

Study on Customer Experience of Private Home Healthcare
Service (Patient Assistance Program) With Reference to
PorteaPvt. Ltd

By

Ravjyot Kaur Arora

*Dissertation submitted for the partial fulfillment of the
MBA Pharmaceutical Management*

Academic year, 2016-2018



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ravjyot Kaur Arora student of MBA Pharmaceutical Management from The IIHMR University, Jaipur has undergone dissertation training at Portea, Bangalore from 7th February 2018 to 7th May 2018.

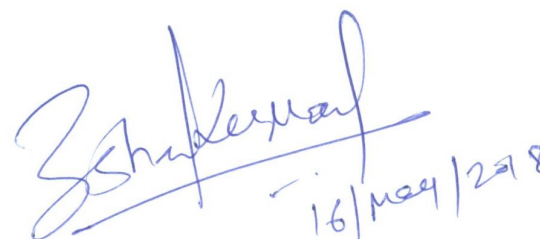
The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific, and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



(Dr. Ashok Kaushik)
Dean, Academics and Student Affairs
The IIHMR University, Jaipur



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Associate Professor
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The certificate is awarded to

RAVJYOT KAUR ARORA

In recognition of having successfully completed her
Dissertation in the department of

PHARMA SOLUTIONS

And has successfully completed his Project on

A STUDY ON CUSTOMER EXPERIENCE OF PRIVATE HOME HEALTHCARE SERVICE
(PATIENT ASSISTANCE PROGRAM) WITH REFERENCE TO PORTEA PVT.LTD

Date: 10th May, 2018

Organization: PORTEA MEDICAL PVT. LTD, BANGALORE

She comes across as a committed, sincere & diligent person who has a strong drive
and zeal for learning

We wish her all the best for future endeavors



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THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **A Study on Customer Experience of private home healthcare services (Patient Assistance Program) with reference to Portea Pvt.Ltd** submitted by **Ravjyot Kaur Arora** Enrollment No. **IIHMR-U/02/2016-18/0077** under the supervision of **Dr. Ashok Peepliwal** for award of **MBA in Pharmaceutical Management** of the University carried out during the period from **7th Feb 2018 to 7th May 2018** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature

ABSTRACT

Portea Medical Pvt.Ltd is a leading Home Healthcare service provider which works with leading hospitals, diagnostic centres, physiotherapists, doctors and nurses who are experienced and others for the betterment of the health and outcome of patients. Portea also partners with pharmaceutical companies to assist patients with value added services along with distribution and availability to medication, mostly for chronic disease management. The companies partner with Portea to run Patient assistance programs where we embark as the authorized distributor for their high valued medicines and facilitate in proper and timely availability of medication at patient's home. The understanding of customer experience (CX) is the key in the service provider industry. The objective of this study is to ensure that patients under the Patient Assistance Program (PAP) are satisfied with the at home and timely delivery of their prescribed medication. To understand the measures that could be taken to enhance our services with reference to customer experience models also by keeping in mind the availability of capabilities and resources that we possess. This study provides an understanding of the extent of customer satisfaction by having patients fill out a questioner through a telephonic survey. A total of 100 patients were asked to provide their feedback and suggestions. Their degree of satisfaction was measured and there has been a good response of the service provided to them monthly.

Further a model was suggested as a recommendation to help improve the patient customer experience by identifying the drivers for customer experience for a better patient engagement. An understanding of customer expectation through comparison of the healthcare industry with other industries. Also, how applying this will be helpful for the healthcare industry and Portea in particular. Also, in detail the importance and different methods of gaining better outcome from patients was studied. Suggestion on customer journey, how to engage customers through their entire journey, diverse ways of engaging with them so that all the gaps are covered and relate to complete customer insights. The study has been concluded by linking the positive and effortless customer experience to an increased customer satisfaction, advocacy, and loyalty, with a greater degree of customer lifetime value, which directly leads to competitive advantage.

Keywords- Portea medical, Patient assistance program, Customer Experience (CX), Degree of satisfaction, drivers of customer experience, loyalty, advocacy.

ABOUT THE ORGANIZATION

Portea Medical Pvt. Ltd, it one of India's largest and successful home healthcare service provider, which works with leading hospitals, diagnostic centres, physiotherapists, doctors and nurses who are experienced, Geriatric care, diabetes management, pharmacy services and others for the betterment of the health and outcome of patients. Portea provides high-quality hospital services at the comfort of your home. All the clinicians working with Portea have undergone rigorous hiring standards and provide the best care to patients. Portea also provides medical equipment rentals and or, sales and making health care plans for patients at their reach.

