

Cross-Sectional Study on the Marketing Strategy of Max Hospital, Saket, New Delhi

By

Mansi Agarwal

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2015-2017



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mansi Agarwal student of MBA Hospital and Health Management (PGDHM) from The IIHMR University, Jaipur has undergone internship training at Max Smart Super Speciality Hospital, Saket from 9th February 2017 to 6th May 2017.

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.



Dean, Academics and Student Affairs
The IIHMR University, Jaipur



Dr. Suresh Joshi
Professor
The IIHMR University, Jaipur

The certificate is awarded to

Dr. Mansi Agarwal

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

Sales and Marketing

and has successfully completed her Project on
The Marketing Strategy of Max Hospital, Saket, New Delhi

From 9th February 2017 to 5th May 2017

At

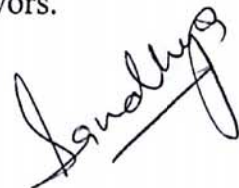
Max Smart Super Speciality Hospital, Saket, New Delhi

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

We wish him/her all the best for future endeavors.



Human Resources



Sales & Marketing

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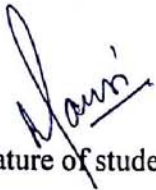
This is to certify that the dissertation titled Marketing Strategy of Max Hospital, Saket and submitted by Mansi Agarwal, Enrollment No. IIHMR-U/01/2015-17/0299 under the supervision of Dr. Suresh Joshi for award of Postgraduate Diploma in Hospital and Health Management of the University carried out during the period from 9th February 2017 to 6th May 2017, 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.


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THE IIMMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled "Marketing Strategy of Max Hospital, Saket".

A handwritten signature in black ink, appearing to read 'Ravi', is written over the printed text 'Signature of student'.

Signature of student

Abstract

This study research aims to evaluate the overall effectiveness of the Marketing strategy of Max Hospital, Saket and the reasons behind increase in the annual footfall of patients. The study aims to highlight the important aspects by which the reach to the target audience could be improved. The areas given attention are; the factors which people consider before getting a medical or a surgical treatment in a hospital. Studying these factors is important as these affect the consumer buying behavior for a health service and also by focusing on them, the marketing efforts could be streamlined to better the reach of the promotional activities. The study also incorporates other elements which are crucial to the success of the marketing of any hospital, like; the medium which suites the audience better and is able to provide a good reach, the reasons for recommending or not recommending max hospital to others, their suggestions and their expectations from Max. Not only this, the study provides an insight into the positioning strategy of the hospital and whether the message is reaching to the target audience same as expected. The issues and complaints of the consumers gathered by this study would provide a clear picture of the present scenario and the areas of concern which need to be addressed. Each of the study elements surveyed through a questionnaire are integral to develop a comprehensive understanding and planning of the marketing strategy and to suggest any scope of improvement if a marketing strategy is already in place. This study is therefore a holistic approach towards understanding the community behavior and addressing their needs and expectations from a hospital when they go for treatment so that the marketing efforts could be directed in the correct way.

As per the results achieved through the research, majority of the respondents considered certain factors more important than others when it comes to choosing a hospital for treatment; like; hospital environment and care, treating doctor, infrastructure, accessibility and medical insurance coverage. Also, it was seen that since maximum walk-in patients were coming through referrals by either relatives or family physician, word of mouth works better for the hospital than any other media. The people seemed less aware of the mobile application and the new Max hospital unit but majority of them would recommend it to others for primarily two reasons; quality services and doctors. As far as expectations from Max is concerned, the demand for health talks is more in comparison to other activities. The satisfaction rating for Max hospital for factors such

as brand, hospital environment, doctors is good but there is a need to improve upon the informative videos and availability of information provided about the doctor and treatment.

Overall, this study would provide an insight into the target audiences needs and expectations so that the marketing activities could be planned in a better way to achieve good results and to attain customer loyalty as satisfied customers would spread a good word of mouth and bring more clients.

Acknowledgement

I would like to express my special thanks to **Mrs. Sandhya Kaushik** (Head, Sales and Marketing, Max Smart Super Speciality Hospital, Saket) and **Mrs. Mansi Jhamb** (Assistant Manager, Sales and Marketing, Max Smart Super Speciality Hospital, Saket) for giving me the golden opportunity to pursue my internship at **Max Smart Super Speciality Hospital, Saket, New Delhi.**

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CHAPTER 1

Introduction

1.1 Background

The times have changed and patients now are empowered with numerous new options and decisions about care. Therefore, hospitals and health systems continue to transition from volume based to value based performance. One of the most critical element driving success of any healthcare organization is their marketing plan.

Marketing strategy allows an organization to concentrate its resources on the optimal opportunities with the goals of increasing sales and achieving a sustainable competitive advantage. The success of strategy in an organization lies in the hands of management. An organization can achieve increased profits by understanding and influencing the actions and behavior of its competitors and consequently manipulate the market ecosystem. Studying the consumer behavior is important as it affects their buying behavior. There is a need to constantly monitor the changing needs and meeting the increasing demands of the patients. So, development and commercialization of the products appropriately is very important to survive in the ever growing pharmaceutical industry

Marketing mix refers to a set of marketing variables that a firm uses to pursue its marketing objectives in a target market (Kotler, 2005). The marketing tools used are product, price, place (distribution) and promotion also known as the four P's. Brand image is the collection of precepts that a consumer holds in relation to a product, company, person, idea which determines consumer's perception about a certain product.

1.2 Brief about the Marketing Strategy of Max Hospital, Saket

Max Hospital, Saket, New Delhi has been positioned based primarily on two variables; As a Centre of Excellence for high-end complex surgeries and for round the clock Emergency Care.

As per their marketing strategy, Max Hospital conducts a combination of Digital marketing, BTL(below the line) and ATL(above the line) activities for the audiences. The entire Digital

Marketing activities are handled by the Head Office and the rest activities vary unit-wise. The study talks about the **Marketing Strategy of Max Hospital, Saket** where majorly the efforts are targeted to the South Delhi region. The number of BTL activities conducted per month are about four; like; health talks and RWA camps etc. and one ATL activity in every quarter; like advertisement in TOI/HT, Up country articles, cinema or radio ads etc.

The Budget for the activities is proposed at the beginning of each financial year and is shared from a common branding budget (about 1% of the hospital revenues) allocated to Sales Department and the Marketing Department.

The Speciality promoted in the activities depends upon many factors:

- The revenue generated/Ticket size
- Demands of the community
- Seasonal requirements
- As per the tentative marketing plan proposed for each financial year.

All the activities of the Saket unit are in alignment with the Head Office.

The major channels of revenue are the walk ins which include both the cash and the TPA(retail) patients. A considerable increase is observed in the OPD numbers of Max Hospital, Saket, New Delhi in the last two years, pertaining to the marketing strategy adopted by the management.

Since, the overall share of budget that is invested in the marketing and brand communication of the hospital has been increased, the management, is therefore keen to evaluate the reasons behind this increase so that the effectiveness of the marketing strategy can be assessed and the areas of concern can be evaluated.

This study will provide an insight into the present status of Brand attributes of Max Hospital, Saket like; brand recall, brand identity, brand awareness, brand loyalty and the overall brand image and trust. Also, it will aware us as to how the brand is perceived by the community so that the scope of improvement can be recognized and the marketing efforts including budget can be allocated in the right direction through the right channel.

All of the brand elements are explored in detail so as to establish an appropriate marketing strategy to maximize the returns.

The results so obtained by the research, have enabled us to not only modify the marketing strategy, but also refine our customer profile so that we can better target our messaging, and exploring more effective advertising channels and also expand into new marketing avenues.

The study incorporates the following elements:

- The needs and wants of the prospects in regard to the services offered
- The factors acting as the purchase decision drivers of the consumers.
- Organizational rating on those factors which are considered important before choosing a hospital for medical or surgical treatment?
- Sources of information that are preferred by the prospects to make decisions?

1.3 Aim

To evaluate the effectiveness of the Marketing Strategy of Max Hospital, Saket, New Delhi.

1.4 Rationale

Developing a concrete marketing plan is critical to the success of any business entity, be a healthcare organization. Tactical thinking, optimal resource utilization and strategic approach combined with effective customer relationship management is used to develop a successful marketing plan. Also, knowing the customers well and anticipating their needs and wants is important. The basis of this study lies there. Despite the changes in the consumers' lifestyle and thinking patterns, brand image of the hospital remains a dominant factor influencing their decisions when buying a health service. This in turn has an impact on the brand equity. This research therefore provides an insight into the same.

1.5 Research Question

Over the years, Max Hospital, Saket as a unit has continued to grow. The annual OPD patient footfalls have increased to a considerable number, thereby leading to increased revenues. Also, Max Hospital, Saket is in constant mode of expansion and has therefore opened up a new hospital by the name of "Max Smart Hospital, Saket". For this, Max Hospital is constantly and

vigorously promoting its new hospital by different media. So, there was need to research on the response of the brand communication strategies adopted by Max Hospital, Saket. This study therefore answers the question about what is the response of the people to the overall marketing strategies that have been implemented by Max Hospital, Saket. Also, the behavior of the people and their reasons to come to Max Hospital, Saket, can be understood by this study. This would provide an insight into the fact that the increase in the annual footfall is because of the Marketing strategies that were adopted by the hospital or other factors and the areas of improvement can be understood if required after analyzing the consumers' responses.

1.6 Research objectives

1. To understand and explore the factors that most people consider before going to any hospital/which affects their consumer-buying behavior.
2. To understand the effectiveness of existing branding of Max Hospital, Saket.
3. To suggest appropriate recommendations in the marketing strategy based on the study results.

