

Managing Customer Relationship Through Effective CRM Practices in Hospital Setting

By

Nidhi Nigam

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

Academic year, 2014-2016



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer Airport
Jaipur-302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

Internship Training
At
Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu
Managing Customer Relationship through Effective CRM
Practices In Hospital Setting

By

Dr. Nidhi Nigam

Under the guidance of

Dr.Arindam Das

MBA Hospital and Health Management

Year 2014-2016



The IIHMR University, Jaipur

TO WHOMSOEVER MAY CONCERN

This is to certify that Nidhi Nigam, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Shri Mata Vaishno Devi Narayana Super Speciality Hospital, Jammu from Feb 23, 2016 to May, 19 2016.

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. Arindam Das
Associate Professor
The IIHMR University, Jaipur



The certificate is awarded to

Dr. Nidhi Nigam

In recognition of having successfully completed her
Internship in:
Department Of Operations

and has successfully completed her Project on
**Managing Customer Relationship through Effective CRM Practices in
Hospital Setting**

20th May, 2016

Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu

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.

Dr.S.P.Singh
(Chief Executive Officer)

Raman Kumar
(Head, Human Resources)

THE IIHMR UNIVERSITY, JAIPUR**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled Managing Customer Relationship through Effective CRM Practices in Hospital Setting submitted by Dr.Nidhi Nigam, Enrollment No.-IIHMR-U/01/2014-16/0181 under the supervision of Dr.Arindam Das for award of MBA in Hospital and Health Management of the University carried out during the period from 2014 to 2016 embodies my original work and has 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

Title: Managing Customer Relationship through Effective CRM Practices In Hospital Setting

Author: Dr.Nidhi Nigam

Background: Customer relationship management (CRM) has a growing popularity and is becoming one of the practical topics in the business field. In fact, due to the competitive environment, CRM is crucial and has become a niche for firm performance. Therefore this study is an attempt to provide theoretical linkages existing between CRM dimensions and hospital performance. This study serves not only to clarify the relationship between CRM dimensions and hospital performance, but also to explain the mediation role of marketing capabilities in this relationship. CRM has recently become one of the most controversial issues and a focal-point in the business. It is worth mentioning that CRM is mainly based on the belief that establishing a sustainable relationship with customers is the cornerstone for obtaining loyal customers. The successful implementation of CRM strategy will be of great benefit to the organizations, adopting it, as such organizations can reap the benefit of increasing sales through better market segmentation, customizing products and services, obtaining higher quality products, gaining access to information and employee satisfaction, and above all, ensuring long-lasting customer-retention . Consequently, there is still a marked lack of research on CRM dimensions in the healthcare industry, extending plenty of opportunity in this field.

Research Question

- ⦿ What are dimensions of Customer Relationship Management?

Research Objectives

- ⦿ To study the effectiveness of traditional CRM practices, with respect to patient satisfaction
- ⦿ To identify dimensions/determinants for effective customer relationship management implementation in the hospital
- ⦿ To review the general usability and resistance principles in order to build an integrative framework for CRM

Keywords: Customer relationship, knowledge management, CRM organization, CRM orientation, key stakeholders (patients ,employees, management)

Methodology: Study was conducted at Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu. It is a cross sectional descriptive study conducted in a duration of 3 months with sample size of 100 ,where in consisted of 50 respondents, internal customer which included employees of hospital (30 respondents directly involved in patient care, clinical staff and 20 respondents where from management).Sampling Technique used is Non probability sampling technique (Quota Sampling).Study is based on primary data collection as well as secondary data collection. The first step is the selection of CRM attributes by reviewing the literature on marketing and management research, followed by the design of the questionnaire (English), defined as a set of semi structured questions (open ended and closed ended) with the purpose to obtain information from respondents that are a subset (sample) of a target population. Information obtained is first specified, and then the following issues are settled: content of individual questions, form of response to and wording of each question, sequence of questions, and physical characteristics of the questionnaire. The first part of the questionnaire comprised of Likert- scale questions (1-strongly disagree to 5-strongly agree) that serve for the research. The second part of the questionnaire included demographic questions important for the comparative analysis of the data. Technique used is face to face interviews.

Results:

-Some of Traditional CRM practices contributing positively for hospital to build long lasting relationship with organization include:

- Hospital identified different customer type and gave treatment accordingly where in satisfaction levels were more then 50% in sample studied
- Hospital gives value to patient need- 50% satisfaction levels
- Hospital attends to patient complaint promptly- 50% satisfaction level
- Hospital keeps patient information for future reference -75% satisfaction level
- Hospital staff was courteous ,enthusiastic in providing services ,helped to resolve all the concerns-80% satisfaction levels
- Hospital ambience and smooth distribution of information at the time of booking appointment-contributed -65%
- Doctor' behaviour and their competency played significant role -90% satisfaction level

-Some of the CRM practices which were not in favour of organization to build effective CRM organization include:

- Timely information was not given by the hospital to patient contributed -50% dissatisfaction levels
- Duration of waiting time is not comfortable for patients-50% dissatisfaction levels
- Doctor's chamber was also not easily located-50% dissatisfaction levels
- Reports were not dispatched at scheduled time -70 % dissatisfaction levels
- Hospital lacks mechanism for timely distribution of information and reports-50% dissatisfaction levels
- Hospital does not provide relevant information to respective departments-60% dissatisfaction levels
- Hospital neither has dedicated staff for database management of patients nor specific training is provided for maintaining customer relationship and it also does not give importance to presentation and analysis of patient information
- Hospital also lacks integrated approach to resolve problems together for better relationship with patient-50% dissatisfaction levels
- Hospital need to streamline its offerings according to patient needs as well

-Effectiveness of CRM Practices can be evaluated as:

- 35% patient coming to hospital came to know about this through family and friends.
- Only 8% patients came to know about this hospital through social media which needs lot of up gradation
- Almost 70% of patients are going to use services again and 50% of sample studied is going to recommend hospital to others.

-Areas Of Improvement include:

- Frequency of data collection about patient satisfaction needs to be increased as demonstrated by data collected 30% to 40% feedbacks from patients coming to hospital is not been recorded
- Modes of collection of patient data also have to be increased as of now hospital is concentrating only on feedback forms for getting the quality of services evaluated by patients.
- According to employees reason for organization to work on patient satisfaction is mainly fear of damage to organization reputation followed by increase in regulation and fear of losing patients to competitors.

-Review of General Resistance principles from management includes

- According to management there is mechanism for timely distribution of reports and information but more than 50% clinical staff disagreed to this point. Even they

showed higher level of disagreement to the point that hospital provides information on regular to respective departments-60% dissatisfaction levels. Opinion also differed on large extent about infrastructural requirements as well as training of staff for maintaining customer relationship .No proper mechanism to solve problem together was also point of disagreement.

Conclusion

Dimensions on which hospital can work for maintain customer relationship include:

- ⦿ Patient Centered
 - giving value, designing offerings and rendering services according to patients' need
- ⦿ Regular Interaction
 - through feedback forms, personal interaction by hospital staff, following people on social media, follow up phone calls
- ⦿ Information Support
 - proper hierarchy of information flow should be followed, information provided should be on regular basis, genuine, given on right time and should be appropriate
- ⦿ Infrastructural Assistance
 - use of specific and advanced technology for database management
- ⦿ Effective Management
 - to have control of all activities (operationally and financially) performed, empowering and collaborating employees to achieve common goal

ACKNOWLEDGEMENT

The internship opportunity I had with Shri Mata Vaishnodevi Narayana Superspeciality Hospital, Jammu was a great chance for learning and professional development.

I am using this opportunity to express my deepest gratitude and special thanks to my guide **Dr.S.P.Singh Chief Executive Officer**, who in spite of being extraordinarily busy with his duties, took time out to hear, guide and keep me on the correct path and allowing me to carry out my dissertation at their esteemed organization during the training.

I express my deepest thanks to **Dr Harman Loona General Manager (Operations)** for taking part in useful decision & giving necessary advice and arrange all facilities to make life easier. I choose this moment to acknowledge their contribution gratefully.

My sincere gratitude to my guide **Dr.Arindam Das, Assistant Professor, The IIHMR University**, for his constant encouragement.

I would also like to thank all who have directly or indirectly supported me towards the completion of the dissertation.

Sincerely,

Dr. Nidhi Nigam

MBA-HM (2014-2016)

TABLE OF CONTENTS

CONTENTS	Page No.
ABSTRACT	3-6
ACKNOWLEDGEMENT	7
LIST OF FIGURES	8-10
LIST OF TABLES	11
INTRODUCTION	12-16
LITERATURE REVIEW	17-18
RESEARCH QUESTION	19
RESEARCH OBJECTIVE	19
RESEARCH DESIGN	20
DATA INTERPRETATION	21-43
DATA ANALYSIS	44
DISCUSSION	45-46
CONCLUSION	47-48
RECOMMENDATION	49-54
LIMITATIONS	55
ETHICAL CONSIDERATIONS	56
REFERENCES	57
APPENDIX	58-62

LIST OF FIGURES

Patients Perception

Figure 6.1: Hospital staff helped you to resolve all your concerns

Figure 6.2: Hospital staff is enthusiastic in providing services

Figure 6.3: Hospital staff is courteous by nature

Figure 6.4: There is smooth distribution of information by hospital staff at the time of booking appointment

Figure 6.5: Timely information given by hospital as per your requirement

Figure 6.6: Physical facilities provided by the hospital are appropriate

Figure 6.7: Hospital environment is clean

Figure 6.8 Hospital has proper mechanism for prompt redressal of problem

Figure 6.9: Duration of waiting time is comfortable

Figure 6.10: Doctor's chamber was easily located

Figure 6.11: Doctor's patiently listen to your problem

Figure 6.12: Doctor's gave all information about the treatment

Figure 6.13: Reports of test were dispatched at scheduled time

Figure 6.14: How likely are you going to use hospital services

Figure 6.15: Would you recommend this hospital to others

Employees Perception

Figure 6.16: Hospital gives value to patients need

Figure 6.17: Hospital identifies different customer type and gives treatment accordingly

Figure 6.18: Hospital has mechanism for timely distribution of reports and information

Figure 6.19: Hospital attends to patient complaint promptly

Figure 6.20: Hospital keeps patient information for future reference

Figure 6.21: Hospital pays attention to patient retention

Figure 6.22: Hospital provides relevant information to respective department on regular basis

Figure 6.23: Hospital has dedicated staff for data base management of patient

Figure 6.24: Hospital provides with specific training for maintaining customer relationship

Figure 6.25: Hospital has mechanism to solve problem together for better relationship with patient.

Comparison of Opinion of Clinical Staff and Management

Figures 6.26 -Figure 6.38

LIST OF TABLES

Table 6.1: How did you come to know about this hospital (Patient Perception)

(Employee Perception)

Table 6.2: How often hospital tracks patient relationship

Table 6.3: How is patient satisfaction primarily tracked

Table 6.4: What is most compelling reason for the hospital to work on patient satisfaction

(Comparison of difference in Opinion of clinical staff and Management)

Table 6.5: How often hospital tracks patient relationship

Table 6.6: How is patient satisfaction primarily tracked

Table 6.7: What is most compelling reason for the hospital to work on patient satisfaction

1. INTRODUCTION

Currently, businesses are subject to challenge by a turbulent environment. In fact, fierce competition along with globalization and Information Technology (IT) advancements are the emerging predominant forces, making circumstances extremely difficult for businesses to survive. Therefore, to tackle these conditions and even prosper, businesses commenced to shift their focus onto customer value. In order to capture customers entering the market, businesses in the 1950s and 1960s utilized marketing techniques, because satisfying growing demand was their main goal. However, today transaction marketing (product, price, place and promotion, the 4 Ps) is not sufficient anymore. Consequently, relationship marketing is proposed to fulfill the new needs of businesses in today's totally different business environment. In comparison to transaction marketing, relationship marketing develops more unique relationships with customers and adds more value to goods and services. One of the prominent constituents of relationship marketing is value. In addition, providing superior value to customers is considered as one of the most successful competitive strategies.

In this regard, Customer relationship management (CRM) has a growing popularity and is becoming one of the practical topics in the business field. In fact, due to the competitive environment, CRM is crucial and has become a niche for firm performance. Therefore this study is an attempt to provide theoretical linkages existing between CRM dimensions and hospital performance. This study serves not only to clarify the relationship between CRM dimensions and hospital performance, but also to explain the mediation role of marketing capabilities in this relationship. CRM has recently become one of the most controversial issues and a focal-point in the business. It is worth mentioning that CRM is mainly based on the belief that establishing a sustainable relationship with customers is the cornerstone for obtaining loyal customers. The successful implementation of CRM strategy will be of great benefit to the organizations, adopting it, as such organizations can reap the benefit of increasing sales through better market segmentation, customizing products and services, obtaining higher quality products, gaining access to information and employee satisfaction, and above all, ensuring long-lasting customer-retention . Consequently, there is still a marked lack of research on CRM dimensions in the healthcare industry, extending plenty of opportunity in this field.

Customer Relationship Management (CRM) can be defined as " a strategic approach that enables organizations to use internal resources (i.e. Technology, people, and process) to manage the relationship with customers, in order to create a competitive advantage and improve an organization's performance". Generally, CRM can be considered as a concept consisting of two major stages. The first stage is moving from a product-centric view to a customer-centric view; and the second stage is to develop the customer-centric approach by means of improving the process of value proposition to customers. CRM exists at three levels as Operational CRM, Analytical CRM, Strategic CRM.

CRM brings benefits to the organizations that generate a lot of information about customers. In addition to this, service organizations for their intrinsic characteristics of the production and consumption are inseparable elements necessary to build relationships with customers. Accordingly, CRM will be ideally suited to the healthcare industry, especially when implementing it successfully and effectively, taking into account that hospitals receive a lot of data about patients. Such data can be transformed into useful knowledge about them. Suffice it to say that healthcare industry, like any business sector has to be highly competitive to be able to do well in the business environment, therefore, it is of vital importance for it to encourage behavioral patterns of continuous re-purchase and to retain patients last longer. Thus, it is evident that such ambitious aims can only be achieved through implementing CRM, which will result in establishing fruitful relationship between organizations and their patients. Moreover, it goes without saying that growing customer- acquisition costs, rising customer expectations, uncertain market and less brand loyalty are all key factors, which strongly urge hospitals to focus on CRM as a useful strategy.

CRM is widely considered as one of the most effective ways to facilitate developing and expanding the customers' base that, in turn, will assist in enhancing profitability and patient loyalty. CRM can be considered as 'a philosophy that anticipates customer needs with the purpose of providing the target customers with the right product, at the right time, in the right place'. Therefore, CRM plays a significant role in enabling businesses to satisfy their customers' needs and consequently develop customer retention and customer loyalty, and augment market share. As CRM provides businesses with great financial returns; it can be regarded as the best catalyst for the process of creating and delivering value to customers and capturing value from them. In other words, CRM strengthens the primary value creation activity, a radical departure from their traditional product-centric view. The traditional

marketing was aimed at increasing the number of customers; instead, in the current business environment, it is more logical to foster through not only winning new customers but also retaining current customers.

Essentials for CRM Implementation

The multi- dimensions concept of CRM can be considered as: customer orientation, CRM organizations, Knowledge management and Technology -based CRM. It is essential that all of these dimensions must work systematically in an organization to guarantee its improved performance.

1. Customer Orientation

It is important in the first instance to confirm that the main purpose behind customer - oriented behaviors is to increase customer long-lasting satisfaction and to create customer-loyalty. Therefore, studies have demonstrated that good customer -oriented behaviors, in an organization ensures a tremendously positive impact on its performance. As in the service oriented organization, the delivery of service in a hospital occurs when there is interaction between service providers and the service encounter. Hence in order to enhance service experience, there is a need to focus on customer interaction. Customer orientation can be achieved through a positive relationship between customer and service provider. Furthermore customer orientation is also one of the market beneficial sources, it helps organization to understand customer, and hence it helps in delivering an appropriate plan to satisfy customer needs.

