

**Summer Training at
Columbia Asia Hospital Palam Vihar, Gurgaon
(April 3 to June 2, 2017)**

**Assessment of Marketing Mix Elements of Columbia Asia Hospital WRT
Corporate Clients**

**By
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**Under the guidance of
Dr. J. P. Singh**

**MBA Hospital & Health Management
2016-2018**


**Institute of Health Management Research
The IIHMR University, Jaipur
2017**

CERTIFICATE

This is to certify that Dr. Anshul Bhardwaj has undergone summer training in Columbia Asia (Gurgoan) from 3rd April to 2nd June 2017.

The candidate herself completed the project assign to her during summer training. Her approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish her success in all her future endeavors.



Col. (Dr.) Ashok Kaushik

Dean (Academic & Student Affair)

The IIHMR University, Jaipur



Dr. J P Singh

Associate Professor

The IIHMR University

COLUMBIA ASIA

2nd June 2017

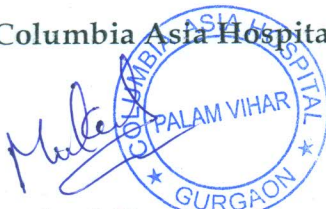
To Whomsoever It May Concern

This is to bring to your kind notice that Dr. Anshul Bhardwaj has done her training with us in Marketing Department from 3rd April 2017 to 2nd June 2017. During her tenure with us we found her to be diligent and hardworking.

We wish all the best to her in future endeavors.

Yours Sincerely,

For Columbia Asia Hospital Palam Vihar, Gurgaon



Authorized Signatory

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CERTIFICATE OF APPRECIATION

This is to certify that Dr. Anshul Bhardwaj has done her Summer Training with us in the Marketing Department from 3rd April to 2nd June 2017.

During her tenure, we found her to be excellent in understanding of the Marketing Concepts and she took active participation in the activities conducted.

Her participation was appreciable in the Corporate Marketing Activities and In-house Parent Craft Programme and she has exhibited excellent initiation in making power point presentations and understanding the mathematical concept related to market share and revenue analysis.

Anshul
2/6/2017

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Acknowledgements

Every venture in itself is a bearing of the efforts of not only those who pursue it but of those as well who provide stimulus and direction towards its successful culmination. Similarly, this project carries the trace of all those who have helped me at various levels of this project's development and fruitful conclusion.

I would like to extend a word of gratitude towards-

Mr. Yashpal Rawat, GM Marketing (North and West) for giving me the fortuity to undergo this summer internship project with Columbia Asia Hospital.

Mr. Ronald Kiran May, Manager Marketing, for being my mentor and project guide for the entire tenure of my training. For helping me improve the quality of project by working on my lacunae.

Mr. Mohd. Owais Safdar, Assistant Manager in Marketing Department for providing me guidance and support to work on my project and readily enlightening me with information about uncharted topics.

Dr. J P Singh, my mentor at IIHMR Jaipur, for his guidance and support by giving intellectual freedom in my work, supported me in getting engaged in new inklings and exacting high character of work in all my endeavors.

I also wish to extend a special thanks to **Dr. Seema Mehta**, Associate Professor, IIHMR Jaipur for her aspiring guidance, invaluable constructive criticism and illuminating views on my project.

ACRONYMS / ABBREVIATIONS

CAPV: COLUMBIA ASIA PALAM VIHAR

CRO: CONVERSION RATE OPTIMISATION

FDI: FOREIGN DIRECT INVESTMENT

HIS: HOSPITAL INFORMATION SYSTEM

ICU: INTENSIVE CARE UNIT

IPD: INPATIENT DEPARTMENT

IT: INFORMATION TECHNOLOGY

NABH: NATIONAL ACCREDITATION BOARD FOR HOSPITALS AND HEALTHCARE PROVIDERS

NICU: NEONATAL INTENSIVE CARE UNIT

OPD: OUTPATIENT DEPARTMENT

PR: PUBLIC RELATIONS

ROI: RETURN ON INVESTMENT

RWA: RESIDENTS WELFARE ASSOCIATION

WWW: WORLD WIDE WEB

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SECTION A – ORGANIZATION PROFILE



¹Columbia Asia is a cosmopolitan health group managing a group of modernized hospitals across Asia. Columbia Asia Group started operations in 1996. Currently it has 28 medical facilities across Asia; 11 in Malaysia, 11 in India, 3 in Vietnam and 3 in Indonesia. Columbia Asia Hospitals Pvt. Ltd. is the inaugural hospital group to come in India through 100% foreign direct investment (FDI) course. Columbia Asia aggregation is agglomeration of around 150 independent equity companies, fund management organizations and individual investors.

Columbia Asia hospitals are well maintained, efficient, cost effective and accessible. The ingenious layout of the hospitals, from their feasible size to their progressive technology, is directed on creating positive atmosphere for patients.

The first hospital in India came into being in 2005 in Hebbal- Bangalore and presently Columbia Asia has eleven facilities. The hospital marks its presence in Ahmedabad, Bangalore, Mysore, Kolkata, Gurgaon, Ghaziabad, Patiala, and Pune.

Patient-Centered Care

We regard ourselves on our quality standards, the people contributing to it and the clinical proficiency protracted to patients. Our aim is to administer effective and economical care in a clean and caring environment.

We have an amiability-based approach where the patients are regarded as our guests. Our operations are technology-induced, making it favorable for patients to use our assistance. All our medical affairs are stationed by a single-minded belief and convention of ethics, quality, and stringent clinical administration.

Infrastructure and Services

Columbia Asia serves about million patients yearly. Our hospitals provide extensive clinical programmes that are backed by numerous ancillary services like ICU, NICU, physiotherapy, referral lab, teleradiology/telemedicine, pharmacy, and imaging services.”

¹ <http://india.columbiaasia.com/>



National Accreditation Board for Hospitals & Healthcare Providers (NABH) is an elemental part of Quality Council of India, put together to organize and accomplish accreditation system for health organizations.

This board is set up to administer to the needs of the consumers and to set standards for evolution of healthcare industry. The board is promoted by all collaborators including industry, consumers, government, and they have complete operative autonomy in its functioning.

A2. COLUMBIA ASIA HOSPITAL GURGAON

- **“Columbia Asia Hospital – Palam Vihar, Gurgaon,** is a 90 bed super-specialty hospital located in an opulent area of the National Capital Region. The facility began its operations in July 2008 and is now a favored health service center for the residents and corporate companies of Gurgaon.

It offers a broad range of clinical expertise such as, Neuro & spine surgery, Gastroenterology, Dermatology, Obstetrics & Gynecology, Ear, Nose & Throat, Internal Medicine, General Surgery, Pediatrics, Orthopedics and Plastic Surgery Ophthalmology, Urology Cardiology, Orthopedics, Pulmonology. Competent and experienced medical experts and staff assures delivery of the highest standards of Healthcare.

- Columbia Asia Hospital Palam Vihar presently is considered one of the finest hospitals in Gurgaon. It has international level framework and practices globally approved standards of operating, medical and nursing protocols and is fast becoming the favored healthcare treatment destination for International Patients.”²

² <http://india.columbiaasia.com/>

SECTION B

1. INTRODUCTION

Healthcare industry is the largest and complicated sector in the world. It includes hospitals, diagnostics and pathology, medical tourism, telemedicine, clinical studies, research and development, health insurance etc. Indian healthcare system is classified into two major sections- private sector and public sector. Healthcare industry in India is one the largest sector both in term of revenue generation and employment and it's still having a huge growth potential and scope for augmentation. Currently healthcare is blooming at an astronomical pace due to its broad coverage and services both within as well as out of India.

