A COMPREHENSIVE STUDY ON STRATEGIES FOR CORPORATE CLIENT ACQUISITION IN THE DIAGNOSTICS INDUSTRY

Dissertation Submitted to

The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Pharmaceutical Management

by

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Under the Supervision and Guidance of

Dr. Akshay Kumar Mishra

2025

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Appendix E: Completion Certification

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This is to certify that **NAVEEN KUMAR** in partial fulfillment of the requirements for the award of the degree of MBA (Pharmaceutical Management) from the IIHMR University, Jaipur has successfully completed her/his internship at **DR B LAL CLINICAL LABORATORY PRIVATE LIMITED** during Mar 10 - May 31, 2025.

For B. Lal Clinical Laboratory Pvt. Ltd.

H. Bhutani

Authorised Signatory

Place: **Jaipur**

Date: **2nd June 2025**

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CERTIFICATE

This is to certify that dissertation titled **A COMPREHENSIVE STUDY ON STRATEGIES FOR CORPORATE CLIENT ACQUISITION IN THE DIAGNOSTICS INDUSTRY** is a record of the research work undertaken by **Naveen Kumar** in partial fulfillment of the requirements for the award of the degree of MBA Pharmaceutical Management from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific, and analytical.

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled "**A comprehensive study on strategies for corporate client acquisition in the diagnostic industry**" 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

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Date: 30/May/2025

Abstract

Title: A Comprehensive Study on Strategies for Corporate Client Acquisition in the Diagnostics Industry

Author Name: Naveen Kumar

Advisor Name: Ms. Himakshi Bhutani

Keywords:

Diagnostic services, corporate healthcare, B2I Sales, client retention, service quality, digital access, loyalty programs, CRM, customer satisfaction, strategic outreach.

Background:

The diagnostics industry plays a crucial role in the modern healthcare ecosystem by enabling timely disease detection, monitoring, and prevention. In recent years, there has been a significant shift in how diagnostic services are being consumed—not only by individuals but also by corporate organizations. Companies are increasingly recognizing the importance of employee health and wellness as a strategic priority, linking it directly to productivity, employee satisfaction, and cost reduction in long-term healthcare expenses. As a result, many businesses are entering into partnerships with diagnostic service providers to offer regular health check-ups, pre-employment screenings, and preventive care packages to their workforce. This trend has opened up a new business-to-institutional (B2I) opportunity for diagnostic firms. However, despite growing demand, acquiring and retaining corporate clients remains a major challenge due to rising competition, pricing pressures, and evolving expectations around service quality, digital access, and personalized support. Many diagnostic providers struggle with differentiating themselves in a crowded market, building long-term trust, and adapting their services to meet the specific needs of diverse corporate sectors such as IT, manufacturing, hospitality, and healthcare. These dynamics make it imperative to explore effective acquisition strategies, understand the decision-making behavior of corporate clients, and align offerings with market demands. This study addresses that gap by investigating the current practices, challenges, and opportunities in corporate client acquisition within the diagnostics industry, using Jaipur as the primary case setting

Objective of the Study:

- To identify the key strategies diagnostic service providers use to attract corporate clients.
- To assess how B2I sales approaches impact corporate client acquisition.
- To evaluate factors affecting decision-making in vendor selection and long-term retention.
- To suggest strategic recommendations for improving corporate acquisition and loyalty.

Methodology:

- A **mixed-method approach** was used, combining quantitative surveys and qualitative interviews.
- **53 corporate stakeholders** and diagnostic representatives participated in the survey.
- Data was analysed using statistical tools (Excel) and thematic analysis.

Result:

- **Service quality** is the top factor for vendor selection, followed by **pricing**, **digital accessibility**, and **faster turnaround time (TAT)**.
- **Loyalty programs**, **customized health packages**, and **on-site sample collection** improve client retention.
- **Direct sales visits** are more effective in building awareness than digital or traditional methods.
- Corporate clients review their diagnostic partners annually, making retention strategies crucial.

Conclusion:

- Diagnostic companies must shift toward **client-centric models** focused on **digital transformation**, **relationship-building**, and **value-added services**.
- Investment in **CRM tools**, **digital portals**, and **tailored marketing campaigns** is essential.
- Strategic engagement with industries like IT, healthcare, and manufacturing can enhance client satisfaction and reduce churn.

Acknowledgement

First and foremost, I would like to express my heartfelt gratitude to **Ms. Himakshi Bhutani**, my industry mentor at **Dr. B Lal Clinical Laboratory Pvt Ltd**, for his invaluable guidance and encouragement throughout the course of this dissertation. His deep insights into pharmaceutical marketing and his unwavering emphasis on humanistic branding significantly enriched the depth and direction of this study. His mentorship provided not just academic clarity, but also real-world relevance that bridged theory with practice.

I am equally grateful to Dr. Akshay Kumar Mishra, my faculty mentor at IIHMR University, Jaipur, for his consistent academic support, thoughtful feedback, and constructive criticism. His expertise and mentorship were instrumental in refining the research framework and maintaining scholarly rigor throughout the process.

I would also like to extend my sincere thanks to **Dr. Saurabh Kumar Banerjee**, Dean, School of Pharmaceutical Management, IIHMR University, Jaipur, for fostering a nurturing academic environment and providing the institutional infrastructure necessary to complete this research. His leadership and vision have been a source of inspiration to all students striving to make a meaningful contribution to healthcare management.

My deepest sense of gratitude also extends to **Mr. Vinod Tejwani**, Dean of Placements & Alumni Relations at IIHMR University, for his assistance and encouragement.

Finally, I acknowledge all the patients who participated in the study, and whose experiences and voices form the foundation of this work. Their willingness to share personal narratives added immense value to this dissertation.

This research would not have been possible without the support, encouragement, and belief of these mentors and participants. I am deeply indebted to each one of them.

Contents

1. INTRODUCTION

1.1 Background of the Study

The diagnostics business is an important part of modern healthcare systems. It is the most important part of medical decision-making because it gives accurate and up-to-date information on how to avoid, diagnose, and treat disease. This field is growing quickly because of better technology, more illnesses, and more people understanding of how important it is to get health care before they get sick. It includes many different diagnostic processes, from imaging and blood tests to advanced molecular diagnostics.

In recent years, one important change is that businesses are becoming more and more reliant on diagnosis services (Vieira et al., 2019). A huge rise in the number of business partnerships with diagnostic companies can be traced to the fact that employee wellness is now seen as a strategic problem by companies that want to boost productivity, cut down on absences, and lower healthcare costs. Wellness programs, diagnostic tests, and regular health checks are being added by more and more businesses to their safety and human resources plans. These are places like hospitals, factories, hotel chains, and business offices.

Now there is more competition between diagnosticians in cities and other places. Companies in this field are working hard to become the first choice for corporate clients by providing reliable testing services that meet or go beyond what clients expect.There is a chance for corporate clients to sign high-volume, long-term contracts, especially for wellness programs, pre-employment screenings, preventive diagnostics, and staff health checks.

No matter how many opportunities there seem, getting business clients is not easy. Diagnostic companies face a lot of problems that they need to solve. Dealing with price limits, sticking out in a crowded market, building trust over time, and understanding how businesses make choices are a few of these (Inas & Belgiawan, 2023).When doing business with other businesses or institutions (B2I), relationship management, negotiation, service customisation, and interaction after the sale are more important than usual business-to-consumer methods.

Because of this, studying the factors that affect getting corporate clients is important for companies and should also be studied by academics. The purpose of this dissertation is to fill that gap by looking at how diagnostic companies get and keep corporate clients. It also tries to understand the points of view of corporate decision-makers in order to give useful insights and ideas for better company growth.

1.2 Problem Statement

Even though demand has gone up a lot, the testing industry is still having a hard time getting and keeping big businesses as customers. Diagnostic companies often have trouble getting into the business market, even though their services are needed and are even required by rules about health and safety at work. The most important thing is to find and use strategies that corporate procurement teams and business heads will like. These people often put a high value on being reliable, consistent, cost-effective, and private.

Aside from response time, business clients often look at service providers based on how well they handle relationships, how well they manage data, how scalable they are, and how accurate their diagnostics are. Diagnostic companies that don't change fast enough to meet customer needs often lose money to competitors who can do so more quickly, even if they are technically better.

A lot of testing centres in cities are small and don't have complex plans for getting new patients. Their strategies often count on salespeople going to their stores or word of mouth, but in today's competitive industry, neither may be enough. Getting and keeping customers is already hard because the business doesn't have a good plan for managing relationships and its online appearance isn't very good.

Even though the topic is very important, there isn't a lot of academic study on how to get corporate customers in the diagnostics business. Diagnostic companies can systematically go after corporate clients in a number of fields, such as manufacturing, healthcare, hospitality, and wellness. There has been more research on B2B marketing, healthcare service delivery, and patient participation, but not as much on this subject. This study aims to fill in that knowledge gap by looking into both the theoretical foundations of business client involvement and specific, doable ways to make things better in this area.

1.3 Research Objectives

The overarching aim of this dissertation is to conduct a comprehensive study of strategies for corporate client acquisition in the diagnostics industry. To achieve this, the study is guided by the following specific objectives:

1. To identify the key strategies used by diagnostic companies to acquire corporate clients.
2. To understand the role of B2B and B2I marketing strategies in the context of the diagnostics industry.
3. To explore the factors influencing corporate client decision-making when selecting diagnostic service providers.
4. To assess the effectiveness of relationship management and retention strategies in the diagnostics sector.
5. To provide strategic recommendations to diagnostic firms for improving corporate client acquisition and retention.

1.4 Research Questions

To guide the exploration and analysis in this dissertation, the following key research questions have been formulated:

1. What are the most commonly used strategies by diagnostic companies to acquire corporate clients in cities and other urban areas?
2. How do B2I marketing strategies differ in the diagnostics industry, and what impact do they have on corporate client acquisition?
3. What factors most influence corporate decision-makers when choosing a diagnostic service provider?
4. How do diagnostic companies manage relationships with corporate clients to ensure long-term contracts and repeat business?
5. What challenges do diagnostic companies face in the corporate client acquisition process, and how can these be addressed effectively?

By systematically investigating these questions, the dissertation will provide a deep understanding of the corporate client acquisition landscape in the diagnostics industry, with a specific focus on regional dynamics and best practices.

In this first part, I talked about the background, history, and importance of looking at how companies get new clients in the diagnostics sector. The dissertation has been built on top of it. It made the problem clear, set the study goals, and came up with the questions that will be answered in the next chapters. As the need for corporate diagnostic services grows, especially in cities, there is a greater need for strategic business methods that are based on facts. The next chapter will talk about the academic and business writings that will be used as a theoretical and empirical base for the study.

1.5 Scope of the Study

This research looks closely at how companies in the diagnostics business get new clients. It focusses on corporate clients from a wide range of industries, including healthcare, manufacturing, hospitality, IT, and wellness. In terms of geography, the study mostly looks at the urban market of Jaipur, which is a quickly growing metropolis with a good mix of small, medium, and large businesses. Jaipur is a good place for a case study because it has a growing business community, a new healthcare system, and more and more employers are using preventive diagnostic services.