Portea Medical which provides improvised home healthcare services acquired Medybiz Pharma which specialises in the distribution of specialty pharmaceutical medicines and Patient Support Services providing better care for patients with chronic illness in India. Portea has already being specialising with patients with chronic illness/diseases, and this acquisition has made a vital and powerful pharmaceutical distribution with added benefit of pharma solutions delivering an improved and effective pharmaceutical care for patients who require an ongoing need of medicines for their treatment. Medybiz is India's leading Pharmacy Benefit Manager. It has been providing prescription refill and therapy compliance support for super specialty medicines. Medybiz Pharma's services include Specialty Pharma Support (Patient Medybiz Pharma in a move that will enable Portea to strengthen patient engagement and Assistance Programs 'PAP') for pharmaceutical companies and Pharmacy Benefits Management (PBM) services as part of employee benefits programs. The company's offerings run the entire gamut covering Diabetes, Cardiology, Oncology, Osteoarthritis, Osteoporosis, Rheumatoid Arthritis, Respiratory and Neurology, amongst others.

Medybiz pharma is committed to continually enhance customer satisfaction by providing easy and timely access to quality medicines at affordable prices through state of the art prescription

management with good storage and distribution practices. Medybiz pharma works by providing three nodes of services,

1. Patient Assistance – where they provide customized programs which is focusing on improved access to medication and care and increased therapy compliance.
2. Pharmacy benefits- A comprehensive pharmacy program for employees complementing health benefits through health insurance and coverage.
3. Specialty Distribution- They provide PAN India controlled distribution with last mile tracking designed in compliance with specific handling and storage needs of specialty medicines.

Providing pharma companies with specialized distribution, prescription refill, therapy compliance support for super specialty medicines that require highly specialized handling & adherence protocols. Offering pharmacy benefits to employees of corporate houses by assuring availability of genuine medicines through cashless mode (funded by insurers/company) while bringing economies of scale. (Medybiz Pharma, 2015)

Patient Assistance Programs

Prescription medicines have become an important part of quality medical care. Every two out of three visits made by patients to doctors end with a prescription being written. In India, nearly 3.4 billion prescriptions were filled in 2011. Prescription medicines have a wide range from an ear infection to those used to treat potentially life-threatening conditions, such as asthma, diabetes, cardio vascular diseases, respiratory, neurology and oncology. Once patients get access to these medicines then it means better patient outcomes and an improved quality of life. This way we can delay or prevent costlier medical problems. Yet, several individuals have a financial constraint and cannot afford to pay for needed prescription medications. And this stated trend poses a threat to the individuals and public health.

According to a survey by pillsbills.com, more than 90 million Indian's do not carry a health insurance policy and many more are underinsured; and many under this category are from the working families' category. Even the individuals with health insurance many are above the age of

65 and these also are without prescription drug coverage. People from the lower income group who are older in age and are suffering with a chronic condition require multiple medications, face the greatest economic burden. So, this was they tend to take less of their medication than which has been prescribed due the cost crunch concerns. It doesn't make it better for the uninsured adults and their families who are more likely to under use their medications just to cut their drug cost. (pillsbills, 2017)

Patient assistance programs or PAPs are the efforts that has emerged to help patients who do not have a health insurance or prescription drug coverage to get medication as per their need. Pharmaceutical companies run such programs where they provide free or low-cost prescription drugs to qualifying individuals. Other than the pharmaceutical companies, disease management associations and NGOs also use this to create access to medication and get patients the assistance to care and financial services as per requirement and need. Financial assistance provides a valuable resource to patients, helping them to comply with required drug regimens and, in turn, obtain better health outcomes. Many people use PAPs to get medication which is needed but they cannot afford. But in India majority of the patients lack the knowledge and advantage of using a medication assistance program which are offered by pharmaceutical companies.

Most of the pharmaceutical companies offer PAP. To get enrolled in a PAP program, they need to be eligible by having a valid prescription of the medicine, a consent from the health care practitioner or physician also a proof of citizenship.

OUR ROLE

We provide Specialty drug distribution to patients who are enrolled under the Patient Assistance Programs run by pharmaceutical companies. These types of drugs are tablets, injectables or infusions. As their name, specialty medicines are used to treat chronic, rare, and complex illness. These are called so because they are usually given by a different route of administration, they are costlier than many prescription drugs, they require special storage and handling conditions and require a proper rationale on their use, cannot be missed. And they need to be delivered quickly.

We deliver,

Secure and free delivery of medications usually with a TAT of 48 hours from the time the order is confirmed.

We provide delivery to patient's home, doctors clinic or the hospital pharmacy, as per requirement

Package tracking is done for prompt delivery.

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INTRODUCTION

In many ways, customer expectations in the healthcare industry's scenario can be linked to other industries. Timely delivery and convenience is a high priority for both, being it be to shop online for clothing or ordering a medicine. In a way the healthcare sector is known by recognizing that customer retention comes with repeatability, pleasant experience matching the patients wants and needs. But healthcare differs in several areas. Firstly, patients/customers give a low response on positive interactions. When it comes to choices on health they tend to rely on personal recommendation like their doctors. In some instances, patients are also less forgiving than a disappointed retail customer. As patients behave more likely as customers, healthcare companies need to deliver a higher level of personalized service, satisfaction, and overall experience- or risk losing business of the competition. For a healthcare organization to optimize its customer experience, it must understand the needs and behaviours of its customers and be equipped to act on them in a manner that adds value to the experience. Healthcare is shifting towards more customer-focused approaches like those used by other industries like financial services and airlines.

