

**STUDY ON THE ROLE AND POTENTIAL OF TECHNOLOGY IN THE
PATIENT ACQUISITION, RETENTION, AND REFERRALS IN INDIA**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Ankit Kumar Jha

Under the Supervision and Guidance of

Dr. Vinod Kumar SV

2022

STUDY ON THE ROLE AND POTENTIAL OF TECHNOLOGY IN THE PATIENT ACQUISITION, RETENTION, AND REFERRALS IN INDIA

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Ankit Kumar Jha

Under the Supervision and Guidance of

Dr. Vinod Kumar SV

2022

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **Study On The Role And Potential Of Technology In The Patient Acquisition, Retention, And Referrals In India** is the bonafide record of my original research work. 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Ankit KumarJha

Date



Internship Completion Letter

Internship Completion Letter

Date : Mar 22, 2022 to 19th July, 2022

Subject : Completion of Internship Letter

To Whomsoever It May Concern,

M16labs certifies that Mr. Ankit Kumar Jha successfully completed the internship program at our organization as a Business Development Intern.

During this time, Mr. Ankit worked on the development of key health Information Technology related business development projects.

By working on these projects, Mr. Ankit acquired critical Professional skills.

Mr. Ankit displayed professional traits during his internship period and managed to complete all assigned tasks as requested. He was hardworking, dedicated, and committed. It was a pleasure having him with us in this period.


Yours sincerely,
Anil JJ

Founder & CEO

Meta16labs Healthcare & Analytics Private Limited

CERTIFICATE

This is to certify that dissertation titled **Study On The Role And Potential Of Technology In The Patient Acquisition, Retention, And Referrals In India** is a record of the research work undertaken by **Ankit Kumar Jha** 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. Vinod Kumar SV
IIHMR University, Jaipur

Date

Dr.(Col) Mahender Kumar
IIHMR University, Jaipur

Date

Abstract

According to statistics, more than 30% of customers (Patients) have mull over changing hospitals or physicians because of inadequate examine experience. The percentage of Americans who haven't seen a doctor in the last 12 months is around 20%. Patients in the UK miss healthcare appointments by 46% on average each year. Today, one of the hardest things to manage in the healthcare industry is customer retention. Statistics show that the majority of individuals make their decision to choose a certain hospital or clinic on whether the staff is attentive to their needs and offers individualised treatment. Healthcare institutions without this essential component may thus experience low client retention. It is essential to use the appropriate tools and technology in order to adapt to changing circumstances and support evolving trends in marketing and customer relationship-related areas. An effective PRM platform may be used in this situation. The patient records integration and utilisation of electronic data to support various processes, including check-in, patient billing, and treatment, among others, are significant components of the healthcare CRM. In order to meet the growing demands and needs of patients and to provide the essential satisfaction, healthcare organisations have started implementing new software solutions, in this case, customer relationship management (CRM) or patient relationship management (PRM) . This dissertation paper will explore at how technology is shaped customer retention, referrals over a period of time, current roadblocks and what are upcoming future possibilities that are in development stage.

Acknowledgements

I express my wholehearted appreciation to all those who have contributed to this dissertation and supported me in one way or the other during this period. First and foremost, I am grateful to my institute, **Indian Institute of Health Management Research, Jaipur** for providing me the opportunity in the form of internship that has helped me gain insights of working in a consulting firm. I am highly thankful to **Anil JJ** (Founder & CEO, Meta16Labs Healthcare & Analytics Private Limited) for providing me this immense opportunity to intern with the organization. I am extremely grateful to my supervisor **Arnav Mahurkar** (Meta16Labs Healthcare & Analytics Private Limited) for guiding me throughout the internship, for providing me opportunities of judicious learning by allotting me projects and always being available for discussions. His important suggestions and inputs have helped me to develop my dissertation report. He really has been a tremendous mentor and guidance for me. I am also grateful to all of the other Meta16Labs Healthcare & Analytics Private Limited staff who shared their expertise and knowledge, as well as their valuable time, to enhance my experience. This internship term would not have been effective without their contributions and recommendations.

I extend my deep regards to thank my faculty guide and mentor **Dr. Vinod Kumar SV** (Professor) at IIHMR University for his valuable inputs and for being my constant guide and support. His guidance and wisdom helped me to develop my report. Without his support my dissertation wouldn't have completed. Lastly, I would like to thank my Family & Peers for guiding me throughout to complete the report.

Table of Contents

Sr. No		Topic	Page No.
1.		Chapter 1: Introduction	1
	1.1	The Role Of CRM	4
2.		Chapter 2: Review Of Literature	5
3.		Chapter 3: Methodology	7
	3.1	Objectives	7
	3.2	Material And Methods	7
4.		Chapter 4: Results And Discussions	8
	4.1	Types Of Healthcare CRM Software	8
	4.2	Key Players in the market	10
	4.3	Different Component Of PRM	16
	4.4	Benefits Of CRM For Healthcare	19
	4.5	Quality Checklist For Medical CRM	20
	4.6	Improving The Patient Experience	24
	4.7	The Role Of Analytics	25
	4.8	A Consumer-Centric Organization	25
	4.9	CRM Market Size, Projections And Developments	26
	4.10	Effect Of COVID On Healthcare CRM	29
5.		Chapter 5: Recommendations	30
6.		Chapter 6: Conclusion	31
7.		References	32

List of Figures

Sr. No	Figure Name	Page No.
1.	Figure 4.1: Flowchart of PRM	16
2.	Figure 4.2: Flowchart of Operational PRM	17
3.	Figure 4.3: Flowchart of Collaborative PRM	18
4.	Figure 4.4: Comparison between Global CRM, Global Healthcare CRM, Indian CRM markets	27

List of Tables

Sr. No	Table Name	Page No.
1.	Table 4.1: Comparison of Healthcare PRM	20

Abbreviations

AI	Artificial Intelligence
B2B	Business To Business
B2C	Business To Customer
CRM	Customer Relationship Management
IaaS	Infrastructure-As-A-Service
IoT	Internet of Things
IT	Information Technology
ML	Machine Learning
NLP	Natural Language Processing
PaaS	Platform as a Service
PRM	Patient Relationship Management
RPA	Robotic Process Automation
SaaS	Software-As-A-Service
UI	User Interface

1. Chapter 1: Introduction

A healthcare CRM system is a solution that is tailored to any medical institution, such as a hospital, laboratory, medical centre, public or private clinic, and so on. Healthcare organisations may maintain client data accuracy with a CRM (medical history, visits, medical bills etc.). To schedule and manage appointments for medical care, they can also set up an online medical portal. Healthcare CRM gives important data and analytics for analyzing the facility's operations on a daily basis. Despite the fact that CRM is relatively new around twenty years the healthcare sector is not an exception. It is primarily patients in this scenario. Thus, patient relationship management (PRM) or healthcare CRM is another name for it. In addition to keeping track of their correspondence and appointment history, it will also keep track of their medical and medication information.

CRM in the healthcare industry extends beyond simply monitoring contacts and existing patients. Marketing and sales are also heavily emphasized. This entails assisting clinics or other medical practitioners in growing their patient bases. Contacts are not limited to patients. Apart from managing contacts of doctors and other medical professionals, healthcare CRM can also handle referral network.

CRM in the healthcare industry may also be useful for customer assistance. It may be used to create reports, monitor issues, and establish online resource centres. Additionally, it provides a centralised dashboard for all correspondence from prospective and ongoing patients. Finally, personal brand management is a unique feature of few the best healthcare CRMs . It can keep track of communications with the clinic on review websites and social media.

CRM was an unheard-of idea before computers and sophisticated software were essential components of the majority of enterprises. CRM's dependence on information technology (IT) is so engrained that it would be difficult to imagine it functioning devoid of the hardware, software, and databases that feed these systems with accurate and up-to-date data today. It is simpler to comprehend the function of IT in CRM as well as its limits if we first consider how it has developed.

