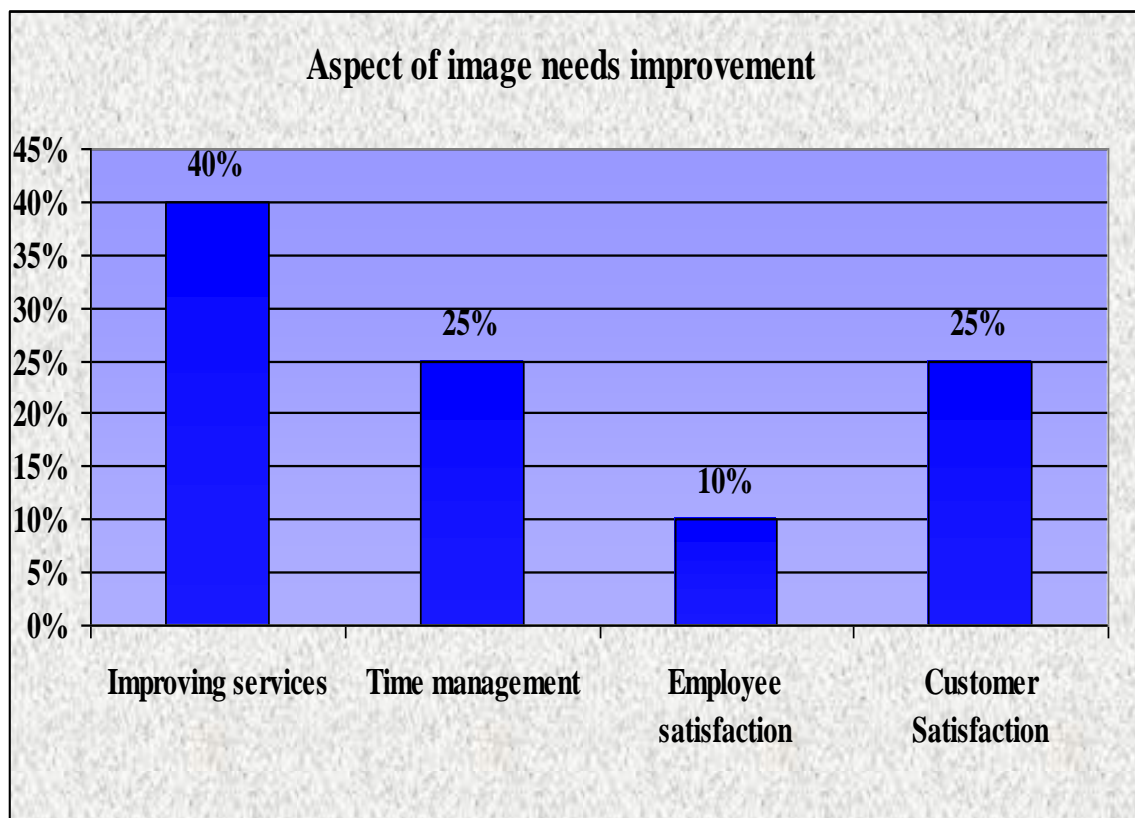
Yes	90%
No	10%



90% respondents replied yes, they taken surveys of their customers frequently to understand their satisfaction.

Q7. What aspect of your image needs improvement?

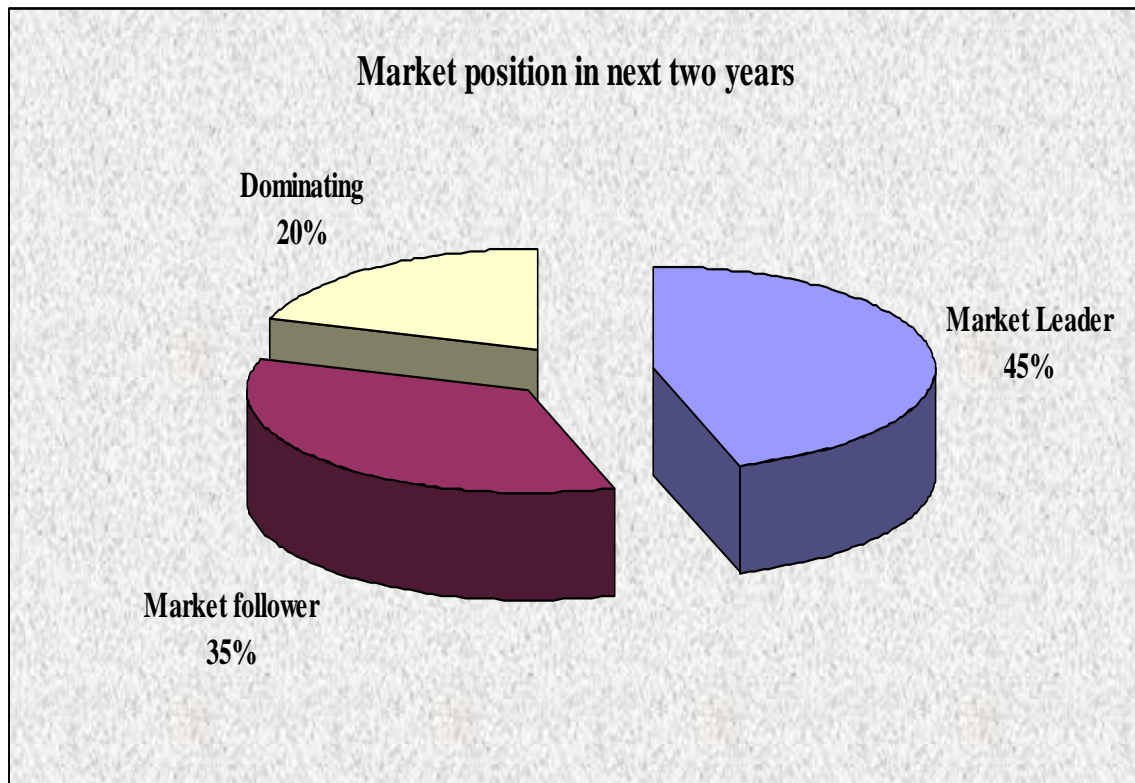
Improving services	40%
Time management	25%
Employee satisfaction	10%
Customer Satisfaction	25%



