

**Dissertation Submitted to**



**The IIHMR University, Jaipur**

**For the partial fulfilment for the award of the degree of**

**Master of Business Administration (MBA)**

**In**

**Hospital and Healthcare Management**

**by**

**Jayashree Hira**

**Roll Number-1109**

**MBA program (HHM, Batch of 2020-2022)**

**Under the Supervision and Guidance of**

**Dr. Alok Kumar Mathur**

# **Analysis and Comparison of Corporate Patient Footfalls**

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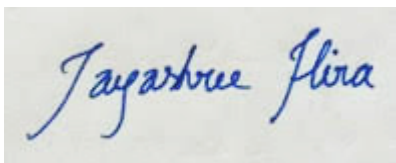
**Jayashree Hira**

**Under the Supervision and Guidance of**

**Dr Alok Kumar Mathur**

# OFFICIAL PART

**I hereby declare that this project is done in HOSPITAL AND  
HEALTHCARE MANAGEMENT as taught in IIHMR  
University, Jaipur according to UGC guidelines & under my  
guidance & supervision.**



**(Signature of Student)**

**(Signature of Guide)**

# **SELF-DECLARATION**

I hereby declare that the training report on “Business Development- Corporate Marketing” in Apollo Multispeciality Hospitals, Kolkata being submitted by me in original & independent research work.

All the information in this project is the best of my knowledge & interest. The data & information provided in this project is also truly original and valid & was not influenced by another work done in the same field before. It is prepared by my observation and discussion with the staff & executives of the concerned department. And even the fact and the findings presented in this project reports are true to my best of knowledge and belief.

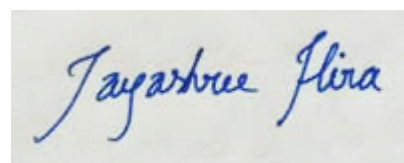
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**COLLEGE: - IIHMR, Jaipur.**

**DATE: - 20.06.22**



**(Signature of student)**



Date: 18<sup>th</sup> June 2022

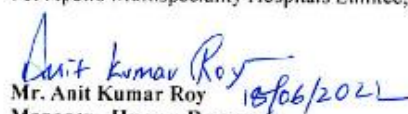
**TO WHOM IT MAY CONCERN**

This is to certify that **Ms. Jayashree Hira** has done her Internship with us from 21<sup>st</sup> March 2022 to 18<sup>th</sup> June 2022.

She has completed her project "A Study Report on Public Relations Department and Marketing Department", at Apollo Multispeciality Hospitals Limited, Kolkata.

We wish her all the best for her future.

For Apollo Multispeciality Hospitals Limited, Kolkata.

  
Mr. Anit Kumar Roy  
Manager - Human Resources



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### ABBREVIATIONS

| Sl.No. | Abbreviations | Full form                                           |
|--------|---------------|-----------------------------------------------------|
| 1      | MOU           | Memorandum of understanding                         |
| 2      | OP            | Out-Patient                                         |
| 3      | IP            | In-Patient                                          |
| 4      | AAI           | Airport Authority of India                          |
| 5      | BHEL          | Bharat Heavy Electronics Limited                    |
| 6      | SAIL          | Steel Authority of India Limited                    |
| 7      | ONGC          | Oil and Natural Gas Corporation                     |
| 8      | NTPC          | National Thermal Power Corporation                  |
| 9      | CGHS          | Central Government Health Scheme                    |
| 10     | WBHS          | West Bengal Health Scheme                           |
| 11     | SBI           | State Bank of India                                 |
| 12     | RBI           | Reserve Bank of India                               |
| 13     | NABRD         | National Bank for Agriculture and Rural Development |



|           |             |                                         |
|-----------|-------------|-----------------------------------------|
| <b>14</b> | <b>TCS</b>  | <b>Tata Consultancy Services</b>        |
| <b>15</b> | <b>CTS</b>  | <b>Cognizant Technology Solutions</b>   |
| <b>16</b> | <b>NA</b>   | <b>Not Applicable</b>                   |
| <b>17</b> | <b>CRM</b>  | <b>Customer Relationship Management</b> |
| <b>18</b> | <b>HPWS</b> | <b>High Performance Working System</b>  |
| <b>19</b> | <b>OPD</b>  | <b>Out-patient Department</b>           |
| <b>20</b> | <b>GRS</b>  | <b>Garden Reach Shipbuilders</b>        |
| <b>21</b> | <b>WBHS</b> | <b>West Bengal Health Scheme</b>        |