Customer experience management is the collection of different processes that company's use to track, oversee and organize interactions between the organization and customer throughout the customers lifecycle. The goal of CEM is to optimize interactions from the customer's perspective and foster customer loyalty. To manage the customer experience, a company needs to create a strategy that encompasses all customer interactions. Getting a positive customer experience is a complex process that starts with insight into consumers' wants and needs. Understanding of good experiences and gathering individual definitions.

Customer experience (CX) management is the practice of using customer insight to design and execute a cross-functional CX strategy that increases satisfaction, loyalty, and advocacy. Word of mouth is frequently known as one of the most effective forms of advertising for a company, and companies that provide high-level customer experience management strategies can be rewarded in many cases with customers that remain loyal while also advocating and promoting the company's products to their friends, colleagues and social network communities.

Customer Experience strategy and design talks about making an action plan towards creating a digitally led customer feedback to provide a continuous and long-term relationship.

LITERATURE REVIEW:

Home health care is a wide range of health care services that can be given in your home for an illness or injury. Home health care is usually less expensive, more convenient, and just as effective as care you get in a hospital or skilled nursing facility (SNF).

What should I expect from my home health care?

Doctor's orders are needed to start care. Once your doctor refers you for home health services, the home health agency will schedule an appointment and come to your home to talk to you about your needs and ask you some questions about your health.

The home health agency staff will also talk to your doctor about your care and keep your doctor updated about your progress.

It's important that home health staff see you as often as the doctor ordered.

A review of the literature shows that patient satisfaction has been used in the evaluation of many healthcare programmes including rehabilitation programmes, discharge and home follow-up programmes, care process, and management practices (Be'land et al. 2006, Jones et al. 2007). Also, it has been used to evaluate new care protocols and treatments (Herrmann et al. 1998, Armstrong et al. 1999, Naylor et al. 1999, Mair & Whitten 2000, Whitten 2000, Zadoroznyj 2006).

The use of patient satisfaction to evaluate healthcare programmes is not an evaluation of care provided only by a home healthcare agency. Care is usually provided by a complementary team of multidisciplinary health service providers, starting typically at either a hospital or a specialty clinic and then the patient is referred to home health care. Therefore, a comprehensive evaluation of the care programme will include different types of services, not all of them strictly related to nursing.

Nowadays, customer experience is receiving much attention in scientific and managerial community. Scholars and practitioners state that customer experience is the next area of competition. For a long time, there has been a call for a uniform, accurate definition, definition of its components, and the development of the customer experience frameworks. (HAVÍŘ, 2017)

Healthcare companies are finding their own moments of truth where they engage in new thinking about their customers. Whether these moments are prompted by inspiration from other industries, competitors, health reform, consumer demands, agile companies are changing the way they get to know their customers, moving from basic transactions of providing desired services and embracing their patients and members as consumers and customers. A few foundational strategies and actions can help companies deliver an ideal customer experience. (Institute, July 2012)

Many companies struggle with collecting, analysing, and acting on feedback. Many B2B companies, for instance, gather customer feedback only through sales channels, missing important insights from users and influencers. Many of them don't have the culture to keep customer feedback through the front line to improve behaviour or connect it to innovation

These complications leave many companies ignorant to the voice of the customer and represent a barrier to building the foundation of a successful customer-centric strategy. So, what matters is how the business adds the metric into a systematic capability to collect, analyse, and act on feedback in an effective and complete measurement system of the customer journey. Building such kind of system can take time but gains to a customer-centric culture and the essential point can accrue quickly. (McKinsey & Company, 2016)

Customers want their preferences and behaviours understood and acted upon. As consumers take on more risk and responsibility in their healthcare, they're moving from a passive resource to a joint technology in case of drug purchase and usage decisions. Health technology companies are not standing idle. They offer products and services that engage the patient in disease management, influence healthy behaviours, improve convenience, and provide better health information. Pharmaceutical companies and their retail counterparts should find ways to create a memorable experience and relationships with ultimate stakeholder, that is the customers. This way making a complete customer experience in the journey of the customer in disease management or therapy compliance. (PwC, November 2013)

OBJECTIVE:

- To Study the degree of satisfaction of patient service with reference to Patient Assistance Programs at Portea.
- To Study the factors affecting patient satisfaction with reference to Patient Assistance Programs
- To Suggest different drivers of measurement of customer experience strategy and design

RATIONALE

Customer experience is gaining importance today as the healthcare services are all being inclined basis the needs and wants of customers. The requirement of customer/patient engagement is necessary to understand their insights so that we deliver a better health outcome and a meaningful experience. Customer experience is a leading indicator to measure customer loyalty, to identify the customers who aren't satisfied, reduce the churn, and ultimately increase the revenue. This also works as a differentiation factor that helps to attract new customers in such a competitive business environment.