A high 46% of the Corporate workforce in organizations in India suffers from some or the other form of stress, according to the latest data from Optum, a top provider of employee assistance programmes to corporates. Optum's study had a sample size of 200,000 employees (over 30 large employers) who took an online Health Risk Assessment during the first quarter of 2016. The study found 43% with skewed BMI (body mass index), of which 30% with diabetic risk, 30% with hypertension risk and 46% high on stress. This number is about 30% higher than a survey that it conducted in 2014 with a sample size of 30,000.

It is a burning issue in corporate organizations in India that hospitals need to address. Hospitals have to learn systematic planning of marketing activities to target these Corporates. They need to focus on diverse group of activities like designing the product mix, adopting approximate mixing strategy, selecting the place, procedure for developing public relation, method of promotion of product. There is a need to combine a set of marketing mix to serve the corporate segment of population. (Health Care Marketing by G. Krishna Mohan)

2. RATIONALE

Corporates are highly focused upon the healthcare of their employees and are investing in preventive health progressively. These corporates are a major source of revenue generation for the hospital. CAPV has a strategic location and is placed near the corporate hub of Gurgaon. This congregate of corporates is being aggressively tapped by the competitors in the market. This study is undertaken to comply with the hospital's wishes of understanding and assessing its marketing mix with respect to corporate clients.

3. LITERATURE REVIEW

“Many researchers (Ziethaml, 2000; Lovelock, 2001, Ahmad, 2007; Kotler, 2011) have previously argued that the traditional 4Ps of the marketing mix model are inadequate for both the marketing of goods or for service marketing. Services and products are different, because of their characteristics- intangibility, inseparability, heterogeneity, and perishability. The unique feature of services create unique problems and challenges for marketing, which need custom marketing strategies to deal with them. Due to this, the marketing strategy in the services should include all 7Ps of the services marketing mix and framework, which have a crucial effect on hospital’s performance (Lovelock, 2001).

The purpose of the next discussion is to examine existing literature regarding services marketing mix strategy components and hospital performance measured for corporates. This objective was achieved through reviewing relevant literature in both services and health services context for doing research.

The marketing mix strategy is considered integral part of the core concepts of marketing theory (Ziethaml and Bitner, 2000). Booms and Bitner (1981) extended the marketing mix for services from 4Ps to 7Ps adding three more elements to the traditional model which are- Participants, Physical evidence, and Processes. By adding People, Physical evidence, and Procedures to the marketing mix (forming the 7Ps) services marketing theorists staked out into a new arena of management theory and practice separate from the marketing of the tangible goods (Lovelock, 2001). More than in other services, in the health care sector, the product is the person only. When the patient thinks of medical care he or she thinks of the physician (Ahmad, 2007). The patient always envisages medical care in terms of the people who deliver it. (Kotler, 2011). The impression of a work area is similar to physical appearance, established previously as a structural descriptor (Jones, 2003). Health services have many unique features, which have vital connotations for marketing strategy. (Wangenheim and Bay`on, 2004).

The patient’s conception of a service is afflicted by his or her experience of the service process. Process can be divided into three phases - joining, intensive consumption, and detachment (Palmer, 2001). In medical services, the patient joins in the service process in order to consume a core health service in joining phase. In the intensive consumption phase the core surgical services are delivered. In the surgical services, the delivery and intensive consumption of services are concurrent processes, with synergy between the patient and the tangible and intangible production resources of the medical service provider (Ennew, 1998).”³

4. OBJECTIVES

Assessment of Marketing Mix of CAPV with the following objectives-

To scan the Internal Environment of the hospital.

To scan the External Environment of the hospital.

To analyze the marketing strategies with respect to 7 P’s for corporate clients.

³ International Journal of Marketing Studies; Vol. 5, No. 6; 2013 ISSN 1918-719X E-ISSN 1918-7203

To analyze the Market Segment of Competitor.

5. RESEARCH METHODOLOGY

- Study Place- Columbia Asia Hospital Palam Vihar
- Type of Study- Exploratory Study
- Duration of Study- 2 Months (April to May)
- Mode of Data Collection- Primary and Secondary
- Source of Data Collection- Primary data from observation and secondary from balance sheets and financial records of the hospital.

6. STUDY ANALYSIS AND DISCUSSION-

In this study, the Marketing Mix Strategy of CAPV has been analyzed using the following four means- scanning of the Internal Environment, scanning of the External Environment, analyzing the 7 P's of marketing mix and assessing the Market Segment of major competitors.

OBJECTIVE 1. SCANNING OF INTERNAL ENVIRONMENT

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps marketers to focus on key issues. A strength is a positive internal factor. A weakness is a negative internal factor. An opportunity is a positive external factor. A threat is a negative external factor. One interesting definition of marketing is that "Marketing is the process by which resources are brought to bear against opportunities and threats." In order to determine which resources, you can bring to bear against opportunities and threats, you have to understand your strengths and weaknesses. Strengths are your capabilities and resources that can be used as the basis for developing a competitive advantage in marketing strategy.

SWOT analysis is done for brainstorming and planning marketing strategies by taking advantage of a new business opportunity, responding to new trends and dealing with changes in the competitors' operations.

SWOT ANALYSIS OF CAPV

STRENGTH

Service experience & state of art Infrastructure.

Geographical location

Islands of Medical Excellence

Critical care

Dialysis

OBG & GYNAE

Cardiology

Orthopedics

WEAKNESS

Business in specialties like Neurosciences, Oncology is dependent on single consultant.

Limited expansion model-(less than 100 beds)

Employee and Doctor Retention.

<u>OPPORTUNITIES</u>	<u>THREATS</u>
Extended Markets- Increase Penetration in Extended Geography for Super Specialties. (Najafgarh & Dwarka). Consolidate Indirect Corporate on other side of Highway. Establish and Consolidate New Super Specialties like Bariatric etc.	Poaching of Consultants. Massive facilities offering quaternary care with more than 1000 beds- Medanta in close vicinity. New competition in Extended Geography. (Venkateshwara, Manipal)

Fig 1 Depicts framework of analysis of Strengths, Weakness, Opportunities and Threats of CAPV- **SWOT ANALYSIS**

KEY DIFFERENTIATORS -

Strategic Geographical Location with Connectivity.