This study looks at how diagnostic service providers use business-to-business (B2B) and business-to-institutional (B2I) marketing tactics together and what that means for getting and keeping long-term corporate clients. It includes a lot of different marketing tasks, like reaching out to potential customers, managing relationships, internet engagement, customising services, and setting prices. The study also looks into how diagnostics companies change their services to fit the needs of various business sectors and the important factors that are thought about when choosing which companies to work with and how to make procurement and partnership choices.

The study mostly looks at medium-sized to large diagnostic centres that offer a wide range of tests, such as pathology, radiology, and health screenings. It does not look at small labs that only do basic tests. It uses a mix of first-hand and second-hand information, like interviews, field surveys, and book reviews, to give a complete picture. Diagnostic company reps (sales, marketing, and management staff) and corporate decision-makers (HR heads, admins, procurement managers, or wellness officers) will both be asked for information.

It's important to note that the study doesn't look into the technicalities of diagnosing or the clinical usefulness of the tests that are available. Its main focus is on business growth and strategy. Aside from that, the main focus is on business clients. Any information from government partnerships or collaborations with the private sector is out of the question unless it can be categorised and used in B2I frameworks. The study also only looks at trends and practices that have happened in the last 5–7 years, especially after 2018. This includes big changes in health knowledge and how organisations act because of the COVID-19 pandemic.

The purpose of the study's scope is to give diagnostic service providers useful business and marketing information for growing their institutional clients while also adding to the small body of academic research in this area.

1.6 Significance of the Study

This study is important because it adds to what is already known about how to get corporate customers in the diagnostics field and because it gives businesses useful information. The results are especially important because the healthcare services business is changing quickly because of new technologies, changing customer expectations, new rules and regulations, and a greater focus on treatment that avoids illness.

Using this study in real life will be very helpful for diagnostic businesses because it reveals the main things that companies think about when picking and working with diagnostic service providers. It gives diagnostic businesses, especially those in the middle or lower levels, strategies that have been shown to work in order to stand out in a crowded and competitive field. The study looks at every step of getting a new client, from the first contact to signing the contract, getting the new client up to speed, and keeping the relationship going. It also finds flaws in the ways businesses currently try to get new customers, which could mean they lose a lot of money.

One of the most important things that the study adds is that it focusses on relationship management, which is something that isn't talked about enough in the diagnostics business. The study shows that building relationships through quality service, openness, and new ideas is more important in the long run than the short-term sales gains that many businesses focus on. This is very important in business-to-business (B2B) markets where trust and the cost of switching are important factors in choosing a provider and sticking with them.

This study fills a big gap in the research by looking at business growth strategies for diagnostic healthcare services from the point of view of an academic. Compared to hospital marketing, pharmacy business-to-business sales, and general service marketing, diagnostic firms' ways of getting and keeping corporate clients aren't studied as much. This paper adds to what's already been written by giving diagnostics-specific data, frameworks, and case studies, especially for a growing market like India's.

The study also has important effects for lawmakers and business people who care about the health and safety of workers on the job. This helps these groups understand how to evaluate and work with diagnostic service providers in a way that ensures quality and value for money. Along with that, it shows how diagnostics could be a part of bigger wellness programs that make workers healthier, increase output, and lower insurance costs.

Having something to do with the area makes the subject even more important. Tier-2 cities like Jaipur have different local dynamics, buying power, and organisational maturity than Tier-1 cities like Bengaluru, Mumbai, or Delhi, which is where most business and study plans are made. Diagnostics businesses that want to grow outside of metro areas can use the results, since the regional focus can be used for other cities in India that are similar.

Diagnostic companies are becoming more and more important now that the pandemic is over and companies are putting a lot of emphasis on the health of their employees. This study couldn't come at a better time, because quick and smart teamwork with businesses could shape the growth of diagnostics companies in the future. This work is important in academic, sociological, operational, and strategic areas because of this.

2. REVIEW OF LITERATURE

A new study (Inas & Belgiawan, 2023) looks at the strategic marketing strategies used by Riliv, an Indonesian MedTech company that provides mental health services. Using a qualitative case study method, the authors talk about how the startup used digital marketing, improvements to the customer journey, and brand positioning tactics to get new customers and keep old ones. It's important to understand how marketing works in early-stage MedTech companies, and this study gives us some good information on that. These kinds of businesses often run into problems, like not knowing enough about the market and building trust. The researchers stress how important it is to use user feedback loops, focused social media campaigns, personalised content, SEO-driven blogs, and combining all of these as basic ways to get and keep customers. Their study also shows that the best way to build loyalty is to meet customers' needs and values and stay true to your brand. This paper's strength lies in its focus on real-world applications, which can be used as a template by other businesses going through similar situations. There is one catch, though: it can only be used for one case study. This means it can't be used in other medical or healthcare settings. Also, because there isn't enough quantitative data, it's not possible to measure how well the effort worked. The study does, however, show how digital platforms could be used to get new MedTech clients and focus marketing on users. This shows how important emotional branding, digital trust-building, and persistent engagement are for diagnostics businesses that want to build long-lasting B2B and B2C relationships.

A graduate dissertation looks at how advanced data mining and analytics techniques can help telecom companies get new customers and keep the ones they already have (-Sisson, 2021). The study combines predictive modelling, customer segmentation, and churn analysis in order to make marketing campaigns that are driven by data. In a mixed-methods approach, statistical tools and managerial knowledge are used together. Even though the focus is on telecom, the conceptual approach can be useful in other fields as well, especially in healthcare marketing and diagnostics. Machine learning techniques, clustering methods, and predictive churn models can be used to figure out how corporate customers behave in the diagnostics business. This will help companies find high-value goals and triggers for keeping customers. Two of the best things about the work are how well it uses evidence and how useful it is in real life. Techniques like k-means grouping, decision trees, and logistic regression are used to get to a higher level of technicality. In contrast to its own, the MedTech and diagnostics businesses have more to deal with data privacy, making decisions based on emotions, and trust. Focussing on business-to-business (B2B) relationships or major clients in the dissertation may have also helped diagnostics get new clients. However, the suggested frameworks and tools for analysis can be changed to fit the health-tech industry, especially when it comes to tailoring outreach efforts and splitting up business clients. Overall, Sisson's study sets the technical stage for diagnostic companies that want to update their marketing methods with big data. It also shows how data analytics may change the way consumers shop.

A special Customer Relationship Management (CRM) system for a medical equipment service provider was created and used in the Miah (2023) study. The CRM system is meant to make it easier to help customers, make service processes simpler, and make it easier to get and keep customers by centralising and automating data. Miah's study shows how important it is to include technology in customer interaction workflows in fields where product maintenance and service lifecycle are important to customer happiness. The suggested CRM system has modules for creating a client profile, tracking services, keeping track of comments, and planning follow-ups. These are important for keeping clients interested over time. This finding is very important for the testing industry. Diagnostics companies, like equipment services, need to build personal, trusting connections with institutional clients in order to do well. Customer relationship management tools could be very helpful for keeping track of outreach, contracts, service offerings, and signs of customer happiness. Being able to look at old data also makes proactive involvement and lowering client turnover possible. The technical details, problems with implementation, and possible solutions in the paper are all part of the system design, which is one of its main strengths. There isn't enough post-implementation research to see if there were gains in acquisition or retention, which shows that there isn't a strong evaluation component. One big problem is that there aren't any financial signs or ways to measure return on investment. The study makes a strong case for the need of digital infrastructure as a key part of a growth plan. This method can help diagnostics companies that want to grow their business-to-business operations standardise how they talk to their clients, make them more loyal, and get them to buy from them again by using planned customer relationship management.

The 2017 piece by Huikkola and Kohtamäki goes into detail about the strategic skills that make B2B solution providers successful, especially those that are switching from having product-based business models to having service-based business models. The four main ideas that the authors use to support their suggested design are managing relationships, the ability to integrate, modularity, and co-creation of value. This paper is very useful for businesses in the diagnostics field, especially those that want to get business clients. Instead of selling tests one at a time, diagnostics companies are starting to group services together, like wellness packages, digital reports, and preventive health visits. Solution selling, or tailoring services to meet the specific needs of each customer, is key to securing long-term contracts in the business-to-business healthcare market. The authors support their paradigm with data from manufacturing and industrial service companies. The data shows how adaptive systems, customer intimacy, and strategy alignment can all help bring in and keep customers. Diagnostics companies, like industrial organisations, need to find a balance between efficiency, responsiveness, and innovation in order to stay competitive. This is similar to healthcare, even though the two are not closely related. This piece is good because it looks at capability-building and strategy fit from different angles. Still, it requires a certain amount of process maturity within organisations, which might not be the case for new businesses or smaller diagnostic labs. It also doesn't look at the moral and legal problems that healthcare causes. Diagnostics companies that want to grow in B2B markets, on the other hand, can get a lot out of using the model as a strategy guide. Businesses should spend money to become more flexible, learn as much as they can about their customers, and build services around fixing problems if they want to be successful in the long run.

In 2023, Dasaradharami et al. did a full study of federated learning (FL) and how it can be used in healthcare informatics. They focused on how privacy-preserving machine learning (ML) could improve decentralised data infrastructures. This piece talks about problems with data security and interoperability, as well as solutions that can be used in real life in healthcare. This piece looks at the diagnostics industry from a theoretically futuristic point of view. When medical businesses work with corporate clients, patient data gets more sensitive and more of it. Data privacy is a big issue in workplace wellness programs and group diagnostics. Federated learning lets you build prediction models and get insights without putting this privacy at risk. The very technical review sums up a huge number of FL models (like FedAvg and FedProx), communication methods, encryption standards, and use-case benchmarks. Personalised assessments, predicting illnesses, and making the best use of resources are just a few ways that AI advances and the needs of the healthcare system can work together well. The paper is mostly theoretical, so it doesn't directly talk about marketing or getting new clients. The important thing about FL is that diagnostic firms can use it to offer safe, AI-powered services that business clients who care a lot about data compliance, like with GDPR and HIPAA, will like. Its ability to work with new AI in the future is one of its best features, as it allows diagnostic companies to use AI without having to pool data in one place. Its complexity could be too much for business leaders who don't have a lot of scientific knowledge, which is a limitation. When looked at as a whole, the study makes diagnostics companies more valuable in competitive B2B acquisition markets by giving them a way to build unique, privacy-first solutions.