This study helps us to understand how our service is being delivered and find out the loopholes so that we can provide a better health outcome and deliver satisfied customers and engage them with us repeatedly on prospects. The different drivers of customer expectation have also been studied to understand customers better and deliver as per their ease and expectations. And to get to the bottom line of identifying loyalty and patient advocacy.

MATERIAL AND METHODS:

STUDY DESIGN: Descriptive study focusing on understanding customer experience towards home healthcare service for the patients under three different Patient Assistance Program.

SETTING: The study has been conducted in Portea, which is a star-up providing at home healthcare services based in Bengaluru, Karnataka. However, the patients were also contacted via telephone from regions across PAN India.

STUDY PARTICIPANTS: The registered patients who had enrolled under the program to avail services for at home delivery of medications

DURATION OF STUDY: February 2017 to May 2017 (three months)

SAMPLE SIZE:100customer insights

SAMPLING: Patient data (name, contact number, location, name of the medicine, dosage) the patients who had availed services during March and April 2018.

SAMPLING TECHNIQUE: Purposive convenient sampling.

SAMPLE SELECTION: The associated customers/patients of the company will be included in the study sample which are available and willing to participate. The exclusion criteria will be those not available or willing to be a part of the study.

DATA COLLECTION PROCEDURE:

TOOL – Telephonic interview

Electronic Survey - Primary data will be conducted from the customers associated with the setting over a telephonic service via a self-structured questionnaire.

- An interview schedule was developed using six parameters
- Agents response over the call
- Time taken to place order
- Time taken for medicine delivery
- Response to meet urgent requirements over call
- Time taken for resolution of complaints
- Overall experience rating (on a scale of between 1-10, where 1-being the lowest and 10-being the highest)
- Also, if any additional comments.

DATA COLLECTION INSTRUMENT:

To measure the degree of patient satisfaction five-point rating was used-

- Outstanding – Very satisfied with service, never had any issues
- Good – Are satisfied with the service
- Average- Have a valuable feedback, sometimes had issues which go resolved
- Poor – not up to the mark service
- Unsatisfactory- were not satisfied

- **DATA ANALYSIS:** The data was entered in MS-Excel sheet and analysis was made in terms of proportion of patients.

ETHICAL CONSIDERATION

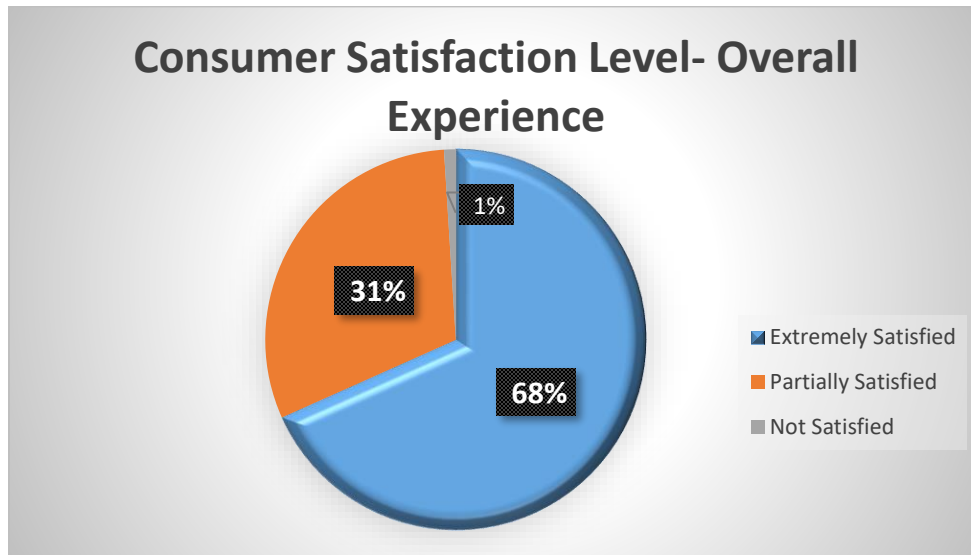
The discretion of the data given by respondents was maintained. An informed consent was carried over prior to the start of any data collection. All potential participants were given a chance to ask any questions before any of the research activities, coordinator assisted with informed consent process and made sure the participants understand the study procedure and is comfortable with asking questions. Participants were informed that they may refuse to answer any questions and may discontinue their involvement at any given time.

