

UNDERSTANDING THE MARKETING STRATEGIES OF HOSPITALS IN MUMBAI: GODREJ MEMORIAL HOSPITAL

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

By

Batul Mustafa Kapasi

Under the Supervision and Guidance of

Dr Sanjay Gupta

2024



GODREJ MEMORIAL HOSPITAL

COMPASSIONATE CARE FOR ALL
(NABH & NABL Accredited)

Ref no: GMH/HRD/INTERN/EXP.LTR./24/ 0521

Date:02-Jul-2024

To Whomsoever it may concern

This is to certify that **Dr. Batul Kapasi** from Indian Institute of Health Management Research, Jaipur has satisfactorily completed her internship/ dissertation in the Department of **Marketing** at **Godrej Memorial Hospital**, from **01-Apr-2024** to **30-Jun-2024**.

The study on **Understanding the Market Strategies of the hospitals in Mumbai: Godrej Memorial Hospital** was undertaken as a part of her academic fulfillment.

Yours Truly
For Godrej Memorial Hospital

Lt. Col. Dr. L C Verma (Retd.)
Chief Executive Officer



H - 2009 - 0034

Pirojshanagar, Vikhroli (E), Mumbai - 400 079. Tel. No. : 022 66417100 / 66417052 Fax : 022 66417053
E-mail : hospital@godrej.com Website : www.godrejhospital.com



MC-2084

DECLARATION BY STUDENT

I hereby declare that this dissertation titled "**Understanding the marketing strategies of Hospitals in Mumbai: Godrej Memorial Hospital**" is the Bonafide record of my original researchwork. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

Batul

Name of the student: Dr. Batul Kapasi

Date 4/7/24

CERTIFICATE

This is to certify that dissertation titled "Understanding the marketing strategies of Hospitals in Mumbai: Godrej Memorial Hospital" is a record of the research work undertaken by **Dr. Batul Kapasi** in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and ~~his~~ her approach to the research study has been sincere, scientific, and analytical.



Dr. Sanjay Gupta
IIHMR University, Jaipur

Date 04/07/2024



Dr. Sanjay Gupta
IIHMR University, Jaipur

Date 04/07/2024.

ABSTRACT

Title: Understanding the Marketing Strategies of Hospitals in Mumbai: Godrej Memorial Hospital

Author Name- Dr. Batul Kapasi

Advisor Name- Professor Sanjay Gupta

ABSTRACT:

This study examines the marketing strategies employed by hospitals in Mumbai, focusing on the case of Godrej Memorial Hospital. Situated in a competitive healthcare landscape, Godrej Memorial Hospital faces the challenge of distinguishing itself through effective marketing tactics. The research investigates various dimensions of its marketing approach, including branding initiatives, promotional activities, patient engagement strategies, and digital marketing efforts. By analyzing these strategies, the study aims to uncover the strengths and weaknesses of Godrej Memorial Hospital's marketing endeavors, offering insights into how these strategies contribute to its visibility, patient acquisition, and overall market position in Mumbai. Key findings highlight the hospital's innovative approaches to reaching and engaging with its target audience amidst the dynamic healthcare environment of Mumbai.

Keywords:

Marketing strategies, hospitals, healthcare branding, promotional activities, patient engagement, digital marketing, market positioning, employee satisfaction.

Background:

The healthcare sector in Mumbai, renowned for its diversity and complexity, presents a challenging environment for hospitals striving to distinguish themselves amidst intense competition. Effective marketing strategies play a pivotal role in enabling hospitals to navigate this landscape, ensuring visibility, patient trust, and sustainable growth. Godrej Memorial Hospital, a prominent healthcare institution in Mumbai, faces these challenges daily as it seeks to enhance its market presence and meet the evolving needs of its diverse patient base. Understanding the dynamic interplay of branding, promotional efforts, patient engagement tactics, and digital marketing becomes crucial for hospitals like Godrej Memorial to maintain competitive advantage and foster community trust. This study aims to explore and evaluate the marketing strategies employed by Godrej Memorial Hospital, shedding light on their effectiveness in shaping the hospital's identity, attracting patients, and positioning itself within Mumbai's healthcare marketplace.

Objectives:

1. To analyze the impact of marketing strategies implemented by Godrej Memorial Hospital on employee satisfaction levels.
2. To examine employees' perceptions of the organizational culture at Godrej Memorial Hospital in relation to the marketing strategies employed.

3. To identify correlations between employee satisfaction, organizational culture perceptions, and the effectiveness of marketing strategies at Godrej Memorial Hospital.
4. To propose recommendations for enhancing employee satisfaction and fostering a positive organizational culture through improved marketing efforts at Godrej Memorial Hospital.

Methodology:

Study Design:

This study employs a cross-sectional design to analyze the brand image of Godrej Memorial Hospital among its employees. Cross-sectional studies allow for a snapshot of data at a single point in time, providing insights into current perceptions and attitudes.

Study Setting: Employees of Godrej Memorial Hospital, Mumbai.

This study focused on employees across different departments of Godrej Memorial Hospital. The hospital's workforce includes personnel from patient touchpoints, clinical delivery, administrative staff, and laboratory services. Employees from each department were selected to participate in this study, providing insights into their perceptions of the hospital's brand image, their engagement with the organization, participation in events, and overall perception of the hospital within the industry.

Study Duration: 2 months.

Study Tools: Survey questionnaire

Results and Analysis:

The study aimed to assess employee satisfaction at Godrej Memorial Hospital through a survey across various departments. It revealed high satisfaction in professional development and commitment to healthcare, but highlighted needs for better communication, workload management, and work-life balance support. Statistical analysis quantified satisfaction levels, indicating areas for leadership and resource improvements. Recommendations include strategic initiatives to boost morale, reduce turnover, and enhance the work environment for better patient care outcomes.

