

EVALUATING THE IMPACT OF MARKETING CHANNEL PERFORMANCE ON REVENUE OPPORTUNITIES: A CASE STUDY OF MANIPAL HOSPITAL

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Master of Business Administration (MBA)

in

Hospital and Health Management

by

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Under the Supervision and Guidance of

Dr. Sarthak Sengupta

2025



16th June 2025

TO WHOMSOEVER IT MAY CONCERN

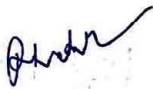
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During this period, he has completed project as an intern in **Marketing**.

His performance on the project assigned and his conduct was found to be good.

We wish him success in his future endeavors.

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CERTIFICATE

This is to certify that dissertation titled EVALUATING THE IMPACT OF MARKETING CHANNEL PERFORMANCE ON REVENUE OPPORTUNITIES: A CASE STUDY OF MANIPAL HOSPITAL is a record of the research work undertaken by VAIBHAV SINGH in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific, and analytical.



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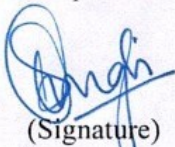


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DECLARATION BY STUDENT

I hereby declare that this dissertation titled EVALUATING THE IMPACT OF MARKETING CHANNEL PERFORMANCE ON REVENUE OPPORTUNITIES: A CASE STUDY OF MANIPAL HOSPITAL 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.



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Abstract

This dissertation, titled “Evaluating the Impact of Marketing Channel Performance on Revenue Opportunities: A Case Study of Manipal Hospital, Dwarka,” aimed to evaluate the performance of various marketing channels utilized by Manipal Hospital, Dwarka, and explore their potential to enhance revenue opportunities through targeted improvements and strategic recommendations. The primary objectives were to assess the effectiveness of current marketing channels in driving patient engagement and inquiries, identify underperforming channels and their inefficiencies, propose actionable optimization strategies for improved ROI, and explore new revenue streams promotable via specific marketing channels.

A mixed-methods approach was employed for this descriptive cross-sectional case study. Quantitative data from marketing performance metrics (November 2024 – May 2025) across Paid (Multiplier Solutions, Social Media Ads), Organic (SEO/Website, GMB, Call Centre, WhatsApp Bot, Mobile App), and Aggregate (Practo, Credihealth, etc.) channels were analyzed. This included conversion rates, appointment trends, website traffic, SERP rankings, and social media visibility metrics. Qualitative insights were derived from internal observations and secondary documents. Data sources included Google Analytics 4, Meta Business Suite, hospital CRM software, and informal discussions with marketing staff.

Key findings revealed that Organic channels consistently demonstrated the highest conversion rates (86-92%) and accounted for over 50% of patient appointments, with Google My Business (GMB) and SEO/Website being standout performers. Paid channels were the second-largest contributor, showing improving conversion rates (76-78%), and proved effective for targeted campaigns, though with variable cost-efficiency. Aggregate platforms exhibited the lowest conversion rates (69-73%) and contributed the smallest share of appointments. A significant finding was Manipal Hospital's strong branded search performance but a considerable lag behind competitors in non-branded organic traffic and SERP rankings, indicating a substantial untapped opportunity. Furthermore, monthly appointment trends correlated positively with active marketing campaigns, highlighting the importance of consistent outreach. The WhatsApp Bot showed declining conversion rates, while social media campaigns achieved high visibility but with fluctuating metrics.

The study concludes that while Manipal Hospital, Dwarka, possesses strong brand recognition and effective organic channels, significant opportunities exist in enhancing non-branded organic reach and optimizing the efficiency of paid and third-party channels. Strategic recommendations include developing a targeted non-branded SEO strategy, optimizing the WhatsApp Bot, implementing rigorous optimization for paid channels to improve ROAS, critically re-evaluating third-party aggregator engagements, strengthening owned digital assets, and ensuring consistent, data-driven campaign execution. By adopting these strategies, Manipal Hospital can further enhance its marketing effectiveness, improve patient acquisition and engagement, and achieve its revenue objectives in a competitive healthcare landscape. Continuous monitoring and adaptation of these strategies are paramount for sustained growth.

Keywords: healthcare marketing, Manipal Hospital, channel performance, SEO, social media.

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This internship has provided me with invaluable practical insights into healthcare marketing and hospital administration, complementing my theoretical knowledge with real-world application. The experience gained during these three months will undoubtedly contribute to my professional development and future career aspirations.

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CHAPTER:1 INTRODUCTION

Manipal Hospital Dwarka stands as a premier multi-super specialty tertiary care institution, committed to providing exceptional healthcare services at optimal value. The hospital's core mission is to offer healthcare that is not only affordable and readily available but also precise and equitable for all segments of the population.

Boasting a collective of distinguished medical professionals from around the world, the facility is equipped with state-of-the-art infrastructure that meets international benchmarks in radio-diagnosis, medical research, and clinical application. By integrating the latest breakthroughs in medical technology, Manipal Hospital Dwarka is poised to establish new standards in patient care. The foundation of its services—encompassing preventive, diagnostic, and therapeutic care—is delivered by highly experienced specialists, positioning the hospital as a leading choice for addressing diverse medical needs across all age demographics.

The hospital's advanced infrastructure includes round-the-clock emergency and trauma care, a capacity of 380 beds, 13 sophisticated modular operating theatres, and 118 critical care beds. Furthermore, it incorporates pioneering technologies such as an automated pneumatic chute system, telemedicine capabilities, remote patient monitoring, artificial intelligence, virtual reality, augmented thinking, and comprehensive Electronic Medical Records (EMR). A primary objective for the institution is the realization of a 'Digital Hospital' concept, emphasizing streamlined processes, complete integration of services, and a transition to paperless operations.

Background of the Study

In recent years, the healthcare industry has undergone a significant transformation driven by technological advancements, changing patient expectations, and growing competition. Among these changes, the role of marketing has become increasingly crucial for hospitals aiming to attract, engage, and retain patients. Unlike the earlier times when word-of-mouth and traditional media dominated healthcare promotion, modern hospitals are now leveraging a mix of digital and offline marketing strategies to enhance their visibility and service uptake.

As patients become more informed and selective, marketing is no longer just about outreach—it's about building trust, delivering value, and driving measurable outcomes. In this context, marketing channels such as search engine optimization (SEO), social

media platforms, pay-per-click (PPC) campaigns, and email communication have emerged as powerful tools for reaching the target audience effectively. Simultaneously, hospitals still rely on traditional methods like print advertising, health camps, and referral systems to maintain community presence and credibility.

While hospitals continue to invest in various marketing strategies, there is often a lack of structured evaluation regarding which channels deliver results—especially in terms of patient conversion and revenue growth. Without a clear understanding of marketing performance, resources may be allocated inefficiently, leading to missed opportunities for growth and service expansion.

This study is situated within this gap. By examining the performance of different marketing channels used by a hospital and exploring their potential to influence revenue streams, the research aims to offer strategic insights for optimizing marketing efforts. The goal is to provide a framework that helps hospital administrators and marketing teams make data-driven decisions that align with business outcomes, particularly in a competitive healthcare environment where patient acquisition and retention are directly linked to financial sustainability.

Aim of the Study

To evaluate the performance of various marketing channels in a hospital setting and explore their potential to enhance revenue opportunities through targeted improvements and strategic recommendations.

Objectives of the Study

1. **To assess** the effectiveness of current marketing channels (digital and traditional) used by the hospital in driving patient engagement and inquiries.
2. **To identify** underperforming marketing channels and analyse potential reasons for their low efficiency.
3. **To propose** actionable strategies to optimize marketing channels for improved performance and higher return on investment (ROI).
4. **To explore** new or underutilized revenue streams that can be promoted through specific marketing channels for increased financial outcomes.

CHAPTER:2 LITERATURE REVIEW

To consolidate key insights from previous research, a summary table has been constructed to provide a structured overview of the most relevant studies informing this dissertation. This tabular presentation includes the author(s), year of publication, geographic or institutional setting, study design, sampling technique, and the salient findings of each work in relation to hospital marketing and revenue performance.