Customer Service Experience

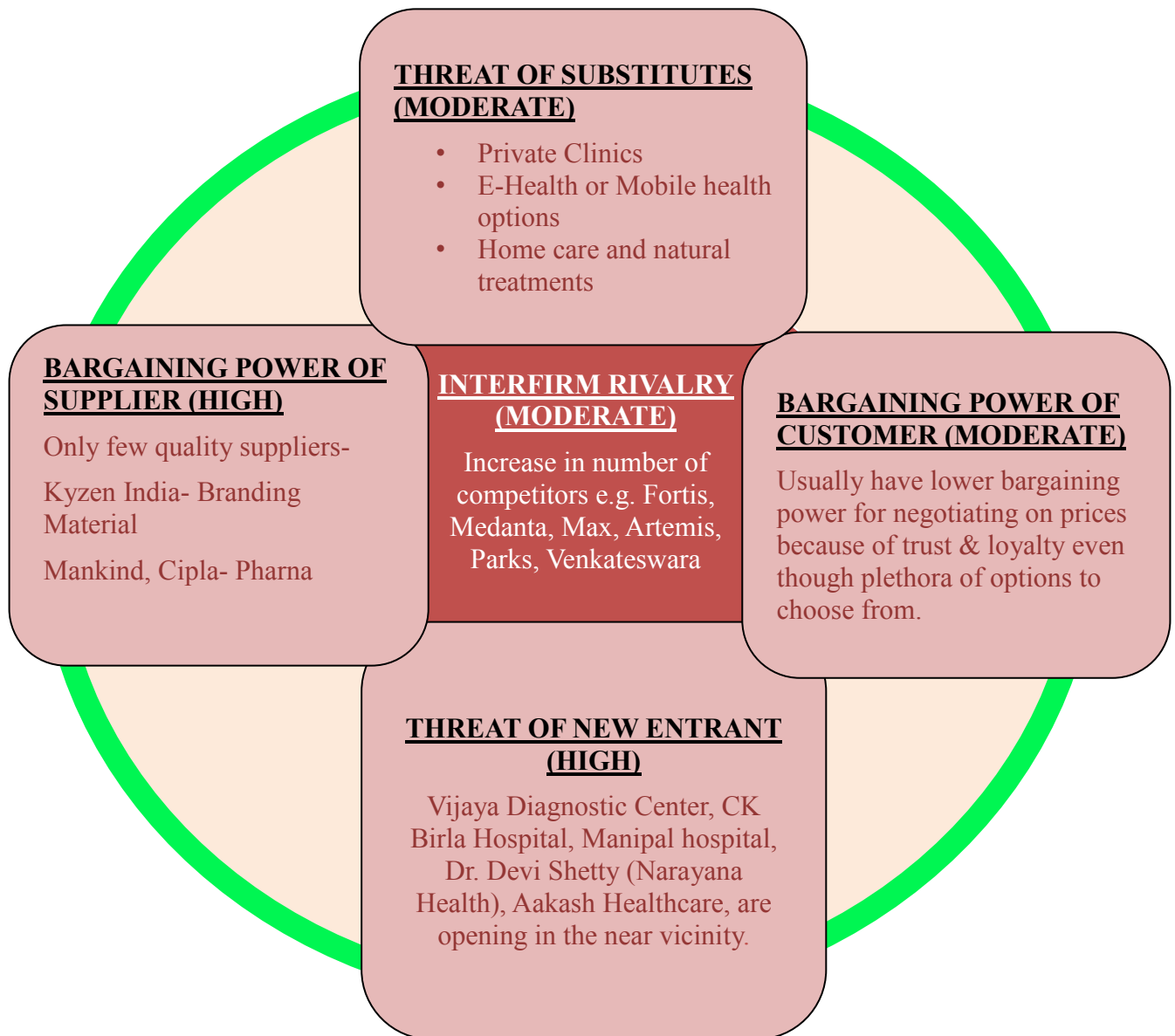
OBJECTIVE 2. SCANNING OF EXTERNAL ENVIRONMENT

For development of a marketing strategy a thorough understanding of the Competitors and the impact they can have on the organization is required. To gain this knowledge conducting Porters Five Force Analysis is essential.

In 1979, Michael.E. Porter of Harvard Business School identified five key forces that defined fundamental attractiveness of market sector. This became known as Porters five force analysis and provides a model that enables organizations to analyze their industries in a way that takes competitors activities into account. The most crucial aspect of this technique is to define the market properly. Defining the market too narrowly known as Marketing Myopia can make it impossible to work out the competitors in terms of market needs and opportunities.

It is a vital part of creating a marketing strategy and its important to understand how it works and how to contribute to it.

Fig. 2 Depicts the framework for analyzing the level of competition- **PORTER'S FIVE FORCES ANALYSIS**.



KEY DIFFERENTIATORS:

Congregate of Intense Competitors
Challenge of New entrants

OBJECTIVE 3 - 7 P's OF MARKETING MIX AT CAPV WRT CORPORATE CLIENTS



Marketing Mix is a tool used to determine a product or brands offered by businesses and Marketers. The 4 P's – Product, Price, Place and Promotion are linked with the Marketing Mix since their inception by E. Jerome McCarthy in 1960.

In the late 70's it was acknowledged by Marketers all over that the Marketing Mix should be improved. This led to the evolution of the Extended Marketing Mix by Booms & Bitner in 1981 which added 3 more elements to the original 4 P's. The 3 new Ps added are -Process, Physical evidence and personnel.

1) PRODUCT

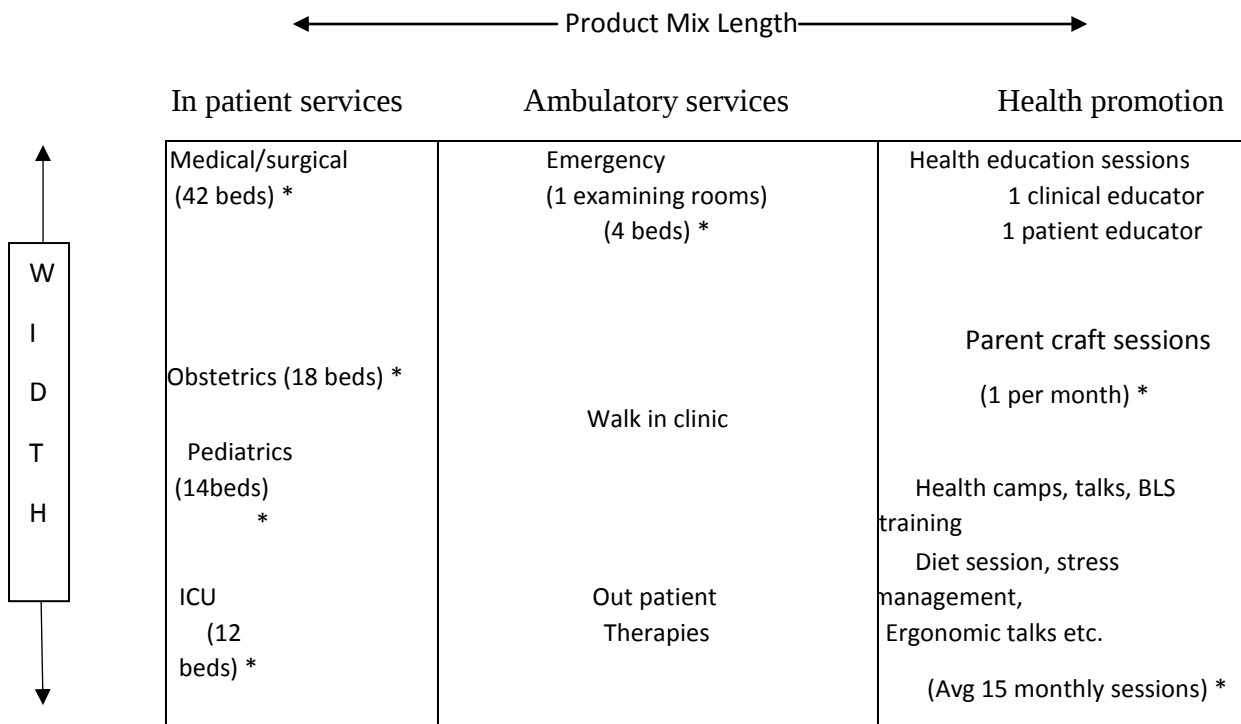
In terms of Hospitals the product is usually the service. CAPV offers the following services- Emergency, Ambulance, Diagnostic, Pharmacy and Causality Service. To understand the product thoroughly a product mix have been drawn.

Product mix, also known as product assortment, refers to the total number of product lines that a company offers to its customers. According to Philip Kotler's "Marketing Management: Analysis, Planning, Implementation and Control."