CHAPTER 2

Literature Review

2.1 Introduction

The marketing mix strategy of a hospital is considered one of the core concepts of marketing theory (Ziethaml and Bitner, 2000). In recent years, the popular version of this concept, that of McCarthy (1964) relating to the 4Ps: (product, price, promotion and place), has increasingly come under attack with the result that diverse marketing mix strategies have been put forward for different marketing contexts.

2.2 Importance of Promotion and communication Strategy

Promotion activities of a hospital helps in communicating the existence of services offered to present, past & future customers. Generally promotion includes advertising, sales promotion, personal selling & publicity, but instead of undertaking aggressive promotion, hospitals rely lot on WOM (Shoqirat & Cameron, 2012) & social marketing(Evans, 2006).

Promotion and communication strategy is one of the key components of the services marketing mix strategy by which hospitals can communicate their health services to customers (Lovelock, 2001). There is a need to first understand the requirements of customers it serves and adopting a suitable communication tool to market their services.

Advertising has proved to be a critical component of these efforts (Andaleeb, 1994). Andaleeb (1994) discussed advertising as being an important tool for hospitals for two reasons. First, advertising is a competitive tool for hospitals. Its effective use should assist hospitals to attract and retain clients in a rapidly changing environment where the clients are increasingly involved in selecting the right hospital.

2.3 Marketing for healthcare

In a research article, *Assessing advertising Content in a Hospital Advertising Campaign* (Menon et al., 2006) have designed a measure advertising content based on the cognitive and affective elements of informational (that is information processing) and transformational (experiential) content. Tudor and Kanth (1994), in their work, *Hospital advertising: The influence of*

perceptual and demographic factors on consumer dispositions discuss the perceptions of consumers towards hospital advertising.

Kotler & Clarke(1987) has stated that marketing can improve satisfaction of the target market. According to Bendall and Powers(1995), communication outward strategy of the hospital can strengthen the satisfaction of the customer or adjust the attitude of the customer toward the medical organizations; this is an important factor which influences customer loyalty. Petromilli. Lin et al. (2001) had studied about the opinions of the consumers towards the marketing activities, the research showed that five leading activities that may promote the hospital image (volunteer medical activities, patient's complaint report line, announcement board, educational activities and seminars).

Generally speaking, the satisfaction of the customer is the index to measure the quality of the medical services (Huang, 1997). Fisk(1990) thinks that when the satisfaction of the customer is high, the loyalty towards the hospital is also high. Satisfaction scoring and the loyalty of the customer are important index for continued development. Moreover, the expansion of the hospital marketing(like advertisement, public relationship, public announcement, promotion, and direct mailing etc.) brings prospective clients and increases the patient footfalls.

Cognition of the medical services, trust and dependability also improve the customer loyalty towards the hospital. So, for improving the competition ability, the factors that may influence the consumers' choices should be given due attention to. Hence, effective marketing promotion and brand communication bridge the gap between the customer and the organization.

Based on the research study by Mac Stravic (1987), Bendall and Powers(1995), preferences of consumers toward the promotion methods, the promotional methods which can increase more effects on their loyalty of hospitals and the perspectives of promotional factors from consumers of different backgrounds was analyzed.

Literature related to promotional activities in hospitals - Building a strong services brand: lessons from Mayo Clinic (Leonard and Kent, 2008) also suggests that commitment towards fulfilling the consumers' needs has helped in creating and building a powerful brand.

2.4 Factors that influence the hospital choices of consumers'

A research paper summarizes those factors above scholars mentioned as follows: (1) the factors that may influence the consumer's preferences studied by each scholar may be concluded in five aspects: quality of medical services, accessibility, medical expenses, facilities and marketing promotion. Where (a) quality of medical services: refers to good medical care. (b) Accessibility: refers to location of the hospital, convenience of transportation and parking facilities. (c) Medical expenses: total cost of the hospital stay. (d) Facilities: good, up-to-date or new medical equipment (e) marketing promotion: reputation of the hospital, word-of-mouth, efficient communication and the recommendation of friends and colleagues. (2)2. All the scholars support the hospital marketing influence the consumers' choices.

The article, *Consumer Empowerment Behavior and Hospital Choice* (Weng, 2013), investigates the behavior and a patient's choice of hospitals. The article, *Hospital choice factor: A case study in Turkey* (Sreenivas et al., 2013) examines the factors affecting hospital choice decisions of 869 patients in three public and one private hospital polyclinics in Turkey and attempts to determine their important levels.

These findings are useful for managers to understand how patients make choices related to health care facilities and to develop marketing strategies that may more effectively market their facilities.

2.5 Importance of Relationship Marketing

Public relationship has become the main force of the hospital marketing in medium-large size hospital in the recent years (Chien, 1994). The main spirit of relationship marketing is to develop a long and continuous relationship via a series of related product and services (Dwyer, Schurr & Oh, 1987; Frankwick, Porter & Crosby, 2001). When the relationship between the promoter and the consumer is in better condition, consumer will have a higher intention to remain, and be more willing to spread good word of mouth.

It is evident that the value for money, infrastructural facilities, marketing communications and promotions, quality of medical services, and accessibility and convenience play an essential role in influencing consumers' choices.

Hospital marketing promotions can be in the form of discounts to potential customers on medical consultation, ambulance services, room rents, investigations, public health education and free treatments. These contribute to relationship marketing which helps in maintaining long term relationship between the customer and the hospital. Hence, the main agenda is to focus upon attracting the new customers while retaining the old ones, hence resulting in patient satisfaction and loyalty of the customer.

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CHAPTER 3

Research Methodology

This chapter presents the Study design, Study setting, duration of the study, population of study, Study sample, technique of the Study, study tool. Subsequently, it explains the key variables. This chapter also covers the data collection methods and the analysis of the data followed by limitations of the study, potential benefits and hazards and ethical considerations at the end.

3.1 Study Design: It is an Analytical Survey approach as the study is aimed at analyzing the effectiveness of the current marketing strategies adopted by Max Hospital by understanding the consumers' response to the brand communication strategies.

3.2 Study Setting: The study was conducted in the South Delhi region including the Hospital Complex. The area chosen for conducting the study is such as the hospital is built in South Delhi region, so the marketing efforts of Max Hospital, Saket are majorly directed to the target audience of this region. The questionnaire was circulated in many areas like ; to the attendants of the patients coming to the hospital, all the Health camps organized by Max Hospital in South Delhi; (including RWAs, Mall activations; Schools; Colleges; Corporate Houses etc.)

3.3 Study Duration : The study was conducted for three months duration during the months of February 2017 to May 2017

3.4 Study Population: The study Population included all the people above the age group of 18 residing in the South Delhi region. The age group chosen is 18 and above so as to note the differences in responses of young, middle-aged and older adults.

3.5 Study Sample: The research retrieved 280 valid research questionnaires.

3.6 Sampling Technique: Purposive Sampling technique was used in the study.

3.7 Constructs and Variables:

Table 3.8

S. No.	Construct	Variable
1.	Demographic Profile	Age, Sex
2.	Association of the Respondents with	Attendants, visitors, past patients,

	Max Hospital	current patients, others
3.	Important Factors while choosing a hospitals for medical/surgical treatment	Brand, Treating Doctor, Referring Doctor, Infrastructure and Equipment, Hospital environment and care, value for money, medical insurance coverage, recommendation of friends/family, dissatisfaction from previous hospital, accessibility and convenience
4.	Positioning Assessment	As a Centre of Excellence for Emergency Care, for high end complex surgeries, routine procedures, routine checkup
5.	Sources of Information about Max Smart Hospital	Print Media, Advertisements, Online medium, Referrals, Others
6.	Reasons for using mobile application	Checking reports, Searching for information, booking appointments
7.	Reasons for recommendation	Brand popularity, Doctors, Quality services, Trust and dependability, Comfort and convenience, others
8.	Expectations from Max Hospital	Loyalty cards with discounts, Camps, Health talks with senior doctors, engagement or recreational activities, other
9.	Rating for different factors	Brand Max Hospital, Doctors of the hospital, Availability of Information about the treatment and the doctors, facilities and infrastructure, informative boards/videos in the hospital

3.8 Inclusion/Exclusion Criteria:

All the people who are above the age group of 18, were included in the study. Since they were at different positions and with different level of experience, the difference in perception of people working at different levels could be easily assessed.

3.9 Data Collection Process

The research focused on primary data for analysis.

3.9.1 Study Tool:

The Quantitative data collection was done by using a self-administered Survey questionnaire (containing multiple choice, short answer as well as likert scale based questions) containing both open and close ended questions. The study tool was a questionnaire designed with reference to the discussion with the Sales and Marketing Head of Max Hospital, Saket, New Delhi.

The questionnaire was circulated in both paper format as well as through online medium as per the audiences' convenience and to get a higher response rate. The survey questionnaire was common to all categories so that the difference in responses could also be obtained category wise.

Study Tool was developed in accordance with objectives of the study during the month of February and March, 2017. Standardized scales have also been used in developing the tool. Data collection tool was prepared in English and it has both closed and open ended questions.