The Sairtec case study (Patshijew, 2024) can help small businesses that want to make more money and get new customers by selling to specific groups. Targeting both global and local audiences, digital interaction, brand positioning, and market segmentation are some of the topics that are talked about in more detail. This work is great because it follows a set process: first it looks at the situation, then it does a SWOT analysis, and finally it comes up with a plan. The best testing companies are those that are just starting out or that work with smaller labs in the area. Demands for getting new business-to-business healthcare clients are similar to those in other industries. There is a focus on niche markets, content-driven outreach, and giving a package of services. The focus on low-cost marketing platforms, the customer loyalty programs, and the key performance indicators (KPIs) for tracking success are just a few of its many strong points. The study's main focus on business makes it less useful in areas with strict rules, like diagnosis. It is less accurate in clinical settings because it doesn't take into account restrictions that are unique to that business, like HIPAA compliance or ethical marketing in healthcare. Diagnostics companies that want to find marketing strategies that can be scaled up and don't cost a lot of money will find this study useful because it is based on real-life examples. It talks about how important it is to find out what customers want and need, try marketing theories, and make changes based on performance feedback.

In his 2018 dissertation, Teng looks into how clinical diagnostic companies might sell validation packages. These are important for getting diagnostic tools approved and accepted. The study looks at a very important but very narrow area of business-to-business marketing in the healthcare industry, focussing on labs, hospitals, and healthcare providers. This study's results come from in-depth interviews with the sales, marketing, and R&D workers at diagnostic companies. Some of the most important results are educational content marketing, data-driven value demonstration, compliance-driven messages, and one-on-one technical consultations. These results are very important for diagnostics companies that want to build trust and confidence with institutional clients during the acquisition phase. One of the good things is that the focus is on the sales enablement process and its practical parts, like giving reps content that has been statistically proven to improve customer conversion. When it comes to diagnostics, it's important to talk about scientific value instead of just price or name appeal. Smaller or regional testing labs may not get as much out of the study, though, since it mostly looks at the US market and big businesses. The strategies that have been offered also don't have a strong empirical basis because they haven't been tested quantitatively. This dissertation gives a unique and detailed look at marketing high-tech diagnostic products and services. Instead of traditional advertising methods, it says that getting new healthcare clients requires technical credibility, regulatory alignment, and long-term consultative relationships.

El-Monstaser's research from 2021 uses empirical methods to look at how CRM changes buyer behaviour. The study also looks at how CRM changes both acquiring and keeping customers. Respondent customer service, personalised communication, and loyalty programs are all examples of CRM initiatives that, when done right, greatly boost conversions and loyalty, according to research from industries like retail and services. The main ideas don't just apply to healthcare, but they do apply to diagnostics companies that want to build and keep ties with hospitals and businesses. The study shows that building trust, communicating with customers on a regular basis, and personalising messages are all important for both short-term and long-term customer value. One of its strengths is that it uses statistical methods, such as regression analysis, to show how CRM factors affect getting new clients in a way that can be measured. Diagnostics marketers can use this method based on data to help them decide which CRM technologies and strategies are most important. Still, the study only looked at business-to-consumer situations. It doesn't look at the change to business-to-business situations, where exchanges are more complicated and making decisions takes longer. Compliance, data security, and the fact that healthcare decisions are made at more than one level are also not covered. No matter what, the paper's results back the idea that CRM is both a powerful way to get new customers and keep old ones. Diagnostics companies that want to get business and institutional clients should use customer relationship management tools to make buyer journey maps, predict demand, and offer help before it's asked for.

The sharing economy business plan is based on three things: making money, changing the platform, and putting the customer first (Kumar et al., 2018). Even though the piece is mostly about peer-to-peer platforms, the ideas it talks about (like trust mechanisms, co-creation with customers, and optimising assets) can also be used by diagnostics companies that offer on-demand or subscription-based corporate diagnostic services. The study looks at four things: value generation, value appropriation, network orchestration, and trust management. Companies that do diagnostics in the healthtech or wellness-as-a-service models can use these tactics to make their platforms bigger while keeping quality and compliance high. B2B business health packages and home testing kits are two examples of this type of model. This shows diagnostics companies a lot, like how important it is to coordinate networks of users, service providers, labs, telemedicine platforms, and transportation partners. The best things about the paper are how flexible its tactics are and how it looks ahead to new business model innovation. Keeping patient privacy, making sure clinical efficacy, and following rules are all problems that only happen in the healthcare business. No matter what, the framework's useful tools can help testing companies a lot as they move from being stand-alone service providers to platform-based health service partners. Diagnostics marketers can think about the whole picture instead of just testing thanks to shared infrastructure, user feedback loops, and ongoing revenue structures.

The bibliometric and systematic review by Ferreira et al. (2022) looks at how healthcare B2B marketing strategies have changed over time by looking at trends, hot topics, and research gaps. The writers look through a database of 227 papers from the past 30 years to find basic ideas that support modern business-to-business marketing in healthcare. These ideas include relationship marketing, digital transformation, value-based selling, and co-creation with the customer. This review gives diagnostics companies important background information that helps them see the bigger picture of healthcare and figure out how to best position their marketing efforts. If diagnostics companies want to get institutional clients, they can use the study's results to show how important trust, image, and personalised service are for healthcare B2I success. The article does a great job of putting together decades of research into a logical framework. It also brings up new areas of study, such as content-based marketing in B2B, the use of CRMs in healthcare, and personalisation powered by AI. It also lists important academics and journals, which makes it possible for more study and comparisons. However, the fact that it is abstract may make it harder for small diagnostics companies to quickly apply what they learn.

The study doesn't go into great detail about how these methods are used in real life or what KPIs show that they are working. Still, this method gives a big-picture view that is very helpful for business planners and diagnostics marketers. For diagnostics businesses to be successful in the long term, they need to base their marketing strategies on long-term trends, be open to new ideas, and set themselves apart through service excellence, customer experience, and relationship capital.

A thorough review of the literature on healthcare B2B alliances (Madanaguli et al., 2022) shows what is known about them now, focusing on alliance performance, value co-creation, and teamwork between organisations. Using bibliometric analysis and theme synthesis, the authors sort previous studies into groups based on strategy drivers, alliance structures, regulatory concerns, and innovation results. The story stresses how important trust, shared goals, and giving and receiving are for business-to-business (B2B) healthcare partnerships to work. Its main input is looking at how institutions change over time, especially how public-private partnerships, mergers, and outsourcing affect the delivery of healthcare services and their place in the market. For diagnostic service providers who want to reach more people and build their reputation, this paper shows how important it is to work together strategically with tech platforms, hospitals, and insurance companies. The best parts of the study are the parts that talk about digital interoperability, alliance control, and how marketing goals should be aligned in B2B healthcare settings. Cross-border partnerships in global healthcare and AI-enabled alliance management are two important areas for the future that are being talked about. The essay is very theoretical, but because it doesn't include any case studies or practical techniques, it might not be directly useful for people who work in marketing and want to learn more. Also, healthcare partnerships may not notice major operational problems because they rely too much on secondary data. Overall, this piece is an important theoretical resource for diagnostics companies and marketers who want to improve their B2B partnerships, especially in fields that value trust, clinical accuracy, and following the rules.

Wei et al. (2019) look into how HITs affect e-quality and e-revenue, which are two ways that healthcare facilities measure how good their services are thought to be. With survey data from hospitals that use EHR, CPOE, and patient portals, the study shows that there is a positive link between service success and technology adoption. They come up with the idea of e-quality as a general term for digital responsiveness, system dependability, and patient access to medical data. With better e-quality, which makes patients happier, keeps them coming back, and increases the number of referrals, hospitals can indirectly make more money. The study also looks at how e-tools improve operational efficiency, especially how they lead to better billing and more patients being seen. Diagnostic labs and business-to-business health services seem to gain a lot, even though hospitals get a lot of attention. By making services more clear and easy to get to, HIT integration helps bring in new clients and maintains compliance while also facilitating the flow of internal processes. Giving company clients secure client portals is one way to get them to stick with you and buy from you again. One problem is that there aren't any groups based on hospital size (public vs. private, big vs. small). The group might not be a good representation of the range of HIT effectiveness. Also, not much research has been done on how culture or geographical factors affect the use of HIT. In any case, the piece is helpful for getting a sense of how digital transformation in healthcare improves operational excellence as well as marketing outcomes such as service differentiation, brand value, and customer happiness.

In a changing environment, the study's authors (King et al., 2016) present a mathematical method for making marketing investments more successful at both getting new customers and keeping old ones. The writers show how companies can get the most out of their customers by changing their investments based on how the market reacts and how customers act by simulating decision-making using a Markov decision process model. The basic idea is that acquisition and retention are not two different processes, but rather strategies that work together to handle data that needs to be kept for a short time. This way of thinking is very helpful for handling relationships with business-to-business (B2B) customers in the healthcare and diagnostics fields, where contracts are valuable and losing customers costs a lot of money. The strong point of the paper is rigid mathematical models, which makes it clear when the best times are to do marketing activities, like when to focus on getting new customers and when to keep the ones you already have. The model also takes into account the fact that consumers' responses are uncertain and that marketing costs have decreasing returns over time. Due to the model's complexity, smaller diagnostic companies that don't have the right data infrastructure or analytical skills might not be able to use it directly. Healthcare-specific rules, like patient privacy or following the rules, can also make marketing less flexible, but the authors don't talk about these. Diagnostics marketers, especially those who work in B2B contract-based settings, should use this work as a starting point for more efforts to balance contact. It supports predictive models in CRM and a strategy for allocating marketing resources that is based on data.

Furman et al. (2021) say that a model for allocating resources can be flexible and change staffing numbers in real time to meet the needs of activities like hiring and keeping employees. These examples come from the service industry, like call lines and subscription services. However, the ideas can be used in other fields, like healthcare and diagnostics, where customers' needs are more likely to change. The study says that companies can be more productive if they allow their workers to switch between jobs that focus on getting new customers and jobs that focus on keeping old customers. They can also be more productive by making their operations more flexible. For example, companies in the diagnostics field can teach their customer service and sales staff how to handle both present customers and new institutional clients at different points in the demand cycle. The model uses queueing theory and operational analysis to look at different staffing choices and give managers the tools they need to predict how workers will be best distributed. The results show how important flexible staffing is for healthcare customer retention and word-of-mouth marketing by boosting customer happiness, lowering wait times, and increasing the number of new customers. One problem with the model is that it doesn't take into account regulatory or skill-based limits, which wouldn't work in a clinical setting. It also thinks that all workers are equally productive, which is another problem. The writers talk a lot about internal processes, but they don't say anything about external marketing tactics or CRM systems. Still, this paper gives a new operational view on marketing and is a good reminder that how well efforts to acquire and keep customers work behind the scenes can have a big effect on how well a company does overall. Diagnostics companies can better match the level of marketing and customer service to the stages of their clients' lives by using agile staffing methods.