It constitutes-

- Length- The Product mix length refers to the total number of products in a the product mix.
- Width- The width of product mix tells the number of product lines that a company sells.
- Depth- Depth of a product mix refers to the total number of variations of each product.

Fig 3 The figure below depicts the PRODUCT MIX - Range of services offered by CAPV



*Product Depth

PRODUCT MIX

CORPORATE SERVICES-

- Customized preventive health check-ups
- Inpatient facility
- Priority admission
- Wide range of outpatient facilities
- Consultation across all specialties
- Choice of rooms
- Multi-cuisine service

Apart from these facilities, the hospital also offers "Health Diagnosis Programme" that's a comprehensive and periodic health checkup offered to busy executives, professionals, business persons and so on. After tie up is concluded with the corporates, the hospital provides a special executive package which includes-

- 15 to 20% OPD discounts
- 10% IPD discounts
- 5% discount on Health Checkups
- Complimentary camps, health talks. BLS training, ergonomic talks etc

2)PRICE

Pricing is the most important and significant factor in deciding a hospital for a particular treatment. On admission, a basic amount is deposited at the IP billing counter. The amount depends on the type of room and the type of treatment or surgery planned. Various types of rooms, varying from the general ward to the deluxe suite are available which attend to the

requirements of the middle and upper classes. The hospital thrives to provide quality service to its patients at economic price.

PRICING AT COLUMBIA ASIA

BED TYPE	ROOM TARRIF
SINGLE	7800
TWIN	4900
MULTI BED	3800
ICU	9500

REGISTRATION	100
CONSULTATION	700-1000
IP VISITS	1000-1250
VENTILATOR/DAY	3600
ANESTHESIA	35%
OT	80%

Fig. 4 Table depicts the room rent at CAPV

Fig.5 Depicts the General Charges

SNO	KEY PROCEDURES	PRICING	
		SINGLE	TWIN
1	CAG	17,000	17,000
2	PTCA (without stent)	115000	110000
3	CABG	250000	250000
4	Lap Chole	98000	90000
5	Lap Hernia (without implant)	105000	98000
6	TURP	98000	91000
7	PCNL	110000	100000
8	TKR UL (with implant)	250000	228000
9	THR	25000	228000
10	LSCS	98000	88000
11	NVD	66500	57500
12	Hysterectomy	125000	95000
13	Tympanoplasty	84500	80500
14	Tonsillectomy	68500	62500
15	Septoplasty	75000	70000

Fig.6 Table shows the price of various procedures performed at CAPV

3) PLACE

It's the point of contact between the hospital and the patient, who gets the aid of the service. The two major issues related to the decision of finalization of a place are ease of access and availability of the services to customers. Accessibility is the ease and convenience by which any service can be availed or received. Availability is the extent to which a service is achievable or capable of being used and received.

Currently covering-

CORPORATE COVERAGE (FY 2016-17)					
AREAS	UNIVERSE	COVERAGE	PERCENTAGE PENETRATION	TIE UP	BUYING PLATFORM
DLF CYBER CITY	518	450	87%	175	145
UDYOG VIHAR	425	315	74%	94	85
IMT MANESAR	50	37	74%	16	14
TOTAL	993	802	81%	285	244

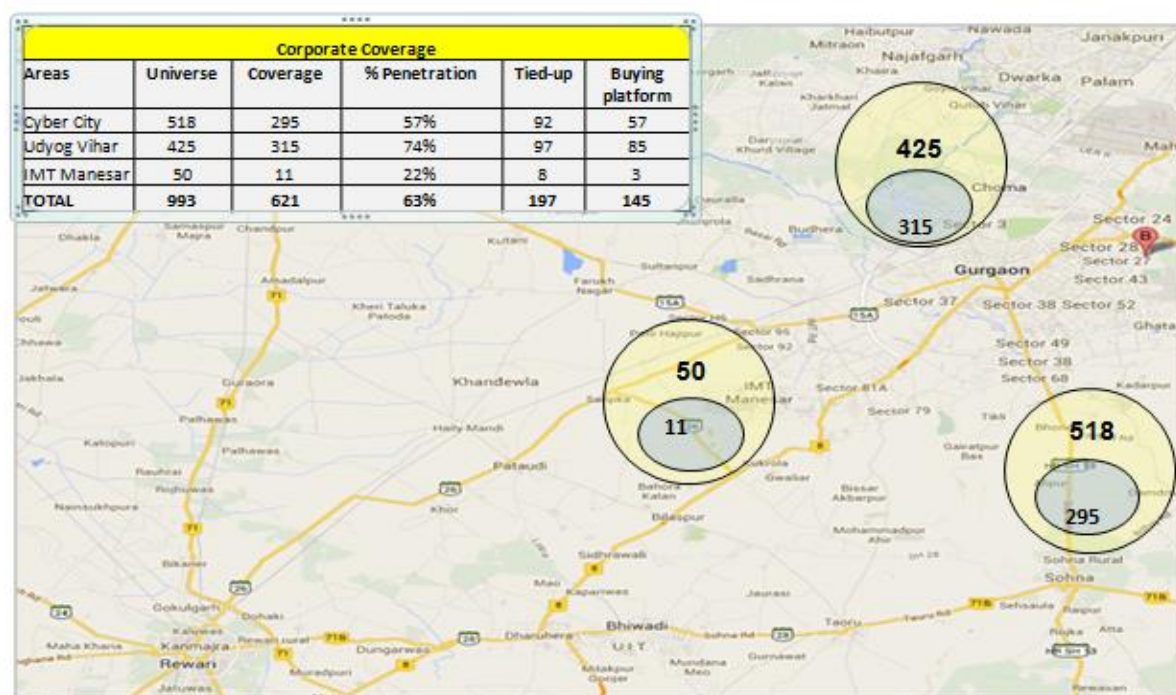


Fig.7 The above table depicts the Corporate Coverage of CAPV for FY 2016-2017

4) PEOPLE

The people are- patients, staff, clients, prospective patients, suppliers, providers, customers, management – everyone – involved in the healthcare organization.

CAPV currently engages 269 full timers including doctors, nurses, paramedics, clinical staff and management professionals and 113 outsourced people to manage over 90 beds in the hospital.

- The behavior of the people providing the service influences the customer's overall perception of the hospital.
- Customers play a pivotal role in influencing other patients by word of mouth.

Currently there is a team of 6 members in the marketing department in which 2 are dedicated solely to corporates.