According to the 25% respondents time management of their company needs to be improvement but 40% respondents replied that their company needs to be improving their services, 10 % replied to improve Employee satisfaction and 25 % replied to improve Customer satisfaction.

Q8. How do you want your image to be seen in 2 years?

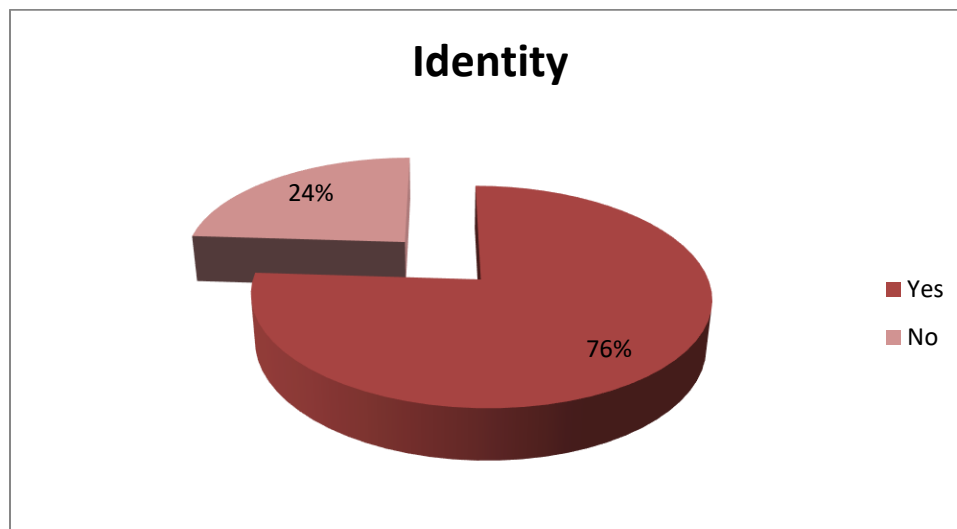
Market Leader	45%
Market follower	35%
Dominating	20%



20 % respondents replied to be dominating in next 2 years, 35% respondents replied that they want to be seen their image as a market follower but 45% respondents replied that they want to be seen their image as a market leader.

Q9. Do you currently have an identity?

