

**Internship
at
Jaypee Hospital, Nodia**

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CONTENTS

	PAGE NO.
1. ACKNOWLEDGEMENT	4
2. ACRONYMS	5
3. LIST OF GRAPHS	6
4. LIST OF TABLES	6
5. DISSERTATION	
Introduction	8
Background of study	8
Scope of study	9
Literature review	10
Rationale	11
Limitations of study	12
6. STUDY DESIGN	
Objectives	13
Methodology	13
Sample size	13
Data collection	13
Data analysis	14
7. IDENTIFICATION OF INDIRECT CUSTOMERS	15
8. MARKETING STRATEGY VIS-À-VIS COMPETITORS	16
9. MARKETING TOOLS USED BY JAYPEE HOSPITAL	16
10. FINDINGS	
Findings from patient's attendants	17
Findings from hospital employees	21
Findings from corporate clients	23
11. ANALYSIS OF FINDINGS VIS-À-VIS OBJECTIVES	24
12. DISCUSSION	
SWOT analysis of Jaypee hospital	27
Marketing mix of Jaypee hospital	28
13. MARKETING CONCEPT THEN AND NOW	30
14. RECOMMENDATIONS AND SUGGESTIONS	37

15. CONCLUSION	39
16. ANNEXURE A	40
17. ANNEXURE B	43
18. ANNEXURE C	45
19. ANNEXURE D	47
20. ANNEXURE E	51
21. ANNEXURE F	53
22. REFERENCES	55

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ACRONYMS

JCI- Joint Commission International

NABH- National Accreditation Board for Hospitals and Healthcare

CRM- Customer Relationship Management

PEM- Patient Experience Management

PRM- Patient Relationship Management

GP- General Practitioner

CME- Continuing Medical Education

PR- Public Relation

OPD- Outpatient Department

IPD- Inpatient Department

USP- Unique Selling proposition

PDCA cycle- Plan, Do, Check and Act cycle

LIST OF GRAPHS

S.NO.	TITLE	PAGE NO.
Graph 1	Reason for selecting the hospital	17
Graph 2	Awareness regarding the hospital	18
Graph 3	Satisfaction level towards promptness of service provider	19
Graph 4	Quality and cost of treatment	20
Graph 5	Perception regarding promotion	21
Graph 6	Improvement of hospital services	22

LIST OF TABLES

SNO.	TITLE	PAGE NO.
Table 1	Selection of hospital	47
Table 2	Awareness regarding hospital	47
Table 3	Perception regarding cleanliness and other facilities	48
Table 4	Behavior of service provider	48
Table 5	Perception of patient's attendants regarding promptness of service provider	49
Table 6	Perception regarding overall quality and cost of treatment	49
Table 7	Adequacy of information revealed at reception and registration desk	50
Table 8	Employee perception regarding overall medical treatment	51

Table 9	Employee's perception regarding effective mode of communication	51
Table 10	Employees suggestion regarding improvement of hospital services	52
Table 11	Employees best liking about the hospital	52
Table 12	Behavior of service provider	53
Table 13	Perception regarding waiting area	54
Table 14	Promptness of staff rendering of overall services	54
Table 15	Perception regarding medical treatment and cost of treatment	54

CHAPTER-1

INTRODUCTION

Jaypee Hospital at Noida is the flagship hospital of the Jaypee Group, which heralds the group's noble intention to enter the healthcare space. This hospital has been planned and designed as a 1200 bedded tertiary care multi-specialty facility and has commissioned 525 beds in the first phase.

The Jaypee Hospital, constructed across a sprawling twenty-five acre campus in Sector 128, Noida is easily accessible from Delhi, Noida and the Yamuna Expressway. The plan, design and construction of the hospital positions itself amongst very few LEED (Leadership in energy and environmental design) certified hospital buildings in India.

The Jaypee Hospital is established on the following fundamental principles:

- Patient centric high quality care
- Evidence based medicine
- Ethical treatment
- Value for money

BACKGROUND OF THE STUDY :-

The study "Identifying and developing marketing strategies for indirect customers" has been done to identify the potential customers of the hospital and develop marketing strategies to understand their expectations, satisfaction level and provide and organize the services as per their need and demand. For a hospital indirect customers are all those stakeholders or potential customers viz.. Suppliers, patient's attendants, visitors of the hospital, mass media, referral doctors, employees of the hospital etc that generate revenue or create brand image and earn benefit indirectly.

This study focuses on the following three groups depending upon the requirement of the hospital

1. Patient's attendants (family members, friends , other relatives)
2. Employees of the hospital (clinical & non-clinical staff, front office & administrative staff)
3. Corporate clients (suppliers, insurance companies, mass media etc)

The broader idea behind this study was to gauge the response of the indirect customers of the hospital and then develop marketing strategies suitable according to the findings and apply them in the hospital

SCOPE OF THE STUDY

The study was conducted with a view to identify the indirect customers of the hospital. Out of plethora of indirect customers available to the hospital, the focus of the study was to put the indirect customers into the following three groups

1. Patient's attendants
2. Employees of the hospital
3. Corporate clients

The outcome of this study empowers the hospital to establish an idea about the need, demand and expectation of the indirect customers. It would also help the hospital to tune its services up to the expectation of the potential customers and give them the opportunity to improve upon its existing services.

Internal marketing is all about creating a good relationship with the employees. It also helps in understanding the corporate client's needs and preferences.

LITERATURE REVIEW

Social marketing is a critical tool to raise the awareness in the communities about the importance of healthcare and to publicize upcoming services, thereby increasing the effectiveness of intervention programs.

In order to raise sufficient awareness and disseminate the most relevant materials it is important to carefully assess the patient population based on health behavior, literacy levels, economic status, barriers to access and logistics of information transmission.

For social marketing purposes, it is imperative to research all of these challenges that are prevalent in the community, including the location of service facilities and travel logistics, socio-economic obstacles, lack of information and harmful health behaviors.

Social marketing can be highly beneficial as it not only allows services to reach the maximum amount of people but it can also decrease the cost of healthcare and improve sustainability of health institutions.

Berry and Parasuraman (1991) suggested that a firm must realize the potential of internal marketing i.e. attraction, development, motivation and retention of qualified employees through need marketing job products.

Evans and Berman(1993) argued that a service firm's goal should be to develop and enact such a marketing strategy that enables customers to perceive its offering in a tangible manner. The marketing strategy adopted should make the service less perishable and encourage customers to seek it out but enables a number of employees to be viewed as component. Such a marketing strategy would make service performance in an efficient and consistent manner.

Payne(1992) considered customer service as a separate element of marketing mix. Customer service as the outcome of distribution and logistics functions, seeks to explain its significance in terms of the way in which services are delivered and extend to which customers are satisfied.

The researcher's arguments in support of the selection of customer service as a unit of marketing mix are changing customer expectations and need for a relationship strategy.

Goel (1994) emphasized that a test of efficiency of a hospital is the satisfaction of its beneficiaries. The empathetic behavior of hospital staff would have a soothing and lasting effect on the patients and their relatives. According to the researcher the person charged with the efficient running of the hospital are to be trained in managerial techniques and tools. They may apply these techniques and tools for getting the best resources available.

Jha(1994) argued for the self-sufficiency of hospital organizations, which in turn initiate qualitative and quantitative improvements in their services. The author advocates personal promotion measures by motivating doctors, paramedical officers, nurses and other window staff. The author further observed the need for behavioral training to employees in addition to their professional excellence to satisfy the customers.

Woodruff(1995) depicted that in not-for-profit marketing, marketing efforts are directed to contributors/donors as well as members/users. Also it offers services with varying levels of intangibility. According to the authors not-for-profit marketing differs from commercial marketing in the fact that it has to face high level of public scrutiny.

Xavier(1999) pointed out that it is more economical to retain a customer than to get a new customer. Relationship marketing recognizes the value of the current customers and the need to provide the continuing services to existing customers so that they remain loyal. The author concludes that trust and relationship commitment lead to satisfaction and customer loyalty.

Parasuraman(2000) suggested a multi sector stream of research on customer service so that the insights derived from such a study can be used for delivering superior service. The author advances arguments to broaden the scope of marketing to include the delivery of customer service as an integral component and concludes that a judicious blending of conventional and superior customer service is the best recipe for sustainable market success.

RATIONALE

For a hospital, indirect customers are all those potential customers that generate revenue, create brand image and earn benefits indirectly .To achieve the desired revenue generation, brand image, patient turnover and thus profit maximization the hospital feels the need of targeting indirect customers and it's effective use on them. In the past various studies have been undertaken by the hospitals for developing marketing tools for direct customers but there is a vital difference between marketing among direct customers and indirect customers although the basic principle remains the same.