## **ABSTRACT**

**BACKGROUND-** Under the Business Development Department, marketing is one of the major areas any industry focuses on to direct their business towards better exposure and revenue. Corporate Relations holds the corporate clients and performs marketing of Hospital through them, maintains to uphold their faith of precision and timely care for their stakeholders. This department is dedicated for direct tie-ups with various Fortune 500 Companies who has bestowed quality care for their employees in the hands of Apollo Multispeciality Hospital, Kolkata for improving their health, fitness, supporting for best health care in crucial times of need. These Fortune 500 companies recruit a huge number of employees and they have huge amount of workforce as well. As a result these employees are to be given health benefits from the companies and companies provide these benefits to the employees and their closely related family for-

1. Employee Benefit
2. Basic coverage
3. Superlative Medical Care
4. Hiring and Retention
5. Tax Benefits
6. Company Culture

**METHODOLOGY-** The research was conducted by taking into account all the related data that were available in the form of Microsoft Excel sheet for the months March and April as entered by Corporate Relations department executives. Among the 200+ companies that the hospital holds direct memorandum of understanding or MOU with 21 of them are selected and the study is conducted.

**RESULTS-** The excel data had entries of around 200+ companies but only 21 of them are taken into account as the number of incoming patients and the services opted by them were maximum in number and service types were in variety. The results were analysed by using the tools of Microsoft Excel and the conclusions were drawn using the same.

**CONCLUSION-** The study helped to understand why there is a decreasing footfall in the year end to the beginning of a financial year and strategies to develop to increase it. The study also made it evident to realise for what kind of treatments and investigations corporate clients are visiting Apollo Hospitals more rather than visiting different ones they have a direct tie-up with.

**KEYWORDS-** Requisition letters, health cards, note of credit.

## ACKNOWLEDGEMENT

The completion of this undertaking could not have been possible without the guidance of my **Mentor Mr Alok Kumar Mathur**. I am extremely thankful to my parents who never kept any kind of inadequacy in my life and provided me almost everything of my wish. In addition to their contributions, I sincerely appreciate the help of my dearest friend **Mr Avirup Dutta** which is gratefully acknowledged.

My profound gratitude to also my Project Mentor **Mrs Saheli Naskar** (Manager, Corporate Relations) for coming up with such an wonderful idea and binding thoughts into a compiled version to provide as much as information possible in regard to Hospital Management at Apollo Multispeciality Hospitals, Kolkata. I would also love to extend my sincere thanks to **Mrs Paulomi Roy** (HR), **Mr. Somnath Bhattachaya** (VP, Business Development), **Mr Amitava Chakraborty** (Head, Public Relations), **Mrs Jesmine Chakraborty**, **Mrs Sweety Sarkar** and **Mr. Nilanjan Majumer**.

Lastly, thankful to the Almighty, for whom my “State of being” exists.