RESULTS:

Patients under the Patient Assistance Program were called to understand and get a feedback on the customer experience and degree of satisfaction on the delivery of medicines as a home service/ to the nearest pharmacy as per convenience. The patients were interviewed to gather responses on several attributes like, Overall Customer Satisfaction, Time taken to order the medicine for use, Delivery time taken, Assistance to request for emergency, time taken for resolution of complaints and about how was the agents response while assisting the patient. Basis the analysis, the degree of satisfaction are as follows -

PERCENTAGE DISTRIBUTION OF RESPONDANTS BY THEIR DEGREE OF SATISFACTION

1. Overall Consumer Satisfaction



(Chart # 1)

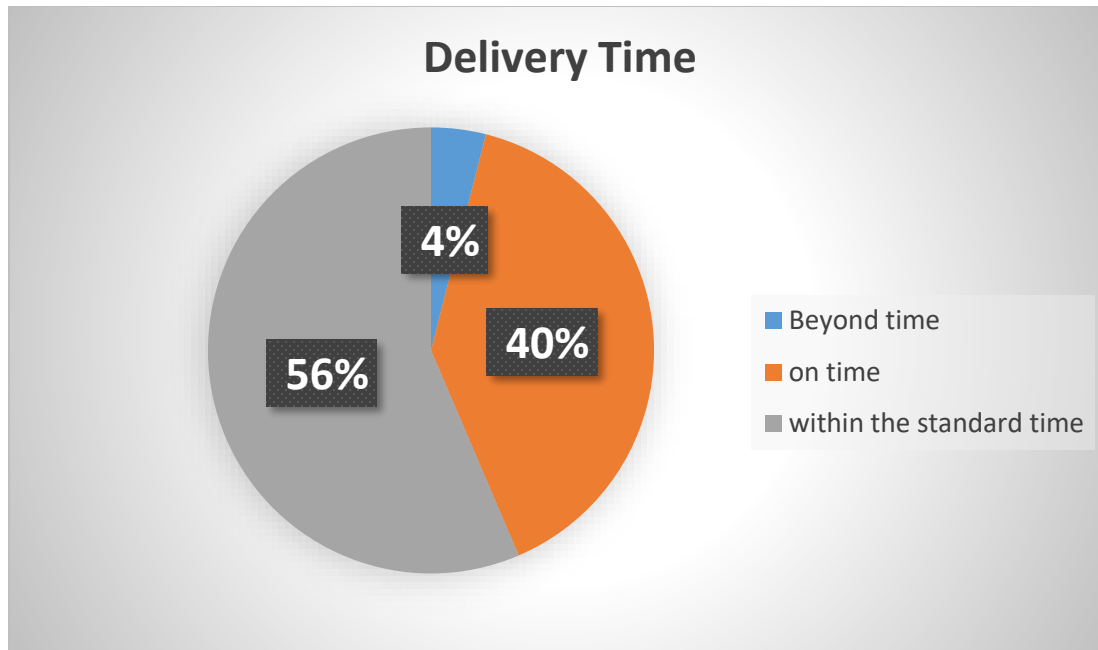
The Overall Experience - rating was gathered basis the questions with respect to each attribute, to understand the collective satisfaction that the patient has been having for the service delivery.

INFERENCE

Overall experience of the services offered is 68% extremely satisfied but with respect to time of delivery the % lowers down to 56%, therefore if time of delivery improves it will be a driving factor.

2. Time taken for order generation

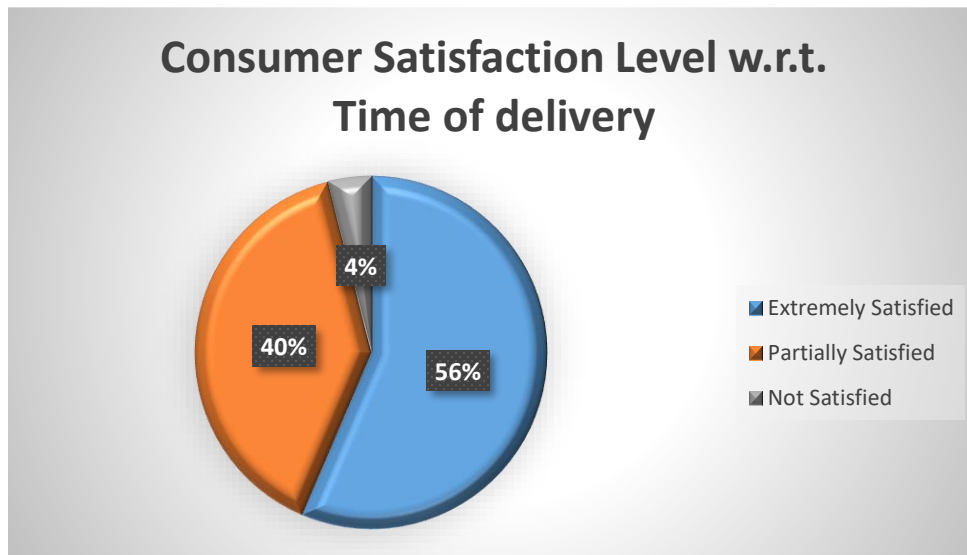
Patients will have a requirement of medicine service delivery on monthly or quarterly basis. So in that case when a patient requires the medicine, he calls to place his order and presumably is given a TAT of 4-6 hours. If it is a town or remote locality the TAT is within 48 hours. The alertness of the call agent is also included in the same as to how quickly does he take up the intention of call and does not leave the patient on hold.



