



ASSESSMENT OF MARKETING MIX ELEMENTS OF COLUMBIA ASIA HOSPITAL WRT CORPORATE CLIENTS



INTRODUCTION

Corporates are highly focused upon the healthcare of their employees and are investing in employee health progressively. 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. 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.

OBJECTIVES

- Assessment of Marketing Mix of CAPV with the following objectives-
1. To scan the Internal Environment of the hospital.
 2. To scan the External Environment of the hospital.
 3. To analyze the marketing strategies with respect to 7 P's for corporate clients.

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.

STUDY ANALYSIS AND DISCUSSION

OBJECTIVE 1. SCANNING OF INTERNAL ENVIRONMENT

SWOT ANALYSIS OF CAPV

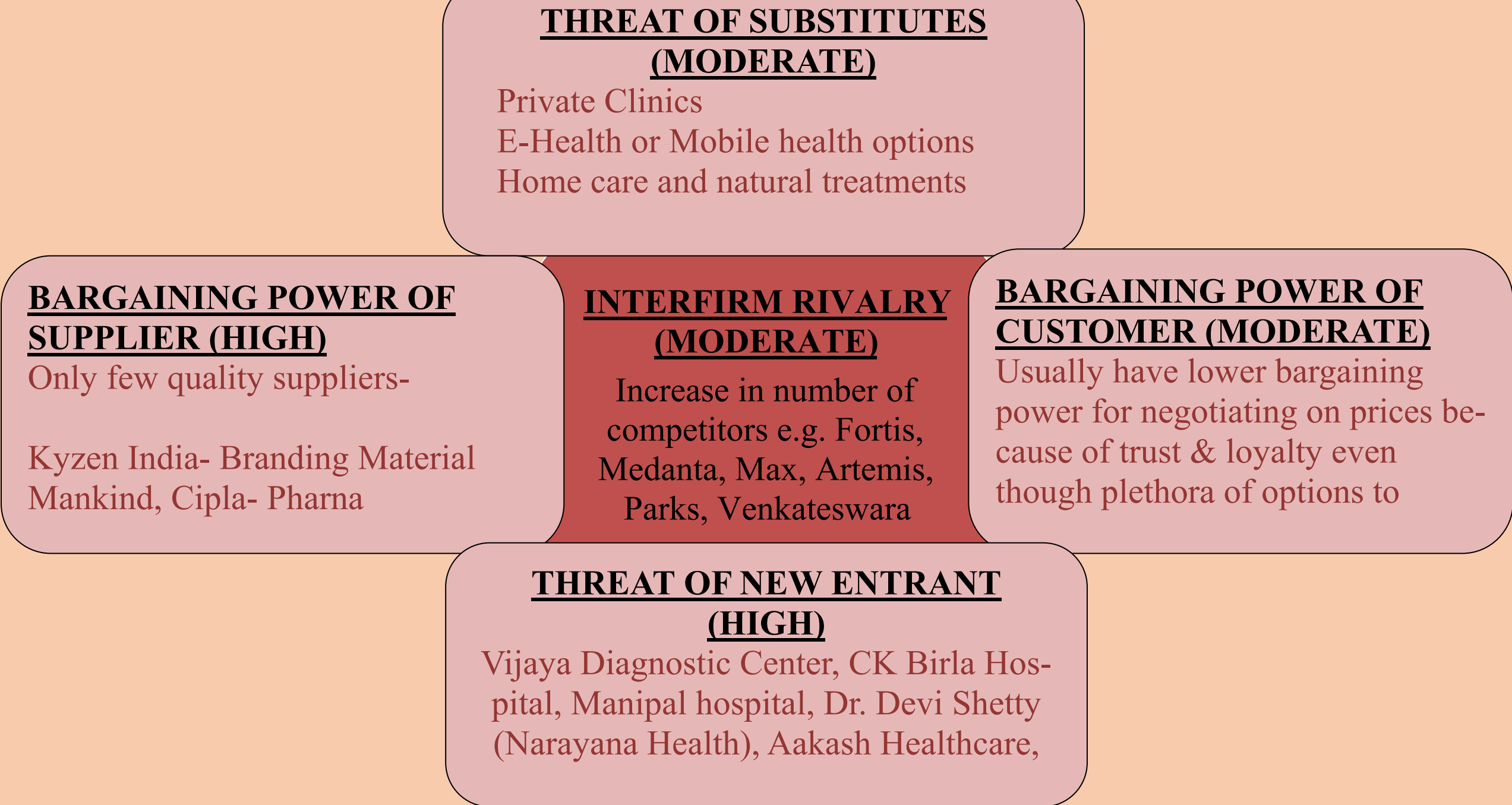
STRENGTH	WEAKNESS
Service experience & state of art Infrastructure. Geographical location Islands of Medical Excellence Critical care Dialysis OBG & GYNAE Cardiology	Business in specialties like Neurosciences, Oncology is dependent on single consultant. Limited expansion model-(less than 100 beds) Employee and Doctor Retention.
OPPORTUNITIES	THREATS
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)