Today healthcare industry is a multi-crore business growing at an enormous rate annually. This has prompted private sector hospitals to come forward to provide healthcare to all in a big way.

Due to this current scenario entry of corporate sectors at one end has increased quality and accessibility of care and has caused a tough competition among various private hospitals. On the other hand, hospitals are searching

newer and newer ways to attract more number of patients. Marketing of services has become a vital component in the operation of healthcare industry and with increasing competition, healthcare market is undergoing a transition from service providers dominance to service seekers preference. While service seekers are presented with many more options-trends are shifting to bloodless surgeries, day care centers and homecare. Patients and attendants are now showing a tendency of WINDOW SHOPPING as awareness of health related issues has increased because of information available in magazines, health talk shows and internet.

It has become imperative for hospitals to adopt a completely pro-active approach to market and as well as react to changing conditions in market place. To sustain the institution in the face of rapidly changing customer attitudes, diminishing financial resources and soaring running costs have turned hospitals to marketing.

Hospitals with their sound marketing strategies can improve the revenue, patient turnover and brand image considerably. A new market approach in healthcare is needed to match the needs and demands of the clientele in order to sustain in the competitive market.

LIMITATIONS OF STUDY

- Shortage of time: since the report was made over the span of just two months, so the scope of study could not be widened
- Small sample size: on account of shortage of time, getting the questionnaire filled takes sufficient time. So, the sample size taken was comparatively small.
- Lack of access to some of the relevant data: on account of being a management trainee, there was some hesitation on part of hospital administration and the doctors in sharing the information
- Difficulty in accessing the marketing strategy of competitors:
- Selection bias: on account of paucity of time the study had to be limited only to three major departments of the hospital.

CHAPTER-2

STUDY DESIGN

Objectives of study

Broad objective: To identify and develop marketing strategies for indirect customers.

Specific objectives:

- To study the existing facilities/services of the hospital under study
- To identify indirect customers of the hospital
- To study the expectations and complaints of indirect customers
- To study the existing marketing strategy of the hospital for indirect customers
- To suggest various marketing strategies for indirect customers

METHODOLOGY

The study was explorative in nature which included a systemic design, collection analysis and reporting of data and finding relevance to a specific marketing situation.

SAMPLE SIZE

A sample size of 50 was taken from each category of indirect customers (TOTAL-150)

S. No.	Category of respondent	Sample size
1	Patient's Attendants	50
2	Employees of the hospital	50
3	Corporate Clients	50
Total		150

DATA COLLECTION

PRIMARY DATA COLLECTION

- Questionnaire-customer perspective
- Informal interviews with service provider-internal business perspective
- Direct observation
- In-depth interviews

Indirect customers were interviewed and on the basis of study objectives questionnaires were developed for the three categories of indirect customers (Annexure A, B and C). Apart from this, brain storming sessions and discussions with director, departmental heads, marketing team and other staff were conducted. Through the designed questionnaire, satisfaction levels of all the 3 categories of the clients and their expectations from the hospital were generated.

SECONDARY DATA COLLECTION

Secondary data was collected from the officials of the Hospital which comprises of

- Internal organization records
- Studies related to the topic conducted in this hospital
- Macro data on hospital marketing, healthcare scenario and need of hospital marketing was collected from literature review, net-based information and marketing department of the hospital.

DATA ANALYSIS

Various steps were followed to accomplish the above stated specific objectives

STEP 1- Brain storming sessions with hospital process managers, marketing manager, camp co-ordinators and reviewing of journals and hospital records were done to identify the indirect customers of the hospital

STEP 2- SWOT analysis of various facilities/services of the hospital carried out through observations, informal discussions with hospital personnel, hospital records etc

STEP 3- Interview with hospital administrator, marketing executives, reviewing of marketing department brochure were done to study the existing marketing tools among indirect customers of the hospital

STEP 4- Interviews and informal discussion with indirect customers was carried out to rate their satisfaction levels, further needs and demands.

IDENTIFICATION OF INDIRECT CUSTOMERS OF JAYPEE HOSPITAL, NOIDA

1. Reason for involving patient's attendants in the study

On joining the Jaypee Hospital on 2nd february, 2015, after discussing the subject matter of the study with my seniors, it was decided to undertake the feedback of patient's attendants regarding service provided by Jaypee Hospital, satisfaction level of patients and marketing strategies of the hospital. So A pilot study (sample size 100) was conducted in the hospital by me to view the patient- attendant ratio. It was found that a single patient was accompanied by 2 attendants in the OPD and 3 attendants in IPD leading to conclusion that the opinion of the attendant is very valuable to the hospital as well as he is also the potential customer.

2. Reason for involving employee of the hospital in the study

This is an empirical fact that in any organization performing employees are the asset. The growth of organization solely lies with the motivational and satisfaction level of its star human resources. In the study, selected members from both clinical and non-clinical staff, front office and administration staff were interviewed with an objective to know their expectations and also their opinion on hospital services and facilities.

3. Reason for involving corporate patients/client in the study

Studies reveal that corporate hospitals no longer can depend exclusively on word of mouth for getting the patients. The key lies in creating network and corporate tie ups for getting patients regularly and sustain continuous growth.

MARKETING STRATEGY OF JAYPEE HOSPITAL

It has become imperative for hospitals to adopt a completely pro-active approach to market as well as react to changing conditions in market place.

Marketing strategy is an integrated approach to deal with the present condition and anticipate future taking into considerations the resources available, prevailing market conditions and changing consumer-buying behaviors with an objective of serving target market place with optimum efficiency and capacity utilization.

It gives a differential advantage to a hospital and helps in better positioning its services to market and increase utilization as all promotional efforts are directed to achieve set targets. Unique selling proposition sets a hospital apart from other hospitals in providing the same service. At Jaypee healthcare, we believe our USP is our world class service quality that sets us apart from other hospitals.

SOME OF THE MARKETING TOOLS USED BY JAYPEE HOSPITAL WERE AS FOLLOWS

- **Organizing stalls by participating in health fairs, seminars and workshops:** various events like inhouse CMEz , live surgical workshops etc are frequently organized in Jaypee Hospital
- **Organizing free health check-ups:** various free corporate health camps and both free and paid health camps in Resident Welfare Associations, societies and villages are organized by Jaypee Hospital
- **Displaying hoarding, billboards at various strategic locations of the city and nearby places:** various hoardings and billboards of Jaypee Hospital are installed at various locations in Noida and in the primary catchment areas. Also recently posters of Jaypee Hospital have been put on the Ghaziabad metro train
- **Tie-ups with corporate bodies:** tie-ups with different corporate companies is done by organizing various free health check-up camps and health talks
- **Advertisement in newspapers, website:** the hospital has tie-ups with the local newspaper agencies of Noida. Any health related articles, ads regarding different health schemes of the hospital, ads regarding different services provided in the hospital etc are given in leading newspapers of Noida. Also, hospital has its own website where all possible information of the hospital is mentioned. Hospital has also got it's own facebook page and blog.

CHAPTER-3

FINDINGS

FINDINGS FROM PATIENT'S ATTENDANTS

Questionnaire was administered with 50 attendants of patients from three different departments of the hospital under study i.e. cardiology, orthopedics and general surgery (Annexure A) to ascertain their satisfaction level and expectation from the hospital. The above three departments were chosen because they are accountable for 85% of patient load. The findings are detailed in Annexure D. The summary of attendants' responses are as below:

a) REASON FOR CHOOSING JAYPEE HOSPITAL

Out of 50 respondents, 20 (40%) respondents think that good medical treatment is the only reason for selecting this particular hospital for treatment. Whereas 15 respondents(30%) feel that availability of skilled and experienced doctors is the only reason behind selecting Jaypee hospital and in 8% cases friends and attendants of the patient suggested them this hospital for treatment as they were satisfied with the service provided by the hospital.

