

Understanding The Marketing Strategies of Hospitals In Mumbai (Godrej Memorial Hospital)

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About Godrej Memorial Hospital



Godrej Memorial Hospital (GMH), commissioned in October 2004, is a modern, 110 bed, multi-speciality tertiary care hospital committed to providing quality and affordable healthcare to all. It is a unit of the Godrej Memorial Trust, dedicated to providing medical relief to all the sections at economical rates.

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.

Specialities at GMH

- Nephrology
- General Medicine
- Neurology
- Orthopedics
- Rehabilitation
- Gynecology & Obstetrics
- Ophthalmology
- Dentistry
- Dermatology
- Urology
- Sleep Medicine
- Endocrinology
- Rheumatology
- Podiatric Surgery
- Gastro-enterology & Hepatology
- Cardiac Surgery
- Oncology
- Anaesthesiology
- Interventional Cardiology
- Psychiatry
- Plastic Surgery
- Hematology
- Bariatric Surgery
- Chest Medicine
- ENT
- HBOT
- Pediatrics & Neonatology

Allied Services

- In Patient Dept. (IPD)
- Pharmacy
- Audiology
- Diet & Nutrition
- Hyper Baric Oxygen Therapy
- Intensive Cardiac Care Unit (ICCU)
- ICU (Paediatric)
- Ambulance Service
- Pathology
- Out Patient Dept (OPD)
- Casualty (Emergency Care Service)
- Anaesthesiology
- Clinical Psychology
- Physiotherapy
- Intensive Care Unit (ICU)
- ICU (Neonatal)
- Radiology (X-Ray, USG, CT Scan)



Introduction

- **Research Focus:** This study investigates the Impact of Marketing Strategies on Employee Satisfaction and Organizational Culture at Godrej Memorial Hospital, Mumbai.
- **Background:** The landscape of hospital management has evolved significantly, driven by corporate influences, rising competition, and technological advancements. Effective marketing strategies have become crucial for hospitals to thrive in this competitive environment.
- **Significance:** Understanding how marketing strategies affect employee satisfaction and organizational culture is pivotal for optimizing hospital management practices and enhancing overall performance.
- Godrej Memorial Hospital, located in Mumbai, serves as our primary case study due to its prominence and the diverse marketing strategies it employs.

Aim: The primary aim of this research is to examine how marketing strategies implemented by Godrej Memorial Hospital influence employee satisfaction levels and their perception of the hospital's organizational culture.

Methodology: This study was conducted over a period of three months, involving a sample size of 25 employees. It utilized a mixed-method approach combining quantitative surveys and qualitative interviews.

Focus Areas: The research focused on analyzing the impact of various marketing strategies such as branding initiatives, promotional activities, patient engagement strategies, and digital marketing efforts on employee satisfaction and perceptions of organizational culture at Godrej Memorial Hospital.

Expected Outcomes: By exploring these aspects, the study aims to provide insights that can guide hospitals in effectively utilizing marketing strategies to improve employee satisfaction and foster a positive organizational culture.

Review of Literature

- **Hospital Characteristics:** Healthcare services are primarily intangible, emphasizing quality medical consultation and patient care. Tangible elements such as infrastructure support these services (Zeithaml et al., 2006; Grönroos, 2008).
- **Hospital Dynamics:** Hospitals are pivotal in delivering treatments aimed at meeting patient expectations for recovery and wellness. Physicians play a critical role in shaping hospital reputation through direct patient interactions (Berry et al., 2002).
- **Intangible Service Characteristics:** Healthcare services exhibit inseparability, intangibility, variability, perishability, and simultaneity, highlighting the close provider-patient interaction (Zeithaml et al., 2006; Grönroos, 2008).
- **Corporate Hospitals in India:** India has seen significant growth in corporate hospitals since the 1970s, driven by economic development and patient demand, positioning India as a healthcare destination (Berry et al., 2002).
- **Marketing's Importance:** Marketing is essential for hospitals to sustain operations and attract patients in a competitive market, influencing patient decisions based on perceived quality and reputation (Zeithaml et al., 2006; Grönroos, 2008).