Tool was prepared having 9 questions. The first section was used to gather data about socio-demographic characteristics which included variables such as age, sex, and on association with Max Hospital. In the first question, factors considered before taking a medical or a surgical treatment in a hospital were explored. The next question comprised of assessing the current positioning of the hospital. Following this, awareness about the Max Hospital was assessed. Questions pertaining to the popular sources of obtaining information about the hospital was also assessed. The fifth question was to assess the recommendation of the hospital to others and the reasons behind that. The awareness

about the mobile application was evaluated in the next question. The seventh question focused on the expectations of the people from Max Hospital apart from quality medical treatment. Thereafter, consumersatisfaction rating was obtained for different factors in relation to Max Hospital.

Lastly, a section was provided for the suggestions and feedback.

3.9.2 Pilot Testing

Pilot study was done before the commencement of original study so as to know what changes are required in the data collection tool for the study, on an average how much time is taken for filling the questionnaire, whether the questions are easy to comprehend by the respondents or not and which questions in the tool are not necessary.

Suitable modifications were made in the questionnaire according to the responses.

3.10 Data analysis:

After data collection was done, quantitative data was entered in Microsoft Excel for analysis. It was preferred because of its ability to cover a wide range of the most common statistical and graphical data analysis

For the univariate analysis, frequency was run for each variable. Before doing this, open ended questions were coded like age.

The Satisfaction Rating was done using likert scale of 1 to 5, where 1 stands for ‘worst and I would never prefer this hospital, 2 stands for bad and needs immediate action, 3 stands for average/not sure, 4 stands for good and I am satisfied, 5 stands for Excellent and I will visit again if needed or recommend it to others)

3.11 Potential Benefits and Hazards:

There were no benefits or hazards for participants who took part in the evaluation.

3.13 Limitations of the Study:

1. Having limited time period for data collection, sample size was limited according to the feasibility of data collection in that much time. As the areas was chosen based on convenience, results from the study cannot be generalized.

2. Also, the entire audiences of a particular area cannot be covered due to refusal/non availability.
3. After doing analysis it was realized that some of the questions were somewhat repetitive. For example, opinion about Brand Max Hospital was asked more than once differently.
4. Despite all the mentioned limitations, study tried to achieve the objectives of the study. The perception about Max Hospital was assessed and also the important factors to focus upon were identified.

3.15 Ethical Considerations:

Purpose and importance of the study was explained to the individuals. An informed consent was taken before commencing the survey. Respondents were assured that participation in the study is complete voluntarily and participant could withdraw from study at any stage during the study. Confidentiality of the responses was maintained throughout the study. All the study participants were informed about the survey objective. The respondents were informed that the data collected would be shared only with the guide allotted for the study and that it was for academic purposes only.

The key point here is that the data collected was unique to the researcher and confidentiality of the respondents was maintained.

CHAPTER 4

Results and Findings

This chapter provides details on the demographic profile of the respondents and consumer choice factors is also laid out in this chapter. Furthermore, satisfaction and behavior related to Max Hospital is also presented. Then it is followed by bivariate analysis.

4.1 Demographic Characteristics:

The study comprised of the respondents belonging to 18 and above age group. The data of total 280 respondents was obtained in the study. The predominant age group in the study was 25-40 years with the average age being 39 years as explained in Figure 1 and Table 4.1.

Table 4.1: Socio-demographic profile of the respondents (N=280)

Variables	Frequency	Percentage
Age group		
15-24	47	16.8
25-44	142	50.7
45-64	91	32.5
65 above	25	8.9
Sex		
Male	143	51
Female	137	49

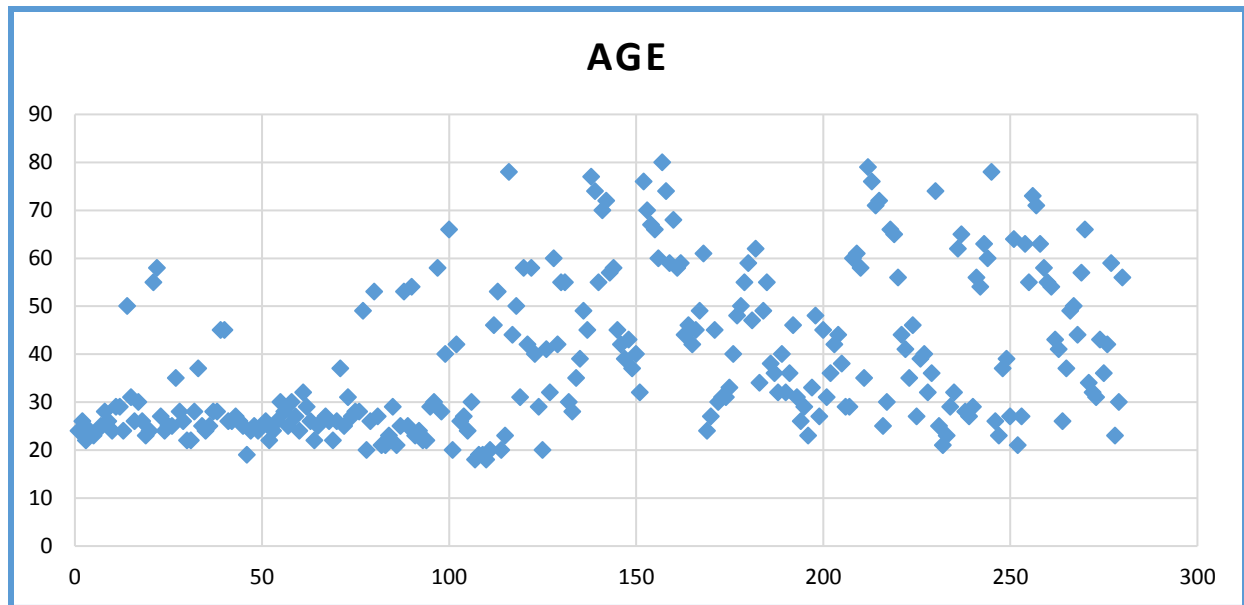


Figure 1: Age Distribution of the Respondents

Out of the 280 respondents, 51% (143) were males and 49% (137) were females. The gender distribution of the respondents was nearly equal (Figure 2).

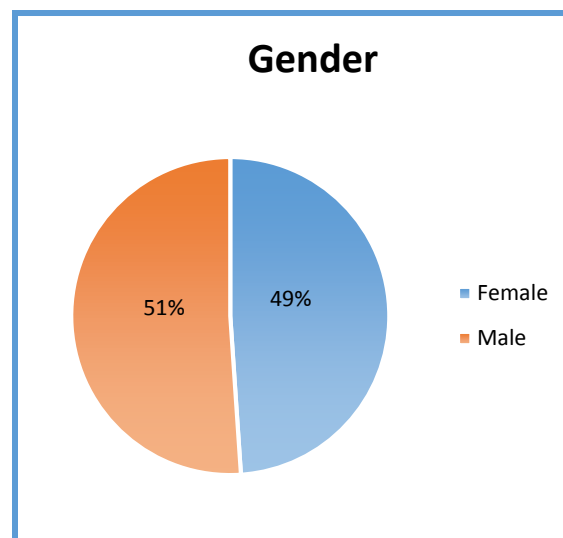


Figure 2: Gender Distribution of the Respondents

4.2 Association with Max Hospital:

The association of the respondents with Max Hospital was assessed by being attendants, past patients, current patients, visitors, and others. The respondents belonged to South Delhi Region of New Delhi out of which 14% were attendants, 8% were visitors, 16% were past patients, and

2% were current patients at Max while remaining 60% were from miscellaneous profiles as depicted in Figure 3 given below. The dominant category of the respondents was from miscellaneous profiles as they were neither attendants nor patients of Max Hospital.

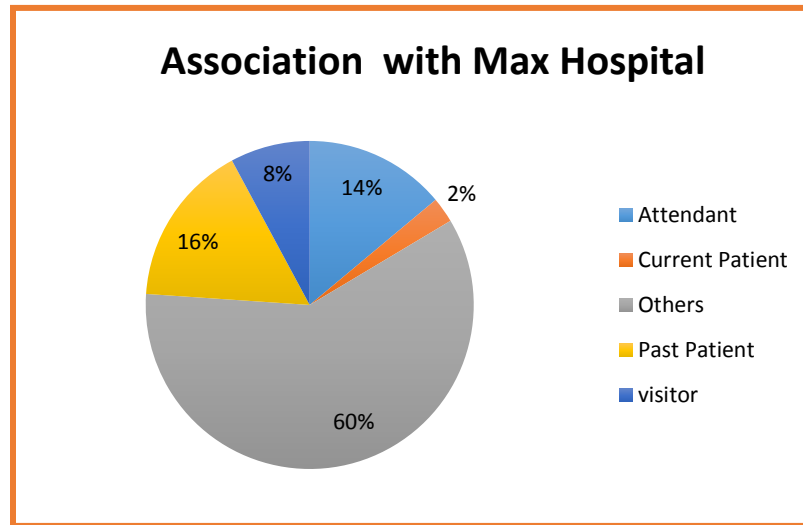


Figure 3: Association with Max Hospital

4.3 Univariate Analysis:

4.3.1 Factors while choosing a hospital for Medical or Surgical Treatment

As per the survey, the factors which people consider before taking a medical or a surgical treatment in a hospital in the decreasing order of importance are summarized in figure 4 given below.

