

A Study on Marketing Strategies for Direct Customer

**Internship Training
at
Eye Q Hospital, Hisar, Harayana
(1 February– 30 April, 2014)**

**By
Babita Chaudhary**

**Under the guidance of
Dr. Arindam Das**

**Post Graduate Diploma in Hospital & Health Management
2012–14**


**Institute of Health Management Research
Jaipur
2014**

**INSTITUTE OF HEALTH
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg
Sanganer Airport, JAIPUR - 302 029, INDIA
Tel. : 3924700, 2791431-32
Fax : 91-141-3924738
E-mail : iihmr@iihmr.org
URL : <http://www.iihmr.org>
Gram : HEALTHINST

TO WHOMSOEVER IT MAY CONCERN

This is to certify i Dr. Babita Chaudhary student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur has undergone dissertation at EYE Q hospital, Hisar, Harayana 2014.

The candidate has successfully carried out the study designated to her during dissertation and her approach to the study has been sincere, scientific and analytical. The internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavours.



Dr. Ashok Kaushik

Dean, Academics and Student Affairs

IIHMR, Jaipur



for Dr. Arindam Das

Associate Professor

IIHMR, Jaipur

COMPREHENSIVE EYE EXAMINATIONS & LATEST FACILITIES FOR

*PHACO (STICHLESS CATARACT SURGERY)
*ZYOPTIX LASIK LASER (SPECTACLE REMOVAL)
*PHAKIC IOL
*TRAUMA
*CONTACT LENSES

SUPER-SPECIALITY CLINIC FOR

*CORNEA
*RETINA
*GLAUCOMA
*SQUINT & OCULOPLASTY
*PAEDIATRIC & NEURO OPHTHALMOLOGY



EYE-Q
SUPER-SPECIALITY
EYE HOSPITALS

This certificate is awarded to

Dr. Babita Choudhary

In recognition of having successfully completed her

Dissertation Project on

A STUDY ON MARKETING STRATEGIES OF DIRECT CUSTOMERS OF

EYE-Q SUPERSPECIALITY EYE HOSPITAL

01 February-30 April 2014

She comes across as a committed, sincere & diligent person who has a

Strong drive & zeal for learning

We wish her all the best for future endeavours.

Dr. Marium Siddique

Assistant Operations Manager

Eye-Q Superspeciality Eye Hospital

Hisar (Branch-2)

Eye Q Superspeciality
Haryana Eye Hospital
C/o. Gayatri Eye Care Institute
Model Town, Jindal Chowk,
Hisar - 125005

Certificate by Scholar

This is to certify that the dissertation titled Study on Marketing Strategy For Direct Customers Of Eye Q Hospital and submitted by Dr. Babita Choudhary Enrolment no IIHMR/PGDHM/2012-14/17-1301 under the supervision of Dr. Arindam Das for award of Postgraduate Diploma in Hospital and Health of the Institute carried out during the period from 1 February 2014 to 30 April 2014 embodies my original work and has not form 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

Dr. Babita Choudhary

ACKNOWLEDGEMENT

I have no adequate words to express my loyalty to God for showering his blessings over me and guiding me in my career path.

*I would like to express my gratitude to **Surbhi Arora** – H.R Manager of Eye-Q Hospital who has given opportunity to me for working with Eye-Q.*

*I would like to express my gratitude to Dr.**Marium Siddique** Assistant Operation Manager for their support and encouragement, kind and true guidance on my training and project whenever required and when spirits were down. They helped me by supervising my project, structuring, evaluating my report, carrying out my investigation and suggestion on the improvements.*

I would like to thank Eye-Q Team who had supported me and helped me in the rigorous process of Data Collection in the Hospital.