Conclusion:

This dissertation explores employee satisfaction and marketing strategies in Mumbai's hospital sector, focusing on Godrej Memorial Hospital (GMH). Key findings highlight the importance of fostering belongingness, improving communication, enhancing training, and optimizing patient experiences to boost employee satisfaction. This directly impacts organizational performance, patient care quality, and reputation. Effective internal communication aligns staff, strengthens organizational culture, and enhances patient perceptions. Marketing strategies should prioritize employee satisfaction to foster internal cohesion, drive positive word-of-mouth, and enhance patient loyalty. Continuous research and tailored strategies are crucial for hospitals in Mumbai to navigate challenges and maintain competitiveness in healthcare.

Acknowledgement

I would like to express my heartfelt gratitude to the following individuals and institutions who have been instrumental in the completion of my dissertation.

First and foremost, I extend my sincere appreciation to my esteemed university, IIHMR Jaipur, for providing me with the necessary resources, guidance, and academic environment to pursue my research. I am deeply thankful to Dr. P. R. Sodani, the President of IIHMR University, Jaipur, for his continuous support and valuable insights throughout my academic journey. I would also like to express my gratitude to Dr. Sanjay Gupta, Dean of IIHMR, for his guidance and encouragement.

A special word of thanks goes to my mentor, Dr. Sanjay Gupta, whose expert guidance, patience, and encouragement have been invaluable in shaping my research and enhancing my academic skills. I am also grateful to Lt. Col. Dr. LC Verma, my organization mentor, for his support and cooperation during my dissertation research.

I am thankful to Godrej Memorial Hospital for providing me with the opportunity to conduct my research in their esteemed organization. The support and cooperation received from the staff at Godrej Memorial Hospital were essential to the successful completion of my study.

I would like to express my deepest appreciation to my parents, family, and friends for their unwavering support, love, and encouragement. Their belief in me and constant motivation have been instrumental in my academic journey.

I am truly grateful to all the individuals and institutions mentioned above for their invaluable contributions, without which the completion of my dissertation would not have been possible.

Table of contents

S.No	Content	Page No.
1	About Godrej Memorial Hospital, Mumbai	12-13
2	Introduction	14-15
3	Literature Review	16-18
4	Methodology	19-20
5	Results	21-25
6	Discussion	26-28
7	Recommendation	29-30
8	Conclusion	31

List of Abbreviations

IPD	In-patient Department
MRD	Medical Records Departments
TPA	Third- Party Administration
OPD	Out-patient Department
AHU	Air Handling Unit
ENT	Ear, Nose & Throat
BPL	Below Poverty Line
GMH	Godrej Memorial Hospital
SMS	Short Message Service
OTP	One Time Password
ICU	Intensive Care Unit
ICCU	Intensive Coronary Care Unit

Godrej Memorial Hospital, Mumbai

- **MISSION**

To provide Compassionate Health care to all at affordable cost in a Rational and Ethical manner with focus on quality.

- **VISION**

To be a Center of Medical Excellence with focus on Emergency Medical Care

- Godrej Memorial Hospital was commissioned in September 2004 to provide Quality Health care Services at affordable cost, a modern, 110-bed, multi-specialty tertiary care hospital committed to providing quality and affordable healthcare. It is one of the first few hospitals in the country to be accredited by both NABH (National Accreditation Board for Hospitals & Health Care Providers) & NABL (National Accreditation Board for Testing & Calibration Laboratories) by the Quality Council of India (QCI). The different departments in the hospital are located as follows;
- The Ground Floor consists of the Emergency Department/ casualty, Radiology, Pathology labs, physiotherapy, billing and billing discharge counter, IT department, IPD, MRD, cafeteria, TPA, registration desk, OPD, C-suits office, CCTV, telephone operator, cleaning and housekeeping, Visitors rooms, fire lift, OPD, Counter, surgery, orthopaedic, OB-G, ophthalmology, dermatology, paediatric, pathology, ENT, dental two units, medicine, ATM, Morgue, Medical store, cafeteria, Kitchen, AHU, pharmacy store, General store, Blood storage room, Operation Theatre, Radiology department, pathology lab, occupational therapy. Hyperbaric Oxygen Therapy, O2 plant.

The First floor consists of; Dialysis unit, day-care services, ICU, ICCU, Male and female general wards, rest room for relatives, cleaning utility, a Conference hall for medical lectures, an Executive training room, a Quality hall, RO Plant, clean utility, dirty utility, Maternity ward, nursing station, labour room, NICU, and AHU.

The Second floor consists of; Female economy ward and a male economy ward, a General ward for males, a general ward for females, clean and dirty utility area, Operation Theatres, a Postoperative recovery area, CSSD, a Decontamination room, a Linen folding room, and Sterile supply room.

Facilities

The Out patient department comprises of various specialty and super-specialty areas - General Medicine, Paediatrics, Surgery, Orthopedics, ENT, Ophthalmology, Dermatology, Cardiology, Urology, Nephrology, Psychiatry, Dentistry, Gynecology & Obstetrics, Physiotherapy, etc. Other facilities are Adult and New born Intensive care units, Operation theaters, Endoscopy center, Dialysis, Maternity rooms, Diet & Nutrition, etc.

Features

- Free Emergency (Cardiac / Accident) Ambulance service within the suburb
 - Casualty services - Round the clock
 - Diagnostics – Day & Night
 - No advance deposits (for Admission)
 - Home Health Service
 - Free surgeries for (BPL families) children born with deformities of the mouth and lips(Cleft lip and palate).
 - Free Anti Retro-viral Treatment (ART) Center for people living with HIV and AIDS. •
- Multiplace Hyperbaric Oxygen Treatment Center.

Chapter 1 - Introduction

HOPITALS AND MARKETING

The landscape of hospital management has evolved significantly due to various factors such as the rise in corporate hospitals, increasing competition among healthcare providers, technological advancements in medicine, and the emergence of new diseases. These changes have created a shift in how hospitals operate and cater to patient needs. In developed nations, the formal recognition of marketing as a crucial activity for healthcare providers, starting from the 1970s, marked a significant milestone. This acknowledgment allowed corporate hospitals to adopt and apply marketing strategies effectively. As a result, there has been a growing interest among media, researchers, and policymakers in understanding and discussing marketing practices in the healthcare sector, often shared in seminars and conferences.