As is visible, most of the respondents considered the following order of factors on the basis of level of importance:

- a. Hospital Environment and care
- b. Treating Doctor
- c. Infrastructure & equipment
- d. Accessibility & convenience
- e. Medical Insurance Coverage
- f. Value for money
- g. Brand
- h. Recommendation of family/friend

- i. Referring Doctor
- j. Dissatisfaction from previous hospital

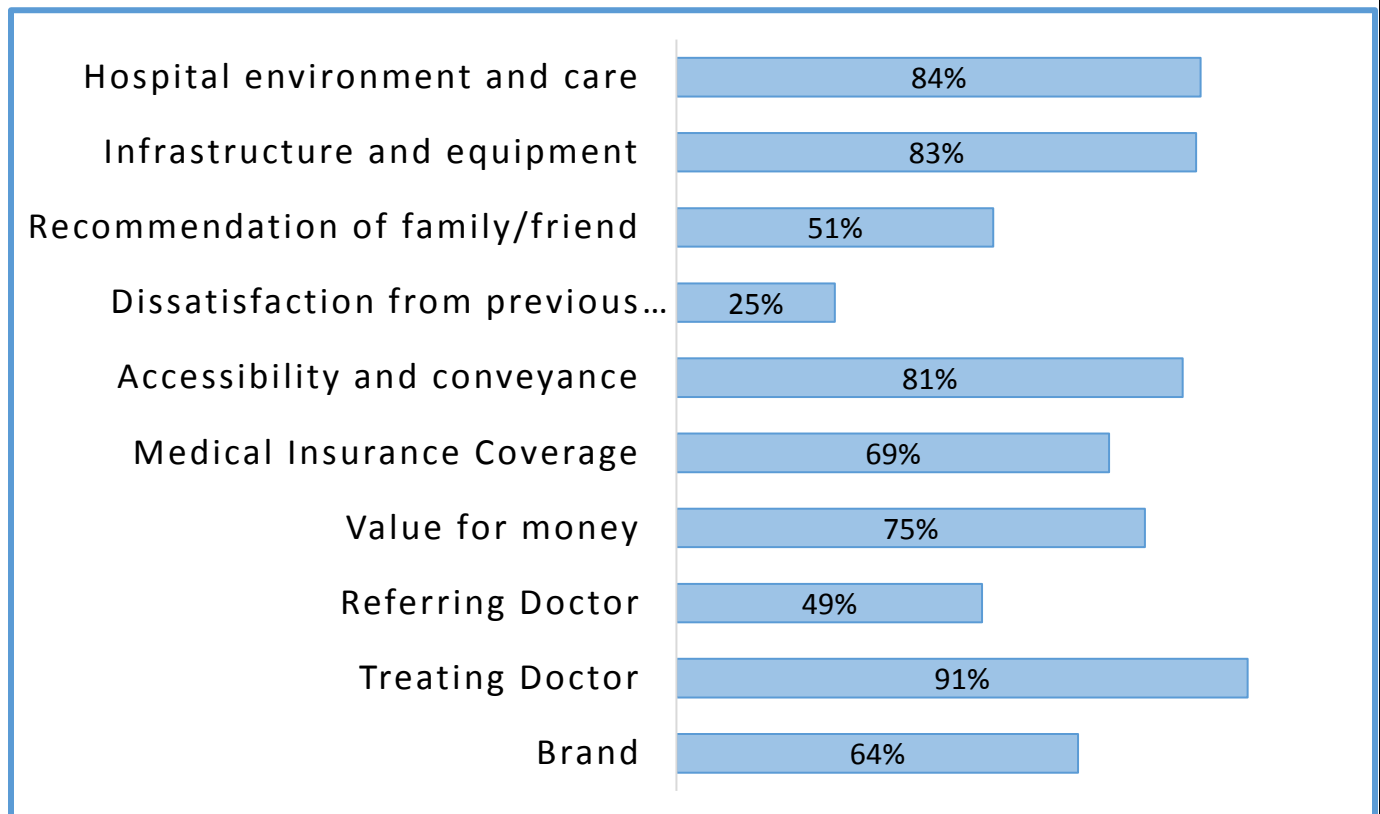
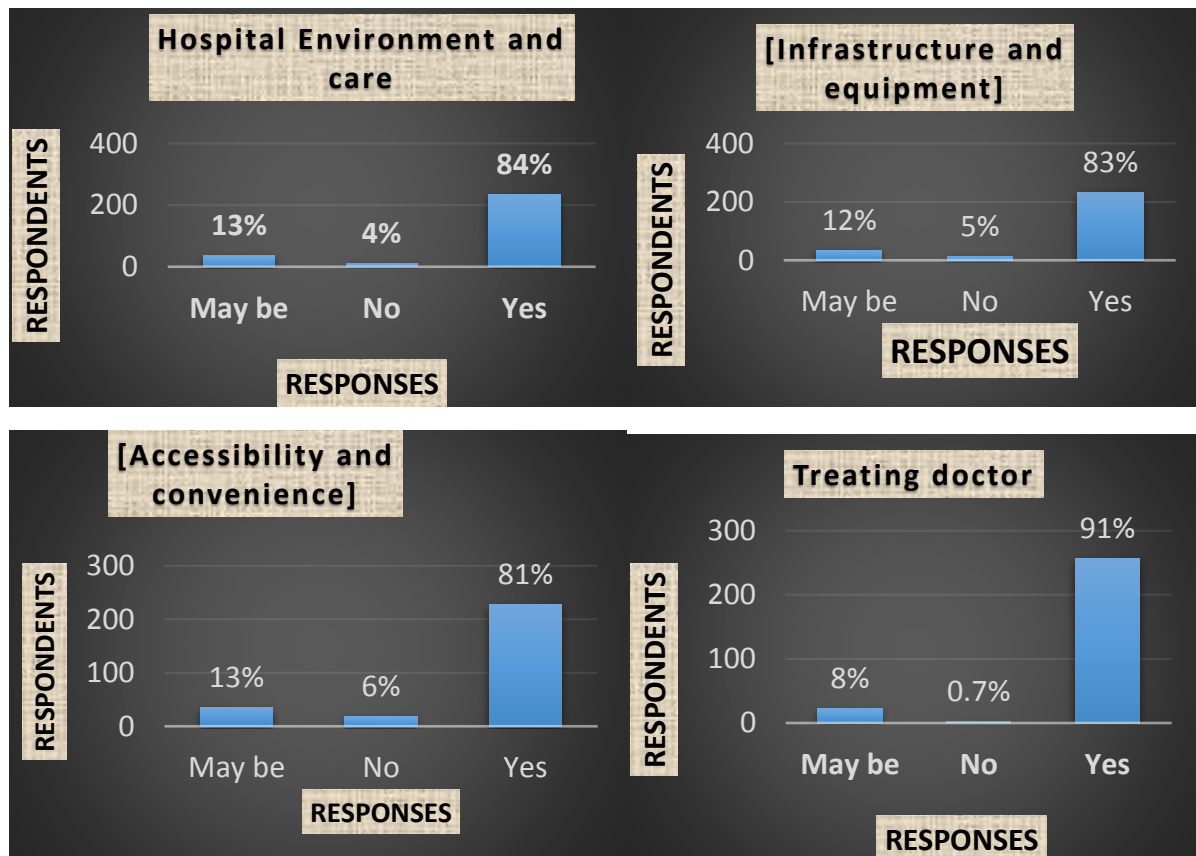


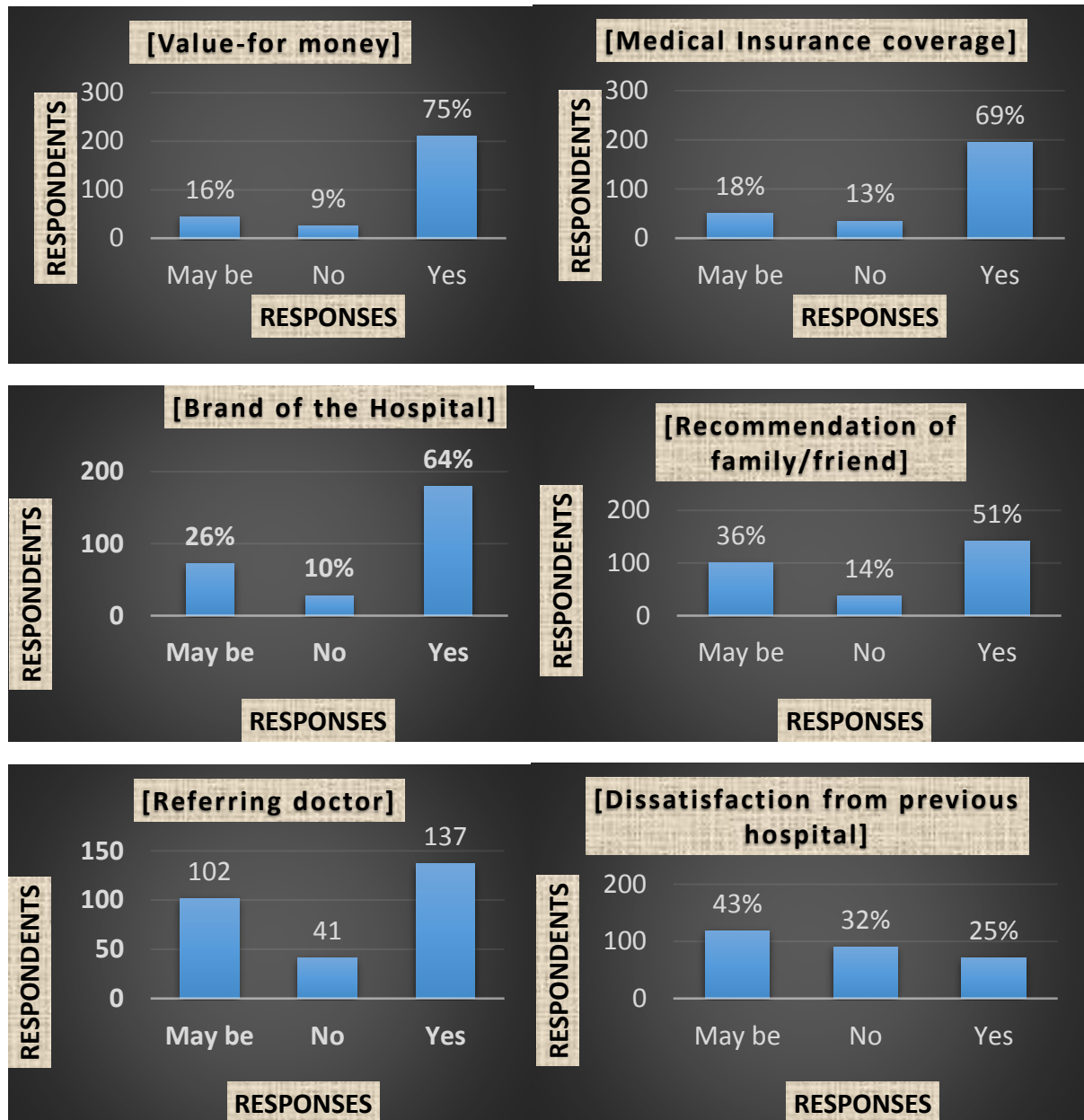
Figure 4: Factors considered before going for a medical/surgical treatment in a hospital