- Before computers were widely used in the early 1980s, an address book or rolodex was the closest thing to customer relationship management (CRM) that anybody had (rolling index cards). In the 1980s, they were commonplace in most offices. Names, addresses, and phone numbers were included in the entries.
- A call log, sometimes in the form of a notebook, would be kept by a company that had many customers or frequently called clients and prospects. Rewards or price cut, as well as handwritten messages and in print notes of appreciation, would be given to loyal customers as a kind of incentive.
- Early customer tracking systems appeared in the late 1980s. Companies were able to handle consumer interactions more efficiently as computers, spreadsheets, and databases proliferated across industry. whereby based on their purchasing habits, customers might be divided into fundamental types. For example, based on previous purchases, they can offer similar recommendations.
- In the late 1980s, contact management software first appeared. Most of the labour was still done manually, but it was now possible to monitor more consumers efficiently and retrieve information much more quickly. Before changing the data in the programme, records of clients to make contact with. This computerized-manual hybrid method is still widely used by small enterprises to handle client contacts.
- Large corporations made significant investments in their networks throughout the 1990s, which enabled them to start utilizing client/server CRM architecture. In 1995, the phrases "CRM" and "customer relationship management" were first used. Twelve CRM products from firms including Oracle, Salesforce, and SAP were on the market in 1998. Now, anyone with a need for consumer information could gain access to the same shared data, which included information on:
 - Purchase trends
 - Clientele inclinations
 - Delivery schedules
 - Patron reviews
 - Account status

CRM can provide accounts now that provided executives with the knowledge required to analyze and forecast purchase trends, rather than merely making client information simpler to access.

Due to the control over data protection and privacy that in-house server-based CRM software provides, many businesses continue to employ it. Even the bigger businesses that are now utilising cloud-based solutions continue to utilise their own internal CRM, sometimes in a hybrid configuration where the two systems interact.

- **The 2000s: Software-as-a-Service (SaaS)**

Now with improved internet connections and new potent desktop and laptop computers, Software-as-a-Service (SaaS) was growing in popularity by the late 1990s. Over the following years, available CRM options got gradually inexpensive for small-scale enterprises without the sophisticated infrastructure to completely host their own. In 2007, Salesforce introduced first cloud-based CRM. It can be used in this format by any firm, and SaaS is now frequently referred to as cloud services.

With this development, Neither Organization require an IT staff dedicated to install and administer system nor do they need to purchase their own servers or software. Multiple user can share the resources of each server thanks to the hosting services, provider also maintains the services on their own. The vendor's personnel are in charge of doing server maintenance, updates, security measures, and data backups.

- **Post 2000s:**

The evolution of CRM is ongoing. In the modern day, CRM technology is still available in SaaS model, and now it is more flexible and evolved, providing microservices that companies may use as and when they require them. CRM can be altered to suit the needs of both small and large enterprises. Presently, there are several CRM models made for B2B or B2C companies as well as for sectors.

Today, CRM commonly tracks organization web presence over different platforms in order to track mentions, feedback and needs and pulse of potential customers. CRM is also moving toward personalized interactions for every individual, communicating in real time, whether it be with a customer care agent utilizing an automated scheduler and dialer or with chatbots that use artificial intelligence. This runs counter to the prior practise of grouping clients (or patients) into groups.

Social media, when combined with mobile technology, offers businesses access to a plethora of information on Customers (Patients), including their preferences and whereabouts in the store.

1.1 The Role of CRM:

In the healthcare sector, patient profiles are managed through CRM. Information such as medications, past appointments, and medical history are also stored. CRM for hospitals may facilitate bookings and distribute vital medical information to huge email contact lists. Hospital administrative tasks that are straightforward can potentially be automated. All patient data, including medical histories, prescription information, appointment schedules, and past patient communications, is centralised and managed by a healthcare CRM, sometimes referred to as a PRM (patient relationship management). Other connections, such as physicians, referrals, and other medical specialists, can also be managed using these technologies.

Even though various firms may employ CRM systems for various objectives, the fundamental aims of CRM in business may be summed up as follows:

- To increase sales.
- To keep current clients.
- To boost profitability.
- To boost client loyalty.

The most significant aspect of CRM is the organization's goals and strategies. Technology has the potential to improve CRM in three critical areas.

1. **Customer Insights:** CRM users can log customer interactions, such as recent emails and sales calls, and it may also provide information about both the individual and collective purchasing patterns of customers.
2. **Data collection:** Purchases made by customers, social media interactions, and even location data from mobile devices disclose a lot of information on patients and prospects. As a result, organizations have a fairly intimate understanding of their clients and can forecast their purchasing patterns.
3. **Better Communication:** CRM not only makes it easier to comprehend the desires and requirements of your customers, but it also makes it possible to get in touch with them quickly using the channels they prefer, such as email, instant messaging, and social media. An issue may now be detected instantaneously, and one can react to it quickly.

2. Chapter 2: Review of Literature

To define the different sorts of organizational orientations where customer needs serve as the foundation upon which organisations, the majority of literature has used terms like market orientation, marketing concepts, market driven firms, customer orientation, or market focused organisations.

These ideas have started to become very critical in the field of marketing management practises and theories over the last 20 years due to apparent conclusions supporting the claim that any organisation that adopts a customer orientation approach is more likely to establish the necessary customer quality, increase customer satisfaction, and achieve the desired organisational objectives more efficiently than its competitors (Yueh et al., 2010; Roland and Werner, 2005; Narver and Slater, 1990). Because CRM applications have a high cost involved, (Sin et al. (2005) and Yim et al. (2005) theorised and established the relevance of organisations' broad commitment of resources to the intended design of CRM structures as having a positive link with employee happiness, performance, and customer satisfaction. It is also vital that their results provide support for the use of CRM organisations as the recognised conduit between the marketing and HR interfaces (Yueh et al., 2010; McNally, 2007; Sin et al., 2005). Other literatures, like Dean (2007) and Roland and Werner, have empirically shown a positive relationship between CRM elements (especially, customer orientation), employee job satisfaction, and perceived service quality (2005). While evidence from numerous academic works has demonstrated that a company's capacity to collect and analyse crucial customer data that could be used to create and establish highly customised products and services for each individual customer greatly influences whether relationship marketing activities are successful or unsuccessful (Yueh et al., 2010; David and Wendy., 2009; Dean., 2007; Eid., 2007;).

Accurate customer data is an essential part of any effective CRM performance, according to a plethora of literature (McNally, 2007; Sin et al., 2005; Yim et al., 2005). Additionally, considering that technology is claimed to be significantly contributing to CRM initiatives by enhancing business intelligence performance (Yueh et al., 2010; Kyootai and Kailas., 2007). The literature that is currently available has discussed how technology has an impact on CRM initiatives through its capacity to gather, store, analyse, and share information about both

current and potential customers in ways that have significantly improved employees' capacity to respond to each customer's needs and requests, which has ultimately led to better ways of attracting and retaining customers. (Yueh et al., 2010; David and Wendy., 2009; Kyootai and Kailas., 2007; Nguyen et al, 2007; Sin, et al., 2005). Critical evaluations of the above have shown that, despite growing acknowledgment of the positive effects of CRM, it is demoralising that so little research still focuses on measuring the impacts of CRM dimensions on customer contact performances (Yueh et al., 2010; McNally, 2007; Soon, 2007; Bang, 2006; Yim et al., 2005). Strong evidence is provided by a number of sources to support the aforementioned emphasis on employee job dissatisfaction and customer dissatisfaction with contact centre systems and services worldwide (Callcentre.net, 2008; 2003; SQM, 2007; Feinberg et al., 2002; 2000; Miciak and Desmarais 2001), and the main issues are caused by factors like a lack of established customer orientation, CRM organisation, knowledge management, and technology-based CRM. (Abdul lateef et al., 2010; Yueh et al., 2010; McNally, 2007; SQM, 2007; Wang et al., 2006; Bang, 2006; Sin et al., 2005; Yim et al., 2005)

3. Chapter 3: Methodology

3.1 OBJECTIVES:

- To assess the contribution of technology in the patient acquisition, retention, and referrals, as well as how it impacts the patient journey and the bottom line of the company.
- To do landscaping of various available CRM resources and doing a comparative analysis.
- Determine how AI and big data may be used to enhance the patient service experience.