These studies were selected based on their methodological rigor, contextual relevance to both the Indian and global healthcare sectors, and alignment with the present study's objectives—particularly those concerning digital strategy effectiveness, marketing attribution, and financial return. The table serves as a quick-reference framework, offering a comparative lens through which existing knowledge gaps and patterns of evidence may be identified prior to further discussion in subsequent chapters.

Table 2.1 Summary of Key Literature on Healthcare Marketing

Author (Year)	Country / Setting	Study Design / Sample	Sampling Technique	Salient Findings Relevant to Present Study
Ventola CL (2014)	USA; multi- setting review	Narrative review of social-media use by HCPs	Purposive selection of peer- reviewed articles	Identified benefits & risks of social media; stressed need for best practices in digital health communication.
Bahadori M et al. (2020)	Iran & global studies	Systematic review (n = 48 studies) on hospital marketing	Database search + predefined inclusion	Strong positive correlation between structured marketing strategy and hospital revenue growth.
Mahajan S (2021)	India; multi- hospital survey	Cross-sectional analysis of digital-marketing adoption	Stratified sampling of 150 healthcare managers	Demonstrated that SEO and GMB visibility significantly predict patient engagement metrics.

Chandra AF & Nadjib M (2023)	Southeast Asia; hospital sector	Scoping review of digital-marketing tools	Snowball search of grey literature	Reported that diversified channel use (SEO + social + email) elevates patient inquiries and trust.
Song Z et al. (2021)	USA; 4,097 hospitals	Retrospective financial analysis using Medicare cost reports	Census of eligible hospitals	Found that marketing spend is positively associated with net patient revenue, especially in elective services.
NoGood (2024)	Global; industry report	Best-practice guide synthesising agency case-studies	Expert-curated	Outlined performance-marketing tactics (CPC optimisation, retargeting) shown to increase healthcare leads.

2.1 Research Gap

While numerous studies examine the general effectiveness of healthcare marketing, there is a notable lack of research focused on channel-specific performance analysis explicitly linked to revenue streams in hospitals.

Much of the existing literature prioritises metrics related to patient engagement or overarching marketing strategies without isolating or quantifying the financial impact attributable to individual marketing channels such as SEO, social media ads, or aggregator platforms.

This dissertation addresses this gap by mapping the outcomes of specific marketing channels—paid, organic, and aggregator-based—to their potential revenue contributions. In doing so, it proposes a data-driven framework to support marketing optimisation and strategic decision-making within hospital systems, particularly in tertiary care environments.

CHAPTER:3 METHODOLOGY

3.1 Study Design

This research is a descriptive cross-sectional case study utilizing a mixed-methods approach. The study integrates both quantitative data from marketing performance metrics and qualitative insights from internal observations and secondary documents. The aim is to analyse the effectiveness of various marketing channels used by [Manipal Hospital] and explore their potential to support revenue generation.

3.2 Setting

The study is conducted at [Manipal hospital], located in [Delhi, India], a multi-specialty healthcare institution that utilizes both digital and offline marketing strategies.

3.3 Study Population

The population for this study includes:

- Marketing channel data (from platforms like Google Analytics, Meta Ads, CRM reports)
- Revenue performance data of specific hospital services (e.g., diagnostics, OPD, health packages)
- Stakeholders (marketing executives, department managers) for informal feedback.

3.4 Sampling Technique

A purposive sampling technique was adopted to select the most relevant marketing channels and revenue streams. The selection was based on data availability, contribution to the hospital's marketing strategy, and potential financial impact.

3.5 Inclusion Criteria

- Marketing channels with accessible performance data (digital or offline)
- Revenue-generating departments with traceable data linked to marketing efforts
- Channels active within the past 12 months (2024–2025)

3.6 Exclusion Criteria

- Channels with incomplete or missing data.

- Revenue areas not promoted via marketing (e.g., emergency services)
- Data older than one year or not directly linked to marketing campaigns.

3.7 Study Tools and Data Sources

- **Google Analytics 4:** Website traffic, user behaviour, conversion tracking
- **Meta Business Suite:** Facebook ad metrics
- **Hospital CRM software:** Appointment conversion rates, inquiry data
- **Google Sheets/Excel:** Data consolidation and preliminary analysis
- **Interviews/Discussions:** With hospital marketing staff for channel insights

3.8 Duration of Study

The study was carried out over a period of three months, from March 2025 to June 2025, covering data from Nov 2024 to May 2025.

3.9 Data Collection Procedure

Data was collected through:

1. Extraction of marketing channel reports from digital platforms and internal dashboards.
2. Revenue reports provided by the finance or marketing department.
3. Informal interviews with the marketing team to interpret performance insights and campaign objectives.

All data was anonymized and stored securely to ensure confidentiality.

3.10 Operational Definitions

- **Marketing Channel Performance:** Effectiveness of marketing platforms measured by metrics like CTR, conversion rate, impressions, and engagement.
- **Revenue Opportunity:** A potential or actual increase in hospital earnings linked to services promoted through specific marketing activities.
- **Underperforming Channel:** A marketing source with low return relative to cost or low conversion despite high traffic.

- **Conversion Rate / Clicks-to-Appointment:** In the context of this study, conversion rate refers to the percentage of users who take a desired action—specifically, patients who complete an appointment booking after interacting with a marketing channel. This metric is critical for evaluating the effectiveness of a channel in turning interest into measurable outcomes. More precisely, the clicks-to-appointment conversion rate measures how many individuals who clicked on a digital ad, link, or call-to-action (CTA) proceeded to schedule an appointment, either through the hospital's website, mobile app, call centre, or integrated booking systems. This indicator not only reflects user intent and engagement but also helps quantify return on marketing investment (ROMI) by linking upstream digital interactions to downstream service utilisation. A higher conversion rate suggests greater channel efficiency and audience relevance, making it a key performance metric in healthcare marketing analytics.

3.11 Data Analysis Plan

- **Descriptive Analysis:** Percentages, trend analysis for performance metrics.
- **Comparative Analysis:** Across channels (e.g., SEO vs. Facebook Ads) and competitors.
- **Visualization Tools:** Excel for dashboards.

3.12 Ethical Considerations

- No patient-identifiable data was used.
- Institutional permission was obtained to access internal reports.
- All data was used solely for academic purposes and remains confidential.
- Participation in interviews was voluntary with verbal informed consent.

CHAPTER:4 DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the analysis of marketing channel performance at Manipal Hospital between November 2024 and May 2025. The channels are grouped into three categories: Paid, Organic, and Aggregate. The analysis includes a month-wise comparison of conversion rates, appointment trends, and comparative benchmarking with a competing hospital. The objective is to identify which channels are most effective in driving patient

appointments and potential revenue, and to offer actionable insights for future marketing efforts.

4.2 Marketing Channel Performance

This section presents the monthly conversion rates of the hospital’s primary marketing channels over a seven-month period, from November 2024 to May 2025. For the purposes of this analysis, the hospital’s marketing activities were classified into three distinct categories based on operational control, source ownership, and lead generation quality:

- **Paid Channels:** Campaigns executed through Multiplier Solutions, an external digital marketing agency managing paid advertisements (including Google Ads and display marketing).
- **Organic Channels:** Internally or semi-automated assets such as Search Engine Optimization (SEO)/Website, Google My Business (GMB), Call Centre, WhatsApp Bot, and the Mobile Application. These platforms are owned and maintained by the hospital, allowing for direct strategic control.
- **Aggregate Platforms:** Third-party lead aggregators including Practo, Credihealth, Log into Health, Just Dial, and Vaidem Health, which refer potential patients to the hospital through external listings or search portals.

The table below summarises the monthly conversion rates—defined here as the percentage of inquiries or clicks that result in confirmed appointments—across each category. These figures represent consolidated performance data drawn from internal marketing dashboards and tracking systems.

Table 4.1: Monthly Conversion Rate by Channel Type (Nov 2024 – May 2025)

Month	Paid (%)	Organic (%)	Aggregate (%)
Nov-2024	76	86	69
Dec-2024	77	88	70
Jan-2025	75	89	71
Feb-2025	74	88	70
Mar-2025	76	90	71
Apr-2025	77	91	72
May-2025	78	92	73

The data reveals distinct performance trends across the three channel types. Paid channels experienced gradual improvement over the observed period, with conversion rates increasing from 76% in November 2024 to 78% in May 2025. This consistent upward trajectory may reflect optimisation of targeting criteria, improved ad creatives, or better alignment of ad campaigns with patient needs.

