

**Summer Training at
Manipal Hospital,
Bangalore**

**Digital Engagement Strategy to Gain Appointment Leads for Manipal
Hospitals**

**By
Palak Gupta**

**Under the guidance of
Ms. Geetika Goswami**

**MBA Hospital and Health Management
2015-2017**



**The IIHMR University, Jaipur
2016**

CERTIFICATE

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Dr. Palak Gupta** student of **MBA Hospital and Health Management** from the **IIHMR University**; Jaipur has undergone summer training at **Manipal Hospitals, Bangalore** from 1st April to 31st May, 2016.

The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific & analytical.

The internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavours.



Col. (Dr.) Ashok Kaushik
Dean (Academics & Student Affairs)
IIHMR University, Jaipur



Geetika Goswami
Assistant Professor
IIHMR University, Jaipur



1st June 2016

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Palak Gupta** has done an internship project with us from 1st April, 2016 to 31st May, 2016.

During this period she was involved in a project – **Digital engagement strategy to gain appointment leads** for Manipal Health Enterprises Pvt. Ltd., Bengaluru.

Her performance on the projects was assigned and her conduct was found to be good.

We wish her success in her future endeavors.

For Manipal Health Enterprises Pvt. Ltd.,

Asha Rao
Manager – Human Resources

ACKNOWLEDGEMENT

Every endeavor in itself is an impression of the efforts of not only those who pursue it but of those as well who provide guidance and motivation towards its successful completion. Likewise, this project bears the imprint of all those who helped me at various stages of this project's development and fruitful culmination.

I would like to extend a word of gratitude towards:

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- Mr. Sachin Rao, Chief Operating Officer of Department of Digital Marketing, for being my mentor and project guide for the entire tenure of my training. For helping me improve the quality of work done by working on my lacunas.
- Dr. Suvidha Sarang, Assistant Manager in Department of Digital Marketing, for providing me with guidance and support required to work on my project and readily enlightening me with information about the uncharted topics.
- Mr. Sarvana Sampath, Manager Training and Development, for granting me the opportunity to learn and train in this prestigious institute and for coordinating my entire training schedule.
- Mrs. Geetika Goswami, my mentor at IIHMR, Jaipur, for providing me with the guidance and support because of which this project has been successfully culminated.
- I would also like to thank my dean at IIHMR University, Mr. Satish Kaushik and the university itself for providing me with this golden opportunity to learn and to work in a health facility which is one of the best amongst the current health providers.

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ABBREVIATIONS/ACRONYMS:

- **AAHRPP:** Association for the Accreditation of Human Research Protection programs, Inc
- **API:** Application Programming Interface
- **ATM:** Automated teller machine
- **BBS:** Bulletin board system
- **CAGR:** Compound annual growth rate
- **CPL:** Cost per lead
- **CRM:** Customer relationship management
- **CSR:** Corporate social responsibility
- **CSSD:** Central sterile supply department
- **CTA:** Call to action
- **E-COMMERCE:** Electronic commerce
- **EDI:** Electronic data interchange
- **HRPP:** Human research protection program
- **IAEA:** International atomic energy agency
- **ICMR:** Indian council of medical research
- **ICU:** Intensive care unit
- **IPD:** Inpatient department
- **ISO:** International organization for standardization
- **ISP:** Internet service provider
- **IVF:** Intra-venous fluids
- **MEMB:** Manipal Education and Medical group
- **MHB:** Manipal Hospital Bangalore
- **MHI:** Manipal Heart Institute
- **MHRC:** Manipal Hospital research centre
- **MIS:** Management Information System
- **LTSF:** Low temperature steam formaldehyde
- **MMS:** Multi-media messaging service
- **NABH:** National accreditation board for Hospitals and Healthcare providers
- **NABL:** National accreditation board for laboratories
- **NGO:** Non-governmental organization
- **OPD:** Outpatient Patient Department
- **OT:** Operation theatre
- **PACU:** Post-anesthetic care unit

- **PPC:** Pay per click
- **PPL:** Pay per lead
- **PPS:** Pay per sale
- **PR:** Public relation
- **QR:** Quick response
- **ROI:** Return on investment
- **SEO:** Search Engine Optimization
- **SEM:** Search Engine Marketing
- **SMM:** Social Media Marketing
- **SMQ:** Social media quotient
- **SMS:** Short message service
- **WWW:** World wide web

Organization Profile:

Manipal Hospital has a special significance in overall healthcare industry of India particularly in South India. A social seed sown more than five decades ago is today the country's third largest healthcare group with a network of 15 hospitals providing comprehensive care that is both curative and preventive in nature for a wide variety of patients not just from India but from all across the globe. Manipal Hospital is one of the most preferred and recognized healthcare facilities by pharmaceutical companies for drug trials.

Manipal Education and Medical Group is divided into four wings:

- ❖ Manipal Education: India's university town with 2 universities and 24 professional colleges.
- ❖ Research: Genetics and Stem Cell Research.
- ❖ Manipal Integrated Services: Outsourced Manpower Services Provider.
- ❖ Manipal Health Enterprises Pvt. Ltd:

Manipal hospital Bangalore (MHB) is a part of Manipal Education and Medical Group (MEMG). Manipal hospital Bangalore is a private healthcare facility, founded in 1953 by Dr. T. M. A. Pai, a doctor, educationist, banker and philanthropist. He also instituted India's first private medical college, Kasturba Medical College in 1955. The focus at Manipal Hospitals is to develop an affordable tertiary care multispecialty healthcare framework through its entire delivery spectrum and further extend it to homecare.

Core Values:

The ethos of Manipal Hospitals is its belief in the credo of its triad of its core values, namely, "Clinical Excellence", "Patient Centricity" and "Ethical Practices".

- ❖ **Clinical Excellence:** The clinical excellence is rooted in our team of doctors/medical specialties who are well versed with latest advancements in their respective field of medical expertise. This is further complemented by our teams of highly trained nurses and paramedical people.
- ❖ **Patient Centricity:** Patient centricity is the key tenet that we follow and which has won the goodwill and trust of our patients over the years. A total 'patient first' approach at all times in the outpatient department- working at late hours of the day and even on holidays, are but a few examples of patient friendly practices that has resulted in us being one of the most preferred hospital wherever we are present across India and also the development of strong bond based on faith and trust with our patients.

- ❖ **Ethical Practices:** Our unwavering and unflinching belief in ethical practices along with our social initiatives through the Manipal Foundation and other associated NGOs has enabled us to extend quality and affordable healthcare to the lesser privileged sections of the society.

With its flagship quaternary care facility located in the heart of Bangalore city, five tertiary care, nine secondary care across five states, today Manipal Hospital successfully operates and manages 4,900 beds and caters to around 2 million customers from India and overseas every year. The hospital staff includes around 2,000 doctors and 6,000 nurses, paramedics and support staff.

Manipal Hospital Network:

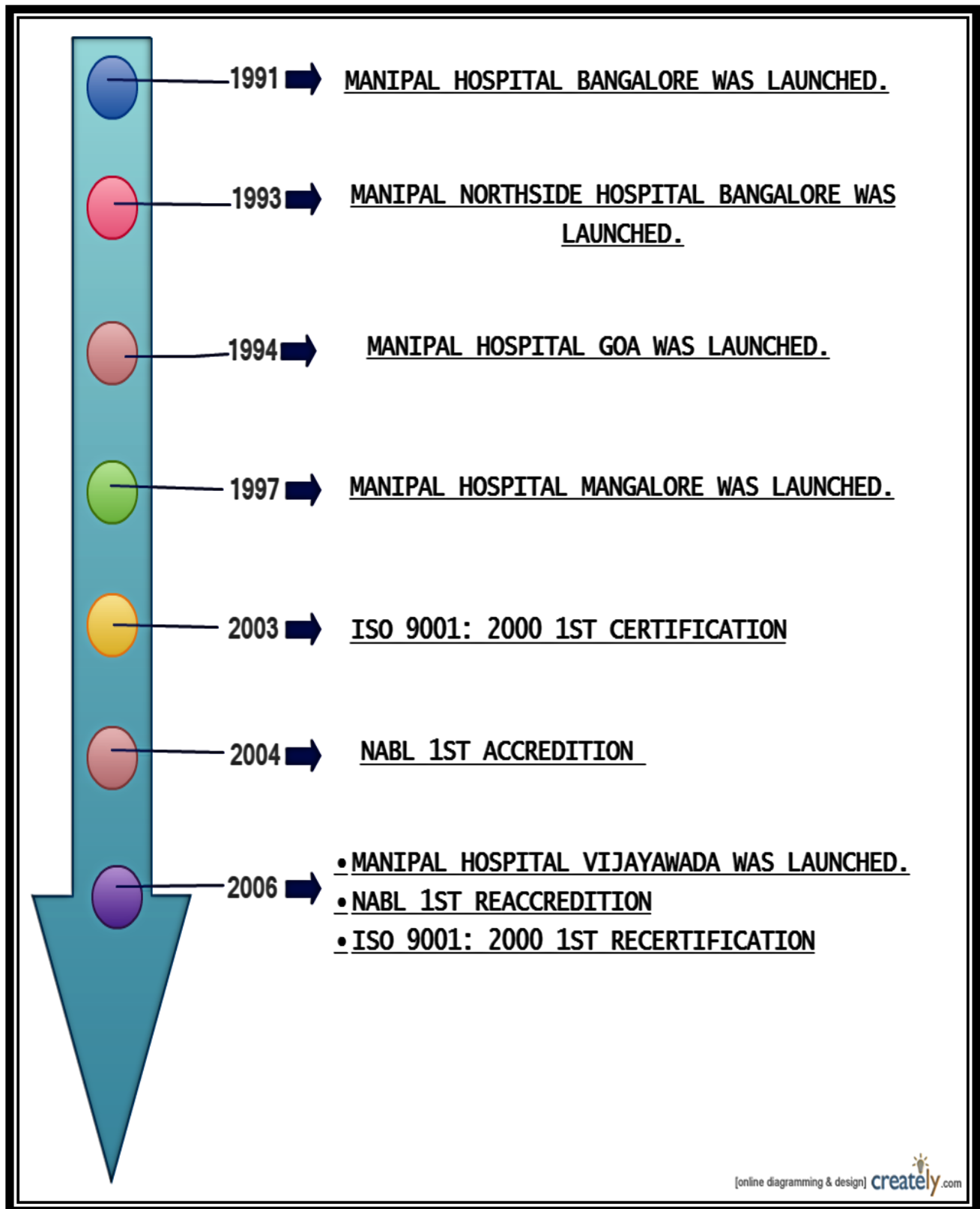
The list of Manipal Hospital network is as follows:

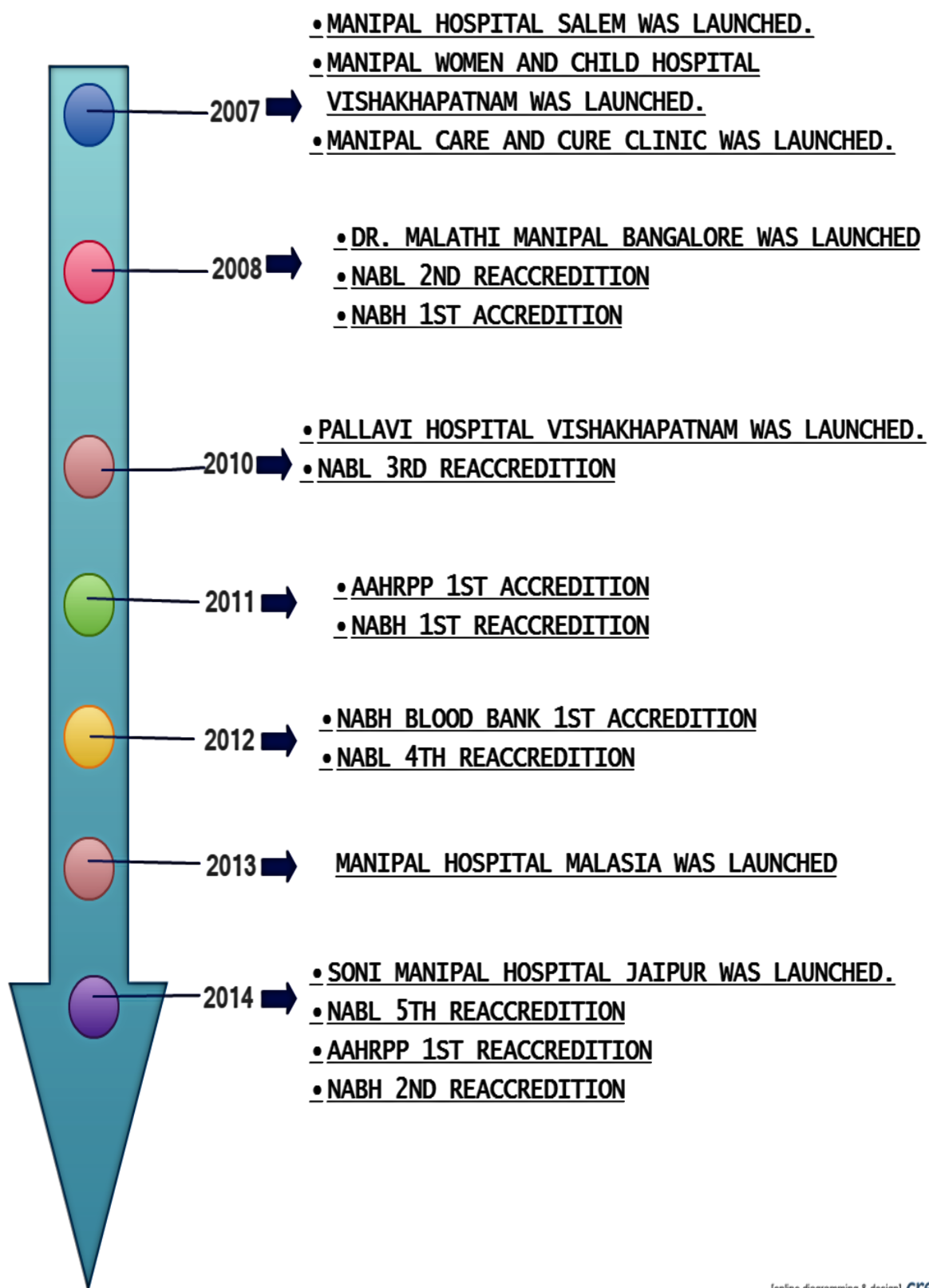
1. Manipal Hospital, Bangalore
2. Manipal North Side Hospital, Bangalore
3. Dr. Malathi Manipal Hospital, Bangalore
4. Manipal Hospital, Salem
5. Manipal Hospital, Goa
6. Manipal Mangalore, Hospital
7. Manipal Super Specialty Hospital, Visakhapatnam
8. Manipal Hospital, Vijayawada
9. Soni Manipal Hospital, Jaipur
10. Vedic Life care, Nigeria
11. Manipal Hospital Klang, Malaysia

Manipal Hospital Awards and Accolades:

- ❖ First Indian Multispecialty hospital to attain ISO 9001: 2000 Certification for all comprehensive protocols including Clinical, Nursing, Diagnostics and Allied Services.
- ❖ Golden Peacock National Quality Award, 2005, the first ever hospital in the country to be bestowed such a recognition.'
- ❖ The hospital based Clinical Laboratory is the first to get NABL Accreditation.
- ❖ Manipal Hospital organized the largest free heart screening event on World Heart Day. They entered the India/ Asia Book of Records, because 10,732 people attended the event organized in Manipal Hospital units in Goa, Jaipur, Salem, Vijayawada, Vishakhapatnam and Mangalore

❖ Timeline:





Specialties:



Manipal Heart Institute (MHI)



Manipal Institute of Neurological disorders



Manipal Institute of Liver and
Digestive diseases



Manipal Home Care



Manipal Institute of Nephrology



Manipal Health Check



Manipal Comprehensive Cancer Center



Accident and Emergency Care



Manipal Ankur (Andrology



Bones and Joints care



Skin Care

Dermatology



Genetics

Genetics



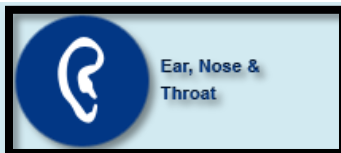
Diabetes &
Thyroid Care

Diabetes and Endocrinology



Growth &
Hormonal Medicine

Growth and Hormonal Medicine



Ear, Nose &
Throat

Ear, Nose and Throat



ICU &
Critical Care

ICU and Critical Care



General Medicine

General Medicine



Lab Diagnostics

Laboratory Medicine and Diagnostics



General Surgery

General Surgery



Child Care

Pediatric Services



Rheumatology



Spine Care



Women and Child care



Sports Medicine



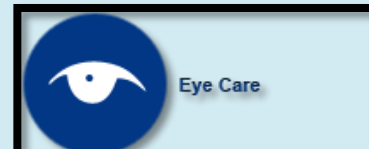
Robotic Assisted Surgery



Radiology



Rehabilitation Service



Manipal Eye care

Infrastructure Facilities:

- Bed strength: 600 beds
- Over 50 specialties
- Multispecialty services under one roof
- 24*7 Hi tech Ambulatory Services
- 24*7 Hi tech NABL accredited Diagnostic services
- 24*7 Pharmacy- free home delivery under 5 km radius
- 24*7 Blood bank
- 24*7 Accident and Emergency Services
- 24*7 Pediatric Emergency
- Telemedicine
- Valet parking to accommodate over 250 vehicles
- Outpatient consultations on Sundays and holidays
- Comprehensive health check facilities
- Intensive care units (ICUs)
- Operation Theaters (OTs)
- Cafeteria
- Florist
- ATM
- Syndicate Bank
- All support services.

General Findings:

I would like to present my general findings on the basis of my visits to different departments in Manipal Hospitals, in the form of process flow chart and data collected through observation learning.

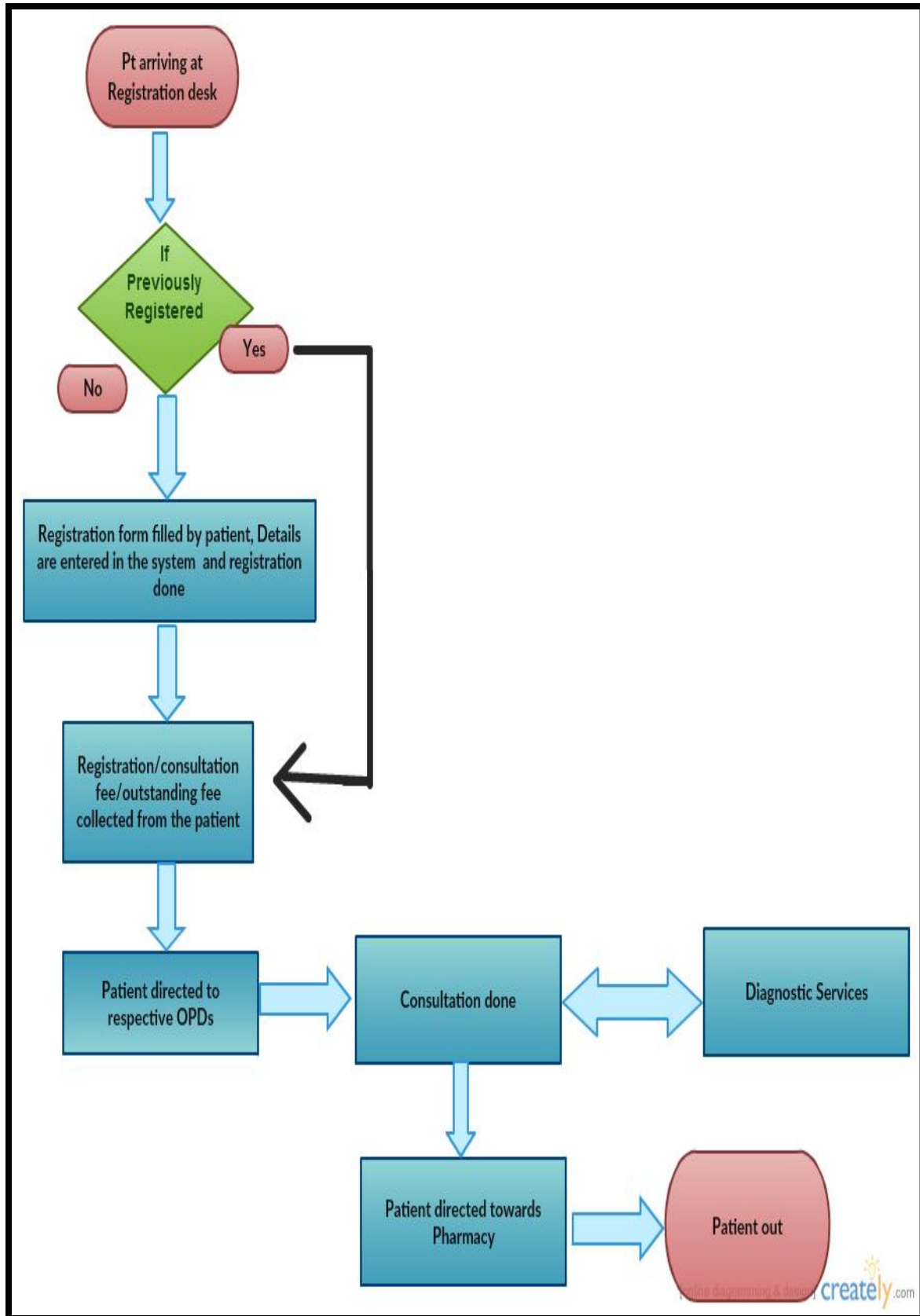
The department wise observation learning is as follows:

1. OPD:

Manipal Hospitals offers a wide range of outpatient services. It includes General medicine OPD, Gynecology and fetal medicine OPD, Ear, Nose and Throat OPD, Pulmonology OPD, Neurology OPD, Orthopedic OPD, Gastroenterology OPD, Rheumatology OPD, Spine care OPD, Endocrinology OPD, Cardiac OPD, Ophthalmology OPD and Dental care OPD. Manipal hospital Bangalore has the largest number of OPD in Bangalore serving 3000 patients every day. To serve 3000 patients per day with patient satisfaction is a huge task for Manipal staff. There is around 500+ staff working in the Manipal outpatient department.

OPD is situated on -1 and 1st floor in Manipal Hospitals. The registration desk is situated on the ground floor. Appointments are centralized and are recorded on the Hospital Information Management System. Manipal hospitals have outsourced their appointment booking to Qikwell. As soon as appointments are fixed, a text message is sent to the patient confirming the appointment. No walk-in patient is turned away, and the staffs try to accommodate these patients between the appointments already scheduled for the day. The daily volume is of approximately 2500-3000 patients across all the OPDs. Each OPD has the capacity to handle 70-100 patients waiting. For Chairpersons and senior doctors, a junior doctor does the initial assessment of the patient, which not only reduces the workload of the senior doctors (whose slots are always overbooked), but it also gives the junior doctors an opportunity to learn from the best brains in the industry.

The process flow of patient when the patient enters the hospital to the consultation to the time the patient leaves the hospital is given below:



2. Operation Theater (OT):

The operating theater floor is an ultra modern facility containing 21 operating rooms most specialized for particular medical area. Their break up is as follows:

Sr. No	OT Number	Specialty
1.	4	Cardiac OTs
2.	1	Pediatric Cardiac Care OT
3.	4	Neurosurgical OTs
4.	8	General OTs
5.	2	Orthopedics OTs
6.	1	Brachytherapy OT
7.	1	IVF OT

The OT floor is staffed by highly qualified expert anesthesiologists and highly trained nursing teams to handle the demands of any routine or emergency surgical procedure. The hospital has specialized teams of general surgeons, pediatric surgeons, cardiothoracic surgeons, neurosurgeons, surgical oncologists, plastic surgeons, orthopedic surgeons, gastroenterology surgeons, endovascular surgeons and laparoscopic surgeons among others.

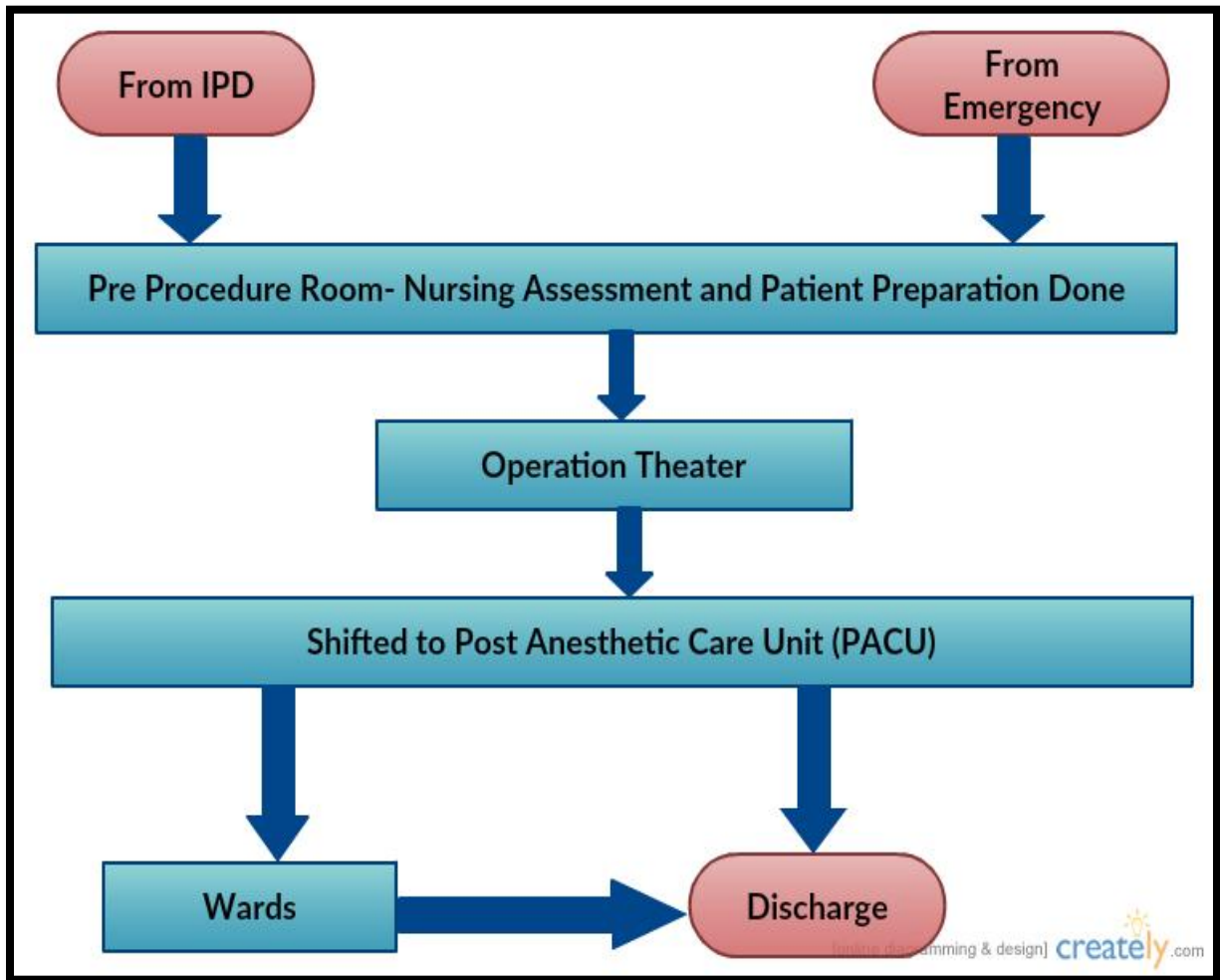
Intra-departmental team work is encouraged and hospital has huge success in complex, congenital and re-do surgeries. Commonly performed surgeries include total hip replacement, total knee joint replacement, spine surgeries, complex micro vascular and neurosurgical procedures.

The floor has one ultra modern Maternity Suite (equipped with labor, delivery, recovery and post partum facilities) and 4 delivery rooms with recovery bay. The operation suite represents the-state-of-the-art in its design and are equipped with the most advanced surgical and anesthesia system to offer the highest level of patient safety and infection control.

Process Flow:

The process flow of Operation Theater starting from patient coming from emergency or in patient department to the discharge is as follows:

Process flow in OT

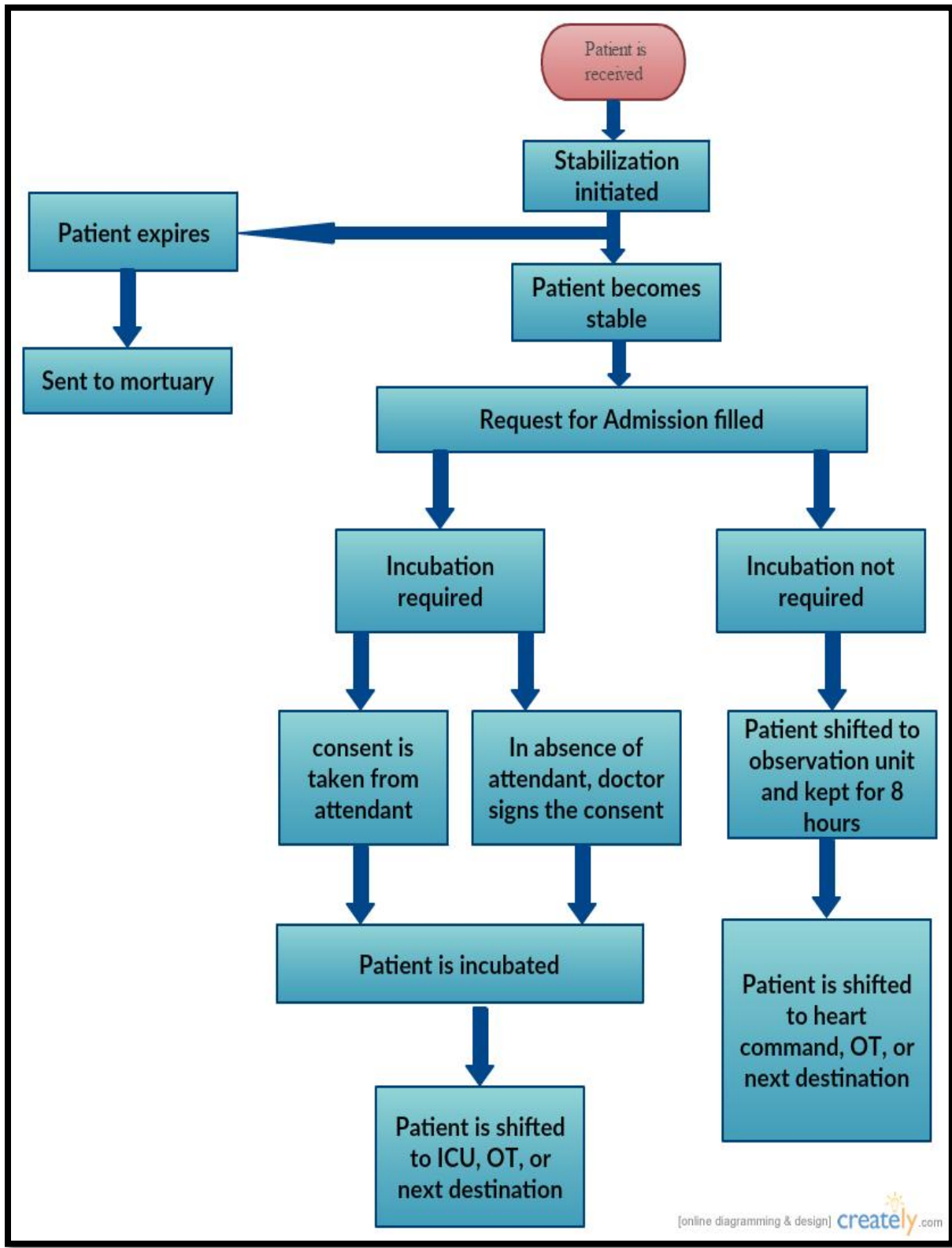


3. Emergency Department:

The Emergency Department in Manipal Hospital is situated on the ground floor and the entrance is from different route than main entrance of the hospital. The Emergency department receives about 80-100 patients per day.

The process flow of Emergency department is as follows:

Process flow in Emergency Department



4. CSSD:

The Central Sterile Supply Department of Manipal Hospital is situated on the lower ground floor. It is spread over an area of 1000 sq ft . This CSSD is capable of catering to all the requirements of the hospital.

The various areas of the CSSD, along with a list of the activities that take place in each department are as have been enumerated below.

1. Receiving Area:

- All the infected instruments are received and their quantity is verified.
- They are washed under water and in ultrasonic cleaners.
- These instruments are then dried with an air gun and subsequently put in a Yorco oven for complete drying.
- All instruments are then put into a washer-disinfection machine. This machine is equipped with double doors in order to facilitate collection directly from the processing area.

2. Processing Area:

- This area receives cleaned instruments and in this area, the instruments are separated by the personnel according to the checklists.
- The instruments thus separated are put into trays which are wrapped with a double layer for infection control.
- These trays are then labeled and thrium indicators are put on these trays as a measure of the quality of sterilization.
- The sterilization method is selected according to the instruments in question. The methods of sterilization that may be used are LTSF (low temperature steam formaldehyde) or Plasma Sterilization.

3. Sterile Area:

- All the sterilized instruments are collected in the sterile zone through the doors of the sterilization equipment opening in that area.
- These equipments are separated according as per the quantities received from each department and are put on separate racks.
- Low temperature and positive pressure is maintained in this area for infection control.

4. Issue Area:

- Instruments are sent to the OT directly from the sterile area through a lift in the issue area to prevent any kind of cross contamination.

5. Marketing:

This department is situated in 'The Annexe' the corporate office of Manipal Hospital. The chief function of this department, as the name suggests, is to market the services of Manipal Hospitals.

Manipal is now at such a stage of its life cycle that it need not indulge in extensive marketing activities. Manipal Hospitals is a brand name recognized internationally, which is evident from its large international patient base. In fact, this brand is so well known that Manipal Hospitals has not even invested in large billboards (to be erected on top of the building) and does not spend too much on Out-Of-Home advertising. This hospital does have a strong presence on Facebook, and is followed on Facebook by many.

This uniqueness of the hospital lies in the services that it offers, and the quality of services offered. This is why most of the marketing that this hospital enjoys is through 'word of mouth'. The clinical team employed at Manipal Hospital is among the finest in the Asia Pacific region, and the technology used here is among the finest in the world. All these factors have come together to make Manipal Hospital the strong brand it is.

A majority of the activities of the marketing department comprise of CSR initiatives. Manipal Hospital has partnered with a number of charitable organizations and conducts periodic camps in various areas.

6. Engineering:

The Engineering department is situated on the first basement of Manipal Hospital. This department is responsible for catering to all the electrical needs of the entire hospital. The Engineering department is responsible for centrally providing water, electricity and air to the entire hospital. Eighty percent of the Engineering Department is outsourced, and the staff employed by Manipal Hospital is tasked with supervising the functions of the outsourced staff and ensuring that quality work is delivered, as these requirements of water, electricity and air are crucial to any enterprise, and especially in hospitals.

7. Clinical Research:

- 1) Manipal Hospital Clinical Research Department:** Manipal has been conducting funded and non-funded research for past 12 years. Funded research has been industry sponsored as well as ICMR, IAEA, and Student thesis. The primary focus has been patient safety and well being over science.

- 2) **Human Research Protection Program (HRPP) Organization:** The HRPP was put in place to ensure protection, well-being of human participants participating in research under auspices of Manipal Health Enterprises Ltd. The objective of this system is to assist the institution meeting ethical principles and regulatory requirements for protection of human subjects in research.
- 3) **Manipal Hospital Research Centre (MHRC):** The research centre supporting all the research activities at Manipal Hospital was put in place to stream line the process of conducting research. Research is conducted in various departments like Anesthesia, Cardiology, Diabetes and Endocrinology, Gastroenterology, General Medicine, Oncology, Orthopedics, Pediatrics, rheumatology and Vascular Surgery.
- 4) **Accreditation:** The organization has quality and patient care as priority. The organization regularly updates policies on the same which have been accredited by major accreditation bodies of India like NABH, NABL.
- 5) **Quality policy:** Exercising oversight over research protection by supporting an effective monitoring and compliance program to ensure research is conducted in compliance with ethical principles, applicable laws and regulations and institutional policies and procedures.

8. IPD:

The inpatient department of Manipal Hospital is starts from 4th floor to 11th floor. There are different types of room available in the hospital; patient can choose any room depending upon their requirement. The executive and deluxe rooms are where the culture, expertise and hospitality of India blends with modern state-of-the-art medical facilities and services to provide what is the finest hospital service in India. The warmth of a tastefully designed décor, sophistication, comfort and an impeccable attention to detail provides a congenial atmosphere for healing and an extravagant experience.

The ornate rooms are singular in design and character with an ambience to heal and comfort you. These rooms offer utmost privacy, a panoramic view of the Bangalore Airport and tranquility of the golf course! The spacious rooms are equipped with controllable air conditioning, reading lights, STD and ISD facility and color television.

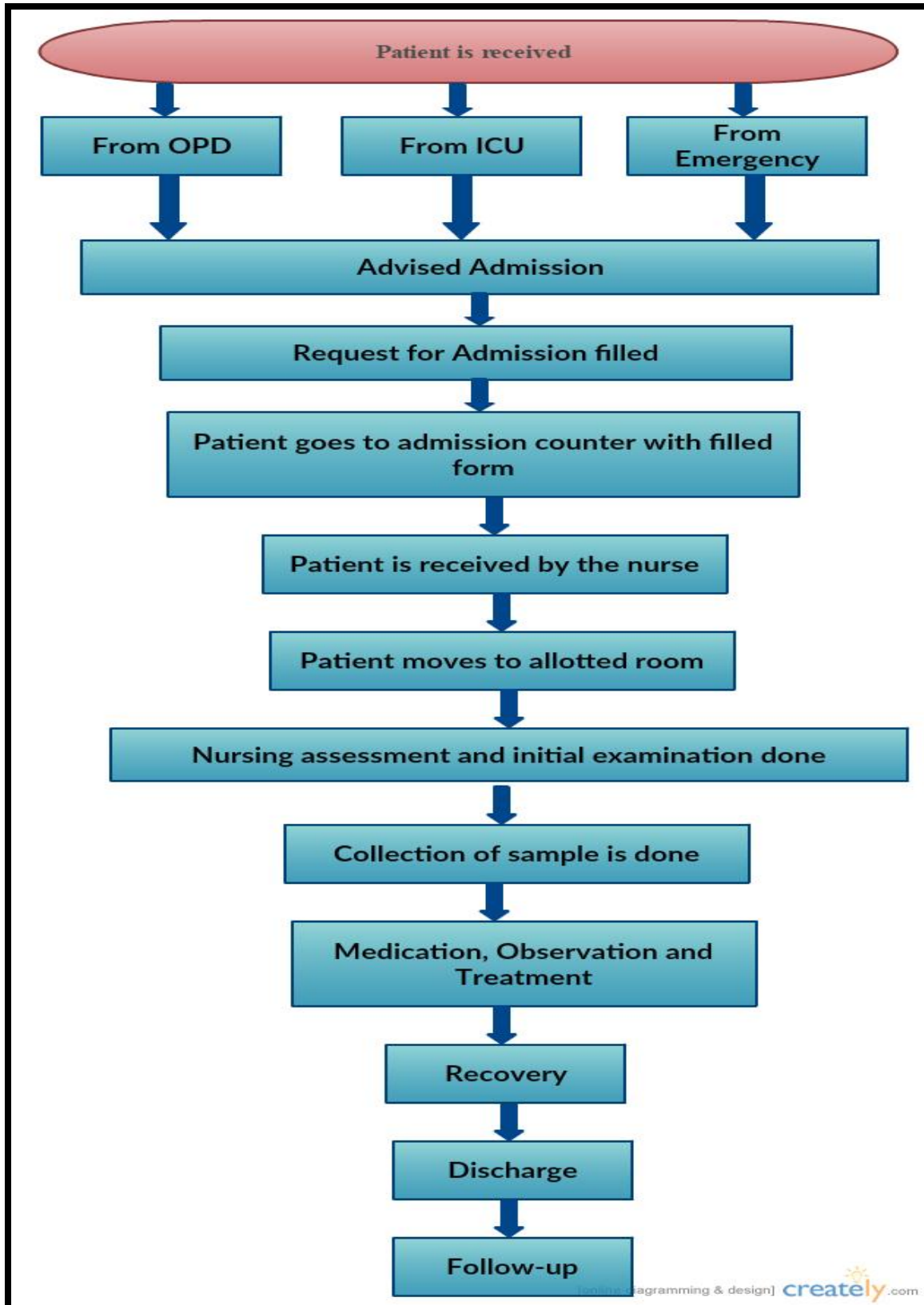
Different types of room available in Manipal Hospital are as follows:

Category	Facility
General Rooms	• Five patients in a Cubicle. • Attendees permitted from 7 am to 7pm only • Common Toilet.