The study closely examined aspects such as branding initiatives, promotional activities, patient engagement strategies, and digital marketing efforts to understand their influence on employee perceptions.

A key component of the research involved calculating employee satisfaction scores and assessing their correlation with the hospital's marketing strategies. This analysis utilized quantitative and qualitative methods to provide a comprehensive understanding of the factors shaping employee satisfaction within the hospital. Based on the findings, the study proposed recommendations aimed at enhancing employee satisfaction and fostering a positive organizational culture through improved marketing efforts at Godrej Memorial Hospital. These recommendations were grounded in empirical evidence and aimed to strengthen communication, streamline procedures, improve team coordination, and optimize resource allocation to support a conducive work environment.

HOSPITAL CHARACTERISTICS

As medical institutions that both cure and comfort their users, hospitals provide a myriad of goods and services that span from patient beds and nurses to diagnostic equipment and patient transports in the form of ambulances. They also offer complementary services such as that offering of food through the provision of catering services. These institutions are important components in health industry inclusive of hospitals, insurance companies, medically related software and equipment and pharmacy. It helps in contributing for the welfare of the people and receives finance from state as well as central government. The healthcare sector has also received positive changes over the years through innovation in medicine equipment, and techniques thus bringing about improved services and better care to the clients.

Research Question

How do the overall chosen marketing practices affect the views of the employees in Godrej Memorial Hospital in Mumbai regarding organization culture of the hospital?

Aim:

To analyse the impact of the advertising techniques adopted by Godrej Memorial Hospital in Mumbai on the personnel or staff satisfaction and their assessment of the organisational culture of the hospital.

Objectives:

1. The purpose here would be to establish the effects of marketing plans put into practice by Godrej Memorial Hospital to the satisfaction of its employees.
2. To assess the employees' attributions of the organization culture at Godrej Memorial Hospital concerning the marketing strategies being utilized.
3. In this case, the Godrej management would like to establish some relations between the employee job satisfaction, perceptions of organisational culture and marketing optimism in Godrej memorial.
4. To suggest ways of increasing the level of satisfaction of the employees and, thus, developing a healthy organisational culture for the Godrej Memorial Hospital through better marketing approaches.

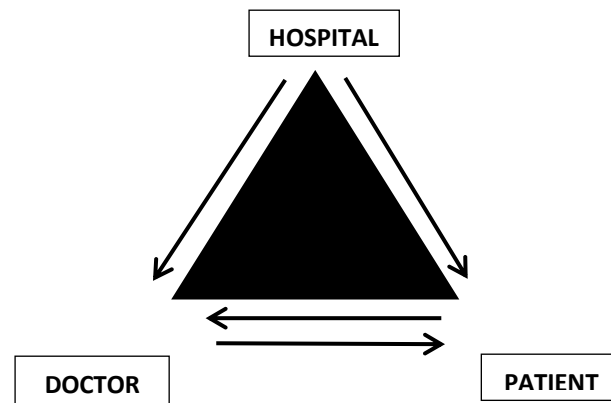
The investigation for this paper was done for three months in Godrej Memorial Hospital using 25 employees as the population size. Specifically, the objectives of the study were to determine the level of employee satisfaction and organizational culture perceiving by the employees in the hospital.

A quantitative research approach was deemed appropriate for this study, and structured questionnaires were administered to employees to determine the effect of different marketing techniques used by Godrej Memorial Hospital on their levels of satisfaction and perceptions of the hospital's corporate culture.

Chapter 2: Review of Literature

Service Orientation in Healthcare

Healthcare services combine tangible and intangible aspects, with the intangible elements often dominating. In essence, healthcare services are completely intangible, primarily consisting of the medical consultation provided by doctors. Tangible aspects may include physical items such as hospital beds and decor.



Hospital: The organization that conceptualizes service offerings (treatments) aimed at meeting patient expectations of recovery.

Patient: The customer seeking treatment, who receives and pays for the services.

Doctor: The pivotal figure in the hospital hierarchy, directly interacting with patients and influencing the hospital's reputation.

Doctor: The activating organ of the hospital is the provider- the doctor. He is the one who comes in direct contact with the patient. The reputation of the hospital is directly in the hands of the doctor.

Healthcare services are characterized by a combination of tangible and intangible aspects. While tangible elements such as hospital infrastructure and equipment play a role, the intangible aspects, including the quality of medical consultation and patient care, often dominate (Zeithaml et al., 2006). These services are inseparable from healthcare providers like physicians and nurses, emphasizing the importance of interpersonal interactions and care quality in shaping patient experiences (Grönroos, 2008).

Hospital and Patient Dynamics

Hospitals serve as pivotal organizations in healthcare delivery, conceptualizing and offering treatments aimed at meeting patient expectations of recovery and wellness (Berry et al., 2002). Patients, as the recipients of healthcare services, are central to

understanding hospital dynamics. They seek treatment, pay for services, and increasingly demand high-quality care experiences (Grönroos, 2008). The role of doctors as key influencers of hospital reputation cannot be overstated, as they directly interact with patients and contribute significantly to patient satisfaction and loyalty (Berry et al., 2002).

Characteristics of Intangible Services

Healthcare services exhibit distinct characteristics: inseparability, intangibility, variability, perishability, and simultaneity (Zeithaml et al., 2006). Inseparability refers to the simultaneous production and consumption of services, highlighting the close interaction between service providers and patients. Intangibility underscores the non-physical nature of healthcare services, involving intellectual and emotional components crucial to patient care experiences (Grönroos, 2008).

Private Sector and Corporate Hospitals in India

The growth of corporate hospitals in India has been on the rise since the 1970 epoch, influenced by historical factors, economic factors, and domestic and international patients' requirement (Berry et al., 2002). Such a growth has made India into a destination of choice for health care needs while pointing out the contribution of corporate hospitals towards the India's health care industry (Berry et al., 2002).