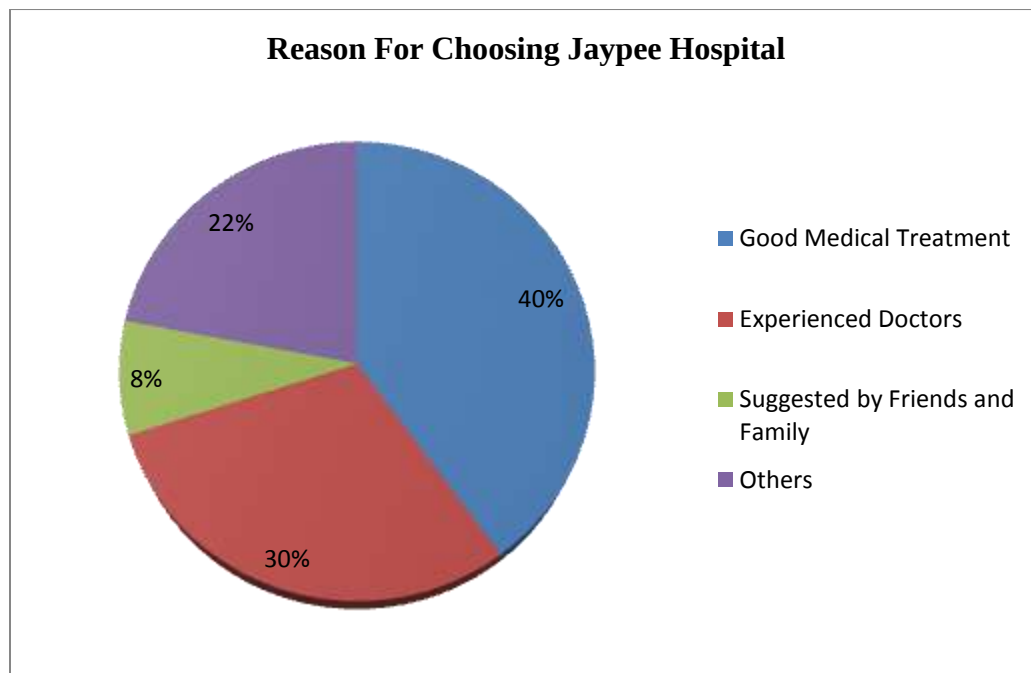


Figure 3.1

b) Awareness regarding the hospital

About 40% of the patient's relatives interviewed responded that they got to know about the hospital from health camps and information centers at different locations. 16% of the interviewees got to know about the hospital from their friends and relatives. 24% of the respondents conveyed awareness about the hospital from local general practitioners and nursing homes.

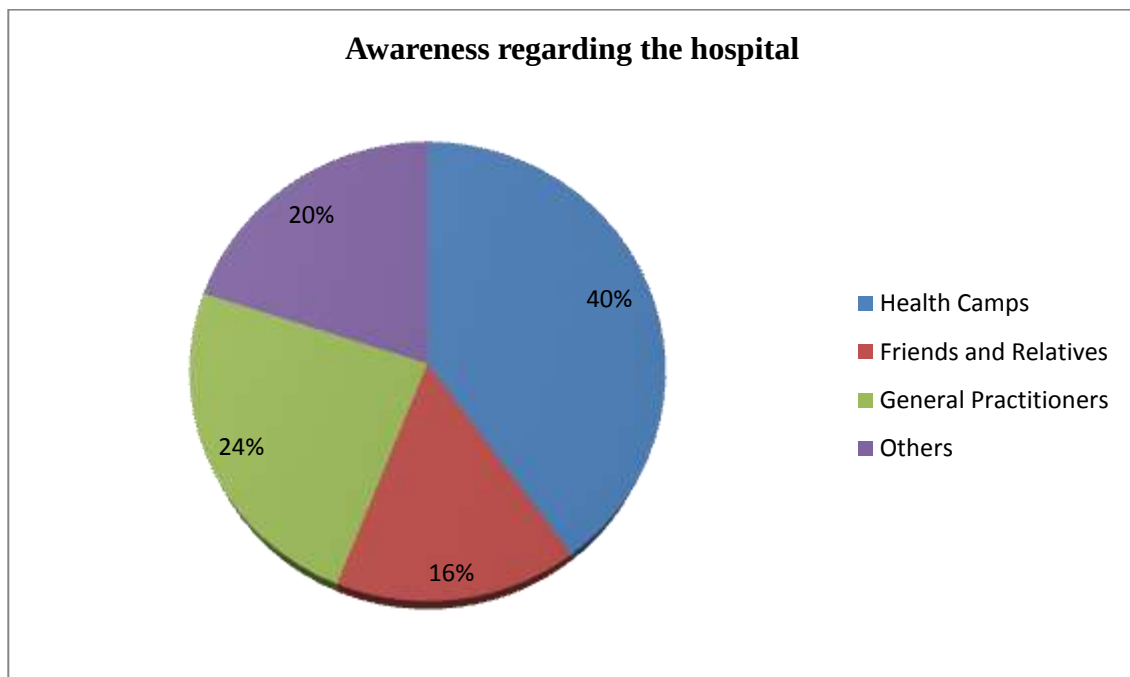


Figure 3.2

c) Behavior of the service provider

96% of patient's attendants interviewed responded that they were very much satisfied with the behavior of the consultants. Most of them reported satisfaction with the behavior of the front desk, lab technician, respondents reported that the nurses were impolite and lacked professionalism.

d) Satisfaction level of cleanliness

96% of attendants showed satisfaction towards cleanliness of the hospital and only 4% were dissatisfied with it. Attendants of patients interviewed responded that they had good access to drinking water and clean toilet facility.

e) Satisfaction level towards promptness of service provider

96% of patient's attendants were satisfied with the promptness and responsiveness of the service provider of the hospital and only 4% showed their dissatisfaction in this area.

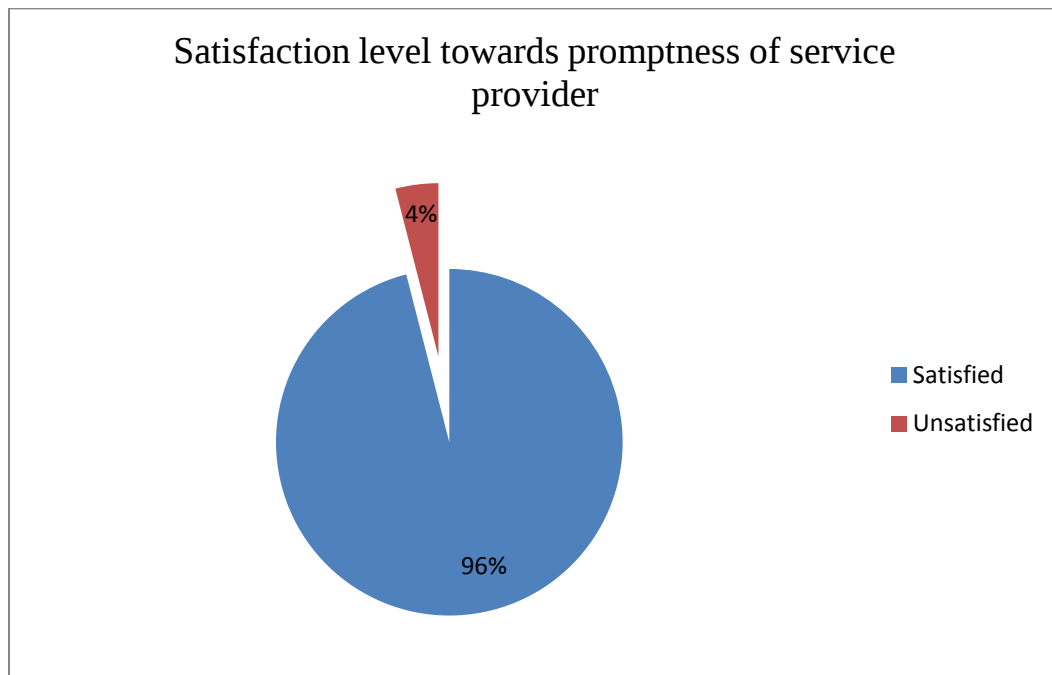


Figure 3.3

f) Satisfaction regarding overall quality and cost of treatment

88% of the respondents were satisfied with the quality of treatment and appreciated the skill and experience of the consultants and other staff. 20% of the respondents showed dissatisfaction in this area. 60% of the respondents said that the cost of treatment was on the higher side. 10% of the respondents said the treatment was economical as compared to other hospitals and 30% of the respondents said that the treatment was affordable.