This dissertation (Sisson, 2021) looks into how advanced data mining techniques can be used to come up with and improve strategies for getting new customers and keeping old ones in the telecommunications business. The main focus of this study is on telecommunications, but the analytical methods and ideas shared here can also be used in the marketing of healthcare and diagnostics in a big way. The study used technologies like decision trees, predictive models, and cluster analysis to divide customers into groups, find factors that cause people to leave, and create personalised strategies for keeping customers. The same techniques can be used by diagnostics companies to divide their B2B clients into different groups, such as hospitals, clinics, and business clients;

guess how their clients will renew their contracts; and create targeted marketing campaigns. One of the most important parts of the dissertation is an analysis of how data from many sources (CRM systems, transaction logs, service history, etc.) can be used to guide strategic marketing. Diagnostics companies can use this to their advantage when building a data-driven marketing infrastructure, which is important for keeping an eye on what big clients do, making service bundles better, and shortening sales cycles. Because the study only looked at telecom, it's hard to apply its findings to the healthcare business, which has to deal with stricter rules and longer decision-making processes. For telecom clients, who are usually individual customers, and diagnostics companies, who work with institutions, model variables and segmentation criteria need to be changed. Sisson's study makes a strong case for using data analytics and machine learning for customer relationship management, even with these problems. It says that diagnostics marketers use algorithmic, real-time decision-making instead of traditional heuristics to get new customers and keep the ones they already have.

For foreign mergers and acquisitions, Holland and Scullion (2021) look at how hard it is to keep good employees. A psychological contract is an unspoken deal between workers and their bosses that affects the rate at which workers stay with the company. The authors use a multi-case study method with five acquired subsidiaries to show that the pre-acquisition, integration, and post-integration steps are the most important parts of the acquisition process. They say that having good employees means keeping an eye on the psychological contract all the time. It was discovered that when standards were not properly aligned, especially during the integration phase, there was a higher rate of turnover. There may be less trouble with employee retention if companies deal with these differences directly and encourage open communication. The authors also say that HR practices are a big part of making and keeping the psychological contract. They suggest that personalised HR actions might help employees stay committed during times of change. The study is mostly about big companies that are buying smaller ones in other countries, but it has some great information about how psychological contracts and keeping good employees work together in M&A situations. It might be interesting to see if these findings hold true for domestic mergers or smaller businesses in the future. However, the study gives a complete plan for understanding and managing employee expectations during workplace change, with a focus on psychological contracts as an important part of plans to keep good employees.

In their chapter from 2024, Kaur and Bala talk about how big data analytics has changed the way businesses get and keep users. They say that in this digital age, businesses can use "big data" to learn more about their customers' likes and dislikes, as well as their buying habits. This lets them make ads that are more relevant and effective. They talk about several tools and methods, like machine learning algorithms and predictive analytics, that can help with dividing customers into groups, predicting when customers will leave, and finding potential high-value customers. Big data analysis can help businesses figure out what their customers want and then give it to them in a way that is unique to them. This can make customers happier and more loyal. Some of the problems that Kaur and Bala name as part of big data rollout are how to keep data private, how to make sure that staff are trained, and how to combine data from different sources. They stress the need for strong data control systems to make sure that consumer data is used in an honest and useful way. The chapter does a good job of describing the pros and cons of big data in CRM, but it could use more real-life case studies to back up its arguments for and against the topic. Even so, the writers do a good job of showing how big data is becoming an important part of modern marketing, especially since it can help businesses get and keep customers in a very competitive market.

A group of researchers called Tuguinay et al. (2024) made a map of the customer journey in the gaming business, from getting new customers to keeping old ones. The authors recognise the unique aspects of the gaming industry and focus on key touchpoints and strategies that affect how engaged and loyal players are. The idea shows how important it is to build communities, offer timely rewards, and give players personalised experiences in order to build long-term relationships with them. Companies that make games can use information and comments from players to tailor their services to each person's interests. This will keep players happy and keep them from leaving. It's also talked about in detail how gamification and social relations might make players more loyal. Even though the study only looked at the gaming industry, the suggested approach can help any company that wants to get more customers involved. But testing the model with different groups of people and game platforms would make the study more complete. To get a better sense of how the gaming industry is changing, it would be helpful to look into how new technologies like blockchain, and virtual reality are changing how businesses get and keep people. Overall, Tuguinay et al.'s study is a useful model for researchers and industry professionals who want to improve strategies for getting new players and keeping old ones. It also makes a big addition to the body of literature on CRM in the gaming sector.

Rais and Abdedaime's (2024) paper looks at how important it is for startups to use different methods to get new customers. The writers look into how effective acquisition tactics can help early-stage growth and market penetration, keeping in mind that startups often have limited resources and have to deal with tough competition. The study looks at how well digital marketing, partnerships, referral schemes, and other ways of getting new customers work in different types of businesses. After looking at case studies and interviews, the writers figure out the best ways for startups to get customers and the most common mistakes they see. People who work with startups say that to get the most out of acquisition methods, they should match them with their audience and value proposition. The dissertation has some useful information about how to get new customers for a company, but it could use more information about how to keep customers and how that affects efforts to get new customers. To get a better idea of how startups grow, you can also look at how well different acquisition tactics work over time. Rais and Abdedaime's work, which is helpful for businesses and startup marketers, shows how important it is to get new clients strategically during early growth and market penetration.

In their 2019 study, (Vieira et al., 2019) look at what makes a business-to-business digital marketing plan work in developing economies. The writers look at a Brazilian company's 132-week dataset to find out how owned, paid, and earned media—all types of digital communication—affect getting new clients. The study comes up with a new word, the "digital echoverse," to explain how different types of media affect and interact with each other. Owned media and digital inbound marketing seem to have a bigger effect on getting new clients than sponsored media, according to data from growing markets. Owned media efforts are backed up by earned media, which boosts credibility and reach through things like social sharing and customer reviews. The authors say that companies in emerging economies should focus on real, useful material instead of pushy ads because building trust and relationships is very important. So that digital tactics can be changed to fit changing market and customer needs, they also stress how important it is to keep an eye on these things. Even though there is good empirical evidence in the study, the results may not be useful in markets other than the one that was studied. Future research should look into similar trends in other developing economies to confirm and build on these results. Overall, Vieira et al.'s results are helpful for business-to-business (B2B) marketers in developing countries because they show how important it is to use integrated and customer-centred digital marketing strategies to get new customers.

Review table

Author(s) & Year	Context/Industry	Focus Area	Key Findings/Insights
Inas, S., & Belgiawan, P. F. (2023)	MedTech startup	Marketing strategy for acquisition & retention	Emphasizes digital strategies to enhance customer engagement.
Sisson, P. J. (2021)	Telecommunication	Data mining in acquisition/retention strategy	Predictive analytics enhance customer retention.
Miah, M. R. (2023)	Medical equipment services	CRM development	Effective CRM boosts customer satisfaction and operational efficiency.
Huikkola, T., & Kohtamäki, M. (2017)	Solution providers	Strategic capabilities	Highlights capability development to deliver value-added solutions.
Dasaradharami Reddy, K., & Gadekallu, T. R. (2023)	Healthcare informatics	Federated learning	Secure collaborative learning benefits healthcare data privacy.
Patshijew, A. (2024)	Tech company (Sairtec)	Sales and acquisition strategy	Strategic marketing boosts sales and customer reach.
Teng, H. C. (2018)	Clinical diagnostics	Marketing diagnostics packages	Tailored promotions drive product validation success.
El-Monstaser, S. (2021)	General marketing	Customer relationship marketing	CRM is key to acquisition and retention.

Kumar, V., Lahiri, A., & Dogan, O. B. (2018)	Sharing economy	Business model strategy	Profit-oriented frameworks needed in shared economy.
Ferreira, J. J. et al. (2022)	B2B healthcare	B2B marketing strategies	Maps intellectual structure and trends in healthcare B2B marketing.
Madanaguli, A. T. et al. (2022)	Healthcare	B2B alliances	Highlights gaps and research directions in B2B healthcare collaborations.
Wei, J. et al. (2019)	Hospitals	Health information technologies	HIT enhances hospital revenue and service quality.
King, G. J. et al. (2016)	Business operations	Acquisition-retention modeling	Dynamic models optimize marketing resource allocation.
Furman, E. et al. (2021)	Staffing	Acquisition-retention staffing	Fluid staffing adapts to retention/acquisition needs.
Sisson, P. J. (2021)	Telecommunication	Duplicate entry	Duplicate of earlier reference.
Holland, D., & Scullion, H. (2021)	HRM	Talent acquisition and retention	Psychological contracts influence employee retention.
KAUR, A., & BALA, R. (2024)	Big data	Role in acquisition & retention	Big data analytics crucial for long-term customer engagement.
Tuguinay, J. et al. (2024)	Gaming	Integrated acquisition-retention model	Proposes a holistic framework for

			customer lifecycle in gaming.
Rais, A., & Abdedaime, K. (2024)	Startups	Acquisition strategy	Strategic planning is critical for startup scalability.
Vieira, V. A. et al. (2019)	Emerging markets	B2B digital marketing	Digital marketing enhances effectiveness in B2B emerging markets.

3. RESEARCH METHODOLOGY

This chapter outlines the methodological framework adopted to investigate the strategies used for corporate client acquisition in the diagnostics industry. It presents a mixed-methods approach, combining both quantitative and qualitative techniques to ensure comprehensive and reliable findings. The chapter includes descriptions of the research design, study area, target population, sampling techniques, data collection and analysis methods, ethical considerations, and methodological limitations.

3.1 Research Design (Mixed Method Approach)

Using both quantitative and qualitative methods, this study looks at diagnostics companies' techniques for getting new customers in more than one way. This method is used because it can use the best parts of both numerical data and narrative thoughts. This helps with triangulation and makes the results more reliable.

For the quantitative part, you will use structured surveys to get in touch with diagnostic company and business client representatives. These surveys can give you measurable information about how to acquire things now, the factors that affect decisions, the success rates, and the level of happiness.

In-depth interviews with specific stakeholders are part of the qualitative part. They help get more thorough information about strategic processes, relationship dynamics, and learning through experience. It is helpful to have these conversations in order to understand the trends seen in the quantitative data.

This mixed-methods approach lets you collect and analyse both numeric and qualitative data at the same time. Then, when you're done, you combine the results to get a full picture.

3.2 Study Area and Setting

The study was conducted in the urban region, which serves as a strategic case due to its growing healthcare infrastructure and expanding corporate sector. Jaipur is emerging as a Tier-2 city with a robust mix of small, medium, and large enterprises across multiple sectors such as IT, education, manufacturing, hospitality, and retail.

In recent years, the city has witnessed a surge in demand for preventive healthcare and diagnostic services, especially in the aftermath of the COVID-19 pandemic. The presence of several diagnostic chains, including SRL Diagnostics, Dr. Lal PathLabs, Redcliffe Labs, and regional players like Pathkind and Modern Diagnostics, provides a diverse platform for exploring business development strategies in a competitive environment.

The study setting includes both the office premises of diagnostic centers and corporate organizations, as well as virtual platforms (e.g., Zoom, Google Meet) for remote interviews and survey distribution due to logistical convenience and time efficiency.

3.3 Target Population and Sampling Techniques

Target Population

The target population consists of two primary groups:

1. **Diagnostic Service Providers** – Business development managers, sales executives, regional marketing heads, and client relationship managers responsible for acquiring or managing corporate accounts.
2. **Corporate Clients** – HR managers , admins, wellness officers, procurement heads, and administrative personnel involved in selecting and partnering with diagnostic companies for employee health services.