Importance of Marketing in Healthcare

According to the conceptual framework suggested Zeithaml et al., 2006 merchandising is one of the critical strategic tools in the contemporary developing health care sector in achieving the hospital's fiscal targets and operational sustainability. That is why by transitioning to a market-orientated economy healthcare organisations need to raise the consumers demand's volume and quality, which is achieved through the effective utilisation of the marketing tools (Grönroos, 2008). Customers are increasingly applying the perceived effort for the kind of healthcare service they want to obtain, given the voluminous information they receive; therefore, patients choose hospitals depending on the perceived service quality and reputation (Zeithaml et al., 2006).

Practice of Marketing in Healthcare

Marketing in healthcare comprises of several activities that help in satisfying the consumers, gaining their loyalty, and making health care organizations more competitive (Grönroos, 2008). Important concepts like service quality, patients' satisfaction level, branding, patient interaction and service failure are important for hospitals that want to stand out in a market full of competitors (Zeithaml et al., 2006).

According to Dr. Dhaval Bhatt from Breach Candy Hospital, traditional concepts of hospital advertising and promotion may not suffice; they recommend the creation of sustainable long-term impressions that positively shape patients' perceptions and behavior (2023, own research). Yashoda Group of Hospitals' Executive Director, Dr. G Surender Rao, emphasises that the marketing departments play essential roles in image creation and conveying the essence and capabilities of the corresponding institution (Rao, 2019).

Positioning and Re-positioning Strategies

It is crucial for the hospitals to employ and repudiate the right positioning and re-positioning measures so as to capture the market base and potential patient segments as described by Kapoor (2017). The findings noted above indicate that by intentionally managing their service messages and promoting the aspects that distinguish them from their competitors, hospitals are able to effectively shape patients' perception and subsequently, their competitive advantage (Kapoor, 2017).

Physicians and Hospital Marketing

Doctors remain an essential part of the marketing strategies in hospital since they are involved in recommending patients to a certain hospital and patient satisfaction (Pai, 2018). General practitioners play a critical role in the delivery of healthcare hence establishing strong working partnership with the hospitals can go along way in helping hospitals cultivate more clients while at the same time serving the client's better by organizing their care better (Shukla, 2019).

Budgeting and Continuous Improvement

In the long-term approach, it has been seen that the availability of dedicated resources for marketing along with repeated contending efforts are essential for sustaining the growth of hospital marketing (Nagar, 2020). It not only helps to increase patients' participation but also contributes to the development of the spirit of innovation and the provision of high-quality services in healthcare organizations (Nagar, 2020).

Marketing Orientation in Healthcare Organizations

Various researchers have called for and appointed the use of marketing perspective withing healthcare organisational structures to address stakeholder needs and market forces (Keith, 1981). This orientation entails the use of marketing to improve organizational sensitivity and acknowledge the value and satisfaction of the clients(Putnam & Wilson, 1982).

Conclusion

Hence, promotional techniques and measures needed to be implemented in Godrej Memorial Hospital in Mumbai to increase employee nurse satisfaction and organizational culture perception. Thus, utilizing all the presented strategies in the operations, hospitals can contribute to the enhanced sustainable growth and success in a harsh competitive context of the healthcare system. All in all, awareness of marketing principles specific to healthcare and ability to apply them deeply affects the performance and results of treating hospitals and patients.

Chapter 3: Methodology

Study Design:

This study adopts a cross-sectional survey design to assess the employees' perception of the brand image of Godrej Memorial Hospital. Cross-sectional studies enable the collection of data only at one specific moment in time and, therefore, may reveal the subjects' current state of mind and attitudes.

Study Setting: JM Consumer, Mumbai, India Specifically from the list of participants are some of the Employees of Godrej Memorial Hospital, Mumbai.

Godrej Memorial Hospital in Mumbai is a well-known health care organization many more, which treats the patient with essential cost and kindness. The hospital functions and has 110 inflicted beds and includes 22 specialty departments, 16 allied services for complete patient care. The basic structure of the modern building has all the necessary technical and MEP equipment with different specialized features to accommodate various medical disciplines.

This study targeted employees in Godrej Memorial Hospital and from all the departments of the hospital. The personnel of the hospital comprises of persons from patient interface, clinical service delivery, administrators, and laboratory. A sample of respondents from various departments of the hospital was used in this study, so as to identify their awareness of what constitutes the hospital's brand image, interaction with the organization, and participation in events, as well as their perception of the position of this hospital in the industry.

Study Duration: 2 months.

Study Tools: Survey questionnaire.

Participants:

Godrej Memorial Hospital employees participated in the study, who are directly or indirectly involved in providing services to the patients, practicing in clinical areas, working in the administrative departments, the laboratory, and other similar positions. Mature employees include those right from the onset of the hospital and those with one year' experience in the job. The target population of the survey was drawn from 25 respondents only.

Data Collection:

For the purpose of this study a survey questionnaire was designed in line with the selected themes, more so those relating to the hospital's brand image. The questionnaire administered covered areas such as; this covered the frequency of the employees' interaction with the organization, their participation in any hospital activity, and their impression of the status of the hospital in the industry.

Procedure:

The survey was filled by the selected respondents with full consideration of their anonymity and their responses' confidentiality. To combat this problem, participation

was voluntary and respondents were urged to give their honest feedback as a means of giving a true representation of the myopia perceived.

Data Analysis:

Data collected from the survey responses were descriptive and thus analyzed qualitatively. The responses were first, in a manner, for central tendencies by totaling the responses and dividing them by the number of subjects and secondly ascertaining the variability coefficients using standard deviation. This statistical tool was useful in determining the spread of responses around the mean, indicating the level of consistency or inconsistency of the employee's perception of brand image of Godrej memorial hospital.

Statistical Techniques:

Mean Calculation: This approach was used to know the average response so as to identify the central place of response on the various survey items.

Standard Deviation: Standard deviation was calculated with a view of determining the degree of variation in the scores around the mean. It measures the degree of dispersion or dispersion on the views of employees; that verifies the managers or organisation on consistency or inconsistency of employees' views on the brand image of their hospital.

