

**A STUDY ON EFFECTIVENESS OF MARKETING ACTIVITIES
CONDUCTED BY HOSPITAL IN DIFFERENT GEOGRAPHICAL
LOCATIONS**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of
Master of Business Administration (MBA)

in

Hospital and Health Management

by

Niharika Goyal

Under the Supervision and Guidance of

Dr. Varsha Tanu

2022

**A STUDY ON EFFECTIVENESS OF MARKETING ACTIVITIES
CONDUCTED BY HOSPITAL IN DIFFERENT GEOGRAPHICAL
LOCATIONS**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of
Master of Business Administration (MBA)

in

Hospital and Health Management

by

Niharika Goyal

Under the Supervision and Guidance of

Dr. Varsha Tanu

2022

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **A Study on Effectiveness of Marketing Activities Conducted by the Hospital in Different Geographical Locations** 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

Name of the Student: Niharika Goyal

Date: 20/6/2022

CERTIFICATE

This is to certify that **Niharika Goyal** in partial fulfillment of the requirements for the award of the degree of **MBA (Hospital and Health Management)** from the IIHMR University, Jaipur has successfully completed her/his internship at **HCG, Hospitals (Ahmedabad)** during **March 28, 2022 to June 28, 2022**.

Place: Ahmedabad

Preceptor/Head of the Organization

Date: June 28th, 2022

Name of the Organization

CERTIFICATE FROM FACULTY GUIDE AND SCHOOL DEAN

This is to certify that dissertation titled **A Study on Effectiveness of Marketing Activities Conducted by the Hospital in Different Geographical Locations** is a record of the research work undertaken by **Niharika Goyal** 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 her approach to the research study has been sincere, scientific, and analytical.

Dr. Varsha Tanu
Faculty Guide

IIHMR University, Jaipur

Date: July 1, 2022

Dr. (Col) Mahender Kumar
School Dean

IIHMR University, Jaipur

Date: July 1, 2022

ABSTRACT

Introduction

The study aims to analyse the data for the activities conducted and their effects and effectiveness in some cities of Gujarat, UP and Rajasthan for last six months (Sep 21-March-22) of FY22 and comparing their effect on the revenue generated and number of patients treated before (FY21) and after (FY22) these marketing activities were conducted.

This project also **aims** to give out recommendations to increase the patient footfall and revenue generation in the coming months keeping the statistics of FY20 (before COVID) as the benchmark.

Methodology

It is an analytical study based on secondary data collected from HMIS, accounts and marketing department of the hospital.

Data collected includes percentage change in revenue for different states in FY 20, FY 21 and FY 22, number of patients treated from these states for FY 20, FY 21 and FY 22 and marketing activities conducted in from Sep 21 to May 22 in those states.

Results

Various activities conducted in Ahmedabad and other cities of Gujarat had a lesser impact on the revenue generation and number of patients treated from those places, wherein in UP the major form of activity was OPD which gave bloom to the revenue and patients visiting the hospital from UP of about 94% growth in revenue from previous financial year and 600% growth in number of patients treated by the hospital from UP while the activities conducted in Rajasthan have shown an inclining growth of 52% on the revenue.

Conclusion

For Ahmedabad and other cities of Gujarat a more intensive marketing approach needs to be practiced with a greater number of OPDs and camps covering the peripheral areas as well. In Rajasthan more one to one meet to be organised. Overall number of marketing activities to be increased.

Key Words: Marketing activities, effectiveness, revenue, patients treated

ACKNOWLEDGEMENT

I am thankful to HCG Hospital, Ahmedabad for the enriching three months of dissertation experience. It was full of new learning and an exposure of working with leaders in industry. Being at HCG marked a defining chapter in my professional career. It was indeed an honor for me to work closely with the skilled people and professionals in such a reputed and prestigious hospital.

I would like to take this opportunity to thank my Industry mentor, Mr. Birsingh Chaudhari, COO HCG Hospital (HMS Unit), Ahmedabad for his mentorship, guidance and support, both while during success and failure.

I owe my heartfelt thanks and gratitude to Ms. Upasna Patel, Quality Head, HCG Hospital, Ahmedabad; Ms. Jankee Vyas, OP Head, HCG Hospital, Ahmedabad and Mr. Nilesh Banodha, Marketing Coordinator, HCG Hospital, Ahmedabad for their constant support and for patiently addressing my queries and giving me honest advice throughout my training.

I would also like to thank Mr. Kripal Patel, Accounts Head, HCG Hospital, Ahmedabad and Mr. Kartik Kathiria, Senior IT Executive for providing me information and support whenever I needed.

I wish to express my most sincere gratitude to the faculty mentor Dr. Varsha Tanu for her guidance and kind supervision for this report.

I would like to thank my university IIHMR, Jaipur for providing me with this opportunity to intern with such an esteemed organization.

This internship has been an important part of my career development and I would like to express my sincere and wholehearted gratitude to my family, friends and all the individuals who directly or indirectly helped me throughout this journey. I shall endeavour all the skills and learnings I procured while doing this study to the best of my abilities and will strive for improvement at every step in my career.

Table of Contents

LIST OF FIGURES	9
LIST OF TABLES	10
ABBREVIATIONS	11
CHAPTER 1: INTRODUCTION	12
AIM	14
RESEARCH OBJECTIVE	14
CHAPTER 2: REVIEW OF LITERATURE	15
CHAPTER 3: METHODOLOGY	17
RESEARCH QUESTION	17
STUDY DESIGN	17
STUDY SETTING	17
DATA COLLECTION	17
SOURCES OF SECONDARY DATA	18
CHAPTER 4: RESULTS	19
CHAPTER 5: DISCUSSION	29
CHAPTER 6: CONCLUSION	31
RECOMMENDATIONS	31
REFERENCES	32
ANNEXURE	33

LIST OF FIGURES

1. FIGURE 4. 1: PERCENTAGE OF ACTIVITIES VS INCREASE IN REVENUE	19
2. FIGURE 4. 2: NUMBER OF ACTIVITIES VS PATIENT TREATED.....	20
3. FIGURE 4. 3: STATE WISE COMPARATIVE ANALYSIS OF PATIENTS TREATED IN FY 20, 21 & 22.	21
4. FIGURE 4. 4: ACTIVITY IN ZONES OF GUJARAT VS PERCENTAGE REVENUE	22
5. FIGURE 4. 5: DIFFERENT TYPES OF MARKETING ACTIVITIES CONDUCTED IN VARIOUS ZONES OF GUJARAT (NULL VALUES = 1).....	23
6. FIGURE 4. 6: MARKETING ACTIVITIES ACROSS AHMEDABAD.....	24
7. FIGURE 4. 7: ACTIVITIES IN POTENTIAL REVENUE GENERATING STATES VS PERCENTAGE REVENUE	25
8. FIGURE 4. 8: POTENTIAL REVENUE GENERATING STATES VS TYPE OF MARKETING ACTIVITIES CONDUCTED (NULL VALUES=1).....	26
9. FIGURE 4. 9: COMPARISON BETWEEN ACTIVITIES CONDUCTED AND PATIENTS TREATED IN APRIL-22 IN POTENTIAL STATES.....	27
10. FIGURE 4. 10: COMPARISON BETWEEN ACTIVITIES CONDUCTED AND PATIENTS TREATED IN APRIL-22 IN POTENTIAL STATES	28

LIST OF TABLES

1. TABLE 4. 1: PERCENTAGE REVENUE IN LOCATIONS AND PERCENT OF MARKETING ACTIVITIES CONDUCTED IN THOSE LOCATIONS. ...	19
2. TABLE 4. 2: STATE WISE CHANGE BETWEEN NUMBER OF PATIENTS TREATED IN FY-22 AND FY-21 AND NO OF MARKETING ACTIVITIES CONDUCTED FROM MONTH OF SEPTEMBER 2021 TO MARCH 2022..	20
3. TABLE 4. 3: PERCENTAGE CHANGE IN PATIENTS TREATED BETWEEN FY20 AND FY22.....	21
4. TABLE 4. 4: NUMBER OF MARKETING ACTIVITIES CONDUCTED VS PERCENTAGE CHANGE IN REVENUE FROM FY21-FY22 IN VARIOUS ZONES OF GUJARAT	22
5. TABLE 4. 5: TYPES OF MARKETING ACTIVITIES CONDUCTED IN VARIOUS ZONES OF GUJARAT.....	23
6. TABLE 4. 6: TYPES OF MARKETING ACTIVITIES CONDUCTED IN AHMEDABAD FROM SEP 21-MARCH 22	23
7. TABLE 4. 7: ACTIVITIES CONDUCTED IN VARIOUS POTENTIAL REVENUE GENERATING STATES AND THEIR %AGE REVENUE CHANGE FOR FY 21 AND FY 22	24
8. TABLE 4. 8: STATE WISE TYPES OF ACTIVITIES CONDUCTED	25
9. TABLE 4. 9: ACTIVITIES CONDUCTED, AND PATIENTS TREATED IN DIFFERENT GEOGRAPHICAL LOCATIONS IN APRIL-22	26
10. TABLE 4. 10: ACTIVITIES CONDUCTED, AND PATIENTS TREATED IN DIFFERENT GEOGRAPHICAL LOCATIONS IN MAY-22	27

ABBREVIATIONS

HCG	Health Care Global Hospitals, Ahmedabad
B2B	Business to Business
PMJAY	Pradhan Mantri Jan Arogya Yojana
RGHS	Rajasthan Government Health Scheme
CGHS	Central Government Health Scheme
ONGC	Oil and Natural Gas Corporation
UP	Uttar Pradesh
OPD	Outpatient Department
OOPD	Outreach/ Outside Outpatient Department
FY20	Financial Year 2019-2020
FY21	Financial Year 2020-2021
FY22	Financial Year 2021-2022
FY23	Financial Year 2022-2023

CHAPTER 1: INTRODUCTION

Healthcare marketing is crucial because it enables you to broaden your patient connections and cultivate those connections into lifelong, devoted clients. Successful patient engagement results from effective healthcare marketing, which in turn produces a thriving practise. (1) i.e. increase in patient footfall and revenue of the healthcare facility.