**Jayashree Hira**

## CHAPTER-I

### CORPORATE PATIENT TURNOVER ANALYSIS FOR THE MONTH OF MARCH-APRIL FOR THE YEAR 2022

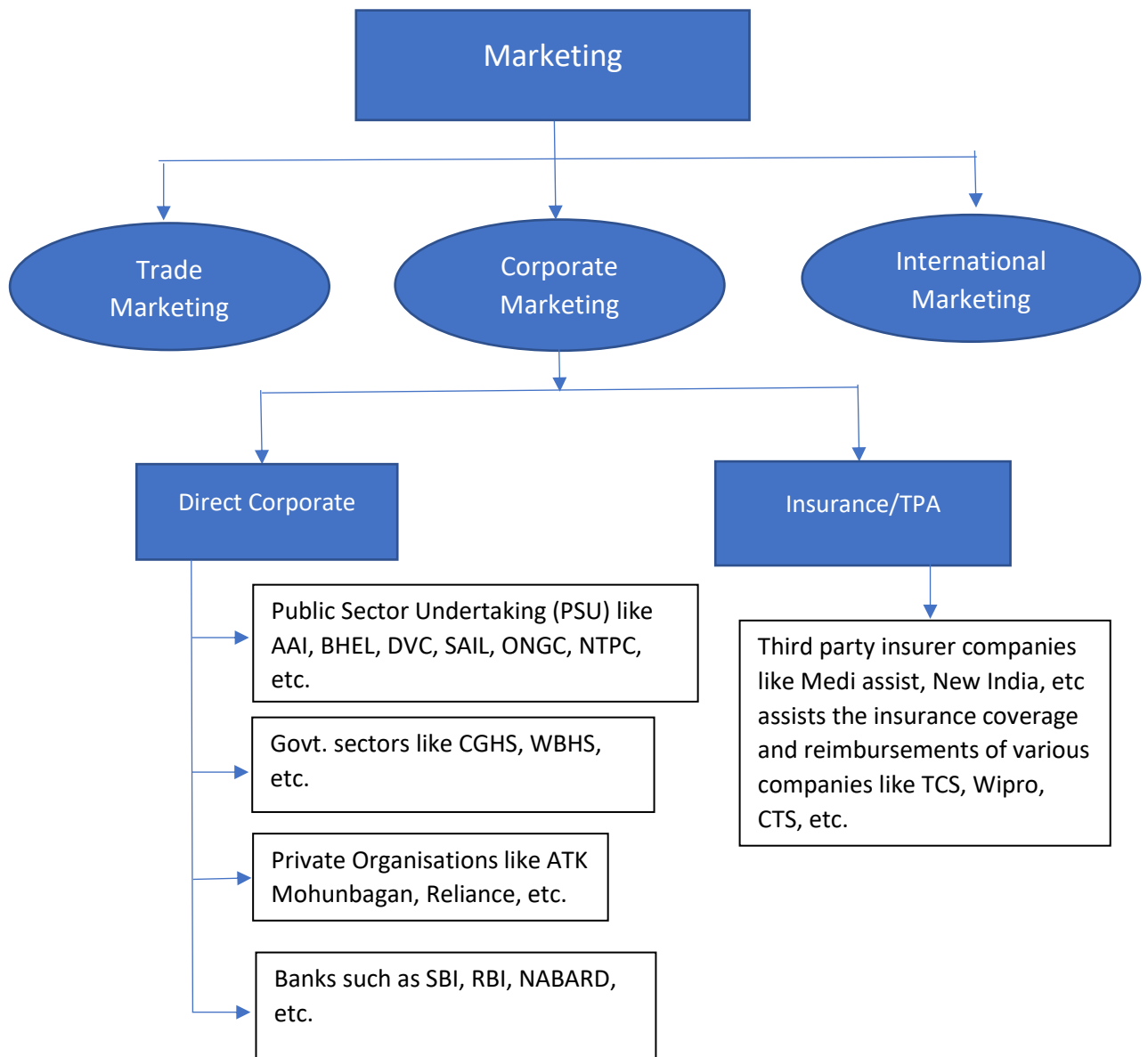
#### INTRODUCTION

**Business Development in Healthcare:** Healthcare is known to be a profitable business. However, it faces its own challenges, such as increased costs and overworked staff members and clinicians. Incremental problems include cutting down on errors, enforcing practical rules, and keeping electronic records. However, the consumer, or patient, is seeking the greatest benefit at the lowest possible price. As a result, emphasising a patient-centric system from a volumetric and profit criteria will not only assist the healthcare business expand but also foster trust in the company. In the current environment, it is crucial to restructure and arrange how healthcare is viewed and provided since a business that prioritises profits would push people away, but a system based on values will give organisations more influence. As a result, efficiency rises and market share expands concurrently. Clinicians are the main game changers in changing this model because they provide the value-based, ethical medical care, but healthcare employers must also support it because they must stop pressuring their staff with targets and profit-based incentives that will eventually lead to unethical practises seeping in.(1) Apollo Multispeciality Hospitals, Kolkata is exactly trying to hold their impact balancing on both quality care, implementing modern medicine and using modern technologies.

Under the Business Development Department, marketing is one of the major areas any industry focuses on to direct their business towards better exposure and revenue. Corporate Relations holds the corporate clients and performs marketing of Hospital Industry, maintains to uphold their faith of precision and timely care for their stakeholders. This department is dedicated for direct tie-ups with various Fortune 500 Companies who has bestowed quality care for their employees in the hands of Apollo Multispeciality Hospitals, Kolkata for improving their health, fitness, supporting for best health care in grave times. These Fortune 500 companies recruit a huge number of employees and they have huge amount of workforce as well. As a result these employees are to be given health benefits from the companies and companies provide these benefits to the employees and their closely related family for- (2)

- Employee Benefit
- Basic coverage
- Superlative Medical Care
- Hiring and Retention
- Tax Benefits
- Company Culture