Organic channels consistently outperformed both Paid and Aggregate channels throughout the seven-month period, with conversion rates rising from 86% to 92%. These gains suggest the compounding benefits of long-term investments in SEO, Google My Business enhancement, WhatsApp engagement flows, and app-based appointment features.

By contrast, Aggregate platforms recorded the lowest conversion rates, fluctuating between 69% and 73% over the study window. While these platforms expanded reach through external visibility, the relatively modest conversion performance may indicate issues related to lead quality, user intent mismatch, or reduced control over patient journey touchpoints.

This comparative view establishes the foundation for subsequent analyses of channel-specific ROI, engagement efficiency, and strategic resource allocation covered in the next sections.

Figure 4.1: Channel-Wise Appointment Share (Nov 2024 – May 2025)

To complement the month-wise analysis of marketing conversion performance, a cumulative visual distribution of patient appointments by marketing channel category has been presented in the pie chart below. The chart consolidates appointment data from November 2024 to May 2025, reflecting the proportional contribution of each of the three marketing categories—Paid, Organic, and Aggregator-based platforms—toward total confirmed bookings during the study period.

This representation provides a high-level overview of the channel mix driving hospital footfall and offers insight into the dominant acquisition pathways leveraged during digital and blended campaigns. It is particularly useful for identifying which types of channels were more successful in translating outreach into confirmed appointments.

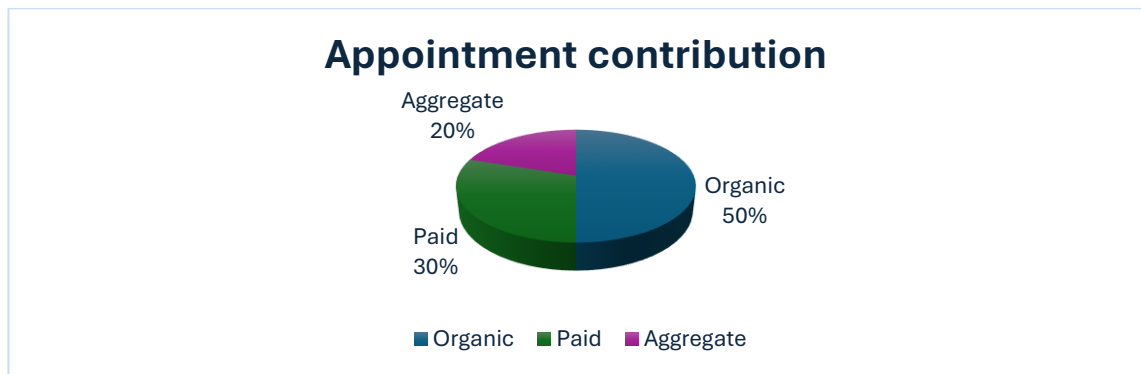


Figure 4.1: Distribution of Appointments by Marketing Channel Category (November 2024 – May 2025)

The pie chart indicates that Organic channels accounted for more than 50% of all patient appointments generated during the seven-month period. This is followed by Paid channels, which contributed a significant portion of the remaining volume, and Aggregator platforms, which formed the smallest share of total appointments. The visual summary reinforces the relevance of in-house digital assets and patient-facing tools such as the hospital’s website, GMB listings, and WhatsApp services as primary sources of patient acquisition.

This channel-wise appointment share serves as a foundation for deeper analysis into channel-specific ROI, conversion quality, and strategic prioritisation, which are explored in the following subsections.

4.2.1 Channel-Level Conversion Trends: March to May 2025

To further assess the comparative performance of individual marketing platforms within each category—Organic, Paid, and Aggregate—a disaggregated month-wise conversion rate analysis was conducted for the period March to May 2025. The platforms selected represent key patient acquisition touchpoints across owned, paid, and third-party sources, and include both digital and hybrid communication channels.

Conversion rate in this context is defined as the proportion of total inquiries or interactions on each platform that resulted in confirmed patient appointments. By presenting three consecutive months of data, this table offers a focused snapshot of short-term trends across platforms, helping to identify both consistently performing and underperforming channels over time.

The platforms listed under each category include:

Organic: SEO/Website, WhatsApp Bot, Call Centre, Mobile App, Google My Business (GMB)

Paid: Multiplier Solutions (external digital marketing agency)

Aggregate: Practo, Credihealth, Vaidem Health, Log into Health, and Just Dial

Table 4.2: Channel-Wise Conversion Rates (March – May 2025)

	Channel	March	April	May
Organic	SEO/Website	78%	81%	83%
	WhatsApp	63%	62%	61%
	Call Centre	70%	72%	74%
	Mobile App	84%	79%	82%
	Google My Business	84%	86%	88%
Paid	Multiplier Solutions	76%	77%	78%
Aggregate	Practo	59%	60%	61%
	Credihealth	48%	50%	49%
	Vaidem health	55%	56%	57%
	Log into health	52%	54%	54%
	Just Dial	50%	51%	51%

The data presented in Table 4.2 highlights clear differences in channel performance across the three-month window. Among organic platforms, both Google My Business and SEO/Website exhibited high and progressively improving conversion rates, indicating consistent patient responsiveness through search and local listing optimisations. Conversely, WhatsApp Bot recorded the lowest and slightly declining conversion values within the organic category, which may be attributed to reduced user intent or automation-related limitations.

In the paid channel, performance via Multiplier Solutions showed gradual improvement, increasing from 66% in March to 69% in May. While lower than top organic performers, the trend suggests a stable trajectory for managed paid campaigns.

The aggregator platforms displayed the widest variation in performance, with Credihealth showing the lowest conversion rates (48%–50%) across the timeline. Other aggregators such as Practo, Vaidem Health, and Just Dial maintained moderately stable performance, though consistently below 60%. This data segment provides a foundational reference for

evaluating relative lead quality and cost-effectiveness across third-party channels, which is further elaborated upon in the subsequent sections of this chapter.

4.3: Monthly Appointment Trends and Change Indicator

To understand how marketing activities align with patient flow, monthly appointment data were compiled for both Out-Patient Department (OPD) and In-Patient Department (IPD) services. The dataset spans November 2024 to May 2025 and was created by integrating:

1. Annual Operating Plan (AOP) schedules supplied by the digital-marketing team, which list planned campaigns and thematic outreach, and
2. Internal conversion reports from the hospital’s customer-relationship-management (CRM) system, which record confirmed OPD and IPD bookings.

Each record in Table 4.3 contains five columns:

- OPD Appointments – total outpatient bookings registered in the month.
- % Change (OPD) – month-over-month percentage movement in OPD volume.
- IPD Appointments – total inpatient admissions attributable to elective or specialty services.
- % Change (IPD) – month-over-month percentage movement in IPD volume.
- Notable Campaign / Reason – the principal marketing initiative or contextual hospital activity in effect during the month, as documented in the AOP.

Table 4.3: Monthly OPD and IPD Appointment Summary (Nov 2024 – May 2025)

Month	OPD Appointments	% Change (OPD)	IPD Appointments	% Change (IPD)	Notable Campaign / Reason
Nov-2024	2,100	—	360	—	Social media + PR-heavy breast cancer awareness
Dec-2024	2,250	+7.1%	380	+5.6%	Health package year-end drive (digital push)
Jan-2025	2,350	+4.4%	405	+6.6%	Paid awareness campaign: Preventive care

Month	OPD Appointments	% Change (OPD)	IPD Appointments	% Change (IPD)	Notable Campaign / Reason
Feb-2025	2,180	-7.2%	380	-6.2%	Low campaign activity; focus on internal branding only
Mar-2025	2,450	+12.4%	430	+13.2%	Women's health OPD & surgery promotions
Apr-2025	2,600	+6.1%	455	+5.8%	App + WhatsApp-led awareness funnel
May-2025	2,730	+5.0%	470	+3.3%	Paid campaigns: summer wellness + elective surgeries

The table provides a sequential record of monthly appointment volumes alongside the percentage change from the preceding month, offering a quantitative view of patient-footfall dynamics across both service lines. The “Notable Campaign / Reason” column logs the principal marketing or contextual factors active in each period, enabling cross-reference with appointment movements.