Patient footfall and revenue at HCG decreased gradually after COVID which eventually resulted in lower popularity of hospital.

To rectify the situation the hospital introduced various marketing activities to spread the awareness about hospital in order to attract patients and increase the revenue generated in the hospital.

Conversion rate is footfall divided by patients coming in contact with one of the marketing activities.

By extracting more value from the visitors and users you already have, conversion rate optimization enables you to reduce your customer acquisition expenditures. You can boost revenue per visitor, attract more clients, and expand your business by optimising your conversion rate. (2)

Some common conversion goals organized by industry type:

- **Media** - pageviews, ad views, newsletter subscriptions, recommended content engagement
- **Ecommerce** - product sales, add-to-carts, shopping cart completion rate, e-mail newsletter sign-ups
- **Travel** - booking conversions, ancillary purchases, social shares
- **B2B** - leads generated, deals closed

At HCG Hospitals, media and B2B are common conversion methods.

HCG is now treating patients under various government health schemes like PMJAY, RGHS, CGHS and has tie up with many corporates and TPA like ONGC and others to increase the patient footfall in the hospital.

To make aware of these schemes and facilities provided by the hospital, HCG has started conducting marketing activities in various geographical locations in potential revenue and patient generating states based upon the trend before COVID era.

According to that data, the states from which maximum patients can be attracted and revenue can be generated came out to be Gujarat, Rajasthan and UP (Ahmedabad being the prime business generating location).

Number of Activities Conducted

From Sept 2021-March 2022 a total of 187 activities were conducted in Ahmedabad, other cities of Gujarat (Surat, Surendranagar, Dholka, Godhra, Anand etc. which are divided in East, West, North, South Zone, Ahmedabad being the central zone), various cities of Rajasthan (Kota, Ajmer, Jodhpur, Jaipur) and UP (Agra and Lucknow).

- 112 Activities in Ahmedabad
- 20 Activities in Other cities of Gujarat
- 34 Activities in various cities of Rajasthan
- 21 Activities in cities of UP

In April 2022 and May2022 a total of 83 activities were conducted in these geographical locations giving a clear picture of increase in number of marketing activities conducted.

- 49 Activities conducted in Ahmedabad
- 10 Activities conducted in other cities of Gujarat
- 16 Activities conducted in various cities of Rajasthan
- 8 Activities conducted in various cities on UP

Types of Activities

Various types of activities including pamphlet distribution, media coverage on Radios and newspapers, CMEs are:

- OPDs: OPDs conducted outside inhouse and outside hospital in different areas of Ahmedabad

- OOPDs: OPDs conducted outside Ahmedabad
- One to one meet with doctors: Agent/ Doctors/ Unit heads meet with doctors who might refer patients to the hospital.
- Campaigns: Free or chargeable camps conducted

AIM

The **aim** of this project is to analyse the data for the activities conducted in the above mentioned geographical locations for last six months of FY22 and comparing their effect on the revenue generated and number of patients treated before (FY21) and after (FY22) these marketing activities were conducted.

This projects also **aims** to give out recommendations to increase the patient footfall and revenue generation in the coming months keeping the statistics of FY20 (before COVID) as the benchmark.

RESEARCH OBJECTIVE

1. To find impact of marketing activities conducted by the hospital in potential states with respect to percentage increase in revenue from those states from FY21-FY22
2. To assess impact of marketing activities conducted by hospital in potential states in relation to change in number of patients treated from those states from FY21-FY22.
3. Effectiveness of marketing activities conducted in various zones of Gujarat and their effect on revenue in FY 22.
4. Effectiveness of marketing activities conducted in various potential states and their effect on revenue in FY 22.
5. Effectiveness of marketing activities conducted in various potential states and the number of patients treated for current financial year (FY23).

CHAPTER 2: REVIEW OF LITERATURE

There have been plenty of studies done across India to figure out what's the best approach to healthcare marketing. Healthcare marketing, over the years has evolved and marketing professionals are now aware that marketing in hospitals will never be a clone of marketing in other industries.

A study done by *James P. Driscoll Jr.*¹ and *Luis Rivera*² in 2013 was focused on how a positive perception among existing patients brought about an increase in revenue. Hospital administration was encouraged to couple their efforts in this direction and it ultimately saw the revenue getting increased. (3)

Another study by *Thomas S. Gruca*¹ and *Deepika Nath*² measured the direct impact of traditional and innovative marketing activities on overall financial performance of the hospital. Traditional activities like strategic pricing did influence the financial performance. In contrast, innovative activities like physician relations and community networks had no significant influence on performance differences among the hospitals in the entire sample and sub-sample based on geography. (4)

*P. S. Raju*¹ and *S. C. Lonial*² also did research on the impact of service quality and marketing on financial performance in the hospital industry. Their empirical examination simultaneously studied impact of service quality and marketing and how it influences the financial performance. Service quality and Marketing outcomes together form the internal and external orientation of the organization based on which financial performance is greatly impacted. (5)

An empirical study on marketing mix strategies on healthcare services was done by *Nitin R. V*¹., *Narendranath V*², *Devkumar G.*³ The findings indicated a strong correlation between patients' knowledge of health concepts and the use of the hospitals' chosen health programmes. It has been observed that the majority of tertiary hospitals have a poor propensity to develop and put into practise marketing mix plans. Additionally, it is advised to put into practise small-scale plans to raise bed occupancy rates and enhance programmes for medical and nursing staff continuing education. The crux of the research is that marketing and relationship management go hand and hand and factors pertaining to service quality, affordability also significantly affects the overall performance of the hospital. (6)

The healthcare sector places a premium on location. Customers seek access points that are close to their homes or places of employment. Limiting waste, maximising resources, and reaching receptive audiences are among goals of marketers. Although location data has been a big topic in the digital world for some time, there is always room for improvement in how we use it. Marketers may easily reach a more targeted audience using strategies like geofencing. It is an effective way to generate awareness about different service lines or to distribute contents to your patients. (7)

Study by *Hakan Uygucgil*¹ and *Ozlem Atalik*² highlights the importance of geo-marketing as a new way of knowledge-based marketing. It integrates geographic analysis, reasoning and technology for the improvement of business judgemental decision. Solving any marketing challenge starts with knowing where the consumer is and that's where geographic analysis comes in handy. This study analysed spatial density, based on demographic characteristics of private hospitals. Findings suggested that proximity and easy access of care are the key components especially in emergency cases and hence it is always preferred to be as close as possible to the consumer (here, patients) while trying to deliver the best possible healthcare in any area. (8,9)

The world of internet marketing is limitless, and webinars have emerged as an effective tool for organizations. Qualitative research using semi-structure interview was carried out by *Marjolein L. Voskamp*¹ Interactive and engaging sessions with potential patients is priceless and can be highly rewarding. It is an effective tool to address a large sum of audience in a personalized manner. It also allows an organization to know more about their consumer provided the interactivity of the webinar is ensured. (10)

CHAPTER 3: METHODOLOGY

RESEARCH QUESTION

- Marketing activities conducted for the hospital across several potential revenue generating states have been impactful or not?
- How has the activities impacted in the revenue generation?
- What practical steps can be taken to increase the reach and conversion rates of hospital footfall and engagement through current marketing strategies being performed at potential revenue and patient generating states?

STUDY DESIGN

It is a secondary analytical study conducted to analyse effectiveness of marketing activities conducted by HCG hospital in different geographical locations. It was a retrospective cross-sectional study. Academic references have been considered for analytical purpose. There has been a special focus on the validity and reliability of the sources.

Analysis of pre-existing data which included revenue, footfall, and marketing activities conducted.

STUDY SETTING

This study was conducted for HCG Hospital, Ahmedabad for FY-22 across several cities of Gujarat, UP and Rajasthan

DATA COLLECTION

Secondary data was gathered from HMIS (TCS), database of accounts department, database of marketing department. The finance department authorised access to the raw dataset and all necessary supporting documents. Use of exact data has been ceased to establish data confidentiality of the organization.

The data includes:

- State wise revenue in percentages for FY 20, 21 and 22.
- State wise number of patients treated for FY 20, 21 and 22
- All types of marketing activities conducted in different geographical locations from September 2021 to May 2022.

SOURCES OF SECONDARY DATA

- All revenue related information was gathered from Accounts department of the hospital. (exact number can not be shared to maintain the confidentiality)
- All information related to marketing activities conducted were gathered from Marketing department of HCG.

STATISTICAL METHODS

Secondary statistical analysis using MS Excel has been used as the quantitative methodology for data analysis.