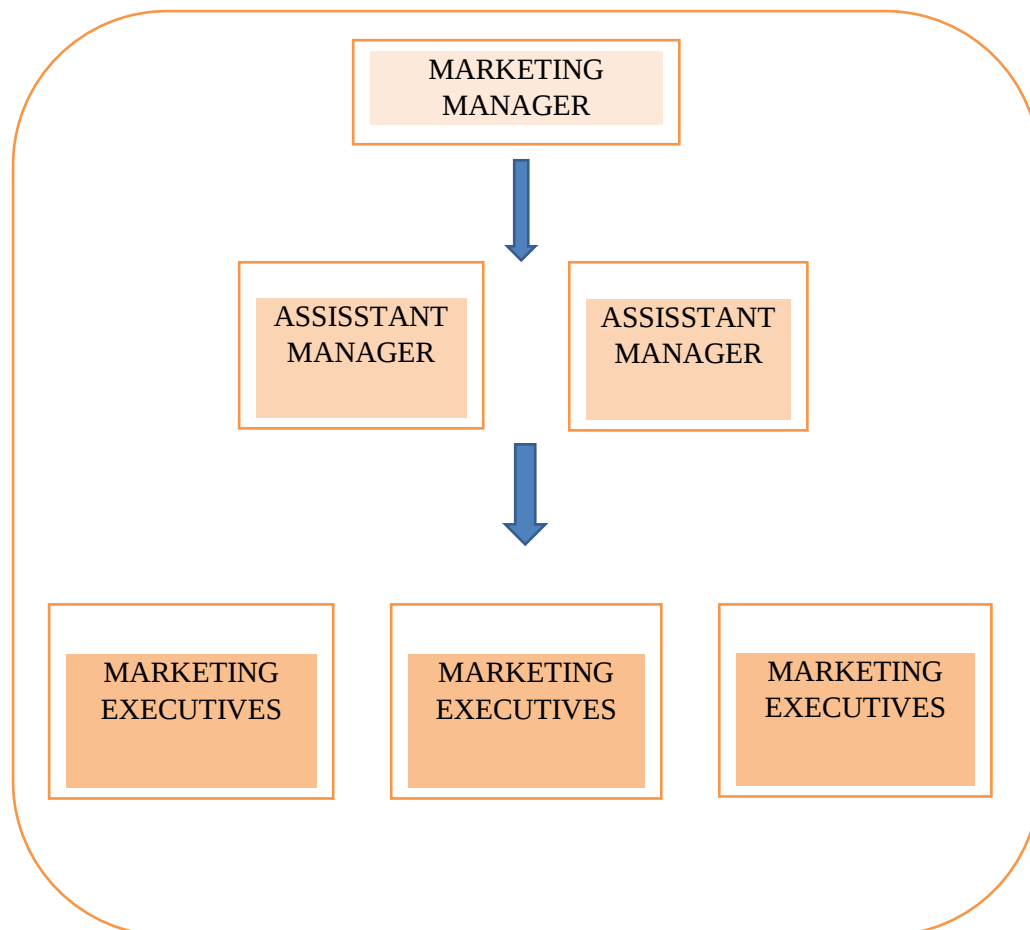


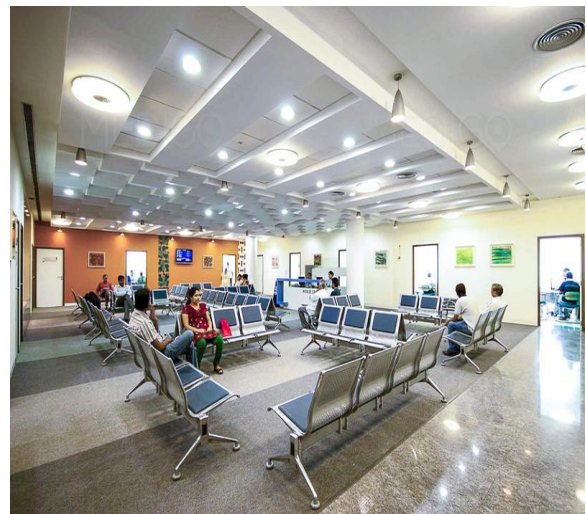
FIG 8 Depicts the personnel in marketing team.

TPA people are also an integral part of Corporate Hospitals which process the claims and provide cashless facilities to patients as a separate entity than the hospitals. Shown as an outsourcing of processing claim, TPA does claim processing for both retail and corporate policies.

5) **PHYSICAL EVIDENCE**

Physical evidence is basically the environment in which services are delivered with tangible commodities and the area where the hospital and the patients interact. It effects the customer greatly. It offers the customers a medium for evaluation of the service. The corporate image of the hospital plays an important part in terms of physical evidence. This is improved upon and maintained through corporate relation programmes. maintains a good ambience everywhere starting right at the reception where we can find cordial and comforting staff.

CAPV is well organized and delineated into different departments. The whole hospital is centrally air-conditioned with good lighting everywhere. Ventilation is maintained by air-conditioning.



6) PROCESS

Process is another element of the services marketing mix or 7Ps. There are a number of perceptions of the concept of process within the business and marketing literature. The process is seen as a means to achieve an outcome, and a company implements a marketing planning process to establish the goal. It's really one of the most important things in the marketing mix 7P's. Since no business can survive without a proper plan in place to back it and no advertising campaign has been successful without proper processes of execution, process is very important.

The general procedures followed wrt Corporate Marketing-

a) Level One :

1. Facilitating corporate tie-ups for both IP and OP,
2. Health check up tie-ups
3. Credit clientele service

b) Level Two :

1. Maintenance the existing tie-ups
2. Renewal of existing contracts.
3. Maintenance of communication channel

A. CORPORATE CAMPAIGNS

Campaigns are a good way of sales promotion and Columbia Asia routine includes-

- Columbia Asia marketing unit has a daily routine of sending camp requests to 10 corporates
- The interested corporates revert back with the acceptance.
- Preparation and Initiation for camp begins.

Type of Campaigns-

- a) Basic Health Checkup- BP, Height, Weight, RBS
- b) Cardiac Health Checkup-- BP, Height, Weight, RBS, ECG
- c) Diabetes Health Checkup-- BP, Height, Weight, RBS, Blood Glucose
- d) Multispecialty checkup- Specialists E.g. Orthopedic, Gynae, Dental etc.

Based on the observation of 29 Health Promotion Activities over a duration of 2 months (April to May) in CAPV, the following process flow has been identified for Corporate Campaign arrangement:

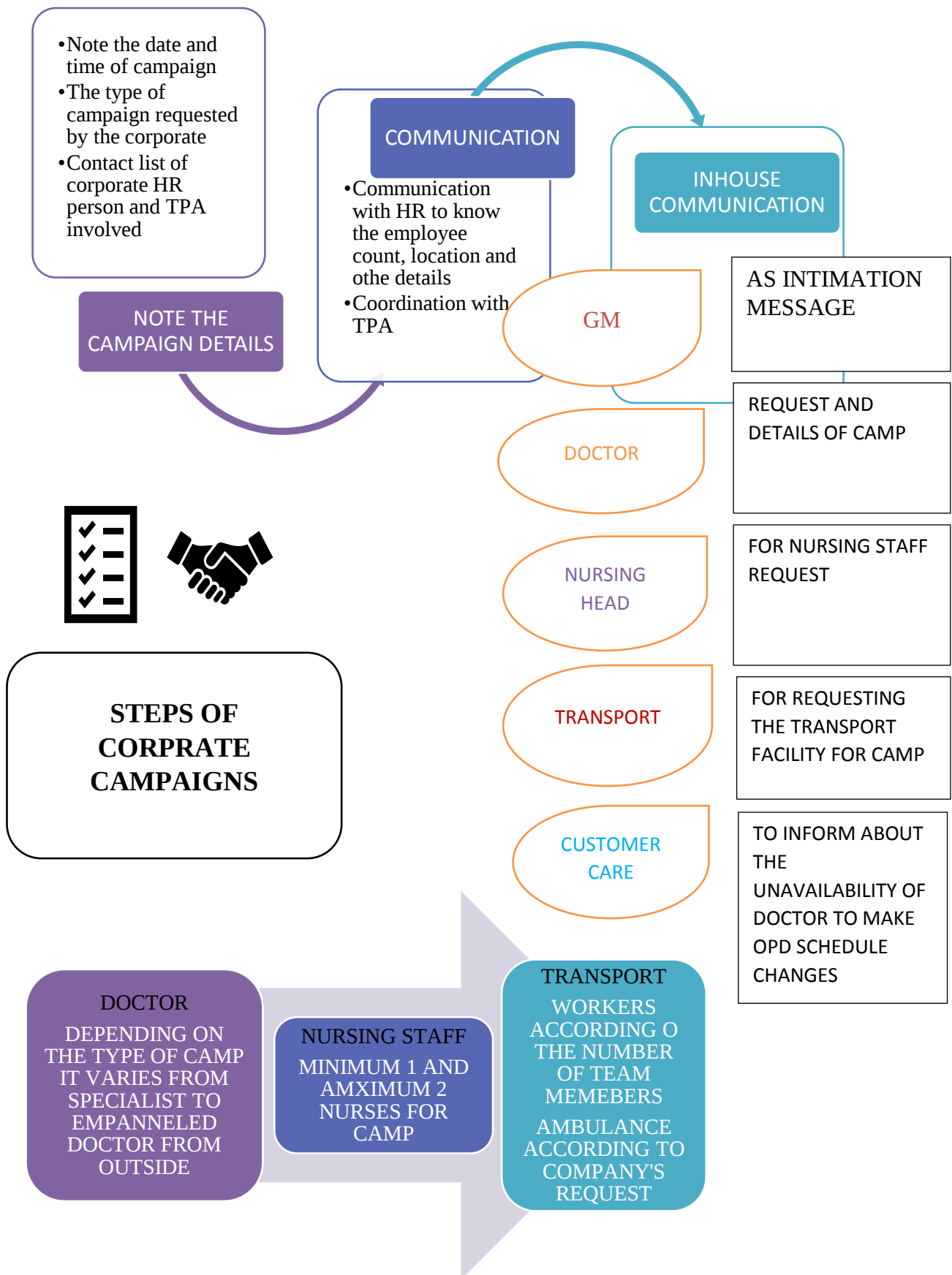


FIG.9 Figure depicts the process flow and campaign team arrangement

7) PROMOTION

Promotion includes personal selling, advertising, sales promotion, and media publicity.

Columbia Asia does not usually venture into aggressive promotional strategies. For increasing the clientele, CAPV steadily proposes different health services like the, cardiac health programmes, orthopedic checkups and diabetes health checkups apart from annual health checkups which are offered to different Corporate clients.

It conducts trade shows and conventions, sales contest, specialty advertising.

They also sponsor frequent visits to the RWA societies, schools, etc. Hospital also uses public service activities, events, fitness publications and articles in Newspapers.

Marketing Activities done for Corporates by Columbia Asia-

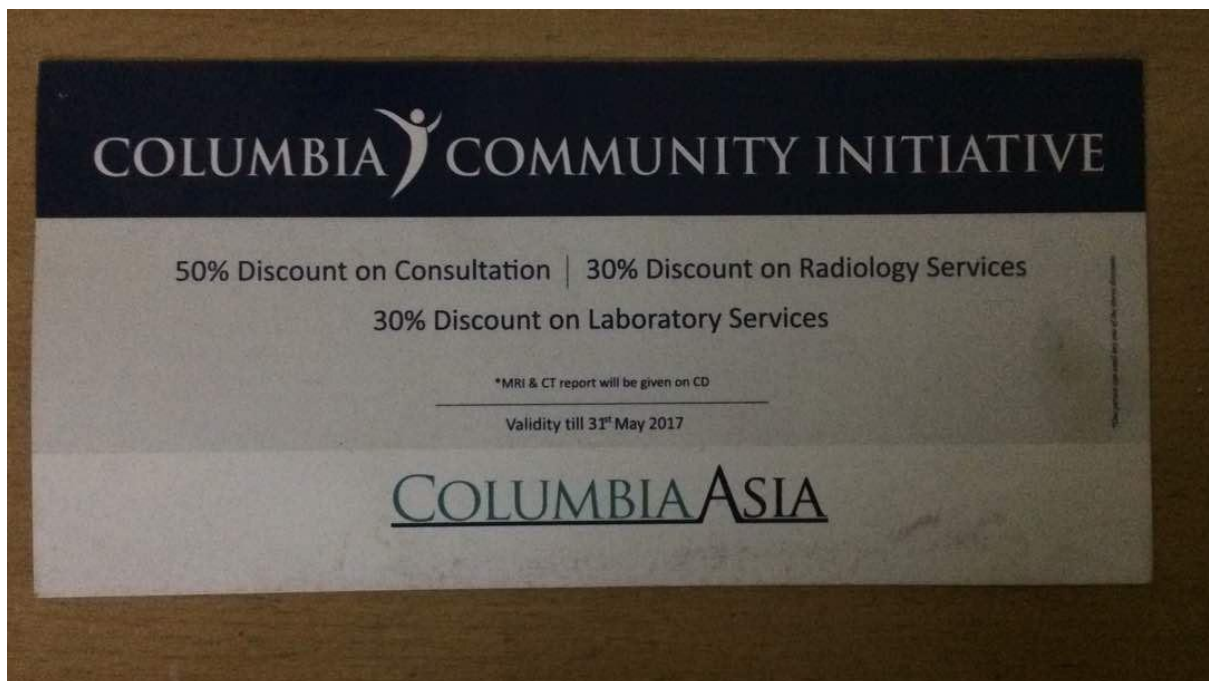


Apart from these planned activities cold calling is done on a weekly basis to new corporates and they also eventually result in MoU tie ups.

**CORPORATE MARKETING ACTIVITIES WHICH WERE ORGANIZED IN APRIL-
MAY 2017**

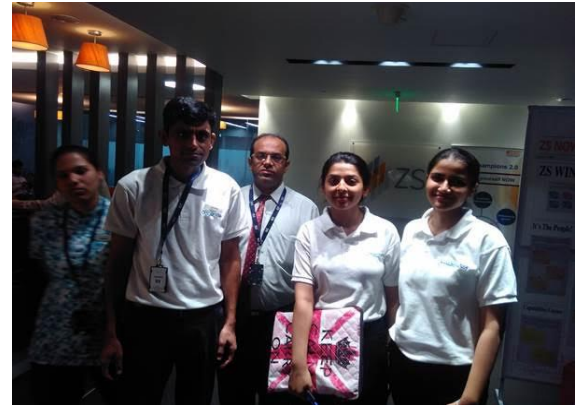
CORPORATES / RWA	ACTIVITIES PERFORMED
PVR	Health Talk on Breast Cancer
IBS	Diet Talk & Stress Management
Yokohama	Orthopedic Camp
Navigator Logistics	Basic Health Camp
IAP	Cardiac Camp
Hedrick & Struggle	BLS Training
Dwarka Palam Court	orthopedic Camp
Minda	Nutrition Talk, Ergonomics Talk
Interglobe	Cardiac Camp
Indigo	Basic Health Camp
Tyco Fire & Security	Effect of smoking on Health Talk
Interglobe	Multispecialty Health Camp
Polaris	Basic Health Camp
Nirmala Bhartia School	Pediatrics and Dental Camp
EXI Info system	Basic Health Camp
ITM University	Organ donation camp
ITX Services Ltd.	Basic Health Camp
Marvel Tea State	Basic Health Camp
Deloitte	Basic Health Camp
Bechtel India Pvt Ltd	Basic Health Camp
Power Grid	Diabetic Camp
Lite bite	Basic Health Camp
ZS Associates	Basic Health Camp
Kohler	Health Talk on Breast Cancer
Maruti	Cardiac Camp
G S Engineering	Breast and cervical cancer awareness
IAP	BLS and First Aid Training
Heidrik and Struggle	Ergonomic Talk
Federal Mogul	Ergonomic Talk