This consolidated view serves as a factual baseline for subsequent analyses of campaign effectiveness, channel attribution, and service-line sensitivity, which are explored in the following subsections and further interpreted in Chapter 5 (Discussion).

To evaluate the direct relationship between marketing campaign intensity and patient footfall, a line graph has been plotted illustrating the percentage change in OPD and IPD appointments over a six-month period. The graph differentiates between OPD appointments—typically influenced by awareness campaigns and digital engagement—and IPD appointments, which are more closely associated with elective or surgery-focused marketing efforts. This visual representation enables a clear comparison between campaign-heavy and campaign-light periods, offering insights into how consistently marketing strategies influence hospital service utilization.

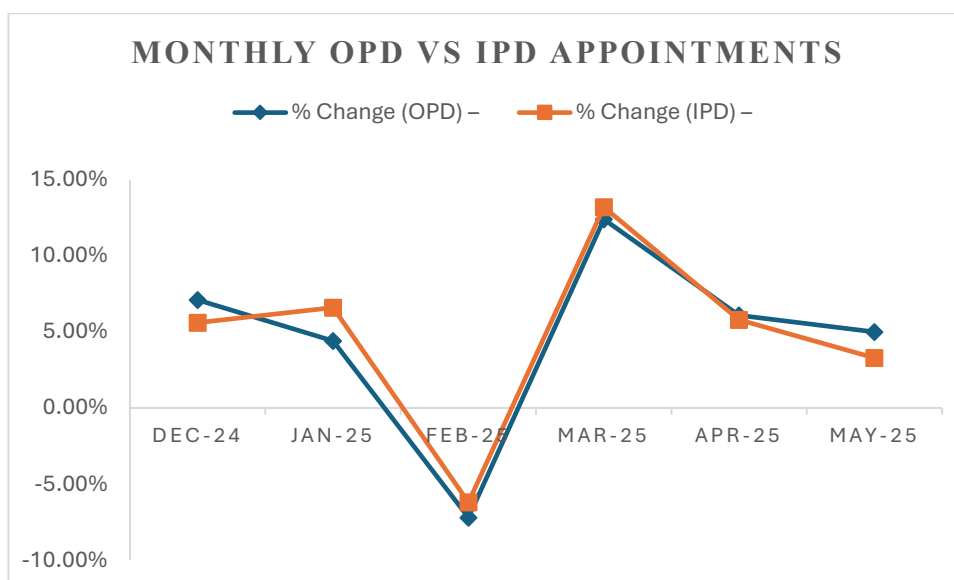


Fig 4.2- Monthly OPD and IPD appointment trends (Nov 2024 – May 2025) illustrating the positive impact of campaign heavy months (e.g., Jan*, Mar*, Apr*) on both outpatient and inpatient volumes.

4.4: Website

The hospital's website serves as a foundational component of its digital marketing strategy, functioning as both an information hub and a primary conversion channel. Website traffic—particularly organic search visibility—is a critical indicator of how well the hospital is discovered by potential patients through non-paid search engine results. Key performance indicators such as total traffic, keyword volume, branded vs. non-branded traffic, and estimated traffic cost reflect the effectiveness of ongoing SEO efforts. To benchmark Manipal Hospital's digital discoverability, a comparative analysis was conducted against four peer institutions in Delhi-NCR. The following table summarizes the organic traffic performance across these hospitals, offering insight into the current position of Manipal Hospital's web presence relative to its competitors.

Table 4.4: Comparative Analysis: Organic Traffic Performance by Hospital

Hospital	Total Traffic	Keywords	Traffic Cost (USD)	Branded Traffic	Non-Branded Traffic
<u>Manipal Hospital</u>	124.4K	7.9K	\$16.3K	91.1K	33.3K
<u>Max Hospital</u>	19.6K	822	\$2.2K	13.6K	6.0K

<u>Akash Healthcare</u>	221.8K	10.5K	\$34.7K	91.3K	130.5K
<u>BLK Max Hospital</u>	205.1K	52.7K	\$26.1K	61.4K	143.7K
<u>Venkateshwar Hospital</u>	115.6K	11.9K	\$25.6K	92.7K	22.9K

This table presents a comparative overview of organic website traffic metrics for Manipal Hospital and four competing healthcare institutions: Max Hospital, Akash Healthcare, BLK Max, and Venkateshwar Hospital. The analysis includes total traffic, keyword visibility, estimated traffic cost, and the split between branded and non-branded traffic.

The comparative data show that Manipal Hospital generated an overall organic traffic volume of 124.4 thousand sessions, supported by 7.9 thousand ranking keywords and an estimated keyword-equivalent traffic value of USD 16.3 thousand. Within this total, branded search terms account for 91.1 thousand sessions, underscoring a pronounced level of brand recall and direct-name search behaviour.

By contrast, Akash Healthcare recorded the highest organic traffic (221.8 K) and BLK Max followed closely (205.1 K). Both competitors also reflected higher traffic-cost estimates—USD 34.7 K for Akash Healthcare and USD 26.1 K for BLK Max—corresponding to broader keyword portfolios and greater visibility on non-branded search queries. Venkateshwar Hospital exhibited a smaller traffic footprint (115.6 K) yet surpassed Manipal in keyword count (11.9 K versus 7.9 K), indicating a more expansive range of indexed terms.

Across all institutions, a clear distinction emerges between branded and non-branded traffic contributions. Manipal’s organic intake remains heavily weighted toward branded searches, whereas Akash Healthcare and BLK Max derive the majority of their traffic from non-branded queries, reflecting wider topical coverage and search-engine optimisation efforts aimed at generic service terms.

This descriptive profile establishes the relative positioning of Manipal Hospital’s organic search visibility and provides the quantitative basis for subsequent discussion of underlying SEO strategies and prospective optimisation areas in Chapter 5.

4.4.1 Search Engine Visibility – Keyword Rankings

In addition to measuring organic traffic volume, reach, and on-site performance, it is important to assess how well the hospital’s website performs on search engine results pages (SERPs). SERP rankings reflect the hospital’s discoverability for key medical and service-related queries on platforms such as Google, which remains the dominant source of health-related searches in India.

From an SEO (Search Engine Optimization) standpoint, the position of a website on SERPs significantly influences click-through rates (CTR), patient inquiries, and eventual appointment conversion. Research consistently shows that websites ranking on the first page of search results receive the overwhelming majority of user traffic, with top 3 positions capturing nearly 60–70% of clicks (Moz, 2023). Therefore, analyzing the hospital’s SERP performance is essential to understanding the effectiveness of its organic digital strategy.

The table below presents a sample of high-intent, location-specific keywords relevant to Manipal Hospital’s core service offerings. It compares Manipal Hospital Dwarka’s current ranking positions against direct competitors in the Dwarka region—specifically Max Hospital Dwarka and BLK-Max Super Specialty Hospital.

Table 4.5: SERP Ranking Comparison for Target Keywords (May 2025)

Search Keyword	Manipal Rank	Max Rank	BLK-Max Rank	Monthly Search Volume
Best hospital in Dwarka	6	1	3	5,400
Cardiologist in Dwarka	5	1	4	3,200
Manipal emergency contact	1	—	—	1,100
Gynaecologist Dwarka	4	2	3	2,800
Orthopaedic surgeon Dwarka	3	1	2	2,100
Manipal hospital Dwarka review	1	—	—	1,600
Paediatrics hospital Dwarka	7	1	3	1,900

This keyword ranking snapshot helps assess the hospital’s organic visibility in relation to key medical service areas and patient search behaviour. By tracking both branded keywords (e.g., “Manipal hospital Dwarka review”) and non-branded service queries (e.g., “Cardiologist in Dwarka”), the analysis provides a balanced view of SEO performance and discoverability. This SERP data also serves as a critical input for evaluating traffic quality, which is explored further in subsequent sections.

4.5 Social Media Performance Metrics (March – May 2025)

This section outlines the performance of the hospital’s paid social media campaigns on Facebook and YouTube, focusing specifically on two foundational visibility metrics: Impressions and Reach/Views. These data were collected from platform-native tools—Facebook Ads Manager and YouTube Analytics—and span the period from March to May 2025.