There are basically two types of Direct Corporate tie-ups with the companies. They are credit patient and cash patient. With credit there are tie-ups where hospital directly sends the bill to the companies and in case of cash patients the clients are required to pay according to the documented rates and tariffs in the MOU and seek for treatment, investigation and operation. The target mostly remains for marketing executives is to coordinate with the patients throughout the whole process, clear all doubts, making them feel at home with easy and hassle free procedure and convert OP (Out-patients) into IP (In-patient). The different types of corporate marketing are shown below through the schematic presentation:



**Figure 1.1 Schematic Diagram Showing Market Department**

### RESEARCH QUESTION:

1. What are the reasons to decreasing amount of footfalls in some corporate clients?
2. What are the major treatments and interventions taken up by the corporate clients?

### OBJECTIVES:

1. To study the amount of increasing and decreasing footfalls in some important corporates for the month of March and April.
2. Suggestions on ways to how an increase in footfall can be achieved in the coming months.
3. How to better the services and reach out to them in effective ways.

## CHAPTER-II

### REVIEW OF LITERATURE:

| Author, Year                                                  | Study location    | Sample size                                                                                                                                                                | Salient features                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rajashree Saharia, Jyotishmita Sarma, and Ramila Bisht, 2020. | New Delhi, India. | NA                                                                                                                                                                         | The article attempted to show that how novel Corona Virus Disease has interrupted routine health care services in our country by creating a discontinuation in non covid diseases like regular immunizations, tuberculosis, maternal and child healthcare and other non-communicable diseases like Cancer therapy, etc. Our healthcare systems must be made strong enough to tackle these situations in future keeping pandemic in mind. (3) |
| Ann Scheck McAlearney, 2006.                                  | NA                | 160 detailed semi-structured interviews were conducted as part of a comprehensive qualitative study that included 35 expert interviews and 55 organisational case studies. | The author conducted a qualitative study to conclude why we need strong leaders at all levels of healthcare organizations through an extensive qualitative study and explored this issue. We need newness in this \$1.7 trillion worth of industry to bring together the haphazard conditions right now. (4)                                                                                                                                 |