*At last but not the least I would like to thank **Arindam Das Associate Professor, IIHMR Jaipur**, for her invaluable guidance and support without which this project was not even possible to be completed.*

DR.BABITA CHOUDHARY

PGDHM-17

ROLL NO.1301

TABLES OF CONTENT

Acknowledgement	Error! Bookmark not defined.
Acronyms	5
Section 1 About the Organization	6-9
1.1 Introduction	7
Section 2 Dissertation Report	12
2.1 Introduction	14
2.2 Review Of Literature	14
2.3 Rationale	15
2.4 Research Question	16
2.5 Objectives	16
2.6 Methodology	16
2.7 Data collection	16
2.8 Analysis	16
2.9 Findings	17
3.Conclusion and recommendations	23-24
3.1 Recommendations	23
3.2 Conclusion	24
4. Ethical Considerations	25
5. References	26-29

Annexure	30
----------	----

List of Figures		
S.No	Figure	Page No.
1.	Figure 1. Information about sex	17
2.	Figure 2. Awareness about the hospital	18
3.	Figure 3. Awareness among male and female	19
4.	Figure 4. Eye problem suffered	19
5.	Figure 5. Cost of services	21
6.	Figure 6. Recommend to family and friend	21
List of Tables		
1.	Table.1 . Age of respondents	17
2.	Table 2. Location	18
3.	Table 3. Reason for selecting eye Q	20
4.	Table 4. satisfaction towards services	20
5.	Table 5. Reason for recommending	22
6.	Table 6. Reason for not recommending	22
7.	Table 7. Best features of hospital	22

ACRONYMS

A-SCAN- Amplitude Modulation Scan

CSO-SL - Costruzione Strumenti Oftalmici Slit lamp

ECG- Electrocardiography

FFA- Fundus Flourescein Angiography

GP- General Practitioner

HVF- Humphrey Visual Field

IEC- Information Education Communication

IOP- Intraocular Pressure

LASIK- Laser –Assisted in situ Keratomileusis

MRD- Medical Record Department

NCT- Non Contact Tonometry

OCT- Optical Coherence Tomography

OPD- Out Door Patient

OT- Operation Theatre

OP-TOM- Optometry

PI- Peripheral Iridotomy

PRP- Pan-Retinal Photocoagulation

SPSS- Statistical Packages for Social Sciences

TCS- Tata Consultancy Software

YAG-CAP- Yttrium Aluminium Garnet Laser Capsulotomy

Dissertation Report

On A STUDY ON MARKETING

STARATEGIES FOR DIRECT

CUSTOMERS

EXECUTIVE SUMMARY

This study aims to assess the knowledge of marketing strategy adopted by Eye Q hospital and to measure patient satisfaction level regarding the services availed by eye hospital. The objective is to study the existing facility/ services of the hospital, marketing strategy or plan for direct customers of the hospital, analysis the expectations and complains of direct customers of the hospital and recommends various marketing strategy for direct customers.

It was analyzed from the study that most of the patient of eye Q came to know about it through advertisement in newspapers (49%). The patient who came for treatment in the hospital majority of them suffered from vision problem (29%). Patient who came for treatment were referred by their relatives or friends (46%). Patients were highly satisfied by the cost of treatment and the treatment by the experience doctors. Patients were highly enthusiastic to recommend the hospital to their friends and relative for eye care.

1 INTRODUCTION

Identifying and developing marketing strategies for direct customers focuses on identifying the potential customers of the hospital and developing marketing strategies to understand their expectations, satisfaction level and provide and organize the services as per their need demand. For a hospital, direct customer is patients that generate revenue or create brand image or earn benefit indirectly. Due the study is concentrated on targeting these three groups. With these strategies, the hospital would be able to establish an idea about the need, demand and expectation of its direct and indirect customer's .It would also help the hospital to tune its services /facilities up to the expectations of its potential customers and give them an opportunity to improve upon its existing services . Internal marketing is all about creating a good relationship with employees. Marketing of services has become a vital component in the option 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 surgery, day care centres and home care.