KEY DIFFERENTIATORS -

Strategic Geographical Location with Connectivity.
Customer Service Experience

OBJECTIVE 2. SCANNING OF EXTERNAL ENVIRONMENT

PORTER'S FIVE FORCES



KEY DIFFERENTIATORS:

Congregate of Intense Competitors
Challenge of New entrants

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

1. PRODUCT

Product Mix Length		
In patient services	Ambulatory services	Health promotion
Medical/surgical	Emergency	Health education sessions
(42 beds) *	(1 examining rooms) (4 beds) *	1 clinical educator 1 patient educator
Obstetrics (18 beds) *	Walk in clinic	Parent craft sessions (1 per month) *
Pediatrics (14 beds) *		Health camps, talks, BLS Training, Diet session, stress management, Ergonomic talks etc.
ICU (12 beds)*		(Avg 15 monthly sessions) *

*Product Depth

2.PRICE

PRICING AT COLUMBIA ASIA

REGISTRATION	100
CONSULTATION	700-1000
IP VISITS	1000-1250
VENTILATOR/DAY	3600
ANESTHESIA	35%
OT	80%
BED TYPE	ROOM TARRIF
SINGLE	7800
TWIN	4900
MULTI BED	3800
ICU	9500

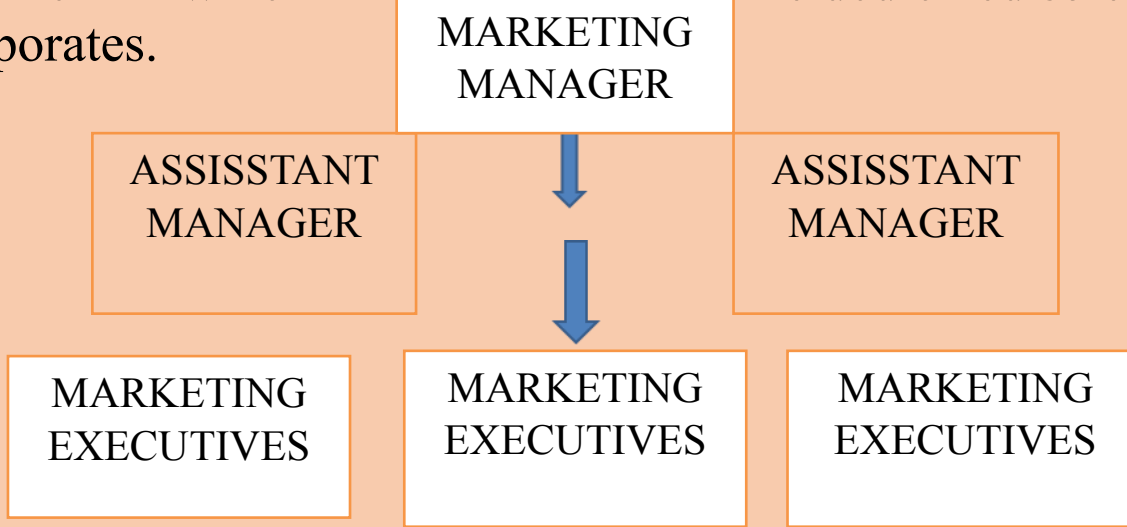
SN	KEY PROCEDURES	PRICING
1	CAG	SINGLE 17,000 TWIN 17,000
2	PTCA (without stent)	115000 110000
3	CABG	250000 250000
4	Lap Chole	98000 90000
5	Lap Hernia (without implant)	105000 98000
6	TURP	98000 91000
7	PCNL	110000 100000
8	TKR UL (with implant)	250000 228000
9	THR	25000 228000
10	LSCS	98000 88000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

3. PEOPLE

The patients, clients, customers, prospective patients, providers, staff, management – everyone – involved in the healthcare organization, facility, or practice.