This has saved a lot of time bypassing the primary data collection process time consumption. There have been several newer interpretations from the data analyzed and hence providing me with higher opportunities of recommendations in the current strategies of marketing activities.

CHAPTER 4: RESULTS

1. Percentage of marketing activities conducted by the hospital in potential states vs percentage increase in revenue from those states from FY21-FY 22

State	%age change in revenue (FY21-22)	Percent of activities (Sep 21- Mar 22)
Ahmedabad	21%	60%
Other cities in Gujarat	19%	11%
UP	94%	11%
Rajasthan	52%	18%

Table 4. 1: Percentage revenue in locations and percent of marketing activities conducted in those locations.

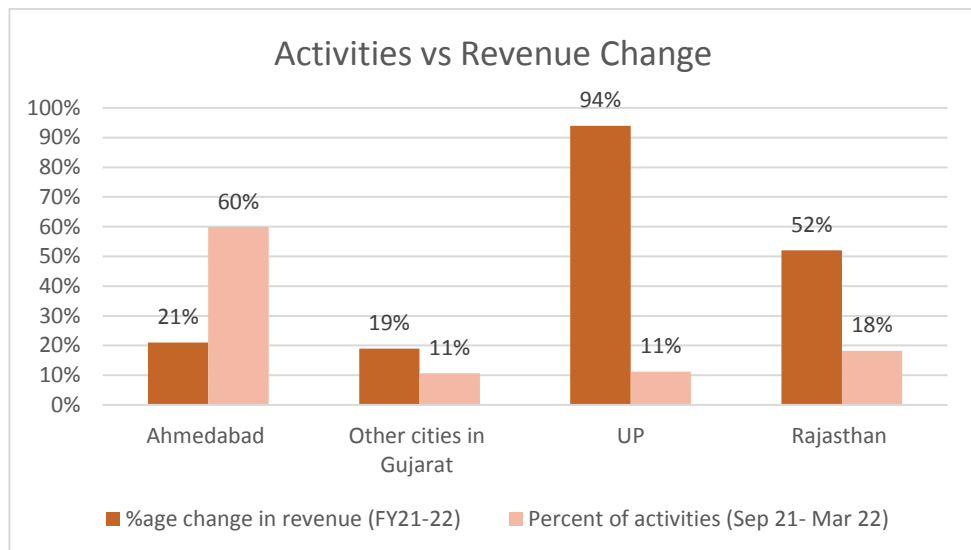


Figure 4. 1: Percentage of Activities Vs Increase in Revenue

Interpretation: Number of activities done across Ahmedabad had an impact of 21% on the revenue while other cities in Gujarat impacted to 19% increase in revenue than the previous year. Outreach OPDs conducted in cities of UP (Agra, Lucknow) had a massive impact on the revenue growth up to 94% whereas activities conducted in cities of Rajasthan (Ajmer, Kota, Jodhpur, Jaipur) had an impact of 52% on the revenue change.

2. Number of marketing activities conducted in potential states from Sept-21 to March-22 Vs change in patient footfall from FY21-FY22 from those states.

State	Change in number of patients treated (FY21-FY22)	No. of activities (Sep 21- Mar 22)
Ahmedabad	315	112
Other cities in Gujarat	160	20
UP	12	21
Rajasthan	107	34

Table 4. 2: State wise change between number of patients treated in FY-22 and FY-21 and no of marketing activities conducted from month of September 2021 to March 2022

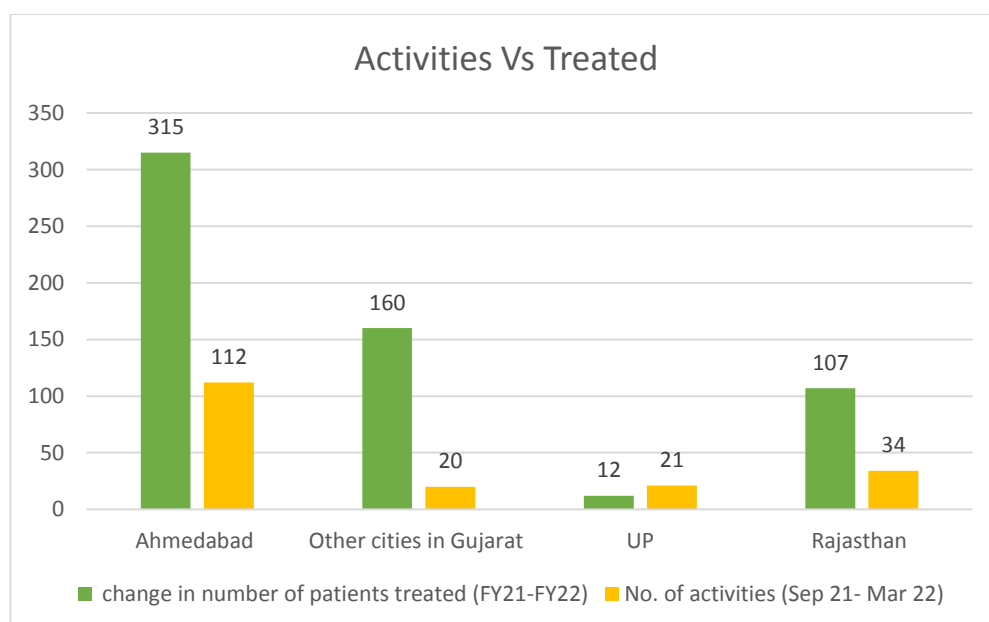


Figure 4. 2: Number of activities Vs Patient treated

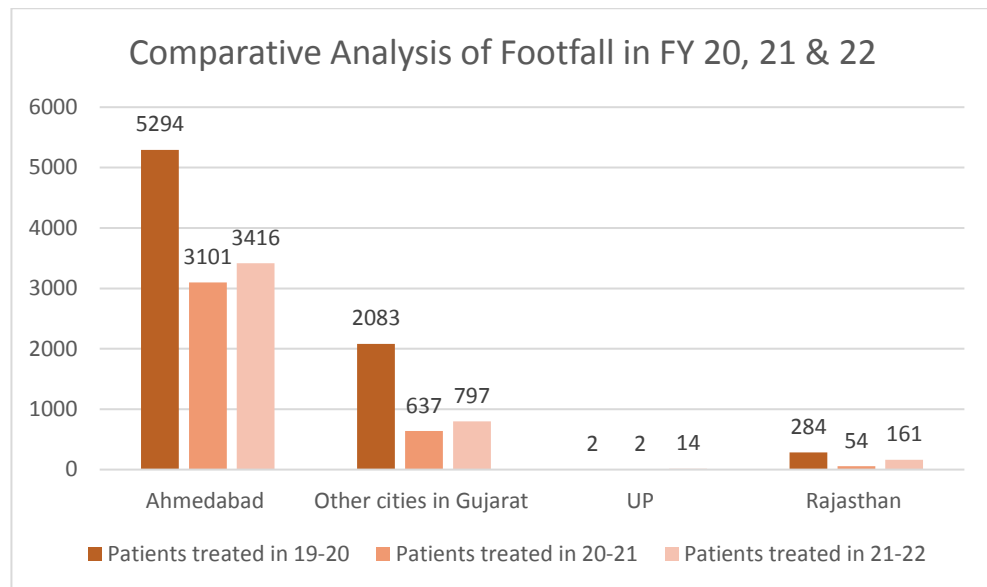


Figure 4. 3: State wise Comparative Analysis of Patients treated in FY 20, 21 & 22.

State	Patients treated in 19-20	Change in number of patients treated (FY22-FY20)
Ahmedabad	5294	-55%
Other cities in Gujarat	2083	-161%
UP	2	86%
Rajasthan	284	-76%

Table 4. 3: Percentage change in patients treated between FY20 and FY22

Interpretation: There is a significant inclination in number of patients who were able to utilize hospital's services across several cities in the country.

A steep growth is seen in number of patients treated from UP (almost 600% growth) as compared to last year. It is a suspected outcome of the marketing activities (Ortho OPDs) done across the cities in UP (Agra and Lucknow).

Figure 4.3 depicts the comparison b/w FY 2019-20, FY 2020-21 and FY 2021-22 and it can be concluded from the values that there is a significant lay down in the footfall from Ahmedabad and Major cities of Gujarat and Rajasthan. There is almost 55% Declination in the footfall from Ahmedabad in Financial Year 21-22 as compared to benchmark financial year 19-20 and other cities in Gujarat including (Surat, Surendranagar) have shown almost 160% downfall in the footfall in year 21-22.

It is also observed that number of activities done in Ahmedabad seem to be much more than other parts of Gujarat wherein the footfall is only 3 times of number of activities while it is 8 times of the number of activities conducted in other cities of Gujarat. A similar trend can be seen in the activities done in Rajasthan and the outcome with almost three times the footfall to number of activities conducted.