2 RATIONALE

For hospital, direct customers are patients are all those potential customers that generate revenue and create brand image or earn benefit indirectly. In this regards, to achieve the desired revenue

generation, brand image, patient turnover and thus profit maximization the hospital feels a need of targeting direct customers, develop comprehensive marketing tools and its effective use for them. Various studies have been undertaken by hospitals for developing marketing for direct customers, but there is a vital difference between marketing among customers although the basic principle remains same. To sustain the institution in the face of rapidly changing customer attitudes, diminishing financial resources and soaring running costs have turned hospitals to marketing. It is a potential managerial tool available to the hospital authorities to convert community needs into profitable opportunities. Hospitals with their sound marketing strategies can improve the revenue, patient turnover and brand image considerably. A new market approach in healthcare business is needed to match the needs and demands of the clientele in order to sustain in the competitive market .Hospitals must work at maintaining its good reputation and high community awareness. Managing any health care organization in today's economic and competitive environment is a complex and daunting task. No health care organization could be successful without some aspects of marketing. To survive and prosper in this competitive environment, the key largely lies on various aspects of marketing programmes and activities.

It is believed that private hospitals are humanitarian organizations that integrate a profitable objective with service to humanity. In combining these objectives, it might not be possible to operate at optimum level without some elements of marketing. However, legal or ethical considerations limit the free will operations of hospitals. Unlike some other organizations where every aspect of promotional strategy could be fully utilized ,hospital organization are fully handicapped in applying it to the fullest extent because of legal and ethical barriers. For hospital

service organizations to operate effectively and efficiently, they need to integrate viable marketing strategies that would help them achieve survival and profit oriented objectives.

3 REVIEW OF LITERATURE

A macro analysis of resource use in India has revealed that there are 200 surgeries provided per ophthalmologist per year, and 13 surgeries per hospital eye bed per year as in 2007. The concerns connected with accessibility begin with the practice of generating awareness, incentive, and finally the delivery of eye health services with required follow-up appointments. 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'. Most people who have blinding cataracts are entirely unaware that their condition is the result of cataract, or that their sight could be restored through surgery. Even within the population that is conscious of cataracts, persistent barriers to care exist. Social marketing can be highly beneficial, as it not only allows services to reach the maximum amount of people with impaired vision in need of intervention, but it also can decrease the cost per cataract surgery and improve sustainability of eye health institution. In order to deliver the maximum amount of eye health care services in the most cost effective way possible, the World health Organization stresses several key marketing strategies for planners to keep in mind.

4 RESEARCH QUESTION

How marketing strategies influence direct customers and improve operational efficiency of hospital?

5 OBJECTIVES

1. To study the existing facilities /services of the hospital.
2. To study the existing marketing strategy or plan for direct customers of the hospital.
3. To study the expectations and complaints of direct customers of the hospital.
4. To recommend various marketing strategies for the direct customers.

6 METHODOLOGY

The study will be Explorative in nature which includes a systematic design, collection, analysis and reporting of data and finding relevance to a specific marketing situation.

6.1 DATA COLLECTION

Based on primary and secondary data, Study is descriptive and analytical in nature

6.1.2 PRIMARY DATA-

Specially designed semi structured questionnaires including close and open ended questions for Patient and customer perspectives was developed to study their satisfaction level and to understand their needs and demands. Direct observation of internal environment of hospital.

6.2.2 SECONDARY DATA-

Internal organization record was collected, besides similar earlier studies or a research in related field was overlooked into. Data on hospital marketing, health scenario and need of hospital marketing was collected from literature review, internet based information, and hospital records and marketing department.

7.ANALYSIS-

The collected data was entered in the Statistical Packages for Social Sciences (SPSS) software. Univariate and Bivariate analysis was carried out to fulfill the objectives of the study. Results are presented with the help of contingency tables, graphs and charts.

8. FINDINGS

8.1 Demographic details

- As it is evident from the figure 1, 54% of the respondents were male and 46% respondents were female who took treatment.