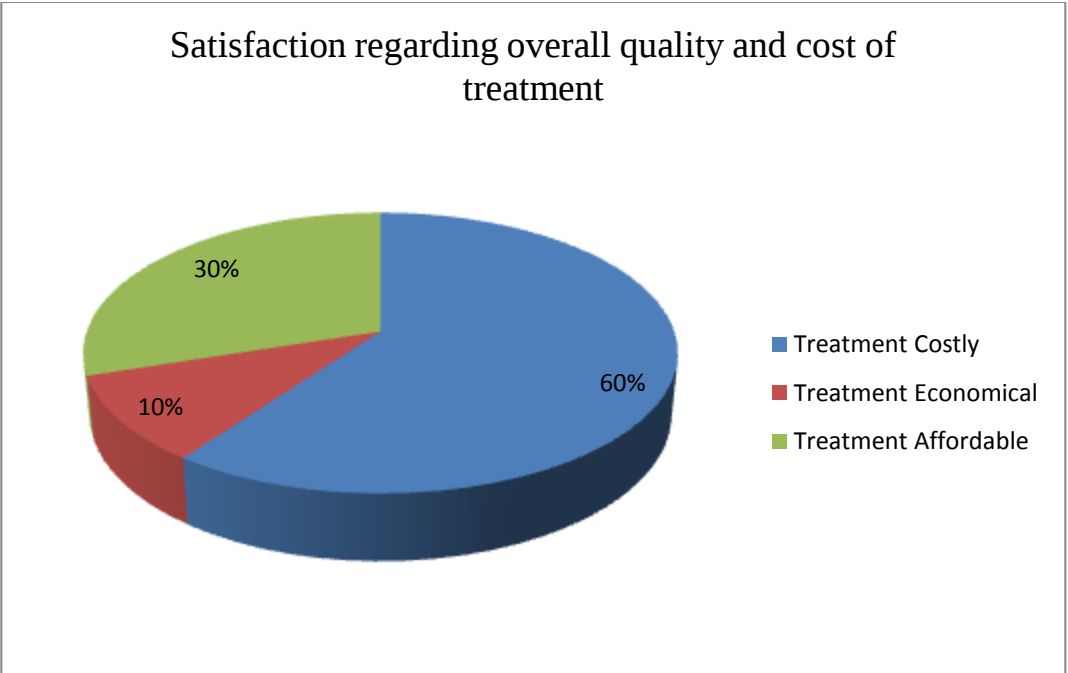


Figure 3.4

FINDINGS FROM EMPLOYEES OF THE HOSPITAL

On the basis of several questions posed in the questionnaire (Annexure B), 50 employees both clinical and non-clinical from different departments of the hospital were asked to register their opinion regarding various hospital services. The findings are detailed in Annexure E. The summary of employees' responses are as below:

a). **Satisfaction regarding overall medical treatment of the hospital**

Majority of the employees showed satisfaction in this area.

b). **Perception regarding effective mode of service promotion**

21% of the employees suggested organizing free health camps to make general public aware about the hospital services. 45% felt word of mouth was the best way of communicating with the public. 25% believed on targeting the general practitioners for referrals.

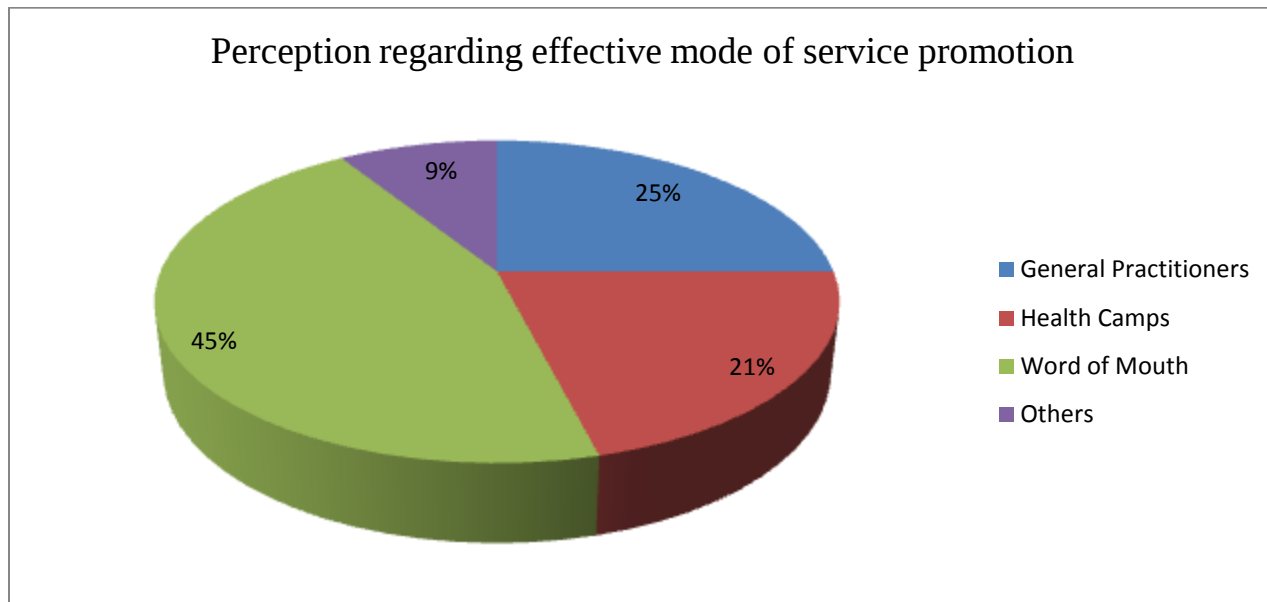


Figure 3.5

c). **Willingness for recommending neighbours/friends to the hospital**

94% of the respondents expressed that at the time of urgency they will always recommend their friends/neighbors to come to this hospital for treatment. 6% of them were willing to sometimes recommend their friends/neighbors as per the circumstances and none of them showed reluctance in recommending any case to this hospital.

d). **Employees suggestions in improvement of hospital services**

50% of the staff suggested that nursing service of the hospital required due attention and improvement. 14% of staff suggested that consultant punctuality needed to be taken care of and 16% wanted discharge and admission process to be speeded up and made smooth.

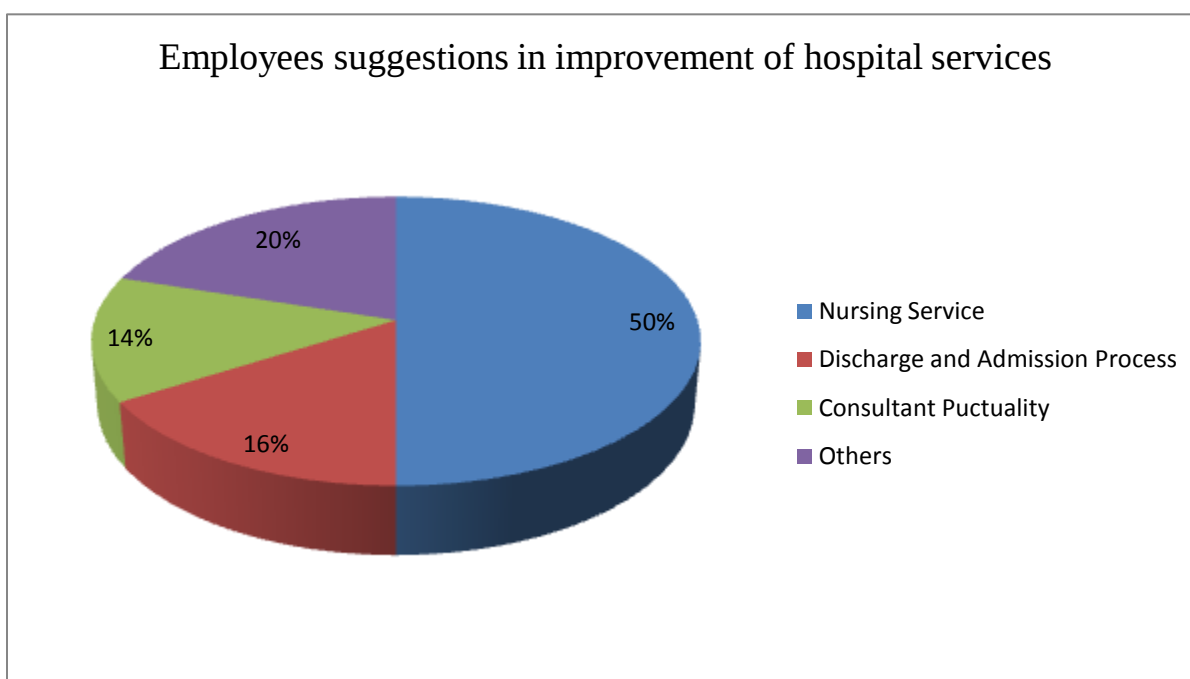


Figure 3.6

FINDINGS FROM CORPORATE CLIENTS

On the basis of several questions posed in the questionnaire (Annexure B), 50 corporate clients were asked to register their opinion regarding various hospital services

The findings are detailed in Annexure F. The summary of corporate clients' responses are as below:

a). **Behavior of service provider**

Three-fourth of the corporate clients showed satisfaction towards behavior of consultants. They found the consultants to be very well behaved and highly professional. Most of them were satisfied with the behavior of management, pharmacist, security personnel and desk staff. Small percentage showed dissatisfaction regarding availability of doctors and treatment prescribed.

b). **Satisfaction regarding waiting area**

The finding revealed that 95% of the clients were satisfied with the cleanliness of the hospital and had no apprehension towards acquiring any kind of nosocomial infection from the hospital. A good number of respondents showed their satisfaction towards availability of good drinking water and clean toilet facility. But dissatisfaction among the corporate clients towards recreational facilities like T.V , magazines, newspapers was registered.

c). **Satisfaction regarding promptness of staff in rendering overall service**

90% of patients treated found the promptness of staff in rendering service to be satisfactory. Only 10% showed dissatisfaction and they suggested more improvement.

d). **Satisfaction regarding medical treatment**

94% of the patients interviewed found the quality of medical treatment in the hospital satisfactory . Some of them remarked the medical treatment of the hospital to be excellent and highly appreciated the experience and skill of consultants.