|                                                           |                         |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------|-------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wan Yina,<br>2010.                                        | China                   | NA                                                                        | In her research work points out that a healthcare system which has been going through over-wrought with inconsistency and errors can prevent any organization to grow by not developing strong relationship with their patient. If they develop a Customer Relationship Management System or CRM this problem can be curbed in a lot of ways. (5)                                                                                                                                                                                                        |
| Ramachnadran<br>Anupama<br>and<br>Nocholas<br>Cram, 2005. | Texas,<br>USA.          | Healthcare<br>industry among<br>many other<br>industries                  | The patients are the core centre of any healthcare centre's agenda. Considering like every other field for example banking, education and tourism, healthcare experts should also have their own set of standards so that a patient's satisfaction can be highly prioritised by balancing the needs and satisfaction of the employees as well. (6)                                                                                                                                                                                                       |
| Subhash S<br>Dodwad,<br>2013.                             | Maharashtra<br>, India. | Ahmadnagar has<br>89 facilities,<br>whereas Tumkur<br>has 100 facilities. | In his research, Adjunct Professor, School of Health Sciences of University of Pune Clinical asserts that effective governance and enhanced human resource management techniques are crucial pillars of contemporary health policies that place a premium on patient care quality. Enhancing the accountability of healthcare professionals and managers, resource efficiency, identifying and minimising medical errors while maximising the use of effective care and improving outcomes, and aligning care to what users/patients want in addition to |

|                                                                            |                                                           |                                                                                     |                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                            |                                                           |                                                                                     | what they need are just a few of the many reasons why it is important to improve the quality of healthcare. (7)                                                                                                                                                     |
| Loick Menvielle, William Menvielle, Anne Francoise Audrain-Pontevia, 2017. | France and Canada                                         | NA                                                                                  | Different perspectives play different roles in today's health industry and their marketing is affected by it. Instead of being affected by it we should anticipate so that a system can be obtained through appropriate price by not betting on peoples' lives. (8) |
| Saad Ahmed Javed and Fatima Ilyas, 2018.                                   | Pakistan                                                  | 456 entries of data were collected from 3 public and 3 private healthcare hospitals | The article enlightens us about the impact of good quality of services to the patients and how the improvement can lead to more influx of patient footfall. (9)                                                                                                     |
| Sang M. Lee and DonHee Lee, 2011.                                          | NA                                                        | Responses gathered from 196 employee-customer pairings.                             | The study taken up by the authors is "to test the effects of high-performance work systems (HPWS) on employee attitude, service quality, customer satisfaction, and customer loyalty in health-care organisations". (10)                                            |
| P.S.Raju and S.C.Lonial, 2002.                                             | Kentucky, Minnesota, Mississippi, Ohio and Tennessee, US. | Responses received from 293 top executives.                                         | Quality services and service marketing has a huge impact on financial performance of the hospital. (11)                                                                                                                                                             |
| Mark J. Kay, 2007.                                                         |                                                           | "market-based" US healthcare system                                                 | In the present scenario of advanced marketing, its high time for healthcare organisations to utilize these tools which                                                                                                                                              |

|  |  |  |                                                        |
|--|--|--|--------------------------------------------------------|
|  |  |  | would aid them in making better future decisions. (12) |
|--|--|--|--------------------------------------------------------|

### CHAPTER-III

#### METHODOLOGY:

**Study Design:** A retrospective study is conducted.

**Duration of the Study:** 90 days

**Sample Size:** Out of 200+ corporate tie-ups only 21 companies are taken into consideration.

#### Study Population

**Inclusion criteria:** All the corporate patients coming to the hospital in the month of March-April.

**Exclusion criteria:** Patients who are not Corporate Clients.

**Study tools:** The data of the study was collected by Med Mantra software application from where data is compiled using Microsoft Excel

**Data Analysis Tool:** Microsoft Excel.

**Sample Technique:** Convenient Sampling Technique.

**Data Collection Procedure:** The data are collected every day in Excel day-wise where all the patient details are gathered.

#### Limitations:

1. Open consultation with the company personnel for discussion about the reason behind the decreasing footfall was not possible.
2. Definite and short length of time to conduct the study.