- **Marketing Practice:** Effective hospital marketing encompasses service quality, patient satisfaction, branding, engagement, and service recovery strategies (Zeithaml et al., 2006; Grönroos, 2008).
- **Physicians' Role:** Physicians influence hospital marketing through patient referrals and satisfaction, emphasizing collaboration with general practitioners (Berry et al., 2002; Pai, 2018).
- **Positioning Strategies:** Hospitals use strategic positioning to differentiate and attract diverse patient demographics, enhancing competitive advantage (Kapoor, 2017).
- **Budgeting and Improvement:** Allocating resources to marketing and continuous improvement fosters innovation and service excellence in healthcare organizations (Nagar, 2020).
- **Marketing Orientation:** Adopting a marketing orientation enhances organizational responsiveness and patient satisfaction, crucial for hospital success (Keith, 1981; Simon, 1978).

METHODOLOGY

Study Design

- Type: Cross-sectional study.
- Purpose: Analyze the brand image of Godrej Memorial Hospital among employees.

Study Setting

- Location: Godrej Memorial Hospital, Mumbai.
- Description: 110-bed facility with 22 specialty departments and 16 allied services, known for affordable and compassionate healthcare.

Participants

- Selection: Employees from various departments (patient care, clinical, administrative, laboratory).
 - Criteria: Inclusion of long-term and recently joined staff, totaling 25 respondents.

Study Duration

Period: 2 months.

Study Tools

Instrument: Survey questionnaire.

Focus: Hospital's brand image, employee engagement, participation in events, and industry perception.

Data Collection

Method: Survey administered anonymously to ensure confidentiality and honest feedback.

Data Analysis

Approach: Quantitative analysis using descriptive statistics.

Techniques: Mean calculation for central tendencies, standard deviation for response variability.

Ethical Considerations

Principles: Informed consent, confidentiality, and adherence to ethical guidelines.

Conclusion

Objective: Investigate and analyze employee perceptions of Godrej Memorial Hospital's brand image and industry standing.

RESULTS

Objective-

Assess employee satisfaction across departments at Godrej Memorial Hospital through a survey questionnaire.

Participant Demographics-

Gender: Both genders included in the study.

Average Experience: Respondents averaged 6.4 years of work experience at the hospital.

Standard Deviation: Average years of work experience had a standard deviation of 5.2 years.

Key Findings-

High Satisfaction Areas: Identified in professional development opportunities and hospital's commitment to compassionate healthcare.

Areas for Improvement: Highlighted in communication effectiveness, workload management, and support for work-life balance.

- **Data Analysis-**

- **Method Used:**

- Quantitative analysis included averaging and calculating standard deviations to measure variability and consensus among employee responses.

- **Insights-**

- **Employee Perceptions:** Generally positive towards hospital's mission; specific departments and roles suggested improvement in leadership support and resource allocation.
- **Strategic Implications:** Insights crucial for prioritizing initiatives to enhance employee morale, reduce turnover, and foster a positive work environment.

- **Conclusion-**

- **Impact:** Data-driven insights provide strategic guidance to optimize employee satisfaction at Godrej Memorial Hospital, contributing to improved patient care outcomes

