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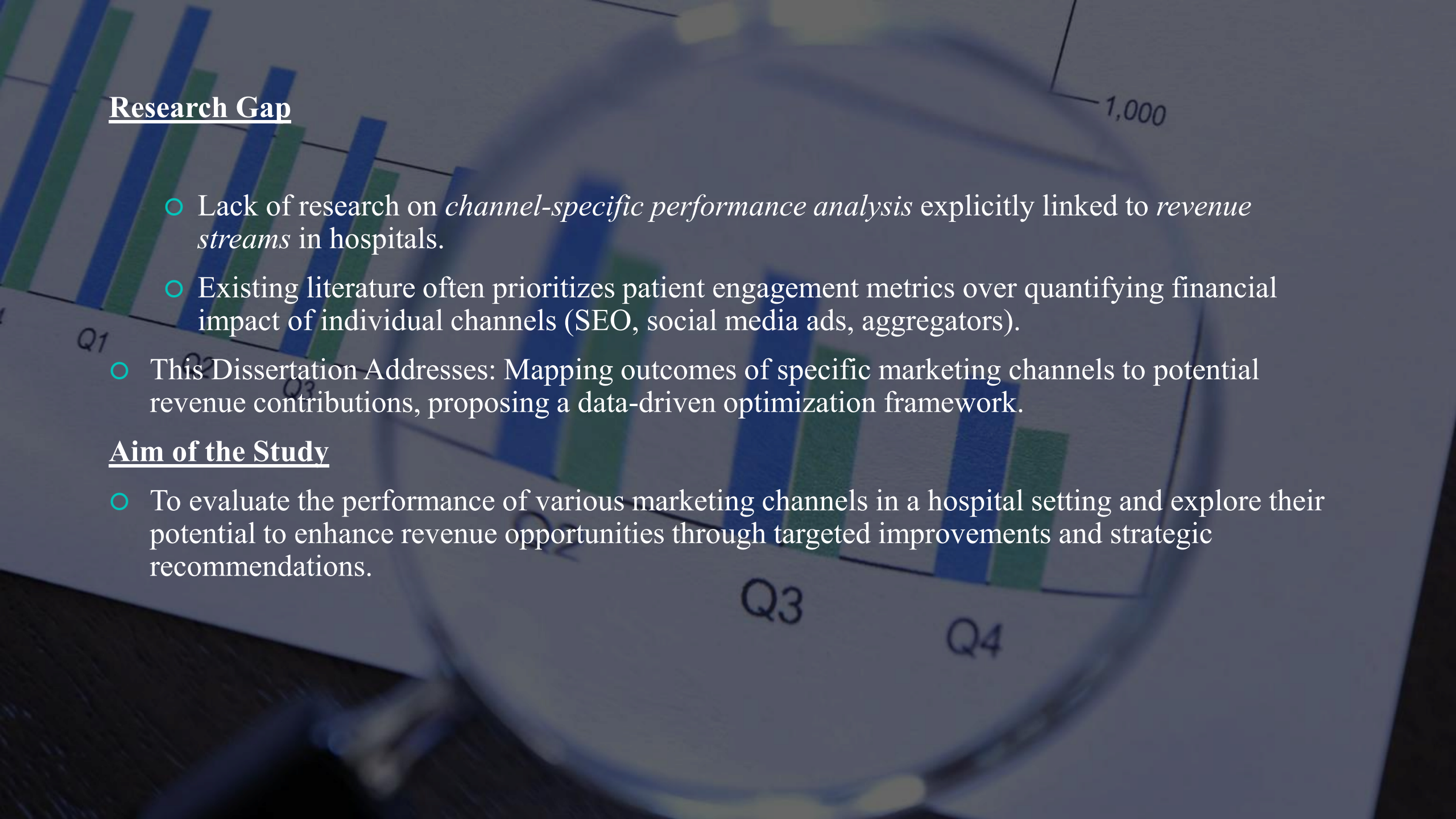
Health management
2023-25

Date: 18 June 2025

Title: Evaluating the Impact of Marketing Channel Performance on Revenue Opportunities: A Case Study of Manipal Hospital, Dwarka

Manipal Hospital, Dwarka

- 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 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.
- Mission: To Enhance “GROWTH, DIFFERENTIATION & PEOPLE” and to serve our patients with a smile.