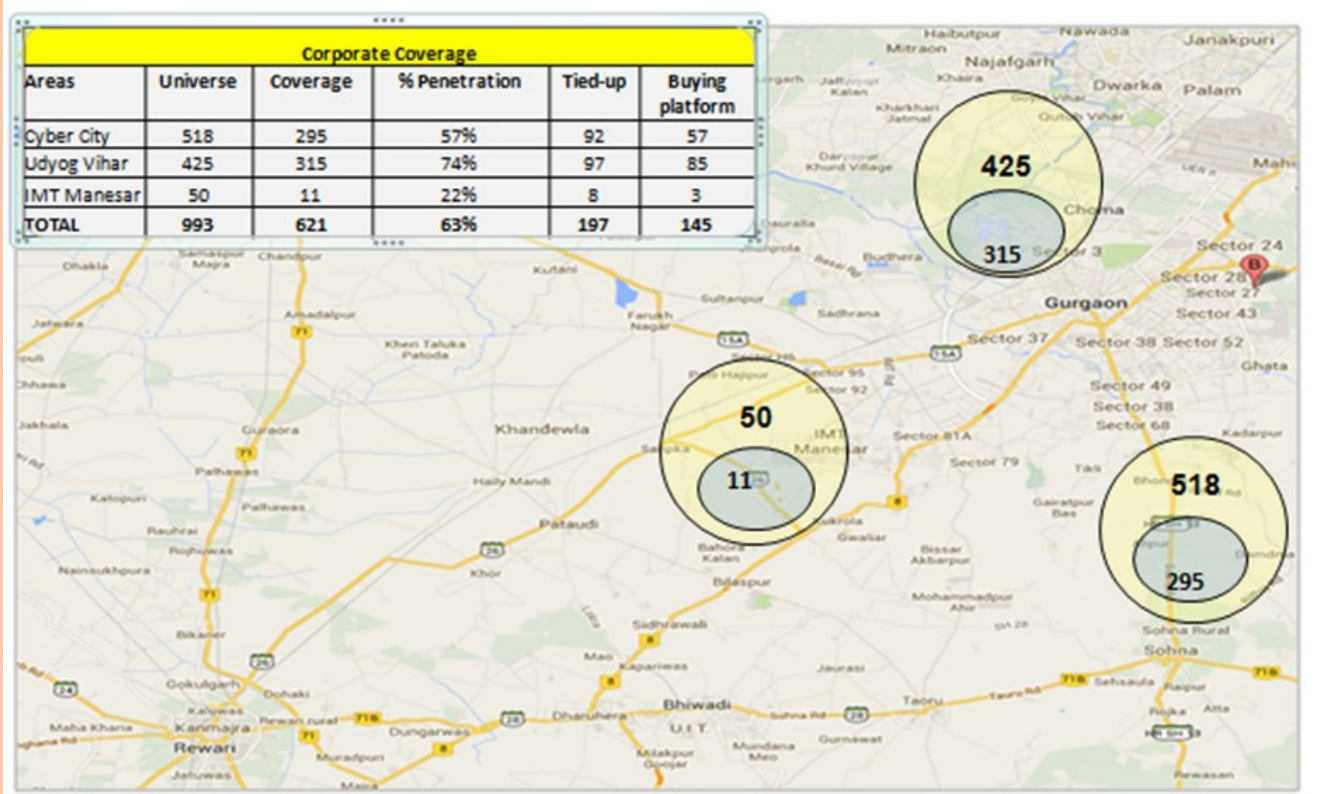
Currently engages 269 full timers including doctors, nurses, paramedics, clinical staff and management professionals and 113 outsourced people to manage over 90 beds in the hospital. The behavior and attitude of the personnel offering service will influence the customer's overall perception of the service. Customers are a source of influencing other customers by word of mouth.