3.2 MATERIAL AND METHODS:

- a) **STUDY DESIGN:** Descriptive Study Design
- b) **TYPE OF DATA-** Secondary Data
- c) **ACTIVITY-** Secondary data highlighting role of technology in the patient acquisition, retention, and referrals concerning will be reviewed in addition to CRM (Customer Relationship Management) and PRM (Patient Relationship Management) tools will be analyzed.
- d) **STUDY TOOLS-** Research Studies, Blogs, Surveys, Analyst Reports, Healthcare Organization Websites
- e) **INCLUSION CRITERIA**
 - Articles from 2010 onwards, originating or discussing India.
 - Articles from 2010 onwards.
- f) **DURATION OF STUDY:** 3 months

4. Chapter 4: Results and Discussions

By 2026, it is anticipated that the global healthcare CRM market would be worth \$28.89 billion. This is due, in large part, to a rising desire to prioritise patient connections and engagement, as well as an increase in demand for organised data without sacrificing security. According to a Surescripts survey, 55% of patients said that their medical history was partial or altogether absent when they visited their doctor. Patients also noted that they spent the bulk of their appointment filling out paperwork and believe that doctors who utilise a computerised system are 70% more organised, 40% more inventive, and 33% more skilled. Investing in a healthcare or medical CRM solution makes it simple to locate patient medical, payment, and behavioural data, which can be use to tailor communications, enhance follow-up care, and increase customer happiness and loyalty. The same poll found that healthcare organisations who have implemented software solutions to replace manual data entry and administrative duties like emailing and scheduling feel 68 percent more relaxed, 65 percent more confident, and 55 percent more at ease in their jobs.

In the face of constantly shifting insurance coverage regulations that generate unrest and uncertainty, not to mention the additional strain brought on by the COVID-19 epidemic, putting a specific emphasis on patient participation and communication is crucial.

Increasing personalisation through marketing automation while maintaining a human touch and reducing security risk is a problem that may be met by using cutting-edge technology.

It is simple to optimise patient care and patient management, as well as medical sales and marketing campaigns, with the help of a medical CRM. This is in addition to simplifying administrative work.

4.1 Types of healthcare CRM software:

- **Patient relationship management:** a system that helps to enhance access, communication, and engagement, leading to better experiences for both patients and healthcare organisations (better results, more accessible methods to contact physicians, etc). (increased appointment revenue, greater staff efficiency, etc.).
- **Medical data management:** This is the process of conserving, evaluating, and storing data that has been gathered from various sources. By managing the wealth of

easily accessible healthcare data, health systems may create full portraits of individuals, tailor treatments, boost communication, and enhance health outcomes.

- **Patient engagement:** Encourages people to decide on their own health in a knowledgeable manner. Also referred to as "active patients," this group of people exhibits constructive behaviour including taking charge of their own health and care. This contributes to cheaper expenses and improved health outcomes.
- **New patients acquisition:** Marketing initiatives seek to provide the patient with sufficient knowledge and inspiration to visit a certain institution for service. This marketing provides a strong case for a decision by highlighting the advantages of the organization's medical practise. A medical practise eventually develops a well-oiled marketing engine to assist attract new customers and raise brand recognition when patient acquisition strategies are improved over time.
- **Referral management:** systems that coordinate the delivery of patient data to the patient and from one doctor to another. A referral management system strives to improve communication between the patient, the healthcare providers, the expert, and the consultant.
- **Payer management:** In order to maximise the value of their agreements, hospitals and health systems must be able to monitor their net revenue, cost, and margin in a single system, identify underpayments and their underlying causes, and comprehend the financial ramifications of changes to their terms in real time.
- **Treatment sales pipelines:** The treatment sales pipeline is a method for converting trial into sales. It gives a visual representation of the many treatment steps for organisation. Consistent data inputs, pipeline process monitoring and evaluation, and turnaround time KPIs are necessary for managing the treatment sales pipeline.
- **Appointment scheduling tools:** Appointment scheduling software that lets clients make, change, and cancel appointments online.
- **Clinic reputation management:** Controlling an organization's image and brand in order to draw in more patients is known as clinical reputation management.

4.2 Key Players in the market

1. Salesforce Health Cloud

Known For: Customization of Healthcare organization needs

Price(Monthly): \$300 ≈ ₹ 24,000

Salient Features:

- Leading CRM system for healthcare and life sciences
- Outreach for new patients and view of patients' medical records
- Tracking of referral parties
- Marketing and sales.
- Any device Accesability
- Appointment reminders and cancellations
- Streamline payments with insurers

Salesforce Health Cloud is best for:

- Private clinics
- Hospitals
- Patient management
- Patient outreach
- Payments and insurance
- Sales and marketing

2. Zendesk for Healthcare

Known For: Best PRM for customer service

Price(Monthly):\$19 ≈ ₹ 1500

Salient Features:

- Integrate patient information with appointment histories in HER.
- Multiple channels to communicate.
- Appointment reminders and follow ups.
- Organize daily tasks.

Zendesk is best for:

- Private clinics
- Patient satisfaction
- Patient acquisition
- Patient customer support
- Daily tasks

3. Onpipeline Healthcare CRM

Known For: Top PRM software for patient acquisition

Price(Monthly):\$12 ≈ ₹ 1000

Salient Features:

- Marketing automation tools.

Onpipeline is best for:

- Private clinics
- Patient acquisition
- Marketing campaigns
- Sales management

4. Leadsquared Healthcare CRM

Known For: Best HIPAA compliant

Price(Monthly):\$25 ≈ ₹ 2,000

Salient Features:

- Suitable for speciality hospital (maternity hospital and clinics).
- Marketing automation to convert leads into visiting patients.
- Creates online campaigns and landing pages.
- Generate satisfaction reports.

Best For:

-
- Specialty hospitals
 - Private clinics
 - Marketing automation
 - Patient satisfaction
-

5. IMS by Meditab

Known For: PRM tool for EHR management

Salient Features:

- Integration with EHR
- streamline payments and billing tools for medical practice management (IMS)

IMS is best for:

- Private clinics
 - Hospitals
 - Referral management
 - Electronic health records
 - Practice management
-

6. OperaDDS

Known For: Top CRM program for dentists

Price(Monthly):\$99 ≈ ₹ 7,800

Salient Features:

- Communication tool for dentists.
- Patient reminder tools
- Tracks web presence and reviews and feedback

OperaDDS is best for:

- Dental clinics
 - Reminders and follow ups
 - Paperless forms
 - Secure email
-

7. PatientPop

Known For: Good healthcare CRM solution for email automation

Salient Features and best for:

- Growing private clinic
- Tracks web presence and reviews and feedback.
- Convenience of Online appointment
- Workflows to automate appointment reminders, cancellations.
- Integration with EMR and EHR.

PatientPop is best for:

- Private clinics
- Landing pages
- Email marketing campaigns
- Workflow automation
- **Automated emails**

8. HIPAA CRM

Known For: Good cloud-based healthcare CRM for HIPAA compliance

Price(Monthly): \$50 ≈ ₹ 38,000

Salient Features and best for:

- Tracking sales pipeline for patient acquisition.
- Tracking new procedure opportunities.
- Task management tool
- Secure Phone call feature

HIPAA CRM is best for:

- Private clinics
 - Marketing campaigns
 - Workflow automation
 - HIPAA compliance
-

9. Mercury Healthcare

Known For: PRM contact center solution

Salient Features and best for:

- Contact centres and appointment schedulers are tools to increase patient involvement.
- Assists clinics in comprehending their target markets for email marketing initiatives.
- Segmenting the audience judiciously.
- Simplifies collaborations between the health system and referrals.