Research Gap

- Lack of research on *channel-specific performance analysis* explicitly linked to *revenue streams* in hospitals.
- Existing literature often prioritizes patient engagement metrics over quantifying financial impact of individual channels (SEO, social media ads, aggregators).
- This Dissertation Addresses: Mapping outcomes of specific marketing channels to potential revenue contributions, proposing a data-driven optimization framework.

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

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



Methodology - Overview

- Study Design: Descriptive cross-sectional case study; Mixed-methods approach.
- Setting: Manipal Hospital, Dwarka, Delhi, India.
- Study Population: Marketing channel data, revenue performance data, stakeholders.
- Sampling: Purposive sampling of relevant channels and revenue streams.
- Data Collection Period: Marketing performance metrics from November 2024 – May 2025.
- Study Duration: March 2025 – June 2025.



Methodology - Data Sources & Analysis

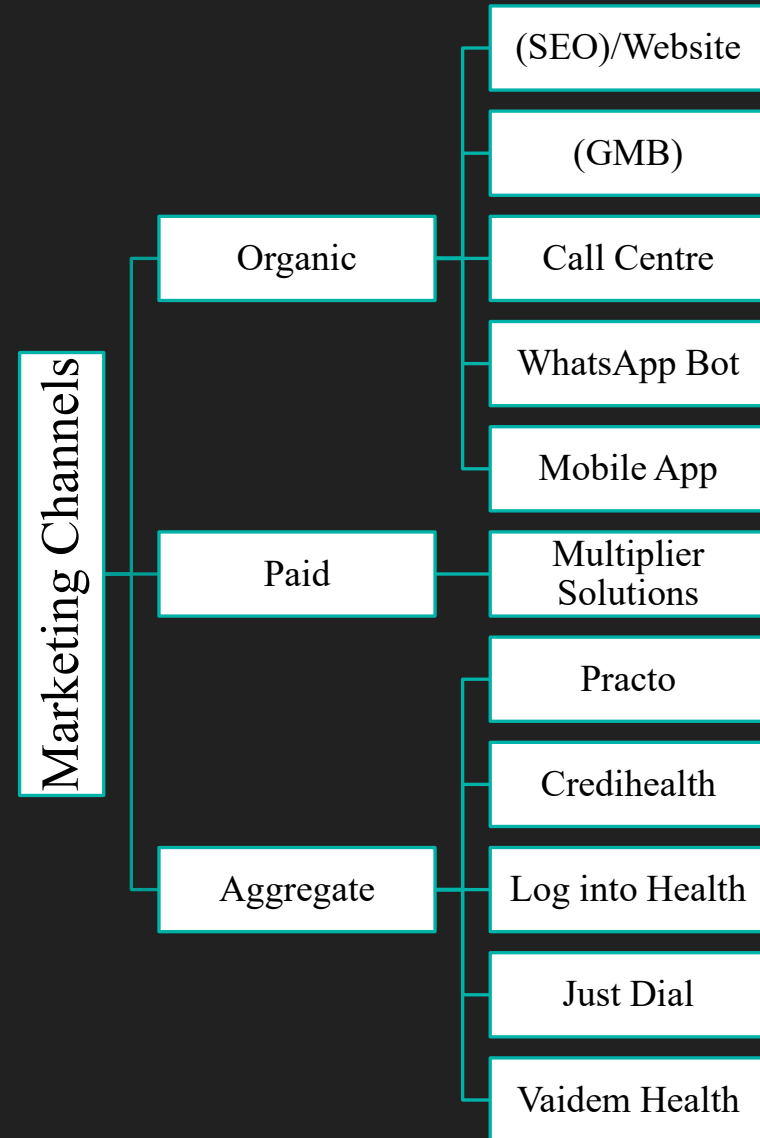
- Study Tools & Data Sources:
 - Google Analytics 4 (Website traffic, conversions)
 - Meta Business Suite (Facebook ad metrics)
 - Hospital CRM software (Appointment conversion, inquiry data)
 - Internal observations, secondary documents, informal discussions.
- Data Analysis Plan:
 - Descriptive Analysis (Percentages, trends)
 - Comparative Analysis (Across channels, competitors)
 - Visualization (Excel for dashboards)