These metrics represent a critical component of the hospital’s digital marketing strategy, specifically focused on maximizing initial audience exposure. In digital marketing, visibility indicators such as impressions and reach are essential to understanding how effectively content is being distributed across targeted online platforms. These measures offer quantitative insight into the scale of message delivery, serving as a foundation for all downstream engagement and interaction.

Within the healthcare sector, the strategic value of visibility is particularly significant. Unlike fast-moving consumer goods or transactional services, healthcare decisions are influenced by trust, familiarity, and perceived credibility. Patients tend to engage with healthcare providers they recognize and perceive as reliable. As such, consistent and widespread exposure through platforms like Facebook and YouTube is essential for establishing early-stage familiarity, particularly in highly competitive markets where multiple providers compete for attention.

A high volume of impressions, combined with strong unique user reach, increases the likelihood that a hospital remains top-of-mind when a healthcare need arises. This, in turn, expands the potential funnel of future patient inquiries, website visits, and appointments. By tracking these visibility metrics over time, healthcare marketers can assess how well their campaigns are positioning the hospital within the digital landscape,

thereby laying the groundwork for future interaction and service uptake—topics explored in the subsequent sections of this analysis.

Definitions of Key Metrics:

- **Impressions:** In digital advertising, impressions refer to the number of times an advertisement or content asset is displayed on a user’s screen. According to Meta (Facebook for Business, 2024), this figure includes repeated exposures to the same user and helps quantify the volume of delivery, not user uniqueness. Similarly, YouTube counts each instance where a video thumbnail is shown to users across its platform interface (YouTube Help, 2024).
- **Reach (Facebook):** Reach is defined as the number of **unique users** who viewed the hospital’s ad content at least once during the campaign period. This differs from impressions in that it counts everyone only once, regardless of how many times they saw the content.
- **Views (YouTube):** On YouTube, views are registered when a user watches a video for a platform-specified threshold duration. Unlike impressions or reach, views indicate a form of active user engagement and provide a baseline for content resonance at the awareness level.

These metrics are vital for understanding the scale and frequency of social media exposure and are often used in healthcare campaigns to monitor the reach of awareness drives, seasonal promotions, and patient education content.

Table 4.6: Paid Social Media Visibility Metrics (March – May 2025)

Month	Platform	Impressions	Reach / Views
March 2025	Facebook	7,398,416	2,637,194 (Reach)
	YouTube	33,473	16,225 (Views)
April 2025	Facebook	12,539,828	4,261,487 (Reach)
	YouTube	233,704	42,439 (Views)
May 2025	Facebook	4,123,383	1,060,310 (Reach)

Month	Platform	Impressions	Reach / Views
	YouTube	3,258	1,150 (Views)

The data above reflects the total number of ad impressions, and the corresponding audience reach, or video views generated on each platform over the specified time frame. Impressions provide a measure of the total delivery volume of each campaign, while reach and Views indicate how many individual users were exposed to the content at least once.

These quantitative indicators form the basis for understanding how effectively each platform contributed to initial patient visibility. In the next sections, these metrics are examined alongside downstream engagement and service uptake to assess overall marketing performance.

CHAPTER 5: DISCUSSION

5.1 Introduction

This chapter interprets the findings presented in Chapter 4, delving into the performance of various marketing channels utilized by Manipal Hospital, Dwarka, between November 2024 and May 2025. The discussion aims to provide a deeper understanding of the effectiveness of these channels in driving patient appointments and their potential impact on revenue opportunities. By employing a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis framework, this chapter will scrutinize the data, compare findings with existing literature, discuss the implications for Manipal Hospital, and acknowledge the study's strengths and limitations. The insights derived will form the basis for actionable recommendations in the subsequent chapter.

5.2 Interpretation of Findings through SWOT Analysis

The marketing channels were broadly categorized into Organic, Paid, and Aggregate platforms. The analysis of their performance reveals distinct characteristics that can be understood through a SWOT analysis.

5.2.1 Organic Channels (SEO/Website, Google My Business (GMB), Call Centre, WhatsApp Bot, Mobile Application)

- **Strengths:**

- **Highest Conversion Rates:** Organic channels consistently demonstrated the highest conversion rates, increasing from 86% in November 2024 to 92% in May 2025. This indicates a strong ability to convert inquiries from these owned assets into confirmed appointments.
- **Dominant Appointment Share:** These channels accounted for over 50% of all patient appointments during the study period, highlighting their critical role in patient acquisition.
- **Strong Individual Performers:** Google My Business (84-88% conversion) and SEO/Website (78-83% conversion) showed high and improving conversion rates. The Mobile App also showed strong, albeit slightly fluctuating, performance (79-84%).
- **Effective Branded Search:** Manipal Hospital's website attracts significant branded traffic (91.1K), indicating strong brand recognition and recall. Branded keywords like "Manipal emergency contact" and "Manipal hospital Dwarka review" rank at position 1 on SERPs.
- **Positive Response to Campaigns:** Campaigns leveraging organic channels, such as app and WhatsApp-led funnels in April 2025, correlated with positive growth in OPD (+6.1%) and IPD (+5.8%) appointments.

- **Weaknesses:**

- **Declining WhatsApp Performance:** The WhatsApp Bot, despite being an organic channel, recorded the lowest and slightly declining conversion rates within this category (61-63%). This might suggest issues with user experience, lead qualification through the bot, or automation limitations.
- **Lagging Non-Branded SEO:** Despite strong branded traffic, Manipal Hospital's website (33.3K non-branded traffic) lags significantly behind competitors like Akash Healthcare (130.5K) and BLK Max Hospital (143.7K) in non-branded organic traffic. This suggests a missed opportunity in attracting patients unfamiliar with the brand.
- **Lower SERP Rankings for Key Non-Branded Keywords:** For high-volume, non-branded keywords such as "Best hospital in Dwarka" (Manipal Rank 6), "Cardiologist in Dwarka" (Manipal Rank 5), and "Paediatrics hospital Dwarka" (Manipal Rank 7), Manipal ranks lower than key competitors like Max Hospital. This directly impacts visibility to new patients searching for services rather than the hospital specifically.

- **Opportunities:**
 - **Enhance Non-Branded SEO Strategy:** There is a substantial opportunity to increase overall organic traffic and patient acquisition by improving rankings for non-branded, high-intent keywords. Focusing on content creation and technical SEO around specific medical specialities (e.g., cardiology, gynaecology, orthopaedics) identified in Table 4.5 could yield significant results.
 - **Optimize WhatsApp Bot:** Investigating the reasons for declining WhatsApp conversion and improving its user journey, response quality, or integration with human agents could enhance its performance.
 - **Leverage High Mobile App Conversion:** Given the strong performance of the Mobile App, further promoting its adoption and features could secure a loyal patient base and streamline appointment booking.
 - **Content Diversification:** Expanding content strategy beyond immediate brand audience to attract new patient segments via non-branded queries.
- **Threats:**
 - **Intense Competition in SEO:** Competitors like Max Hospital, Akash Healthcare, and BLK Max Hospital demonstrate strong SEO performance, particularly in non-branded search. This requires continuous effort and investment to maintain and improve rankings.
 - **Algorithm Changes:** Search engine algorithms are constantly evolving, which can impact rankings and traffic unpredictably.
 - **Maintaining High Performance:** Sustaining the high conversion rates of top organic performers requires ongoing optimization and adaptation to changing user behaviour.

5.2.2 Paid Channels (Multiplier Solutions - Google Ads, Display Marketing; Social Media Ads - Facebook, YouTube)

- **Strengths:**
 - **Significant Appointment Contribution:** Paid channels were the second-largest contributor to overall patient appointments, demonstrating their importance in the marketing mix.
 - **Improving Conversion Rates:** Paid channels managed by Multiplier Solutions showed gradual improvement in conversion rates, from 76% in

November 2024 to 78% in May 2025, and this trend was also observed in the March-May 2025 specific analysis for Multiplier Solutions (76% to 78%). This suggests successful campaign optimization over time.