Mercury Healthcare is best for:

- Private clinics
- Contact center
- Marketing campaigns
- Patient acquisition
- Patient engagement

10. PlayMakerHealth

Known For: CRM for business intelligence

Salient Features:

- • BI and data analytics in healthcare.
 - • To assist with sales and marketing for private clinics.
 - • Use segmentation to find potential patients.
 - • Geolocation recommendations
 - • Provides market analysis to attract new patients.
 - • Upselling and cross-selling to returning patients.
-

PlayMaker Health is best for:

- Private clinics
- Marketing and sales
- Referral profiles
- Market insights

11. Influx MD

Salient Features:

- Sales and marketing platform
- Good contact management
- Real-time lead status updates
- Complete history of communications.
- Email marketing campaigns may be automated using marketing processes.
- Include scheduling and emr functions.

Influx MD is best for:

- Private clinics
- Contact management
- Lead capture
- Marketing campaigns
- Marketing automation

Here, we will be look at Patient relationship management as its what mostly used in healthcare industry as its more feature rich and affordable for even small organizations. Talking about PRM, there are three parts of its functionality.

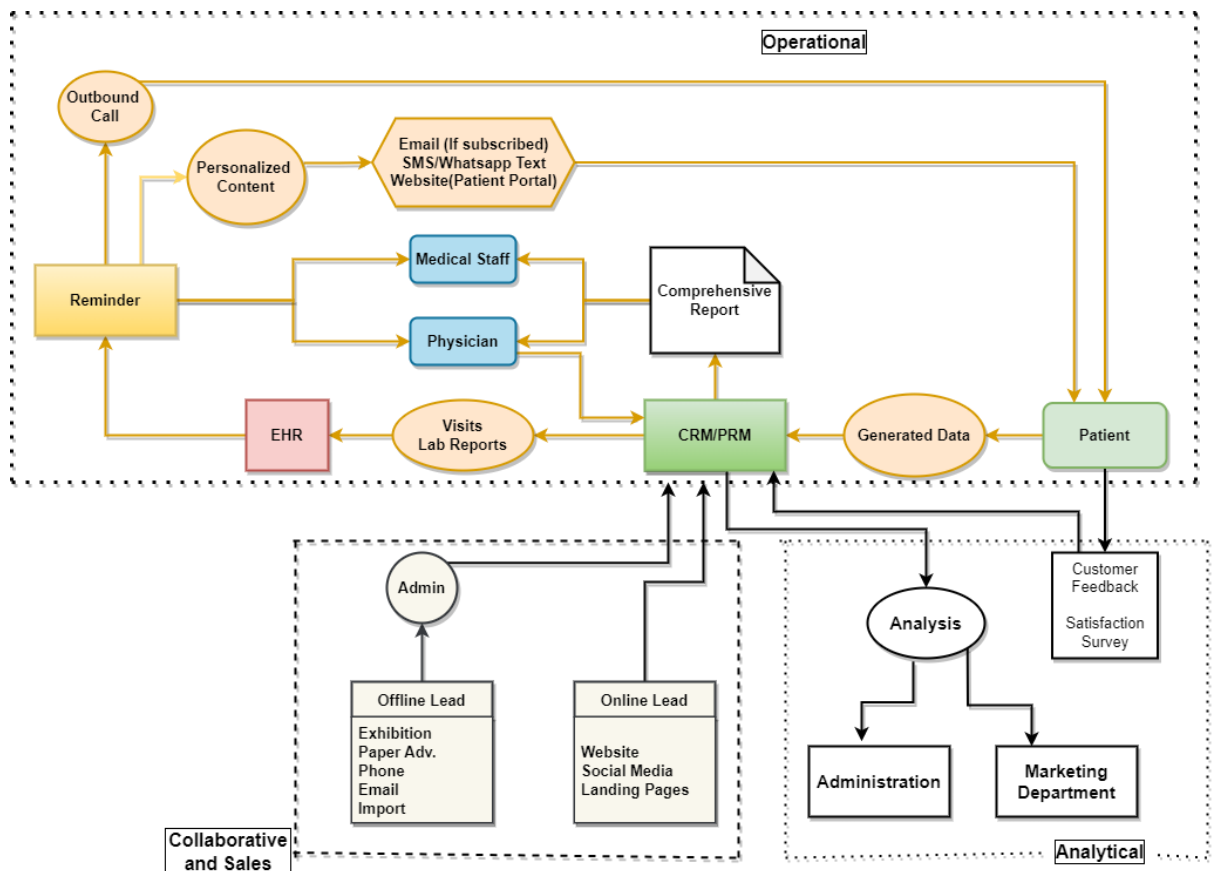


Figure 4.1: Flowchart of PRM

4.3 Different Component of PRM

1. Operational CRM

Businesses may manage their daily marketing, sales, and customer service activities with the help of an operational CRM. It is specifically created to aid in the facilitation of customer-related operations (Patients). Every connection company has with existing and future customers may benefit from a functional CRM. It further divides into three smaller sections:

a) Automation of sales

This may entail tracking a contact automatically and changing their status from prospect to qualified lead once they have carried out a set of predetermined tasks. It was created to streamline the sales funnel for an organization, granting more opportunities to communicate effectively with potential customers (patients) and preserve the confidence of existing customers.

b) Automation of marketing

In this form of operational CRM, the marketing team is able to outsource repetitive and time-consuming operations to the machine for greater efficiency. These tasks include phoning contacts, organising email campaigns, and spreading substance offerings.

Management of marketing campaigns requires marketers to use customer-specific data to identify, assess, and create communications that are tailored to customers' (patients') unique needs.

c) **Automation of services**

This assists in automating the procedure it utilises to connect with its customers (patients), improves customer experience, communication, and care, and even motivates them to promote the brand personally. technologies such as live chat, automated email responses, physical assistance, or an online knowledge base to enable customers (example FAQ, blogs, etc). Using chat bots to solve customer (patient) complaints is also growing in popularity.

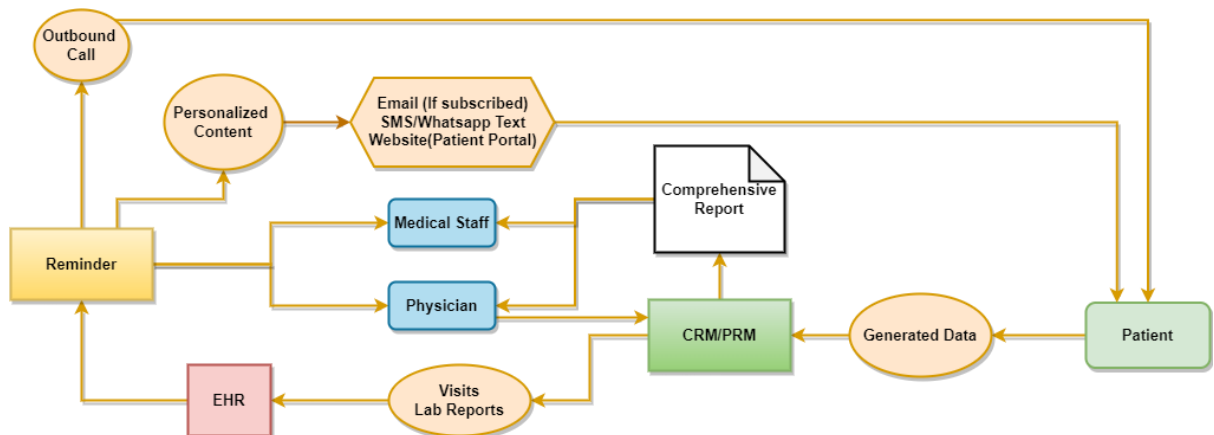


Figure 4.2: Flowchart of Operational PRM

2. Analytical CRM

While analytical CRM works behind the scenes to analyse gathered data, operational CRM supports front-line business actions. Multiple performance parameters are tracked by analytical CRM to deliver actionable insights to guide corporate business decisions.

The collection of client data and its analysis for patterns and trends are major concerns for an analytical CRM system. The patient's contact information, feedback, and any other pertinent information that may be used to spot trends or preferences are all included in

this data.