Sampling Techniques

A **purposive sampling** strategy was employed to select respondents who hold relevant roles and are directly involved in the client acquisition or procurement processes. This approach ensures that the data collected is both relevant and informative for addressing the research objectives.

For the **quantitative survey**, a sample of **50–100 respondents** was targeted across both stakeholder categories (approx. 60% from corporates and 40% from diagnostic firms). The surveys were distributed electronically via Google Forms and follow-up was conducted through email or phone.

For the qualitative interviews, 10–15 participants were selected from among the survey respondents and additional referrals using snowball sampling to identify key informants with deeper knowledge or strategic oversight.

3.4 Data Collection Methods

Surveys (Quantitative)

Structured surveys were used to gather quantifiable data on:

- Types of acquisition strategies used (e.g., cold calling, digital campaigns, networking events)
- Criteria used by corporate clients in selecting diagnostic partners
- Satisfaction levels, cost perceptions, and renewal factors
- Organizational demographics (industry, size, employee count)

The questionnaire was designed with both closed-ended questions (Likert scale, multiple choice, rankings) and a few open-ended prompts for elaboration. The tool was pilot-tested on a small group of respondents to ensure clarity, reliability, and completion ease.

Interviews (Qualitative)

Semi-structured interviews were conducted with selected participants to explore:

- Personal experiences in client acquisition or vendor selection
- Relationship-building approaches
- Challenges faced and strategies for overcoming them
- Perceived gaps and opportunities in the diagnostics B2I ecosystem

The interviews lasted 30–45 minutes on average and were audio-recorded (with consent) for transcription. Interview guides were designed to be flexible to allow the emergence of unanticipated insights, while still aligning with the study's key themes.

3.5 Data Analysis Methods

Quantitative Data Analysis

Quantitative survey responses were analyzed using **SPSS** and **Microsoft Excel**. The analysis focused on:

- **Descriptive statistics** – Frequency distributions, means, and standard deviations for various metrics.

- **Cross-tabulations** – To explore associations between variables (e.g., company size vs. preference for service customization).
- **Trend analysis** – To identify shifts in strategy effectiveness or client expectations.

The data was visualized using graphs, pie charts, and tables to support interpretation and enhance readability.

Qualitative Data Analysis

Interview transcripts were analyzed using **thematic analysis**, following Braun and Clarke's six-step framework:

1. Familiarization with the data
2. Generation of initial codes
3. Searching for themes
4. Reviewing themes
5. Defining and naming themes
6. Producing the report

NVivo software was optionally used for coding and theme development, although manual analysis was prioritized to retain contextual understanding. The final themes included strategic communication, trust-building, customization, digital engagement, and value-added services.

Integration of the findings from both methods was achieved during the discussion phase, using a triangulation strategy to corroborate and contrast insights.

3.6 Ethical Considerations

Given the involvement of human participants and sensitive organizational information, strict ethical protocols were followed to ensure transparency, trust, and respect for individual autonomy.

Informed Consent

Each participant received an informed consent form clearly stating the study's purpose, voluntary nature of participation, estimated time required, and the right to withdraw at any point. Consent was obtained electronically or via signed forms prior to data collection.

Confidentiality

All data were anonymized, with individual names, company names, and other identifiers removed during analysis and reporting. Data was stored in password-protected files accessible only to the research team.

Voluntary Participation

Participation was entirely voluntary, with no incentives offered that might unduly influence involvement. Participants were informed that they could skip questions or terminate the interview/survey without any consequence.

An application for ethical clearance was submitted to an internal review board, and all methods adhered to professional research standards.

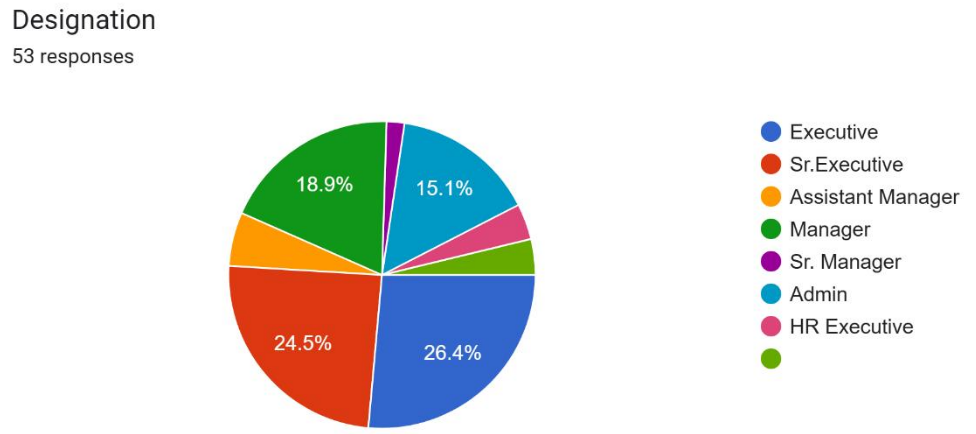
3.7 Limitations of Methodology

While the mixed-methods design provides comprehensive insights, several limitations must be acknowledged:

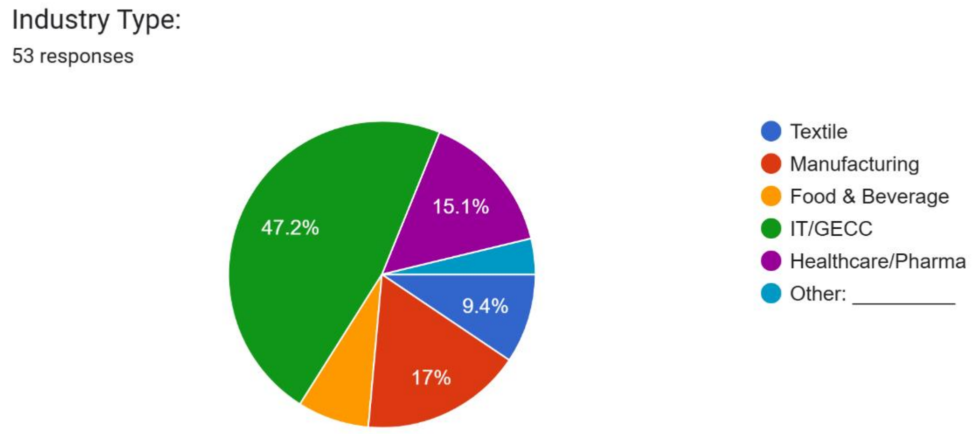
- **Limited Generalizability**: The focus on Jaipur city limits the broader applicability of findings to other regions or Tier-1 cities. However, the region was selected intentionally to generate region-specific insights.
- **Sample Bias**: As purposive and snowball sampling methods were used, there is a possibility of selection bias. The perspectives gathered may reflect only a segment of the industry and may exclude smaller players or passive stakeholders.
- **Response Constraints**: Due to time constraints and confidentiality concerns, some corporate respondents provided limited information or declined interviews. This restricted the qualitative depth in certain areas.
- **Self-Reporting Bias**: Since surveys and interviews rely on participant-reported information, there is a possibility of exaggeration, memory lapses, or socially desirable responses.
- **Tool Limitations**: While SPSS and Excel facilitated basic statistical analysis, more complex multivariate techniques were not employed due to time and resource limitations.

Despite these limitations, the methodological approach was carefully designed to ensure a balance of rigor, feasibility, and relevance to real-world conditions. The integration of quantitative trends with qualitative narratives allows for a nuanced and actionable interpretation of corporate client acquisition strategies in the diagnostics sector.

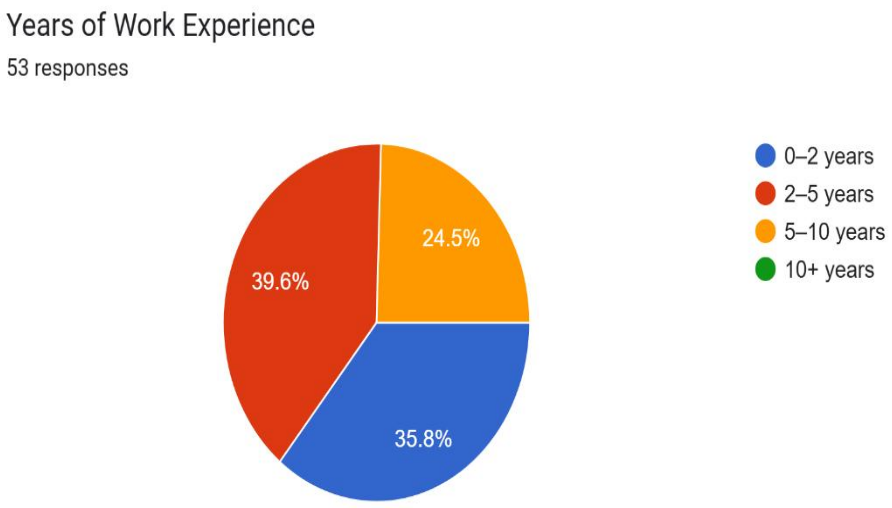
4. RESULTS



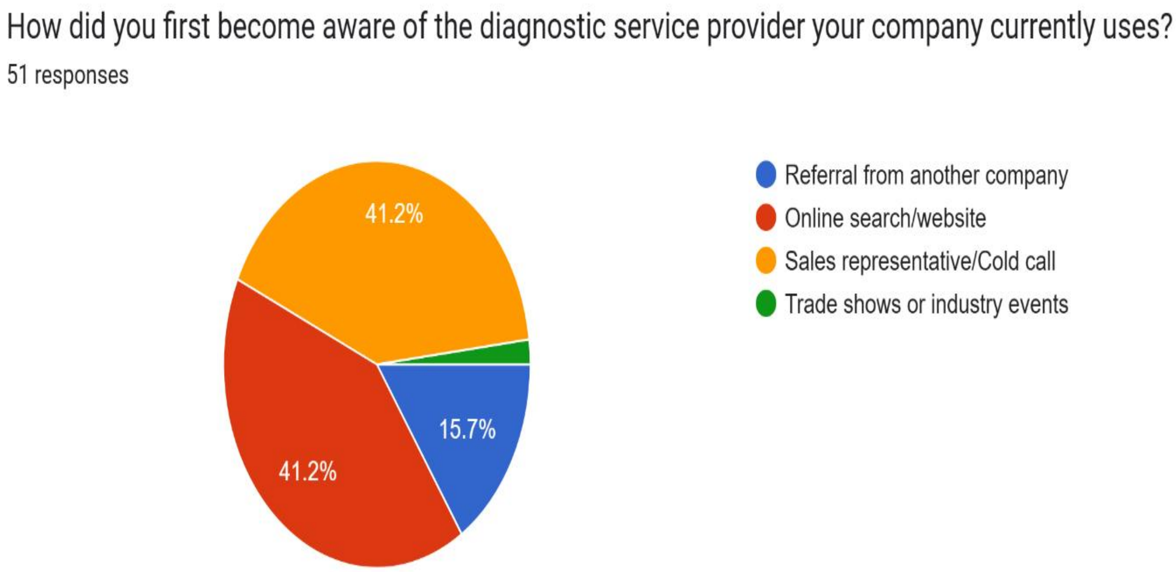
The pie chart illustrates the distribution of designations among 53 respondents. The largest group is Executives, representing 26.4%, closely followed by Sr. Executives at 24.5%. Managers account for 18.9% of the respondents, while Assistant Managers make up 15.1%.The remaining designations, Admin, HR Executive, and Sr. Manager, constitute smaller portions of the total responses.