ANALYSIS OF FINDINGS VIZ A VIZ OBJECTIVES

A) Study of facilities /services of the hospital

Strengths:

Keeping in view the responses of the indirect customers i.e. attendants of patients, employees of the hospital and corporate clients towards this area, it emerged that USP of Jaypee hospital is patient centric high quality care, ethical treatment and evidence based medicine. The hospital is equipped with latest diagnostic equipment, state of art healthcare facilities, efficiently managed OPD, IPD and emergency services and a highly accomplished and skilled team of doctors. Cleanliness and good access to drinking water and clean toilet facility are also its plus points.

Weaknesses:

Findings have shown that admission and discharge processes take up too much time. Cutting down on admission and discharge process time needs to be worked upon. Dissatisfaction towards lack of recreational facilities like TV, magazines and newspapers in the waiting area was registered. The cost of treatment was reported to be on the higher side. The cost of treatment needs to be made more affordable to cater to a wider clientage.

B) Identification of Indirect Customers

As per the objective of the study , indirect customers were categorised into three categories :-

- i. Attendants of patients
- ii. Employees of the hospital
- iii. Corporate client

The hospital also needs to target prospective healthcare insurance policy seekers who wish to avail cashless medical treatment. For this marketing team must coordinate with various firms offering healthcare insurance policies to formulate attractive packages and woo more customers.

C) Study of expectations and complaints of Indirect Customers

Analysis of the complaints of indirect customers has thrown focus on following negative aspects of the service provider

i. Lack of professionalism and impolite behaviour of nurses

Proper training regarding behaviour with patients and attendants, time management, patient care, responsibility towards work, positive attitude etc needs to be imparted to the nurses at the time of induction. Appraisals need to be performance based as per feedback of the patients.

ii. Consultant Punctuality

In order to reduce waiting time for treatment and also to avoid unnecessary heavy rush of patients at one time, consultants need to report for duty on time. In this way quality time can be given to the patients and their harassment can be minimized.

iii. High cost of treatment

The cost of treatment needs to be made affordable by optimum utilization of resources and increase in business. A complete study of prevailing market conditions, changing consumer buying behaviours and competition from other hospitals needs to be undertaken.

iv. Cumbersome and time consuming processes for admission and discharge

There is a need for cutting down on admission and discharge process time. Procedure should be simplified for this purpose.

v. Lack of recreational facilities for patients/attendants while waiting

There is a need for providing TV, newspapers and magazines in all the waiting areas for recreation of the patients/attendants.

D) Study of Existing Marketing Strategies for Indirect customers

As per objective, the existing marketing tools used by Jaypee Hospital were identified as follows:

- Organizing stalls by participating in health fairs, seminars and workshops.
- Organizing free health checkups.
- Displaying hoardings, billboards at various strategic locations of the city and nearby areas.
- Advertisements in newspapers, website.
- Relationship building with corporate bodies.
- Referrals by general practitioners.

Jaypee Hospital lacks an efficient feedback system to identify grey areas where services are lacking as well as to know the expectations of the customers. Marketing strategies should be planned keeping this feedback in view. The foremost aim should be to ensure customer loyalty before targeting a wider audience.

E) Recommendation of various marketing strategies for Indirect Customers

In order to deliver the maximum amount of healthcare services in the most cost effective way possible, it is essential to increase public awareness among the target segments by informing them of the benefits of associating with Jaypee Hospital. In order to evolve a unique selling methodology for setting Jaypee Hospital apart from other hospitals providing the same service, it is essential to understand expectations of the consumers and also to identify the weak areas of our own organization. An index of consumer satisfaction levels and their expectations helps in planning the marketing strategies so that revenue, patient turnover and brand image can be improved. In this regard a consumer feedback system at various stages during the course of the treatment as well as regular post –treatment monitoring of patient’s health through email/telephone calls shall go a long way in image building. It is important to send out the message ‘we care’. The need to continue providing services to existing customers will ensure that they remain loyal. It is economical to retain a customer than to get a new customer. One satisfied customer will automatically act as a public relation officer for other potential customers. The strategies suggested for making the hospital more popular and capable of reaching a wider clientage are enumerated in chapter4 of this report.

DISCUSSIONS

SWOT ANALYSIS OF JAYPEE HOSPITAL SERVICES

A scan of internal and external environment is an important aspect of planning and developing marketing process. Factors internal to an organization can be classified as ‘strength’ or ‘weaknesses and those external to an organization can be classified as ‘threat’ or ‘opportunity’. Analysis of both micro and macro environment provides information that is helpful in matching the organization’s resources and capabilities to the competitive environment in which it operates.

RESULTS OF SWOT ANALYSIS :

STRENGTHS

- Jaypee hospital is a superspeciality tertiary care corporate hospital with a comprehensive setup and having all the specialties which provide quality care under one roof.
- Presence of highly qualified and experienced consultants, surgeons, paramedics and management professionals across all specialties for better service.
- State of the art technology for accuracy in diagnosis and prompt treatment
- Well established brand name in North India
- Employee friendly culture

WEAKNESS

- Absence of quality certification
- Huge name but limited to NCR region and few states of North India
- At infant stage
- Untapped potential of medical tourism due to lack of infrastructure i.e. hotel/ lodging facilities for attendants
- Lack of professional behavior of supporting staff

OPPORTUNITY

- Lot of untapped potential due to increasing health awareness
- The only hospital functional in the area where fast paced real estate development is being done
- Targeting the untapped potential of business/ corporate houses

THREATS

- The market is fragmented and ruled by regional heroes.

MARKETING MIX FOR JAYPEE HOSPITAL

Marketing of healthcare services encompasses the analysis and management of seven factors essential to the delivery of healthcare (7 P's)

PRODUCT- Jaypee hospital provides quality healthcare services with 5 other branches coming up across North India.

PRICE- The hospital is priced premium and can afford to do the same because of its positioning, assurance and reliability on the brand of 'JAYPEE'

PLACE- Jaypee hospital is the fastest growing healthcare enterprise in India today. Apart from Noida, Jaypee group is planning to make all other 5 branches functional by 2018. Out of these 5 branches, two branches (1 in Agra and 1 in Bulandsheher) are going to be functional by 2016

PROMOTION- Jaypee hospital is doing various promotional activities like organizing camps at various places like corporate, societies, schools, colleges etc

PEOPLE- Jaypee hospital has currently engaged more than 750+ doctors and 8000+ care team. The group is all set to expand its presence across different states in North India apart from Noida.

PROCESS- The largest achievement of Jaypee hospital has been to take quality healthcare across the length and breadth of India. This operation in itself involves very established procedures and documentation. It is in the process of getting NABH and JCI accreditation.

PHYSICAL EVIDENCE- Jaypee hospital is known for its quality healthcare services. It is a well established brand in North India and efforts are going on to establish a brand in healthcare across the world. Jaypee hospital conducts a rigorous site survey process so as to take care of various parameters in all their hospitals.

So from above given marketing mix strategy, it is clear that in order to make profit, it is imperative to follow these standards. As it is a new hospital so it is very essential to properly market the hospital because only then patients will come to know about this hospital. There is a complete marketing team here who is responsible for increasing the footfalls of patients and also responsible to create 'JAYPEE' as a brand of multispecialty hospital not only in Noida, but throughout North India.

Dynamic marketing and branding campaigns have made business earn millions. Effective marketing and branding strategies have galvanized growth for every sector of our economy and healthcare is no different. There are several means for expanding the usefulness of marketing by hospitals.

Tune into a radio or pickup any newspaper or health magazine or even take note of huge hoardings lined up on city junctions; you are sure to run into a ton of hospital ads that speak of the best of care provided at the hospital. Moreover, these days we see many hospitals updating logos, altering the visual look of their communications, changing positioning lines and giving facelifts to their facilities. All these activities indicate that marketing has finally hit the radar for the healthcare delivery segment in our country. Marketing services is crucial for the success of hospital system. The efforts of the marketing team are maturing to the point that even the patients today have come to terms with expecting the concept of hospital marketing. At this initial phase, Jaypee Hospital is investing a lot for such activities because then only it can achieve increasing positive returns on investment over a period of time. Apart from increased return on investment, effective marketing has given the hospital an opportunity to earn a competitive advantage over its competitors.