Semi - Special Rooms	• Two patients in a Room • One attendee permitted throughout. • Attendee cot provided. • Common Toilet for both patients
Special Rooms	• Single Room. • Attendee cot provided • Telephone facility • Television facility
Executive - Special Rooms	• Spacious rooms with ambience. • Attendee cot provided. • Telephone & Television Facility. • Internet, controllable A/c etc.
Deluxe Rooms	• Double Room • Attendee cot provided • Telephone Facility • Television Facility
Ultra - Special Rooms	• Spacious rooms with ambience • Attendee cot provided • Telephone & Television Facility • Internet, Controllable A/c etc.
Super Deluxe Rooms	• Double Room • Attendee cot provided • Telephone & Television Facility • Dining Table & Fridge
Ultra Deluxe Rooms	• Spacious Double rooms with ambience • Attender cot & Dining Table • Telephone & Television Facility (2) • Internet, Controllable A/c etc.

The process flow of in-patient department from OPD, ICU and Emergency Department is as follows:

Process Flow in IPD



9. Dietary, Food and Beverages:

These offices are situated in the lower ground floor of Manipal Hospital. These departments are tasked with managing the dietary needs of the patients coming into the hospital. This task is made all the more difficult by the fact that the hospital caters to the needs of over 1200 patients (beds) per day. The enormity of this task can be appreciated by the fact that most five star hotels are able to handle only up to 600 clients per day, and the Food and Beverages Department of this hospital has to be able to serve close to 7000 meals per day.

In order to be able to cater to the delicate yet crucial needs of all the patients coming in to the hospital, most of the Food and Beverage functions are outsourced (the company to which the functions are outsourced shall hence be referred to as the 'Partnering Company'). All heavy equipments in the kitchen are property of Chef On Wheels, and the Partnering Company has the responsibility of bringing in only light equipment like cutting knives, etc.

With respect to ensuring quality of services, Chef on Wheels maintains service level agreements with the Partnering Company, and both strive jointly towards maintaining the quality standards. Both Chef on Wheels and the Partnering Company have representatives present on each floor, and these representatives jointly keep a check on any issue that may crop up on a floor.

The Dietetics department is tasked with the specialized function of ensuring that a patient is not presented with a meal that may not be in compliance with the treatment that the patient has come to Manipal for. To be able to deliver on this front, the dietician's role includes checking the diet of all the patients periodically, going on rounds of the patients with the chairpersons, solving patient queries related to diets, planning the diets of the patients and coordinating with the kitchen in order to ensure the provision of the right quality food to the patients.

Finally, these departments also maintain a chart of the amount of food wasted per day (wasted food is discarded) and thus, a strict control is maintained on the inventory of all food item

10. Housekeeping:

This office of this department is situated on the lower ground floor of the Manipal Hospital, and is tasked with managing the sanitation needs of the patients coming into the hospital. This task is made all the more difficult by the fact that the hospital caters to the

needs of over 1200 patients (beds) per day. The enormity of this task can be appreciated by the fact that most five star hotels are able to handle only up to 600 clients per day.

In order to be able to cater to the delicate yet crucial needs of all the patients coming in to the hospital, most of the Housekeeping functions are outsourced (the company to which the functions are outsourced shall hence be referred to as the 'Partnering Company'). All the cleaning material is the property of MIS. The Stores of Manipal Hospital issue cleaning material to the personnel on the lower ground floor, to ensure that such material is not wasted. Any extra requirement requires permission and explanation.

With respect to ensuring quality of services, MIS maintains service level agreements with the Partnering Company, and both strive jointly towards maintaining the quality standards. Both MIS and the Partnering Company have representatives present on each floor, and these representatives jointly keep a check on any issue that may crop up on a floor.

11. Medical Records Department:

The Medical Records Department of Manipal Hospital is situated on the ground floor of the hospital. This department is tasked with storing all the physical medical records generated in the hospital. Once a medical record is received by the department, a unique reference number is generated through Microsoft Excel, and the medical record is stored according to this number. MLC records are stored in a yellow file, and the records of expired patients are stored in a red file.

The Medical Records Department maintains the records of each patient file it receives for a period of 5 years. During this period, if a certain file is requested for reference/research purposes by any department of the hospital, the clock of storage is restarted. Apart from these functions, the personnel of the Medical Records Department may also be required to attend to calls from the courts of law, with the files of any patient as and when required.

PROJECT REPORT:

DIGITAL ENGAGEMENT STRATEGY TO GAIN APPOINTMENT LEADS FOR MANIPAL HOSPITALS

PREAMBLE:

Healthcare industry is one of the largest and complex industries in the world. This sector consists of hospitals, diagnostics and pathology, medical tourism, telemedicine, clinical studies, research and development, health insurance and so on. Indian healthcare system is generally categorized into two major sections- private and public sector. Healthcare in India has become one the largest sector both in term of revenue generation and employment and still has a massive growth potential and scope for expansion. As of now healthcare industry is blooming at a tremendous pace due to its strengthening coverage and services both within as well as outside the country.

However, time is changing for the healthcare industry and healthcare marketing strategy has become imperative for the success of this industry. A truly effective and integrated marketing strategy helps in providing information and new insights to the targeted audience. As the target audience changes so does the expectations and the deliverables associated with the audience. Now we are at the age of patient empowerment because of which hospital marketing has never been more important. Nowadays, people are making informed decisions regarding which hospital they want to go, which doctor to consult and who they are going to trust with their health because of which hospital marketing has become of pertinent importance. Marketers are learning how constant contact with the customers helps in building and sustaining relationship with the customer base. The dominant logic of marketing is constantly shifting from exchange of goods towards service, connectivity, interactive and ongoing relationships (Vargo and Lusch 2004).

Internet has grown tremendously both in term of users and applications due to its array of unique characteristics like personalization, flexibility and interactivity. Internet has emerged as an advertising medium (Silk *et al.*, 2001). Many companies have turned to the Internet to advertise their products and services; and the Internet is deemed to be the most significant direct marketing channel for the global marketplace (Faber *et al.*, 2004; Ko *et al.*, 2004; Korgaonkar and Wolin, 2002). Internet has given more control to the customers in getting information regarding the product and services. As a result of all these factors Digital Marketing came into play. The term 'Digital Marketing' was first introduced in the 1990's. It gained popularity with time and became one of the most effective ways of forming relationship with the customers that had both relevance and depth. Digital marketing also

known as online marketing/web marketing is defined as a marketing strategy making use of digital channels for brand promotion. This brand of marketing can be broadly categorized into Push and Pull marketing. In Pull digital marketing customers try to seek out information with the help of web searches or seeking information from the websites, blogs, streaming audio and video sources etc whereas in Push digital marketing the company/marketer sends messages to the customers to promote their sales or to disseminate information.

Digital marketing being a cardinal part of marketing is gravitating upwards in the healthcare industry. While traditional form of marketing likes television/newspaper/magazine advertisements, radio spots, and billboards are still very potent, advances in technology have made digital marketing increasingly of paramount importance for hospitals and other healthcare providers. A well executed digital marketing campaign has become quintessentially important for the success of any healthcare provider. Instead of sending out one message to mass population digital marketing channels helps in tailoring the message according to the location, demographics, interests, devices of the target population and helps in sending the message across to them. Digital platform allow healthcare companies to adjust their target criteria in real time so that there is no wasted budget. Digital channels allow the advertisers to invest in areas that are revenue generating and eliminate underperforming campaigns. The most common and popular digital marketing channels are Search Engine Optimization, Search Engine Marketing, Social media, Online advertisements, Online blogs, Email/SMS marketing etc. Digital marketing helps in amplifying the brand value, help in raising awareness about the new programs that the hospital is starting along with educating the population. The various commonly employed methods by the hospitals to gain more customer base are:

1. **SEO (Search Engine Optimization):** It is the process of improving the visibility of the website on organic search engines by incorporating search engine friendly elements into website. It is broadly broken down into on-page and off-page optimization. It is basically the act of getting a website to work better with the search engines. These are the unpaid results depending on what the search engine deems is relevant for the search.
2. **SEM (Search Engine Marketing):** It is a form of digital marketing that involves the promotion of the company's website by increasing their visibility on search engine result pages through optimization and advertising. SEM is often used to describe process associated with researching, submitting and positioning a website within search engines. It includes things such as search engine optimization, paid listings and This form of marketing is either done through SEO or PPC (Pay per click)/internet advertising. PPC are the sponsored ads which are displayed at the top

- of the search engine. For e.g. businesses use Google ad words program to bid on this search engine placement and will pay money to it for each ad that gets clicked on.
3. **SMM (Social Media Marketing):** It is the process of gaining attention and website traffic with the help of social media sites like Face book, Twitter, Blogs, Myspace, and LinkedIn etc. This mode of marketing helps in gaining attention of the prospective customers by actively upgrading the content present on its social media channels based on the customers recent information seeking behavior. This is also a form of Targeted advertising that uses the information that consumers have provided on each social media platform. This allows advertisers to target very specific consumers depending on their requirements. Social media also helps in creating customer profiles/personas.
 4. **Article Marketing:** It is a form of advertising where the companies write short online articles related to the industry to which they belong, the array of services they are offering along with other related topics.
 5. **Blogging:** This is the new popular form of online marketing which helps in building brand reputation along with gaining new customers. In this channel of online marketing blogger posts data about the product along with interacting with the targeted audience. This is an effective method of gaining as well as disseminating information.
 6. **E-mail Marketing:** It is one of the most private, direct forms of communication and one of the most effectual methods of driving sales. In this form of marketing the email addresses are collected through portfolio websites and information regarding incentives, new health packages, discounts etc can be sent to the customers.
 7. **Video promotion:** Using video distribution websites for marketing is another mode of engaging audience with the brand. It is an incredibly powerful tool to deliver the right message to the right market from the very beginning. In this method the company after filming the video will give it to the video uploading sites like You Tube from where the video will be uploaded on the respective site for the audience to be seen.
 8. **Responsive website:** One of the most common and traditional used method of dispersing information about the business to the customers. A well responsive website is an incontestable method of increasing the customer base along with retaining the previous customers.
 9. **Display Advertising:** Method of delivering message to the customers by advertising on websites/search engine. This is done with the help of images, videos, audios, text. They help in conveying brand message and general advertisement to the visitors. Normal banners, Rich media banner, Interstitials and pops are example of displays.