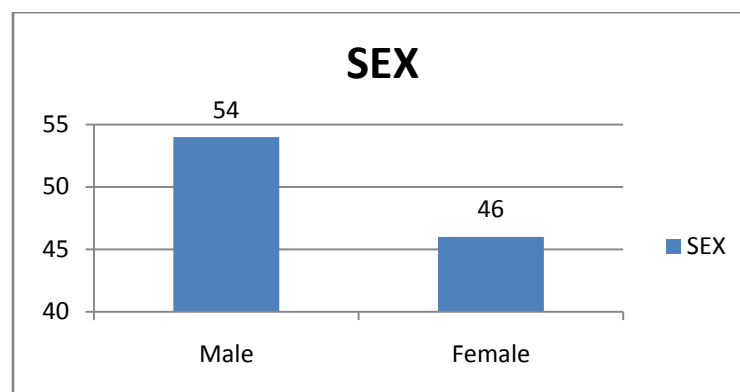


Figure 1. Information about sex of the Respondents

- As it is evident from the table 1, majority of the respondents were from age group of 21-35 who took treatment benefits

Age	Frequency
<6	4
6-20	19
21-35	32
36-50	14
51-65	18
66-80	13
Total	100

Table 1: Information about age of the respondents

8.2 Location

- From table 2, majority of the respondents who took treatment in the hospital where from Hisar city (63%) followed by Hansi 22%. Others city like Hisar cantt, Saat road comprised of very less proportion of respondents

Location	Frequency
Hisar	63
Hisar Cantt	4
Hansi	22
Satt Road	7
Other	4
Total	100

Table 2: Location

3.9.3 Awareness

- From graph 2, most of the people who came for treatment in hospital came to know by Newspaper (49%) followed by Hoarding/Banner (22%), refer from general practitioners (21%)

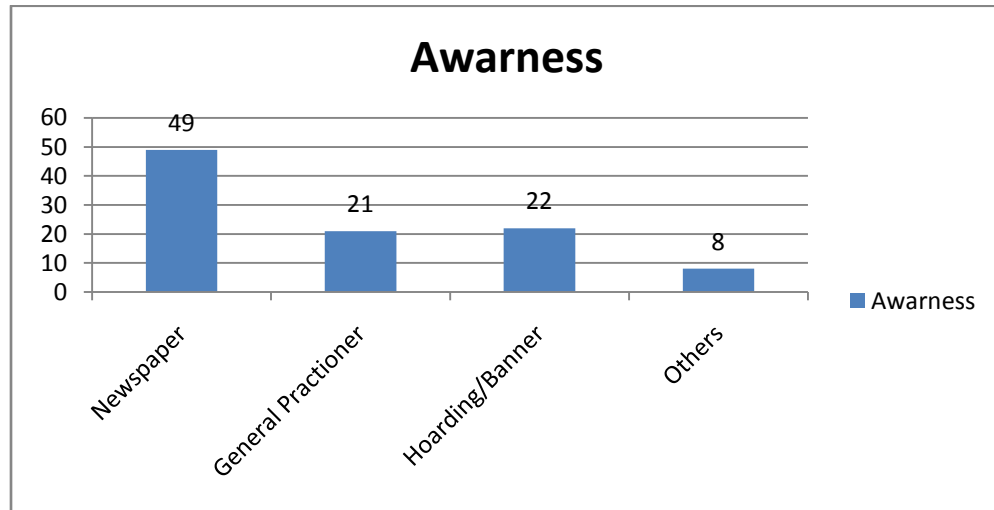
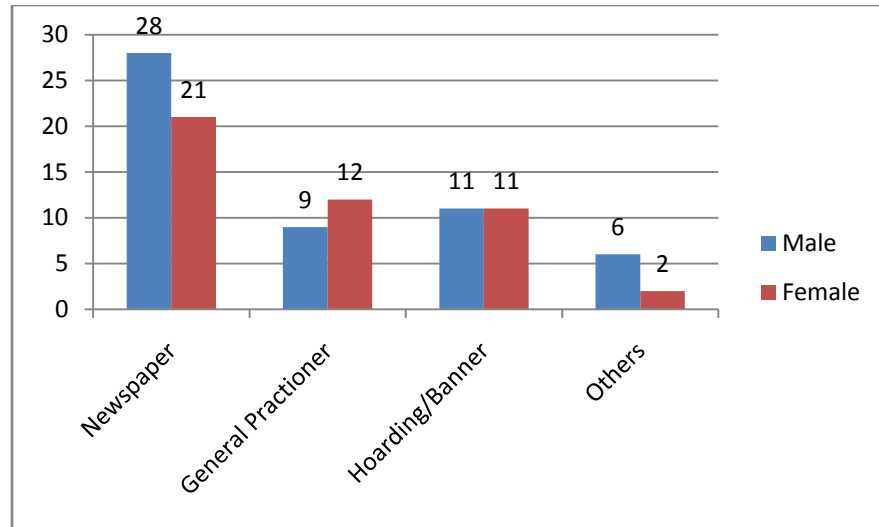