The more information it collects on consumer behaviours, habits, and pain areas, the more effective marketing and sales methods it may employ with both potential and current customers (Patients). Analytical CRM gathers and examines customer information of many sorts, such as:

- **Sales data:** transaction history, brand preferences, etc.
- **Financial data:** payment and credit history, payment type, etc.
- **Marketing data:** reaction rates to campaigns, satisfaction data, retention data, etc.

3. Collaborative CRM

Various teams (marketing team, sales team, support team, Technical Support, etc.) in an organization share and access client data. Also known as a strategic CRM.

- a. Interaction management
- b. Channel management

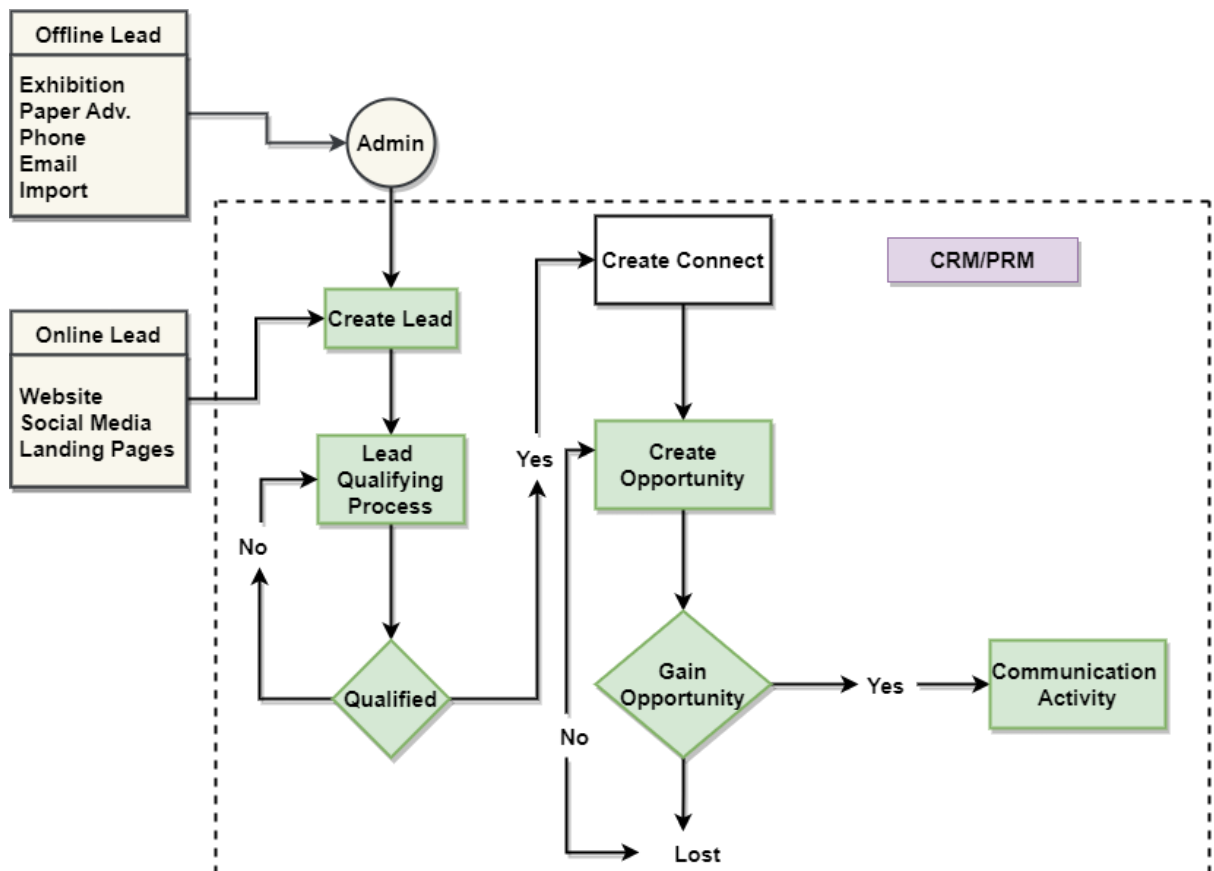


Figure 4.3: Flowchart of Collaborative PRM

4.4 BENEFITS OF CRM FOR HEALTHCARE

- Provides additional information about patient behaviour, wants, and demands in order to create stronger interactions with them.
- Enables quick evaluation of each customer relationship's state, allowing for the identification of the root of persistent problems that customers (or patients) mention and the provision of a quicker fix in accordance with their priority.
- Assists in controlling administrative activities so that attention may be paid to patient requirements.
- Helps patients control their health status pro-actively and increases patient satisfaction.
- Improves efficiency in synchronising care by enabling organisations to access patient data whenever necessary.
- Improves operational efficiency as time required by individual patient decreases.
- Quicker and effective reply to user questions.
- Makes it possible to swiftly complete new business by making it simple to monitor the outreach pipeline. Additionally, it eliminates the manual effort that typically leads to duplication and delayed information access while enabling monitoring of the dangers of potential outreach accounts through any device.

4.5 Quality Checklist for Medical CRM

1. Security

A medical CRM system must use the latest security technology to protect sensitive information from cyber threats.

2. Interoperability

Look for a platform that you one can integrate with third-party systems through APIs or custom connectors. To create a barrier-free data flow throughout the organization, all systems should be compatible and connected.

3. Flexibility

CRM solution should be flexible enough to cater to evolving business needs. Choose a platform that can customize based on requirements.

4. Ease of Use

A healthcare CRM should have a logical and user-friendly UI/UX to reduce manual workload and streamline routine tasks.

5. Cross-Platform Compatibility

A truly accessible CRM should run on any operating system and device. Select a tool that you can run on major platforms and deploy on-premises or in the cloud.

6. Manageability

Admins and executives must have easy access to internal workflow and user account management.

Comparison Between Healthcare CRM			
			
<u>Health Cloud</u>	<u>Influx MD</u>	<u>Pipedrive</u>	<u>PlanPlus Online</u>
• By Salesforce • Located in United States • Founded in 2003	• By ifX medical • Located in United States • Founded in 2003	• By Pipedrive • Located in United Kingdom • Founded in 2010	• By PlanPlus Online • Located in United States • Founded in 2006
Pricing			
\$300/Per-Month ≈ ₹ 24000 /Per-Month	\$64/Per-Month ≈ ₹ 5000 /Per-Month	\$15/Per-Month ≈ ₹ 1200 /Per-Month	\$14/Per-Month ≈ ₹ 1100 /Per-Month

Pricing Model: Per User	Pricing Model: Per User	Pricing Model: Flat Rate	Pricing Model: Flat Rate
Free Trial	-	Free Trial	Free Trial
BEST FOR			
1-1000+ users	1-500 users	1-1000 users	1-1000+ users
Healthcare and life science companies of all sizes who want to drive a connected transformation across their business to deliver seamless experiences, greater efficiency, and healthier outcomes.	Influx MD is designed for medical practices delivering elective procedures looking for truly effective lead nurturing and management software that is intuitive to use and increases lead conversion.	Sales teams looking for a simple, yet powerful sales tool to get them organized.	Former franklin planner users, organized people with busy lives, and organizations who want maximum individual effectiveness for their people.
Features			
 9/14 ✓ Activity Dashboard ✓ Appointment Management ✗ Audience Targeting ✗ Campaign Management ✓ Contact Management ✓ Document Management ✗ Lead Management ✗ Marketing Automation ✓ Medical History Records ✓ Mobile Access ✓ Patient Communications ✓ Predictive Analytics ✗ Reminders ✓ Scheduling	 9/14 ✓ Activity Dashboard ✓ Appointment Management ✓ Audience Targeting ✓ Campaign Management ✓ Contact Management ✗ Document Management ✓ Lead Management ✓ Marketing Automation ✗ Medical History Records ✗ Mobile Access ✓ Patient Communications ✗ Predictive Analytics ✓ Reminders ✗ Scheduling	 13/14 ✓ Activity Dashboard ✓ Appointment Management ✗ Audience Targeting ✓ Campaign Management ✓ Contact Management ✓ Document Management ✓ Lead Management ✓ Marketing Automation ✓ Medical History Records ✓ Mobile Access ✓ Patient Communications ✓ Predictive Analytics ✓ Reminders ✓ Scheduling	 4/14 ✗ Activity Dashboard ✗ Appointment Management ✗ Audience Targeting ✗ Campaign Management ✓ Contact Management ✓ Document Management ✓ Lead Management ✓ Marketing Automation ✗ Medical History Records ✗ Mobile Access ✗ Patient Communications ✗ Predictive Analytics ✗ Reminders ✗ Scheduling
Reviews			