10. Search ads

11. **Online brand monitoring:** Internet acts as a scaffold for the customers and the potential customers to share their views by via blogs, forums, chat room, discussions, community etc. They usually share information about the brand, services being provided, experience, cost etc. These brand monitoring tools help to monitor what is being said the brand online and help in maintaining its reputation on the internet.
12. **Content Marketing:** The major purpose of content marketing is to retain and attract more customers by constantly creating and updating relevant and valuable content with the intention of enhancing customer's experience. It is an ongoing process aimed at making the overall comprehensive marketing strategy stronger. The essence of the content marketing strategy is to deliver consistent, valuable information to the buyers in order to gain their loyalty and to enhance the business.
13. **Contextual Marketing:** This genre of marketing refers to online and mobile marketing that is basically concerned with targeted advertising based upon the user information i.e. their recent web browsing activity, common key words they are searching for. Afterwards, when they access their daily use website, ads related to the keywords they were searching for will start showing.
14. **Affiliate (performance based) marketing:** It is an act of selling someone else's product or having someone else sell your product. In this type of marketing the business rewards the affiliates with each customer or visitor bought by the affiliate's marketing skills.
15. **Mobile marketing:** Andreas Kaplan defines mobile marketing as any marketing activity conducted through a ubiquitous network to which consumers are constantly connected using a mobile device. This type of marketing is done with the help of SMS, MMS, app-based marketing, push notifications etc.

A successful and efficient marketing is the one having a healthy blend of outbound traditional marketing with digital inbound marketing as well. The merit of digital ads is that they are cost ensures that the information regarding the hospital reaches those individuals who prefer to use the internet to find local healthcare services. To capture the attention of the targeted audience hospitals can continuously produce high quality advertisements and create new content. Through these medium hospitals can display their merit and relevancy in today's rapidly changing medical environment that will help them in getting an edge over their competitors. Compared to traditional methods of marketing Digital Marketing offers rather realistic costs, accurate targeting and excellent evaluation and reporting.

Digital channels create engagement and engagement helps to create long term relationships along with customer acquisition. Digital engagement is an essential retention and growth strategy being implemented by the companies to build their customer base to encourage repeat visits and sales. Information on the social webs including blogs, forums, social networks, imagery and video site, bookmarking site, question and answer sites are being utilized to promote customer engagement. Brands can take heed of what is being said about them and the services being provided about them by overseeing the conversations taking place outside their website and can analyze this data prior to investing in any engagement. Gaining valuable information after the research and analysis, a digital engagement strategy is formulated.

Following are the things digital marketers can do to enhance customer experience through digital marketing process:

- **Improve customer acquisition:** It is a crucial step for company's who are looking for gaining web traffic for their websites, e-commerce stores, blogs etc. For acquiring new customers creative ideas have to be implemented by the company to fill in the prospective customers regarding who the company is and what it is doing as an enterprise.
- **Intensifying the company's engagement strategy:** This step is all about improving the customer's experience and building the brand through positive experiences. This is achieved by consistently analyzing the data which will help in knowing the needs and wants of customer better and will allow the company to better strategize their next move.
- **Increase retention rates:** A proactive approach is required to preserve the customers who the enterprise already has. Making sure that the customers are engaged through personalized communications will in improving company's digital marketing efficiency.

India's base of about 164.81 million internet users is currently the third largest in the world (The Telecom Regulatory Authority of India, March 2012) which gives these healthcare companies a very large rostrum to select their target audience from. This study helps in creating a digital engagement strategy for Manipal Hospitals that will help the hospital in gaining more appointment leads with the intention of increasing Hospital's overall revenue.

PROBLEM STATEMENT:

With the rapid growth in technology, internet has become an important one stop point to gain information on any topic that consumers feel to explore. Ranging from entertainment, communication, information search, shopping etc internet serves act as a panacea for all the requirements. Marketers are expected to spend millions on internet marketing in comparison to other traditional means like T.V and other form of print media. With time digital marketing has become one of the most rapidly growing industries with 16.1 percent increase as of 2014 (CMO council, 2015). The problem is that everyday volume of consumers are online for their personal work but do they notice the various means of digital channels which are being employed by the hospitals to gain attention and to gain leads from the targeted population.

The aim of this study is to discover ways which will help the hospital to gain new leads as well as retain customers with the effective application of existing digital channels and implementation of new popular digital channels. Many studies have already been conducted on digital marketing and their growing importance and need in today's ever changing environment as well as different digital marketing channels which are in trend at present. However, this study is being done to understand the current digital marketing scenario in Manipal Hospitals, to study the effectiveness of these channels in acquiring appointment leads and to finally create a digital engagement strategy exclusively for Manipal Hospitals with the intention of increasing their revenue generation.

REVIEW OF LITERATURE:

This study is all about finding various digital engagement means which will help Manipal Hospitals to gain more customers along with retaining the previous customers. This literature review is all about discussing in depth various digital engagement means which are now in trend and are effectual in nature as well as the previous studies revolving around digital marketing and its channels. This segment of study provides through selective reference to some of the literature, a better understanding of Digital engagement concept and outlines previous research findings on the effectiveness of various Digital engagement channels.

India, with 1,270,272,105 (1.27 billion) people is the second most populous country in the world, while China is on the top with over 1,360,044,605 (1.36 billion) people (World Population Statistics, 2013). The figures show that India represents almost 17.31% of the world's population, which means one out of six people on this planet live in India. Although, the crown of the world's most populous country is on China's head for decades, India is all set to take the numerous positions by 2030. With the population growth rate at 1.58%, India is predicted to have more than 1.53 billion people by the end of 2030 (India Online, 2014).

India is currently having online population of 213M, among them 60% are males and 40% are females. In have 110 M mobile internet users, among them 80% are males and 20% are females. 176M of the total internet population are part of Social Medias (India Online, 2014).

India has bypassed Japan to become the world's third largest user of Internet after China and the United States, and its users are comparatively younger than those of other emerging economies, global digital measurement and analytics firm comScore has said in a report (comScore, 2013).

DIGITAL MARKETING:

According to Split screen, 2011 in conclusion to the given statistics, Internet has become a predominant factor driving today's marketers to engage themselves with the customers more digitally. Digital marketing is the promotion of your business, organization or brand using channels such as the Internet, mobile devices, television and radio in addition to using creative online advertising, video, podcasts and other such methods to communicate your message. Digital Ecosystem is an amalgamation of digital channels namely, SEO/SEM, displays including banner ads, social media marketing, mobile marketing, websites, SMS/Email marketing and video/audio etc and digital services including web analytics, content development, advanced targeting, research and planning, digital strategy and digital auditing.

Major advantages of digital marketing are:

1. **Reach:** The ability of the internet to reach certain demographics of the targeted audience with ease is one of the major advantages of the digital marketing.
2. **Measurement:** In this medium of reaching customers, the effectiveness of the various channels being implemented can be measured with the help of various tools known as analytics. Through this channel of reaching the targeted customers ROI (Return on investment) can be easily measured.
3. **Interactive and engaging in nature:** Direct response between the customers and the marketers is the key advantage of the online medium. Through this channel the marketers can easily get their message through across the targeted audience and the potential customers can in turn get the information readily from the marketers.
4. **Time saving:** Through this medium the marketers can reach the customer base in a shorter time frame.
5. **Cost effective:** In comparison, digital marketing is far cheaper than the traditional methods of marketing. Many a time, advertisers are charged when the visitor clicks the ad.

DIGITAL MARKETING ACTIVITIES:

Basic digital marketing activities which can be optimized are:

1. **Reach:** This is the acquisition strategy to bring about more awareness regarding the brand and to increase the web traffic. This activity can be achieved through the enforcement of the following channels:
SEO (Search Engine Optimization)/ SEM (Search Engine Marketing)
Online Advertisements: PPC (Pay per Click), Display Advertisements, Banner Ads
SMM (Social Media Marketing)
Affiliate Marketing/ Partner Marketing
Online PR
2. **Act and convert:** Another acquisition strategy to build presence online to drive more web presences. Various techniques can be implemented to achieve this:
Conversion rate optimization
Ecommerce management
Lead generation techniques
Home page optimization
Landing page optimization

3. **Engage:** This is a retention and growth strategy which helps in building customer relationship which in turn results in gaining customer loyalty towards the brand.

Techniques which can be used to achieve this is as enumerated:

Content marketing

Promotional emails and E-Newsletters

Customer service and support

Mobile marketing

Social CRM (Customer Relationship Management) (Webenza, 2008)

DIGITAL ENGAGEMENT:

Digital engagement is a process which is all about creating business by engaging customers. This mode of engagement is attained by influencing customer behavior and choice which in turn will flourish the business by increasing the number of sales. Brands need to map a customer's journey to discern where to add value and create a window to engage more customers. Engaging is all about capturing attention of the customers through uniquely designing a naturally engaging experience. Digital engagement ensures that the message is delivered, received internally and communicated to the audience irrespective of the where they ask for help. It is a evidence based way of doing business digitally. The objectives of digital engagement comprise:

1. Connecting the brand wherever the audience requires online.
2. Being relevant and creative with the content being disseminated to the audience.
3. Helping the audience to propagate in the customer life cycle and helping them in making decisions.
4. Building trust in the targeted audience and enhancing the brand reputation.
5. Facilitating the conversion from potential customers to actual customers. (Drew Deskin, 2010)

ENGAGEMENT:

Engagement comprises of certain evolving steps which are indicative of the customer engagement with the brand. They are:

1. **Involvement:** It is defined as the presence of the clients at various touch points of the brand. This component measures if the person is present.
2. **Interaction:** Various actions these visitors take while present at these touch points.
3. **Intimacy:** The after experience of the brand engagement
4. **Influence:** Act of a person sharing their experiences with others.