Marketing Channel Categories

Channels grouped into three categories:

- Paid Channels: Multiplier Solutions (Google Ads, display), Social Media Ads.
- Organic Channels: SEO/Website, Google My Business (GMB), Call Centre, WhatsApp Bot, Mobile App.
- Aggregate Platforms: Practo, Credihealth, Log into Health, Just Dial, Vaidem Health.



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

Key Findings - Overall Channel Performance (Nov 2024 - May 2025)

- Conversion Rates:
 - Organic: Highest & improving (86% -> 92%)
 - Paid: Improving (76% -> 78%)
 - Aggregate: Lowest & modest improvement (69% -> 73%)

Key Findings - Organic Channel Deep Dive (Mar - May 2025)

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- Top Performers (Conversion %):
 - Google My Business (GMB): 84% -> 88%
 - SEO/Website: 78% -> 83%
 - Mobile App: ~82% (strong, slightly fluctuating)
- Underperformer:
 - WhatsApp Bot: 63% -> 61% (Lowest & declining)
- Website Traffic:
 - Strong Branded Traffic (91.1K)
 - Lagging Non-Branded Traffic (33.3K) vs. competitors (e.g., Akash 130.5K)

	Channels	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%

Key Findings - Paid Channel Deep Dive

- Multiplier Solutions (Mar-May 2025): Conversion 76% -> 78% (gradual improvement).
- Overall: Second largest contributor to appointments; effective for targeted campaigns, but variable cost-efficiency.

	Channel	March	April	May
Paid	Multiplier Solutions	76%	77%	78%

Key Findings - Aggregate Platform Deep Dive

- Overall: Lowest conversion rates and smallest appointment share.
- Individual Platform Performance (Conversion %):
 - Practo: 59% -> 61% (Modest)
 - Credihealth: 48% -> 49% (Lowest)
 - Others (Vaidem, Log into Health, Just Dial): Stable but low (50-57%)
- Concerns: Lead quality, user intent mismatch.

	Channel	March	April	May
Aggregate	Practo	59%	60%	61%
	Credihealth	48%	50%	49%
	Vaidem	55%	56%	57%
	health			
	Log into	52%	54%	54%
	health			
	Just Dial	50%	51%	51%

Comparative Analysis: Organic Traffic Performance by Hospital

Hospital	Total Traffic	Keywords	Traffic Cost (USD)	Branded Traffic	Non-Branded Traffic
Manipal Hospital	124.4K	7.9K	\$16.3K	91.1K	33.3K
Max Hospital	19.6K	82K	\$2.2K	13.6K	6.0K
Akash Healthcare	221.8K	10.5K	\$34.7K	91.3K	130.5K
BLK Max Hospital	205.1K	52.7K	\$26.1K	61.4K	143.7K
Venkateshwar Hospital	115.6K	11.9K	\$25.6K	92.7K	22.9K

Key Findings - Website & SERP Performance

Manipal's Organic Traffic:

- Total: 124.4K
- Strong Branded Traffic (91.1K) vs. Weak Non-Branded (33.3K).

Competitor Snapshot (Organic Traffic - Non-Branded):

- Akash Healthcare: 130.5K
- BLK Max Hospital: 143.7K

SERP Rankings for Non-Branded Keywords:

- "Best hospital in Dwarka": Manipal Rank 6 (Competitors 1, 3)
- "Cardiologist in Dwarka": Manipal Rank 5 (Competitors 1, 4)
- "Paediatrics hospital Dwarka": Manipal Rank 7 (Competitors 1, 3)
- Indicates significant opportunity for non-branded SEO improvement.