3. Effectiveness of various activities in zones of Gujarat

Zone	Activities Conducted	%age change in revenue from FY21-FY22
East	5	6%
North	4	15%
South	7	63%
West	4	22%
Ahmedabad	112	21%

Table 4. 4: Number of marketing activities conducted Vs percentage change in revenue from FY21-FY22 in Various Zones of Gujarat

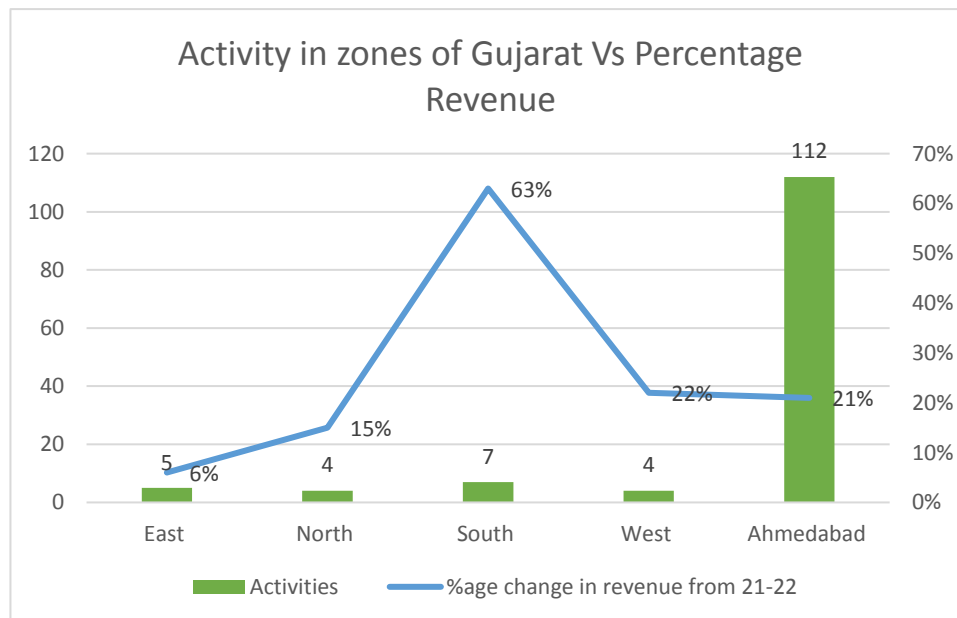


Figure 4. 4: Activity in zones of Gujarat Vs Percentage Revenue

Zone	Outreach OPD	Camp	One to One
East	3	1	1
North	0	4	0
South	0	1	6
West	2	2	0

Table 4. 5: Types of marketing activities conducted in various zones of Gujarat

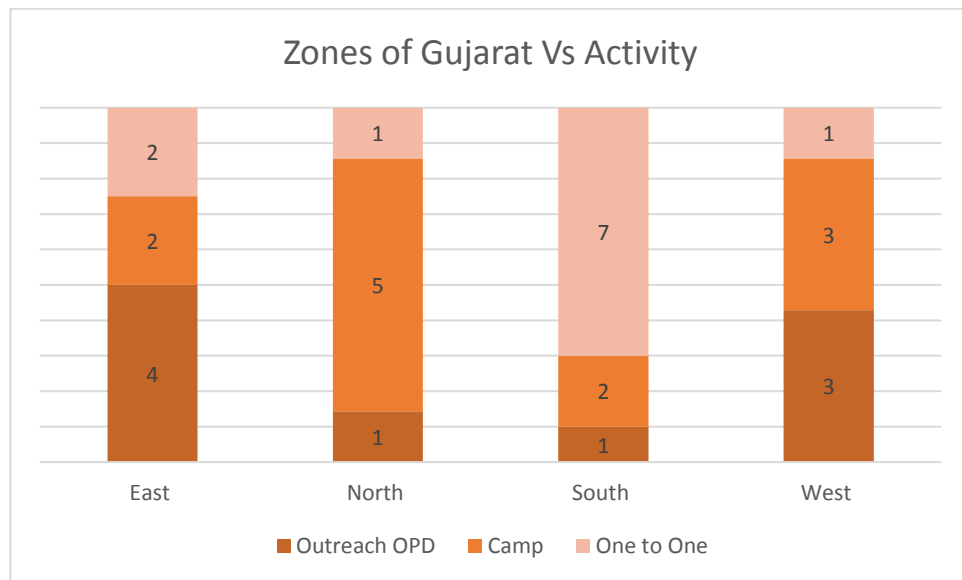


Figure 4. 5: Different types of marketing activities conducted in various zones of Gujarat (Null values = 1)

OPD	Camp	One to One	Agent Meet	Diwali Gifts	Go green	Health Talk	Know Your Doctor	RTM	Vaccination Camp	Webinar
3	34	25	6	5	28	5	1	1	3	1

Table 4. 6: Types of marketing activities conducted in Ahmedabad from Sep 21-March 22

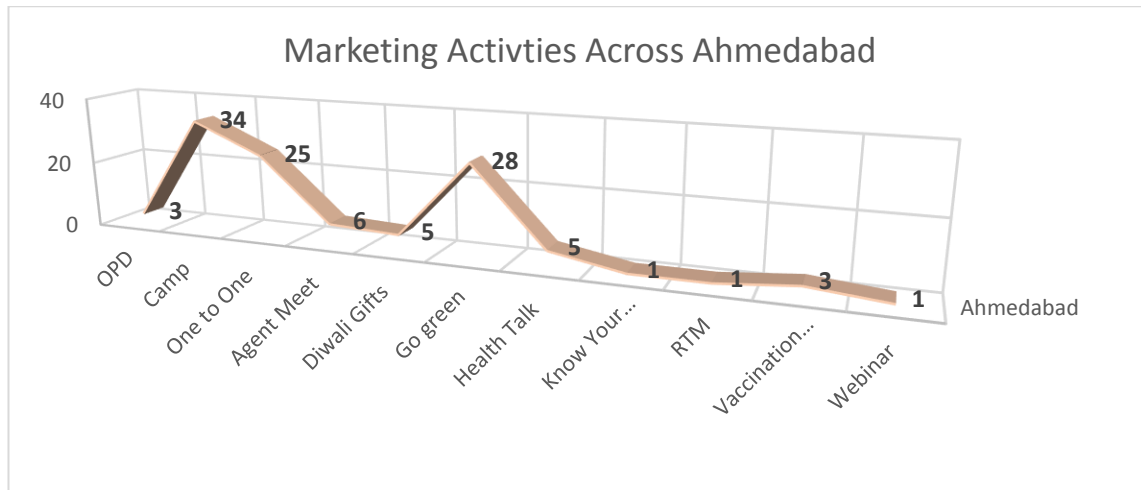


Figure 4. 6: Marketing activities across Ahmedabad

Interpretation: It is prominent from the data that South Zone has the highest percentage revenue as compared to the other areas of the state leading with almost 41% compared to West.

Ahmedabad being the central zone had almost 5 times lesser revenue than the number of activities conducted in the city. On the other hand, West zone showed 5 times better outcome than the actual number of activities done.

From the figure 4.5 we can also interpret that activities like outreach OPDs and one to one meeting with the doctors were the major form of marketing in these zones.

From figure 4.4 and 4.6 we understand that there have been several marketing activities in Ahmedabad which have shown progressive impact on the %age revenue and footfall whereas several others were expected to give better outcomes but have shown a regressive trend. (Diwali gift, Go green)

4. Marketing activities conducted in potential revenue generating state vs percentage change in revenue from FY21 to FY 22

State	Activities	%age change in revenue from 21-22
Gujarat (Other than Ahmedabad)	20	19%
Uttar Pradesh	21	94%
Rajasthan	34	52%

Table 4. 7: Activities conducted in various potential revenue generating states and their %age revenue change for FY 21 and FY 22

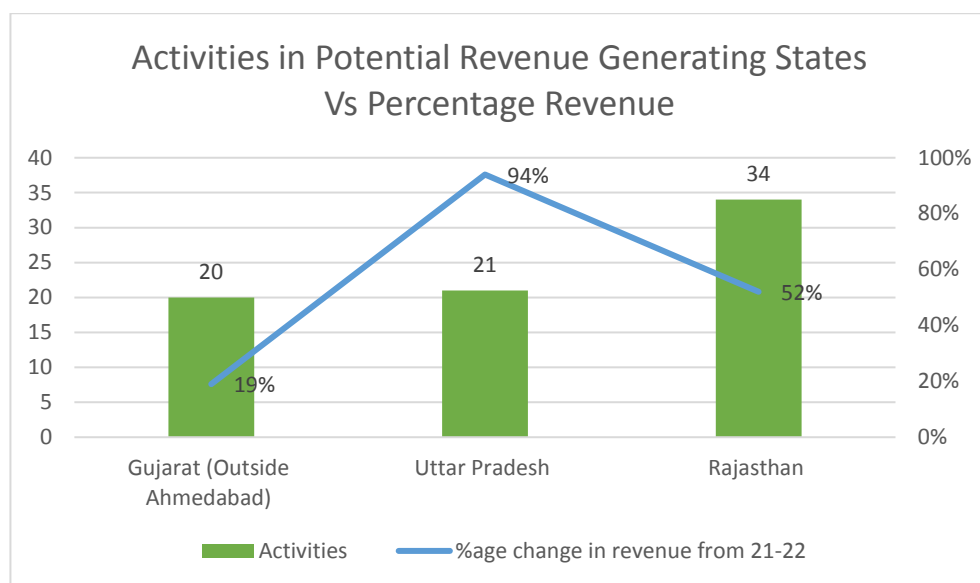


Figure 4. 7: Activities in Potential Revenue Generating States Vs Percentage Revenue

State	Camp	One to One	Outreach OPD
Gujarat (Excluding Ahmedabad)	8	9	3
Uttar Pradesh	1	0	20
Rajasthan	1	0	33