It is evident that 235 out of 280 respondents (84%) considered Hospital Care and environment as the most important factor they would consider while choosing a hospital for their treatment.. However as far as Brand was concerned, it was seen that around 64% of the respondents would consider it important while seeking a medical treatment. The second most important factor when going for a medical treatment in a hospital would be availability of good and recognized doctors for each specialty including specialized experts as 91 % of the respondents consider it important. Next in line, is the Technology and infrastructure with round the clock services like investigations facilities and support services like blood bank, ICU and other facilities. Following this, the fourth factor was accessibility and conveyance, which meant that the South Delhi audiences do consider distance as an important factor in case of their health concerns. So,

effectively targeting the nearby audiences along with aggressive promotions could increase the patient footfalls. Further, the study results showed that out of total respondents, nearly 69% also considered coverage of medical insurance, an important. 75% respondents gave importance to value for money after medical insurance coverage. Very less importance was given to other factors like; Dissatisfaction from previous hospital, referring doctor and recommendation of family or a friend.

The individual graphs for the factors are given below:





4.3.2 Positioning Assessment

As depicted in Figure 5, the main positioning variables for Max Hospital included portraying it as a Centre of Excellence for high end complex surgeries and round the clock emergency care. When asked about for what kind of treatment they will prefer Max Hospital, Saket, the results suggested that for high end complex surgeries, 148 (53%) out of the total respondents would come to Max Hospital. However, 94 (34%) respondents were not sure of this and 38 (14%) refused for the same.

On the other hand, for choosing Max Hospital as the preferred Centre for Emergency care, it was seen that 94 (34%) respondents agreed to come to Max Hospital for any kind of emergency care, whereas, 47(17%) did not. A large number of them (50%) weren't sure on this. It was also observed that 38% of the respondents said yes when it comes to coming to Max Hospital for routine procedures like delivery and endoscopy.

Only few respondents preferred Max Hospital for routine checkups (29%).

The assessment of positioning in the consumer's mind gives an idea of the present status of the marketing efforts that we put in and where they should be directed in order to achieve greater results.

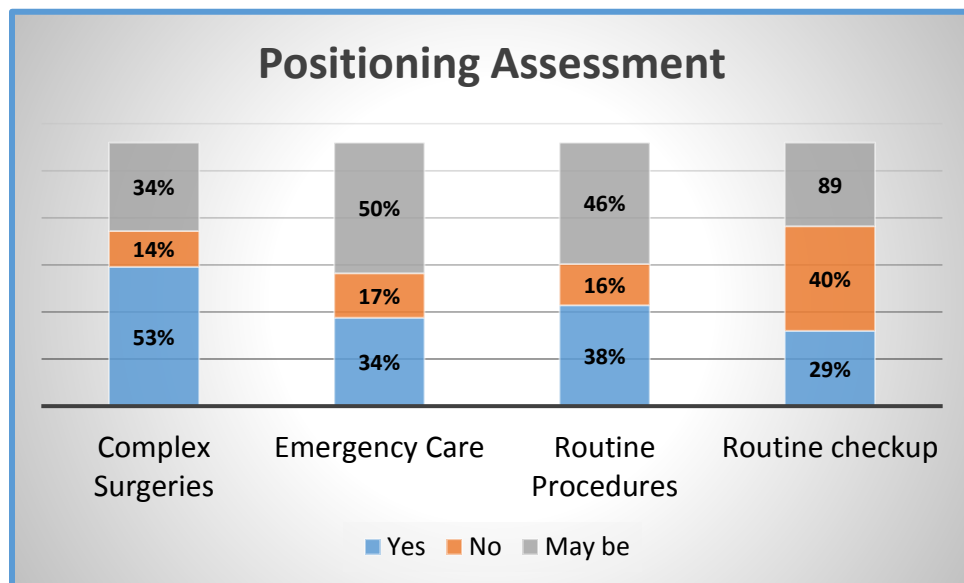
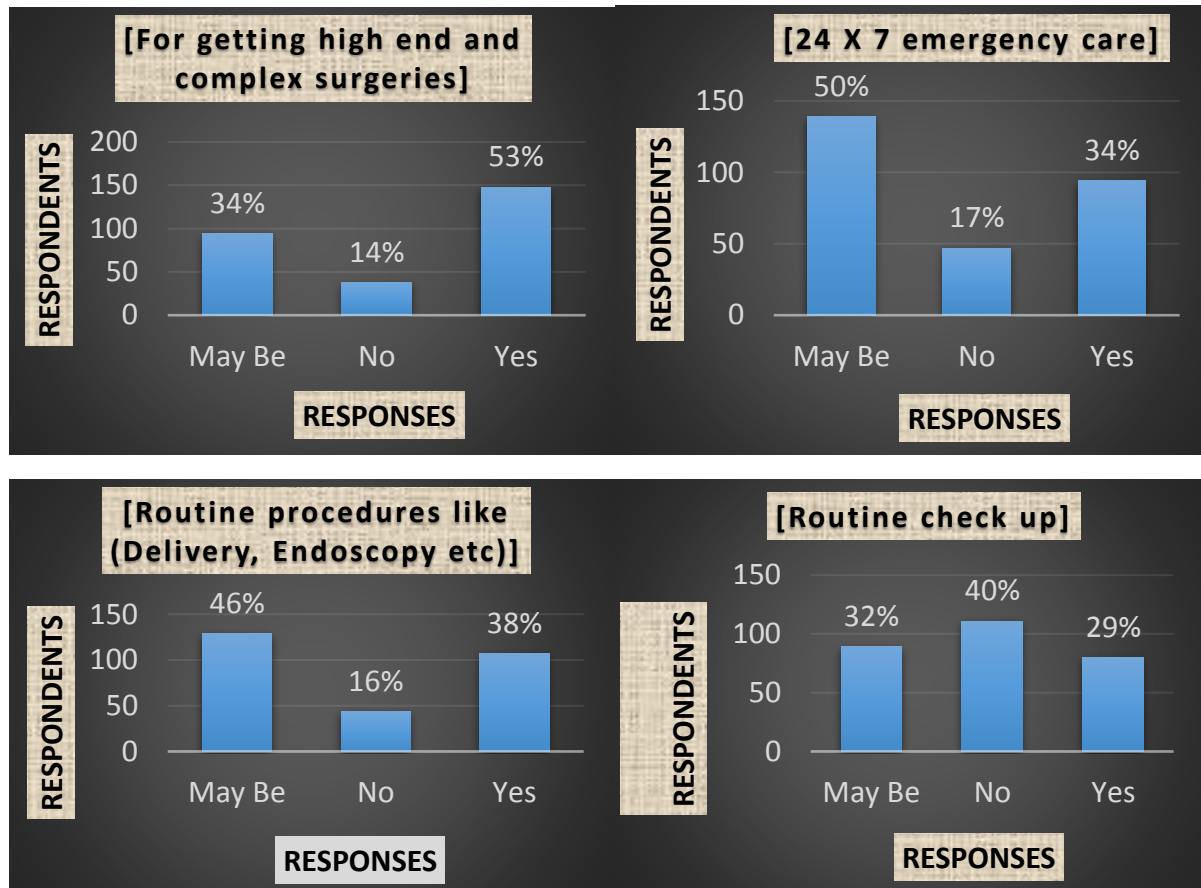


Figure 5: Brand positioning assessment

The individual graphs for each positioning variable is given below:



4.3.3 Brand Awareness:

When asked about the Brand Awareness, 61% were aware of Max Hospital's new unit, Max Smart Super Speciality Hospital, Saket while 39% weren't aware of it and still perceived it is as the old "Modi Hospital". This showed that the branding of Max Smart Super Speciality Hospital was not up to the mark. Out of those who were aware, it was seen that referral either by a family/friend or family physician was the most popular source of seeking health related information about Max Smart Hospital by majority of them (44%), 27% came to know about the hospital through the print media like; newspapers, pamphlets, magazines etc. while 16% through online portal, 9% through advertisements and remaining 4% by other means like hospital registered in office empanelment. It was seen that though a huge amount of money was invested in the advertisements and online portal, they were not so popular media.