2. CRM Organization

First and foremost, to enhance service employees to conduct customer- oriented behaviors, organizations have to develop an appropriate working environment for service in work, for instance, providing staff with the modern tools, and technology, customer-satisfaction tracking and complaints management systems, inspirational leadership, and appropriate rewards systems. As a result of the previous supportive working conditions, organizations can ensure the required customer oriented behaviors of their employees. CRM success does not only require technological quality or systems, but it also requires an effective service concept as well as suitable operation procedures. Thus, the success of CRM implementation relies on the active involvement of the employees in the organization itself. Therefore, we can say that

CRM organization has to be an essential means through which firms effect fundamental changes in the way they organize their actual business processes for employees and customer. Inevitably, all the organization resources (such as marketing capabilities, policies, culture, and organization structure) have to be integrated in order to implement CRM successfully.

3. Knowledge Management

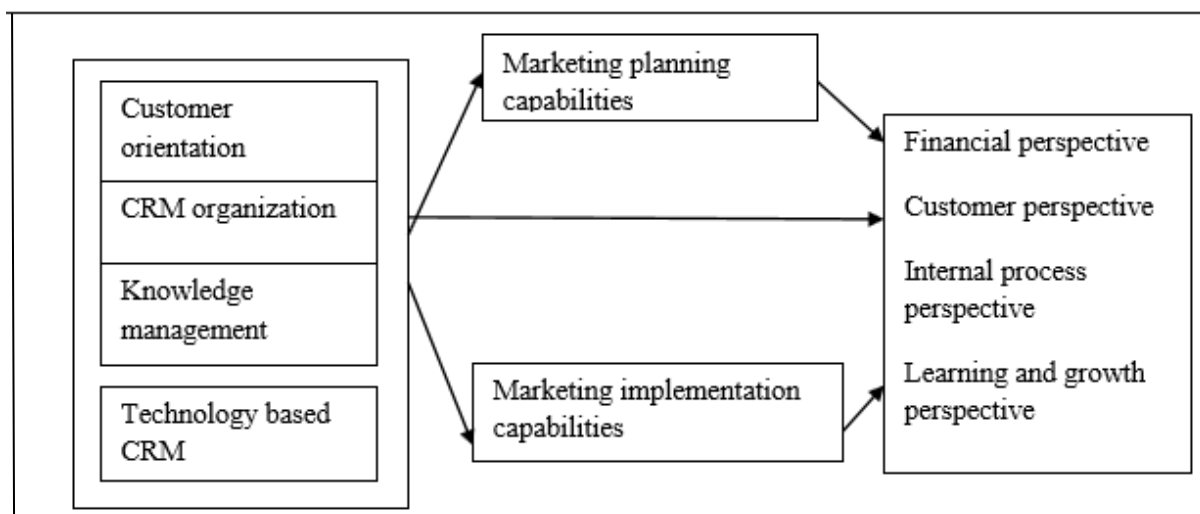
Needless to say that useful information about customers can be gathered through interactions with them or from different touch points within the organization itself and the criterion for deciding whether CRM is successful or not, is to effectively transform customer information into customer knowledge. In this connection, we can say that managing knowledge effectively can greatly help an organization to have success in building better customer relationship, resulting in a positive impact on organization performance. We have to take into account that the success of relationship management is heavily dependent on collecting and analyzing customers' information, as such information is used for developing highly personalized offerings. As a matter of fact, it is necessary for organizations to remain competitive, and this aim cannot be achieved unless they enjoy wide knowledge about their market, explore and make use of their existing knowledge about their customers. Customer knowledge management is firmly associated with marketing capabilities, and it greatly enables organizations to take strategic managerial decisions.

4. Technology Based CRM

CRM strategy will end in failure if the information technology is not used properly, thus the suitable use of technology is one of the greatest opportunities in hospital industry, because of the fact that it is important to get the right information from the right people at the right time, so that the right decisions can be made and /or the services can be rendered. In this regard, new technologies are considered as the core drivers for change. Consequently, CRM based technology enables organizations to plan and implement successful marketing actions for retaining customers long-last and making them more profitable, because of the customer database and other information-storing system. CRM technology improves marketing capabilities by providing valuable information about customers, which, in turn, will help both managers and employees to achieve specific marketing goals much more effectively.

5. Market -Planning

Marketing planning capabilities as the firm's ability to expect and react to the changes in the market environment for the purpose of directing its resources actions to work towards the alignment of the firm with the environment and the achievement of organizational financial goals . Customer-centric strategies influence the marketing capabilities of the organizations. Furthermore, the collaboration between the organization's customer orientation and its marketing capabilities is positively related to its business performance , because it leads to the creation of casual ambiguity, making it difficult for competitors to determine the firm's competitive advantage . Successful implementation of CRM can play a key role in developing marketing capabilities (planning and implementation) have a mediation impact on the relationship between CRM technology and organization performance. Thus, it can be said that marketing capabilities is an integrated process, designed to make use of corporate knowledge, skills and resources. It enables businesses to meet their customer's needs in a better way, through value added services to their products.



*Source:*European Journal of Business Managemant, Vol 6, No 25, 2014

2. REVIEW OF LITERATURE

Most literatures have used terms such as marketing concepts; market orientation, customer orientation, market driven firms, or market focused organizations to describe the types of an organizational orientation where the customer needs serves as basis upon which organizations plans and designs its strategies (Yueh et al., 2010; Dean, 2007; Lukas and Ferrell, 2000; Narver and Slater, 1990). Over the last twenty years these concepts have started to be very critical in the field of marketing management practices and theories, with apparent conclusions in support of the statement that any organization that adopts customer orientation approach are more likely to establish the required customer quality, increase customer satisfaction and achieved the desired organizational objectives more efficiently than its competitors (Yueh et al., 2010; Roland and Werner, 2005; Narver and Slater, 1990). Due to the high cost involvement of CRM applications, Sin et al (2005) and Yim et al (2005) conceptualized and established the importance of organization's wide commitment of resources to the intended design of CRM structures as having a positive relationship with employee satisfaction, performance and customer satisfaction. Also very important in their findings are the argument in favor of CRM organization as the established link between the human resources and the marketing interface (Yueh et al., 2010; McNally, 2007; Sin et al., 2005). Other literatures such as Dean (2007) and Roland and Werner (2005) have empirically established that there exist a positive relationship between CRM dimensions (specifically customer orientation), employee job satisfaction, perceived service quality. Whereas evidences from several literatures have indicated that the success or failure of relationship marketing activities in a company heavily depends on the company's ability to collect and analysis valuable customer information that could be used for developing and establishing individual customers' highly personalized product/services (Yueh et al., 2010; David and Wendy., 2009; Dean., 2007; Eid., 2007;). Yueh et al (2010) extensively argued that the current global marketing problems are as a result of information handling issues and problems. There are sufficient literatures in support of accurate customer data as an essential element to any successful CRM performance (McNally, 2007; Sin, et al., 2005; Yim et al., 2005) and, considering the fact that technology is said to be playing an important role in any CRM projects through its capacity to add value to a company's intelligence performance (Yueh et al., 2010; Kyootai and Kailas., 2007). The extant literatures have discussed the

impact of Technology on CRM projects through its capability in collecting, storing, analyzing, and sharing both current and potential customers' information in ways that have greatly enhance employees' ability in responding to the needs and request of the individual customers and therefore leading to better ways of attracting and retaining customers (Yueh et al., 2010; David and Wendy., 2009; Kyootai and Kailas., 2007; Nguyen et al, 2007; Sin, et al., 2005).A critical analyzes of the a forementioned have shown that despite the increasing acknowledgements of the positive impacts of CRM, it is disappointing that very little studies still focus on measuring the impacts of CRM dimensions on customer contact performances (Yueh et al., 2010; McNally, 2007; Soon, 2007; Bang, 2006; Yim et al., 2005). In support of the above emphasis are ample of evidences provided by several sources on severe employee job dissatisfactions and customer dissatisfactions with contact centre systems and services across the globe (Callcentre.net, 2008; 2003; SQM, 2007; Feinberg et al., 2002; 2000; Miciak and Desmarais 2001), and that the major problems are stemming from factors such as lack of established customer orientation, CRM organization, knowledge management, and technology based CRM (Abdullateef et al., 2010; Yueh et al., 2010; McNally, 2007; SQM, 2007; Wang et al., 2006; Bang, 2006; Sin et al., 2005; Yim et al., 2005).

3. RESEARCH QUESTION

- ⦿ What are dimensions of Customer Relationship Management?

4. RESEARCH OBJECTIVES

- ⦿ To study the effectiveness traditional CRM practices, with respect to patient satisfaction
- ⦿ To review the general usability and resistance principles in order to build an integrative framework for CRM

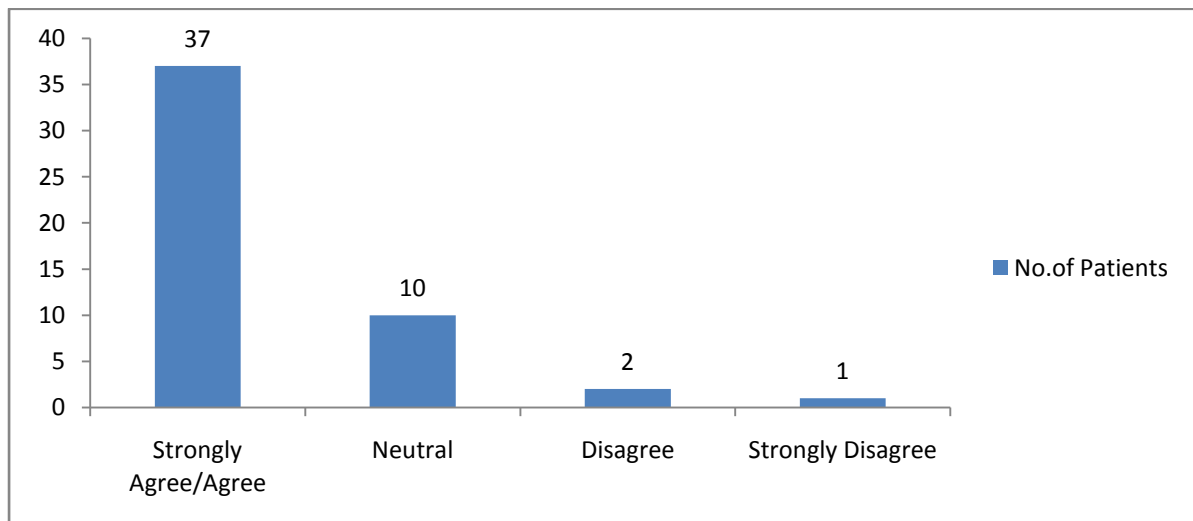
5. RESEARCH DESIGN

Methodology: Study was conducted at Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu. It is a cross sectional descriptive study conducted in a duration of 3 months with sample size of 100 ,where in consisted of 50 respondents, internal customer which included employees of hospital (30 respondents directly involved in patient care, clinical staff and 20 respondents where from management).Sampling Technique used is Non probability sampling technique (Quota Sampling).Study is based on primary data collection as well as secondary data collection. The first step is the selection of CRM attributes by reviewing the literature on marketing and management research, followed by the design of the questionnaire (English), defined as a set of semi structured questions (open ended and closed ended) with the purpose to obtain information from respondents that are a subset (sample) of a target population. Information obtained is first specified, and then the following issues are settled: content of individual questions, form of response to and wording of each question, sequence of questions, and physical characteristics of the questionnaire. The first part of the questionnaire comprised of Likert- scale questions (1-strongly disagree to 5-strongly agree) that serve for the research. The second part of the questionnaire included demographic questions important for the comparative analysis of the data. Technique used is face to face interviews.

6. DATA INTERPRETATION

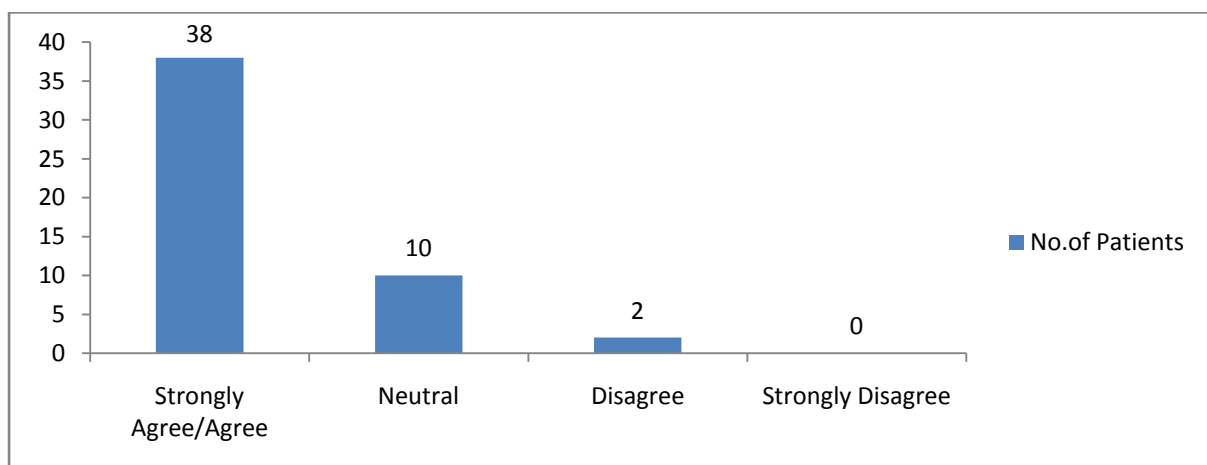
Patients Perception about Hospital Services

Figure 6.1 Number Hospital Staff helped you to resolve all your concerns



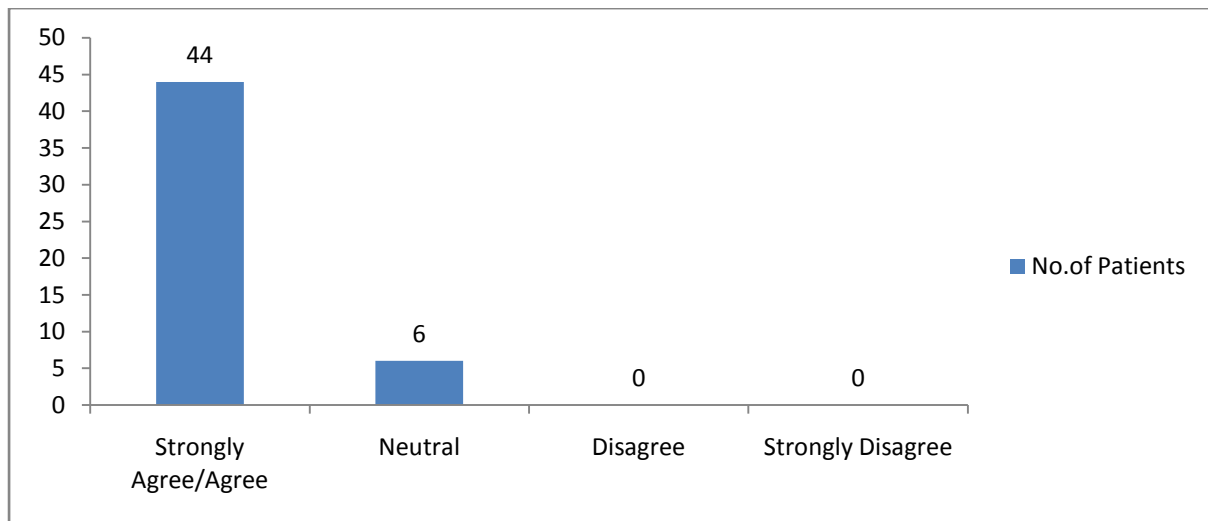
According to fig 6.1, 37 respondents out of 50 were satisfied as hospital helped them to resolve all their concerns

Figure 6.2 Hospital staff is enthusiastic in providing services.