MARKETING CONCEPT: THEN AND NOW

Hospitals being skeptical about marketing their services were common phenomena earlier. Indians do not like hospitals to hard-sell themselves; hospital promoters, CEOs and management staff were bound to experience this hit-or-miss situation before promoting their hospitals. Speaking about the hospital marketing activity few years ago, marketing had been a bad word in healthcare and also very commonly misunderstood. Nevertheless, it has been subtly practiced over the years by individual private practitioners. Often the supply and demand situation was so poor that efforts to get patients were really not required. Also, most providers were government institutions that were already over burdened with patients and with no initiative to handle more. Over the years the idea “healthcare as a social service” got so ingrained in the mind of Indian customers that commercial marketing, promotion and profitable pricing were looked upon almost as criminal acts.

Regardless of all the factors that influenced the traditional marketing approach, hospital marketing as a concept for growth evolved in the recent past. The increasing corporatization of the hospital groups, promotion of medical tourism and increasing consumerism within the industry has proved to be a blessing in disguise for healthcare organizations. Increase in the number of private players has led to healthy competition within the industry. This in turn has propelled hospitals to market their services aggressively. On the other hand, consumerism has given hospitals a fair chance to promote what best facilities they have to offer to the customers. The most positive aspect of this momentum is that the hospital marketers and senior managements are turning their attention towards their brand. Although doctors are considered god by the patients but now a days doctor driven hospitals will not be that much successful, therefore it is very much important to establish Jaypee as a brand in healthcare industry. Traditional method of marketing normally known as the ‘word of mouth’ technique is now succeeded by more strategic and tangible techniques.

The emphasis has now shifted from an aggressive marketing approach to a well thought –out brand building activity. The role of a sales person and PR is well established. Jaypee Hospital is experimenting with various structures using different nomenclatures for similar roles. The need of digital marketing and branding are also registered, particularly after the medical tourism hype and increased corporatization.

The CRM concept is at its very nascent stage, even though some institutions are making decent strides towards its development and the same is also being tried in Jaypee Hospital .

GUIDELINES THAT SHOULD BE FOLLOWED FOR MARKETING OF HOSPITAL

Formation of Guidelines
Content accuracy
Utilize ethical marketing channels
Standardize communication templates
Effective financial controls
Marketing for sales or for brand building

Marketing should be associated with brand building. Hospital marketing encompasses all aspects including brand building. It depends on the market context for individual healthcare organizations but from a long term prospective branding takes precedence over sales approach of marketing. Within a hospital too there are certain departments like patient care, emergency services, critical care services etc. where brand perception precedes sales approach of marketing whereas reverse is true for departments like OPD, health check-ups, day care, home care etc.

FOR EFFECTIVE MARKETING

Reforms in marketing strategies and increased competition within the industry have brought opportunities as well as challenges. Hospitals generally interpret marketing success in the common mantra of the ‘hospitality lingo’. It is a common belief among hospital promoters and management staff that their patient is the best medium to promote their hospital. This may be true to a certain extent but it is not the only way to draw potential customers. Success demands more than just increased footfalls. It requires a hospital to be on top along with maintaining healthy, rapid and sustainable development momentum. Experts have time and again highlighted that as hospital administrators and marketing managers it is a must to examine and reflect on the core issue, review the market as well as economic conditions and study the strengths and weaknesses of their competitors. This activity in return ensures that the hospital has enough information to strategize an effective marketing plan. As in Jaypee Hospital, we have organized various camps to increase footfalls of patients. This is not enough as it is already mentioned that it is important to attract potential customers in market rather than increasing footfalls.

Pointing out the key drivers for effective marketing, patient centric and patient friendly activities , which aids individual's healthcare decision-making process and brand recall initiatives, which is directly promotional to frequency of preference of patients and delivering services as promised during marketing campaign strengthens the marketing plan. Further, it is important to prepare a marketing plan based on strategic goals and objective of the hospital.

Organizational mission, vision and values are a starting point for a good marketing plan. These then have to be broken into short and long term goals. But organizations do not operate in isolation. They are part of a large market with several players, influencers and stakeholders. The organization itself has its strengths and weaknesses. Before initiating an action plan a marketer needs to study the environment and the capability of the organization itself. Understanding the market is a tricky part which requires lot of data and information.

Moreover, planning always helps to avoid surprises. It brings focus and efficiency to your efforts. A well developed plan is better placed to achieve marketing objectives.

A MARKETING PLAN FOR A HOSPITAL WILL BE BASED ON FOLLOWING COMPONENTS OF PLAN, DO CHECK AND ACT (PDCA)

Strategic goals and objectives of the organization
Core competencies and unique selling proposition of the organization
Equation of organization with respect to competitors
Activity chart based strategic goals and objectives
Implementation milestones
Monitoring and control mechanisms realigning/rearranging flexibilities within a plan
Sensible marketing

The industry experts advocate soft marketing rather than being aggressive. They believe that the nature of the industry does not support on-the-face advertising. Keeping in mind the Indian customer it is a must to conduct sensitive and sensible marketing.

INTERNAL MARKETING IS VITAL

In pursuance to make a hospital worthy of external marketing it is imperative for every hospital to practice internal marketing. This inspires the hospital staff and makes external marketing simple. The impact of effective

marketing should be felt across the organization. At Jaypee Hospital, the focus is on development, motivation and retention of skilled employees.

BE DIFFERENT

Hospital marketing is a complex equation because most often the producer himself is the marketer. Since the production and consumption takes place simultaneously, there is no physical or time gap between the production and consumption. For this reason hospital marketers are forever challenged by the need to differentiate their service from the rest of their competitors. Hospitals should consistently communicate what they have to offer to their customers. As 'Jaypee' is clear in mission and vision that it has to market multi-specialty services and has to offer best quality healthcare services. This is also necessary for brand building. We have to figure out the relevant uniqueness of our hospital, as this will help us to differentiate our hospital from the rest. We are also marketing the same idea within our internal staff and creating an operating process for the same. Effective communication within the hospital and to our target audience will create a successful brand. Besides this every hospital intending to market itself must advertise its core beliefs through a well thought off brand campaign. It is imperative for customers to know what their hospital stands for, what are its core values and how does it strive to stay true to those beliefs.

REACH OUT TO CUSTOMERS

The best way to reach out to customers is by advertising services and milestone achievements of the hospital. Every hospital offers a multitude of services and customers need to know about them. Hence, advertising is a good way to keep the customers informed. Similarly, while commencing operations of a new hospital, the hospital requires high decibel advertising. Hospital should have large bill boards across and fairly heavy presence in the local print media.

Owing to increased corporatizing and advancements in medical technology, these days, we, at Jaypee Hospital, are also engaged in renewing existing services. Another interesting marketing strategy is the one adopted to advertise our expansion plans using the television's most viewed channels.

TOOLS AND TECHNIQUES

Using the correct medium to market hospital services is a must. A whole lot of statistical tools are available to analyze market research data. Marketers are always looking for consumer insights, their perceptions about the services, the brand, competition and needs. Capturing these insights is a tricky process. One has to rely on statistical tools and technological resources to draw meaningful insights. Various communication and media channels adopted by Jaypee Hospital are-

Mass communication- newspaper, brochures, inserts etc

Personalized communication- bulk SMS, emails etc

Public relation activities- accolades, achievements etc

Brand building activities- brand recall activities, brand perception improvement activities etc

Incentive based sales- direct to consumer approach, special packages/rates etc.

BRINGING IN INSURANCE

A large number of people in the country pay for their medical bills but a significant number may have insurance or may be supported by their organization for medical expenses. Jaypee hospital is empanelled with insurance companies and corporate. Foreign patient facilitators and insurers are also locked in.

PITCHING GENERAL PRACTITIONERS

Physicians are important business partners of the hospital they are attached to. Mostly patients do not walk into a hospital by themselves. They are referred by local physicians. It is important that these general physicians are convinced by hospital's capability in handling complex cases for them to refer the patients. The endeavor of the marketing team at Jaypee Hospital is to build a good relation with GPs to increase the business. The strategy adopted here is to first educate the GPs by organizing regular interaction with them in the form of CMEs, conferences, seminars, sending information booklets, newsletters, upgrading websites etc and then referrals follow automatically.