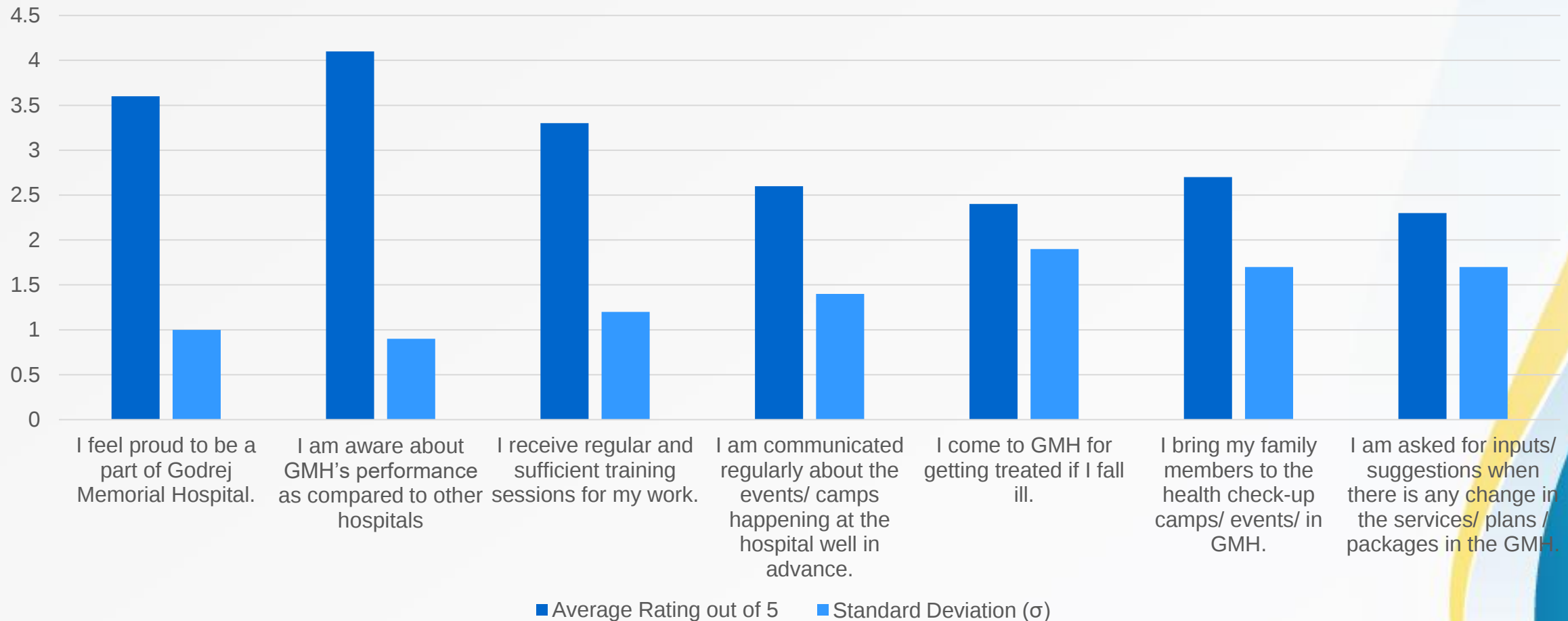
QUESTIONNAIRE SURVEY

Sr. No.	Questions	Average Rating out of 5	Standard Deviation (σ)
1	I feel proud to be a part of Godrej Memorial Hospital.	3.6	1.0
2	I am aware about GMH's performance as compared to other hospitals.	4.1	0.9
3	I receive regular and sufficient training sessions for my work.	3.3	1.2
4	I am communicated regularly about the events/ camps happening at the hospital well in advance.	2.6	1.4
5	I come to GMH for getting treated if I fall ill.	2.4	1.9
6	I bring my family members to the health check-up camps/ events/ in GMH.	2.7	1.7
7	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.

Analysis of the responses



From the data analysis we can say that:

- 1. Employee Pride and Belongingness:** Majority of employees are proud to be associated with GMH, but some feel a lack of belonging. There is a need to build a stronger sense of connection among all employees.
- 2. Awareness of GMH's Market Standing:** Most employees are aware of GMH's reputation in the hospital industry, whether positive or negative. The organization effectively communicates its market position to internal stakeholders.
- 3. Training and Development Needs:** While some employees receive regular training, many do not. GMH should focus on conducting regular training sessions to improve employee satisfaction and patient care.
- 4. Communication Gaps:** About half of the employees feel they are not regularly informed about hospital happenings, leading to a trust gap within the organization. Improving communication to keep all employees informed is crucial.
- 5. Patient and Family Engagement:** Half of the employees do not choose GMH when they fall ill, and they do not bring their family members to hospital events. Addressing these gaps could enhance patient satisfaction and improve word-of-mouth publicity.

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

- **Internal Resistance from 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.
- **Poor Financial Compensation:** Employees feel under-compensated, impacting motivation and commitment.
- **Increased Working Hours:** Overworking without overtime compensation leads to physical and mental exhaustion, affecting performance.
- **Lack of Belongingness to the Organization:** Creating a sense of belonging is crucial for employee engagement and retention. Employees need to feel a strong connection and loyalty to the organization to promote its brand effectively.