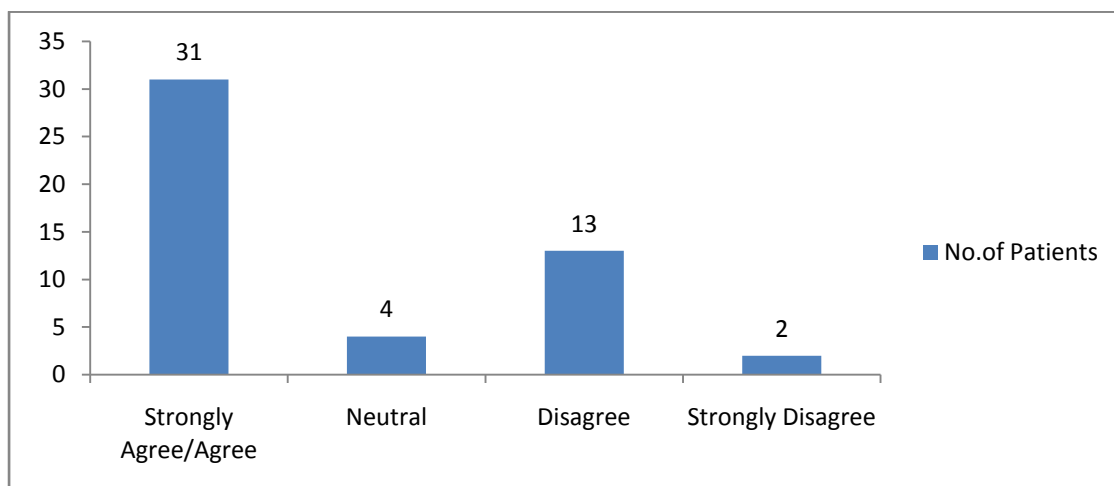
According to fig 6.2, 38 respondents out of 50 found hospital staff is enthusiastic in providing services to patients.

Figure 6.3 Hospital staff is courteous by nature



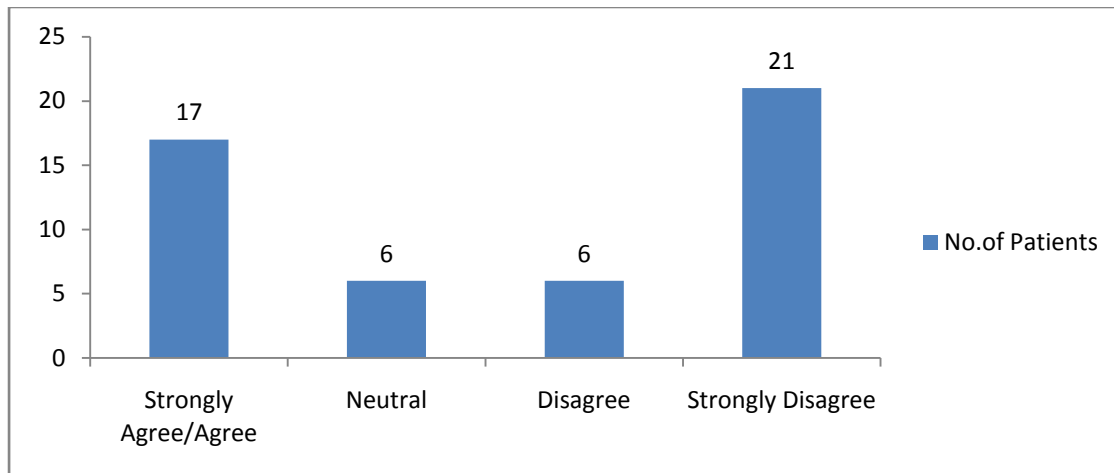
According to fig 6.3, 44 respondents out of 50 found hospital staff is courteous by nature

Figure 6.4 There is smooth distribution of information by hospital staff at the time of booking appointment.



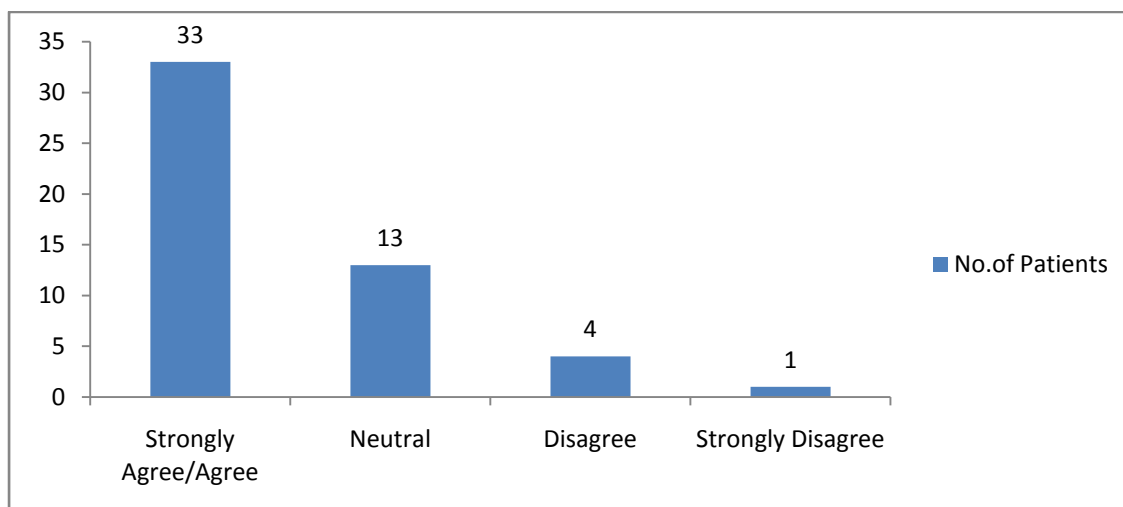
According to fig 6.4, 31 respondents out of 50 found hospital staff provided them with proper information at the time of booking appointment and 13 respondents disagreed with flow of information at the time of booking appointment.

Figure 6.5 Timely information given by hospital staff as per your requirement



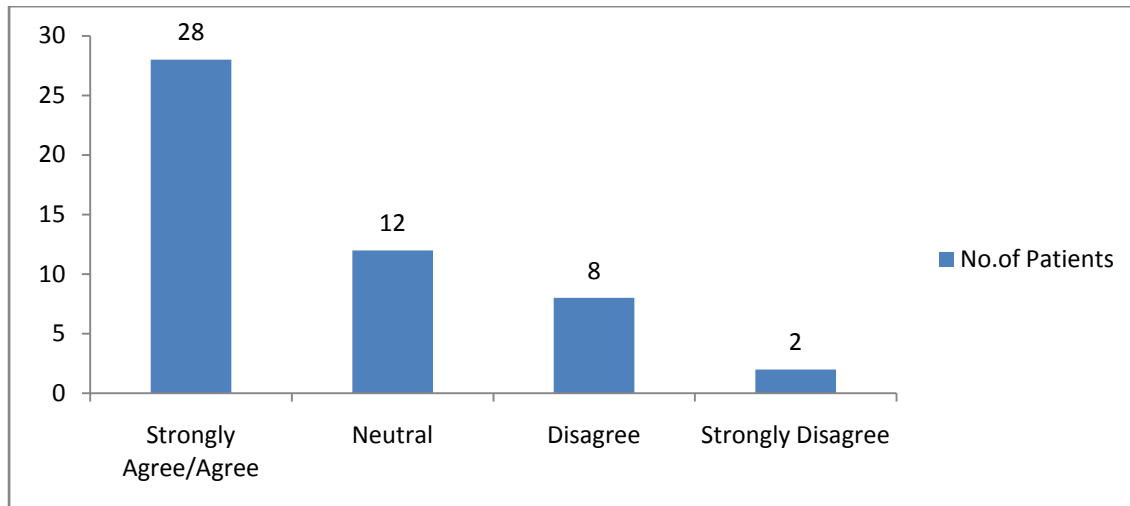
According to fig 6.5, 21 respondents out of 50 found hospital staff did not delivered them the information they required on time and 17 respondents were satisfied by fact that information was given on time .

Figure 6.6 Physical facilities provided by the hospital are appropriate.



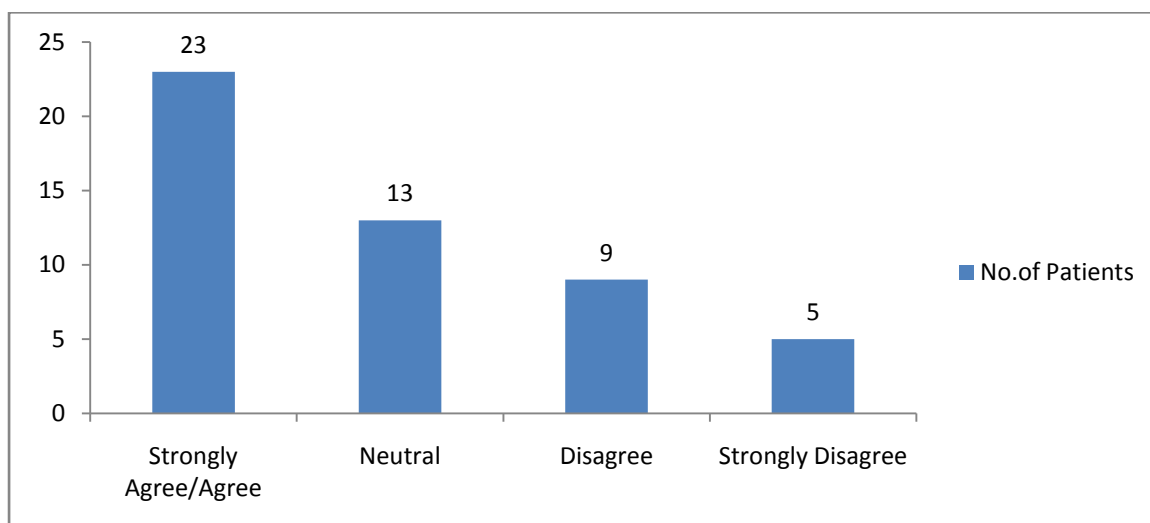
According to fig 6.6, 33 respondents out of 50 found physical facilities of hospital were appropriate.

Figure 6.7 Hospital environment is clean



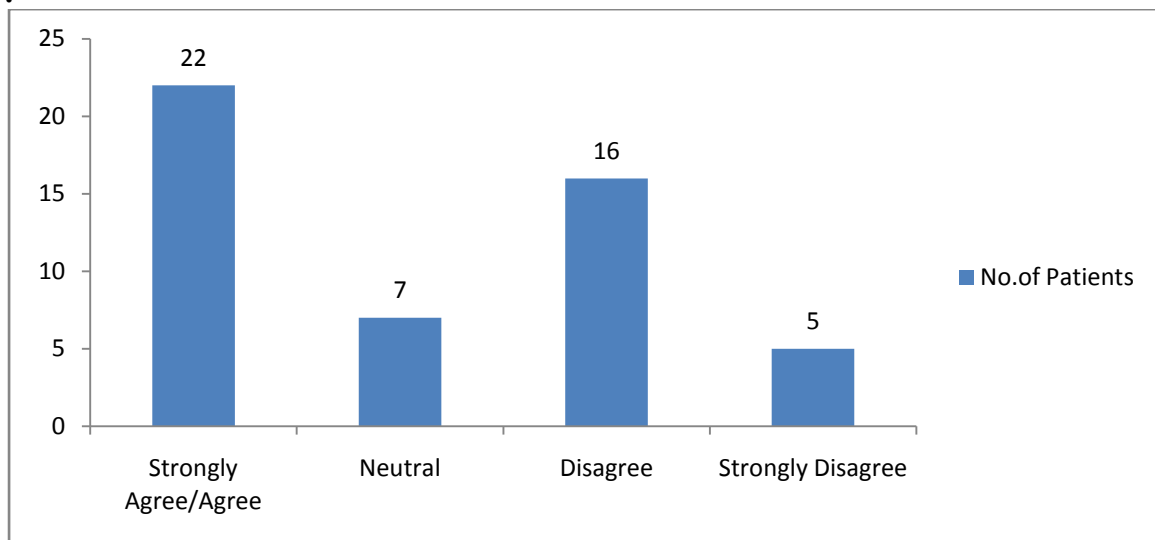
According to fig 6.7, 28 respondents out of 50 found hospital environment to be clean .

Figure 6.8 Hospital has a proper mechanism for prompt redressal of problem.



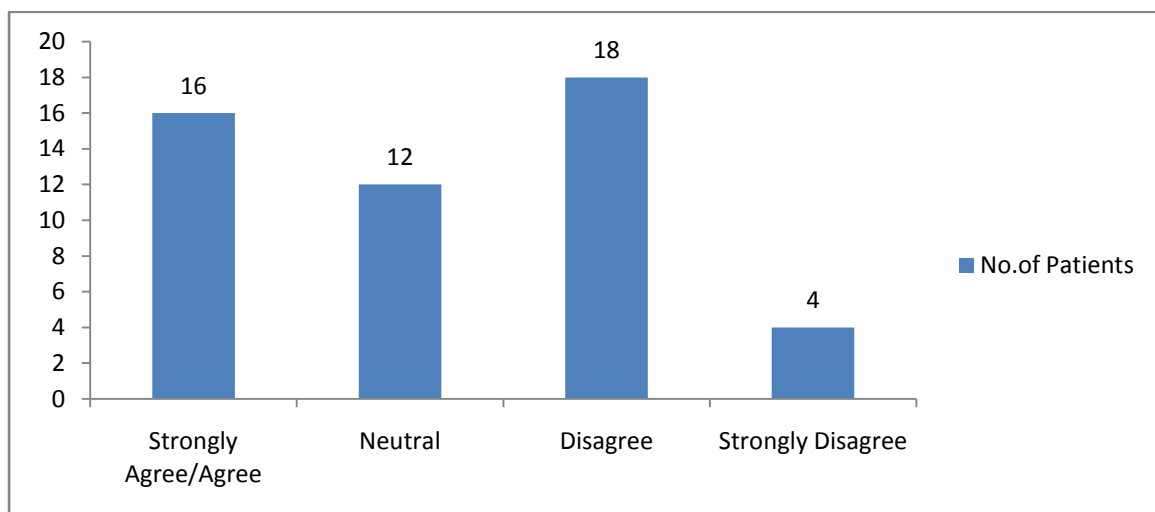
According to fig 6.8, 23 respondents out of 50 strongly agreed that hospital has proper mechanism for prompt redressal of problem and 13 respondents found hospital does not have mechanism for the prompt redressal of problem.

Figure 6.9 Duration of waiting time is comfortable



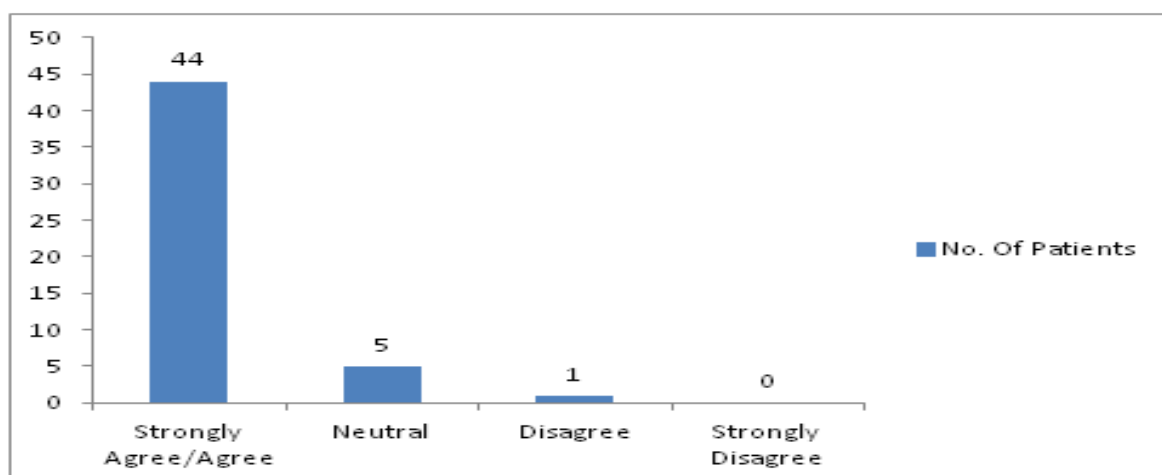
According to fig 6.9, 22 respondents out of 50 found duration of waiting time comfortable and 21 respondents did not found duration of waiting time comfortable.

Figure 6.10 Doctor's chamber was easily located.