## CHAPTER-IV

### RESULTS

#### Flow Chart Showing Procedure at Corporate Relation Cell:

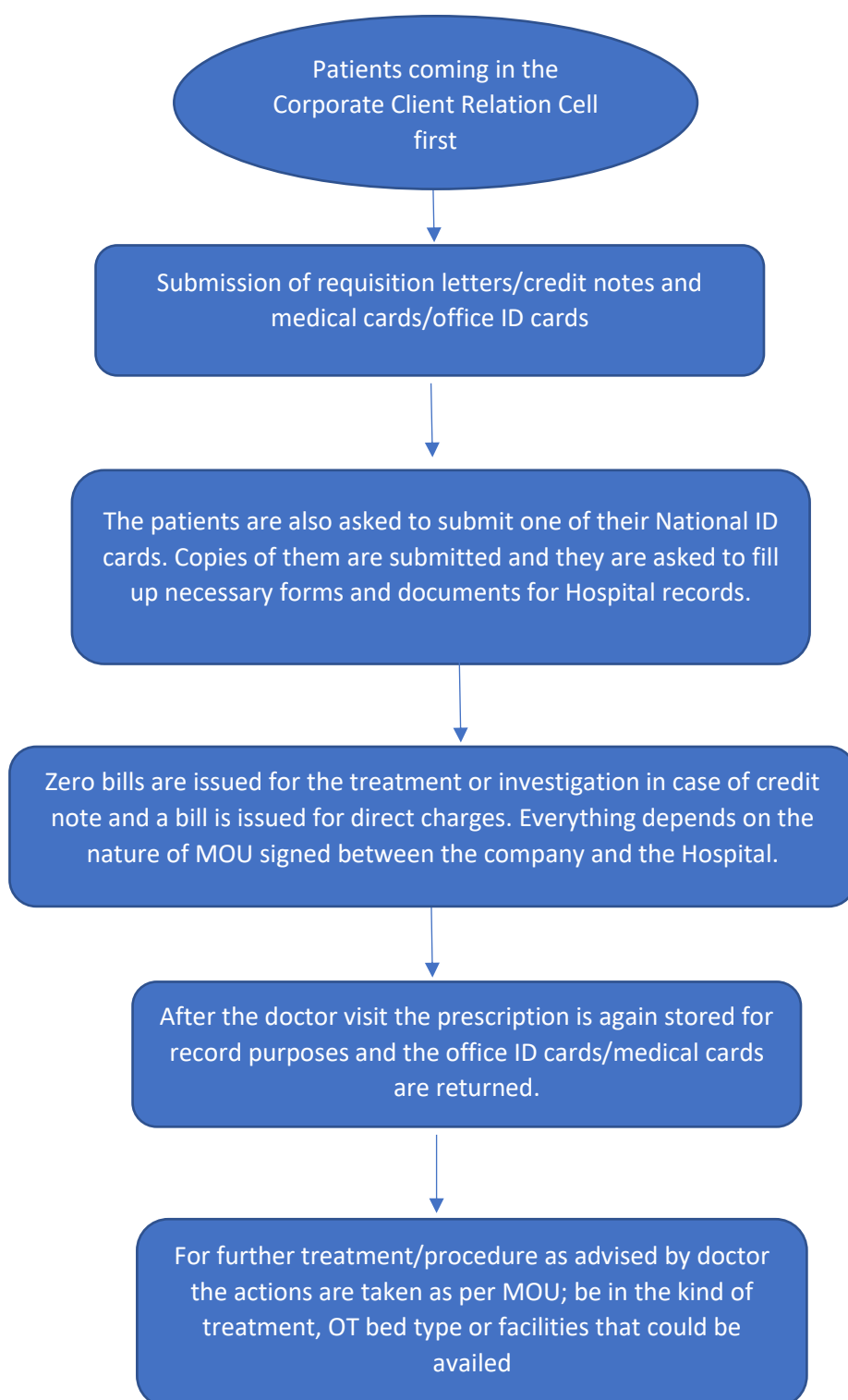


Figure 4.1

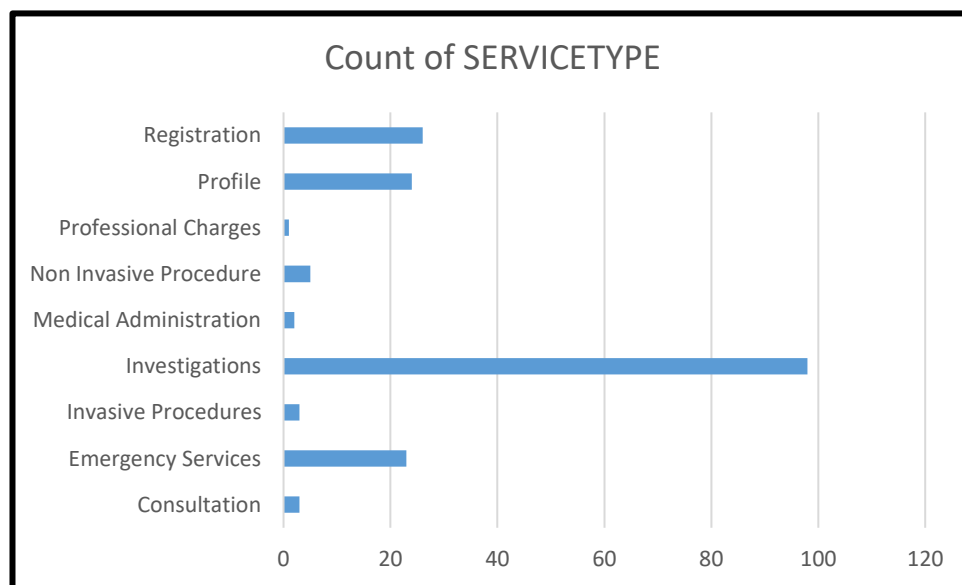
## CHAPTER-V

### DATA ANALYSIS

The study included a total of 200+ companies and various other services availed by them and provided by the hospital were taken into account. It is observed that each day around 300-350 corporate patients turn up and among these on an average 90-100 of them are from these chosen companies which is taken as a sample for our study.

| SERVICETYPE               | Count of<br>SERVICETYPE |
|---------------------------|-------------------------|
| Consultation              | 3                       |
| Emergency<br>Services     | 23                      |
| Invasive<br>Procedures    | 3                       |
| Investigations            | 98                      |
| Medical<br>Administration | 2                       |
| Non Invasive<br>Procedure | 5                       |
| Professional<br>Charges   | 1                       |
| Profile                   | 24                      |
| Registration              | 26                      |