- **Inability to Understand Technology:** Understanding and integrating technology is crucial for productivity and adapting to remote work trends.
- **Lack of Connectivity & Technological Infrastructure:** Absence of internet connectivity affects communication and operations. Patients face inconvenience in making payments due to poor network, impacting overall patient satisfaction.
- **Communication Challenges:** There are significant communication gaps within the organization, affecting employee morale and efficiency. Inadequate communication about organizational changes, policies, and procedures leads to confusion and frustration among employees.

DISCUSSION OF RESULTS

- **Internal Marketing in Healthcare:**
- **Concept:** Internal marketing in healthcare views employees as internal customers whose needs, wants, and expectations should be understood and met to enhance patient satisfaction.
- **Impact:** When healthcare organizations prioritize employee satisfaction through internal marketing strategies, such as effective communication, training, and recognition, they create a supportive environment. This, in turn, leads to motivated employees who are more engaged in their work, resulting in higher quality care delivery and improved patient satisfaction.
- **Example:** By ensuring that healthcare staff feel valued and respected, organizations can foster a culture where employees are motivated to provide excellent care, thereby positively influencing patient experiences and outcomes.

- **Relationship Marketing Approach**
- **Strategy:** Relationship marketing in healthcare focuses on building strong relationships with employees to address challenges like nursing shortages.
- **Benefits:** Organizations that emphasize relationship marketing invest in enhancing the quality of care, which not only increases patient satisfaction but also improves employee satisfaction and retention. This approach supports continuous improvement in care standards and strengthens loyalty among staff.
- **Impact:** For instance, when healthcare providers invest in training programs, career development opportunities, and supportive work environments, they cultivate a workforce that is committed to delivering exceptional care, resulting in better patient outcomes and operational efficiency.

- Impact of Employee Satisfaction on Healthcare Quality
- Linkage: Employee satisfaction is closely linked to improved healthcare quality and cost management.
- Benefits: Satisfied employees exhibit lower turnover rates, reduced absenteeism, and heightened job satisfaction, which are critical for maintaining high standards of patient care. Their commitment translates into fewer medical errors, enhanced patient safety, and more efficient operations.
- Example: Research demonstrates that hospitals with higher employee satisfaction scores often experience better patient outcomes and lower healthcare costs due to improved care coordination and staff morale.

Role of Leadership in Healthcare Quality

- **Leadership Influence:** Effective leadership is pivotal in shaping organizational culture and fostering an environment that supports high-quality care.
- **Strategies:** Strong healthcare leaders empower their teams, encourage open communication, and prioritize patient-centered care. They provide guidance and resources to enable staff to perform their best, which is essential for achieving positive patient experiences and clinical outcomes.
- **Impact:** Hospitals led by capable leaders tend to excel in patient satisfaction metrics, as their leadership philosophy permeates through the organization, influencing employee engagement and overall care delivery standards.