4.3.4 Sources of Information about the Hospital

In the Figure given below (Figure 7), it is clearly seen that the most popular source of obtaining information about Max Smart Hospital was through referrals (Figure 8) by either a family member, friend, a family physician or any other person (44%). The next preferred source was print media which included newspaper or magazine articles, hoardings and pamphlets (27%). Following this, with 16% of the respondents using this, online/web portal comprising of Practo, Credihealth, Social media, hospital website, hospital ratings and general health website was the next best preferred medium.

Advertisements comprising of radio ads, camps and events organized by the hospital, and public transportation displays accounted to only 9% of the respondents. 4% of the respondents came to know about the hospital through other means than those described like through hospital enlisted in the office empanelment.

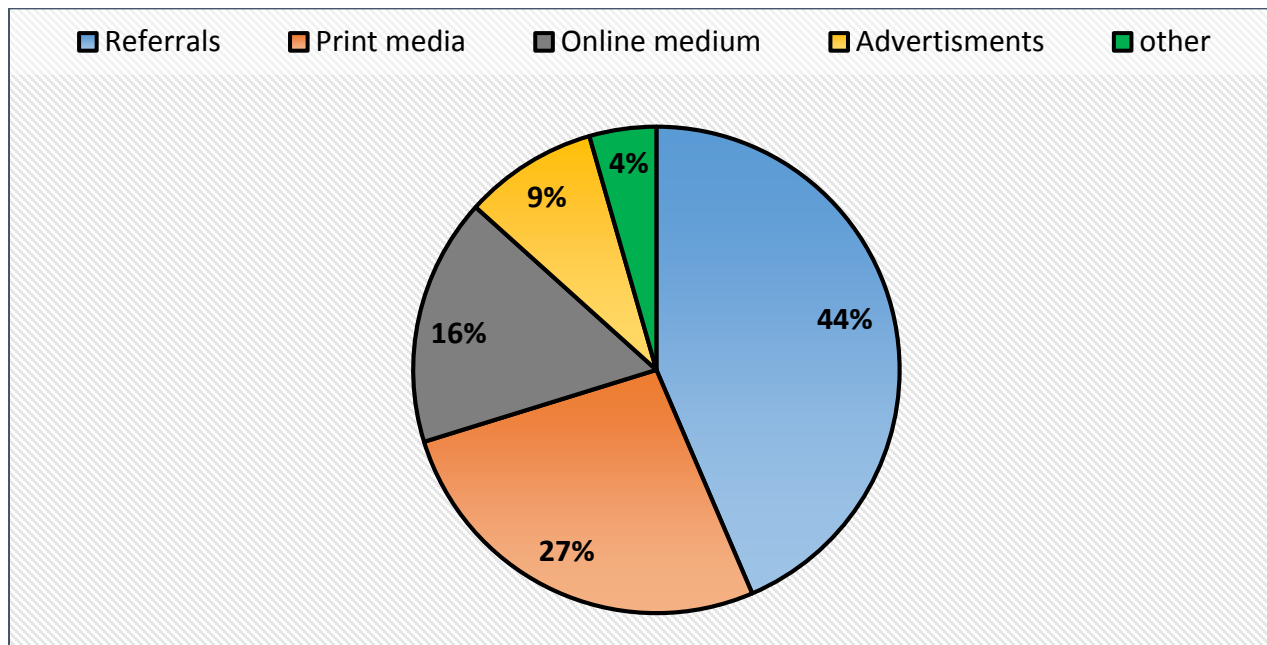


Figure 7: Sources of information about the hospital

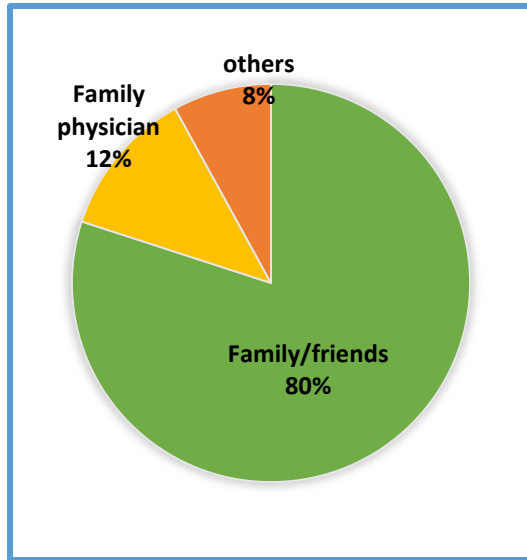


Figure 8: Referrals

4.3.5 Recommendation of the Hospital to others and reasons for the same

From Figure 9, it can be seen that when it came to recommendation of the hospital and spreading good word of mouth to others, 59% of the respondents were in favor whereas 35% weren't in the favor of recommending it to others and 6% were not sure on this. The reasons of recommendation were noteworthy and interesting as seen in Figure 10. An equal percentage of respondents of about 29% considered the main reasons behind recommending this hospital as quality services and doctors. 20% of the respondents' reasons were trust and dependability, 13% as comfort and convenience and only 10% as popularity

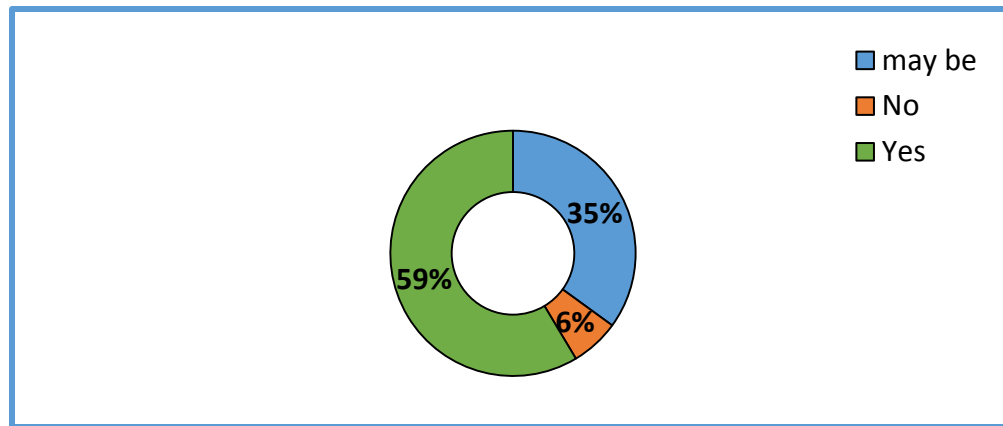


Figure 9: Recommendation of the Hospital

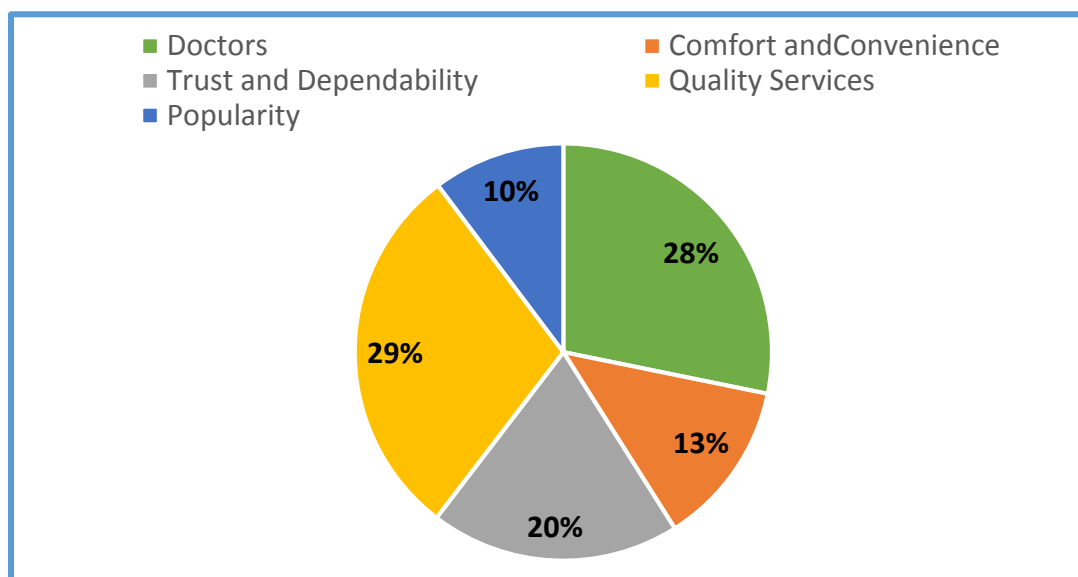


Figure 10: Reasons for recommending the Hospital

4.3.6 Awareness about the Mobile Application and reasons for using the same:

The Max Hospital mobile app was designed with a specific objective of booking appointments through keeping in mind, the consumers' convenience and increased use of mobile technology for routine purposes. But, somewhere the marketing of the mobile app has proved to be deficient in achieving the desired objective as the awareness about it remains low (23%) as evident in Figure 11. Mobile and technology has eased out the life of the community, but limited knowledge about it remains a challenge. To support this, the survey results showed that 77% of the respondents were not aware of Max hospital's mobile application (Figure 12).