Table 4. 8: State wise types of activities conducted

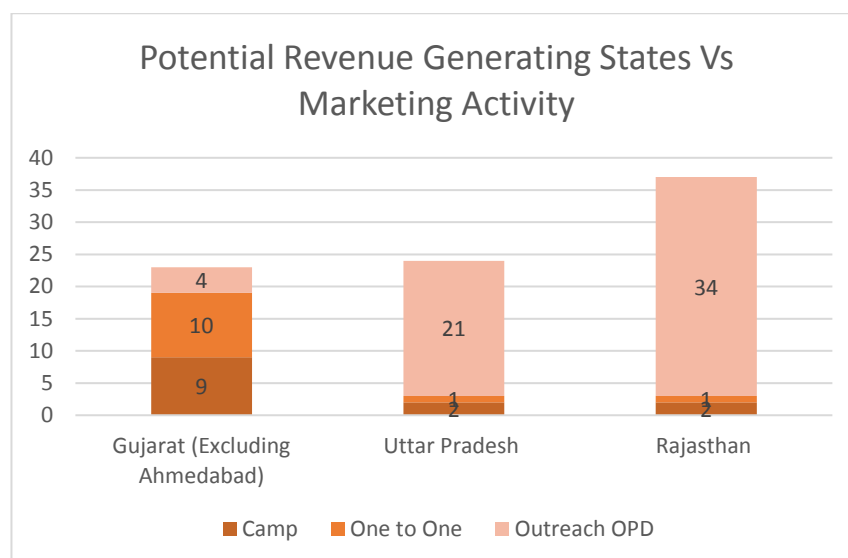


Figure 4. 8: Potential Revenue Generating States Vs Type of Marketing Activities Conducted (Null values=1)

Interpretation: The following representations depicts the potential revenue generating states (Gujarat, Rajasthan and Uttar Pradesh) based upon data from previous Financial years.

It is shown through the numbers that areas in Gujarat excluding Ahmedabad have accounted to as low as 19% revenue amongst the other two entities with more than 50% from Rajasthan and more than 90% from Uttar Pradesh.

There were several marketing activities done in UP and Rajasthan including 20 Outreach OPDs in UP and 33 in Rajasthan wherein 1 campaign in each state, whereas there were 9 one to one meetings with doctors and 8 campaigns arranged in different cities of Gujarat.

5. Marketing Activities conducted in Ahmedabad and other potential revenue generating states for April and May 22.

Geography	Activities conducted in April-22	Patients Treated in April-22
Ahmedabad	21	289
Within State	2	89
Rajasthan	6	34
Uttar Pradesh	4	2

Table 4. 9: Activities conducted, and Patients treated in different geographical locations in April-22

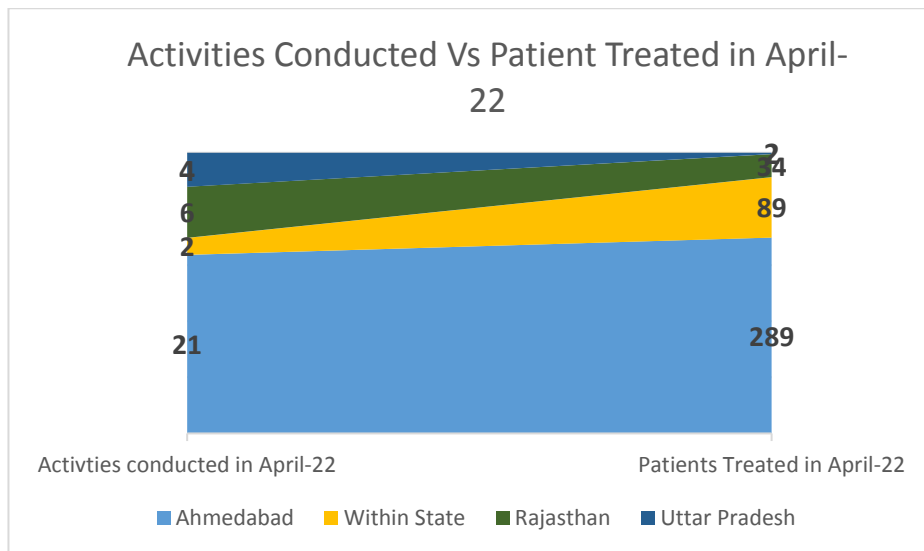


Figure 4. 9: Comparison between activities conducted and patients treated in April-22 in potential states

Geography	Activities conducted in May-22	Patients Treated in May-22
Ahmedabad	28	301
Within State	8	90
Rajasthan	10	40
Uttar Pradesh	4	5

Table 4. 10: Activities conducted, and Patients treated in different geographical locations in May-22

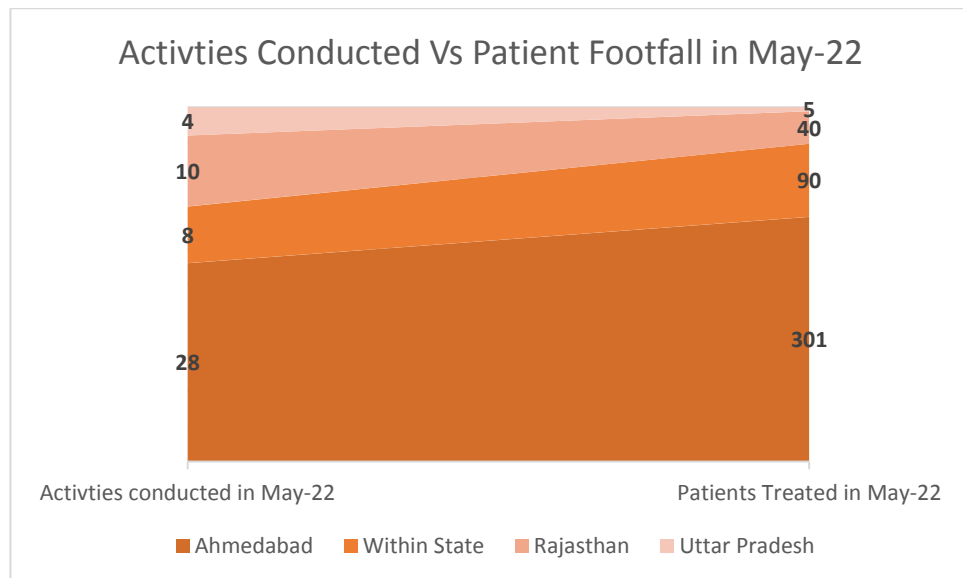


Figure 4. 10: Comparison between activities conducted and patients treated in April-22 in potential states

Interpretation: The following representation depicts the potential revenue generating states (Gujarat, Rajasthan and Uttar Pradesh) based upon data from previous Financial years.

It is shown through the numbers that areas in Gujarat excluding Ahmedabad have accounted to as low as 19% revenue amongst the other two entities with more than 50% from Rajasthan and more than 90% from Uttar Pradesh.

There were several marketing activities done in UP and Rajasthan including 20 Outreach OPDs in UP and 33 in Rajasthan wherein 1 campaign in each state, whereas there were 9 one to one meetings with doctors and 8 campaigns arranged in different cities of Gujarat.

CHAPTER 5: DISCUSSION

Healthcare Marketing is an integral part of running a successful hospital. Patients are now more informed than ever and hence there is a constant need to strategically plan and organize all the marketing efforts to keep up with current healthcare market.

It is always required to have a planned and well budgeted healthcare marketing plan to reach new and returning patients. HCG Hospital, Ahmedabad has been around for years, but the competition is such that the COVID-19 pandemic had an eventual impact on its overall revenue which decreased drastically. It is imperative now for the organization to quickly figure out what is the way forward and create a strategic marketing plan. HCG carried out number of marketing activities across Gujarat and even outside Gujarat.

The idea behind doing this research is to measure up the effectiveness of all the activities relating to marketing. The data from the marketing team was taken and then analyzed to figure out the actual change these activities brought. 21% of revenue change was observed from various activities done across Ahmedabad city indicating that the city still has got the potential and HCG can further capture the market with its continued marketing efforts. Ortho-OPDs were conducted in the state of UP and it saw a massive growth of 600% in terms of number of patients utilizing the service. HCG targeted two major cities in UP (Agra and Lucknow) and its outreach OPD of orthopedics reaped rewards. Identifying where our offering will be most required is the first step towards moving beyond one's vicinity. Mapping out key target markets for the range of services is critical in carrying out marketing activities. UP and Rajasthan have emerged as the new potential markets for HCG to further explore with both showing 90% and 50% revenue increases respectively. Possibilities are limitless but efforts are to be carefully planned and budgeted to gain the upper hand in the market as compared to other hospitals. It is not a low hanging fruit but continued efforts in right direction can make a significant difference in the overall financial performance of HCG Hospitals.

The secondary researcher did not take part in data gathering and is therefore unaware of the specific procedures that were followed, which is a significant drawback and limitation of using secondary data.

The campaigns and activities conducted have been documented by the primary team (marketing). Therefore, the secondary researcher does not know how well it was done and if the data are affected by problems such as low response rate or missing out on data

figures. Hence the researcher must find this information through other means such as documentation of the data collection procedures and technical reports.