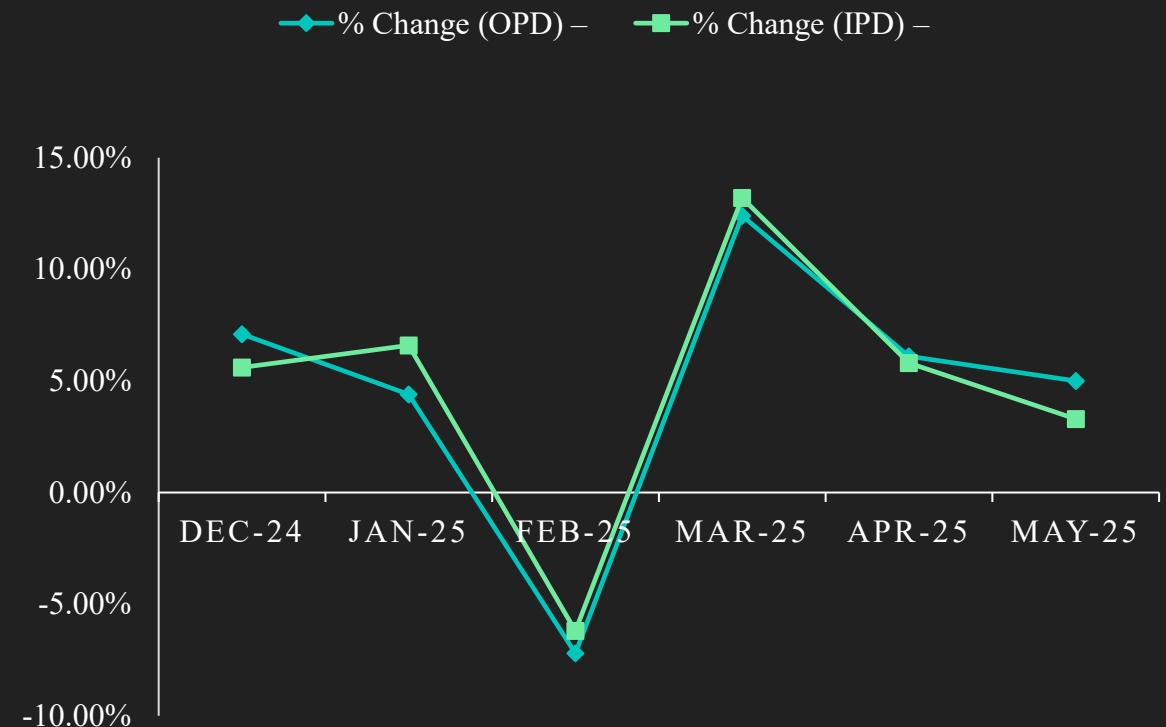
Monthly OPD and IPD Appointment Summary (Nov 2024 – May 2025)

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
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