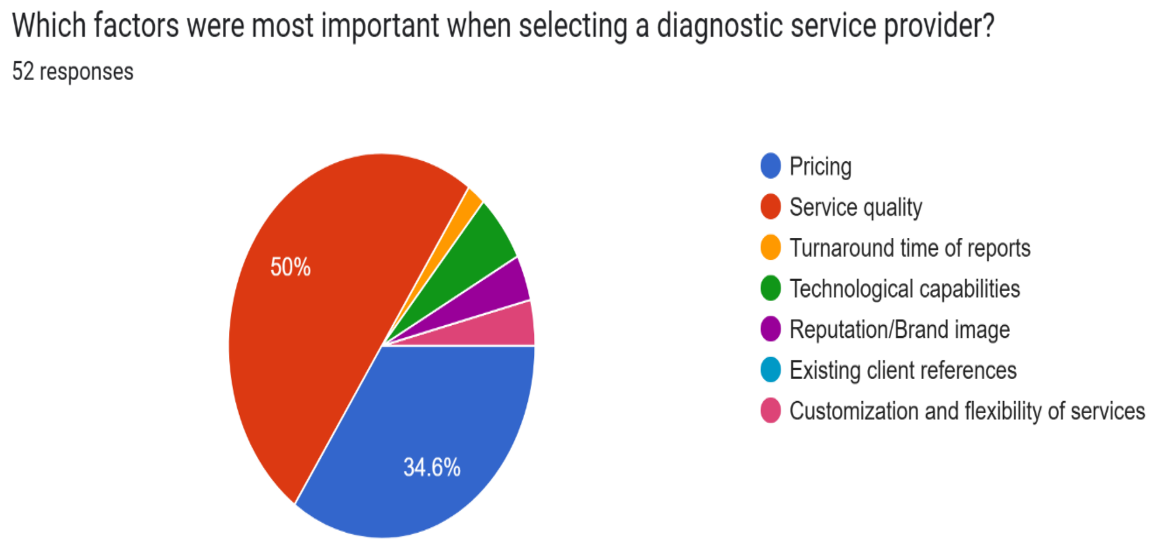
The pie chart displays the distribution of industry types among 53 responses. A significant portion, 47.2%, belongs to the IT/GECC industry. Manufacturing represents the next largest segment at 17%, followed by Healthcare/Pharma at 15.1%. Textile and Food & Beverage industries account for 9.4% and a smaller percentage respectively, with a remaining portion categorized as "Other".Q



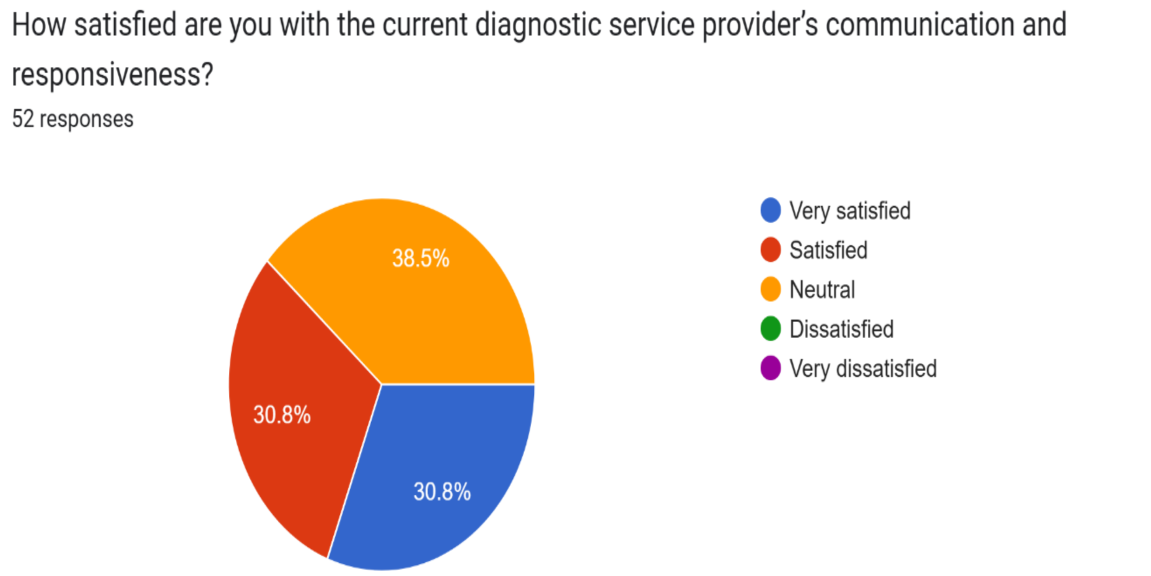
The pie chart shows the distribution of years of work experience among 53 respondents. The largest group, representing 39.6%, has 2-5 years of experience. Following closely, 35.8% of respondents have 0-2 years of work experience. A smaller portion, 24.5%, indicates having 5-10 years of experience, while no respondents reported having 10 or more years of work experience.



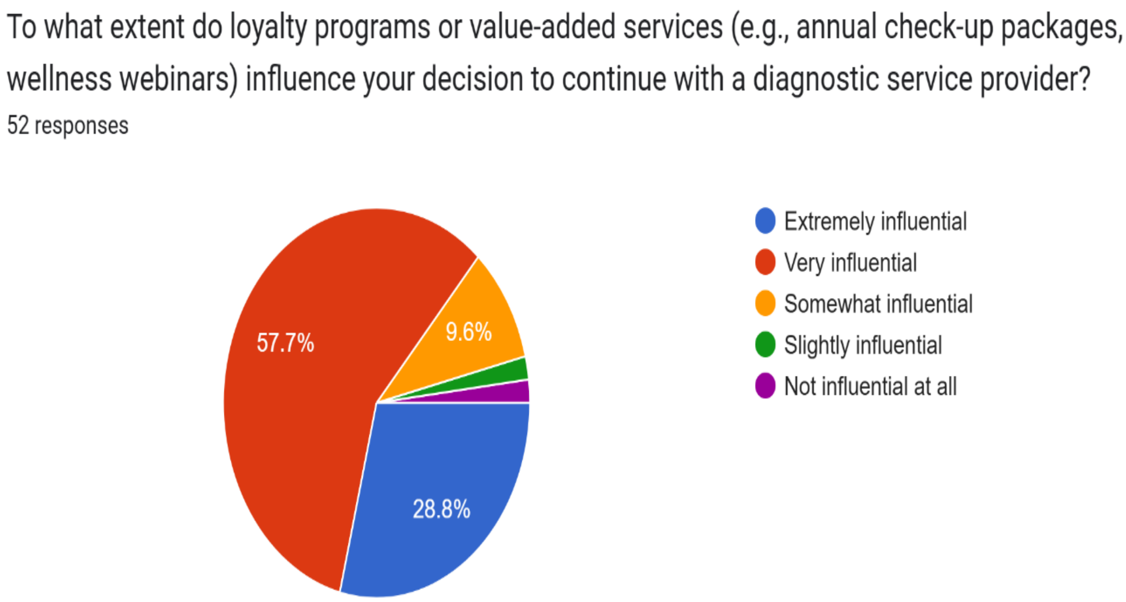
The pie chart illustrates how 51 respondents first became aware of their company's current diagnostic service provider. Interestingly, the two most common ways were "Online search/website" and "Sales representative/Cold call," each accounting for 41.2% of responses. Referrals from other companies made up 15.7% of the initial awareness. Only a small fraction, 2%, learned about the provider through trade shows or industry events.



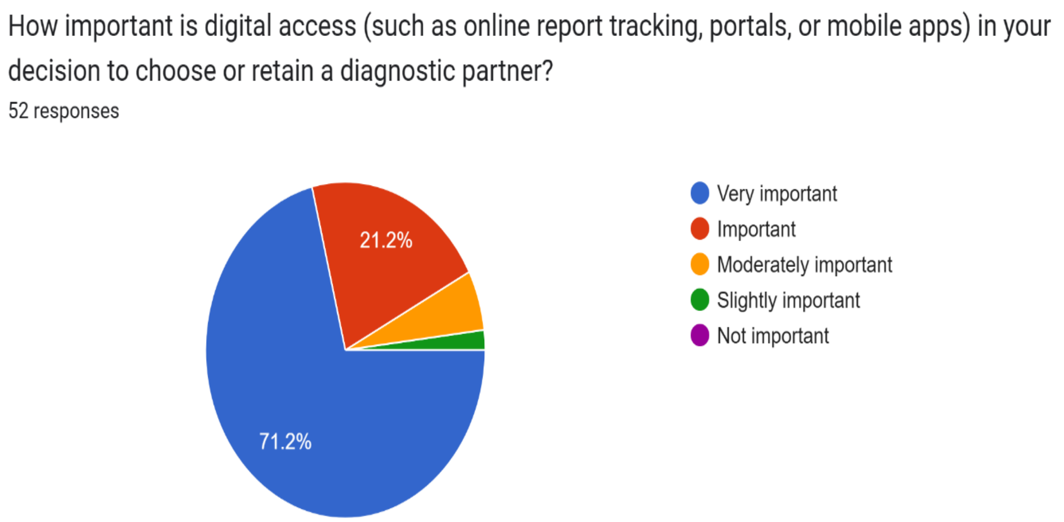
The pie chart reveals the key factors influencing the selection of a diagnostic service provider among 52 responses. Service quality stands out as the most crucial factor, cited by 50% of the respondents. Pricing is also a significant consideration, accounting for 34.6% of the responses. Several other factors, including turnaround time of reports, technological capabilities, reputation/brand image, existing client references, and customization/flexibility of services, were considered important by smaller percentages of the respondents.