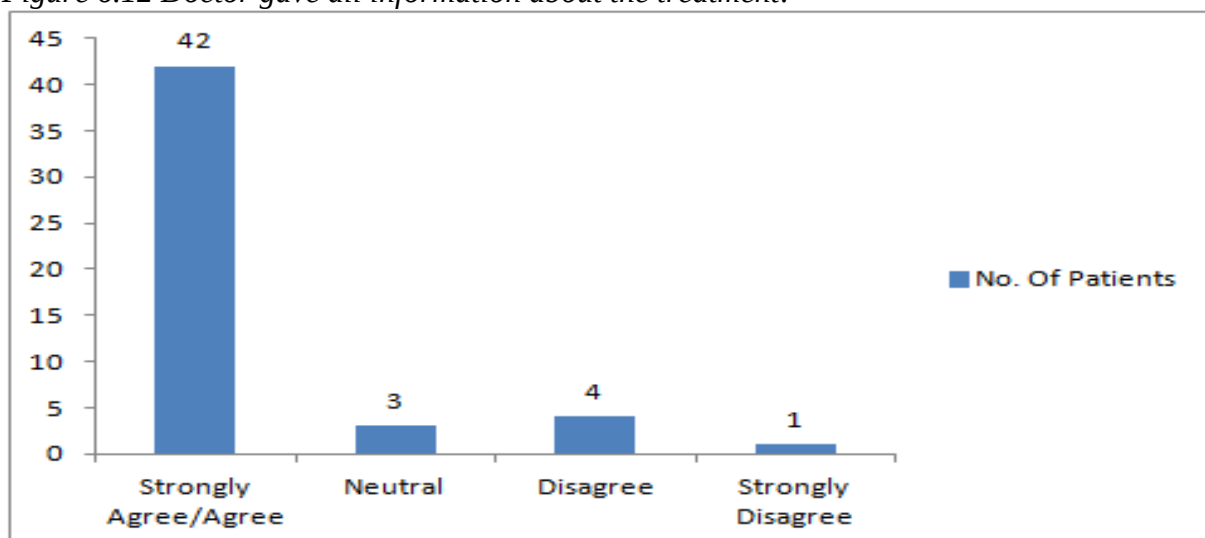
According to fig 6.10, 22 respondents out of 50 disagreed with fact as they were not able to locate doctor chamber easily, only 16 respondents were able to locate doctors chamber easily.

Figure 6.11 Doctors patiently listen to your problem



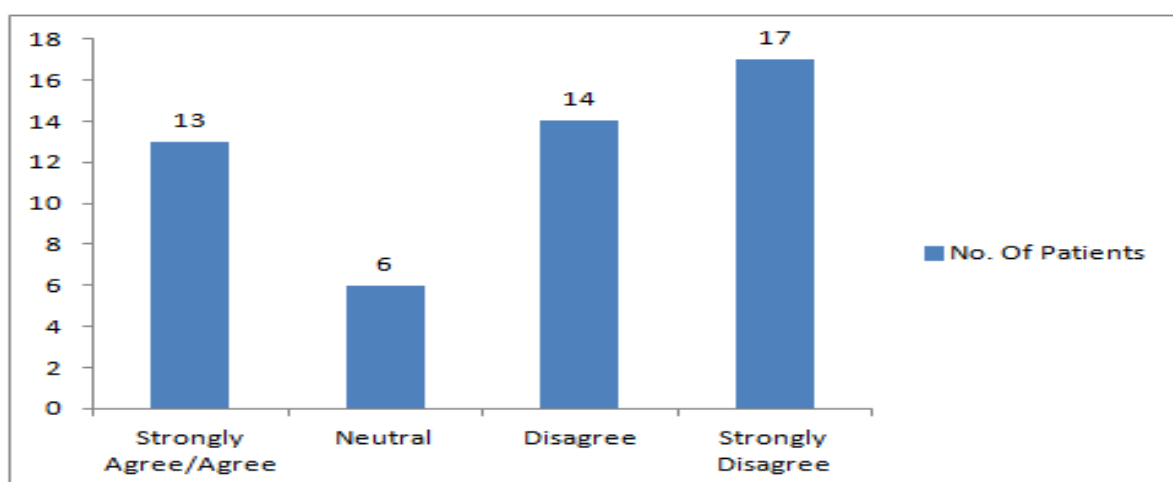
According to fig 6.11, 44 respondents out of 50 strongly agreed with fact doctors patiently listened to their problem

Figure 6.12 Doctor gave all information about the treatment.



According to fig 6.12, 42 respondents out of 50 strongly agreed that the doctors gave them all information about the treatment.

Figure 6.13 Reports of test where dispatched at scheduled time.



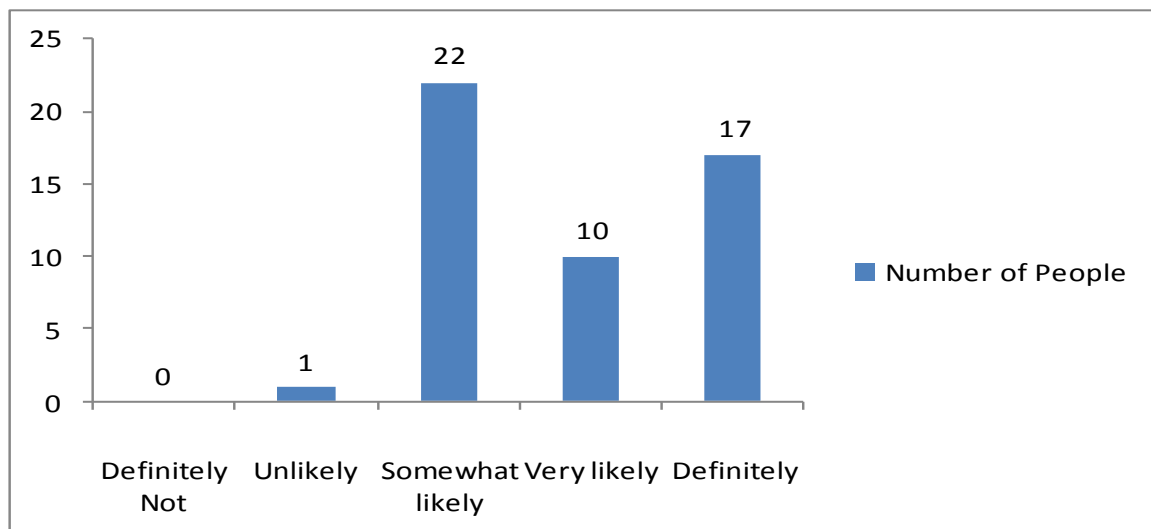
According to fig 6.13, 31 respondents out of 50 strongly disagreed that the reports were dispatched on time.

Table 6.1 How did you come to know about this hospital

Sources of Information	Number of Patients
Friends & family	17
Newspaper Advertisement	13
Magazine Advertisement	0
Bill boards	11
Internet	4
Other sources	5

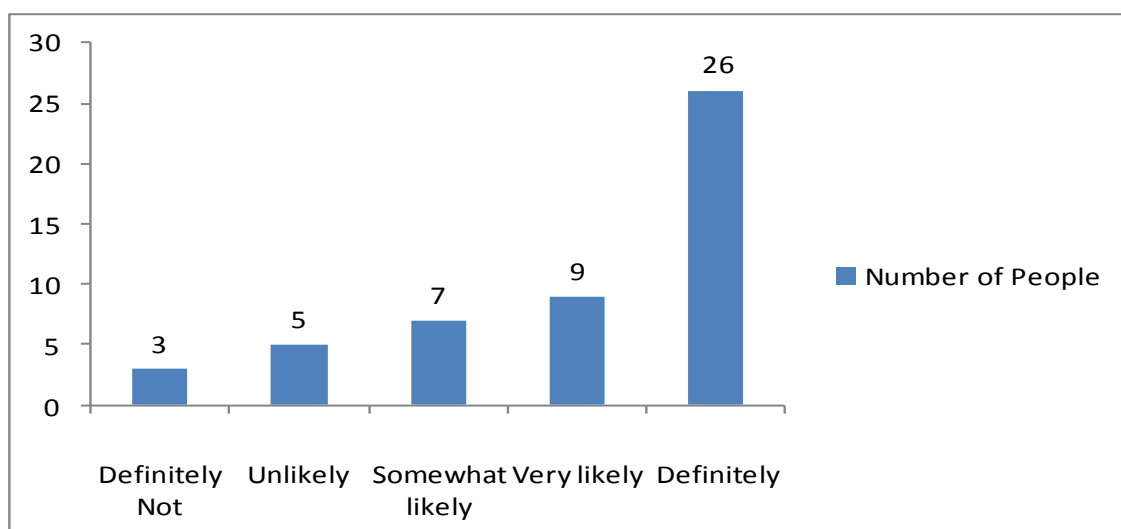
According to Tab 6.1, 17 respondents out of 50 came to know about this hospital from family and friends, 13 respondents came to know from newspaper advertisement, 11 respondents came to know from hoardings, rest came to know from internet, radio teasers, television scrolls.

Figure 6.14 How likely are you going to use hospital services



According to fig 6.14, 22 respondents out of 50 were of the opinion that they are somewhat likely going to use hospital services again and 27 respondents were of the opinion that they are going to definitely use hospital services again

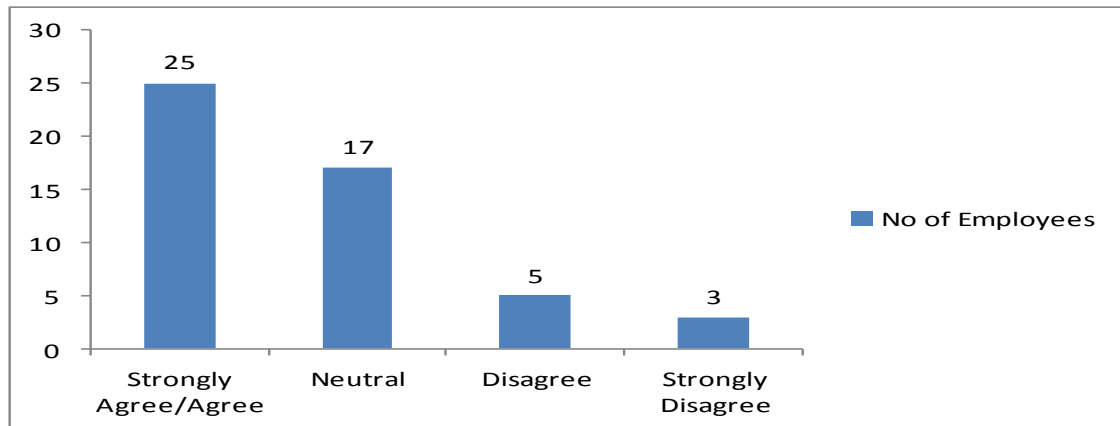
Figure 6.15 Would you recommend the hospital to others



According to fig 6.15, 26 respondents out of 50 are definitely going to recommend hospital to Others.

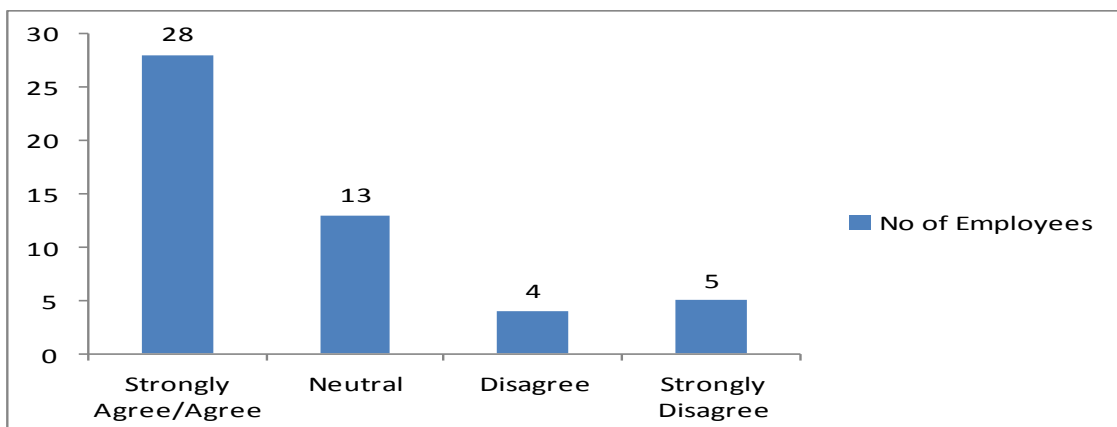
Employees Perception About Hospital Services

Figure 6.16 The hospital gives value to patient's need



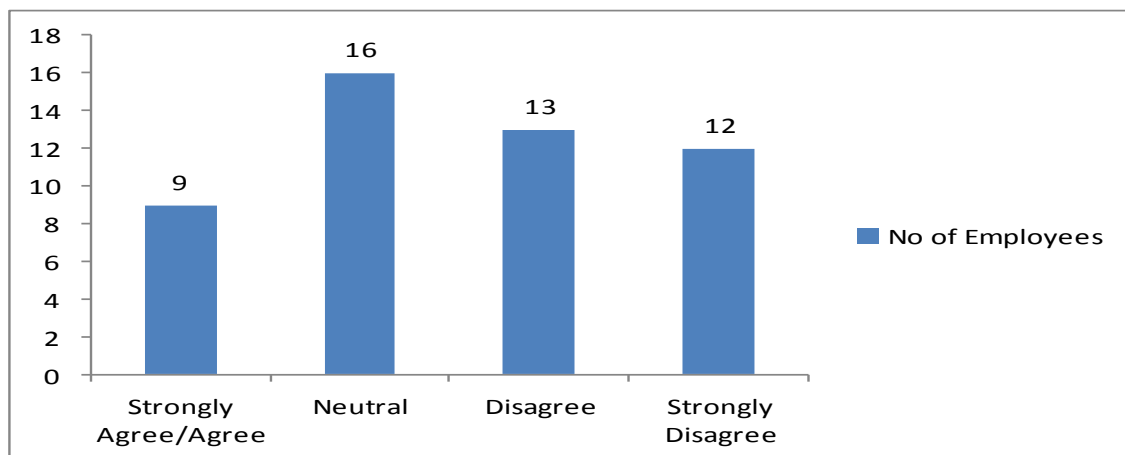
According to fig 6.16 , 25 respondents out of 50 strongly agreed that hospital gives value to patients need and 8 respondents disagreed that hospital gives value to patients need.

Figure 6.17 The hospital identifies different customer type and gives treatment accordingly



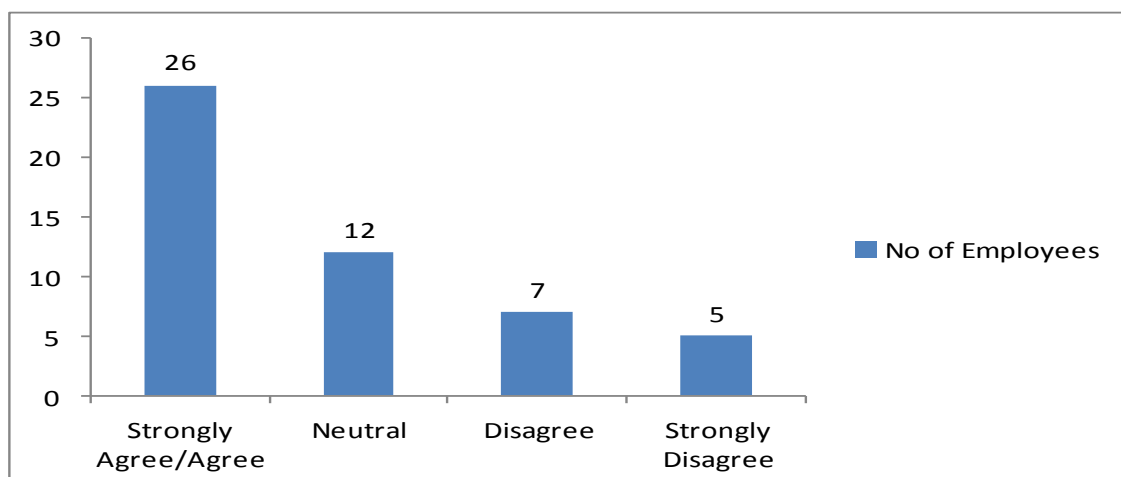
According to fig 6.17, 28 respondents out of 50 strongly agreed that hospital identifies different customer type and gives treatment accordingly.