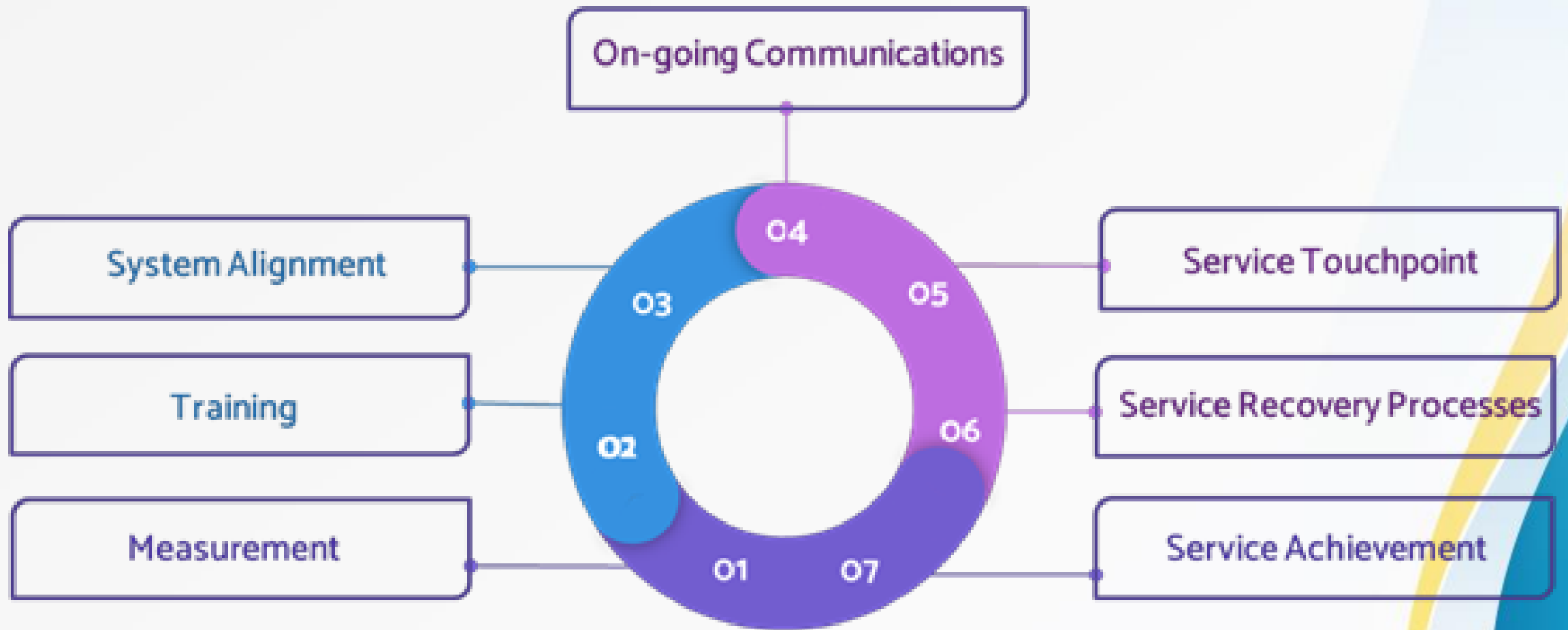
Survey Analysis on Brand Image

- **Objective:** The survey conducted among employees at Godrej Memorial Hospital aimed to gauge perceptions of organizational culture, employee engagement, and the hospital's reputation in the industry.
- **Findings:** Insights from the survey highlighted areas where improvements in communication, employee engagement initiatives, and perception management could enhance overall organizational effectiveness and employee satisfaction.
- **Actionable Insights:** Based on survey results, healthcare administrators can implement targeted strategies to strengthen internal communication, foster a sense of belonging among staff, and enhance the hospital's reputation both internally and externally.

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



- **Measurement:** Establish clear metrics and timelines to monitor patient needs and experience. Use baseline measures to set achievable targets and track progress through improved metrics post-implementation of enhancements.
- **System Alignment:** Define expected behaviors and integrate them into job descriptions and performance evaluations. Implement systems to recognize and reward individuals and teams that excel in enhancing service quality, fostering accountability across the organization.
- **Training:** Provide comprehensive training to employees on expected behaviors, skill development, and the use of reporting tools. Emphasize individual accountability and empower staff to champion customer service.

- Ongoing Communication
- Continuously reinforce desired behaviors through regular communication. Share performance reports to keep the team motivated and informed about progress towards patient experience goals.
- Service Touch Points/Micro-Moments: Map out the patient journey to identify key interactions and touch points. Develop processes and systems to meet patient expectations effectively at each stage of their care.
- Service Recovery: Establish a robust service recovery process to address issues promptly and effectively. Empower employees to resolve problems, document failures for analysis, and implement process improvements.
- Service Achievement: Identify opportunities to create memorable experiences for patients. Target potential "WOW" moments where exceeding patient expectations can have a significant impact on their experience and satisfaction.

Effective Marketing Strategies for Hospitals.