CAPTURE INTERNAL REFERRALS

Internal referral strategy is also a profitable one. Satisfied employees do not hesitate to bring their near and dear ones here for treatment. They also recommend this hospital to friends and acquaintances.

CRM a new way

This concept is based on strategic positioning and marketing tools that involve the cooperative efforts of a ‘for profit’ business and a non-profit organization for future benefits. Using this concept a hospital is able to market its uniqueness, enhance employee recruitment and retention, build new and deeper community networks, attract patients, enhance credibility and educational information and receive aid to research and development.

A MARKETING TEAM IS HANDY

An effective marketing plan can be achieved if a hospital has a proactive marketing department within the hospital that can facilitate the hospital to plan and execute the entire marketing campaign effectively. The highly efficient and proactive marketing team at Jaypee Hospital follows the theory advocated by Tom Duncan and Sandra Moriarty while formulating its plans and marketing strategies.

Tom Duncan and Sandra Moriarty present a five level ‘customer bonding’ framework that is useful in conceptualizing a hospital’s relationship with current and potential customers.

These five levels are identified as:-

Awareness	Where the hospital brand is included on the customer’s menu of options
Identity	Where the customers identify with and proudly display the brand
Connection	Where the customers communicate with the company between purchasers
Community	Where the customers recognize each other as a community of users and communicate with each other
Advocacy	Where customers recommend the brand to others in order to include them in the community

The team underlines the importance of developing a better understanding of the customer base by collecting data through communications & interactions. In fact, it costs five times more to acquire a new customer than to retain an existing one. Some areas that need to be taken seriously are the patient relationship management (PRM) and patient experience management (PEM). We are working seriously upon it. By doing practice acquisition we have retained old patients of well renowned doctors of this state. Another key marketing strategy

being followed is to periodically remind customers of the benefits they are getting through the relationship. This not only helps in acquiring new customers but also helps in retaining the old ones. Liaison between in-house departments, organizational management, outdoor agencies, medical management fraternity is the strength of the marketing department of this hospital. The marketing department also helps in building liaisons with the medical officers of the foreign consultants to bring patients from abroad. Medical tourism is being promoted to attract foreign customers.

INTERNATIONAL ACCREDITATION

With the rising popularity of traveling to foreign countries for medical care, many in the US are raising concerns about the quality of healthcare that can be obtained abroad and how medical travelers can ensure the providers they have chosen overseas are reputable. The largest and most widely recognized of the many accreditation providers in the US is Joint Commission. JCI also offers accreditation to medical providers internationally. It is one of the most stringent hospital processes where evaluation is done under 1033 measurable parameters. Jaypee Hospital can work towards obtaining the JCI seal which will help it garner international accreditation and thus get patients from abroad. Some facilities can be made available for airport transfers, language translators, dedicated international patient rooms, partnership with hospitality majors for recuperative holidays. Presently Jaypee Hospital is soon to get NABH accreditation.

Strategic alliances with global insurance, medical tourism organizations, corporate like International SOS etc enhance the international marketing of the organization which still needs to be looked into by Jaypee Hospital. Organizing events, both indoors and out-reach programs, play a significant role in marketing of healthcare organizations. CME, awareness sessions for general public, free check-up camps, organizing events on health days, conducting interviews of specialists on visual media, printing and making readily available various emergency or appointment numbers are the commonest marketing tools being adopted by this hospital.

Traditional marketing, inside or outside the healthcare industry, must adapt for the new eHealth era. Hospitals should capitalize on the advent of the internet and develop new media forms to promote the services offered by them. E-detailing such as video-conferencing and the use of email and related technologies to promote two way communication is always useful. The hospital website too can serve as a source of information .Jaypee Hospital has yet to fully tap this aspect of marketing.

CHAPTER-4

SUGGESTIONS

Social marketing is a critical tool to raise awareness in communities about the importance of general health. In order to deliver the maximum amount of healthcare services in the most cost-effective way possible, WHO stresses on several key marketing strategies for planners to keep in mind.

MARKETING OBJECTIVE

Increase public awareness among the target segments and informing them about the benefits of joining with Jaypee hospital in terms of healthcare services and value for their money.

STRATEGIES FOR MAKING THE HOSPITAL MORE POPULAR

- The main strategy will be to include promoting business relationships. This could include corporate relationship building and tie-ups, networking, press releases presentations and special events.
- Tie-ups with schools, colleges, universities and NGOs
- Organizing free health checkup camps
- Displaying of banners, billboards at bus stands, metro stations, railway stations etc
- Publishing articles regarding lifestyle issues and modern methods of treating various diseases in local newspapers and health magazines.
- Monitor patient satisfaction and treatment outcome
- Join with the local community for outreach efforts, patient education etc
- Community involvement : use campaign methods that are interactive with the population and sensitive to cultural practices
- Define priority areas and population
- Advertising and promotion: several different methods can be used for advertising and promotion of the hospital. Press releases, promotional flash messages on mobile phones, radio jingles and ad campaigns on TV, presentations, seminars, CMEs, special events organized for localized areas through ads in local newspapers, networking etc shall be important in promotional efforts. Dedicated hospital website highlighting important features is an important advertising tool.
- There is a need to display health related information and achievements of the hospital in the waiting area through audio-visual aids or other electronic medium

- It is suggested to maintain good cordial relationship with the patient attendants by offering them good services
- Keeping in touch with the corporate patients by sending them greetings on special occasions
- Involving local NGOs while organizing health camps in rural areas for support and networking
- Organizing workshops, seminars and lectures where general public and staff of the hospital can participate

SUGGESTIONS

Suggestions for patient's attendants

- Admission and discharge process time need to be reduced if it is increasing what has been mentioned in hospital SOP and incase discharge time taken and the discharge time mentioned in the hospital SOP are same so in that case patient's attendants can be educated
- Bundle pricing and positioning for value for money should be done
- Since cleanliness of the hospital was highly appreciated so it should be highlighted in promotional messages
- At the time of induction nursing staff should be well trained and educated regarding their role in the hospital and also their role towards the patient's and their attendants

Suggestions for employees of the hospital

- since high satisfaction was shown towards skills of the consultants and treatment provided by them, so the consultants can be made brand ambassadors for hospital marketing.
- Since word of mouth method emerged to be the most effective mode of service promotion so more social media techniques, audio-visual aids etc should be used to promote hospital marketing

Suggestions for corporate clients

- More recreational facilities like tv, magazines, newspapers should be available at different locations in the hospital
- Internal system should be strengthened to ensure punctuality of the consultants

- Since questions regarding treatment provided by the consultants were raised, so deeper analysis should be done to find out the issues involved.

CHAPTER-5

CONCLUSION

The study revealed that apart from direct customers i.e. the patients, potential customers are equally important for any healthcare organization and equal emphasis should be given to them. Therefore it is very crucial for Jaypee hospital to understand and assess the need and wants of its indirect customers and tune its marketing as well as other services to their expectations.

This will ensure that the potential indirect customers shall become direct customers in future and can spread the goodwill of this hospital through word of mouth to others, which will further help Jaypee hospital in building its image, brand name as well as generating revenue.

Also, it is very important that jaypee hospital adopt healthy practices to market itself. This Hospital needs to work towards becoming the most trusted brand and this can be achieved when it delivers the services which gives its customers the utmost satisfaction. International quality and accreditation standards will enhance the image of Jaypee hospitals and put it on the world map. Service delivery, clinical expertise and medical technology will also help the hospital to create a good image about itself. Any negligent act of the doctor, a nurse or a technician or a wrong surgery can put the health, happiness, even life of the patient in jeopardy. Hence, it is important all Jaypee hospital starts identifying the quality needs of the patients and implement processes which create transparency in consumer experience.

Jaypee Hospital has not reached its breakeven point and in order to reach it, extra efforts are required by all team members to think of new and effective marketing strategy

As the whole system is centralized, so it becomes very difficult to get things approved and implement the same because it becomes very lengthy and time consuming process.

There is Lack of proper co-ordination of various departments within the hospital. This also causes delay in implementation of marketing strategies

Although several camps have been organized by Jaypee hospital and it has also increased the footfalls in hospital but still that kind of business and financial growth has not yet been achieved because of free camps and may be because of wrong target population.

ANNEXURE - A

QUESTIONNAIRE FOR PATIENT ATTENDANTS

Q1. What is the reason for selecting this particular hospital?

Inexpensive ()

Skilled doctors ()

Good treatment ()

Friends and relatives recommendation ()

Easily accessible ()

Close proximity ()

If others, please specify.....

Q2. How did you come to know about the hospital?

Friends/ family members suggested ()

Referred by doctor ()

Newspaper/ TV ()

Hoarding ()

As a corporate client ()

If other, please specify.....