Figure 6.18 The hospital has mechanism for timely distribution of information and reports



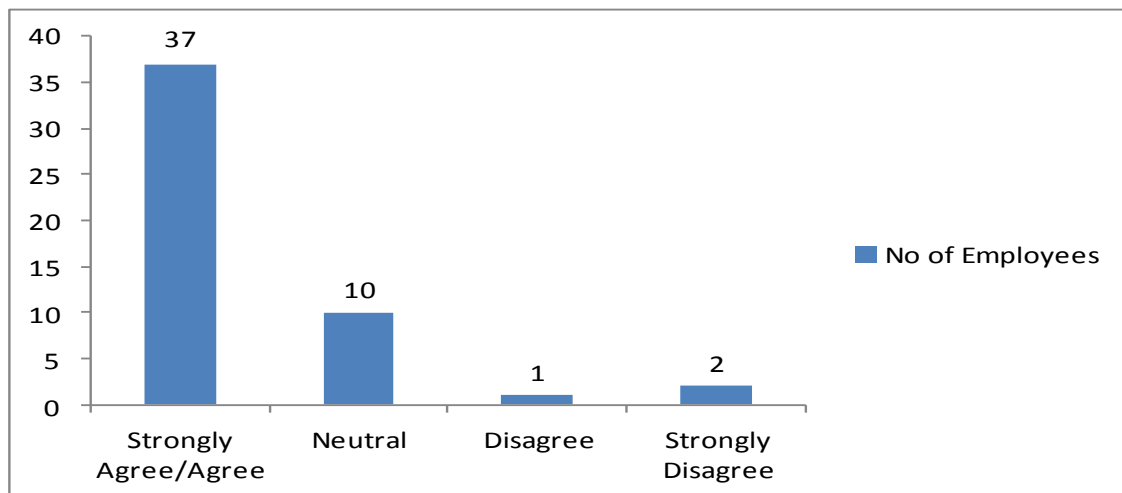
According to fig 6.18, 25 respondents out of 50 strongly agreed that hospital does not have mechanism for timely distribution of information and reports and 9 respondents agreed.

Figure 6.19 The hospital attends to patient's complaints promptly



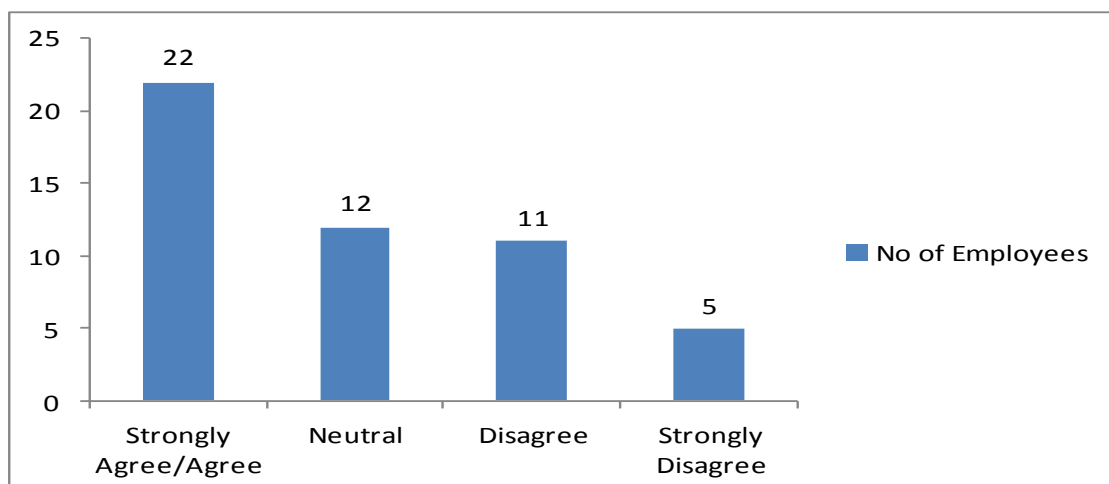
According to fig 6.19, 26 respondents out of 50 strongly agreed that hospital attends to patients complaints promptly.

Figure 6.20 The hospital keeps patient information for future reference



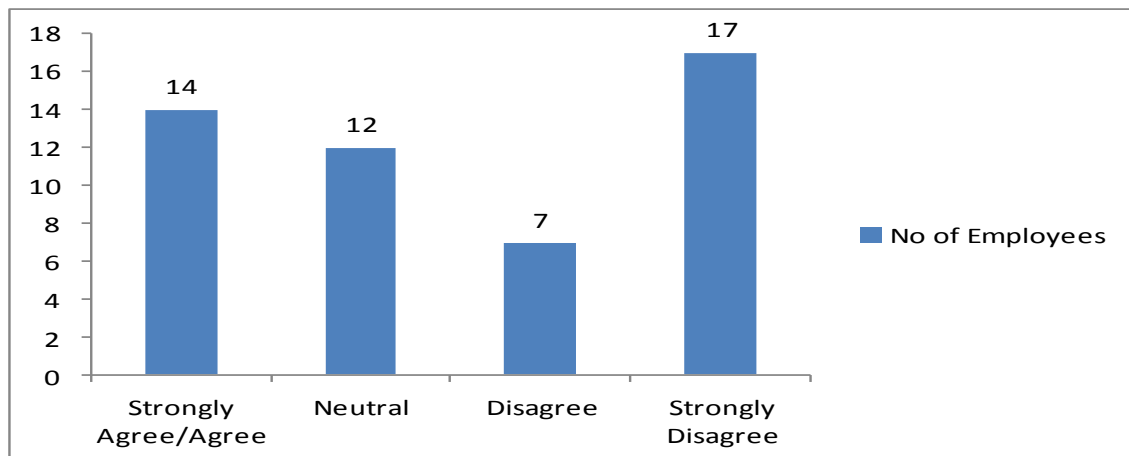
According to fig 6.20, 37 respondents out of 50 strongly agreed that hospital keeps patient information for future reference

Figure 6.21 The hospital pays attention to patient retention



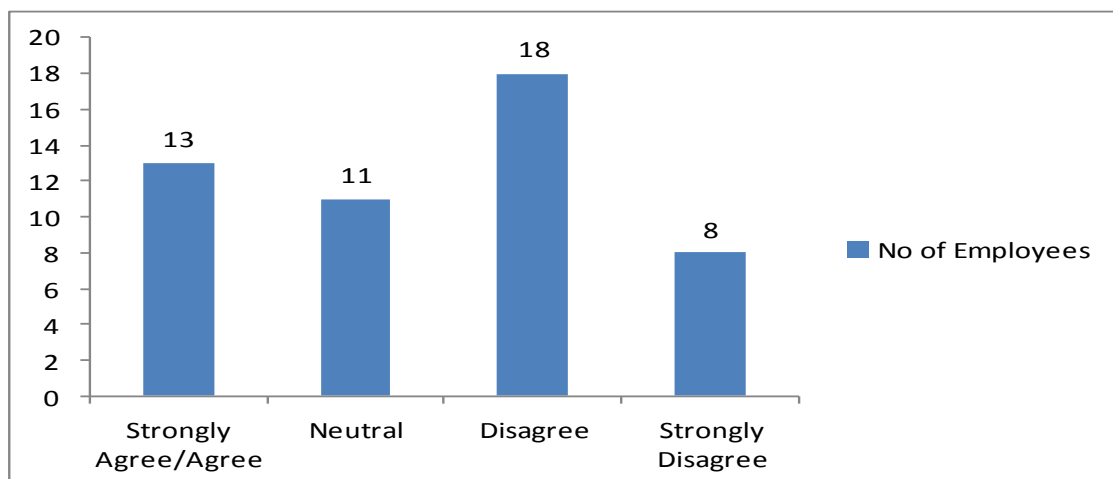
According to fig 6.21, 22 respondents out of 50 strongly agreed that hospital pays attention to patient retention and 16 respondents disagreed that hospital pays attention to patient retention.

Figure 6.22 The hospital provides relevant information on regular basis to respective department



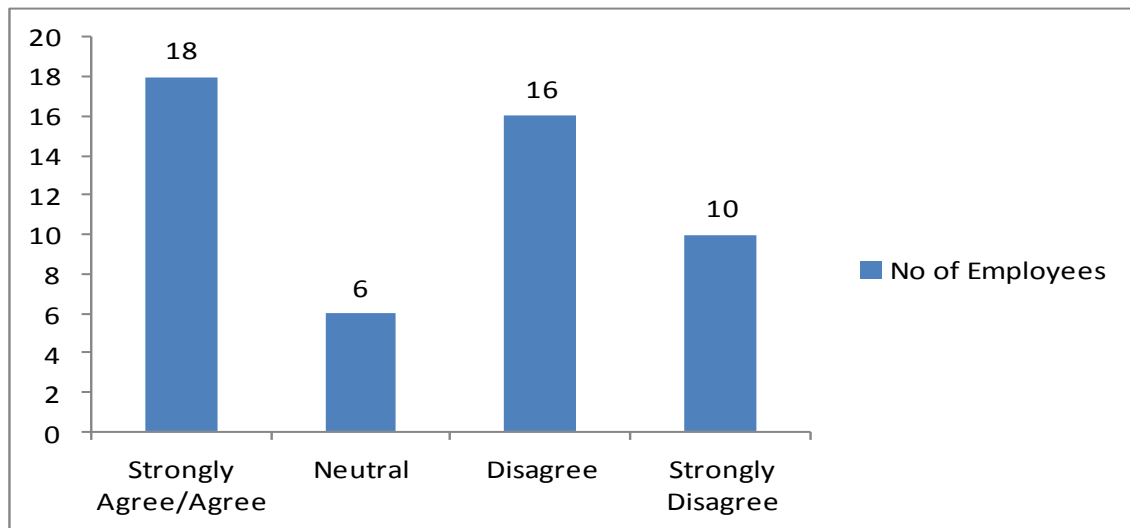
According to fig 6.22, 24 respondents out of 50 strongly disagreed that hospital provides relevant information on regular basis to respective department, 14 respondents agreed that hospital provides relevant information to respective department.

Figure 6.23 The hospital has dedicated staff for database management of patients



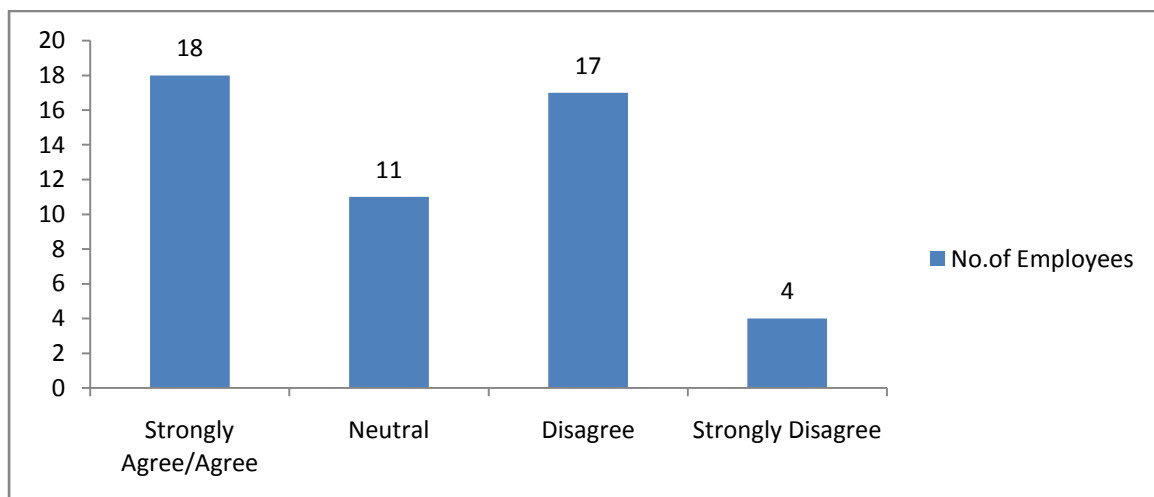
According to fig 6.23, 26 respondents out of 50 strongly disagreed that hospital has dedicated staff for database management of patients, 13 respondents agreed that hospital has dedicated staff for database management

Figure 6.24 The hospital provides with specific training for maintaining customer relationship



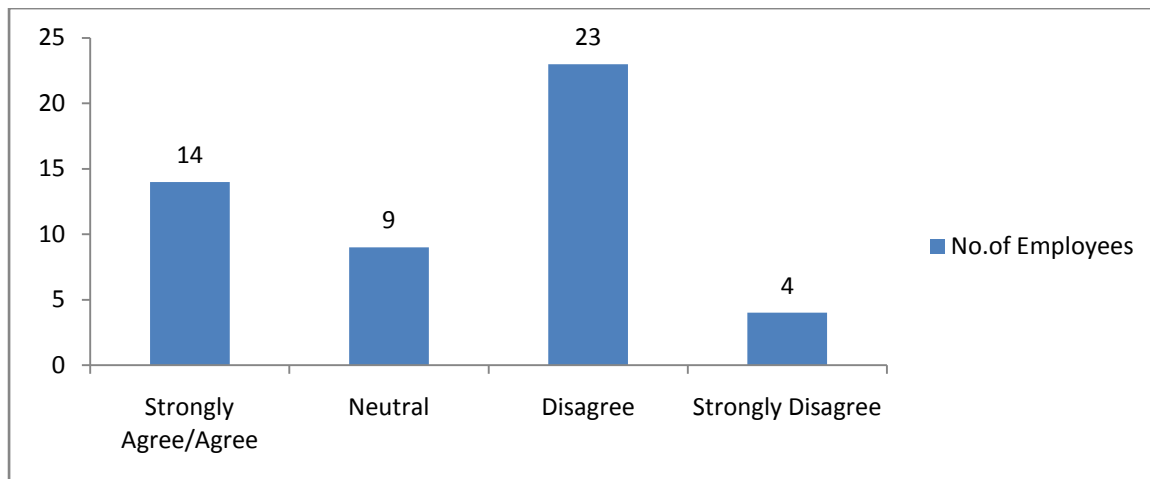
According to fig 6.24, 26 respondents out of 50 strongly disagreed that hospital provides with specific training for maintaining customer relationship, 18 respondents agreed that hospital provides specific training for database management.

Figure 6.25 The hospital has mechanism to resolve problem together for better relationship with patient



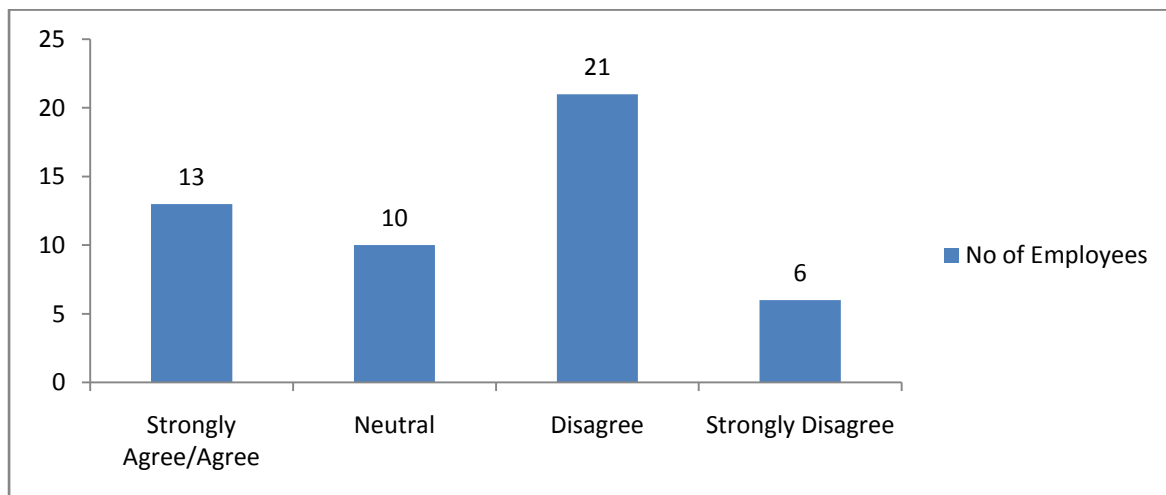
According to fig 6.25, 21 respondents out of 50 strongly disagreed that hospital has mechanism to resolve problem together for better relationship with patient, 18 respondents agreed that hospital has mechanism to resolve problem together.

Figure 6.26 The hospital has offerings in line with patient's need



According to fig 6.26, 27 respondents out of 50 strongly disagreed that hospital has offerings in line with patients need ,14 respondents agreed that hospital has offerings in line with patients need.

Figure 6.27 The hospital gives importance to presentation/analysis of patient information for maintaining patient relationship



According to fig 6.27, 27 respondents out of 50 strongly disagreed that hospital gives importance to presentation/analysis of patient information for maintaining patient relationship,13 respondents agreed that hospital gives importance to analysis of patient information.