Ethical Considerations:

In the overall process of dealing with the participants, ethical standards that governed the study were fully complied with. Includes a statement of the participants' consent after explaining the research to them and the fact that the participants were not identified at any point. The study adhered to the ethical considerations to reduce bias in the results or conclusion obtained.

This method explains the strategy employed by the study to assess Godrej Memorial Hospital brand perception and satisfaction levels among the employees and regarding the general perception of the healthcare industry.

Chapter 4: Results

Hereby, the first research objective was to establish the level of employee satisfaction in Godrej Memorial Hospital amongst the departments. Employing survey questionnaire, an attempt was made to elicit the views and opinions of the employees concerning the workplace environment, organizational culture, and their level of job satisfaction with regard to the hospital.

While conducting the survey, there was identification of reviews from the patient-facing staff, the delivering clinical staff, administrative employees, and laboratory technicians. Basically, our research question aimed at having a holistic view of the way in which the employees of the organization regarded their employment with the organization, the extent of their participation with the events of the hospital, and the position of the hospital in the healthcare sector.

A review of results from the study indicated the following points relevant to Godrej Memorial Hospital in relation to employees' satisfaction. The opportunities were as follows; First, we identified the compartments where the employees have a high satisfaction level, Secondly, we noted the places where the professional development of the employees was valued and Thirdly, the position of the hospital focuses on compassionate healthcare. On the other hand some of the themes that are highlighted as having room for enhancement are communication efficiency, load distribution, and employer support for wellness.

Quantification of the survey results made use of statistical tools like averaging and computation of standard deviations to determine the extent of the employees' satisfaction levels. These metrics enabled organizations and managers to assess the levels of variability and consensus as to specific aspects of employees' job satisfaction.

The survey underscored the fact that while employees have some understanding of the organization's noble mission of offering affordable, quality, and compassionate care, there are particular sectors and positions where leadership support and resources could be increased to boost the level of satisfaction in the workplace. Such findings are helpful especially for the management of the hospitals to address organisational practices that may enhance efforts to boost the morale of employees and minimise cases of turnover in the hospital systems.

Overall, findings of the present study can be effectively used for informative purpose for the management of Godrej Memorial Hospital to make relevant strategic decisions for enhancing employees' satisfaction levels. Thus, by working on the mentioned areas of improvement and developing the existing successes, the hospital can foster the level of employee engagement more and thus improve the patient care outcomes.

Questionnaire Survey:

Both the genders employees' are also considered while calculating each organization's figures.

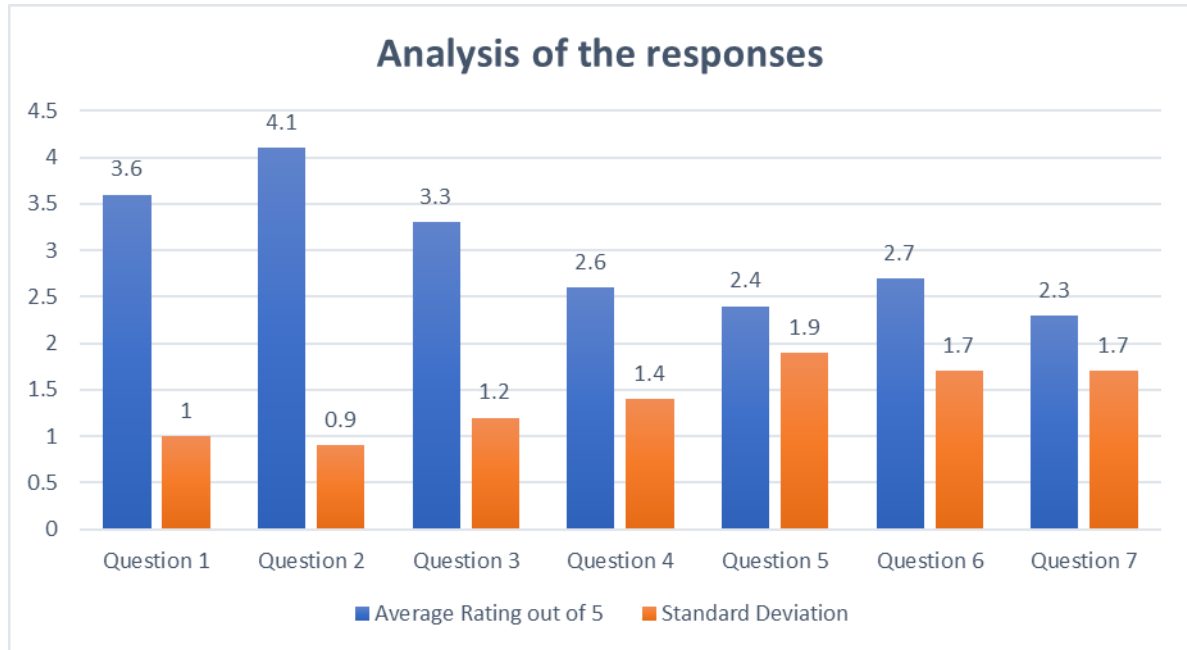
The average years of work experience in the organization of the respondents is 6.4 years.

The standard deviation of the average years of work experience is 5.2 years.

Sr. No.	Questions	Average Rating out of 5	Standard Deviation (σ)
a	I feel proud to be a part of Godrej Memorial Hospital.	3.6	1.0
b	I am aware about GMH's performance as compared to other hospitals.	4.1	0.9
c	I receive regular and sufficient training sessions for my work.	3.3	1.2
d	I am communicated regularly about the events/ camps happening at the hospital well in advance.	2.6	1.4
e	I come to GMH for getting treated if I fall ill.	2.4	1.9
f	I bring my family members to the health check-up camps/ events/ in GMH.	2.7	1.7
g	I am asked for inputs/ suggestions when there is any change in the services/ plans / packages in the GMH.	2.3	1.7

Scale: 5- Completely Agree 4 – Somewhat agree 3- Neutral 2- Somewhat disagree 1- Completely disagree

The work experience distribution at GMH ranges from one year to seventeen years. The average years of work experience in the organization for the respondents is 6.4 years. The standard deviation (σ) of the average years of work experience is 5.2 years. This indicates that work experience in the organization is fairly distributed, and the survey includes respondents from all ranges of work experience.