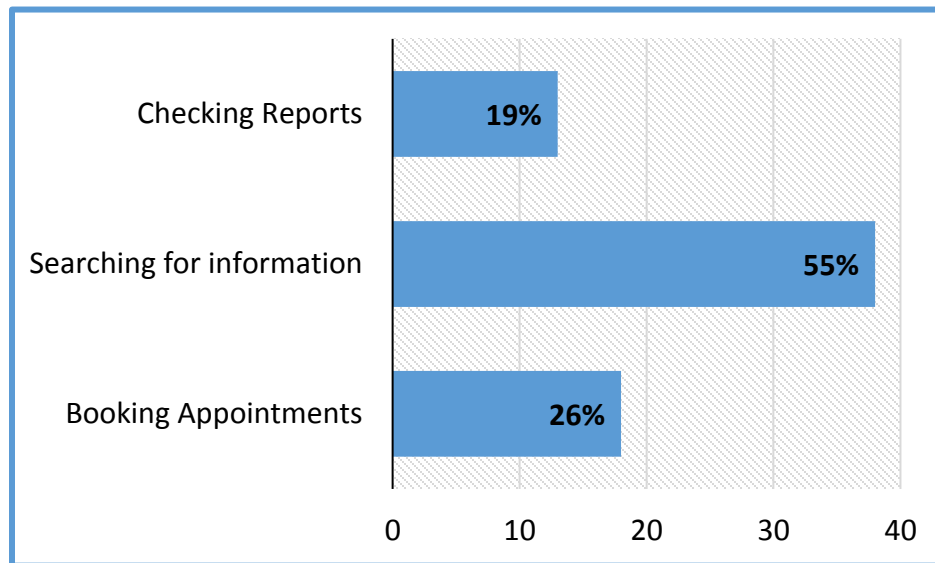


Figure 12: Reasons for using the mobile app

The study also indicated that out of those who were aware of the application, 47% used it for booking appointments while others used it for other purposes like searching for information (55%) and checking reports (18%).

4.3.7 Expectations from Max Hospital apart from quality medical treatment

A significant proportion of the respondents i.e. 48% demanded Health Talks with senior doctors and 30% demanded loyalty cards with discounts. Only 16% showed a lot of interest in camps while 6% were in favor of engagement activities.

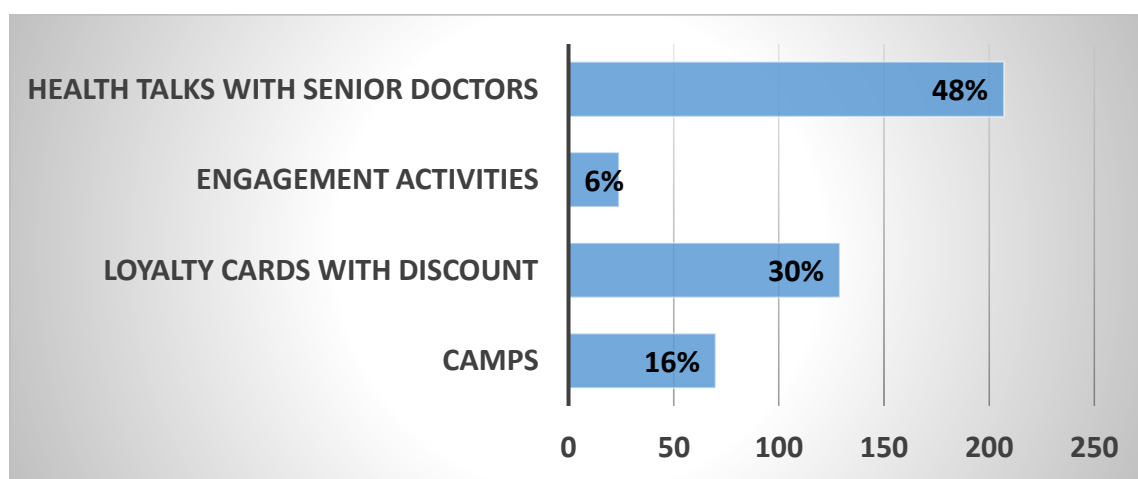


Figure 13: Expectations from Max Hospital apart from quality medical treatment

4.3.8 Satisfaction Scores for different factors

A probe into the satisfaction scores for some factors were obtained from the respondents.

The study results revealed that most of the respondents (65%) rated the Brand as good and were satisfied with the Brand. A major chunk i.e. 74% were satisfied with the treating doctors at Max hospital. 62% of the respondents were satisfied with the Hospital Environment and care while 28% rated it as average.

Regarding information available about a doctor, 45% were satisfied but nearly 47% rated it as average.

Out of the total respondents, 59% were satisfied with the Facilities and infrastructure of the hospital, 28% rated it as average.

Regarding the Informative videos played in the hospital, 48% were not sure or rated as average while nearly 42% rated it as satisfactory.

It was also noticed that in all cases out of these, a very small percentage of people rated the factors as worst.

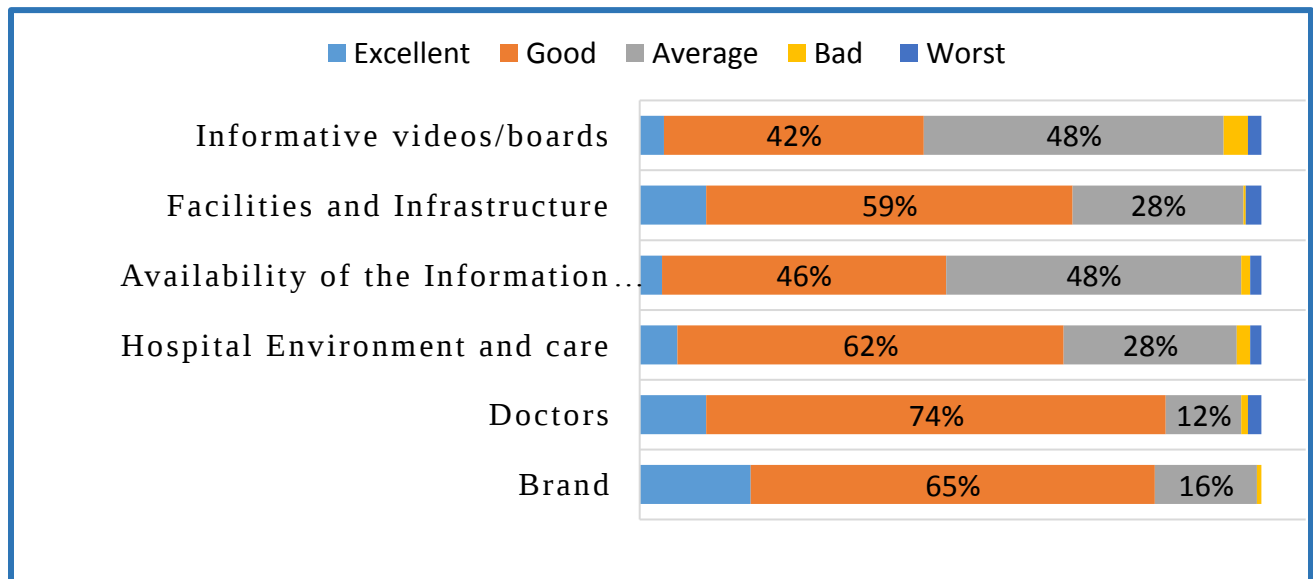


Figure 14: Satisfaction Rating for Max Hospital

Table 4.3.8
Satisfaction Rating for Max Hospital

	Brand	Doctors	Hospital Environmen t and care	Availability of the Information about the doctor and treatment	Facilities and Infrastructur e	Informative videos/boar ds
■ Excellent	50	30	17	10	30	11
■ Good	182	207	174	128	165	117
■ Average	46	34	78	133	77	135
■ Bad	2	3	6	4	1	11
■ Worst	0	6	5	5	7	6

CHAPTER 5

Discussion

This chapter discusses about key findings of the study and its comparison with available literature. The study was intended to assess the effectiveness of the marketing strategies of Max Hospital, Saket by understanding the consumers' responses to it.

5.1 Discussion

As per the Study results, it was seen that according to the respondents, hospital environment and technology and infrastructure were important criteria to choose a hospital for treatment. A Study conducted by Dharmesh, Motwani¹, Vijay, Shrimali², 2013 showed similar findings. In this research, it was also observed that maximum patients came to the hospital through referrals either by friends or family (44%).

The marketing promotions have a significant effect on consumers' perceptions. A study conducted by Chuan-Biau Chen, Associate Professor, Department of Business Administration, Nanhua University, Taiwan, showed similar results. A study by Bansal, H., & Voyer, P. (2000), showed that word of mouth communication works best for private hospitals. It is also concluded from the study that Promotions (one of the 4Ps) of a hospital play a vital role in the success of its Marketing Strategy. Similar results have been seen in a study published in International Journal of Marketing Studies; Vol. 5, No. 6; 2013 conducted by Ala'Eddin Mohammad Khalaf Ahmad¹, Abdullah Ali Al-Qarni¹, Omar Zayyan Alsharqi¹, Dalia Abdullah Qalai² & Najla Kadi¹.

5.2 Understanding from the Study

After the Survey results, it was seen that a revamp was required for certain Marketing related activities since somewhere gaps existed between consumers' expectations and Managements' perceptions. Also, the management is keen to invest in many creative engagement activities for the RWAs but, the activities less focused upon are in turn demanded by the target audiences. Also, one of the key the strength of the Hospital; latest and most advanced technology and infrastructure is not positioned as a key positioning variable. However, it could be a great selling point for the audiences. The brand awareness was somewhere lacking. However, majority of people would recommend the hospital for its known quality services and doctors. To sum up,

there was a scope for improvement and a sweet spot existed at certain areas for which recommendations have been provided below.

5.3 Study and its link with Hospital Administration:

This study might benefit hospital managers' as they would place more emphasis on adopting an integrated service marketing approach to market their healthcare services keeping customer satisfaction the priority.