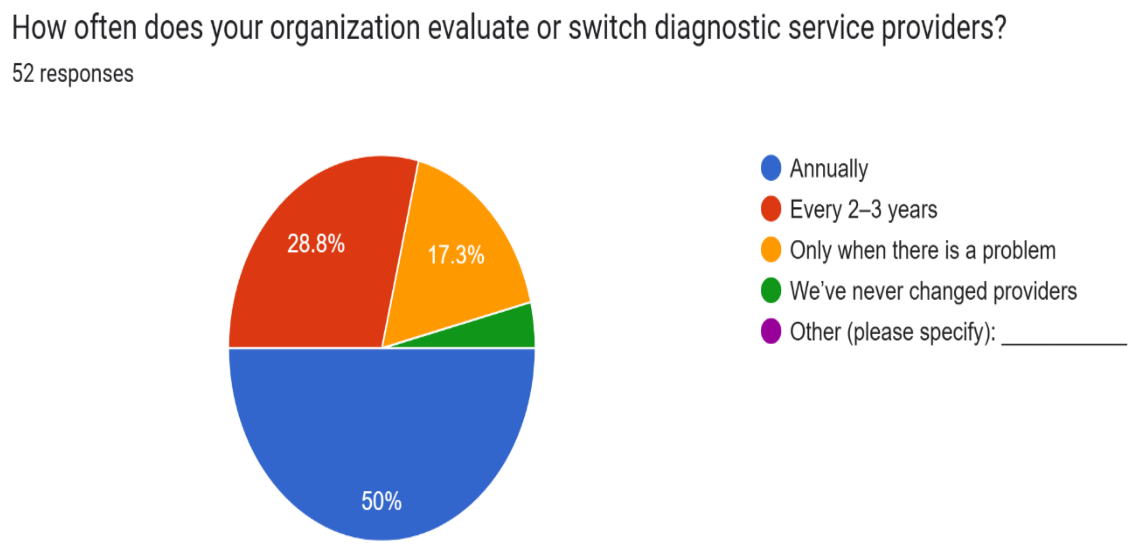
The pie chart illustrates the satisfaction levels of 52 respondents regarding their current diagnostic service provider's communication and responsiveness. A significant portion, 38.5%, reported feeling neutral. Interestingly, the percentages for "Very satisfied" and "Satisfied" are equal at 30.8% each. Only a small fraction of respondents expressed dissatisfaction, with none indicating they were "Very dissatisfied".



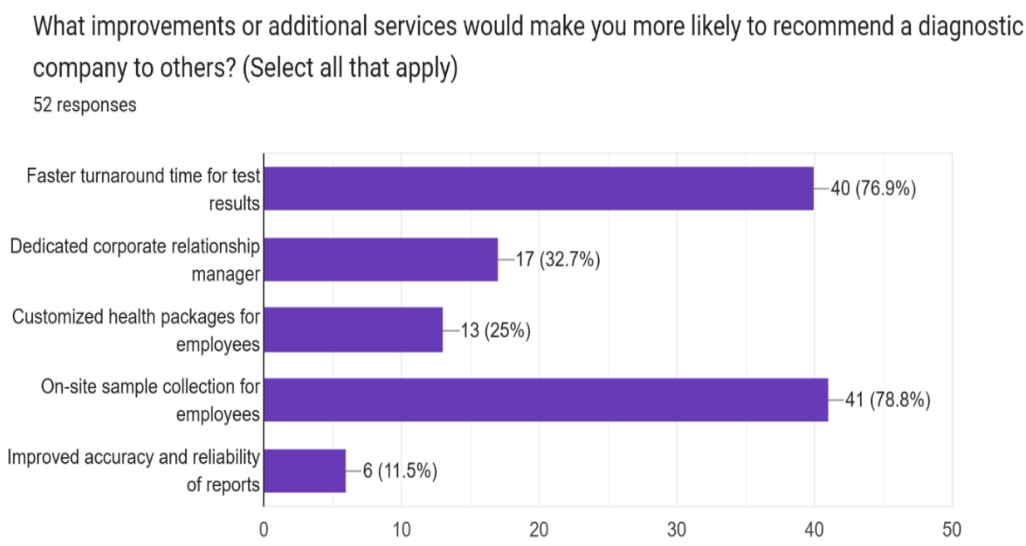
The pie chart displays the extent to which loyalty programs or value-added services influence the decision to continue with a diagnostic service provider, based on 52 responses. A substantial majority, 57.7%, find these programs to be "Very influential". Additionally, 28.8% consider them "Extremely influential". A smaller segment finds them "Somewhat influential" (9.6%), while "Slightly influential" and "Not influential at all" represent even smaller portions of the responses.



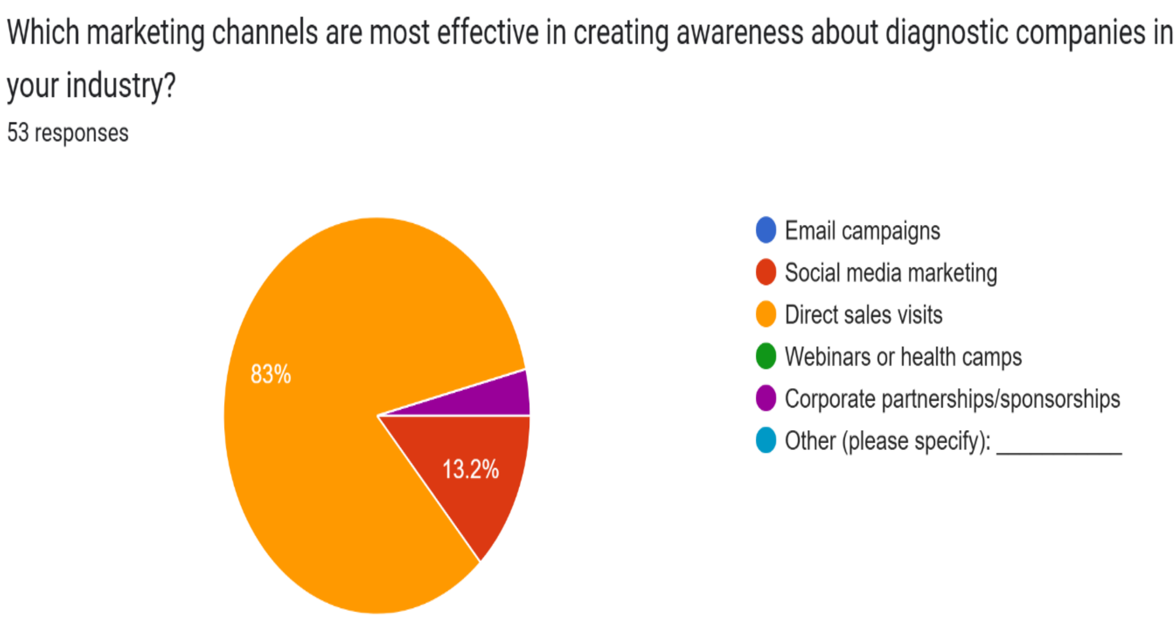
The pie chart illustrates the importance of digital access in choosing or retaining a diagnostic partner, according to 52 responses. A significant majority, 71.2%, consider digital access to be "Very important". Another 21.2% find it "Important". Smaller percentages view it as "Moderately important" (5.8%), while "Slightly important" and "Not important" constitute the smallest portions of the responses.



The pie chart shows the frequency with which 52 organizations evaluate or switch diagnostic service providers. A significant majority, 50%, do so annually. Over a quarter of the organizations, 28.8%, evaluate or switch every 2-3 years. A smaller portion, 17.3%, only considers a change when there is a problem. A very small percentage, 3.8%, indicated that they have never changed providers.



The bar chart reveals what improvements or additional services would increase the likelihood of recommending a diagnostic company, based on 52 responses where multiple selections were possible. Faster turnaround time for test results was a key factor for 76.9% of respondents. On-site sample collection for employees was even more influential, cited by 78.8%. Other desired improvements included a dedicated corporate relationship manager (32.7%), customized health packages for employees (25%), and improved accuracy and reliability of reports (11.5%).



The pie chart illustrates the effectiveness of different marketing channels in creating awareness about diagnostic companies within the respondents' industry, based on 53 responses. Direct sales visits are overwhelmingly considered the most effective channel, accounting for 83% of the responses. Social media marketing is the next most effective channel at 13.2%. The remaining channels, including email campaigns, webinars or health camps, and corporate partnerships/sponsorships, constitute a smaller combined portion of the responses.

5. DISCUSSION

5.1 Interpretation of Results

The findings of the survey conducted among 53 respondents provide significant insights into corporate clients' preferences and behavior concerning diagnostic service providers. The demographic distribution indicates that the largest portion of respondents comprises executives (26.4%) and senior executives (24.5%), followed by managers and assistant managers. This composition reflects the perspectives of middle and lower management professionals who are typically involved in operational and service-level decision-making in organizations.

Industry-wise, IT/GECC (Global Engineering & Construction Companies) dominates the respondent base (47.2%), with manufacturing and healthcare/pharma also contributing substantially. This indicates that diagnostic service providers must tailor their strategies to meet the expectations of industries with fast-paced, high-demand environments.

Work experience among respondents is largely in the 0–5 years range, with 75.4% having less than 5 years of experience. This suggests a relatively young demographic, likely more attuned to digital solutions and responsive service quality, which aligns with the later data showing the high importance placed on digital access and service responsiveness.

The survey also reveals that online searches and cold calls by sales representatives are the most common ways companies learn about diagnostic service providers, each contributing 41.2%. This underscores the importance of a strong digital presence and proactive sales teams in lead generation.

Key decision factors such as service quality (50%) and pricing (34.6%) dominate selection criteria, indicating that while cost is important, the consistency and dependability of service carry more weight. Turnaround time, technological capability, and brand reputation were valued but to a lesser extent.

In terms of satisfaction, most respondents were either neutral (38.5%) or satisfied (30.8%) with their providers' communication and responsiveness. Interestingly, none reported being “very dissatisfied,” suggesting a general baseline of acceptable service, but also indicating significant room for improvement.

When evaluating client retention drivers, loyalty programs and value-added services were seen as highly influential by over 86% of respondents. Additionally, 71.2% reported that digital access is “very important,” signaling a shift in expectations toward digital interfaces, mobile apps, and seamless reporting tools.

Regarding provider evaluation frequency, half of the organizations review or switch diagnostic providers annually. This points to an increasingly competitive environment where providers must consistently perform to avoid replacement. Improvements desired by respondents further emphasized on-site sample collection (78.8%) and faster test result turnaround (76.9%).

Finally, in marketing, direct sales visits were overwhelmingly cited as the most effective method (83%), followed distantly by social media marketing (13.2%). Other channels like email and partnerships lag behind, reflecting a clear preference for human interaction and direct engagement.

5.2 Comparison with Previous Literature

These findings resonate with earlier research in B2I healthcare services, which has consistently highlighted service quality, turnaround time, and pricing as key differentiators in provider selection (Sisson, 2021). In alignment with our study, (Miah, 2023) emphasized that in the diagnostic sector, quick reporting, accuracy, and digital convenience were the top client expectations. Our results reaffirm these conclusions, especially as faster turnaround and digital access were consistently ranked high.

However, our study also reveals some evolving trends. While earlier literature (e.g., Patshijew, 2024) noted that brand reputation played a dominant role, our respondents ranked this lower, possibly due to increasing competition and commoditization in diagnostic services. Also, compared to studies from five years ago that downplayed the role of loyalty programs, our data suggest that value-added services and loyalty benefits now hold considerable sway, reflecting a more customer-centric expectation in corporate healthcare engagement.