From the data analysis we can say that:

- Majority of the employees feel proud to be associated to GMH. But some employees feel a lack of belongingness towards the organization. So, there is a need to build a sense of connect amongst all.
- Majority of the employees are aware of the standing of GMH in the hospital industry, either in good or bad sense. The organization is able to convey its position in the market to its internal stakeholders.
- Some employees responded that they receive regular training sessions but a lot of them lack that. There is a need for GMH to focus on conducting regular training and development sessions. It will not only ensure employee satisfaction but patient satisfaction as well.
- Almost half of the employees consider as if they are not communicated regularly of the happenings in the hospital. This creates gap in the trust within the organization. It is encouraged to keep every employee informed about the happenings in the hospital.
- Half of the respondents do not visit GMH if they fall ill. This means that there are some gaps that hospital is not able to identify yet. And if those are taken care properly, most of them would want to come to GMH for catering their health needs. They are also not bringing their family members to any events which is causing a break in the information dissipation to the general public, and GMH is losing a lot on word of mouth publicity.

Issues that are identified in the hospital with respect to the Branding and Marketing of

the Hospital:

1) Internal Resistance from the Employees:

Change is a natural part of growth for individuals and organizations alike. However, employees often resist change due to a variety of internal and external factors. Internal factors contributing to resistance include ineffective leadership, inadequate communication, insufficient training, absence of incentives to motivate employees, lack of comprehension, and inefficient job design.

One of the biggest issues found with the organization causing resistance is:

(a) Poor financial Compensation- The Godrej Memorial Hospital is a 'Not for Profit' organization, but employee's motivation will only come if they are fairly compensated for their works.

Employees who perceive themselves as under-compensated may lack motivation to exert additional effort at work. They might prioritize personal projects or disengage mentally from their roles once they feel they have met expectations relative to their salary. This perception can impact their overall commitment and productivity within the organization.

(b) Increased Working Hours- Overworked employees are never going to perform to their best standard. As well as being physically exhausted, mental exhaustion can lead to mistakes being made and poor work. Typically the working hours in any organization are of eight hours. The work scenarios in the hospital usually needs the employees to stay beyond their work timings. The loyal employees who come on time and work beyond the actual working hours should be getting the overtime compensation as well.

(2) Lack of Belongingness to the Organization:

Creating a sense of belonging is crucial for unleashing the full potential of employees at work. When employees feel they belong, they are more secure in their position within the organization and are empowered to express their true selves without fear of bias or reprisal. This sense of belonging significantly influences both performance and retention.

When employees feel a strong connection and loyalty to the organization, they are motivated to go beyond their regular duties to promote and enhance the brand. It is essential for organizations to foster this sense of pride and attachment among their employees through deliberate efforts and initiatives.

(3) Absence of Team Spirit:

There is an evident absence of a sense of Team spirit especially in the front-end staff. They are either not trained to work in coherence, or the organization has failed to inoculate that feeling into them. In addition to having a clear differentiation of work division, the organization should ensure that the staff is working hand in hand, and coherently. Teamwork is crucial because it fosters collaboration among team members, facilitating the sharing of ideas and responsibilities. This collaborative effort helps distribute workload effectively, reducing stress for everyone involved. As a result, team members can focus on tasks with attention to detail and thoroughness, which ultimately speeds up the achievement of end goals.

(4) Inability of understanding Technology:

Understanding technology is crucial for enhancing employee experience, boosting productivity, and adapting to the growing trend of remote work. Incorporating a digital workplace into the organization's digital transformation strategy has become increasingly critical for businesses. However, navigating organizational change in this direction is fraught with difficulties and challenges.

(5) Lack of Connectivity & Technological Infrastructure: The hospital has absolutely no internet connectivity of most telecom operators. It can be argued that what is the need of network or internet connectivity in the hospital. But everyone understands that internet is the dire and basic need of today's world. And its absence causes a lot of inconvenience.

The employees are usually seen searching for net connectivity. In some cases when the employee is not on their desk, it becomes extremely difficult for everyone to connect with them. In the rarest case of emergency or SOS it may cause serious repercussions damaging the image of the organization as a whole.

Billing and payment is the most crucial part of the accomplishment of patient journey. If there is not much facilities to easily pay the bills, there a good chance that even if the patient is satisfied with the clinical outcomes, they may not like coming back to the hospital. It is the last touchpoint, so the hospital should make sure to make it the best experience. Talking just about the Billing Counter, the patients could be seen running out of the hospital building to do the online payments because of lack of network inside. This clearly depicts our inability of providing them with the convenience of paying seamlessly.

Discussion of results

Employee Satisfaction and Internal Marketing in Healthcare

In the healthcare sector, the concept of internal marketing suggests that to enhance patient satisfaction, organizations should treat employees as internal customers. By understanding and fulfilling employees' needs, wants, expectations, and concerns, their satisfaction levels can increase significantly. This approach ultimately leads to higher quality care and greater patient satisfaction.

Healthcare organizations can adopt a relationship marketing approach to their human resources practices to address the global challenge of nursing shortages. By focusing on enhancing the quality of care provided, organizations not only boost patient satisfaction but also enhance employee satisfaction and foster greater loyalty towards the organization. This interdependency helps enhance a steady progression of quality concerning the supplied care.

Satisfaction among the employees can be considered as an instrumental mechanism that affects the quality of care and the expenses connected with it. Satisfied employees increase should decrease stress levels, turnovers, sick leaves, disability, and violence. All of these lead to better care outcomes in cases of patients that are attended to in these health facilities.