Table 6.2 How often hospital tracks patient satisfaction

Frequency of Collection of Data	No of Employees
Daily	24
Weekly	5
Monthly	3
Quarterly	2
Semi-annually	0
Yearly	0
Any other procedure	0
Never	16

According to Tab 6.2, 24 respondents out of 50 said that hospital tracks patient satisfaction daily, 16 respondents said that hospital never tracks patient satisfaction levels

Table 6.3 How is patient satisfaction primarily tracked

Mode of Collection of Data	No of Employees
Feedback forms	21
Follow up telephone calls	8
Outside firm hired to track patient satisfaction	4
Suggestion boxes placed at different facilities	10
Other	1
Not tracked	6

According to Tab 6.3, 21 respondents out of 50 said that hospital tracks patient satisfaction through feedback forms, 8 respondents said that it is through follow up telephone calls, 6 respondents claimed that it is never tracked.

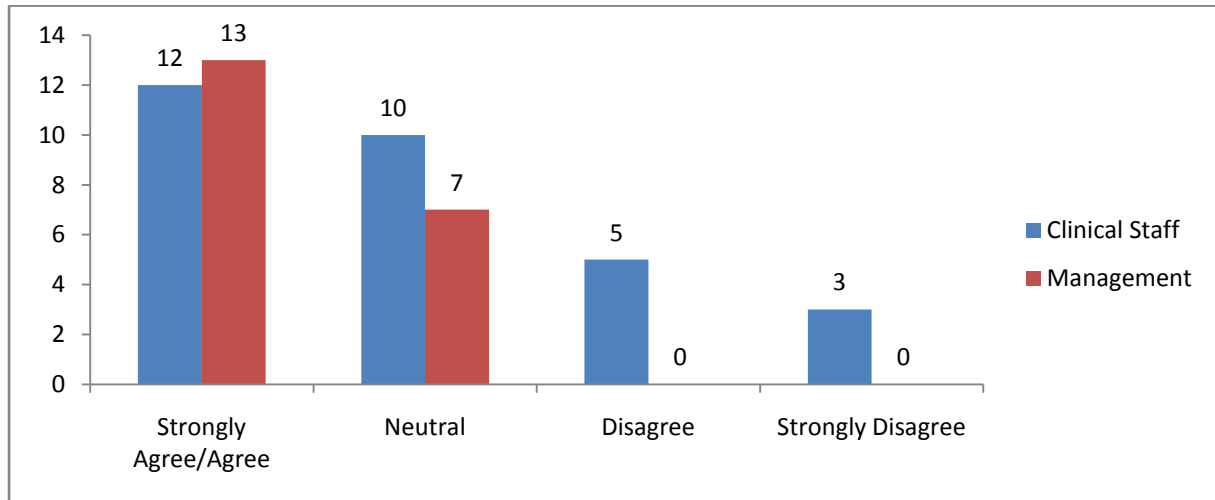
Table 6.4 What is most compelling reason for hospital to work on patient satisfaction

Reason To work On patient Satisfaction	No of Employees
Fear of losing patients to competitors	9
Fear of losing employer contract	7
Fear of increase regulation	13
Fear of damage to organization reputation	15
Others	6

According to Tab 6.4 , 15 respondents out of 50 said that hospital works on patient satisfaction as there fear of damage to organization reputation,13 respondent said there is fear for increase regulation,9 respondents were of opinion that there fear of losing patients to competitors,6 respondents quoted other reasons as goodwill in society, serve patient lifelong, passion of the narayana group to work for society .

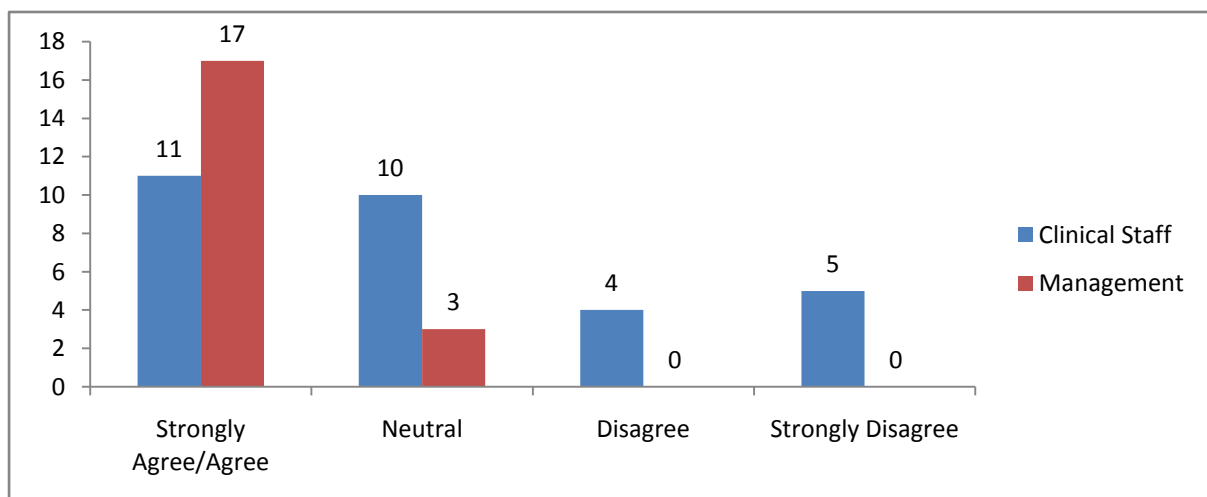
Comparison Of Opinions, Clinical Staff & Management Towards Hospital Services Highlighting Areas of Resistance

Figure 6.28 The hospital gives value to patient's need



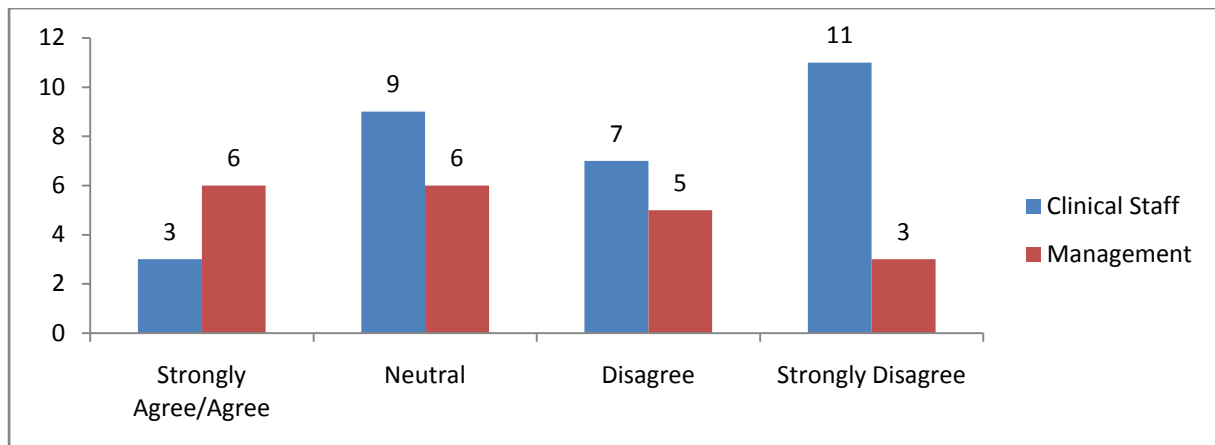
According to fig 6.28, 12 respondents out of 30 clinical staff questioned and 13 respondents out of 20 people from management questioned were of the opinion that hospital gives value to patient's need.

Figure 6.29 The hospital identifies different customer type and gives treatment accordingly



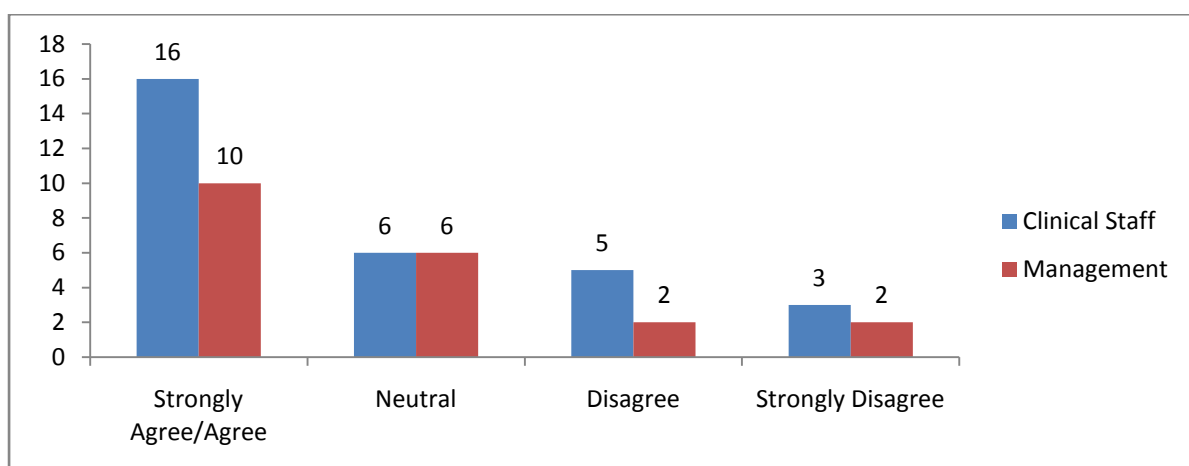
According to fig 6.29 , 11 respondents out of 30 clinical staff questioned and 17 respondents out of 20 people from management questioned were of the opinion that hospital identifies different customer type and gives treatment accordingly

Figure 6.30 The hospital has mechanism for timely distribution of information and reports



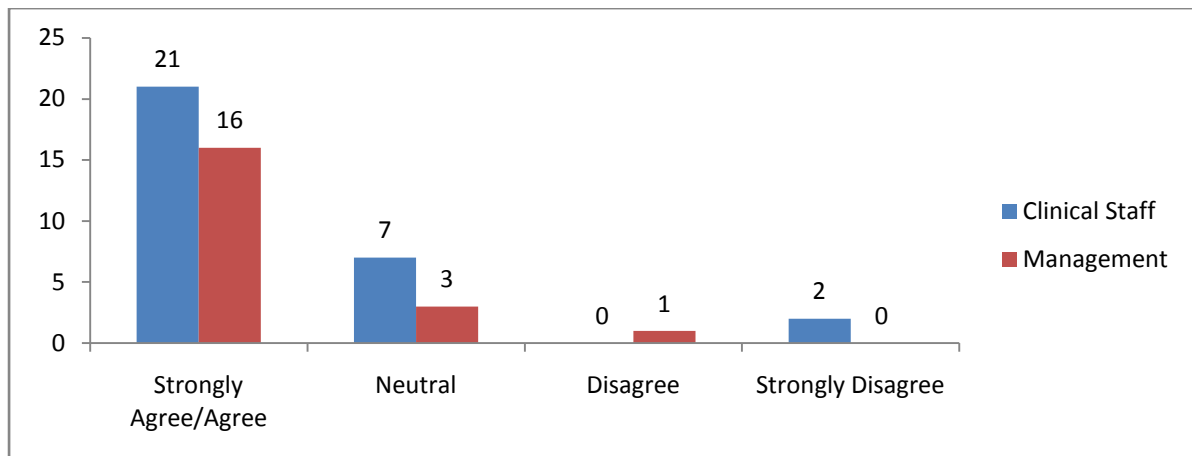
According to fig 6.30, 18 respondents out of 30 clinical staff questioned and 8 respondents out of 20 people from management questioned were of the opinion that hospital does not have mechanism for timely distribution of information and reports

Figure 6.31 The hospital attends to patient's complaints promptly



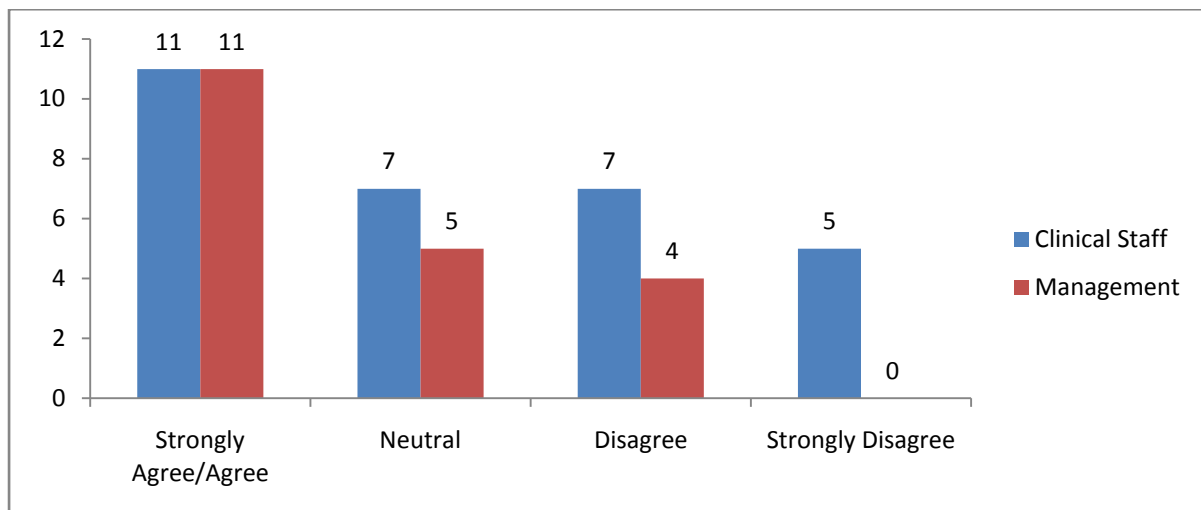
According to fig 6.31, 16 respondents out of 30 clinical staff questioned and 10 respondents out of 20 people from management questioned were of the opinion that hospital attends to patient's complaints promptly

Figure 6.32 The hospital keeps patient information for future reference



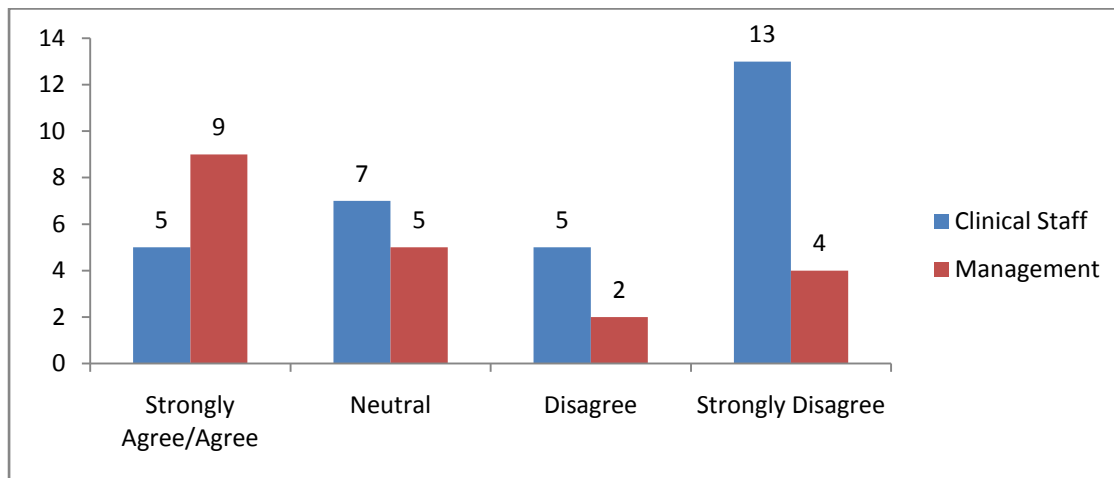
According to fig 6.32, 21 respondents out of 30 clinical staff questioned and 16 respondents out of 20 people from management questioned were of the opinion that hospital keeps patient information for future reference