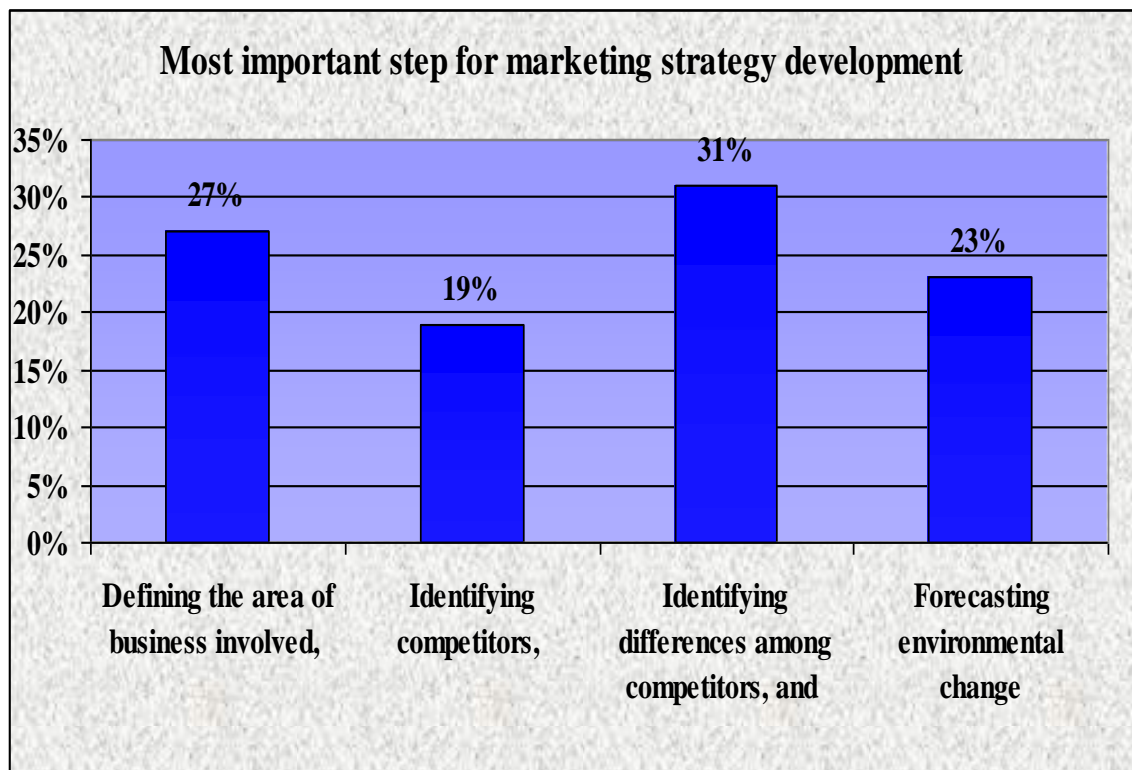
Yes	76%
No	24%



76% respondents replied yes, they currently have an identity and 24 % replied no for the new hospital that recently going to start soon.

Q10. Please tell me that which is the most important step for marketing strategy development?

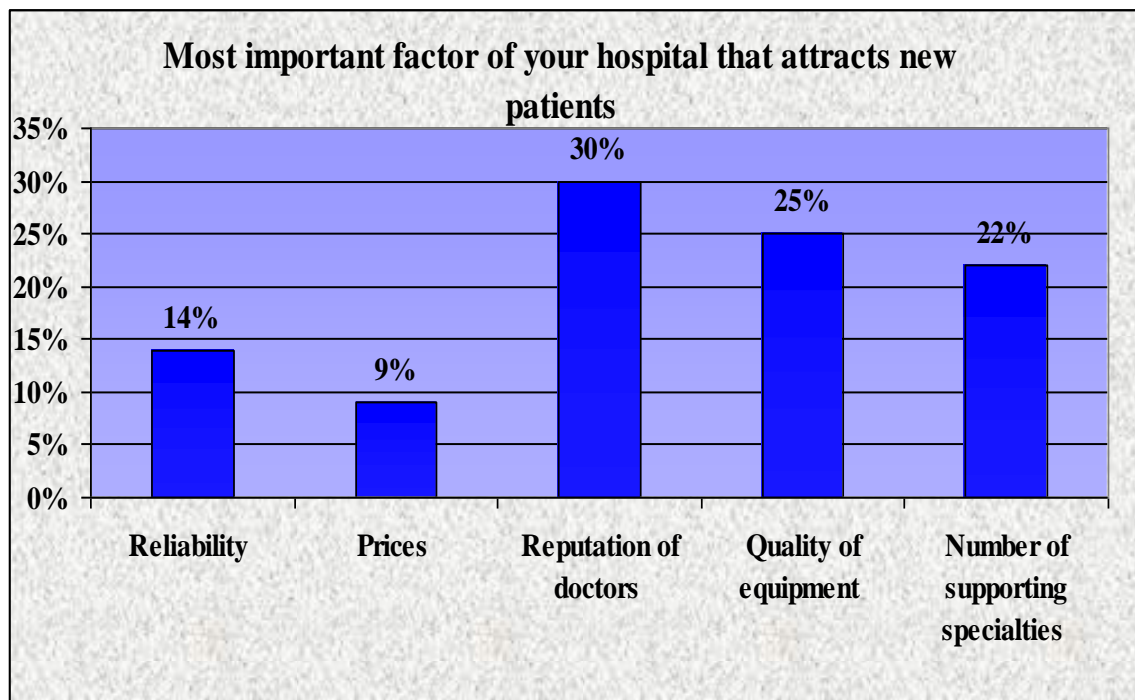
Defining the area of business involved,	27%
Identifying competitors,	19%
Identifying differences among competitors, and	31%
Forecasting environmental change	23%



27% respondents replied that defining the area of business involved is the most important step for marketing strategy development but 31% respondents replied that identifying differences among competitors is the most important step for marketing strategy development.

Q11. Which is the most important factor of your hospital that attracts new patients?