Overall ★★★★★ 4.7 Ease of Use ★ 5.0 Customer Service ★ 4.3 Features ★ 4.0 Value for Money ★ 4.7 Likelihood to Recommend  100.0%	Overall ★★★★★ 4.4 Ease of Use ★ 4.5 Customer Service ★ 4.5 Features ★ 4.2 Value for Money ★ 4.1 Likelihood to Recommend  83.3%	Overall ★★★★★ 4.5 Ease of Use ★ 4.6 Customer Service ★ 4.4 Features ★ 4.3 Value for Money ★ 4.4 Likelihood to Recommend  82.5%	Overall ★★★★★ 4.0 Ease of Use ★ 3.8 Customer Service ★ 4.0 Features ★ 3.9 Value for Money ★ 3.3 Likelihood to Recommend  64.2%
Deployment and Support			
Deployment ✓ Cloud, SaaS, Web-Based ✗ Desktop - Mac ✗ Desktop - Windows ✗ Desktop - Linux ✗ Desktop - Chromebook ✗ On-Premise - Windows ✗ On-Premise - Linux ✗ Mobile - Android ✗ Mobile - iPhone ✗ Mobile - iPad	Deployment ✓ Cloud, SaaS, Web-Based ✗ Desktop - Mac ✗ Desktop - Windows ✗ Desktop - Linux ✗ Desktop - Chromebook ✗ On-Premise - Windows ✗ On-Premise - Linux ✗ Mobile - Android ✗ Mobile - iPhone ✗ Mobile - iPad	Deployment ✓ Cloud, SaaS, Web-Based ✓ Desktop - Mac ✓ Desktop - Windows ✓ Desktop - Linux ✗ Desktop - Chromebook ✗ On-Premise - Windows ✗ On-Premise - Linux ✓ Mobile - Android ✓ Mobile - iPhone ✓ Mobile - iPad	Deployment ✓ Cloud, SaaS, Web-Based ✓ Desktop - Mac ✓ Desktop - Windows ✓ Desktop - Linux ✗ Desktop - Chromebook ✗ On-Premise - Windows ✗ On-Premise - Linux ✓ Mobile - Android ✓ Mobile - iPhone ✓ Mobile - iPad
Support ✓ Email/Help Desk ✓ FAQs/Forum ✓ Knowledge Base ✓ Phone Support ✓ 24/7 (Live Rep) ✓ Chat	Support ✓ Email/Help Desk ✗ FAQs/Forum ✗ Knowledge Base ✓ Phone Support ✗ 24/7 (Live Rep) ✓ Chat	Support ✓ Email/Help Desk ✓ FAQs/Forum ✓ Knowledge Base ✓ Phone Support ✓ 24/7 (Live Rep) ✓ Chat	Support ✓ Email/Help Desk ✓ FAQs/Forum ✓ Knowledge Base ✓ Phone Support ✗ 24/7 (Live Rep) ✓ Chat
Training ✓ In Person ✓ Live Online ✓ Webinars ✓ Documentation ✗ Videos	Training ✗ In Person ✓ Live Online ✓ Webinars ✓ Documentation ✗ Videos	Training ✗ In Person ✗ Live Online ✓ Webinars ✓ Documentation ✓ Videos	Training ✓ In Person ✓ Live Online ✓ Webinars ✓ Documentation ✓ Videos

Table 4.1: Comparison of Healthcare PRM

To create a patient experience that encourages patient loyalty, digital care coordination is crucial. It should be the objective of healthcare providers to take maximum use of technological advancements and make it simpler for patients to discover doctors, retrieve information, arrange schedules, etc.

4.6 Increasing Patient Satisfaction

Healthcare firms should concentrate on enhancing the patient experience in the following critical areas to remain competitive in a market driven by consumers:

1. Scheduling: The patient experience begins long before a visit. Ability to schedule their own appointment over web portal is one step in streamlining the process of gaining access to care. The easiest option for people to discover a doctor or specialist and make an appointment for care on their own terms is through online self-scheduling.

The use of this scheduling technique has been successful at a sizable, multispecialty, physician-owned clinic. With implementation of online self-scheduling, the clinic has noticed an improvement in patient satisfaction and engagement rates, as well as an increase in patient acquisition and retention.

Online appointments currently account for at least 15% of clinic appointments. Volume at call centres has decreased 30%. With a 97 percent specific show-rate for online booking, patients who make appointments are actually attending those appointments. Additionally, patient acquisition has increased, with providers now adding an average of eight new patients each month only via online booking.

A calendar is made available through many routes in order to guarantee that online self-scheduling is successful and sustainable:

- A patient portal (Over Organization's website)
- In-office schedule
- Third-party sites (Apps etc)

This ensures available slots are maximum utilized.

2. Referrals for care: The procedure for being referred to a different doctor or expert is another frustrating aspect of the patient experience. This technique couldn't be much

less customer friendly for something that is so widespread. One third patients obtain referral on request, among those 20-40% end up visiting the hospital.

Sadly, patients are seldom given the tools they need to find these connections on their own, and even if they do, that referral provider or specialist's schedule may not accommodate a patient's need to be seen for several weeks. In such a scenario, the risk of an adverse care event or even readmission increases.

This process can prompt patients to look elsewhere for their care, outside of the health system's own network of providers and specialists. Many organizations don't realize the amount of money that is lost from patients seeking care from a different provider—usually a competing organization. It's an even bigger hit to an organization's bottom line when patients go elsewhere for higher-value visits, not just routine follow-ups and exams.

With more sophisticated referral coordination, hospitals and health systems can transform the discharge process and ensure that patients are scheduled for their follow-up appointments, with the right provider, before they even leave the four walls of an organization. A streamlined referral process not only lifts an incredible weight and responsibility off patients' shoulders, but also greatly reduces the chance for network leakage.

1. **Decision support:** Organizations of all sizes and specialties already have scheduling policies that establish the seriousness and priority of patients. They frequently lack a method of automating the interview procedure prior to allowing patients to make online appointments or be referred, while simultaneously preserving total control over their calendars.

Even though phone referrals may be better equipped to prevent such medical mishap, issues still persists. Advisors frequently have a book or spreadsheet with scheduling rules, but it might take a while to find what you're looking for in these materials. This time-consuming procedure degrades the patient experience and raises employee resentment as well.

Advisors centralized call services also use their own institutional expertise to make recommendations. Even if there could be five or ten experts available to treat a patient, they might only feel comfortable referring to one or two of them since they are familiar with them. Due to the considerable scheduling bottleneck caused by this, there are long

wait times, limited capacity, and underutilization of specialists.

When scheduling guidelines are digitalized, doctors may stop worrying about patients making the wrong appointment choices or staff forgetting about a certain scheduling circumstance. The use of automated decision-making criteria guarantees that best practises are upheld whether an appointment is scheduled in person or online and facilitates the quickest possible provider match for the patient.

4.7 The Role of Analytics

Analytics, provide the information organization needs to analyse operations for any individual patient, may make digital care coordination even more successful. Healthcare firms may use analytics to measure patient conversions and determine the proportion of visits that result in scheduled appointments. They can integrate data sets with data about lead times, wait times, and if and where bottlenecks occur, allowing them to observe precisely when patients drop off along the process.

Conversion rates may be significantly increased by making little changes, such as modifying the questions that are asked throughout the scheduling process or the appointment inventory that is made accessible.

A digital care coordination platform's data can offer booking trends for further optimization while also demonstrating how effectively a group of physicians are being used.