Q3. Behavior of the staff

3.1. Front desk

Good () satisfactory() poor()

3.2. Consultants

Good() satisfactory() poor()

3.3.Nurses

Good() satisfactory() poor()

3.4.Management personnel

Good() Satisfactory () Poor ()

If poor please specify.....

3.6.Cash/Admission officer

Good() Satisfactory () Poor ()

If poor please specify.....

3.6.Security Personnel

Good() Satisfactory () Poor ()

If poor please specify..... D

Q.4 Waiting area

4.1. Cleanliness

Good() Satisfactory () Poor ()

4.2 Good drinking water and toilet facility

Available() Not-available ()

4.3 Recreation facilities like T.V/News Paper/Magazine

Available() Not-available ()

Q.5 Promptness of staff rendering services ?

Good () Satisfactory () Poor ()

Q.6 What you feel about the quality of overall treatment?

Good () Satisfactory () Poor ()

Q.7 What you feel about the cost of treatment in this hospital?

Affordable () Satisfactory () Costly ()

Q.8 What is your notion regarding an ideal hospital?

.....

Q.9 what is your opinion regarding this hospital?

.....

Q.10 what is your suggestion in creating further awareness among the people particularly in your area ?

.....

(Thank you for your co-operation)

ANNEXURE - B

QUESTIONNAIRE FOR EMPLOYEES

Q.1. How do you rate the hospital services in terms of medical treatment given to the patients?

Good() satisfactory() poor()

Q2. What according to you are the effective modes of communication to the general public regarding hospital services? Please tick (you can tick more than one options)

Hoardings ()

Health camps ()

Newspapers ()

Websites ()

T.V. ()

Radio ()

TPAs ()

Word of mouth ()

Q3. In need will you suggest any of your relative/friends to the hospital?

Always() sometimes() never()

Q4. Have you/your attendants been treated in this hospital?

If yes, which aspects of the service would you/your attendants want maximum improvement

.....

If no, state the factors that would motivate you the most in thinking about availing the hospital services

1.
2.
3.

(Thank you for your co-operation)

ANNEXURE - C

QUESTIONNAIRE FOR PATIENTS OF CORPORATE BODY

Q1. Behavior of the staff

1.1. Front desk

Good() satisfactory() poor()

1.2.Consultants

Good() satisfactory() poor()

1.3.Nurses

Good() satisfactory() poor()

1.4. Pharmacists

Good() satisfactory() poor()

1.5. Management personnel

Good() satisfactory() poor()

1.6.Admission officer

Good() satisfactory() poor()

Q2. Waiting area

2.1.Cleanliness

Good() satisfactory() poor()

2.2.Good drinking water and toilet facility

Available() not-available()

2.3.Promptness of staff in providing services

Good() satisfactory() poor()

2.4.Recreational facilities

Available() not-available()

2.5.What do you feel about quality of overall treatment

Good() satisfactory() poor()

2.6.What do you feel about cost of treatment in the hospital

Affordable() satisfactory() costly()

2.7.Are your complains promptly and properly handeled?

Yes() no()

(Thank you for your co-operation)

ANNEXURE - D

SELECTION OF HOSPITAL

S.NO	INDICATOR	FREQUENCY	PERCENTAGE%
1	Skilled doctors	15	30
2	Good treatment	20	40
3	Easily accessible	3	6
4	Suggested by friends and relatives	4	8
5	Due to emergency	3	6
6	Close proximity	3	6
7	Affordble	2	4
8	Others	Nil	
	Total	50	100

AWARNESS REGARDING THE HOSPITAL

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Friends/attendants	8	16
2	Referred by GP	12	24
3	T.V	Nil	
4	Radio FM	Nil	
5	Health camp	20	40
6	Website	2	4

7	newspaper	5	10
8	Banners	3	6
9	Others	Nil	
	TOTAL	50	100

PERCEPTION REGARDING CLEANLINESS AND OTHER FACILITIES

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Cleanliness of hospital		
	Satisfactory	47	94
	Unsatisfactory	3	6
2	Good drinking water and good toilet facilities		
	Satisfactory	50	100
	Unsatisfactory	-	
3	Recreational facilities		
	Satisfactory	30	60
	Unsatisfactory	20	40

BEHAVIOR OF SERVICE PROVIDER

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Behavior of consultants		
	Satisfactory	48	96
	Unsatisfactory	2	4
2	Behavior of refractionist		
	Satisfactory	22	44

	Unsatisfactory	28	56
3	Behavior of pharmacist		
	Satisfactory	46	92
	Unsatisfactory	4	8
4	Behavior of management person		
	Satisfactory	48	96
	Unsatisfactory	2	4
5	Behavior of front office		
	Satisfactory	48	96
	Unsatisfactory	2	4
6	Behavior of lab technician		
	Satisfactory	47	94
	Unsatisfactory	3	6

PERCEPTION OF PATIENT'S ATTENDANTS REGARDING PROMPTNESS OF SERVICE PROVIDER

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1.	Promptness of staff in rendering services		
	Satisfactory	48	96
	Unsatisfactory	2	4
	TOTAL	50	100

PERCEPTION REGARDING OVERALL QUALITY AND COST OF TREATMENT

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Treatment quality		

	Satisfactory	44	88
	Unsatisfactory	6	12
2	Cost of treatment		
	Costly	30	60
	Affordable	15	30
	Economical	5	10

ADEQUACY OF INFORMATION REVEALED AT RECEPTION AND FRONT DESK

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Information revealed at reception		
	Satisfactory	48	96
	Unsatisfactory	2	4
	TOTAL	50	100

ANNEXURE - E

DETAILS OF DATA COLLECTION FROM EMPLOYEES

REGARDING MEDICAL TREATMENT

SNO.	INDICATOR	FREQUENCY	PERCENTAGE%
1	Rating of hospital's overall medical treatment		
	Good	36	72
	Satisfactory	11	22
	Unsatisfactory	3	6
	TOTAL	50	100

EMPLOYEES PERCEPTION REGARDING EFFECTIVE MODE OF COMMUNICATING HOSPITAL'S SERVICES

SNO.	INDICATOR	PERCENTAGE%
1	Organizing health camps	21
2	Add in cable T.V	-
3	Add in radio FM	-

4	Word of mouth	45
5	Corporate tie-ups	6
6	Advertisements in newspaper and magazines	3
7	Website	-
8	Poster, banner, hoarding	-
9	Targeting GP	25

EMPLOYEES SUGGESTIONS REGARDING IMPROVEMENT OF HOSPITAL SERVICES

SNO.	INDICATOR	PERCENTAGE%
1	Dietry service	6
2	Discharge and admission process	16
3	Departmental communication	8
4	Nursing service	50
5	Housekeeping	4
6	Consultant punctuality	14
7	Public relation	12
8	Medical treatment	3
9	Cost of medical treatment	6
	TOTAL	100

EMPLOYEES BEST LIKING ABOUT THE HOSPITAL

SNO.	INDICATOR	PERCENTAGE%
1	Administration support	58
2	Good medical treatment	11
3	Nursing care	2.5
4	Reasonable rate	2.5

5	Experienced and skilled doctors	26
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ANNEXURE - F

DETAILS OF DATA COLLECTION FROM CORPORATE CLIENTS

BEHAVIOR OF SERVICE PROVIDER

SNO.	INDICATOR	PERCENTAGE%
1	Front desk	
	Satisfactory	88
	Unsatisfactory	12
2	Consultant	
	Satisfactory	94
	Unsatisfactory	6
3	Nurses	
	Satisfactory	60
	Unsatisfactory	40
4	Refractionist	
	Satisfactory	93
	Unsatisfactory	7
5	Management person	
	Satisfactory	92
	Unsatisfactory	8

6	Pharmacist	
	Satisfactory	82
	Unsatisfactory	18
7	Security personel	
	Satisfactory	91
	Unsatisfactory	9

PERCEPTION REGARDING WAITING AREA

SNO.	INDICATOR	PERCENTAGE%
1	Cleanliness	
	Satisfactory	95
	Unsatisfactory	5
2	Access to good drinking water and clean toilet	
	Satisfactory	96
	Unsatisfactory	4
3	Recreational facilities	
	Available and satisfactory	60
	Available and unsatisfactory	40

PROMPTNESS OF STAFF REGARDING RENDERING OF OVERALL SERVICES

SNO.	INDICATOR	PERCENTAGE%
1	Promptness of staff	
	Satisfactory	90
	Unsatisfactory	10

PERCEPTION REGARDING MEDICAL TREATMENT AND COST OF TREATMENT

SNO.	INDICATOR	PERCENTAGE%
1	Quality of medical treatment	
	satisfactory	94
	unsatisfactory	6

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