Fig.10 Table depicts the number of promotional events attended



Discount Coupon given in corporate camps by CAPV

PROMOTION ACTIVITIES



Columbia Asia Hospital - Palam Vihar, Gurgaon in association with Daiwik Hospital organizes

FREE Multi-Speciality Camp

Date: 28th May, 2017 (Sunday) | **Time:** 9 am to 1 pm
Venue: Daiwik Hospital, Old Roshan Pura, Najafgarh

Free Services available in the camp:
Blood Pressure | Blood Sugar | Height & Weight | BMI | ECG (if recommended by Doctor)

Free consultation by Specialists

Dr. Jitender Singhal: MD (Internal Medicine) | **Dr. Vibhore Singhal:** MBBS, MS (Orthopaedics)
Dr. Amit Gupta: MBBS, MD (Internal Medicine), DNB (Cardiology)
Dr. Amita Shas: MBBS, MD (Obs - Gynae)

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INDIA | INDONESIA | KUALA LUMPUR | VIETNAM
AMSTERDAM | BANGKOK | BANGKOK-THAILAND | BANGKOK-THAILAND

MARKETING ACTIVITIES CONDUCTED

IN YEAR 2015-16

EVENTS	NUMBERS
Ambulance Support	10
Health Camp	128
BLS Training	5
One to One meeting	18
Parent Craft	7
Press Conference	1
Press Release	1
Specialty Talk	41
RTM	2
Others	18
Total	231

IN YEAR 2016-17

EVENTS	NUMBERS
Health Camps	219
BLS Training	19
Specialty Talks	75
Implant Meet	8
Press Conference	4
Corporate Privilege Cards	27
E mailers	375
One on One Meet	80
RTM	12
Ambulance Support	20
Press Releases	126
Doctor Calls	830
New Corporate Empaneled	45
Physiotherapy Sessions	23
News Paper Full Pager	5
TOTAL	1649

FIG.11 SHOWS HOW CAPV HAS SIGNIFICANTLY INCREASED THE PROMOTIONAL ACTIVITIES COMPARED TO PREVIOUS YEAR.

Though there is a set of General Promotional Activities which are commonly conducted at all the corporates it may not always work that way. Sometimes we need to change the activities as per the need of the corporates.

Camps need to be designed while keeping in mind the type of Corporate. For example, if the workforce constitutes of more women than we can conduct gynae sessions etc., if the employee force is young than preventive camps and diet and weight sessions can be done, if there are more middle age and elderly than diabetes and cardiac camps are required.

KEY DIFFERENTIATORS-

Place- CAPV is located near the Corporate hub of Gurgaon.

Process- Systematic promotional activities and data management but no system of follow ups.

OBJECTIVE 4 MARKET SEGMENT OF MAJOR COMPETITORS OF CAPV

The market segment of competitors is analyzed to determine the revenue share of CAPV.

S.NO.	HOSPITAL	BEDS	AVG OCCUPANCY	AVG ANNUAL REVENUE(cr)	REVENUE SHARE	REV/BED/DAY
1	FORTIS	290	78%	480	17%	58447
2	MEDANTA	1250	56%	1368	49%	53542
3	VENKATESHWARA	104	32%	42	2%	34576
4	MAX GURGAON	85	86%	120	4%	45037
5	PARAS	250	80%	216	8%	29589
6	ARTEMIS	300	91%	480	17%	47995
7	CAPV	90	61%	68	2%	38082
8	TOTAL	2359	66%	2774	100	48899

Fig 12 The above table displays the bed occupancy and market share of major competitors.

Source-Finance Report 2016 CAPV

The above table reveals that the revenue share of CAPV is merely 2% which is the lowest among all the corporate hospitals. Its clearly seen that Max Gurgaon which has nearly the same bed strength as CAPV holds a revenue share of 4%, which concludes that there is a scope of increase in the revenue share of CAPV in the current market dynamics and it should be doing target marketing among the corporates to increase the revenue.

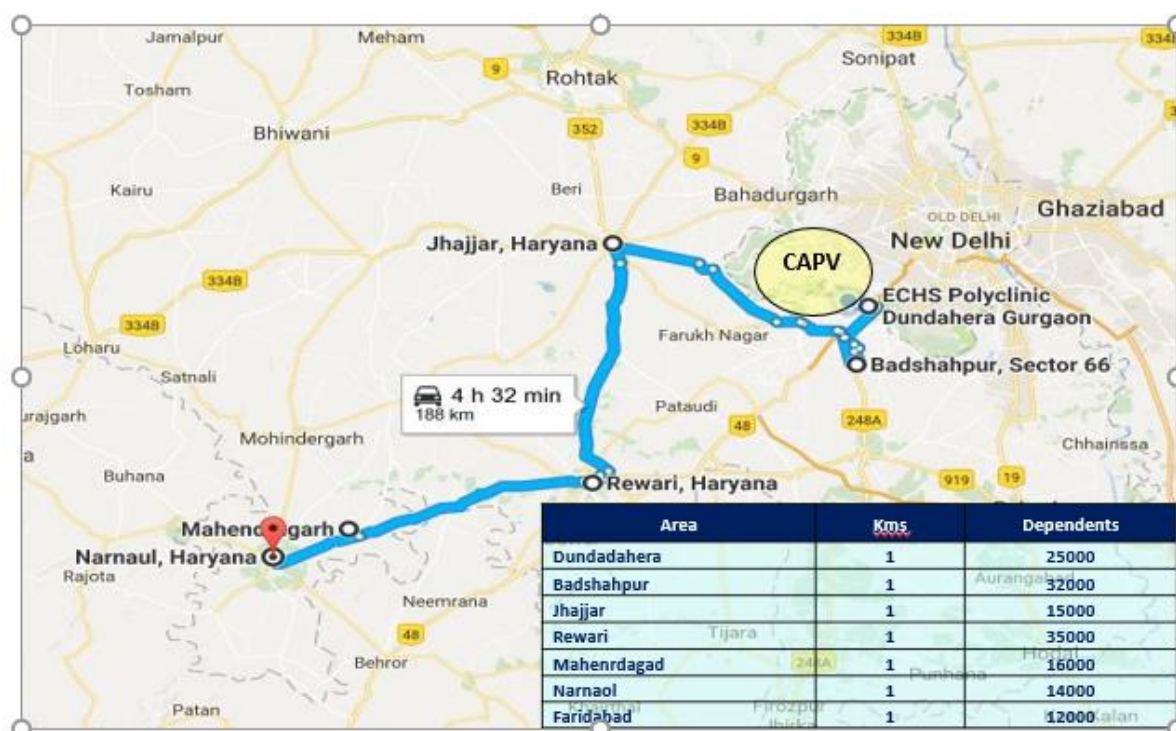
KEY DIFFERENTIATORS-

CAPV holds only 2% of market revenue share.

Competition Scan of ECHS Business

Hospital	Revenue	Business from ECHS	% Contribution to Rev	Fair Share
Fortis FMRI	953	0	0%	0%
Medanta	1368	150	11%	67%
Alchemist	21	3	16%	2%
Max Gurgaon	72	6	8%	3%
Paras	139	18	13%	8%
Artemis	359	43	12%	20%
CA Palam Vihar	68	0	0%	0%
Total	2980	220		100%

Fig 13 The above table depicts clearly that the major competitors are ECHS empaneled and it has been contributing to their revenue share. CAPV is not generating any revenue from ECHS.