For instance, satisfied staff nurses have decreased levels of patient risk, and fewer medication errors that, in the end, improve patients' satisfaction. In addition, higher employee satisfaction results to patients' shorter stays, and therefore contributes to reduced variable costs. Organizationally, it results in reduced costs with regard to recruitment and retention of staff, lower turnover rates, less lost working days, and lower rates of patient complications meaning it's a good objective for healthcare managers.

The culture of leadership in hospitals has been identified as a critical variable that directly impacts the kind of environment created in organizations that deliver health care services; this in turn contributes to patient satisfaction.

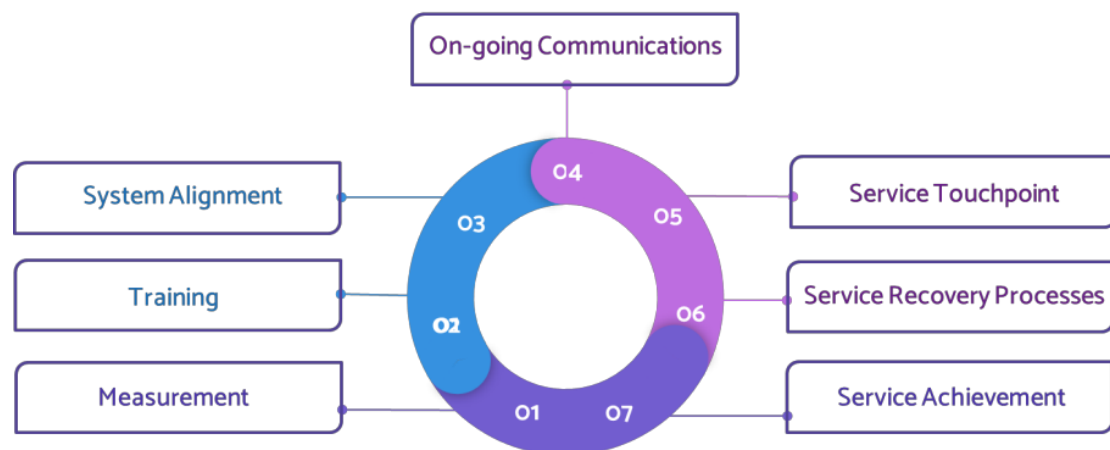
Organizations aiming to enhance patient satisfaction and foster loyalty should prioritize improving the overall quality of care. Research consistently underscores that strong leadership that empowers employees and cultivates engaging work environments is pivotal in achieving higher levels of care quality. This emphasizes the essential role of management in healthcare outcomes, even when not directly involved in patient care.

For analysing the brand image of the organization within the employees, a survey questionnaire was formulated and rolled out to the employees working in various departments from Patients' touchpoints, clinical delivery, administrative staff and laboratory. Employees working for the Godrej Memorial Hospital, since its inception to the ones who have completed one year have included in this. A total of 25 respondents were there and were asked questions related to the hospital, their engagement with the organization, participation in the events, and overall standing of the hospital in the industry.

Marketing's Important Role in Patient Experience

Marketing plays a crucial role in ensuring that a patient's experience at a healthcare organization aligns seamlessly with its brand and core values. There are seven fundamental elements essential for achieving exceptional patient experience, with the organization's brand acting as the cornerstone

Role of Marketing in Patient Experience



1. Measurement: It's vital to establish and agree upon a set of metrics and timelines to effectively monitor how well the organization meets patients' needs and delivers the promised experience. Baseline measures should be taken before implementing any improvements, using them to set achievable targets. This should be followed by other micro level strategic plans meant for improving the patient experience and there should be evidence that the goals have been met by the use of acceptable measures.

2. System Alignment: Policies state and promote acceptable behaviors and encourage adoption of the statements in job descriptions and performance appraisal systems of the organization. This way, all the team members' responsibilities will be aligned to ensure that the company delivers excellent customer service. Establish practices that recognize and tender incentives to groups and people in charge of improving service quality so as to encourage responsibility.

3. Training: Each time an appropriate metric and behavior to be changed are defined, ensure that all employees are trained and made aware of their duties in the provision of good customer service. It should be noted that training sessions are actually expected behavior discussions, skill practice activities, working with reporting tools, and personal responsibility feedback.

4. Ongoing Communication: And it can be seen that constant reinforcement of the desired behaviors is imperative to the success. Depending on the organizational culture and communication method that is adopted the performance should be reported to the team on a frequent basis.

5. Service Touch Points/Micro-Moments: Patient interactions are not exclusive to the admission process but are also observed in other stages of the client's stay. Through detailing out this journey and locating all the touch point, healthcare providers would be in a position to view the patient expectations at the various places. In this case, appropriate marketing structures and tools, policies and procedures, as well as supporting information systems can and should be designed to accommodate these expectations successfully.

6. Service Recovery: For every situation that does not meet expectations concerning the processes or the patients themselves, service recovery must be available. Support staff to be able to handle the complaints and challenges in a timely and appropriate manner that would lead to improvement of the patients' experiences. There is always a value in documenting failures so that they could be analyzed in terms of trends and processes could be enhanced.

7. Service Achievement: Find out when and where patients can be delighted while dealing with a health problem. It is necessary to begin by determining possible places and situations when one can provide a 'WOW' experience to patients.

Effective Marketing Strategies for Hospitals

One of the outstanding trends in advertising is the use of the information on the services provided and achievements in this sphere to target customers. Depending on the hospital's marketing approach, various communication and media channels can be utilized:

Mass Communication: This includes newspapers, brochures, inserts and any other types of multimedia such as the TV commercials.

- Personalized Communication: By this process, use of bulk SMS, emails and loyalty programs, among others, to patronize the respective patients.

-Public Relations Activities: Activities like community health and developmental projects, reception of awards, and awards and certifications that boost the hospitals standing.

- Brand Building Activities: Marketing communication operations that are geared towards making the brand more familiar in the consumer's mind and likable.

- Incentive-Based Sales: Promotional and advertising techniques that target patients and low charges for services as a way of gaining and maintaining patients.

- Social Network or Digital Media: Versus utilizing forums such as the social media to reach out to persons other than the target client.