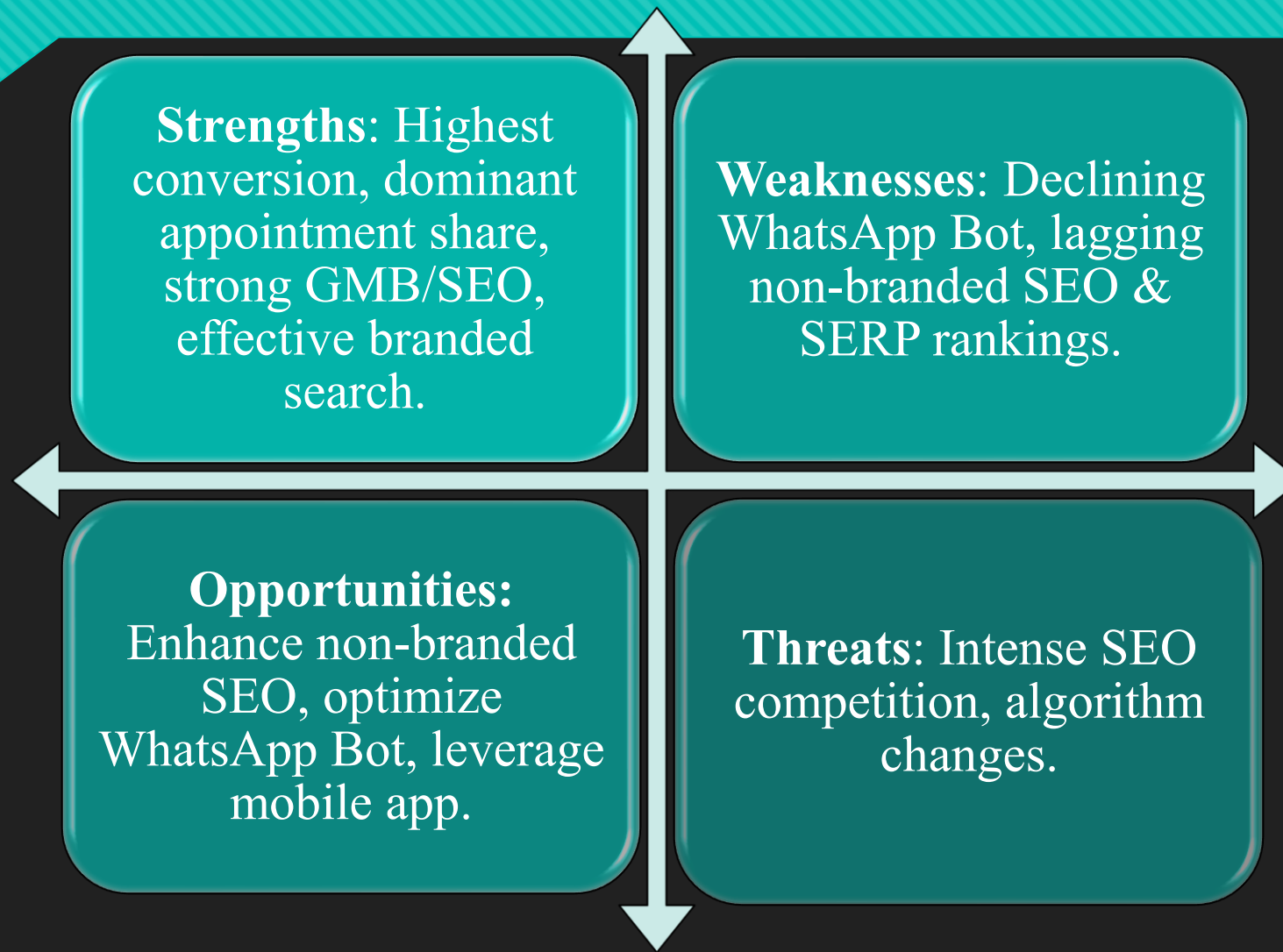
Key Findings - Impact of Marketing Campaigns

- Monthly Appointment Trends (OPD & IPD):
 - Positive correlation between active marketing campaigns and appointment volumes.
 - Jan (Paid preventive care): OPD +4.4%, IPD +6.6%
 - Mar (Women's health): OPD +12.4%, IPD +13.2%
 - Apr (App + WhatsApp funnel): OPD +6.1%, IPD +5.8%
 - Dip in appointments during low campaign activity (Feb 2025: OPD -7.2%, IPD -6.2%).
 - *Highlights importance of consistent outreach.*

MONTHLY OPD VS IPD APPOINTMENTS



Discussion - SWOT Analysis Summary (Organic Channels)



Discussion - SWOT Analysis

Summary: Paid

Strengths: Significant appointment contribution, improving conversion, high social media visibility, effective for targeted campaigns.

Weaknesses: Variable cost-efficiency, lower conversion than top organic, fluctuating social media metrics.

Opportunities: Optimize ad spend/targeting, integrate with organic, retargeting.

Threats: Rising ad costs, ad fatigue.



Discussion - SWOT Analysis Summary: Aggregate Platforms



Strengths: Extended reach, modest overall improvement.



Weaknesses: Lowest conversion, smallest share, variable individual performance, lead quality concerns.



Opportunities: Strategic partnerships, selective use, profile optimization.