- **High Visibility on Social Media:** Paid campaigns on Facebook and YouTube achieved significant impressions and reach/views, indicating successful audience exposure (e.g., Facebook reached over 4.2 million unique users in April 2025). This is crucial for building top-of-mind awareness.
- **Effective for Targeted Campaigns:** Paid campaigns for preventive care (Jan 2025) and summer wellness/elective surgeries (May 2025) were linked to increases in both OPD and IPD appointments.
- **Weaknesses:**
 - **Variable Cost-Efficiency (Implied):** While conversion rates improved, the study abstract noted "variable cost-efficiency" for certain paid channels. A detailed Return on Ad Spend (ROAS) analysis, though not explicitly detailed in Chapter 4, would be necessary to fully quantify this.
 - **Lower Conversion than Top Organic Channels:** Despite improvements, the conversion rates of paid channels (76-78%) were lower than the top-performing organic channels like GMB and SEO/Website (which were above 80%).
 - **Fluctuating Social Media Metrics:** Social media impressions and reach/views showed significant month-to-month variations (e.g., Facebook impressions were 12.5M in April but dropped to 4.1M in May). This could be due to varying campaign spends, strategies, or audience engagement.
- **Opportunities:**
 - **Optimize Ad Spend and Targeting:** Continuously refining targeting parameters, A/B testing ad creatives, and focusing on high-conversion keywords or platforms could improve ROI.
 - **Integrate with Organic Efforts:** Aligning paid search campaigns with organic SEO strategies, particularly for non-branded terms where organic ranking is weak, could create a synergistic effect.
 - **Retargeting:** Leveraging the high reach of social media campaigns for retargeting users who have previously interacted with the hospital's website or content.

- **Promote High-Margin Services:** As noted in the literature review, targeting marketing towards high-margin services through paid channels could yield stronger financial returns. The data in Table 4.3 supports this, showing IPD volume increases with elective surgery promotions.
- **Threats:**
 - **Increasing Advertising Costs:** The cost of paid advertising, particularly on competitive platforms like Google Ads, can escalate, impacting ROI.
 - **Ad Fatigue and Banner Blindness:** Audiences can become desensitized to ads, reducing their effectiveness over time.
 - **Platform Policy Changes:** Advertising platforms frequently update their policies, which can affect campaign strategies and reach.

5.2.3 Aggregate Platforms (Practo, Credihealth, Just Dial, Vaidem Health, Log into Health)

- **Strengths:**
 - **Extended Reach:** These platforms provide visibility on external portals, potentially reaching audiences not actively searching for Manipal Hospital.
 - **Modest Improvement:** Overall conversion rates for aggregate channels showed a modest rise from 69% to 73% over the seven-month period. Some individual platforms like Practo also showed slight improvements (59% to 61%).
- **Weaknesses:**
 - **Lowest Conversion Rates:** Aggregate platforms consistently had the lowest conversion rates compared to organic and paid channels.
 - **Smallest Appointment Share:** They contributed the smallest share of total patient appointments.
 - **Variable and Low Performance of Individual Aggregators:** Credihealth showed the lowest conversion rates (48-50%). Other platforms also performed well below organic and paid channels.
 - **Limited Control and Lead Quality:** The lower conversion rates may suggest issues with lead quality, user intent mismatch, or reduced control over the patient journey on these third-party platforms.

- **Potential Cost Inefficiency:** As implied in the abstract, these channels showed variable cost-efficiency. The low conversion rates could translate to a higher cost per acquisition if not managed carefully.
- **Opportunities:**
 - **Strategic Partnerships:** Negotiate better terms or explore deeper partnerships with higher-performing aggregators to improve lead quality or integration.
 - **Selective Use:** Focus investments on aggregator platforms that demonstrate better conversion rates or provide access to unique patient segments not reachable through other channels.
 - **Improve Profile and Information:** Ensure Manipal Hospital's listings on these platforms are optimized, accurate, and compelling to improve user trust and intent.
- **Threats:**
 - **Dependence on Third Parties:** Relying on aggregators means ceding some control over branding and the patient experience.
 - **Competition on Platforms:** Manipal Hospital is listed alongside competitors on these platforms, making differentiation challenging.
 - **Changing Commission Structures:** Aggregators may change their pricing or commission models, affecting cost-effectiveness.

5.3 Comparison with Literature

The findings of this study resonate with several themes identified in the literature review (Chapter 2). The consistent outperformance of organic channels, particularly SEO and GMB, aligns with research emphasizing the direct impact of digital tools like SEO on hospital performance through improved patient engagement and loyalty. Chandra & Nadjib (2023) found that digital tools such as SEO and social media marketing directly impact hospital performance, which is strongly supported by the high conversion rates and appointment share from Manipal's organic digital assets.

The observation that marketing efforts, especially targeted digital campaigns, correlate with patient acquisition trends across service lines (OPD and IPD) supports the findings of Bahadori et al. (2020). Their research showed that well-planned marketing strategies directly correlate with higher hospital revenues, particularly through increased outpatient visits and uptake of premium services, a trend visible in Manipal's data where specific

campaigns led to appointment surges. Furthermore, the study's indication that IPD volumes rise notably during months tied to surgical package or elective care promotions is consistent with literature suggesting marketing expenditure positively influences net patient revenue, especially when linked to elective or preventive services.

The challenges in measuring marketing performance, such as attribution difficulty and fragmented platforms mentioned in the literature, are implicitly acknowledged in this study by the use of multiple data sources and the focus on conversion rates as a tangible outcome. The relatively lower and variable performance of aggregator platforms might also reflect the "fragmented platforms" issue, where patient journeys are harder to track and influence directly.

5.4 Implications for Manipal Hospital, Dwarka

The findings carry significant strategic implications for Manipal Hospital, Dwarka:

1. **Prioritize and Enhance Organic Channels:** Given their high conversion rates and dominant appointment share, continued and enhanced investment in SEO (especially non-branded), GMB optimization, and Mobile App development is crucial. Addressing the decline in WhatsApp Bot conversions is also necessary.
2. **Strategic Use of Paid Marketing:** Paid channels are effective for targeted campaigns and driving volume. The focus should be on optimizing ROAS by refining targeting, improving ad creatives, and potentially reallocating budget from less effective paid activities to those with higher conversion or strategic importance.
3. **Re-evaluate Aggregator Platform Strategy:** The low conversion rates and appointment share from aggregator platforms necessitate a critical review. The hospital should assess the cost-benefit of each platform, potentially discontinuing partnerships with persistently low performers like Credihealth or renegotiating terms.
4. **Data-Driven Resource Allocation:** The study provides a clear, data-driven foundation for allocating marketing budgets based on channel performance and potential for revenue generation.
5. **Focus on Non-Branded Discovery:** The disparity in branded versus non-branded traffic and lower rankings for generic service keywords highlights a major growth

area. A concerted effort to improve visibility for non-branded terms can attract new patient segments currently being captured by competitors.

6. **Maintain Campaign Consistency:** The dip in appointments during February 2025 due to low campaign activity underscores the need for consistent marketing outreach.
7. **Service-Line Specific Promotions:** The success of campaigns targeting specific services (e.g., women's health, elective surgeries) suggests that tailoring marketing messages and channel choices to specific OPD and IPD service lines is an effective strategy.

5.5 Limitations of the Study

While this study provides valuable insights, certain limitations should be acknowledged:

- **Single Institution Case Study:** The findings are specific to Manipal Hospital, Dwarka, and may not be generalizable to other hospitals with different market dynamics, brand reputation, or marketing resources.
- **Limited Timeframe:** The core data spans seven months (November 2024 - May 2025), which might not capture longer-term trends, seasonality beyond this window, or the full impact of long-lead SEO strategies.
- **Attribution Complexity:** While conversion rates are tracked, accurately attributing a patient's final decision to a single marketing touchpoint in a multi-channel journey remains challenging. The study relies on available internal data which may have its own attribution model limitations.
- **Qualitative Data Scope:** Qualitative insights were primarily from internal observations and secondary documents, with informal feedback from marketing staff. More structured qualitative methods (e.g., in-depth interviews with patients) could provide richer context.
- **Revenue Data Granularity:** While the study explores "revenue opportunities" and links campaigns to IPD/OPD volumes, a detailed financial analysis of marketing ROI per channel was beyond the scope of the data presented in Chapter 4.