Because she was not involved in the implementation of the data collection process in this study, the researcher was at a disadvantage. The researcher used primary research consultations, information from published findings, and paperwork from the original study to address these issues. Most limitations of secondary data collected during FY 20, 21, and 22 can be avoided by making sure the research topic and the available data match and by adhering to the suggested process for careful reflective analyses and critical evaluations of the data.

CHAPTER 6: CONCLUSION

RECOMMENDATIONS

1. Cities of UP just need to be touched by monthly OPDs, pamphlets, media and social media coverage.
2. Ahmedabad needs more extensive marketing approach. There should be more focus on weekly OPDs, one to one meets and monthly camps should be conducted both in house and out of hospital.
3. Revenue from other cities of Gujarat remains very low as compared to activities conducted there. Number of camps conducted should increase in East zone while one to one meet should be increased in both North and East zones,
4. One to one meet and number of camps should be increased in cities of Rajasthan to increase awareness about treatment under RGHS scheme. Extensive publicity through media coverage should be done. (Newspapers, radio, pamphlets, social media etc.)
5. Overall frequency of marketing activities should be increased gradually over the months. On an average, 50-55 activities should be conducted looking at May's trend.
6. Other potential states like Maharashtra and Madhya Pradesh from where the patient footfall is more should also be focused upon and monthly activities like camps and OPDs can be conducted in major cities of these states.
7. Promotional campaigns to increase footfall for all the specialties within city, within state (Dholka, Gandhidham etc), Outside states like Rajasthan (Ajmer, Jaipur, Jodhpur), UP (Lucknow, Agra).
8. Organizing OPDs for people living at periphery in the area near to them to increase the conversion rate of hospital.

The activities being conducted vs the footfall and revenue from outside Gujarat state show exponential growth. While the growth from Ahmedabad and other cities of Gujarat are lesser than expected.

More focus needs to be put upon those cities as they are already located near to the hospital and hospital will be more approachable for people residing in those places.

REFERENCES

1. Williams D, & V. Why is Healthcare Marketing Important? | LEVO Health [Internet]. LEVO Health. 2022 [cited 20 June 2022]. Available from: <https://levohealth.com/why-is-healthcare-marketing-important/>
2. Conversion rate optimization [Internet]. Optimizely. 2022 [cited 16 June 2022]. Available from: <https://www.optimizely.com/optimization-glossary/conversion-rate-optimization/>
3. [Internet]. Scienpress.com. 2022 [cited 22 June 2022]. Available from: https://www.scienpress.com/Upload/IJHRI/Vol%201_3_4.pdf
4. Gruca T, Nath D. The Impact of Marketing on Hospital Performance. Journal of Hospital Marketing. 1994;8(2):87-112.
5. Raju P, Lonial S. The impact of service quality and marketing on financial performance in the hospital industry: an empirical examination. Journal of Retailing and Consumer Services. 2002;9(6):335-348.
6. [Internet]. Iraj.in. 2022 [cited 22 June 2022]. Available from: http://www.ijraj.in/journal/journal_file/journal_pdf/14-308-148006705519-24.pdf
7. Why Location Is So Important in Healthcare Marketing [Internet]. MBB. 2022 [cited 22 June 2022]. Available from: <https://mbbagency.com/blog/why-location-is-so-important-in-healthcare-marketing/>
8. [Internet]. 2022 [cited 22 June 2022]. Available from: https://www.researchgate.net/publication/315903996_Geomarketing_As_A_Tool_For_Health_Service_Business_Private_Hospital_Application/citation/download
9. Uygucgil, Hakan & atalık, Ozlem. (2017). Geomarketing As A Tool For Health Service Business: Private Hospital Application. Journal of Business Research - Turk. 9. 429-438. 10.20491/isarder.2017.252.
10. [Internet]. Essay.utwente.nl. 2022 [cited 22 June 2022]. Available from: https://essay.utwente.nl/62215/1/Voskamp_Marjolein_-_s_0173908_artikel.pdf

ANNEXURE

State	Patients treated in 20-21	Patients treated in 21-22
Ahmedabad	3101	3416
Other cities in Gujarat	637	797
UP	2	14
Rajasthan	54	161

State wise number of patients treated in FY-22 and FY-21.

State	Patients treated in 19-20
Ahmedabad	5294
Other cities in Gujarat	2083
UP	2
Rajasthan	284

State wise number of patients treated in FY-20

Zone	City	Number of Activities
Central	Ahmedabad	112
East	Anand	4
East	Godhra	1
North	Rupal	1
North	Ughroj	3
South	Dholka	3
South	Surendranagar	4
West	Kadi	1
West	Sanand	3

Zones of Gujarat, cities in those zones and number of activities conducted in those cities

	Treated patients in FY 20	Treated patients in April 22	Treated patients in May 22
Maharashtra	33	7	5

Number of patients treated from Maharashtra (Another potential state)

1	09-01-2021	Outside OPD	Agra	Agra	Uttar Pradesh
2	09-02-2021	Outside OPD	Lucknow	Lucknow	Uttar Pradesh
3	09-03-2021	One to One Meet	Surendranagar	Surendranagar	Gujarat
4	09-03-2021	One to One Meet	Surendranagar	Surendranagar	Gujarat
5	09-03-2021	One to One Meet	Surendranagar	Surendranagar	Gujarat
6	09-04-2021	Camp	Khambhloj	Anand	Gujarat
7	09-06-2021	Camp	HMS	Ahmedabad	Gujarat
8	09-07-2021	One to One Meet	Stadiun	Ahmedabad	Gujarat
9	09-07-2021	Outside OPD	Jodhpur	Jodhpur	Rajasthan
10	07-08-2021	Outside OPD	Ajmer	Ajmer	Rajasthan
11	09-08-2021	Know Your Doctor	ONGC	Ahmedabad	Gujarat
12	09-08-2021	One to One Meet	Stadiun	Ahmedabad	Gujarat
13	09-09-2021	One to One Meet	Dholka	Dholka	Gujarat
14	09-09-2021	One to One Meet	Dholka	Dholka	Gujarat
15	09-09-2021	One to One Meet	Dholka	Dholka	Gujarat
16	09-10-2021	One to One Meet	Gomtipur	Ahmedabad	Gujarat
17	09-10-2021	One to One Meet	Go Green Plant	Ahmedabad	Gujarat
18	09-12-2021	Camp	HMS	Ahmedabad	Gujarat
19	09-12-2021	One to One Meet		Ahmedabad	Gujarat
20	09-12-2021	Camp	Nikol	Ahmedabad	Gujarat
21	13/9/2021	Vacination Camp	Godrej Garden City	Ahmedabad	Gujarat
22	15/09/2021	Outside OPD	Agra	Agra	Uttar Pradesh
23	16/09/2021	Outside OPD	Lucknow	Lucknow	Uttar Pradesh
24	16/9/2021	One to One Meet	Naranpura	Ahmedabad	Gujarat
25	17/09/2021	Vacination Camp	IN House	Ahmedabad	Gujarat
26	19/09/2021	Camp	HMS	Ahmedabad	Gujarat
27	19/9/2021	Camp	Senior Citizen Group-Paras nagar	Ahmedabad	Gujarat
28	19/9/2021	Health Talk	Senior Citizen Group-Paras nagar	Ahmedabad	Gujarat
29	20/09/2021	Outside OPD	Jodhpur	Jodhpur	Rajasthan
30	21/09/2021	Outside OPD	Ajmer	Ajmer	Rajasthan
31	22/09/2021	One to One Meet	HPCL-Law Garden	Ahmedabad	Gujarat
32	22/09/2021	Go Green Birthday plant	Paldi	Ahmedabad	Gujarat
33	23/09/2021	Go Green Birthday plant	Satallite	Ahmedabad	Gujarat
34	23/09/2021	RTM	Indar Residency-Lunch	Ahmedabad	Gujarat
35	25/09/2021	Vaccination Camp	Sanad-Nishikava	Ahmedabad	Gujarat
36	25/09/2021	Outside OPD	Kota	Kota	Rajasthan
37	26/09/2021	Camp	Nikol	Ahmedabad	Gujarat
38	10-03-2021	Camp	Rupal	Rupal	Gujarat
39	10-03-2021	Camp	Nikol	Ahmedabad	Gujarat