Figure 2: Awareness about the hospital

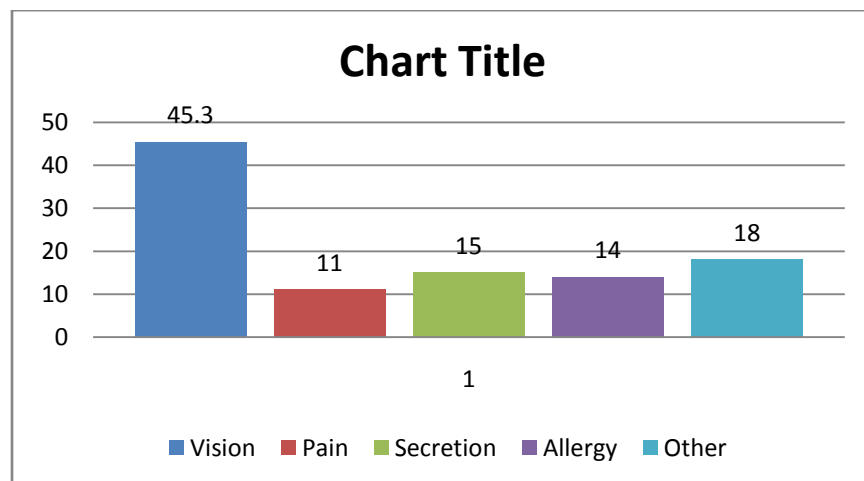
- From graph 3, it is clearly evident that male mostly came to know about hospital by advertisement in newspaper (28%), and in compare to that female came to know from general practitioners.



Graph 3: Awareness among male and female

8.3 Eye Problem

- Out of 100 patient interviewed 46% gave reason of vision problem for visiting this hospital followed by allergy and other problem



Graph 4: Eye problem Suffered

8.4 Reason for selecting Eye Q

- As evident in table 3 majority of beneficiaries selected Eye Q because it was suggested by their friends and relatives (45%), followed by the experience team of doctor of Eye Q (28%) and good medical treatment (14%)

	Frequency	Percent
Suggested by friend family	45	45.0
Experienced doctor	28	28.0
Good medical treatment	14	14.0
other	13	13.0
Total	100	100.0

Table 3: Reason for selecting EYE Q

8.5 Satisfaction towards service provided by the hospital

- From below table 4 it is evident that patient are highly satisfied by the service provided. Only in some services like availability of doctor and cost of treatment patients showed opinion on improved.

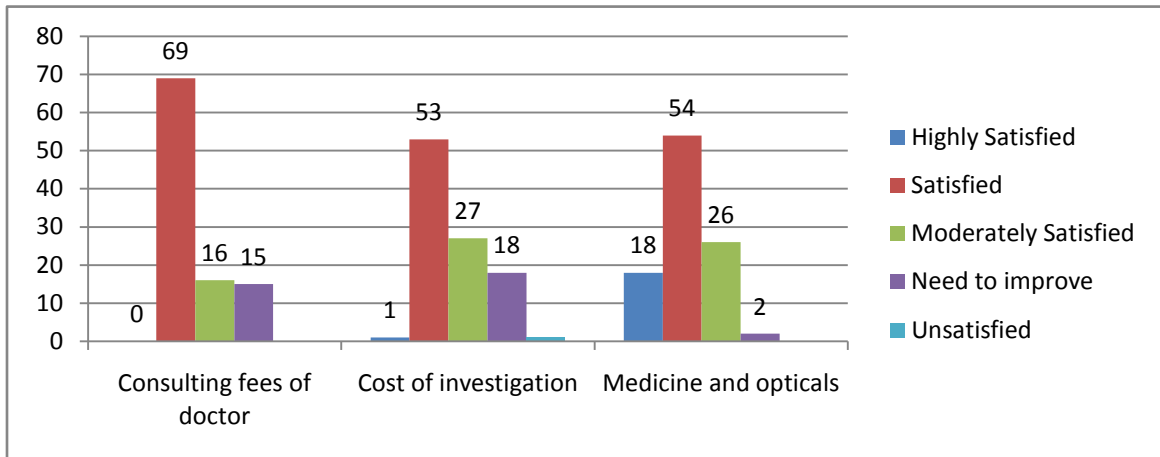
Services	Highly Satisfied	Moderately satisfied	Satisfied	Need to improve	Unsatisfied
Seating arrangement in OPD	85	2	12		
Behavior of service provider	74	10	15		
Information revealed at Reception	83	4	13		
Cleanliness in OPD	72		25		
Availability of doctors schedule	31	19	14	23	13
Communication of doctors	6	30	64		
Promptness of service provider	9	31	61		
Explanation of medicine by nursing staff	38	13	49		
Quality of treatment	70	3	27		
Overall cost of treatment	32	30		22	16
Satisfaction regarding optical they use	23		75	2	