INFERENCE

From the depicted data, we can state that 57% of the patients received the medicine within the TAT stated. 40% of the patients have no issues with the time taken for delivery and stated that they received it on time. With 3% of the patients have had to follow up on the delayed delivery - where they got the delivery done beyond the TAT.

3. Delivery time of medicine



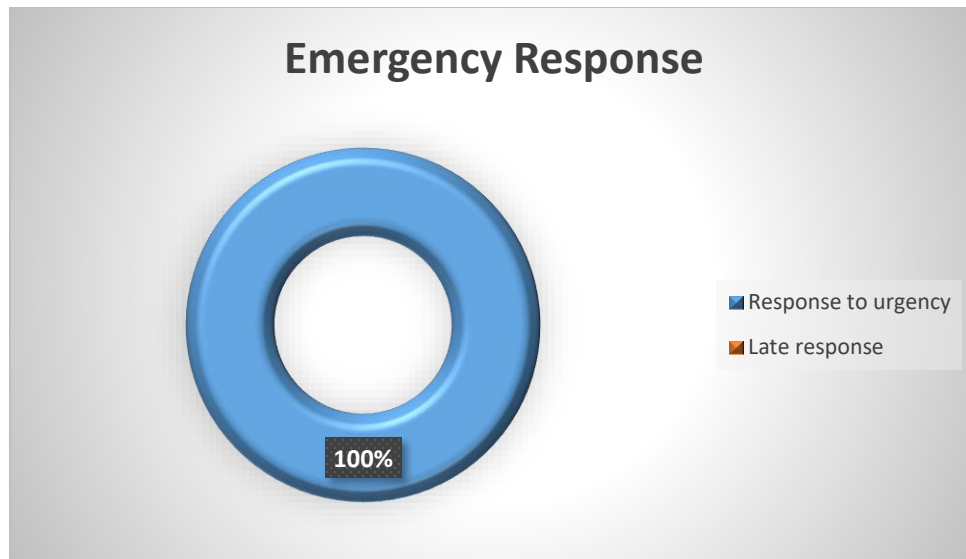
(Chart # 3)

Once the order has been placed the time or days that the order took to get delivered at the patients residence was analysed. Usually for metro cities where the retail store is available, the TAT is 4-6 hours. If it is a town or remote locality the TAT is within 48 hours. As per the geographical location the delivery is promised to satisfy the patient to get their medicine for use on time.

INFERENCE

The analysis states that 56% of the patients had got their medicine delivered as per or before TAT and 40% were happy with the delivery but not matching to the TAT to be precise. And only 4% of the customers had an unpleasant experience with the delivery of the product, where they did not get the product delivered on time and place as assured.

4. Response to meet urgent responses by call

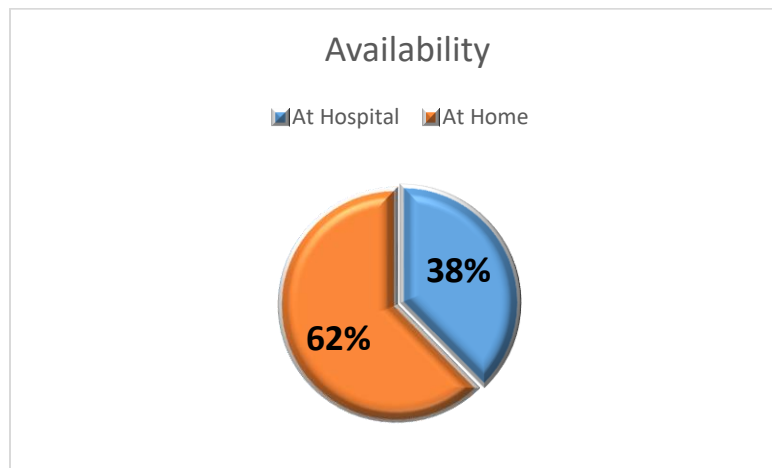


(Chart # 4)

As we are dealing with patients and their medical conditions, it sometimes happens that there might be an urgent need to deliver the products on time or before time if advised so by the physician in times of emergencies. And when such a situation occurs we need to be able to attend to such escalations by providing a quick response and trying our best to deliver the service as per the patients' needs.

INFERENCE - 100% Response for quick delivery experience. All the escalations have been successfully handled for all the request for emergency delivery response.