Another important feature which has to be kept in mind while dealing with the Digital engagement is the stage to which the customer belongs in the customer life cycle. The various phases in customer life cycle are:

1. **Reach:** The content and information regarding the product/service which is being marketed should be made available to the targeted audience. In this phase the company makes its existence felt to the audience.
2. **Acquire:** In this phase the marketer needs to understand the wants/needs of the targeted audience so as to provide a product/service that they will want to purchase. Contacting the targeted audience with a personalized mode of communication helps in converting them from potential leads to paying customers.
3. **Develop:** In this stage, the customer has made the first purchase. Keeping in touch with the customer will help in building relationship with the said customers. Customer's satisfaction is of pertinent importance to the marketer at this stage.
4. **Retain:** Consistent care and constant cultivation of relationship with the customers will help them in being converted to repeat customers. This is achieved through making them a part of the process by asking for their feedback and inculcating their suggestions to improve the product/services.
5. **Advocate:** If the customers are fully satisfied and have become loyal to the brand then at this stage they will become brand advocates. They will help in spreading awareness regarding the merits of the brand within their social circles and will help in reaching potential customers. This marks the completion of the customer life cycle (Melissa Cooper, 2014).

AISAS is another process model of consumers purchasing activities in the Digital era. AISAS is a consumption behavior model that has been advocated by Dentsu since 2004. It was developed to observe behaviors based on the understanding that the Internet has become prevalent, and that consumers now have access to environment in which they can access and at the same time transmit information themselves.

In this model, the key stages are:

1. **Attention:** In this stage the consumer for the very first time takes notice of the product/service through advertisements or any other medium of gaining attention.
2. **Interest:** After gaining attention of the potential customers the next stage is development of interest for the said product/service.
3. **Search:** In this stage, the customers try to seek information about the product/service for which they have developed interest. Due to the present digital era, the major source of information from where they can gain information is Internet. So, at this

stage the potential customer gathers information about the product/service in question.

4. **Action:** After gathering information and weighing the merits and demerits of the product/service the potential customer will purchase it. This is the conversion process where the potential client is converted into a customer.
5. **Share:** This comes in the post purchase behavior of the customers. If the customer is either satisfied or dissatisfied with the product/service, he/she would like to share their experience with others through the medium of internet. This stage marks the completion of the customer life cycle (Kevin, Ing. 2010. *AIDMA & AISAS*)

As a marketer it is required to propel the potential customers to be converted to buyers. First step in this conversion is to determine which stage does the customer belongs to. After gauging which stage the visitor belongs to, all the tactics which are required to convert this visitor to buyer are applied. This is the most crucial step in marketing as it helps in flourishing the customer base.

DIGITAL ENGAGEMENT STRATEGY:

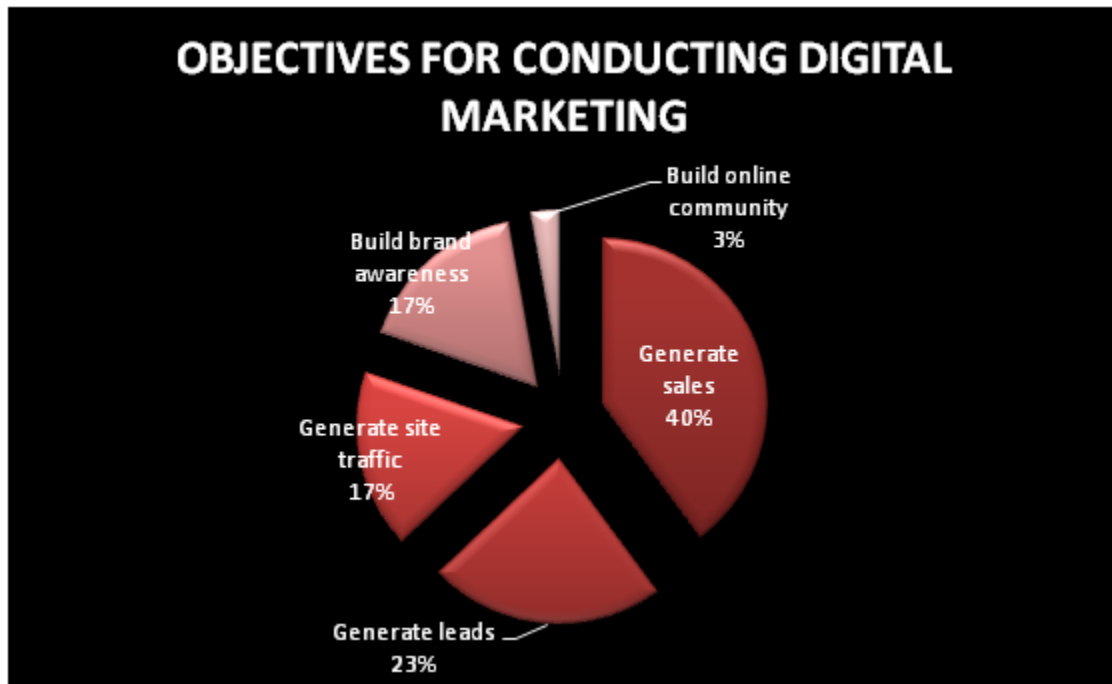
PEOPLE	Create virtual representative consumer groups	Understand why the targeted consumers need the brand	Outline what aspect of the brand appeals to them	Create content that has a value to each group
LOCATION	Being available and present in the relevant online areas	Make sure to be visible and offer free information	Build and provide a platform for interaction	Engage with the clients and observe the right etiquette
INFLUENCE	Prioritize the key influence areas	Initiate inter consumer dialogue	Provide status recognition for influencers	Address negative comment by helping
BRAND ASSOCIATION	Maximize advocacy by creating interest	Encourage inter consumer dialogue	Reward the brand advocates and people who are loyal to the brand	Try to reduce brand opponency

METRICS:

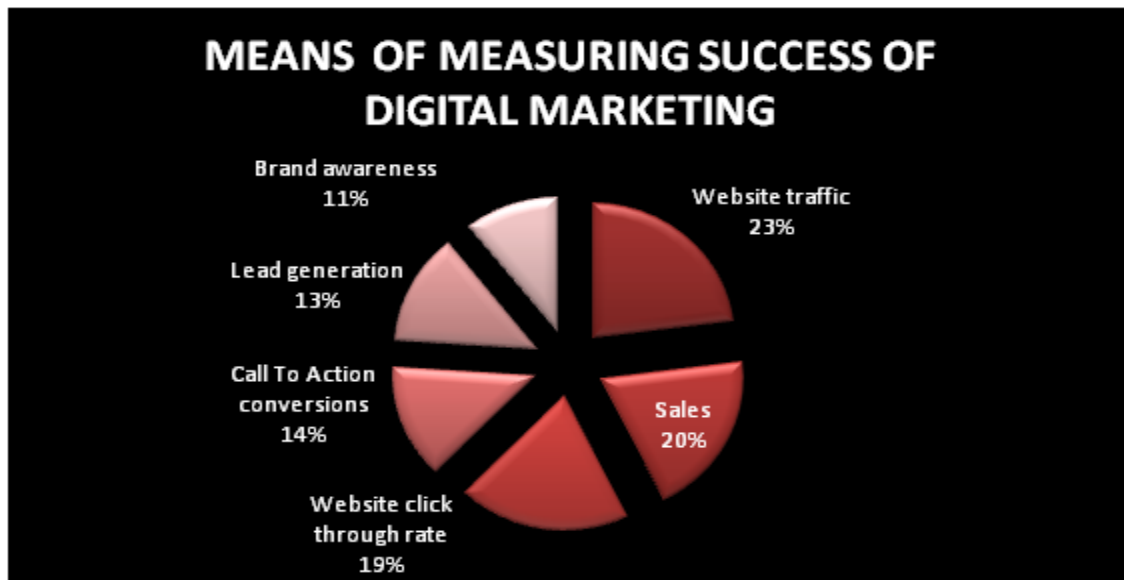
INVOLVEMENT	INTERACTION	INTIMACY	INFLUENCE
• Site visits • Time spent • Pages viewed • Search keywords • Navigation paths • Site logins	• Contributed comments to blogs • Frequency of written reviews, blog comments, forum discussions and UGC	• Sentiment tracking on third party sites (blogs, reviews, forums) • Sentimental tracking of internal customer contributions • Opinions expressed in customer service cells	• Net promoter score • Product/service satisfaction ratings • Brand affinity • Content forwarded to friends • Post on high profile blog
Web Analytics	Ecommerce platform	Brand monitoring	Brand monitoring
	Social media platforms	Customer service calls	Customer service calls
		Surveys	Surveys

STATISTICS RELATED WITH DIGITAL MARKETING: (Manohar Prasad, 2013)

In a business to consumer (B-C) market following statistics are estimated:



Above figure is showcasing the objectives for implementing digital channels for marketing.



Above figure is eliciting various mean through which success of various digital channels can be measured.

From the above statistics the various means to engage the customers digitally is evident. Hence, these various means have to be worked on to gain success digitally.

MEANS OF DIGITAL ENGAGEMENT:

Few commonly used methods of digital engagement which are appointed by various companies globally:

1. RESPONSIVE WEBSITE:

Maintaining and moderating the company's website on a regular basis by the content managers helps in enhancing the company's credibility. Maintenance and optimization of the site from time to time assists in gaining as well as maintaining the customer flow. Various key points have to be taken into consideration while revamping the website to make it more responsive and accessible to the viewers. A responsive website is evaluated by **Search Engine Optimization**.

Relevance and context: Companies should focus on developing content for their viewers. Content development for a website is done depending upon the demographics/psychographics of the viewers who usually visit the site. This attribute also helps in optimizing the site for the search engine understands the meaning of the word and their correlation to other words. According to the SearchMetrics, Google's algorithm recognizes high quality, relevant content and rewards it with higher ranking.

Another important feature is the **content length**; top ranking sites have 900+ words per page. Content length also helps in enhancing the website optimization. Sites with more words in copy occupy higher ranking positions while searching.