Figure 6.33 The hospital pays attention to patient retention



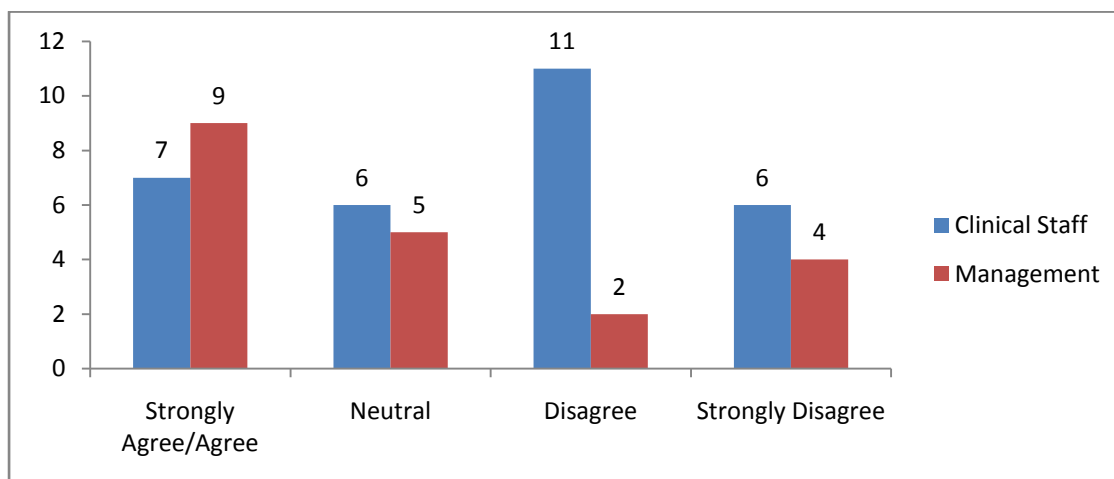
According to fig 6.33, 11 respondents out of 30 clinical staff questioned and 11 respondents out of 20 people from management questioned were of the opinion that hospital pays attention to patient retention

Figure 6.34 The hospital provides relevant information on regular basis to respective department



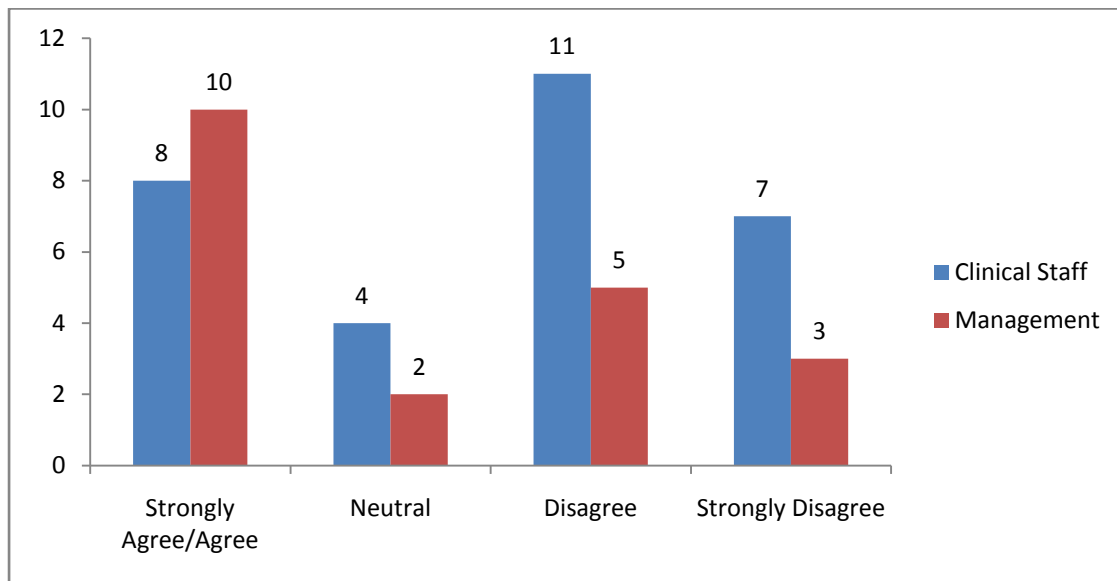
According to fig 6.34, 18 respondents out of 30 clinical staff questioned and 6 respondents out of 20 people from management questioned were of the opinion that hospital does not provides relevant information on regular basis to respective department

Figure 6.35 The hospital has dedicated staff for database management of patients



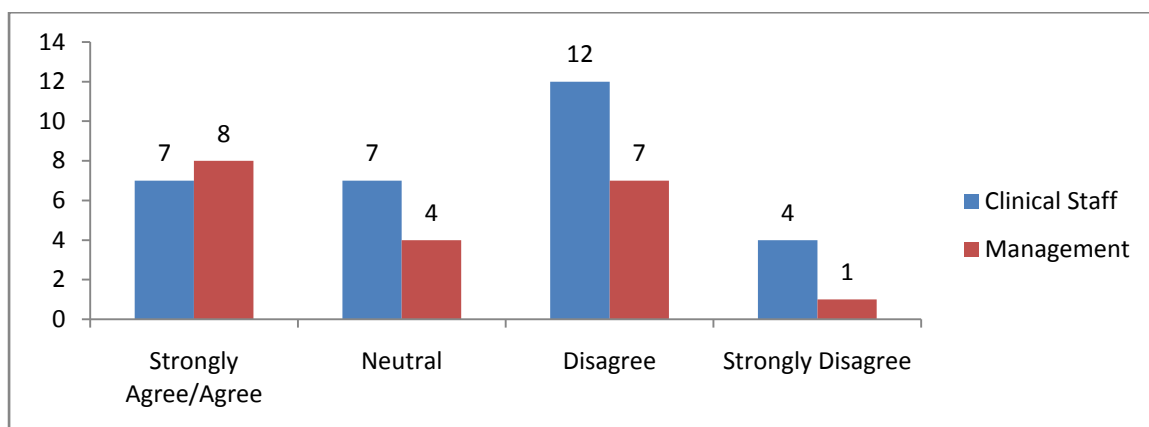
According to fig 6.35, 17 respondents out of 30 clinical staff questioned and 6 respondents out of 20 people from management questioned were of the opinion that hospital does not have dedicated staff for database management of patients

Figure 6.36 The hospital provides with specific training for maintaining customer relationship



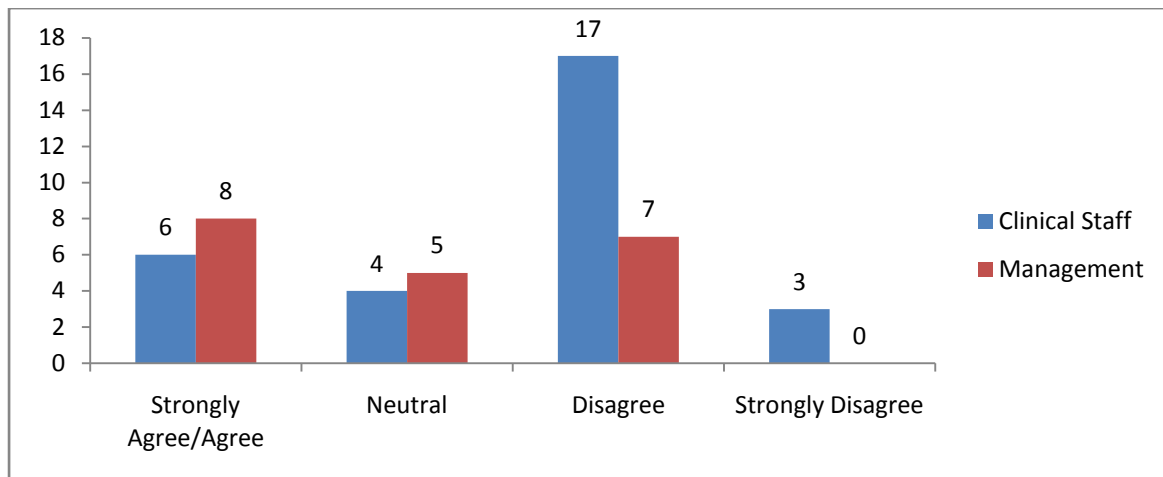
According to fig 6.36 , 17 respondents out of 30 clinical staff questioned and 8 respondents out of 20 people from management questioned were of the opinion that hospital does not provides with specific training for maintaining customer relationship

Figure 6.37,The hospital has mechanism to resolve problem together for better relationship with patient



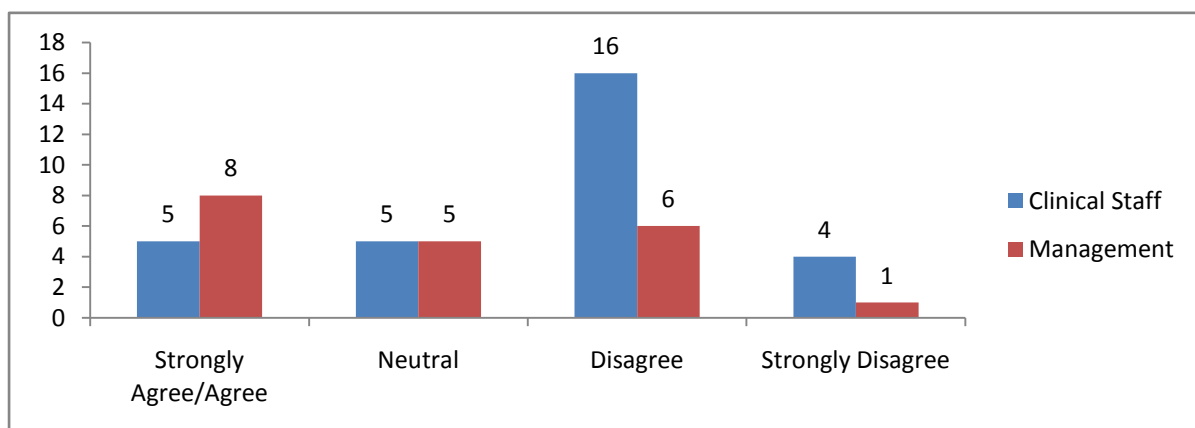
According to fig 6.37, 16 respondents out of 30 clinical staff questioned and 8 respondents out of 20 people from management questioned were of the opinion that hospital does not has mechanism to resolve problem together for better relationship with patient

Figure 6.38 The hospital has offerings in line with patient's need



According to fig 6.38, 20 respondents out of 30 clinical staff questioned and 7 respondents out of 20 people from management questioned were of the opinion that hospital does not have the offerings in line with patient's need

Figure 6.39 The hospital gives importance to presentation/analysis of patient information for maintaining patient relationship



According to fig 6.39, 20 respondents out of 30 clinical staff questioned and 7 respondents out of 20 people from management questioned were of the opinion that hospital does not gives importance to presentation/analysis of patient information for maintaining patient relationship

Table 6.5 How often hospital tracks patient satisfaction

Frequency of Collection of Data	Clinical Staff	Management
Daily	11	13
Weekly	4	1
Monthly	1	3
Quarterly	1	1
Semi-annually	0	0
Yearly	0	0
Any other procedure	0	0
Never	13	2

Table 6.6 How is patient satisfaction primarily tracked

Mode of Collection of Data	Clinical Staff	Management
Feedback forms	10	13
Follow up telephone calls	4	1
Outside firm hired to track patient satisfaction	2	3
Suggestion boxes placed at different facilities	8	1
Other, please specify	1	0
Not tracked	5	0

Table 6.7 What is most compelling reason for hospital to work on patient satisfaction

Reason To work On patient Satisfaction	Clinical Staff	Management
Fear of losing patients to competitors	6	5
Fear of losing employer contract	4	1
Fear of increase regulation	7	3
Fear of damage to organization reputation	12	6
Other, please specify	1	5

7. DATA ANALYSIS

Reliability Statistics

Cronbach's Alpha	N of Items
.763	16

Interpretation: Cronbach alpha is a measure of reliability. More specifically; alpha is a lower bound for the true reliability of the survey. Mathematically, reliability is defined as the proportion of the variability in the responses to the survey that is the result of differences in the respondents. It also measure the of internal consistency that is how closely a set of items are related as a group .According to statistics (normal value-.7), it is found that questionnaire used in the study is .76 reliable that is justifies the topic taken for the study.

8. DISCUSSION

-Patients opinion for some of the services rendered by hospital as:

- ⊙ Hospital staff helped them to resolve their concerns
- ⊙ Staff is enthusiastic and courteous in providing services
- ⊙ *Patients seems to be satisfied by information provided at the time of booking appointment ,but this service needs to be monitored regularly as we have 25% of sample population not satisfied.*
- ⊙ *Timely availability of information by hospital staff is major area of concern as found more then 50% of sample population studied were not at all satisfied.*
- ⊙ Patients found physical facility and hospital environment up to the mark.
- ⊙ Organization has a proper mechanism for the prompt redressal of problem
- ⊙ *Duration of waiting time showed a 50% response from sample population studied (both agreed and disagreed)*
- ⊙ Searching for Doctors chamber showed higher degree of dissatisfaction.
- ⊙ Patients were satisfied to greater extent by doctor's attitude as well as there way of treating patients.
- ⊙ *Waiting time for report results was major area of dissatisfaction; with more then 50% sample population seems to be juggling to get their reports on time.*
- ⊙ Large number of patients coming to hospital got information from friends and family with newspaper advertisement playing secondary report
- ⊙ Almost 50% of the population studied is going to use services again ,in fact more than 50% of population is going to recommend hospitals to others

-Employees Opinion about the functioning of hospital (Clinical Staff and Management)

- ⊙ Employees strongly agreed that hospital gives value to patient's need, identifies different customer type and gives treatment accordingly, attends to patient complaints promptly and keeps patient information for future reference.
- ⊙ Lot of differences are found on some of the points between staff involved in direct patient care and management which include:
 - 50% of clinical staff population studied were of the opinion that hospital does not have mechanism for timely distribution of information and reports where

as management more than 50% of management study population were of the opinion that there is proper mechanism.

- Management as well clinical staff showed some consensus on the point that hospital pays attention to patient retention.
- 60% of clinical staff population were of the opinion that hospital does not provide relevant information on regular basis to respective department
- More than 70% of clinical staff population studied were of the opinion that hospital neither has dedicated staff for database management of patient nor provides specific training to employees for maintaining customer relationship.
- 60% of clinical staff population were of the opinion hospital lacks the mechanism to resolve problem together for better relationship with patient. Even hospital offerings are not in line with patient's need and hospital does not gives importance to presentation and analysis of patient information for better relationship with patients.
- Some of the employees were of the view that hospital never tracks patient satisfaction and most compelling reason for the hospital to work on patient satisfaction is fear of damage to organization's reputation, second being the fear of losing patient to competitor as well as fear of increase regulation.

9. CONCLUSION

-Some of practices contributing positively for hospital to build long lasting relationship with organization include:

- Hospital identified different customer type and gave treatment accordingly where in satisfaction levels were more than 50% in sample studied
- Hospital gives value to patient need- 50% satisfaction levels
- Hospital attends to patient complaint promptly- 50% satisfaction level
- Hospital keeps patient information for future reference -75% satisfaction level
- Hospital staff was courteous ,enthusiastic in providing services ,helped to resolve all the concerns-80% satisfaction levels
- Hospital ambience and smooth distribution of information at the time of booking appointment-contributed -65%
- Doctor' behaviour and their competency played significant role -90% satisfaction level

-Some of the practices which need lot of improvement include:

- Timely information was not given by the hospital to patient contributed -50% dissatisfaction levels
- Duration of waiting time is not comfortable for patients-50% dissatisfaction levels
- Doctor's chamber was also not easily located-50% dissatisfaction levels
- Reports were not dispatched at scheduled time -70 % dissatisfaction levels
- Hospital lacks mechanism for timely distribution of information and reports-50% dissatisfaction levels
- Hospital does not provide relevant information to respective departments-60% dissatisfaction levels
- Hospital neither has dedicated staff for database management of patients nor specific training is provided for maintaining customer relationship and it also does not gives importance to presentation and analysis of patient information
- Hospital also lacks integrated approach to resolve problems together for better relationship with patient-50% dissatisfaction levels

- Hospital need to streamline its offerings according to patient needs as well

-Effectiveness of Traditional CRM Practices can be evaluated as:

- 35% patient coming to hospital came to know about this through family and friends.
- Only 8% patients came to know about this hospital through social media which needs lot of up gradation
- Almost 70% of patients are going to use services again and 50% of sample studied is going to recommend hospital to others.