Moreover, previous work emphasized cost minimization in diagnostics (Mehta, 2017), yet our data shows quality trumping cost, particularly among IT and healthcare sector clients, which may indicate a shift towards value over price in service procurement.

5.3 Implications for the Diagnostics Industry

The implications for diagnostic service providers are multifaceted. Firstly, service quality and digital capabilities are no longer differentiators—they are baseline expectations. Providers that cannot meet these standards risk rapid attrition, especially considering 50% of companies evaluate their service providers annually.

Second, the importance of loyalty programs and customized offerings cannot be overstated. With more than 85% of respondents rating loyalty/value-added services as highly influential, providers must move beyond transactional relationships and adopt long-term engagement models, offering perks like wellness plans, discounts, corporate health dashboards, and personalized packages.

Furthermore, the data suggest that proactive marketing strategies—particularly direct sales—are essential. Given the dominance of direct visits in client awareness, providers need to invest in well-trained corporate sales personnel capable of building relationships and explaining technical service offerings in understandable terms.

Importantly, the reliance on digital discovery (41.2%) also highlights the need for a strong online presence and SEO optimization, as well as content-driven engagement on digital platforms to build credibility and visibility.

5.4 Barriers to Corporate Client Acquisition

Despite rising awareness and technological advancement, several barriers hinder corporate client acquisition in the diagnostics sector. Firstly, lack of personalization in service offerings creates a gap between provider capabilities and client expectations. Our study shows demand for customized health packages, yet few providers actively offer these without being prompted.

Secondly, limited visibility in niche sectors is a concern. The dominance of direct sales over online marketing or trade shows suggests that diagnostic companies may not be leveraging digital channels effectively for wider brand positioning, particularly in industries like textiles and manufacturing where healthcare awareness might be lower.

Another barrier is trust and switching reluctance. Even though many organizations review providers annually, switching may only happen when dissatisfaction is significant. This inertia requires new entrants to demonstrate tangible value differentiation, such as superior TAT (Turnaround Time) or integrated HR-health record platforms.

Lastly, fragmentation of service quality across regions remains a concern. Uniform service standards across geographies must be ensured to appeal to large corporate clients with pan-India operations.

5.5 Opportunities through Technological Advancements

Technology is a powerful enabler that can help diagnostic service providers **overcome market barriers and enhance client loyalty**. Digital access, as shown in the results (71.2% consider it "very important"), is pivotal. Opportunities include:

- **Mobile apps and digital dashboards** for companies to track employee health screening and diagnostics in real-time.
- **AI-based report generation and flagging systems** to help corporates take preventive action.
- **Automated appointment and collection scheduling** platforms to enhance user convenience.
- **Blockchain for report security and transparency**, especially important for multinational companies.
- **Data analytics** to provide corporates with health trends, risk alerts, and actionable insights for workforce well-being programs.

Moreover, **telemedicine integration** and **IoT-based sample tracking** can further enhance the service experience, improving both reliability and user trust.

5.6 Limitations of the Study

While the findings are insightful, this study has several limitations. Firstly, the sample size is modest (n=53) and predominantly represents a few industry verticals such as IT, manufacturing, and healthcare. This limits the generalizability of findings across the broader industrial spectrum.

Secondly, the data collection was self-reported, introducing the risk of response bias. Some participants may have selected options based on perceived norms rather than actual experiences.

Third, the absence of in-depth qualitative responses restricts a deeper understanding of individual perceptions, preferences, and dissatisfaction reasons. A mixed-method approach might have offered richer insights.

Lastly, the regional representation is unclear, and corporate diagnostics preferences may differ based on metro versus non-metro or Tier-II city perspectives.

5.7 Strengths of the Study

Despite the limitations, the study has several strengths. Foremost, it captures contemporary trends in a post-pandemic diagnostic market, where corporate health partnerships have become more strategic than ever before.

The diverse set of questions, including those about satisfaction, switching frequency, technological impact, and loyalty programs, provides a well-rounded understanding of the decision-making process among corporate clients.

Moreover, the use of graphical representation (pie and bar charts) ensures a clear visualization of data, aiding better comprehension and analysis. This allows decision-makers in diagnostics to quickly grasp where their services are aligning with market needs and where improvements are needed.

Lastly, the study highlights critical actionable areas such as digital transformation, direct sales enhancement, and customization opportunities, which could serve as a blueprint for strategic planning by diagnostic service providers targeting the B2B sector.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Summary of Key Findings

The present study aimed to explore the factors influencing corporate clients in selecting and retaining diagnostic service providers. The responses gathered from 53 participants across various industries and designations offer valuable insights into current market dynamics. A significant finding is that service quality is the most crucial determinant when choosing a diagnostic partner, as cited by 50% of respondents. Pricing follows closely, with 34.6% viewing it as a major consideration. Technological aspects, turnaround time, and brand reputation also play supportive roles.

Digital access emerged as a critical preference, with 71.2% of respondents considering it "very important." This highlights the growing trend of digital transformation in the diagnostic sector. Loyalty programs and value-added services were also found to significantly influence retention, with nearly 86.5% of participants rating them as "very" or "extremely" influential. The study also revealed that the majority of organizations (50%) evaluate or switch diagnostic partners annually, demonstrating a dynamic and competitive business environment.

Regarding communication, most respondents expressed neutral or positive satisfaction with their current providers, although some space for improvement remains. On-site sample collection and faster turnaround time were the most desired service improvements. When it comes to awareness, direct sales visits were overwhelmingly regarded as the most effective marketing strategy (83%), surpassing digital campaigns and traditional methods like health camps or partnerships. These findings together reflect a complex interplay of service delivery, technological accessibility, customer experience, and targeted outreach strategies in the decision-making process of corporate clients.

6.2 Implications for Diagnostic Companies

The study underscores the need for diagnostic service providers to re-evaluate their customer acquisition and retention strategies through a corporate lens. The corporate healthcare buyer behaves differently from an individual customer—driven not only by cost but also by quality, speed, and strategic alignment with company values and operations. Companies expect a higher level of customization, responsiveness, and technological sophistication.

The overwhelming preference for service quality and digital access over mere pricing indicates that diagnostic companies must invest in infrastructure and systems that ensure efficiency, accuracy, and digital convenience. Furthermore, the demand for loyalty programs and value-added services suggests that clients are seeking long-term value rather than transactional relationships. The frequency with which companies evaluate their diagnostic partners further signals that providers need to remain innovative and proactive to maintain relevance.

These findings imply that diagnostic service providers must operate beyond clinical competence. They are expected to act as agile, customer-focused service organizations that understand industry-specific needs. Failure to adapt could result in frequent client churn, missed opportunities, and loss of competitive edge.

6.3 Strategic Recommendations

6.3.1 Improve Digital Visibility

Given the high priority placed on digital access and the effectiveness of online search/website channels, diagnostic companies must significantly enhance their digital presence. This includes search engine optimization (SEO), mobile-friendly website design, real-time customer support chatbots, and integration with health monitoring apps. Clients today value convenience, and a digitally enabled diagnostic partner offers that value.

Moreover, digital visibility is no longer limited to visibility alone; it impacts brand perception and trustworthiness. Offering seamless appointment booking, test tracking, and report access through secure portals or mobile apps contributes to a positive customer experience and can be a deciding factor in vendor selection. Investments in cybersecurity and HIPAA-compliant data handling are also critical to maintaining client trust in this increasingly digital landscape.

6.3.2 Customized Marketing Campaigns per Industry

The data indicate that direct sales visits are still the most effective way to create awareness. However, this does not undermine the need for industry-specific marketing. Diagnostic service providers should develop targeted campaigns tailored to the unique needs and regulatory requirements of various sectors—be it IT, manufacturing, healthcare, or food & beverage.

For instance, IT companies may prioritize digital efficiency and data integration, while manufacturing units may need on-site health camps for employees exposed to physical labor or hazardous environments. Pharma and healthcare organizations may demand high-end molecular diagnostics. Thus, segmentation and customization can lead to better engagement, improved client acquisition rates, and deeper market penetration.

6.3.3 Loyalty and Retention Programs

The high influence of loyalty programs on client retention cannot be overlooked. Companies should design tiered loyalty models that reward repeat business, early payments, or referrals. Value-added services like dedicated relationship managers, annual health dashboards for employees, or wellness webinars can differentiate one provider from another.

Beyond rewards, loyalty programs should create a sense of partnership. Corporate clients should feel that their needs are understood and pre-emptively addressed. Feedback mechanisms, service audits, and regular check-ins through relationship managers will also help identify dissatisfaction early and enable corrective action.

6.3.4 Transparent Communication to Build Trust

The study showed that while a large portion of clients feel neutral or satisfied with provider communication, there is significant room for improvement. Diagnostic companies must foster a culture of proactive, transparent, and timely communication. This includes status updates on reports, real-time error notifications, and clear SLAs (Service Level Agreements) for turnaround times.

Transparency builds long-term trust and minimizes dissatisfaction or client churn. By leveraging CRM tools and automating client interaction workflows, providers can ensure consistent follow-ups, reminders, and service feedback collection. Moreover, honest communication during service outages or quality control issues can strengthen rather than weaken client relationships.

6.4 Suggestions for Future Research

While this study provides a comprehensive understanding of client perspectives, it also opens avenues for deeper exploration. Firstly, the sample size, while diverse, was limited to 53 respondents. Future research could broaden the geographical scope and include a larger number of industries to validate findings across different economic environments.

Secondly, longitudinal studies could be conducted to observe changes in client expectations over time especially in light of rapid technological advancements and the post-pandemic healthcare evolution. The increasing use of artificial intelligence, remote diagnostics, and blockchain for medical data security are likely to further shape client preferences.

Thirdly, qualitative research methods such as in-depth interviews or focus group discussions with HR managers and procurement heads could yield richer insights into the decision-making frameworks of corporate clients. Understanding the internal dynamics and approval chains within companies would help diagnostic service providers align better with client ecosystems.

Moreover, comparative studies between India and global markets could help local players benchmark their services and adopt best practices. As the Indian diagnostic market becomes more globalized, learning from multinational players and adapting those strategies could offer significant competitive advantages.

Finally, future studies could also focus on the measurable ROI (Return on Investment) of diagnostic services in corporate wellness programs—linking diagnostics to reduced absenteeism, improved productivity, or lower insurance premiums. Quantifying such impacts could make diagnostics a more strategic investment for businesses rather than a reactive expenditure.

Conclusion

In conclusion, this study sheds light on the rapidly evolving landscape of corporate diagnostics. As client expectations rise and competition intensifies, diagnostic companies must rethink their engagement strategies. Service quality, digital access, loyalty incentives, and communication transparency are now non-negotiable pillars of success.

By embracing digital transformation, adopting targeted marketing approaches, and fostering trust through transparent communication, diagnostic service providers can build lasting relationships with corporate clients. The findings and recommendations presented in this chapter offer a strategic roadmap for providers aiming to thrive in a competitive and client-driven marketplace. Continued research and innovation will be key to staying ahead and making diagnostics an integral part of corporate health and wellness initiatives.

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