**Table: 5.1 Different Services and their Count**

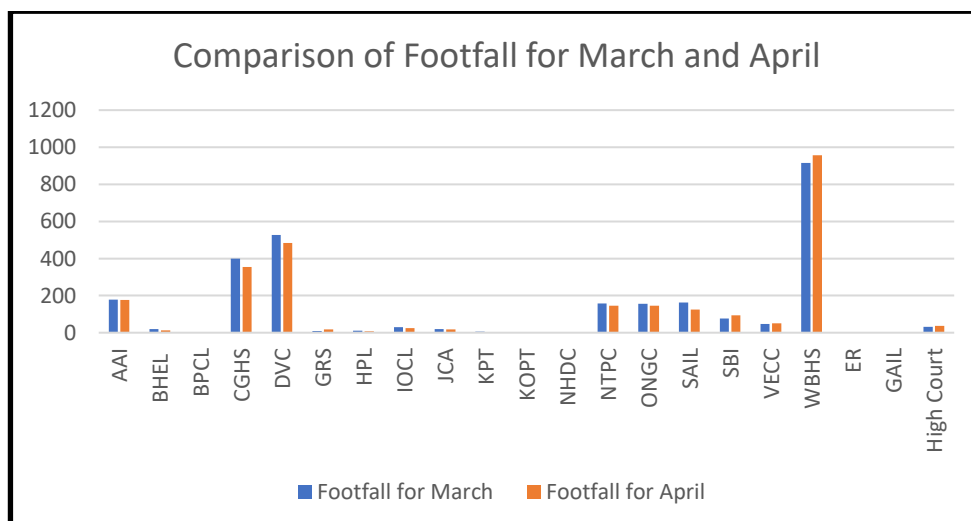


**Figure 5.1 Count of Service Type**

**Interpretation:** Daily on an average these are the number of patients who avail the services which are provided by the hospital. Among these it can be seen from the number of registrations, how many among them are first-timer in Apollo and maximum of them are coming here for investigation/diagnostic purposes. The hospital's aim should be increasing in the number of consultations as these will increase footfall in other fields here and bring in more revenue for the hospital.

| Company Name | Footfall for March | Footfall for April |
|--------------|--------------------|--------------------|
| AAI          | 178                | 176                |
| BHEL         | 20                 | 12                 |
| BPCL         | 1                  | 0                  |
| CGHS         | 400                | 355                |
| DVC          | 527                | 484                |
| GRS          | 9                  | 17                 |
| HPL          | 10                 | 8                  |
| IOCL         | 30                 | 24                 |
| JCA          | 20                 | 17                 |
| KPT          | 5                  | 3                  |
| KOPT         | 0                  | 0                  |
| NHDC         | 3                  | 1                  |
| NTPC         | 157                | 145                |
| ONGC         | 155                | 146                |
| SAIL         | 163                | 125                |
| SBI          | 76                 | 94                 |
| VECC         | 47                 | 51                 |
| WBHS         | 915                | 956                |
| ER           | 3                  | 0                  |
| GAIL         | 2                  | 3                  |
| High Court   | 32                 | 37                 |

**Table 5.2 Company Names and their Respective Footfalls for March & April**



**Figure 5.2**

**Interpretation:** The graph above demonstrates the increasing or decreasing number of footfalls in each of the companies in the sample size taken. The footfalls have mostly decreased except for GRS, WBHS and High Court.

Some of the reasons analysed for decreasing footfalls for these months can be:

1. Usually March is the end of a financial year and from April a new financial year starts. As a result in the beginning of every year the first month is assumed by hospital management system to receive lesser footfall.
2. Any corporate company have tie-ups not only with one hospital in the city, or government sectors like banks and PSUs tend to have tie-ups with various healthcare centres and hospitals across the country. Often for distance and limited facilities provided, patients refrain from visiting the hospitals.
3. Other hospitals providing better facilities and various other services.
4. Fear of contracting to Covid 19 infection. (13)
5. Tele-medicine and online consultation reduced footfalls in the OPDs. (14)

#### **SUGGESTION**

1. Any patient can be pulled in the hospital when the procedure of every kind is hassle free and easy for the caretakers. The hospital management system should keep these in mind to make their experience better to keep them coming back.
2. Regular revision of commitments and MOUs should be made, at least once in a year so that it becomes evident what the companies are looking for and how to provide them those in easy affordable packages.
3. Camps and other health check-up campaigns can be installed in the office premises as now work-from-office has already started. It will not only impact in a positive way but also new medical facilities can be put into their knowledge for them to refer others.
4. Effective marketing can be another way through media, newspapers, and press conferences and through doctors. (15)
5. Existing corporate patients should be treated and communicated more often. Their feedback matters the most in such cases.

## **CHAPTER-VI**

### **CONCLUSION**

From the Corporate clients hospital generates a lot of revenue. As the primary focus of Business Development is to earn revenue for the organisation, effective marketing can help realise this. The consumer base should be increased and retaining of existing consumers for long-terms to improve loyalty in the healthcare community.

The medical staff should stand out in at least one way since it makes it easier for patients to remember the name of any healthcare business. Promoting awards or honours for this kind of accomplishment is a great approach to increase consumer trust in the brand, particularly when they are asking them to entrust their health.

Finding what works best for branding may take some time. However, a strong healthcare marketing plan with consistent branding and marketing materials will finally come together and present the brand in the best possible way.

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