5.6 Strengths of the Study

Despite the limitations, the study possesses several strengths:

- **Data-Driven Approach:** The research is grounded in quantitative data from internal dashboards and analytics platforms, providing empirical evidence for its conclusions.
- **Comprehensive Channel Analysis:** It evaluates a wide array of marketing channels—Paid, Organic, and Aggregator-based—offering a holistic view of the hospital's marketing ecosystem.
- **Actionable Insights:** The findings directly translate into actionable recommendations for optimizing marketing investments and strategies.
- **Competitive Benchmarking:** The website and SERP analysis include comparisons with peer hospitals, providing context for Manipal Hospital's digital performance.
- **Mixed-Method Perspective:** The integration of quantitative data with qualitative insights (even if informal) adds depth to the analysis.
- **Relevance to Healthcare Marketing:** The study addresses a critical area for healthcare providers—effectively managing marketing channels to drive patient acquisition and institutional growth in a competitive environment.

This discussion has synthesized the key findings, contextualized them within existing literature, and explored their implications for Manipal Hospital, Dwarka. The identified strengths, weaknesses, opportunities, and threats provide a clear pathway to formulating targeted recommendations for enhancing marketing performance and capitalizing on revenue opportunities, which will be detailed in Chapter 6.

Chapter 6: Recommendations

6.1 Introduction

Following the detailed analysis of Manipal Hospital, Dwarka's marketing channel performance (November 2024 – May 2025) and the subsequent discussion and SWOT analysis in Chapter 5, this chapter outlines specific, actionable recommendations. These recommendations are designed to address the identified weaknesses and threats while capitalizing on the strengths and opportunities within the hospital's marketing ecosystem. The overarching goals of these recommendations are to enhance patient engagement,

improve the return on marketing investment (ROI), optimize channel performance, and strategically promote revenue-generating services, thereby contributing to the hospital's sustained growth and market leadership. Each recommendation is directly linked to the findings and aims to provide a clear roadmap for future marketing initiatives.

6.2 Recommendations for Marketing Channel Optimization and Revenue Enhancement

The following recommendations are categorized based on the channel types and strategic imperatives identified in the preceding chapters.

6.2.1 Enhancing Non-Branded Organic Search Performance to Drive New Patient Acquisition and Revenue

- **Context:** The SWOT analysis highlighted a significant opportunity in non-branded organic search, where Manipal Hospital lags behind competitors (Table 4.4), despite strong branded search performance and high conversion rates from SEO/Website (78-83%, Table 4.2).
- **Recommendation 1:** Develop and execute a targeted content and technical SEO strategy focusing on high-intent, non-branded keywords for core, high-revenue specialities (e.g., "Cardiologist in Dwarka," "Orthopaedic surgeon Dwarka," "Gynaecologist Dwarka," "Paediatrics hospital Dwarka" as identified with significant search volumes in Table 4.5).
 - **Actionable Steps:**
 - Conduct in-depth keyword research to identify a broader set of non-branded terms for each key speciality.
 - Create comprehensive, medically accurate, and patient-friendly service-line pages optimized for these keywords.
 - Develop a content marketing plan (blog posts, patient education articles, FAQs, infographics) addressing common health queries related to these specialities.
 - Optimize local SEO signals, including Google My Business (GMB) profiles for individual departments/doctors where appropriate.
 - Build high-quality backlinks from relevant health and local directories.

- **Objective:** Increase non-branded organic website traffic from the current 33.3K monthly sessions (Table 4.4) by at least 30% within the next 12 months. Improve SERP rankings for at least five core non-branded service keywords to a top 3 position on Google.
- **Link to Study Objectives:** This directly promotes new revenue streams by attracting patients actively searching for specific medical services, drives patient engagement through valuable and discoverable content, and improves overall marketing ROI by leveraging a historically high-converting channel (SEO/Website).

6.2.2 Optimizing WhatsApp Bot for Improved Lead Conversion and Patient Engagement

- **Context:** The WhatsApp Bot, an organic channel, showed declining conversion rates (61-63%, Table 4.2), significantly lower than other organic channels like GMB or the Mobile App.
- **Recommendation 2:** Investigate the root causes of the declining WhatsApp Bot conversion rates and implement corrective measures to enhance its effectiveness.
 - **Actionable Steps:**
 - Conduct a thorough analysis of the WhatsApp Bot's user journey map to identify friction points, common error messages, and stages with high drop-off rates.
 - Gather user feedback on their experience with the bot, if possible.
 - Revise the chatbot script for improved clarity, natural language understanding, and more intuitive navigation.
 - Explore options for better integration with human agents for complex queries or when the bot cannot fulfill a request.
 - Implement A/B testing on different nurturing sequences, call-to-action prompts, and response formats within the bot.
 - **Objective:** Increase the WhatsApp Bot conversion rate from 61% (May 2025, Table 4.2) to at least 70-75% within the next 6 months, aligning its performance more closely with other successful organic channels.
 - **Link to Study Objectives:** Enhances patient engagement on a widely used communication platform and improves ROI by more effectively converting inquiries from an existing, low-cost channel.

6.2.3 Maximizing Return on Investment (ROI) from Paid Marketing Channels

- **Context:** Paid channels (Multiplier Solutions and Social Media Ads) contribute significantly to appointments but have shown variable cost-efficiency and conversion rates (76-78% for Multiplier Solutions, Table 4.2) lower than top organic performers. Social media metrics also showed volatility (Table 4.6).
- **Recommendation 3:** Implement a rigorous optimization process for all paid marketing campaigns to improve conversion rates and ROAS.
 - **Actionable Steps (Search/Display - Multiplier Solutions):**
 - Conduct a granular audit of Google Ads campaigns, focusing on underperforming ad groups, keywords with low Quality Scores, and landing pages with high bounce rates.
 - Refine audience targeting parameters based on demographic, psychographic, and behavioural data of past converting patients.
 - Re-evaluate keyword bidding strategies, potentially shifting budget towards higher-converting, long-tail keywords.
 - **Actionable Steps (Social Media Ads - Facebook, YouTube):**
 - Align social media campaign objectives more closely with conversion goals (e.g., appointment bookings, lead form submissions for specific high-margin services) rather than focusing predominantly on reach and impressions.
 - Implement robust retargeting campaigns for website visitors who have shown interest (e.g., visited specific service pages) but did not convert.
 - Develop a more consistent content and budget allocation strategy to reduce month-to-month volatility in key metrics, ensuring sustained top-of-mind awareness.
 - **Objective:** Improve the overall conversion rate of paid channels by 5-8% (from the current ~78%) within the next 6 months. Establish and diligently track ROAS for all major paid campaigns, aiming for a clearly defined positive ROAS target (e.g., 3:1 or higher, to be determined after baseline establishment).
 - **Link to Study Objectives:** Directly improves marketing ROI, drives patient engagement through more relevant and targeted advertising, and

promotes revenue streams by focusing on efficient conversion for high-value services.

6.2.4 Strategically Managing and Optimizing Third-Party Aggregator Platforms

- **Context:** Aggregate platforms demonstrated the lowest conversion rates (overall 69-73%, with some like Credihealth as low as 48-50%, Table 4.2) and contributed the smallest share of appointments.
- **Recommendation 4:** Critically re-evaluate and optimize the hospital's engagement with third-party aggregator platforms.
 - **Actionable Steps:**
 - Conduct a cost-benefit analysis for each aggregator platform, comparing the cost per lead/appointment against conversion rates and patient quality.
 - Discontinue partnerships with platforms that consistently underperform (e.g., Credihealth) unless they provide a unique and cost-effective reach to otherwise inaccessible patient segments.
 - For retained platforms (e.g., Practo), actively manage and optimize Manipal Hospital's profiles. This includes ensuring information is accurate and comprehensive, showcasing high-quality images and virtual tours (if possible), actively managing patient reviews and responding promptly, and ensuring clear calls-to-action for appointment booking.
 - Negotiate for better visibility or preferential listing if performance justifies it.
 - **Objective:** Increase the average conversion rate from the retained aggregate platforms from the current ~50-60% range to a minimum of 65-70% within the next 6-9 months. Ensure the Cost Per Acquisition (CPA) from these platforms is competitive with, or better than, other paid marketing channels.
 - **Link to Study Objectives:** Improves ROI by eliminating wasteful expenditure on ineffective platforms and focusing resources on those that deliver results. Enhances patient engagement through better-managed and more informative profiles on chosen platforms.