This research also would contribute to the academic and practical knowledge to understand the importance and impact of the marketing strategy on patient satisfaction. Furthermore it is an attempt to recognize the vital role of healthcare marketing in attaining customer loyalty thereby improving the patient satisfaction. The Study also encompasses the various areas in which changes when made would increase the patient satisfaction. Not only this, it raises many implications for the hospital administrators, like; considering the influences by marketing strategy on overall patient satisfaction scores. These findings would prove to be a useful tool for the administrators to understand factors influencing patients' choices.

5.4 Recommendations

- To focus on Health talks and loyalty discount cards since nearly 50% of the people demanded this more than recreational activities and camps.
- As per the respondents' suggestions, dental and gynaecology camps can be planned and more innovative ways to engage audiences in the OPD waiting area can be thought of. Also, there is a need to give attention to hospital signage and other patient information material in the hospital.
- Process streamlining in the admission and billing section can further improve patient satisfaction.
- To make Doctors the branding points and involve them more in the brand management initiatives.
- To focus on Hospital Environment and care. Process Improvement can help in this regard.

- To position as a Health Centre with the most advanced infrastructure and technology, positioning the hospital using the positioning variable as latest and advanced technology could be a great selling point for the services as it is an important factor people consider for their treatment in a hospital.
- To focus more on the Target Audiences: South Delhi People (since Accessibility & Convenience is a major concern.
- To focus more on promoting Emergency Services (Cardiac, Stroke & Trauma) to its neighborhood. It is essential to achieve communities' goodwill which will create a strong brand pull. There is a need to integrate people and processes for the marketing readiness of emergency services.

A comprehensive plan is provided below:

1. An outreach and effective announcement system should be in place so that each service rendered on this platform is a breaking news to patients, their relatives and staff at the facility.
2. Internal marketing forms the key to success. So, each one in the hospital should be aware of progress of the marketing initiatives. Ideally a special bulletin along with inside facility branding will help achieve desired results.
3. Direct interaction with the community to strengthen their brand trust.
4. Detailed session with medical services team to understand strengths of the clinical service delivery and stages of service enhancements planned over the next year or two. This will help in planning clear sequence of communication. Following this, ensure that the creative agency is told to prepare a comprehensive communication and media plan to communicate its emergency services which should be repetitive and have a brand recall in the consumers' mind whenever there is an emergency.
5. Having a detailed discussion with all key doctors in the Emergency department to understand their needs and problems, perception they carry and opportunities they think can be cashed.

- To strengthen our promotions for Routine Procedures like; Deliveries (as the respondents seem interested). Although the average ticket size for the routine procedures is comparatively less than the high end complex surgeries, but the demand is more. An initiative has also been taken in this regard to revamp the Obstetrics and Gynaecology department and its services to increase the brand pull as two mother and child hospitals are coming up in the vicinity.
- To increase the Brand Awareness for Max Smart Hospital, Saket as well as for departments other than cardiology and orthopedics.
- To focus on referrals (since we are getting maximum patients from referrals). Word of Mouth works better for the hospital. For this purpose, an incentive based strategic plan can be designed for the physician referral system.
- To strengthen Advertisements and online portal for increasing patient footfalls. In today's era of technology, where every activity happens with a click, we can somewhere lacking in our digital campaigns, which has resulted in decreased awareness about the new unit of Max Hospital and their mobile application. So, our digital efforts need to be strengthened.
- Quality Services can be another branding point since maximum people who would recommend this hospital to others, said quality is their reason. Also, a lot of quality initiatives have been taken by the hospital along with extensive quality control program and regular audits for the same. So, a communication for the same can be made.

CHAPTER 6

Conclusion

6.1 Executive Summary:

The key findings of the study were: Gender disposition of the respondents were nearly equal, the maximum number of respondents lying between 25 to 40 years, with the average age being 39 years, majority of them belonging to miscellaneous profiles. Majority of the respondents had inadequate knowledge about the mobile application and brand awareness. Mostly, all the respondents preferred to come to Max hospital for complex surgeries. However, the most popular source of information was through referrals. This study also highlights that the respondents expected more of health talks with senior doctors rather than other activities. Overall, in most cases, Max Hospital was rated as good pertaining to all the important factors except information availability in the hospital. More than half of the respondents agreed that they would recommend the hospital to others for primarily two reasons; quality services and treating doctors in the hospital.

6.2 Conclusion:

Whether the hospital is large or small it should deal with a facility wide marketing plan. Marketing of hospital services is needed to educate large numbers of people. The study shows that the understanding of customers' choices and preferences necessarily brings out a change in their buying behavior and is an important factor that affects the brand in the market as a whole, which in turn affects the Brand equity. An intensive need analysis of the consumers' choices and expectations can help develop a comprehensive integrated marketing strategy for hospitals.

It is clearly understood from this study that healthcare marketing not only mold the hospital's image but may also attract the potential customers, influence their choices and strengthens their preferences, contributing to the loyalty toward the hospital.

The major finding of this study was the expectation of more health talks with senior doctors to be organized in the RWAs rather than camps or recreational activities. This was interesting to note as at Max hospital, the number of Health talks was reduced as management perceived that due to

low attendance of the RWA residents in the health talks, they were not the choice of the residents. However, it might be due to weak communications made to the public

The common reported complaints of the respondents include less dental and gynaecology camps, old and obsolete ways of engaging patients in the OPD area, and improper signage. There is a need to improve the brand and mobile app awareness and intensive marketing promotions for emergency services.

It is also seen that word of mouth works better for the hospital since maximum number of respondents came through referrals. It suggests that the focus area should be developing strategies for physician referrals.

There is a need to streamline the Marketing strategy so as to better position the brand in the market.

Annexure

The questionnaire used in the study is given below:

Survey Questionnaire

- **AGE:**
- **GENDER:** ☐ Male ☐ Female
- **ASSOCIATION WITH MAX HOSPITAL, SAKET:** ☐ Current patient ☐ Attendant
☐ Visitor ☐ Past Patient
☐ Other

1. What are the factors you consider before going for a medical/surgical treatment? (you can tick more than one option)

A. Brand of the hospital

☐ Yes ☐ No ☐ May be ☐

B. Treating doctor

☐ Yes ☐ No ☐ May be ☐

C. Referring doctor

☐ Yes ☐ No ☐ May be ☐

D. Value-for money

☐ Yes ☐ No ☐ May be ☐

E. Medical Insurance coverage

☐ Yes ☐ No ☐ May be ☐

F. Accessibility and convenience

☐ Yes ☐ No ☐ May be ☐

G. Dissatisfaction from previous hospital

☐ Yes ☐ No ☐ May be ☐

H. Recommendation of family/friend

☐ Yes ☐ No ☐ May be ☐

I. Infrastructure and equipment

☐ Yes ☐ No ☐ May be ☐

J. Hospital environment and care

☐ Yes ☐ No ☐ May be ☐

K. Others reasons please specify

2. When will you come to Max Hospital, Saket? (you can tick more than one option)

A. For getting high end and **complex surgeries**

☐ Yes ☐ No ☐ May be ☐

B. **24 X 7 emergency care**

Yes No ☐ May be ☐ ☐

C. **Routine procedures** like (Delivery, Endoscopy etc)

Yes ☐ No ☐ May be ☐

D. Routine **check up**

☐ Yes ☐ No ☐ May be ☐

E. Other purpose please specify

3. Are you aware that Max Hospital Saket now has a new unit by the name of Max Smart Hospital?

☐ Yes
☐ No

If Yes, which services have you availed here?

4. How did you get to know about Max Smart Hospital? (you can tick more than one option)

A. **Online platform**

☐ Practo / Credihealth / Lybrate etc ☐ Social media like facebook ☐ Mobile app

☐ Hospital website ☐ General health website ☐ Hospital Ratings

B. **Print Media**

☐ Newspaper ☐ Magazine ☐ Pamphlets ☐ Hoarding ☐ Flyers Others ☐

C. **Advertisements**

☐ Radio ☐ Camps/events organized by the hospital ☐ Public transportation displays

D. Referred

- ☐ Family Physician ☐ Friends/Relatives ☐ Others

E. Others

F. Not heard about it

5. Would you recommend this hospital to your relatives/friends or visit again in case of need?

- ☐ Yes
☐ No
☐ Not Sure

If yes, then for what reasons? (You can tick more than one option)

- ☐ Popularity
☐ Quality Services
☐ Doctors
☐ Comfort and convenience
☐ Trust and dependability
☐ Other reasons please specify

6. Are you aware of our mobile application?

- ☐ Yes
☐ No

If Yes, what do you use the mobile app for?(You can tick more than one option)

- ☐ Checking reports
☐ Booking appointments
☐ Searching for information
☐ Other

7. Apart from exceptional treatment and quality care, what are your expectations from Max Hospital?(you can tick more than one option)

- ☐ Loyalty cards with **discount**
☐ Engagement **activities**
☐ **Camps** in your area
☐ **Health talk** with senior doctors
☐ Anything else, please specify

8. Kindly give your rating for Max Hospital, Saket for the following:

(where; 1=> **worst and I would never prefer this hospital**

2=> bad and needs immediate action

3=> average/not sure

4=> good and I am satisfied

5=> Excellent and I will visit again if needed or recommend it to others)

- ☐ Brand- Max Hospital
- ☐ Doctors
- ☐ Hospital environment and care
- ☐ Availability of Information about doctors and treatment
- ☐ Facilities and infrastructure
- ☐ Informative videos/ informative boards in the hospital

9. Suggestions and feedback:

-

Thank You for your response

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