5. Differentiation of percentages of delivered made at home to the once done at hospitals where their treatment happens.

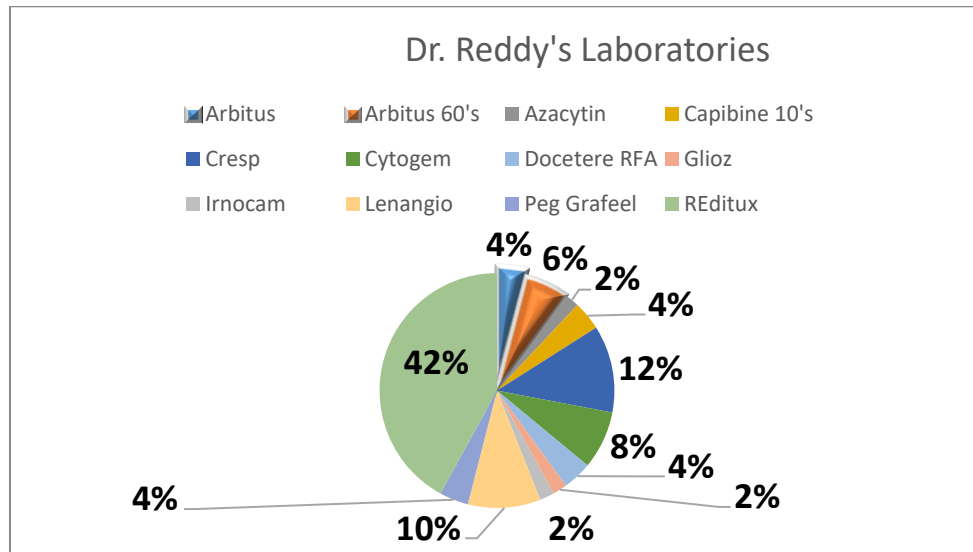


The medicines that the patient orders are drugs under chronic condition treatment category. With all the administration done under the supervision and presence of physician/nurse. The patients have an option to have the medicine delivered at home or at the hospital they connect to for the treatment and dose administration.

INFERENCE - according to the complete sample size, 62% of the patients would order medicines at home and the rest of 38 % would prefer to collect it at the pharmacy store at the treatment hospital where they have it available during treatment and time of administration.

Based on company, the findings are as follows:

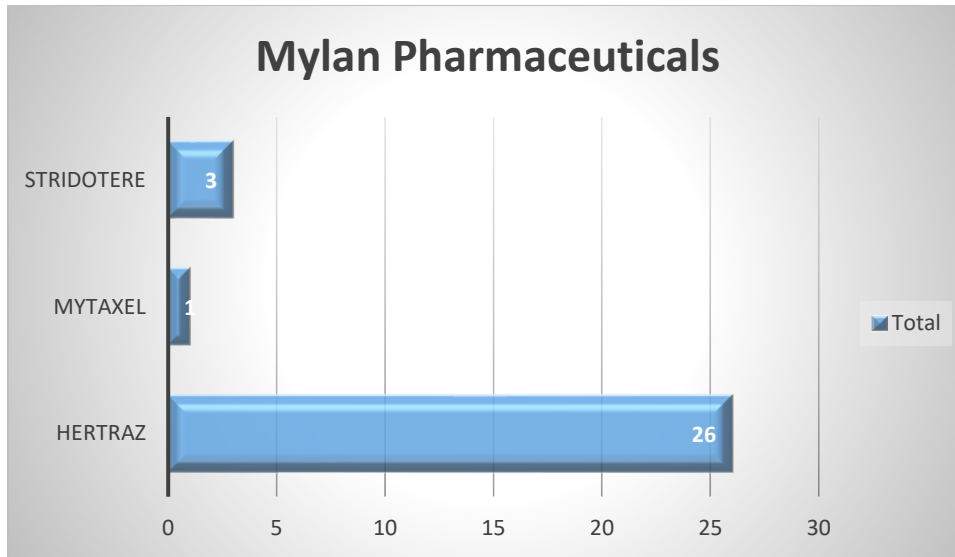
1. Company Name: Dr. Reddy's Laboratories



(Chart # 4)

***INFERENCE-** The SKU- REditux is having the highest share among all these. these medicines are used for the treatment of various oncology conditons.