40	10-03-2021	Camp	HMS	Ahmedabad	Gujarat
41	10-04-2021	OPD	Jodhpur	Jodhpur	Rajasthan
42	10-05-2021	OPD	Ajmer	Ajmer	Rajasthan
43	10-05-2021	One to One	ONGC	Ahmedabad	Gujarat
44	10-06-2021	OPD	Agra	Agra	Uttar Pradesh
45	10-06-2021	Health Talk	Rotary Club Maninagar	Ahmedabad	Gujarat
46	10-07-2021	OPD	Lucknow	Lucknow	Uttar Pradesh
47	10-07-2021	Go Green Campaign	Juhapura	Ahmedabad	Gujarat
48	10-07-2021	Go Green Campaign	Vasna	Ahmedabad	Gujarat
49	10-07-2021	Go Green Campaign	Paldi	Ahmedabad	Gujarat
50	10-07-2021	Go Green Campaign	Sarkhej	Ahmedabad	Gujarat
51	10-07-2021	Go Green Campaign		Ahmedabad	Gujarat
52	10-07-2021	One to One		Ahmedabad	Gujarat
53	10-09-2021	OPD	Kota	Kota	Rajasthan
54	10-10-2021	Camp	HMS	Ahmedabad	Gujarat
55	10-11-2021	One to One	SBI	Ahmedabad	Gujarat
56	10-12-2021	Go Green Campaign		Ahmedabad	Gujarat
57	10-12-2021	One to One		Ahmedabad	Gujarat
58	13/10/2021	Go Green Campaign		Ahmedabad	Gujarat
59	14/10/2021	Agent Meet	United India	Ahmedabad	Gujarat
60	17/10/2021	Camp	HMS	Ahmedabad	Gujarat
61	17/10/2021	Camp	Mahavir International - Beawar	Beawar	Rajasthan
62	18/10/2021	OPD	Jodhpur	Jodhpur	Rajasthan
63	19/10/2021	OPD	Ajmer	Ajmer	Rajasthan
64	20/10/2021	OPD	Agra	Agra	Uttar Pradesh
65	20/10/2021	Agent Meet	New India	Ahmedabad	Gujarat
66	21/10/2021	OPD	Lucknow	Lucknow	Uttar Pradesh
67	21/10/2021	One to One		Ahmedabad	Gujarat
68	22/10/2021	Campaign	Surendranagar	Surendranagar	Gujarat
69	23/10/2021	OPD	Kota	Kota	Rajasthan
70	23/10/2021	One to One	Vejalpur	Ahmedabad	Gujarat
71	24/10/2021	Camp	Isanpur	Ahmedabad	Gujarat
72	25/10/2021	Go Green Campaign		Ahmedabad	Gujarat
73	25/10/2021	One to One		Ahmedabad	Gujarat
74	28/10/2021	One to One		Godhra	Gujarat
75	30/10/2021	Webina	ONGC- Retired Group	Ahmedabad	Gujarat
76	31/10/2021	Camp	M M Foundation, Jamalpur	Ahmedabad	Gujarat
77	31/10/2021	Camp	Galaxy home Society, Kathwada	Ahmedabad	Gujarat
78	11-01-2021	Diwali gifts	Ahmedabad	Ahmedabad	Gujarat

79	11-01-2021	Diwali gifts	Ahmedabad	Ahmedabad	Gujarat
80	11-01-2021	Diwali gifts	Ahmedabad	Ahmedabad	Gujarat
81	11-01-2021	Diwali gifts	Ahmedabad	Ahmedabad	Gujarat
82	11-01-2021	Diwali gifts	Ahmedabad	Ahmedabad	Gujarat
83	11-07-2021	Go Green Campaign	Vejalpur	Ahmedabad	Gujarat
84	11-12-2021	Agent Meet	Heritage Health- Ellisbridge	Ahmedabad	Gujarat
85	11-12-2021	One to One		Ahmedabad	Gujarat
86	13/11/2021	Go Green Campaign	Shahpur	Ahmedabad	Gujarat
87	14/11/2021	Health Talk	ONGC Retired Emp.	Ahmedabad	Gujarat
88	16/11/2021	One to One	Sanand	Sanand	Gujarat
89	16/11/2021	One to One	Sanand	Sanand	Gujarat
90	16/11/2021	One to One	Vejalpur	Ahmedabad	Gujarat
91	16/11/2021	One to One	Satellite	Ahmedabad	Gujarat
92	16/11/2021	One to One	Satellite	Ahmedabad	Gujarat
93	16/11/2021	One to One	Satellite	Ahmedabad	Gujarat
94	16/11/2021	Go Green Campaign	Paldi	Ahmedabad	Gujarat
95	15/11/2021	OPD		Jodhpur	Rajasthan
96	16/11/2021	OPD		Ajmer	Rajasthan
97	17/11/2021	OPD		Agra	Uttar Pradesh
98	18/11/2021	OPD		Lucknow	Uttar Pradesh
99	18/11/2021	One to One	Kotak Mahindra Bank- Jodhpur Char Rasta	Ahmedabad	Gujarat
100	19/11/2021	Go Green Campaign	Shahpur	Ahmedabad	Gujarat
101	19/11/2021	Camp	Jio Reliance Camp	Ahmedabad	Gujarat
102	21/11/2021	Camp	Shaily tower, Lane opp. Ketan petrol pump, polytechnic, Ambawadi	Ahmedabad	Gujarat
103	21/11/2021	Camp	Bhramani Mataji Temple, Ghatlodia	Ahmedabad	Gujarat
104	22/11/2021	Go Green Campaign	Gomtipur	Ahmedabad	Gujarat
105	27/11/2021	OPD		Kota	Rajasthan
106	28/11/2021	Camp	HMS	Ahmedabad	Gujarat
107	30/11/2021	Go Green Campaign	Vasna	Ahmedabad	Gujarat
108	12-01-2021	Outreach OPD	Agra	Agra	Uttar Pradesh
109	12-02-2021	Go Green Plant		Ahmedabad	Gujarat
110	12-02-2021	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
111	12-03-2021	Camp	GSRTC Naroda	Ahmedabad	Gujarat
112	12-03-2021	Outreach OPD	Jaipur	Jaipur	Rajasthan
113	12-03-2021	One to One	SBI	Ahmedabad	Gujarat
114	12-04-2021	Camp	Ugroj	Ugraj	Gujarat
115	12-05-2021	Health Talk	Senior Citizen Group ,Maninagar	Ahmedabad	Gujarat

116	12-05-2021	Camp	Ugroj	Ugraj	Gujarat
117	12-05-2021	Camp	HMS	Ahmedabad	Gujarat
118	12-06-2021	Camp	Ugroj	Ugraj	Gujarat
119	12-06-2021	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
120	12-07-2021	Outreach OPD	Ajmer	Ajmer	Rajasthan
121	12-08-2021	Go Green Plant		Ahmedabad	Gujarat
122	12-08-2021	Agent Meet	Heritage Health	Ahmedabad	Gujarat
123	12-09-2021	Camp	GSRTC Geetamandir	Ahmedabad	Gujarat
124	12-09-2021	Agent Meet	New India	Ahmedabad	Gujarat
125	12-11-2021	Go Green Plant	Paldi	Ahmedabad	Gujarat
126	12-11-2021	Outreach OPD	Kota	Kota	Rajasthan
127	12-12-2021	Camp	HMS	Ahmedabad	Gujarat
128	13/12/2021	One to One	ONGC	Ahmedabad	Gujarat
129	14/12/2021	Camp	GSRTC Ranip	Ahmedabad	Gujarat
130	15/12/2021	Go Green Plant	Gomtipur	Ahmedabad	Gujarat
131	15/12/2021	Outreach OPD	Agra	Agra	Uttar Pradesh
132	16/12/2021	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
133	17/12/2021	Go Green Plant		Ahmedabad	Gujarat
134	18/12/2021	Go Green Plant	Ambawadi	Ahmedabad	Gujarat
135	19/12/2021	Camp	Viraj Tower Satellite	Ahmedabad	Gujarat
136	19/12/2021	Camp	Sanand	Sanand	Gujarat
137	19/12/2021	Camp	HMS	Ahmedabad	Gujarat
138	20/12/2021	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
139	21/12/2021	Go Green Plant	Saraspur	Ahmedabad	Gujarat
140	21/12/2021	Outreach OPD	Ajmer	Ajmer	Rajasthan
141	21/12/2021	Agent Meet	Aecko Tnsurance	Ahmedabad	Gujarat
142	26/12/2021	Camp	Kadi	Kadi	Gujarat
143	01-02-2022	Camp	HMS	Ahmedabad	Gujarat
144	01-03-2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
145	01-04-2022	Outreach OPD	Ajmer	Ajmer	Rajasthan
146	01-04-2022	Outreach OPD	Anand	Anand	Gujarat
147	01-05-2022	Outreach OPD	Agra	Agra	Uttar Pradesh
148	01-06-2022	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
149	01-07-2022	Outreach OPD	Jaipur	Jaipur	Rajasthan
150	01-09-2022	Camp	HMS	Ahmedabad	Gujarat
151	17/01/2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
152	18/01/2022	Outreach OPD	Ajmer	Ajmer	Rajasthan
153	18/01/2022	Outreach OPD	Anand	Anand	Gujarat
154	22/01/2022	OPD	Maninagar	Ahmedabad	Gujarat
155	23/01/2022	Camp	HMS	Ahmedabad	Gujarat