4.8 A Consumer-Centric Organization

Leaders should initially concentrate on variables that affects making a hospital or health system more consumer-centric since these characteristics are essentially the foundation of patient acquisition and retention. Rethinking patient access is the first step in ensuring a pleasant patient experience, to put it simply.

Businesses in all industries must adapt since the times and customers (patients) are changing. Customers (Patients) in the healthcare sector are getting more informed and look for treatments and medications online. It is not just the medical procedures that need to be upgraded; the entire customer journey has to be improved in order to produce a better customer experience. As people study and explore more, they become less devoted to their present healthcare providers. CRMs save time, but properly integrated ones may also save

costs, draw in additional customers (or patients), and boost customer retention.

By transferring the responsibility for handling data from the patient to the hospital, centralised data management CRM software improves the service. Data entry is automated and kept centrally located so that it may be accessed by many departments for a variety of uses. CRM can improve patients' convenience by keeping all of their medical records in one secure location that is accessible at all times.

Most CRM are integrated with analytics tools analytics can be clubbed into two major types pre-sales to check insights related to leads prospects engagements etc and post sales to delve deeper into purchase patterns billing patterns segmentation etc. using data, deep insights can be generated and used in patient profiling which further helps in targeting the customer forecasting patient needs using the analytical capabilities of CRM it can forecast the needs of the patients and the best time. it can also predict the demand and sales revenue by taking into account past data seasonal variations pipeline deals etc.

4.9 CRM Market Size, Projections and Developments

- In 2021, the market for customer relationship management was estimated to be worth USD 52.4 billion. From 2022 to 2030, it is estimated to grow at a CAGR of 13.3%.
- Size of the worldwide healthcare CRM market was estimated at \$ 12.2 billion in 2021, and it is likely to increase at a CAGR of 8.6% from 2022 to 2030. Rising healthcare organisation need for structured data and automation is predicted to boost market rise. Customer relationship management (CRM) will likely become more important in the healthcare sector as a result of developments in communication and information technologies.

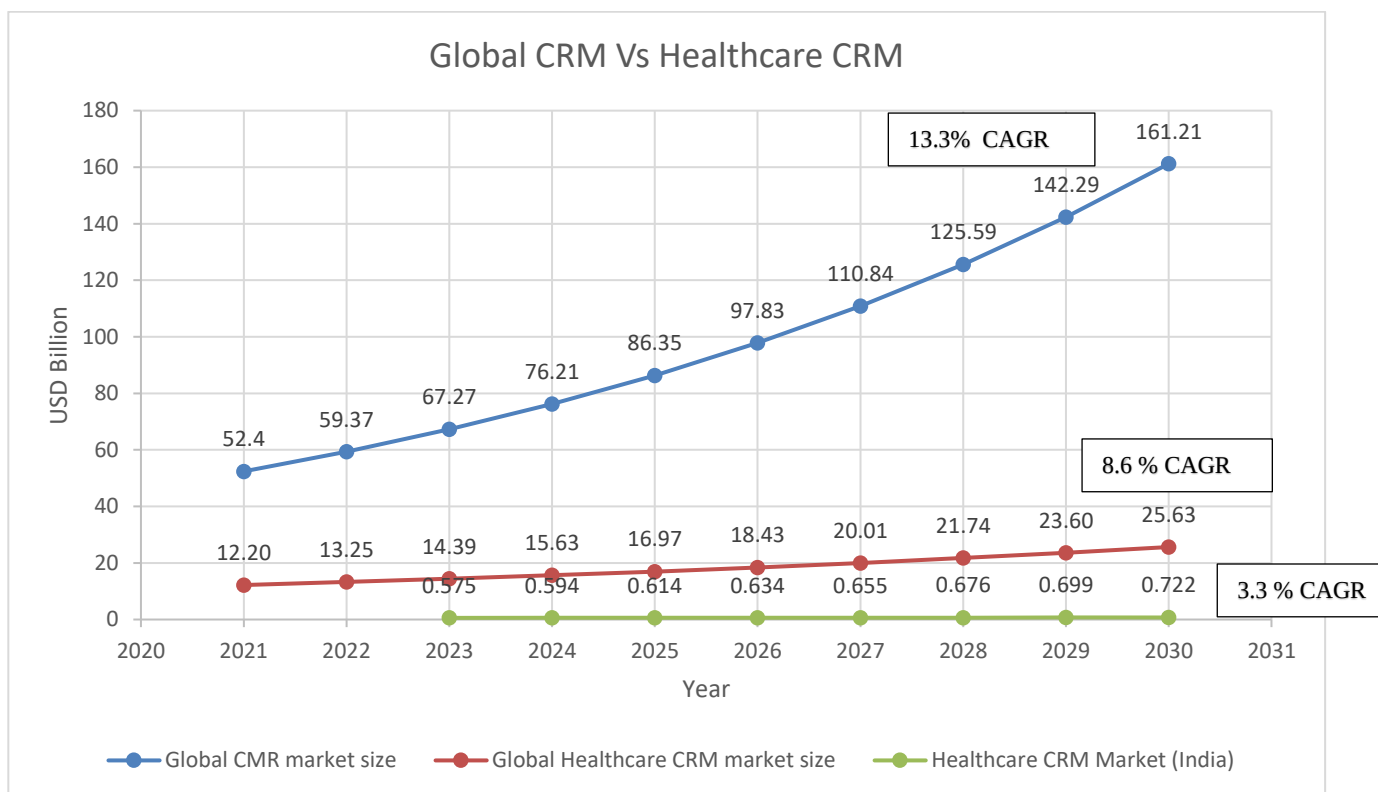


Figure 4.4: Comparison between Global CRM, Global Healthcare CRM, Indian CRM markets

- In 2023, India's total spending on CRM is expected to reach over US\$2.3 billion, according to GlobalData, a famous data and analytics business. Artificial intelligence (AI), particularly machine learning (ML) and natural language processing (NLP), which are opening up exciting new opportunities for enterprises of all sizes and industries, will be the driving force behind enterprise CRM. This will be evident to Indian companies that have been utilising CRM software for more than 10 years.
- According to GlobalData's Market Opportunity Forecasts Model, CRM BPO services will provide the bulk (three-fourths) of revenue in 2023, with CRM applications producing the remaining portion (575 million). With total revenue estimates of US\$8.0 billion and US\$5.6 billion, respectively, China and Japan will be the only nations ahead of India in terms of potential CRM revenue.
- The CRM applications market in India is predicted to reach \$722 million in revenue by 2030 at a compound annual growth rate (CAGR) of 3.3 percent.

The healthcare CRM market is anticipated to have significant expansion due to the increasing patient demand for early illness identification via mobile monitoring and other disease monitoring devices and the rise in technical breakthroughs in reconstructing healthcare databases. Growth of the healthcare CRM market is driven by an increase in the prevalence of chronic diseases like diabetes and cancer, which call for prompt medical assistance and treatment and are predicted to increase demand for healthcare goods. Another significant development driver for the healthcare CRM market is anticipated to be the use of artificial intelligence in CRM technologies.

Healthcare CRM market growth and development are also projected to be influenced by big data revolution, increased usage of home care services, and high operational efficiency requirement in healthcare companies. In the next years, the market for healthcare CRM is anticipated to increase due to growing technical improvements that aim to reorganise the healthcare database and swift economic advancements. The total healthcare CRM industry is anticipated to grow over the next several years as healthcare moves away from volume-based treatment and toward value-based care.

CRM future with AI When it comes to using AI in CRM today, the options are almost limitless. According to Infoholic Research, the market for AI-enabled CRM would be valued \$73 billion globally by 2020.

According to David H. Deans, Senior Partner of David H. Deans & Associates, companies may use AI as a tool to more expertly handle customer relationships. AI will be able to "create 'personalised agents' that satisfy the primary needs for automated help between buyers and sellers" through the use of machine learning. More CRM deployments will use robotic process automation (RPA) in the near future to boost productivity.

According to the survey, a large number of businesses, including start-ups and mid-sized organisations, would use NLP-powered CRMs to uncover important insights about prospects and customers and increase sales effectiveness. It demonstrates that top CRM providers now provide AI platforms that businesses may leverage to create clever applications.