-Areas of Improvement include:

- Frequency of data collection about patient satisfaction needs to be increased as demonstrated by data collected 30% to 40% feedbacks from patients coming to hospital is not been recorded
- Modes of collection of patient data also have to be increased as of now hospital is concentrating only on feedback forms for getting the quality of services evaluated by patients.
- According to employees reason for organization to work on patient satisfaction is mainly fear of damage to organization reputation followed by increase in regulation and fear of losing patients to competitors.

-Review of General Resistance principles from management includes

- According to management there is mechanism for timely distribution of reports and information but more then 50% clinical staff disagreed to this point. Even they showed higher level of disagreement to the point that hospital provides information on regular to respective departments-60% dissatisfaction levels. Opinion also differed on large extent about infrastructural requirements as well as training of staff for maintaining customer relationship .No proper mechanism to solve problem together was also point of disagreement.

10. DIMENSIONS OF CRM

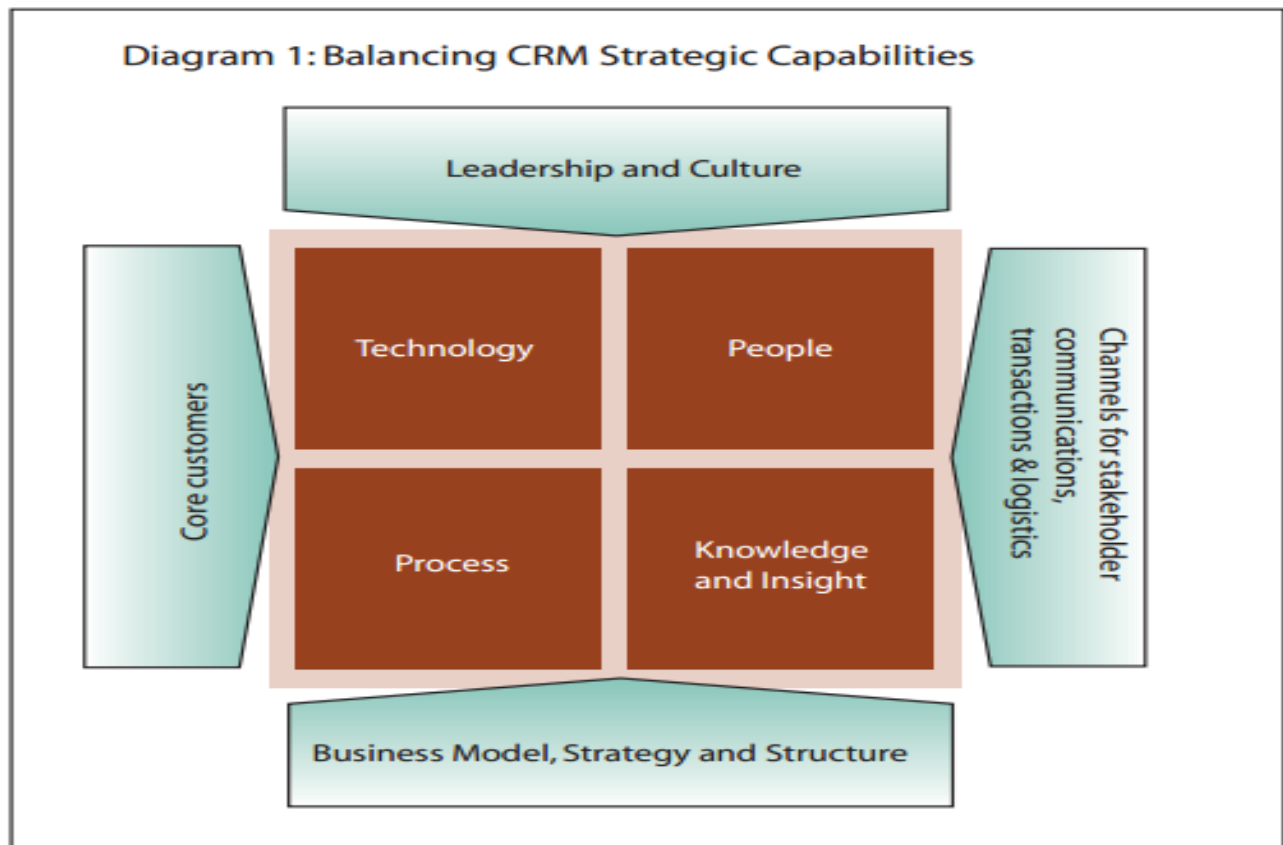
Any new hospital right from its inception should work intensively on getting trust of people which lead to building an everlasting relationship with patients helping in patient retention and thereby ultimately turning into loyal customer for the organization.

Few of dimensions on which hospital can work for maintain customer relationship include:

- ⦿ Patient Centered
 - giving value, designing offerings and rendering services according to patients' need
- ⦿ Regular Interaction
 - through feedback forms, personal interaction by hospital staff, following people on social media, follow up phone calls
- ⦿ Information Support
 - proper hierarchy of information flow should be followed, information provided should be on regular basis, genuine, given on right time and should be appropriate
- ⦿ Infrastructural Assistance
 - use of specific and advanced technology for database management
- ⦿ Effective Management
 - to have control of all activities (operationally and financially) performed, empowering and collaborating employees to achieve common goal

INTEGRATIVE FRAMEWORK FOR CRM

-Hospital should develop attributes that affect customers' perceptions of value, how patients can be attached with the organization, focus on customer information systems .



Processes: the processes hospitals use to access and interact with their patients in the pursuit of new value and mutual satisfaction.

- Patient collaboration to jointly plan and create new value, differentiated by class of customer.
- Collaboration with distribution channel intermediaries and suppliers to achieve logistics required at different departments on time.
- Embedding business rules into CRM databases so that customers' behaviours trigger appropriate actions

Technology: the technology that supports CRM people: the skills, abilities and attitudes of the people who manage CRM.

- Integration of the patient's various touch points with the hospital
- Development of a single, real-time view of each patient with enhanced features
- Rely on automation: Many of the tasks associated with data entry can be automated. Take advantage of this automation wherever possible; not only will it decrease the chances that an error will find its way into your system, but it will also free up your employees from wasting valuable time on menial, repetitive tasks.
- Mine the data : CRMs are designed to capture and organize massive amounts of data. The problem is that many organizations don't bother turning that data into anything actionable. The best CRMs are those that come with built-in analytics features, which use advanced programming to mine all of the captured data, and to use that information to produce valuable conclusions which can be used to inform future business decisions. If you fail to properly analyze the data that your CRM procures, then all of that valuable information is doing little more than taking up storage space.
- Keep whole system easy and user friendly
- Hospitals need content that is interesting and relevant on all platforms, in order to make that emotional and rational connection that is necessary for engagement. Consumers want in-depth information, and they want it now. It should also deliver targeted messages around topics relevant to the buying stages (information at the prospect stage and offers at later)
- Geo-location: Mobile phone signals, track patient movements around, can even identify repeat patients and keep a record of them. It is now possible to push messages to patients for next appointment, reminders about their checkups specific to patient's condition.
- Personalization and customization:

People

- Recognizing that employees have different needs just as patients do, and trying to provide each with the value they want from the hospital
- Creating a self-serve capability to enable employees to take more control of their informed decisions, including what and when they learn ,more training to enhance their skill
- Train your workforce well for proper implementation of CRM practices
- Empower frontline workers

-Focus on collaboration: A major benefit that CRM has over traditional systems is its potential for improving cooperative efforts. By making the same information accessible across various departments, CRMs promise to do away with the confusion

Knowledge and insight

-The approaches hospital uses to add value to patient data so that they acquire the knowledge and insight needed to deepen the relationships that matter.

-The scale and scope of these capabilities are affected by factors such as the core customers on which the firm has chosen to concentrate, the leadership and culture of the organization, the channels the hospital uses for stakeholder communications, transactions and logistics and the firm's business model, strategy and structure

-Many companies measure the return on investment (ROI) of their CRM programs
Measurements such as these also help a company decide how much to invest to keep existing customers and how much to spend to attract new customers. This is effectively changing the paradigm in media spending from considering costs in dollars per thousand people to dollars per priority customer.

-Hospitals should lay emphasis on developing patient-service teams which looks after patient holistically from entrance in hospital till patient discharges and also follow up and this team is responsible for tracking patient throughout, they should also check most priority patients of their hospital. Members of this team are drawn from many areas within the hospital, marketing, operations, nursing, finance, facility services and clinical representative.

Implications for Management

Managers now developing a stakeholder-centric focus for their organizations may find that they now have additional roles and responsibilities. These can include:

1. Providing a compelling vision to keep the organization focused on CRM strategically, tactically and in real time, continuously and mutually with key stakeholders.
2. Bringing all patient data together in a single location, aligning processes among stakeholders in the service of the end customer, and smoothly integrating the CRM activities of other executives, lines of business and functional areas.

3. Selecting among the often competing requests for projects, funds and people, in accordance with the CRM vision.
4. Helping management and staff at all levels to understand CRM concepts and the firm's vision for CRM, as well as communicating customer, market and profitability data to describe the firm's progress as it proceeds on its CRM journey.
5. Setting expectations to help individuals and groups align their performance with the goals for CRM. Many companies have a large variable component in their compensation structure, for example, which can reward behaviours that run counter to CRM principles. People need to know the link between CRM and their own success or the initiative might be seen as just another program. Among the many aspects of change management organizations typically employ are the recognition of individual and group achievements.
6. Ensuring that a sufficient flow of people, time, money and knowledge goes to the CRM areas that need these resources.
7. Ensuring that that financial and operational controls are in place to monitor and improve customer performance and that any trust that might have been extended to any stakeholder under the CRM vision is not abused.

Practices To Be Followed For CRM Implementation

Get sponsorship from the top brass. Build a comprehensive CRM team. Define your Organization's objectives: Your CRM strategy must be designed with your Organization's objectives and patient requirements in mind. Consider life stages. Differentiate: identify your patient segments - Understand your patients - what they want, and how they want it from you. Define patient experience goals and have integrated patient strategy. Define and map data requirements and standardize data. Developing a system to listen and respond patient in timely manner. Dialogue with your patients .Develop success metrics .Create patient engagement programs (acquisition, growth and retention). Monitor the patient experience. Communicate your successes to the rest of the organization, identify quick wins.Senior leadership appreciates a more efficient and effective organization. Make sure to keep them informed of what's happening along the way so they see the strategic importance of making

the necessary resources and funding available—and the value that is being delivered from that investment

11. LIMITATIONS

- Sample collected represents a very small percentage of population studied.
- Infrastructural elements for CRM practices were not studied

12. ETHICAL CONSIDERATIONS

-Exploitation of consumer privacy and value-If a customer starts to anticipate what a firm will do with this data after it collects them, that customer may modify its behaviour and choose to try and gain a larger share of the value-creation. This often results in unstable relationships and may be a reason for termination. Issues with favoritism and differential treatment with respect to patient. Ethical issues originating with the collection of customer data for CRM are related to secure collection methods and to the verification of the information. Storing CRM Data- Data is only stored with the agreement of the customer. Customers must be able to view their data and either change their data or ask for it to be changed. Customers can withdraw from the program, and such a withdrawal causes their data to be erased. Using CRM Data- Given that much of the customer data for CRM is sensitive, organization ensure that the data is kept private to the maximum extent possible. To achieve this, the organization must store the data in a form or in a location not generally accessible. The data must only be consulted when necessary for the fulfillment of a CRM task, and only those employees who handle the data to complete the task are able to access the data.

13. REFERENCES

Ogunnaike, Olaleke Oluseye. (2014).An Exploratory Analysis of Market Orientation and Perceived Corporate Image in Education Marketing, *European Journal of Business and Management* Vol.6, No.25.Kuo-Chung Shang¹ and Chin-Shan Lu².(2012).CUSTOMER RELATIONSHIP MANAGEMENT AND FIRM PERFORMANCE: AN EMPIRICAL STUDY OF FREIGHT FORWARDER SERVICES, *Journal of Marine Science and Technology*, Vol. 20.Aliyu Olayemi Abdullateef, Sany Sanuri Mohd Mokhtar, and Rushami Zien Yusoff.. (2010).The impact of CRM Dimensions on Call Center Performance, *International Journal of Computer Science and Network Security*, VOL.10 No.12.Christos Giannakis-Bompolisa, Christina Boutsoukib* aAristotle. (2014). Customer Relationship Management in the Era of Social Web and Social Customer: An Investigation of Customer Engagement in the Greek Retail Banking Sector, *Procedia - Social and Behavioral Sciences* 148.Abdul Alem Mohammed, Basri bin Rashid. (2012)., Customer Relationship Management (CRM) in Hotel Industry: A framework Proposal on the Relationship among CRM Dimensions, Marketing Capabilities and Hotel Performance, *International Review of Management and Marketing* Vol. 2, No.4

Questionnaire for Patients

Name:

Age:

Gender:

Address:

State:

Occupation:

Express your level of agreement for the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Hospital staff helped you to resolve all your concerns.	☐	☐	☐	☐	☐
Hospital staff is enthusiastic in providing services.	☐	☐	☐	☐	☐
Hospital staff is courteous by nature.	☐	☐	☐	☐	☐
There is smooth distribution of information by hospital staff at the time of booking appointment.	☐	☐	☐	☐	☐
Timely information given by hospital staff as per your requirement.	☐	☐	☐	☐	☐
Physical facilities provided by the hospital are appropriate.	☐	☐	☐	☐	☐
Hospital environment is clean.	☐	☐	☐	☐	☐
Hospital has a proper mechanism for prompt redressal of problem.	☐	☐	☐	☐	☐
Duration of waiting time is comfortable.	☐	☐	☐	☐	☐
Doctor's chamber was easily located.	☐	☐	☐	☐	☐
Doctors patiently listen to your problem	☐	☐	☐	☐	☐
Doctor gave all information about the treatment.	☐	☐	☐	☐	☐
Reports of test were dispatched at scheduled time.	☐	☐	☐	☐	☐

- **How did you come to know about this hospital? (More than one option can be ticked)**
 - a) Friends and family members
 - b) Newspaper advertisement
 - c) Magazine advertisement
 - d) Bill boards
 - e) Internet
 - g) Other sources, specify
- **How likely are you going to use hospital services again?**
 - a) Definitely Not
 - b) Unlikely
 - c) Somewhat likely
 - d) Very likely
 - e) Definitely
- **Would you recommend this hospital to others?**
 - a) Definitely Not
 - b) Unlikely
 - c) Somewhat likely
 - d) Very likely
 - e) Definitely
- **Suggestions for improving our services:**

Questionnaire for Employees

Employee id:

Designation:

Department:

Experience (respective field):

Express your level of agreement for the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Hospital gives value to patient's need.	☐	☐	☐	☐	☐
Hospital identifies different customer type and gives treatment accordingly.	☐	☐	☐	☐	☐
Hospital has mechanism for timely distribution of information and reports.	☐	☐	☐	☐	☐
Hospital attends to patient's complaints promptly.	☐	☐	☐	☐	☐
Hospital keeps patient information for future reference.	☐	☐	☐	☐	☐
Hospital pays attention to patient retention.	☐	☐	☐	☐	☐
Hospital provides relevant information on regular basis to respective department.	☐	☐	☐	☐	☐
Hospital has dedicated staff for database management of patients.	☐	☐	☐	☐	☐
Hospital provides with specific training for maintaining customer relationship.	☐	☐	☐	☐	☐
Hospital has mechanism to resolve problem together for better relationship with patient.	☐	☐	☐	☐	☐
Hospital has offerings in line with patient's need.	☐	☐	☐	☐	☐
Hospital gives importance to presentation/analysis of patient information for maintaining patient relationship	☐	☐	☐	☐	☐

- **How often hospital tracks patient satisfaction?**
 - a) Daily
 - b) Weekly
 - c) Monthly
 - d) Quarterly
 - e) Semi-annually
 - f) Yearly
 - g) Any other procedure
- **How is patient satisfaction primarily tracked?(More than one option can be given)**
 - a) Feedback forms
 - b) Follow up telephone calls
 - c) Outside firm hired to track patient satisfaction
 - d) Suggestion boxes placed at different facilities
 - e) Other, please specify
- **What is most compelling reason for hospital to work on patient satisfaction? (More than one option can be given)**
 - a) Fear of losing patients to competitors
 - b) Fear of losing employer contract
 - c) Fear of increase regulation
 - d) Fear of damage to organization reputation
 - e) Other, please specify

Has your hospital initiated any new programmes to improve patient satisfaction, if any name them?