The current health market conditions have evolved greatly characterized by high competition and increased number of hospitals as well as nursing homes. Still demand has declined while at the same time consumers are much more knowledgeable and expect higher quality of service. The market in the health care sector has shifted from the traditional one where the doctor was the decision maker to a more patients oriented market. They expect quality care at low prices, and, thus, may investigate

clinics and facilities that offer opportunities to enhance health through prevention measures.

Educated patient seeks to know what procedures are going to be conducted on him as well as other procedures available for treatment. Health facilities in turn develop new programs which need to be properly marketed to the public. They are required to make enhancements toward the production of better health care services and acceptable patient satisfaction. It is found that marketing thrives as one competitive tool in attaining these aims and objectives of hospitals efficiently.

Chapter 5- Recommendations and Conclusion

1. Building a Sense of Belongingness:

Recommendation: These should be put in place to enhance people's feelings of identification with the employees. This may involve such things as automatic group bonding sessions, bonuses for hard work, and encouraging free flow of discussion amongst the working team. Make sure that leadership can be contacted easily and is friendly.

2. Improving Communication of GMH's Standing and Internal Happenings:

Recommendation: Increase the accessibility of the communication system so that all employees are aware of the position that GMH takes in the market place and new developments in the hospital. Make use of hustlers; such as newsletters, town hall meetings, intranet notices, to keep the audience and other stakeholders updated.

3. Enhancing Training and Development Opportunities:

Recommendation: Design a competent training and development program that focuses on practically all the employees of the organization. Offer frequent practice workshops/conferences on the clinical competencies with/without patient care practices and professional growth. Provide channels through which the employees can contribute on what they think should be taught in regard to training.

4. Improving Patient Visit Experience and Word of Mouth Publicity:

Recommendation: Carry out a profound research on the potential reasons why employees and their families do not select GMH for their medical coverage. Decide on measures for altering patient attitudes; for instance, you may need to upgrade facilities or solve billing problems affecting patients, or invest in customer services refining all of its employees. Empower employees to embrace the hospital events and activities through ensuring that they are friendly to the personnel.

5. Poor Financial Compensation and Increased Working Hours:

- Recommendation: Determine the competitiveness of the compensation packages currently offered to the employees and align them with the organization's 'Not for Profit' status. Paid and unpaid overtime should be managed fairly to encourage employees for working extra time.

6. Absence of Team Spirit:

Recommendation: Hire team-building workshops and training sessions concerning the collaboration and communication increase of the front end staff. Delineate specific expectations so that each person knows what is expected of him or her, at the same time ensuring that the concept of team work is upheld in the achievement of the set goals in an organization.

7. Inability to Understand Technology:

- Recommendation: Design specific and elaborate training modules on the applicable technologies by GMH. Incorporate an aspect of gradualism in the process of implementing digital technologies and leverage digital tools, recommending that there's timely preparation of employees to embrace change.

8. Lack of Connectivity & Technological Infrastructure:

Recommendation: Some of the areas that WIFI routers could be installed include; patient waiting area, near billing section, and mostly any region that is frequently used by commuters. A possible suggestion for increasing this segment to 60% is to incorporate a simple mobile number and otp based sign in system in the wifi if the load is high. It will provide only restricted information to the Patient family members to satisfy the better hospital services.

Employing on the mentioned above matters would indeed spur the current employees of the GMH to go an extra-mile and nurture the organization. Enhance the availability of Internet connectivity within the hospital compound to enhance the communication and operating capacity. Improve technology facilities that may be used in diagnosis, or billing as well as in relaying emergency communication.

The following recommendations have been made with the objective to solve all the problems as recognized in this case study comprehensively and to improve the work conditions in GMH for employees as well as patient satisfaction.

Conclusion

Therefore, effectively, this dissertation has tried to identify significant problems related to employee satisfaction and marketing initiatives in the context of Mumbai's hospital industry, with especial reference to GMH. These results highlight the importance of focusing on the factors which can be a concern, for instance, increasing feelings of inclusion, effective communication, training provision, and patients' visits to strengthen the EMP satisfaction.

Employee satisfaction is crucial within the hospital environs because the level of satisfaction noted within the unit will determine performance and subsequently satisfaction from patients based on the quality of services they receive from hospital staff. Hospitals insuring morale boosting projects intends for the employees like GMH should maintain an environment in which healthcare services are provided excellently. In addition, the hospital's standing and internal development information is communicated well, allowing the people working there to be on the same page, hence creating organisational culture.

Further, the study realized that while considering hospital marketing in Mumbai or any other region, internal customers, especially the employees, need to be well-targeted as they act as the primary referral point for patients. Integration of marketing with the initiatives which improve the employee satisfaction guarantees both internal cohesiveness and oral publicity and customers' loyalty.

From here on, sustained studies applying an appropriate business-model specific approach will be critical for arriving at strategies that will enable hospital in Mumbai to not only address challenges but also to effectively leverage opportunities and sustain a competitive advantage in a fast-evolving health care industry environment.

- Specifically, the research also showed that to be successful in the current environment, hospitals must have a marketing orientation.
- Successful selling concepts are centered on requirement satisfaction, clientele partitioning, and powerful evaluation of the organization's outer and inner scene.
- B M & M will include service value with a balanced service offering, L business with differentials and discount, C scope in branches and tele-services and P complete with advertisements and WODS and websites.
- The adoption of total quality management is important for sustaining an organization's quality improvement and delivering quality health care services.
- There is a strong rationale to try and improve the patient satisfaction with the services offered to them more by introducing feedback cultures. Likewise, meeting employees' needs and receiving feedback from them is just as vital as in the case of customers.
- The factors resulting from overall place, promotion, and price strategies, for example, brand equity and profitability enhancements, can be quantified with the help of suitable metrics and analyses.

Therefore, it is imperative for hospitals in Mumbai to focus on the marketing strategies to enhance employees' satisfaction level and organizational reputation,

thereby reaffirming that the internal and the external organizational environment are umbilically connected.