The significance of expanding CRM systems outside of the office was originally highlighted in an Aberdeen Group research from back in 2012. Social media platforms enable businesses to interact with audience in genuine form and establish name

recognition in areas where potential clients and consumers already congregate. Social media is the best return on investment (ROI) across the customer journey, from lead generation and customer acquisition, retention and advocacy.

4.10 Effect of COVID on Healthcare CRM

Healthcare CRM solutions were used by laboratories, medical institutions, clinics, and hospitals, during the COVID-19 pandemic, for creating and tracking medical appointments. They were also used for managing processes as well as to update patients' visits, medical history, and bills, among others. Therefore, the pandemic had a neutral effect on the market. Additionally, it is projected that altering consumer outreach and marketing methods would develop owing to hospitals' shifting dynamics and strategies throughout the world as a result of the intense rivalry.

The COVID-19 epidemic has compelled a number of firms to create a plan and to comprehend, along with their customers, how to go in the future. Client Relationship Management (CRM) solutions are in high demand across several sectors worldwide due to the rising demand for automated customer involvement, expanding the scope of digital operations, and increasing customer experience and services. New technologies like cloud computing, AI, machine learning, and the availability of a number of service models including SaaS, Infrastructure as a Service (IaaS), and Platform as a Service are anticipated to fuel the industry (PaaS).

CRM suppliers are anticipated to improve their products and innovate as a result of the quick changes in business intelligence, embedded analytics, Internet of Things (IoT), artificial intelligence, and their use in CRM systems.

5 Chapter 5: Recommendations

- ❖ One of the biggest obstacles to CRM deployment is the initial cost. There are several software solutions and price schemes available. Cost of ownership overall consists of:
 - Purchase fees for software
 - Upgrades, such as add-on
 - Customizations
 - Requirements for hardware or software

- ❖ Staff training sessions must be implemented by the organisation. This will include hiring a specialist to lead the training for CRM projects with a wider scope. In many cases, training takes away from the company's ability to increase production. Additionally, because many of these apps offer unique features and functions for executives and managers, the CRM training is typically different for employees and managers. Additionally, these extra traits need to be trained. These training sessions might last few days or even several hours.

- ❖ The organization's human aspect, which is necessary for developing strong commercial relationships with clients, will be lost. Clients are likely to leave an organisation when it loses its personal touch, which will result in less income for the company.

There are instances where organization outsource third party partner to host the data. When a third-party provider is selected, it is anticipated that they would treat the data with the privacy it merits because this application might sometimes be used to access sensitive information. Despite the fact that the CRM application is safe, any business using the CRM solution faces a risk from data that is kept in a centralised area. The integrity of the data in the CRM system must be maintained via encryption measures, oversight, and backup systems in order to prevent this.

- ❖ There are only two possibilities for providing assistance for CRM services: either engage an expert from within the company or outsource the task to a separate individual. In general, businesses who provide CRM systems will also provide

assistance, but typically at a greater cost. Buying the software is just a part of the consideration process and many tend to forget the costs of ongoing support which is associated with the CRM application.

6 Chapter 6: Conclusion

A platform for customer relationship management is a fairly complicated system. The creation and development of such a platform requires a lot of time and money. It takes much longer to put it up and teach your staff to use it. Healthcare CRM is tremendously helpful for all types of medical facilities, including hospitals, chains of clinics, and tiny independent practises. Patients should have a wonderful experience with your clinic at every touchpoint, just like other types of customers (Customers). At time of obtaining directs for potential customers (Patients). CRM can integrate the whole business and increase the ease of performing major functions throughout the business it can be the one-stop solution, increase productivity and convenience and retention while saving money and time.

7 References

1. The Role of Technology in CRM [Internet]. Bizfluent. 2022
2. Strategies for Improving Patient Retention Using Technology- Providertech [Internet]. Providertech. 2022
3. Improving Patient Acquisition and Retention with Digital Care Coordination [Internet]. home. 2022
4. Penn N. Council Post: Uses for AI In Health Care Marketing [Internet]. Forbes. 2022.
5. Dash S, Shakyawar S, Sharma M, Kaushik S. Big data in healthcare: management, analysis, and future prospects. Journal of Big Data. 2019
6. Sahlabadi M, Muniyandi RC, Doroudian N, Usman OL. Impact of Cloud-Based Customer Relationship Management (CRM) in Healthcare Sector. In 2022 International Conference on Business Analytics for Technology and Security (ICBATS) 2022 Feb 16 (pp. 1-7). IEEE.
7. Agariya AK, Singh D. CRM index development and validation in Indian hospitals. International Journal of Healthcare Delivery Reform Initiatives (IJHDRI). 2011 Apr 1;3(2):1-22.
8. Vaish A, Vaish A, Vaishya R, Bhawal S. Customer relationship management (CRM) towards service orientation in hospitals: A review. Apollo Medicine. 2016 Dec 1;13(4):224-8.
9. Mohsan F, Nawaz MM, Khan MS, Shaukat Z, Aslam N. CRM IN HEALTHCARE INDUSTRY: AN INNOVATIVE, EMERGING. ENTERPRISE VALUE CREATION THROUGH CREATIVE MANAGEMENT PRACTICES.;2(16):37.
10. Healthcare CRM Market - Global Industry Analysis, Size, Share, Growth, Trends, and Forecast 2021-2031 [Internet]. Transparencymarketresearch.com. . Available from: <https://www.transparencymarketresearch.com/healthcare-crm-market.html>

11. INTERNATIONAL CONFERENCE ON ENTERPRISE VALUE CREATION THROUGH CREATIVE MANAGEMENT PRACTICES. INTERNATIONAL CONFERENCE ON ENTERPRISE VALUE CREATION THROUGH CREATIVE MANAGEMENT PRACTICES [Internet]. Nagpur: TIRPUDE INSTITUTE OF MANAGEMENT EDUCATION, NAGPUR; 2015. Available from: <http://www.tirpude.edu.in/download/Proceedings-2015.pdf#page=44>
12. Healthcare CRM Market Size, Share, Trends, Growth | 2022 to 2027 [Internet]. Market Data Forecast. 2022. Available from: <https://www.marketdataforecast.com/market-reports/healthcare-crm-market>
13. Global Healthcare CRM Market Size Report, 2022 - 2030 [Internet]. Grandviewresearch.com. 2022. Available from: <https://www.grandviewresearch.com/industry-analysis/crm-in-healthcare-market>
14. Customer Relationship Management Market Size, Trends | 2022-27 [Internet]. Mordorintelligence.com. 2022. Available from: <https://www.mordorintelligence.com/industry-reports/customer-relationship-management-market>
15. Customer Relationship Management Market Size, Share & Trends Analysis Report By Solution, By Deployment (On-premise, Cloud), By Enterprise Size, By End Use, By Region, And Segment Forecasts, 2022 - 2030 [Internet]. Grandviewresearch.com. 2022. Available from: <https://www.grandviewresearch.com/industry-analysis/customer-relationship-management-crm-market>
16. Customer Relationship Management Market Report, 2030 [Internet]. Grandviewresearch.com. 2022. Available from: <https://www.grandviewresearch.com/industry-analysis/customer-relationship-management-crm-market>
17. ShieldSquare Captcha [Internet]. Globaldata.com. 2022. Available from: <https://www.globaldata.com/india-to-become-us2-3bn-revenue-market-for-crm-offerings-in-2023-says-globaldata/>

18. Puthiyamadam T, Reyes J. Experience is everything: Here's how to get it right [Internet]. Pwc; 2018. Available from: <https://www.pwc.com/us/en/advisory-services/publications/consumer-intelligence-series/pwc-consumer-intelligence-series-customer-experience.pdf>
19. Hayhurst C. No-show effect: Even one missed appointment risks retention [Internet]. .. Available from: <https://www.athenahealth.com/knowledge-hub/financial-performance/no-show-effect-even-one-missed-appointment-risks-retenti>