156	26/01/2022	Outreach OPD	Kota	Kota	Rajasthan
157	02-01-2022	Outreach OPD	Anand	Anand	Gujarat
158	02-01-2022	Outreach OPD	Ajmer	Ajmer	Rajasthan
159	02-02-2022	Outreach OPD	Agra	Agra	Uttar Pradesh
160	02-03-2022	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
161	02-05-2022	OPD	Maninagar	Ahmedabad	Gujarat
162	02-05-2022	one to one	Maninagar	Ahmedabad	Gujarat
163	02-05-2022	one to one		Ahmedabad	Gujarat
164	02-05-2022	one to one		Ahmedabad	Gujarat
165	02-06-2022	Camp	HMS	Ahmedabad	Gujarat
166	02-12-2022	OPD	Maninagar	Ahmedabad	Gujarat
167	13/02/2022	Camp	HMS	Ahmedabad	Gujarat
168	14/02/2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
169	15/02/2022	Outreach OPD	Ajmer	Ajmer	Rajasthan
170	19/02/2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
171	19/02/2022	Camp	Bopal	Ahmedabad	Gujarat
172	19/02/2022	Htalk	Bopal	Ahmedabad	Gujarat
173	20/02/2022	Camp	HMS	Ahmedabad	Gujarat
174	21/02/2022	Go Green Plant	Paldi	Ahmedabad	Gujarat
175	21/02/2022	Go Green Plant	HMS	Ahmedabad	Gujarat
176	23/02/2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
177	24/02/2022	Go Green Plant	Shahpur	Ahmedabad	Gujarat
178	25/02/2022	Go Green Plant	Paldi	Ahmedabad	Gujarat
179	25/02/2022	Go Green Plant	Paldi	Ahmedabad	Gujarat
180	26/02/2022	Outreach OPD	Kota	Kota	Rajasthan
181	26/02/2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
182	28/02/2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
183	28/02/2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
184	03-01-2022	Outreach OPD	Ajmer	Ajmer	Rajasthan
185	03-02-2022	Outreach OPD	Agra	Agra	Uttar Pradesh
186	03-02-2022	Camp	Chandkheda OPD	Lucknow	Gujarat
187	03-03-2022	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
188	03-04-2022	Outreach OPD	Jaipur	Jaipur	Rajasthan
189	03-05-2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
190	03-06-2022	Camp	HMS	Ahmedabad	Gujarat
191	03-07-2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
192	03-10-2022	Outreach OPD	Bhavnagar	Bhavnagar	Gujarat
193	03-11-2022	Outreach OPD	Surat	Surat	Gujarat
194	03-12-2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
195	13/03/2022	Camp	HMS	Ahmedabad	Gujarat
196	14/03/2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
197	14/03/2022	Outreach OPD	Jodhpur	Jodhpur	Rajasthan
198	15/03/2022	Outreach OPD	Ajmer	Ajmer	Rajasthan

199	14/03/2022	Camp	Chandkheda OPD	Ahmedabad	Gujarat
200	20/03/2021	Camp	HMS	Ahmedabad	Gujarat
201	23/03/2022	Outreach OPD	Agra	Agra	Uttar Pradesh
202	24/03/2022	Outreach OPD	Lucknow	Lucknow	Uttar Pradesh
203	24/03/2022	HTALK	Reliance Group	Ahmedabad	Gujarat
204	25/03/2022	Outreach OPD	Surat	Surat	Gujarat
205	26/03/2022	Outreach OPD	Kota	Kota	Rajasthan
206	04-03-2022	CAMP	Rajsamand Rajasthan	Rajsamand	Rajasthan
207	04-03-2022	CAMP	HMS	Ahmedabad	Gujarat
208	04-04-2022	Outside OPD	Jodhpur	Jodhpur	Rajasthan
209	04-04-2022	OPD	Chandkheda Clinic	Ahmedabad	Gujarat
210	04-04-2022	Outside OPD	Ajmer	Jodhpur	Rajasthan
211	04-05-2022	Go Green Plant		Ahmedabad	Gujarat
212	04-05-2022	Outside OPD	Agra	Agra	Uttar Pradesh
213	04-05-2022	Go Green Plant	Gomtipur	Ahmedabad	Gujarat
214	04-05-2022	Go Green Plant	Gomtipur	Ahmedabad	Gujarat
215	04-05-2022	One to One Meet		Ahmedabad	Gujarat
216	04-07-2022	Outside OPD	Lucknow	Lucknow	Uttar Pradesh
217	04-08-2022	Outside OPD	Surat	Surat	Gujarat
218	04-08-2022	Go Green Plant	Sattelite	Ahmedabad	Gujarat
219	04-09-2022	Go Green Plant	Parimal Garden	Ahmedabad	Gujarat
220	04-10-2022	CAMP	HMS	Ahmedabad	Gujarat
221	04-12-2022	Go Green Plant		Ahmedabad	Gujarat
222	04-12-2022	Go Green Plant	Vejalpur	Ahmedabad	Gujarat
223	17/04/2022	CAMP	HMS	Ahmedabad	Gujarat
224	18/04/2022	Outside OPD	Jodhpur	Jodhpur	Rajasthan
225	18/04/2022	OPD	Chandkheda Clinic	Ahmedabad	Gujarat
226	19/04/2022	Outside OPD	Ajmer	Jodhpur	Rajasthan
227	20/4/2022	Outside OPD	Agra	Agra	Uttar Pradesh
228	20/4/2022	Go Green Plant		Ahmedabad	Gujarat
229	20/4/2022	Go Green Plant		Ahmedabad	Gujarat
230	21/04/2022	Outside OPD	Lucknow	Lucknow	Uttar Pradesh
231	21/04/2022	Go Green Plant	Sattelite	Ahmedabad	Gujarat
232	22/04/2022	Go Green Plant		Ahmedabad	Gujarat
233	22/04/2022	Outside OPD	Surat	Surat	Gujarat
234	24/04/2022	CME	Piyush Study Circle - Inder residency	Ahmedabad	Gujarat
235	25/04/2022	One to One Meet		Ahmedabad	Gujarat
236	26/04/2022	One to One Meet		Ahmedabad	Gujarat
237	28/04/2022	Go Green Plant		Ahmedabad	Gujarat

238	30/04/2022	Outside OPD	Kota	Kota	Rajasthan
239	05-01-2022	CAMP	HMS	Ahmedabad	Gujarat
240	05-02-2022	Go Green Campaign		Ahmedabad	Gujarat
241	05-02-2022	Outside OPD	Jodhpur	Jodhpur	Rajasthan
242	05-03-2022	Outside OPD	Ajmer	Jodhpur	Rajasthan
243	05-04-2022	Outside OPD	Agra	Agra	Uttar Pradesh
244	05-04-2022	Go Green Campaign	Shah E Alam	Ahmedabad	Gujarat
245	05-04-2022	Go Green Campaign	Kakariya	Ahmedabad	Gujarat
246	05-05-2021	One to One		Ahmedabad	Gujarat
247	05-05-2022	Outside OPD	Lucknow	Lucknow	Uttar Pradesh
248	05-07-2022	CAMP	Udaipur	Udaipur	Rajasthan
249	05-08-2022	CAMP	HMS	Ahmedabad	Gujarat
250	05-09-2022	OPD	Chandkheda Clinic	Ahmedabad	Gujarat
251	05-12-2022	Go Green Campaign		Ahmedabad	Gujarat
252	13/05/2022	OOPD	Surat	Surat	Gujarat
253	13/05/2022	OOPD	Bhavnagar	Bhavnagar	Gujarat
254	15/05/2022	Go Green Campaign		Ahmedabad	Gujarat
255	15/05/2022	Go Green Campaign		Ahmedabad	Gujarat
256	15/05/2022	Go Green Campaign		Ahmedabad	Gujarat
257	16/05/2022	OOPD	Jodhpur	Jodhpur	Rajasthan
258	16/05/2022	OPD	Chandkheda	Ahmedabad	Gujarat
259	16/05/2022	Go Green Campaign		Ahmedabad	Gujarat
260	16/05/2022	Go Green Campaign		Ahmedabad	Gujarat
261	17/05/2022	OOPD	Ajmer	Ajmer	Rajasthan
262	17/05/2022	OOPD	Anand	Anand	Gujarat
263	17/05/2022	One to One	Sattelite	Ahmedabad	Gujarat
264	17/05/2022	One to One	Juhapura	Ahmedabad	Gujarat
265	18/05/2022	Go Green Campaign		Ahmedabad	Gujarat
266	18/05/2022	OOPD	Agra	Agra	Uttar Pradesh
267	18/05/2022	One to One	Ahmedabad	Ahmedabad	Gujarat
268	19/05/2022	OOPD	Lucknow	Lucknow	Uttar Pradesh
269	19/05/2022	RTM	Ahmedabad	Ahmedabad	Gujarat
270	20/05/2022	One to One	Udaipur	Udaipur	Rajasthan
271	20/05/2022	One to One	Udaipur	Udaipur	Rajasthan
272	20/05/2022	One to One	Udaipur	Udaipur	Rajasthan
273	20/05/2022	One to One	Udaipur	Udaipur	Rajasthan
274	21/05/2022	One to One	Ahmedabad	Ahmedabad	Gujarat
275	22/05/2022	CAMP	HMS	Ahmedabad	Gujarat
276	22/05/2022	CME	Maninagar	Ahmedabad	Gujarat

277	23/05/2022	OPD	Chandkheda	Ahmedabad	Gujarat
278	23/05/2022	One to One	Ahmedabad	Ahmedabad	Gujarat
279	24/05/2022	One to One	Gandhidham	Gandhidham	Gujarat
280	29/05/2022	One to One		Ahmedabad	Gujarat
281	27/05/2022	OOPD	Surat	Surat	Gujarat
282	27/05/2022	OOPD	Bhavnagar	Bhavnagar	Gujarat
283	27/05/2022	One to One	Palanpur	Palanpur	Gujarat
284	27/05/2022	One to One	Palanpur	Palanpur	Gujarat
285	28/05/2022	OOPD	Kota	Kota	Rajasthan
286	29/05/2022	CAMP	Rangsujlam Society, Naranpura	Ahmedabad	Gujarat
287	29/05/2022	Go Green Campaign		Ahmedabad	Gujarat
288	30/05/2022	OPD	Chandkheda	Ahmedabad	Gujarat