COMPARISON OF EXPENDITURE AND REVENUE OF TOP CORPORATES FOR FY 15-16 AND FY 16-17

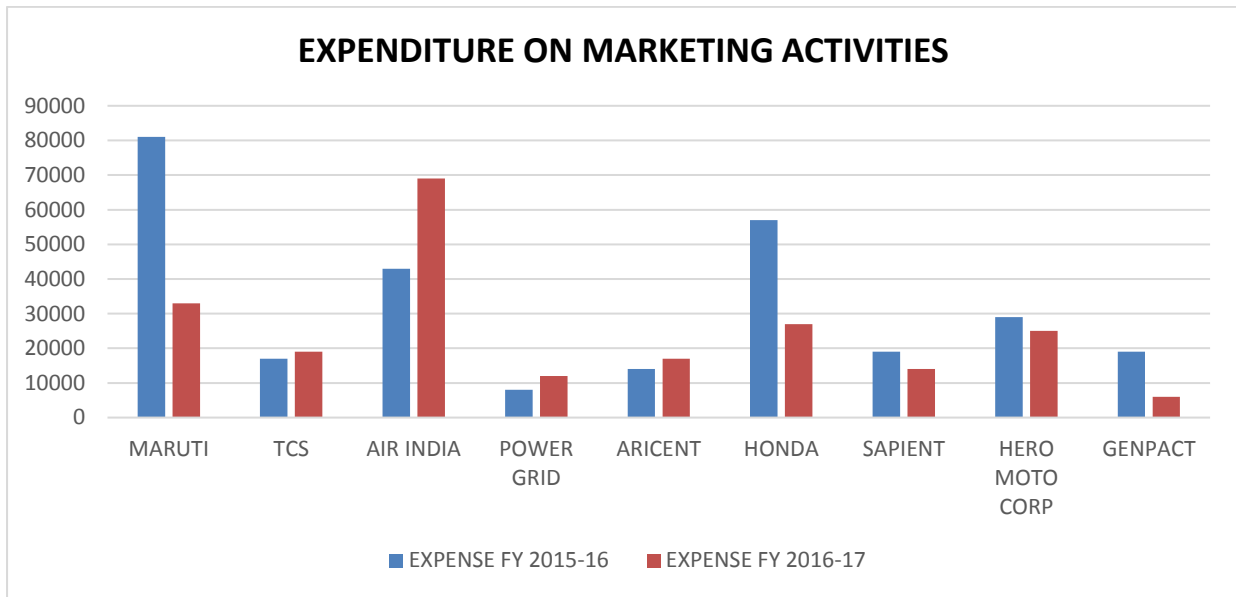


Fig.14 Depicts the annual comparison wrt money spent on promotional activities in top corporates.

Source: CAPV Finance Dept. - Balance Sheet

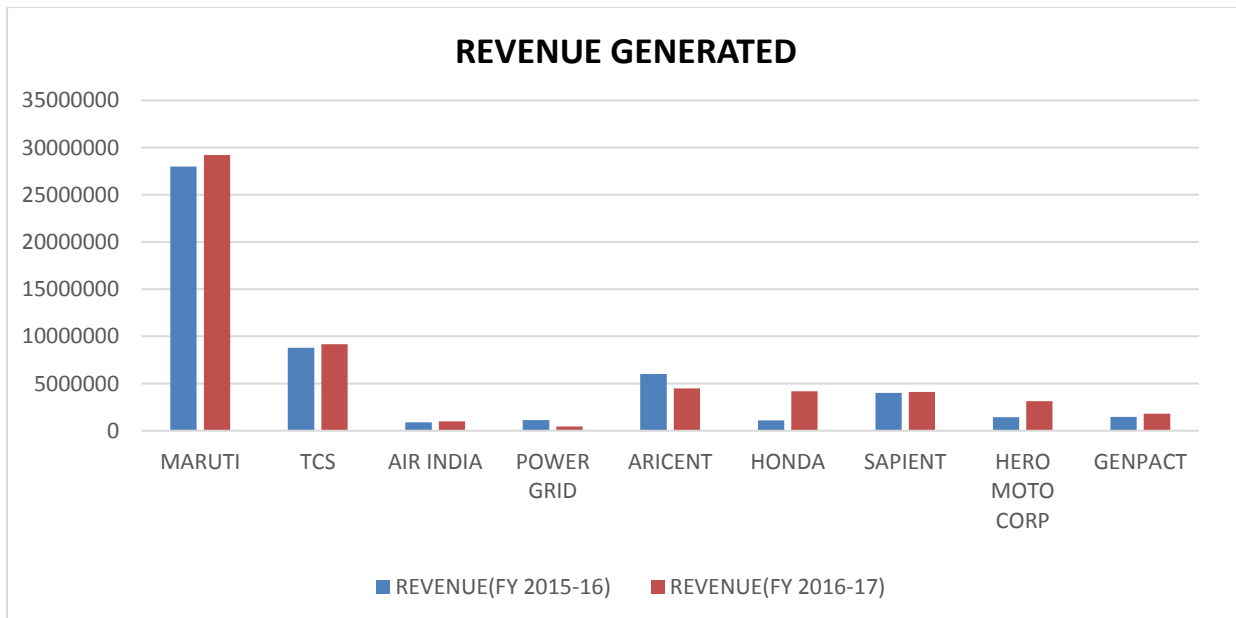


Fig.15 Depicts the comparison between revenue generated annually by top corporates.

Source: CAPV Finance Dept. - Balance Sheets.

8) INTERPRETATION

- From the above comparison, it is deduced that in case of Maruti, Honda, Sapient, Hero Moto Corp and Genpact, the expenditure on marketing activities has reduced as compared to previous year but still revenue generated from them is more.
- For Air India and TCS the expenditure is increasing and consequently the revenue is also increasing.
- Whereas even though the expenditure on marketing activities have been increased for the corporates-, Aricent and Power Grid, Revenue from them is not increasing.

Hence merely increasing the promotions or number of activities may not bring patients and generate revenue. There is a need for customization of the promotions in accordance with the need of the corporates.

9) CONCLUSION

- I. Corporate business is an important part of CAPV Hospital because a large part of its revenue (21%-OP and 9%- IP) comes from corporates. (Source: CAPV BUDGET REPORT 2016-17).
- II. In the nearby 993 Corporates, penetration of CAPV is only 81% (FY 2016-17). There is a need for increase in this percentage by adopting aggressive marketing strategies as new medical facilities are coming up in near vicinity- Manipal Hospital (Dwarka), etc.
- III. Despite being at a strategic geographical location CAPV holds only 2% of the market revenue share. This is due to the presence of aggressive competition among Corporate hospitals in the catchment area – Medanta, Fortis etc.
- IV. Most competitors like Artemis, Paras, Medanta etc. have PSUs empaneled at CGHS rates which are contributing to their corporate revenue, whereas CAPV has no PSU empanelment.
- V. Marketing of Health Packages and Routine examinations should be practiced at Corporates as new competition has come up within 2 km radius- Vijaya Diagnostic center.
- VI. Also, the standard promotion activities do not give the desired results in all Corporates. Hence, we need to customize our promotions as per the need of the corporates. e.g. young employee base- preventive camps, dietary advice, weight management sessions; middle aged- cardiac camps, diabetic camp, ortho camps etc.

10) RECOMMENDATIONS

- Making Patient **Specific Health Risk Assessment Reports** for Corporate Patients.
- **ECHS empanelment** of CAPV should be done-
40,000 dependents on Polyclinics under Empanelment in Gurgaon.
Direct Payment System through online mechanism.

Other Recommendations-

As there is no option of online payment a CAPV Mobile App should be developed.

There should be Bank/ATM facility in the premises.

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