Reliability	14%
Prices	9%
Reputation of doctors	30%
Quality of equipment	25%
Number of supporting specialties	22%



30% respondents replied that reputation of doctors is the most important factor of their hospital that attracts new patients but 25% respondents replied that quality of equipment is the most important factor of their hospital that attracts new patients.

Q12. Please describe those methods by which use you provide quality service to your patients?

Ans:

- Motivating employees to be efficient, dedicated and loyal to the organization.
- Offering regular on-job training of employees to ensure continuous improvement in health care.
- Utilizing services of professional competent medical consultants.
- Use of latest technology.

6. RECOMMENDATIONS

Hospitals can use the following steps in their marketing process and attracts the customers:

A growing variety of medical amenities are turning to well being marketing as a solution to attract more patients. This contains hospital advertising, especially in the case of elective procedures or ongoing care. Because so many people right now get most of their info from the web, internet advertising methods are more and more being used with regards to advertising and marketing for medical sites.

Listed here are 5 suggestions for effective health advertising:

1. Make it possible for medical websites are skilled designed

It is sensible to have a professional web site designer to construct Hospitals medical sites so that those who visit them are impressed. An unimpressive website will flip off anybody who is looking for medical care quicker than a Ferrari. This is one space where hospital does not want to skimp. Give it some thought, when you went to a health care provider's office would you're feeling confident if the office was in a shambles? It is the identical with a website. The look of hospitals' medical web site is what will form the first impression with the client.

2. Just remember to use medical SEO

Search engine optimization means making hospital website and content pleasant so that the search engines can pick up key phrases and phrases and place the positioning accordingly within the rankings of the search engines. The better the hospital advertising and marketing team is at search engine optimization, or website positioning, the more the probabilities of being cited by the search engine robots and the upper your web site will rank.

3. Use article advertising

Hospital should definitely reap the benefits of free article distribution sites that hospital may talk about the medical info and lead folks to hospital site. Hospital must make sure that they've a working hyperlink to hospital site as well as proper medical search engine marketing in the articles.

Also Article can be distributed through various newspapers and healthcare magazines that can make impact on consumers mind.

4. Use video advertising

It's also possible to take advantage of video advertising through various media network or on hospitals website that enable hospital marketing. You may want to show medical supplies or different methods on your video. Make sure that the tags used on your videos comprise hospital search engine optimization in order that the video will likely be picked up simply in the search engines.

5. Creating awareness through Campaigning

It is possible in 2 ways, one is through Health talks and Free health check up camps in societies or in corporate and second is through Doctors by arranging CME (Continuing Medical Education).

Hospital should regularly create awareness about recent technologies launched in hospital so that it can make its mark in existing competitive market.

7. CONCLUSION

The narrow perspective of markets as only advertising minimizes its contribution. Marketing really brings with it an external perspective that adds a key value in organizational planning. For marketing to be successful, however, the organization must feel a need to be market responsive, have the capacity to respond, have a clear vision, and have actionable steps. In recent years, there has even been a dramatic paradigm shift within marketing from a simple focus of individual transaction and the gaining of market share to the retention of customers and the building of loyalty. This paradigm shift has significant implications within the organization in terms of structure and for the employees. Finally, there is also a significant marketplace evolution occurring. While consolidation among managed care plans has created large, powerful buyers who must be responded to, companies are also being more proactive in dealing with cost by either directly offering medical care or shifting it to employees.

Customers need to be made aware of the existence of the service offered. Promotion includes advertising, personal selling, sales promotion and publicity. Hospitals do not normally undertake aggressive promotion; they rely a lot on a favorable word of mouth.

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9. ANNEXURE

QUESTIONNAIRE

Q1. Please tell me from how many years you have been working in your organization?

Less than 6 months

Less than 1 year

More than 1 year

Q2. Please tell me whether your company does marketing specifically?

Yes

No

Q3. Why do customers choose you?

Brand Name

Quality of Service

Quality of response

Low prices

Variety of services

Others

Q4. Describe the personality of your organization.

Dynamic

Flexible

Others

Q5 how does the market see your company today?

Introductory

Matured

Growing

Declining

Q6. Have you taken surveys of your customers frequently to understand their satisfaction?

Yes

No

Q7. What aspect of your image needs improvement?

Improving services
Time management
Employee satisfaction
Customer Satisfaction
Others

Q8. How do you want your image to be seen in 2 years?

Market Leader
Market follower
Dominating

Q9. Do you currently have an identity?

Yes
No

Q10. Please tell me that which is the most important step for marketing strategy development?

Defining the area of business involved,
Identifying competitors,
Identifying differences among competitors, and
Forecasting environmental change

Q11. Which is the most important factor of your hospital that attracts new patients?

Reliability
Prices
Reputation of doctors
Quality of equipment
Number of supporting specialties

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