Threats: Dependence on third parties, competition on platforms.

Discussion - Implications for Manipal Hospital, Dwarka

- Prioritize & Enhance Organic Channels: Especially non-branded SEO, GMB, Mobile App.
- Strategic Use of Paid Marketing: Focus on ROAS, refine targeting.
- Re-evaluate Aggregator Platform Strategy: Assess cost-benefit, discontinue low performers.
- Focus on Non-Branded Discovery: Major growth area.
- Maintain Campaign Consistency: Avoid dips in outreach.
- Data-Driven Resource Allocation & Continuous Improvement.



Recommendations

An Overview

Enhance	Enhance Non-Branded Organic Search Performance.
Optimize	Optimize WhatsApp Bot for Improved Lead Conversion.
Maximize	Maximize Return on Investment (ROI) from Paid Marketing Channels.
Manage and Optimize	Strategically Manage and Optimize Third-Party Aggregator Platforms.
Strengthen	Strengthen Brand Dominance and Patient Loyalty through Owned Digital Assets.

Recommendation 1: Enhance Non-Branded Organic Search



Context: Lagging non-branded SEO despite high organic conversion.



Recommendation: Develop targeted content & technical SEO for high-intent, non-branded keywords (e.g., "Cardiologist in Dwarka").



Actionable Steps: In-depth keyword research, create comprehensive service-line pages, content marketing (blogs, FAQs), optimize local SEO, build quality backlinks.



Objective: Increase non-branded organic traffic by 30% in 12 months; improve SERP for 5 core non-branded keywords to top 3.

Recommendation 2: Optimize WhatsApp Bot

Context: Declining conversion rates (61-63%).

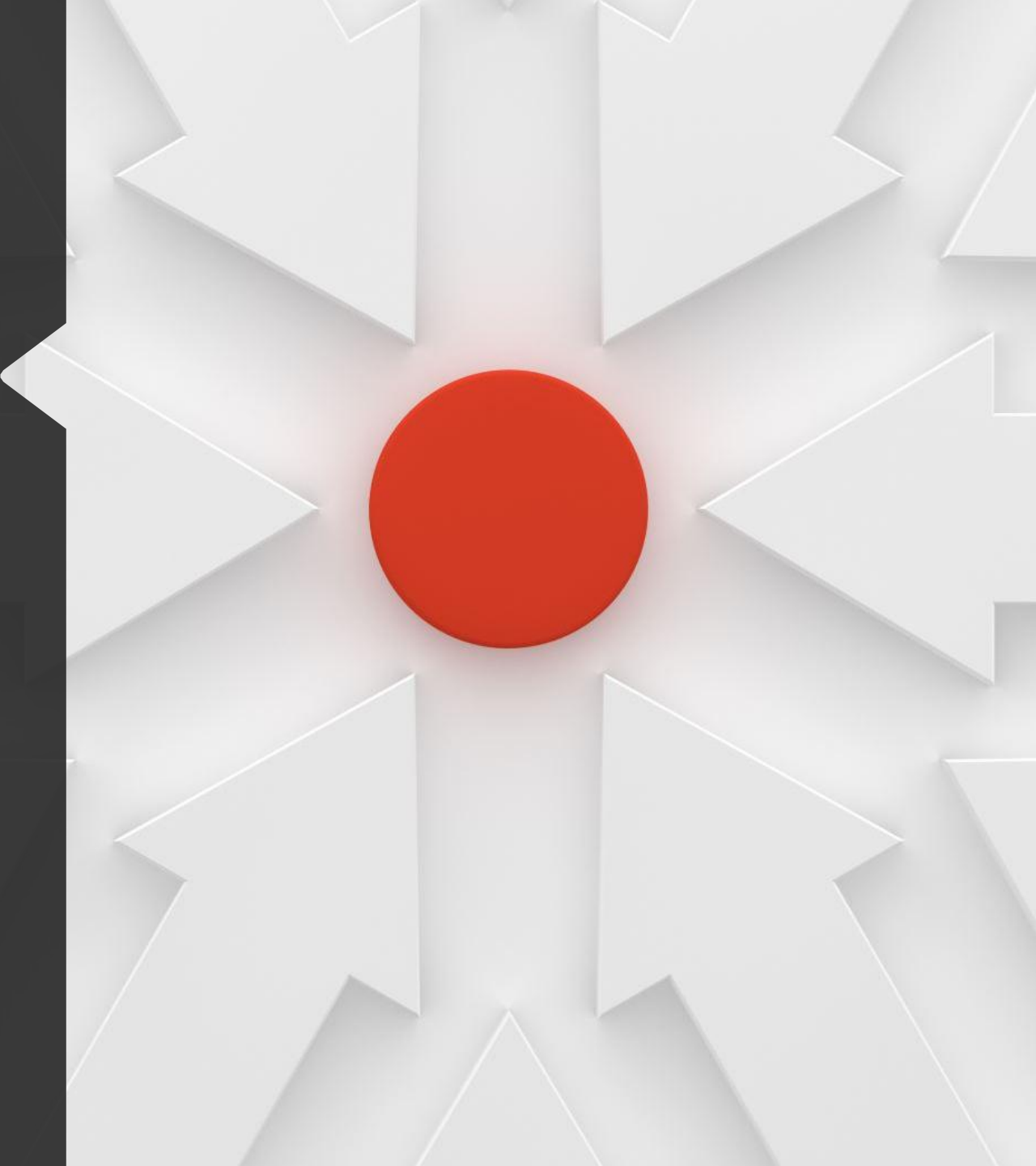
Recommendation: Investigate root causes and implement corrective measures.