6.2.5 Strengthening Brand Dominance and Patient Loyalty through Owned Digital Assets

- **Context:** Owned organic channels like Google My Business (GMB) and the Mobile App demonstrated high conversion rates (84-88% and 79-84% respectively, Table 4.2).
- **Recommendation 5:** Continue to invest in and enhance the functionality and promotion of high-performing owned digital assets to foster patient loyalty and streamline access.
 - **Actionable Steps:**
 - Ensure all Manipal Hospital Dwarka GMB profiles (main hospital and key departments/doctors, if applicable) are fully optimized with up-to-date information, services, Q&A sections, regular posts, and actively solicit and respond to patient reviews.
 - Further promote Mobile App downloads and usage through website banners, in-hospital promotional materials (brochures, standees), SMS/email campaigns to existing patients, and by highlighting key features such as easy appointment booking, access to medical records, prescription refills, and telehealth consultations.
 - Consider loyalty programs or exclusive content/offers for mobile app users.
 - **Objective:** Maintain or further improve the high conversion rates of GMB and the Mobile App. Increase the number of active Mobile App users by 20% within the next 12 months.
 - **Link to Study Objectives:** Drives patient engagement and fosters long-term loyalty, promotes repeat revenue through convenient access to services, and improves overall marketing ROI by leveraging highly cost-effective owned assets.

6.3 Conclusion

The recommendations provided in this chapter offer a strategic framework for Manipal Hospital, Dwarka, to build upon its existing marketing strengths and address identified areas for improvement. By systematically implementing these actionable strategies—focusing on enhancing non-branded organic reach, optimizing digital advertising ROI,

strategically managing third-party platforms, leveraging owned assets, and ensuring consistent, data-driven campaign execution—Manipal Hospital can further solidify its market position, enhance patient acquisition and engagement, and achieve its revenue objectives. Continuous monitoring, evaluation, and adaptation of these strategies will be paramount to navigating the dynamic healthcare landscape successfully.

Chapter 7: Conclusion

7.1 Recapitulation of Study Aim and Objectives

This dissertation aimed to evaluate the performance of various marketing channels utilized by Manipal Hospital, Dwarka, and to explore their potential to enhance revenue opportunities through targeted improvements and strategic recommendations. The study sought to:

- Assess the effectiveness of current marketing channels (digital and traditional) in driving patient engagement and inquiries.
- Identify underperforming marketing channels and analyze potential reasons for their low efficiency.
- Propose actionable strategies to optimize marketing channels for improved performance and higher return on investment (ROI).
- Explore new or underutilized revenue streams that could be promoted through specific marketing channels for increased financial outcomes.

To achieve these objectives, a mixed-methods approach was employed, analyzing quantitative marketing performance data from November 2024 to May 2025, alongside qualitative insights derived from internal observations and secondary documents.

7.2 Summary of Key Findings

The study yielded several critical findings regarding the performance of Manipal Hospital, Dwarka's marketing channels, categorized as Organic, Paid, and Aggregate:

1. **Dominance of Organic Channels:** Organic channels (SEO/Website, Google My Business, Call Centre, WhatsApp Bot, Mobile Application) consistently demonstrated the highest conversion rates (86-92%) and accounted for the largest share (over 50%) of patient appointments. Within this category, Google My

Business and SEO/Website were standout performers in terms of conversion, while the WhatsApp Bot showed declining effectiveness.

2. **Significant Contribution of Paid Channels:** Paid channels, managed by Multiplier Solutions and including social media advertising, were the second-largest contributor to patient appointments, with gradually improving conversion rates (76-78%). These channels proved effective for targeted campaigns and achieving high visibility, though their cost-efficiency was noted as variable.
3. **Underperformance of Aggregate Platforms:** Aggregate platforms (e.g., Practo, Credihealth) consistently exhibited the lowest conversion rates (69-73% overall, with some individual platforms much lower) and contributed the smallest share of appointments, raising concerns about lead quality and cost-effectiveness.
4. **Website Performance Disparities:** Manipal Hospital's website demonstrated strong branded traffic and high rankings for branded keywords. However, it significantly lagged behind key competitors in non-branded organic traffic and SERP rankings for crucial non-branded service-related keywords, indicating a substantial untapped opportunity.
5. **Impact of Campaign Activity:** Monthly appointment trends for both OPD and IPD services showed a positive correlation with periods of active marketing campaigns, while a dip in appointments was observed during a month with low campaign activity, underscoring the importance of consistent marketing outreach.
6. **Social Media Visibility:** Paid social media campaigns achieved substantial impressions and reach, crucial for top-of-mind awareness, but metrics showed considerable month-to-month fluctuations, suggesting a need for more consistent strategy or budget allocation.

7.3 Implications of the Findings

The findings of this study carry significant implications for Manipal Hospital, Dwarka's marketing strategy and operational focus:

1. **Strategic Imperative of Organic Growth:** The superior performance of organic channels underscores the necessity of continued and enhanced investment in SEO (particularly non-branded), GMB optimization, and owned digital assets like the mobile app. These channels offer sustainable, high-quality patient acquisition.
2. **Optimizing Paid Spend for ROI:** While paid channels are vital for volume and targeted outreach, a rigorous focus on optimizing targeting, ad creatives, and

landing pages is essential to improve ROAS and ensure cost-effectiveness, especially given their conversion rates are lower than top organic channels.

3. **Re-evaluation of Third-Party Engagements:** The low performance of many aggregator platforms necessitates a critical review of these partnerships. Resources may be better allocated to higher-performing channels or used more selectively with aggregators that demonstrate clear value.
4. **Untapped Potential in Non-Branded Search:** The significant gap in non-branded search visibility compared to competitors represents a major growth avenue. Capturing this segment is crucial for attracting new patients actively seeking medical services but not yet familiar with the Manipal brand.
5. **Need for Consistent and Integrated Marketing:** The data highlights that sporadic or inconsistent marketing efforts can negatively impact patient footfall. A consistent, data-driven, and integrated marketing approach across all relevant channels is vital for sustained growth.
6. **Leveraging Data for Continuous Improvement:** The study emphasizes the importance of robust data collection, analysis, and reporting to inform strategic decisions, optimize resource allocation, and continuously refine marketing tactics.

7.4 Recommendations in Brief

Based on these findings and implications, Chapter 6 provided a comprehensive set of actionable recommendations. In essence, these include:

- Enhancing non-branded organic search performance through targeted content and technical SEO.
- Optimizing the WhatsApp Bot for improved lead conversion.
- Maximizing ROI from paid marketing channels through rigorous optimization and strategic alignment.
- Strategically managing and optimizing third-party aggregator platforms, discontinuing partnerships where necessary.
- Strengthening brand dominance and patient loyalty through enhanced owned digital assets like GMB and the Mobile App.
- Implementing consistent campaign activity and integrated reporting for sustained growth and agile decision-making.

The detailed actionable steps for each of these recommendations are outlined in Chapter 6.

7.5 Concluding Remarks

The healthcare market is increasingly competitive, and patients are more informed and digitally savvy than ever before. This study of Manipal Hospital, Dwarka, demonstrates that a strategic, data-driven approach to managing marketing channels is not merely beneficial but essential for sustained growth, patient engagement, and achieving revenue objectives.

The findings highlight that while Manipal Hospital has strong brand recognition and effective organic channels, significant opportunities exist, particularly in expanding non-branded organic reach and optimizing the efficiency of paid and third-party channels. By embracing the recommendations outlined, Manipal Hospital, Dwarka, can further enhance its marketing effectiveness, ensuring that its world-class healthcare services reach a wider audience, thereby reinforcing its position as a leading healthcare provider in the region. The continuous evaluation and adaptation of marketing strategies in response to performance data and evolving market dynamics will be key to long-term success. This research provides a foundational framework for such ongoing optimization, contributing to both the academic understanding of healthcare marketing and the practical application of these principles within a hospital setting.

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