Table 4: Satisfaction towards service provided by the hospital

8.6 Satisfaction towards cost of services

- Graph 5, suggests that people are satisfied by the cost set by the hospital towards the use of services, but some improvement is advised by the customers in lowering the cost of the

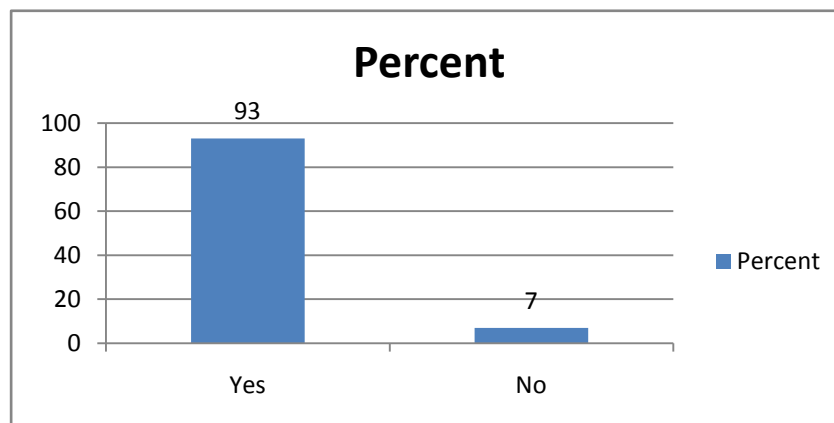
services.



Graph 5: Cost of services

8.7 Recommending to friends and family members

- It is clearly evident from the graph 5, that 93% of customers are willing to recommend eye q hospital to their relative and friends.



Graph 6: Recommend to friend and family

- In below table 5 out of 93% who said they are willing to refer their relative to this hospital because majority of them were satisfied by the treatment of doctor (85%)

	Frequency	Percent
waiting time between registration and OPD	1	1
Treatment by doctor	85	85
Cost of treatment	1	1
Behavior of the staff	1	1
Location	6	6
Total	100	100

Table 5: Reason of recommending

- From table 7 below who were in opinion that they will not refer their relative to EYE Q were dissatisfied by the cost of the services of the hospital.

	Frequency	Percent
Cost of treatment	5	5
Location	2	2

Table 7: Reason of not recommending

8.8 Best feature of hospital

- From below table 7, it is evident that more number customer are satisfied by medical treatment and the medical facility available

	Frequency	Percent
Medical treatment	48	48
Co-operative Staff	17	17
Communication with Doctor	22	22
promptness of service providers	6	6
Others	7	7
Total	100	100

Table 7: Best feature of Hospital

9. Conclusion and Recommendations

9.1 Conclusion

The study reveals that direct customers are very important for any hospital and emphasis should be given to each one. Therefore it is very crucial for any hospital to understand and asses the need and wants of its direct customers and tune its marketing as well as other services to their expectations.