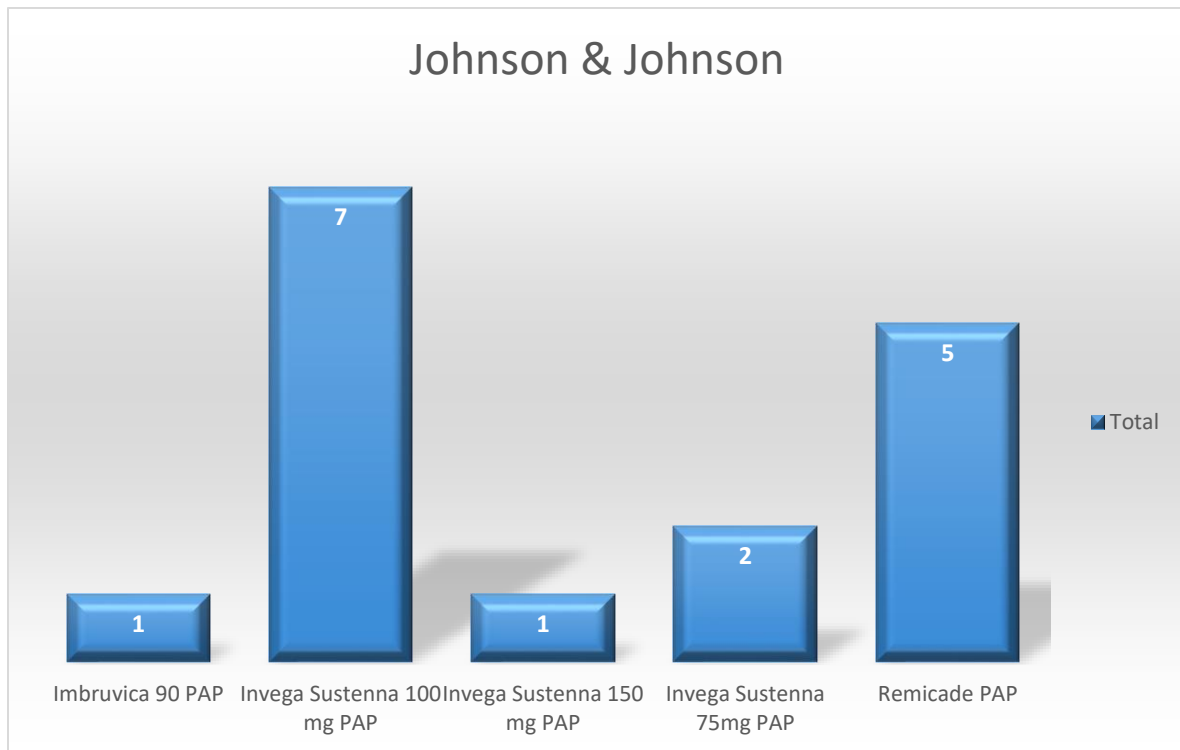
2. Company Name: Mylan Pharmaceuticals



(Chart # 5)

***INFERENCE-** Mylan Pharmaceuticals is partnered with us under the Ashray -Patient Assistance Program with these medicines for Breast and Thyroid Cancer. The SKU- Hertraz is having the highest share among all these, and is used for Thyroid Cancer.

3.Company Name: Johnson & Johnson



(Chart#6)

***INFERENCE-** The SKU- Invega Sustenna 100mg PAP is having the highest share among all these. Invega Sustenna is used for the treatment of specific mood/mental disorders like, schizoaffective disorder. Patients with this illness need a thorough monitoring and compliance to the therapy.

RECOMMENDATIONS -

Different drivers for the measurement of customer expectation strategy -

Creating a positive customer experience is a complex process that begins with insight into consumers' wants and needs. Gathering individual definitions of good experiences starts the process of that understanding.

1. Readiness to share experiences:

Consumers are less likely to share good experiences in health care. Willingness to share is important from a business perspective because it is related to the willingness to recommend. Often measured through a customer loyalty index called a net promoter score, this metric is a key indicator of spreading positive experiences and generating brand loyalty. The net promoter score is rare in health care.

2. Personal experiences and peer networks:

Individuals trust their experience and depend on personal networks to make health care decisions, particularly in provider selections. Personal experience in choosing a doctor or hospital is two times more important than other industries and peer (Medybiz Pharma, 2015) recommendations

are twice as important. Getting closer to the customer through social media and online communities facilitates timely feedback and response times.

3. Staff's attitude and Customer's moments of truth:

Moments of truth can be crucial when it comes to service providing industries and they do it time and again to build a positive moment aimed at their patients/customers. This is where a customer forms an impression to come back or not for needed support services. Moments of truth also can be instances in which consumers change their opinion about the organization. Staff's attitude can make or break an impression pertaining to his approach for response and take on reaction.

Similarly, staff attitude defines six out of ten provider health care experiences, rendering attitude twice as important in health care as in the banking or hospitality industries.¹⁸ Provider empathy matters because of the personal nature of medical visits, where patients often feel more vulnerable.

CONCLUSION

What we could do to provide a better customer experience, apart from the one we have been following through the process of a general customer feedback on satisfaction and recommendation of service,

- Dedicate in understanding your customers and specific to their preferences.
- Open forums for customer feedback
- Engage with customers through multiple and digital touchpoints to educate them, provide awareness and benefit access to care.
- Being proactive in terms of not only delivering needed service but also going beyond and accompanying them throughout the patient's journey.
- Commit to leadership to enhance better customer experience.

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