- **Mass Communication:** Utilize traditional channels such as newspapers, brochures, inserts, and multimedia platforms for broad audience reach. Effective for promoting hospital services, facilities, and special events to the community.
- **Personalized Communication:** Engage patients individually through bulk SMS, emails, and loyalty programs. Enhances patient engagement and loyalty by offering personalized updates, health tips, and appointment reminders.
- **Public Relations Activities:** Focus on community development projects, accolades, and achievements to enhance hospital reputation. Build trust and credibility through positive public perception and involvement in community health initiatives.
- **Brand Building Activities:** Implement strategies to improve brand recall and enhance brand perception among target audiences. Highlight unique selling propositions (USPs), patient success stories, and quality indicators to differentiate from competitors.

- **Incentive-Based Sales:** Offer special pricing strategies and direct-to-consumer promotions to attract and retain patients. Increase patient acquisition and encourage loyalty through discounts, packages, and referral incentives.
- **Social Network or Digital Media:** Leverage social media platforms and digital channels to engage with a broader audience. Share informative content, patient testimonials, and health tips to educate and attract prospective patients.
- **Consumer-Driven Healthcare Market:** Address consumer demand for transparency, quality care, and reasonable costs. Offer wellness and prevention programs while ensuring clear communication about medical procedures and treatment options.
- **Competitive Advantage through Marketing:** Use marketing as a competitive tool to continuously improve service quality and enhance patient satisfaction. Adapt marketing strategies to meet evolving patient expectations and maintain competitiveness in the healthcare industry.

Recommendations

- **Building a Sense of Belongingness**

- Recommendation: Implement initiatives like regular team-building activities, recognition programs, and forums for open dialogue. Foster approachable leadership to strengthen community and belonging among employees.

- **Improving Communication of GMH's Standing and Internal Happenings:**

- Recommendation: Enhance internal communication channels through newsletters, town hall meetings, and intranet updates. Keep employees informed about GMH's industry position and important developments to foster engagement.

- **Enhancing Training and Development Opportunities**

- Recommendation: Develop a structured training plan covering clinical skills, patient care standards, and professional development for all employees. Implement feedback mechanisms to tailor training to employees' needs.

- Improving Patient Visit Experience and Word of Mouth Publicity
- **Recommendation:** Analyze reasons why employees and families choose not to use GMH. Enhance patient experience by improving facilities, streamlining billing processes, and providing comprehensive customer service training. Encourage employee participation in hospital events.
- Addressing Poor Financial Compensation and Increased Working Hours
- **Recommendation:** Review and adjust compensation packages to be competitive within industry standards. Implement fair overtime policies to recognize and reward additional work hours.
- Addressing Absence of Team Spirit
- **Recommendation:** Conduct team-building workshops and training sessions to improve collaboration and communication among front-end staff. Define clear roles and emphasize teamwork to achieve organizational goals.

- Addressing Inability to Understand Technology
- **Recommendation:** Provide comprehensive training on relevant technologies used at GMH. Develop a digital transformation roadmap to gradually adopt and integrate digital tools, ensuring employees are prepared for technological advancements.
- Addressing Lack of Connectivity & Technological Infrastructure
- **Recommendation:** Improve internet connectivity throughout the hospital premises, especially in patient waiting areas and near billing counters. Enhance technological infrastructure to support patient care, billing processes, and emergency communication needs.

Strategic Recommendations

- Recommendations include implementing initiatives to improve employee morale, enhancing communication channels, providing comprehensive training, and focusing on patient-centric improvements.
- **Continuous Improvement:** Hospitals must adopt a marketing orientation, implement total quality management, and prioritize patient and employee satisfaction through continuous feedback mechanisms.
- **Future Directions:** Continuous research and tailored strategies are crucial for hospitals to maintain competitive advantage in Mumbai's dynamic healthcare environment.

CONCLUSION

- **Importance of Employee Satisfaction:** Employee satisfaction directly influences organizational performance, patient care quality, and overall hospital reputation.
- **Critical Issues Addressed:** The dissertation highlighted the need to foster a sense of belongingness, improve communication, enhance training opportunities, and optimize patient visit experiences at GMH.
- **Impact on Marketing Strategies:** Effective marketing strategies in hospitals, particularly in Mumbai, should prioritize internal stakeholders (employees) to enhance brand reputation and patient loyalty.