Direct customers can spread the good will of the hospital through word of mouth to others, which will help the hospital in building its image, brand name as well as generating revenue.

Some key facilitating factors done by hospital to attract direct customers are:-

1. Organizing health camps
2. Distribution of opticals and medicine from the hospital
3. Quality of services provided to the patients
4. Good behaviour of doctor and nurses towards patients

9.2 Recommendations

- Need to display the board for availability of doctor week wise at the entrance to update every patient for the further follow up by same doctor.
- Define priority areas (cataract, glaucoma, squint). It is important to be realistic in goal making, focussing on diseases that are most prevalent in the area and have treatment sources available.
- Define priority populations (i.e. target segments like rural, poor, children etc)
- It is critical to periodically assess the quality of delivery, outcomes, sight restoration frequencies and overall satisfaction with services.
- Tie up with NGO's, schools, colleges and universities.
- Publishing articles regarding lifestyles issues and modern methods of treating various diseases in local newspaper and health related magazines.
- Displaying of Banners, billboards at police station, bus stands and important railway stations.

- It is suggested to send good happenings and achievement of the hospitals in the form of booklet to the existing empanelled corporate bodies.
- Involving local NGO's while organizing health camps in remote areas for support and networking.
- Publishing articles related to various eye care issues in local newspaper by the consultants of the hospitals.
- Organizing workshops ,lectures and seminars where general public and staff of the hospital can participate
- The key to the marketing strategy is focusing on companies desiring to expand their corporate social responsibility initiatives.
- There is need to display health related information in the waiting area through audio visual aids or any other electronic medium.

10. Ethical Considerations

The consent of selected patient was taken before interview. The nature and purpose of the study was well explained and communicated to them. The patient had the right to deny at any point of time during interview. The confidentiality and privacy of the information was maintained and this data was solely used for study and research purpose.

11. References

1. 1. Liberman A(2001) ; Marketing in today's health care environment; *The health care Manager* 23-28
2. 2. Kotler Philip (2007); Marketing for Health Care Organization, 382
3. 3. Thulasiraj, R.D, (2010) "Social Marketing for Effective Eye Care Delivery." *WHO Vision 2020 Action Plan*

ANNEXURE

QUESTIONARRE

Name-.....

Age.....

Sex.....

Address.....

Occupation.....

1. How you came to know about the hospital?

- a. Newspapers
- b. General Practitioner
- c. Coupons/Pamphlets/Hoardings
- d. If others, please Specify.....

2. Reasons for selecting Eye-Q Hospital-

- a. Suggested by friend family
- b. Experienced doctor
- c. Good Medical Treatment
- d. If other, please specify

3. What kind of eye problem you are suffering from?

- a. Vision
- b. Pain
- c. Secretion

d. Allergy

e. If other ,specify.....

4. Satisfaction of patients towards service of the hospital -

	1-Highly Satisfied	2-Moderately satisfied	3-Satisfied	4- Need to improve	5-Unsatisfied
Seating arrangement in OPD					
Behaviour of service providers					
Information revealed at reception					
Cleanliness in OPD					
Availability of Doctor					
Communication with doctor					
Promptness of					

service providers(waiting time)					
Explanation of medicine by the staff					
Quality of Treatment					
Overall Cost of treatment					
Satisfaction regarding optical they use					

5. Satisfaction regarding cost of Services

	1-Highly Satisfied	2-Moderately satisfied	3-Satisfied	4-Need to improve	5-Unsatisfied
Registration					
Consulting fees of doctor					

Investigation					
Medicine and optical					

6. Will you recommend this hospital to your friends and Relatives?

- a. Yes
- b. No (If No, Skip Q7)

7. If YES, please select one reason-

- a. Waiting time between registration and OPD
- b. Treatment by doctor
- c. Cost of treatment
- d. Behaviour of the staff
- e. Environment
- f. Location

8. If NO, please select one reason-

- a. Waiting time between registration and OPD
- b. Treatment by doctor
- c. Cost of treatment
- d. Behaviour of the staff
- e. Environment
- f. Location

9. Best features of Hospital.....

10. If any other comments-

.....