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

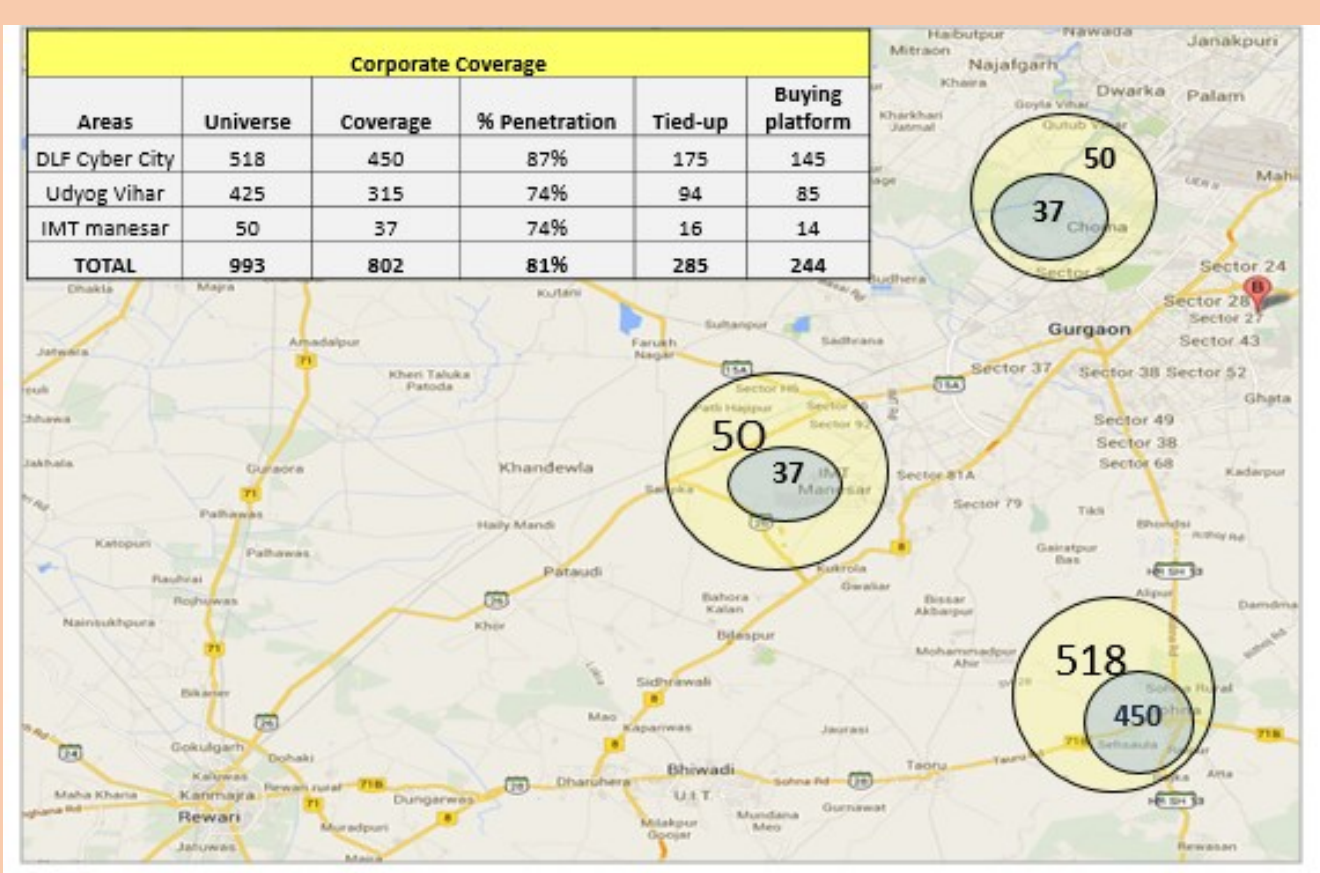


4 PLACE

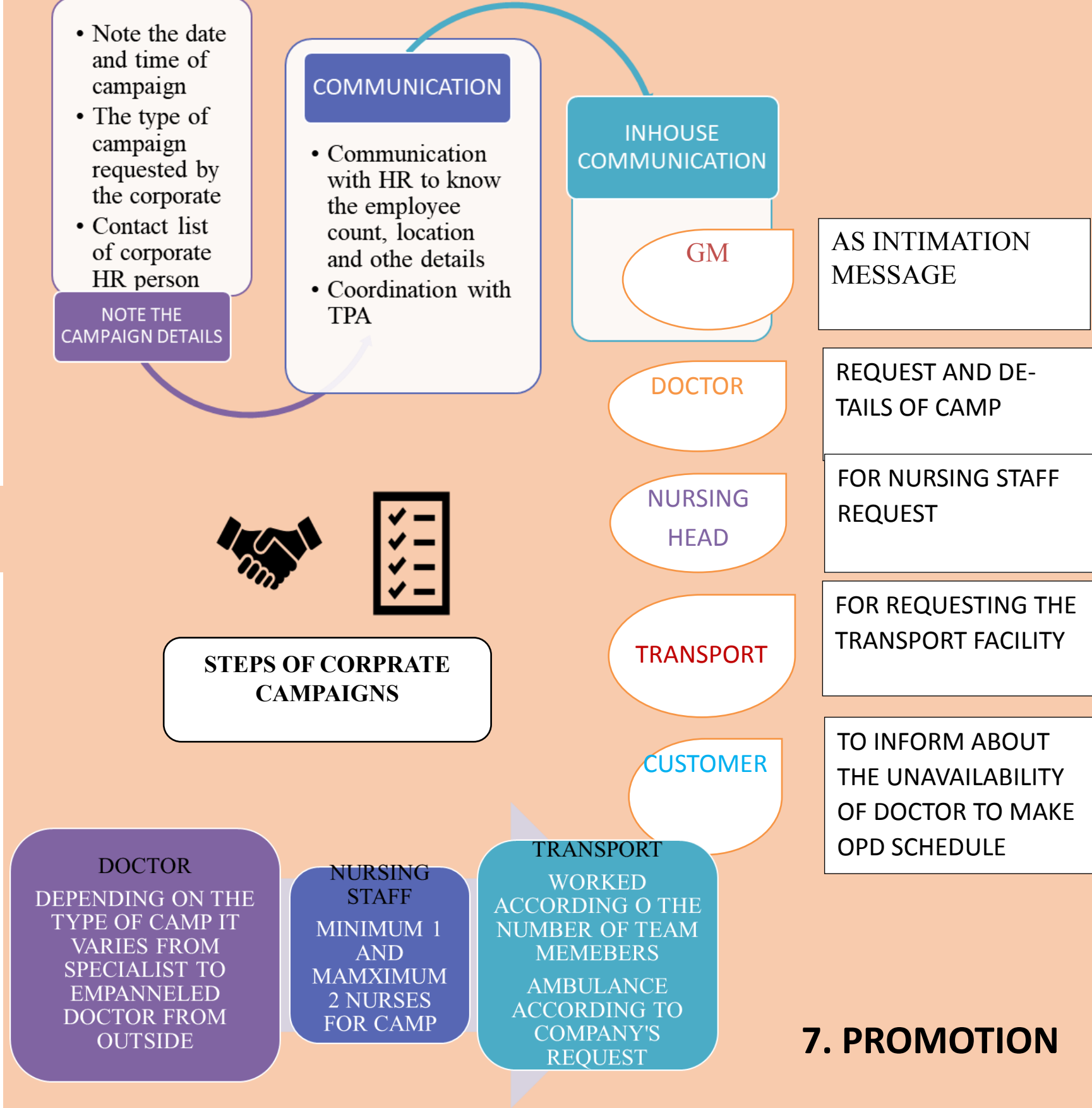
CORPORATE COVERAGE 2015-16



CORPORATE COVERAGE 2016-17



5. PROCESS



6. PHYSICAL EVIDENCE

It is the environment in which the service is delivered with physical or tangible commodities and where the firm and the customer interact. It makes a huge impact on the customer. Physical evidence offers customers means of evaluating the service. Corporate image plays an important role in terms of physical evidence. This is developed through corporate relation programmes. Hospital maintains a good ambience right from the reception one finds very cordial and comforting staff. Hospital is well organized and segregated into different departments. The entire hospital is centrally air-conditioned with good lighting. Ventilation is taken care of by air-conditioning.



MARKETING ACTIVITIES CONDUCTED IN FY 016-17

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



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.