Actionable Steps: Analyse user journey, gather feedback, revise script, explore human agent integration, A/B test.

Objective: Increase WhatsApp Bot conversion to 70-75% in 6 months.

Recommendation 3: Maximize Paid Channel ROI

- Context: Significant contribution but variable cost-efficiency & lower conversion than top organic.
- Recommendation: Implement rigorous optimization for conversion rates and ROAS.
- Actionable Steps (Search/Display): Audit campaigns, refine targeting, re-evaluate bidding.
- Actionable Steps (social media): Align objectives with conversions, implement retargeting, consistent budget/content.
- Objective: Improve paid channel conversion by 5-8% in 6 months; achieve positive ROAS target (e.g., 3:1).



Recommendation 4: Strategically Manage Aggregators

Context: Lowest conversion rates and smallest appointment share.

Recommendation: Critically re-evaluate and optimize engagement.

Actionable Steps: Cost-benefit analysis per platform, discontinue underperformers (e.g., Credihealth), optimize profiles on retained platforms (e.g., Practo), negotiate terms.

Objective: Increase average conversion from retained aggregators to 65-70% in 6-9 months; ensure competitive CPA.

Recommendation 5: Strengthen Owned Digital Assets

- Context: GMB and Mobile App show high conversion.
- Recommendation: Continue investment and enhance functionality/promotion.
- Actionable Steps: Optimize GMB profiles (info, Q&A, posts, reviews), promote mobile app downloads/usage (features: booking, records, telehealth), consider loyalty programs.
- Objective: Maintain/improve GMB & Mobile App conversion; increase active mobile app users by 20% in 12 months.



Conclusion - Recapitulation

- Aim Achieved: Evaluated channel performance, explored revenue enhancement opportunities.
- Key Findings Summary:
 - Organic channels are dominant and highly effective.
 - Paid channels are significant contributors but need ROAS optimization.
 - Aggregate platforms are underperforming.
 - Major opportunity in non-branded SEO.
 - Consistent campaign activity is crucial.

Concluding Remarks



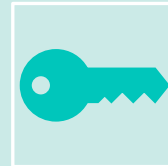
Strategic, data-driven marketing is essential in a competitive healthcare market.



Manipal Hospital has strong brand recognition and effective organic channels but significant growth opportunities exist (non-branded reach, optimizing paid/third-party).



Embracing recommendations can enhance marketing effectiveness, patient acquisition, and revenue.



Continuous evaluation and adaptation are key to long-term success.