PROMOTIONAL ACTIVITIES PERFORMED IN CORPORATES FROM APRIL-

CORPORATES	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

CORPORATES	ACTIVITIES PERFORMED
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

OBJECTIVE 4 MARKET SEGMENT OF MAJOR COMPETITORS OF CAPV

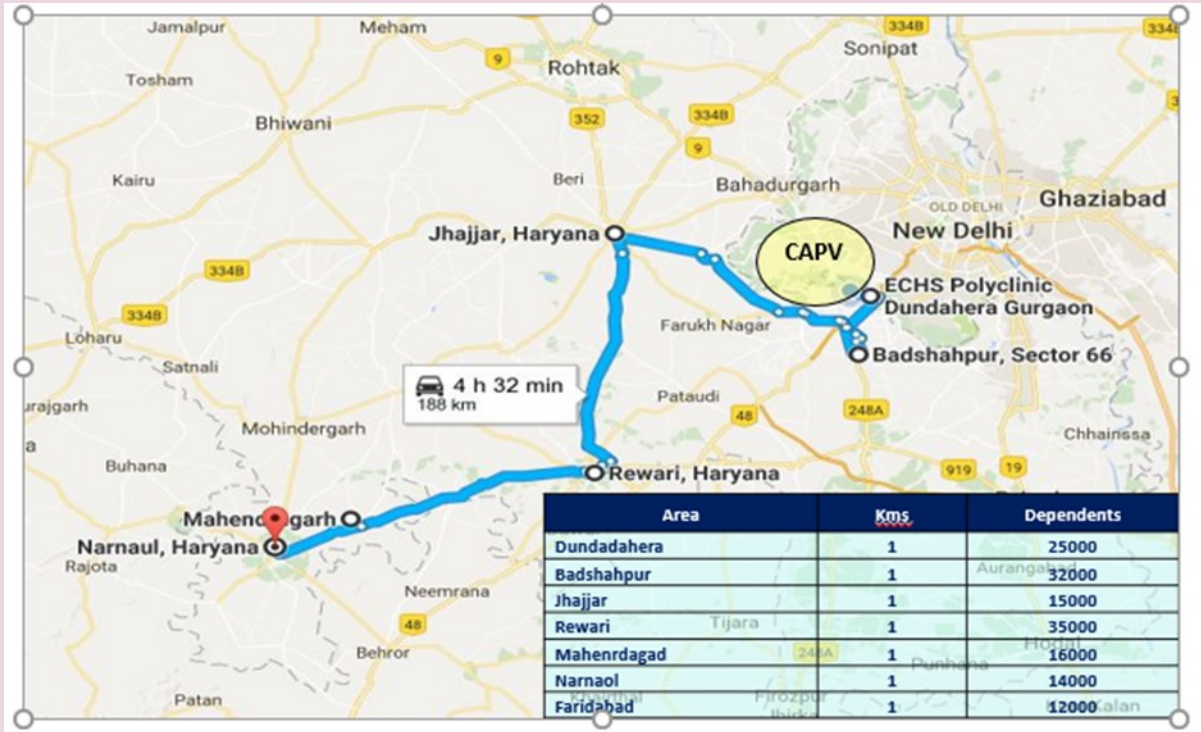
S.N.	HOSPITAL	BE DS	AVG OC-CUPANCY	AVG ANNUAL REVENUE(cr)	REVENUE SHARE	REV/ BED/DAY
1	FORTIS	290	78%	480	17%	58447
2	MEDANTA	1250	56%	1368	49%	53542
3	VEN-KATESHWARA	104	32%	42	2%	34576
4	MAX GURGAON	85	86%	120	4%	45037
5	PARAS	250	80%	216	8%	29589
6	ARTEMIS	300	91%	480	17%	47995
7	CAPV	90	61%	68	2%	38082
8	TOTAL	2359	66%	2774	100	48899

The table reveals that the revenue share of CAPV is merely 2% which is the lowest among all the corporate hospitals. It's 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

KEY DIFFERENTIATORS

CAPV holds only 2% of market revenue share.

ECHS MARKET



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%
ARTE-MIS	359	43	12%	20%
CA Palam Vihar	68	0	0%	0%
Total	2980	220		100%

FINDINGS

1. 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).
2. In the nearby 993 Corporates, penetration of CAPV is only 83% (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.
3. 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.
4. Most competitors like Artemis, Paras, Medanta etc. have ECHS empanelment which is contributing to their corporate revenue, whereas CAPV has no PSU or ECHS empanelment.
5. 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.
6. Also, the standard promotion activities do not give the same 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.