Enable self optimization across all mobile devices/all screens: Companies, who want to offer mobile users with their website, require building a mobile website which mobile users can access from their phones/tablets. The main benefit of implementing a mobile site is that it provides an optimized view across mobiles. The website should automatically adapt to accommodate for resolution, images and scripting abilities.

Images and videos: Website with more images and videos is more interesting as well as more engaging for the visitors. Again this feature helps in increasing the visibility of the site on the search engine sites. Images/videos should be added for each section of the website.

Readability: Higher ranking sites are easier to read. Readability is defined as the ease in which the text can be read and understood. Using short sentences, paragraphs, active verb

forms and removing unnecessary cluttering helps in increasing the quality as well as optimization of the website.

Formatting: Visitors are less likely to visit a page with poor formatting. Segregating the topics into sub-topics, keeping the sentences/paragraphs short and highlighting the major points or using bullet point helps in improving the quality of the website.

Using testimonials/case studies: Testimonial by doctors/patients helps in increasing the sales. Detailed, well researched posts help in fetching more visitors. People like to read posts from experts which in turn help in increasing web traffic. Links to other posts also improves the quality of the websites.

Social media shares: More social media shares correlate to higher search engine ranking. High quality websites have social media buttons present on the webpage itself.

Internal and external links: Websites which rank higher have a better internal link structure. Linking to valuable external resources make the visitors happy.

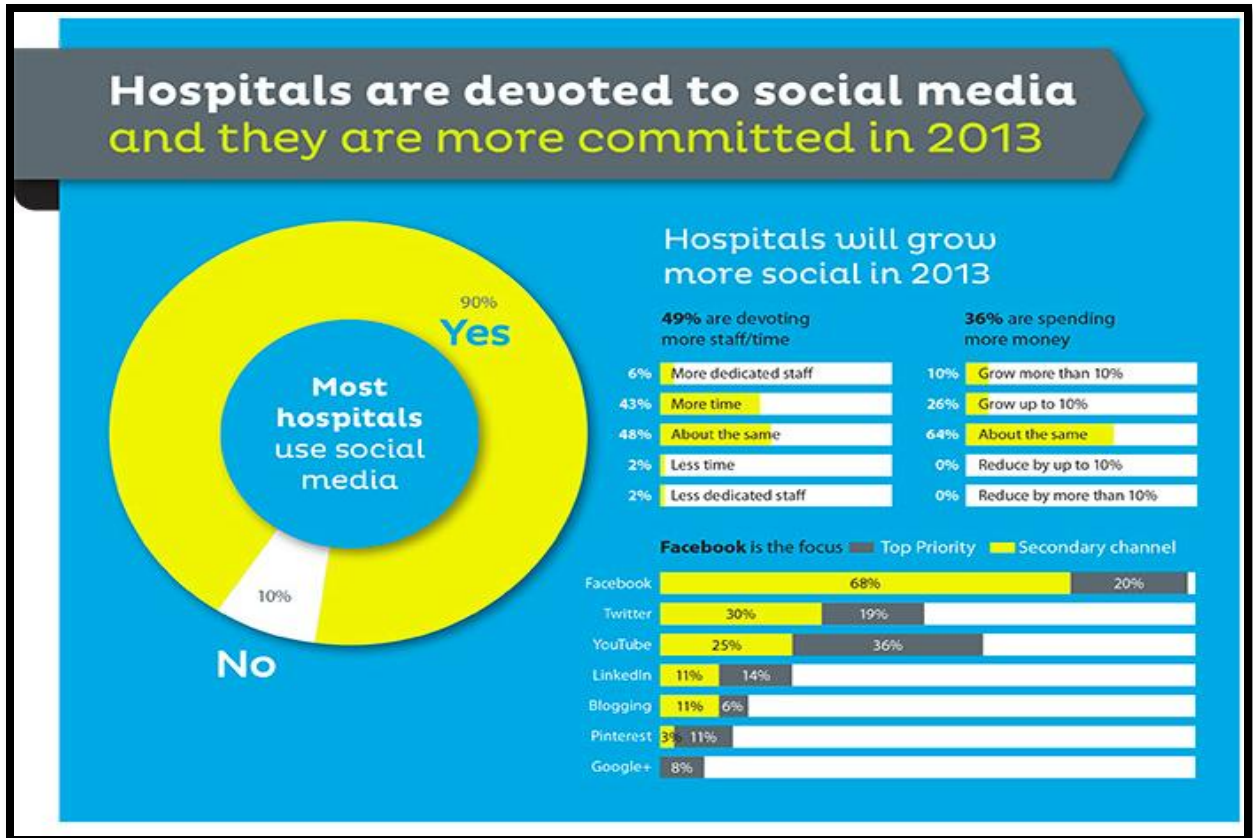
Quality of comments: Web content with the highest number of comments is perceived as high quality. Unrelated comments decrease the authenticity of the site while quality thoughtful comments help in increasing the viability of the website. (Neil Patel, 2014)

2. SOCIAL MEDIA:

Scott (2009) states the reasons for brand promoters preferring online web for marketing is that the tools, techniques and content are constantly evolving. The buyers reward creativity by responding to the online efforts like: “If you are open to trying out new things, you can be first in your industry to use something new to communicate to your buyers”.

Social media marketing strategy usually revolves around creating content that attracts attention and encourages viewers to share it on the social media channels themselves.

Additionally social media serves as an inexpensive platform to implement marketing strategy effectively among their viewers.



The brand's online presence is mapped and segregated into following points:

- Presence on social networks**
- Engagement level on social channels**
- Popularity and reach**
- Level of influence on the targeted audience**
- Activity patterns**
- Sentiments associated with the conversations occurring (Sneha, Webenza)**

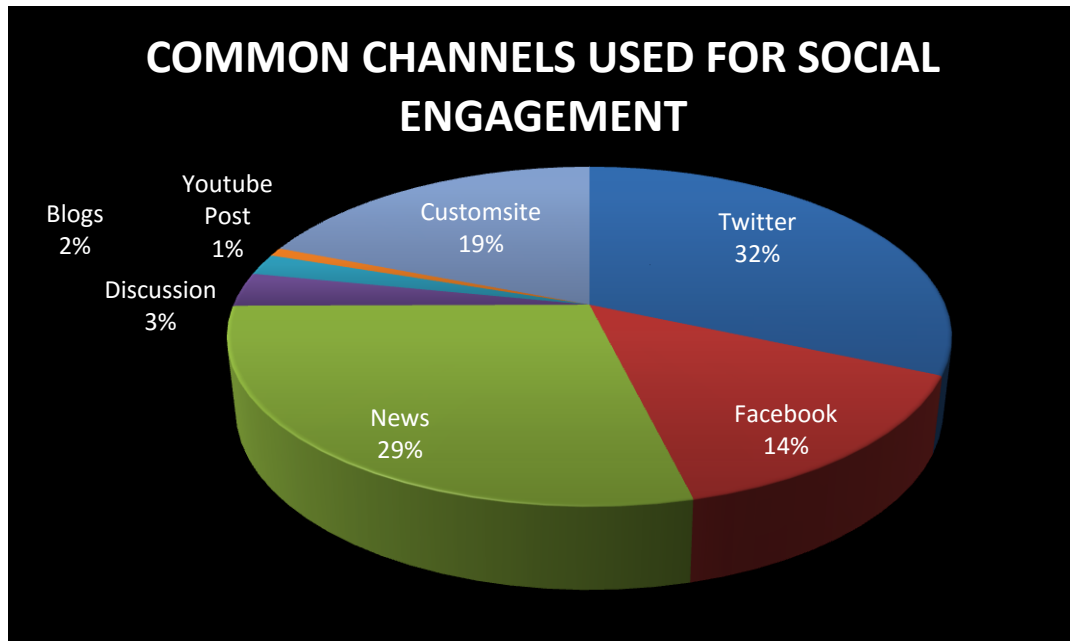
SOCIAL MEDIA MARKETING TOOLS: (Kantinath Banerjee, 2013)

Following are the commonly used marketing tools which help in analyzing the performance of various brands on social media:

- Social media measurement**
- Social network aggregation**
- Social bookmarking**
- Social Analytics**
- Automation**
- Blog marketing**

DIFFERENT METHODS OF SOCIAL MEDIA MARKETING: (Sneha, Webenza)

Various social media channels are being utilized for the purpose of brand engagement. Channels which are commonly used for getting in touch with the brand are:



Above diagram depicts various social channels being implemented for digital engagement.

REASONS FOR SOCIAL MEDIA ENGAGEMENT:

Social media helps in heightening consumer's perceptions of the organization by providing a two-way exchange of conversation, transparency, and integrity. Listening and responding to social media is becoming customer's expectations. Social media allows everyone to express their opinions and ideas thereby, making the customers part of the marketing strategy.

Reasons due to which social media is highly being used by the organizations are:

Helps in creating buzz surrounding the brand

Word of mouth

Community outreach

Educate

Public relation

Brand monitoring

Quality improvement

Customer service

INDIAN MARKET FOR SOCIAL MEDIA:

About 2 billion people worldwide access the Internet and 25% of them are from China while India contributes about 6% to the world's Net population and the US 12.5%.

The survey conducted found that more than 75% of Internet usage is among school and college going students and those who have recently graduated.

Through this survey it was known that Mumbai has the highest number of Internet users (6.2 million) followed by Delhi/NCR (5 million), Kolkata (2.4 million) and Chennai (2.2 million).

More than 39 million users, who comprise of about 86% of the total internet users, accessed social media as of July, 2011. India's internet economy is expected to reach 10.8 trillion by 2016, as the country is growing at a steady rate in this segment (BCG, 2011).

India now ranks as the 7th largest market worldwide for social networking in India as the users are growing at a steady rate every month.

SOCIAL MEDIA ADVERTISING:

Social media advertising is a paid form of brand or service promotion that requires a proper and planned communicative message and budget. Customers play a centric role in social media advertising for it is solely based around the wants and requirements of the targeted audience.

Following are the benefits of advertising using social media as a channel:

Popularizing the brand

Informing the target audience regarding the existence of the company/ brand

Helping the audience to interact and keeping them in close contact with the company

Social advertising not only provides information about a product/service but also stimulates innovation. Besides it also expedites consumer satisfaction. Big and small companies, individuals of all walks of life, major and minor events, concepts, etc., nowadays lay their base on social network advertising to get recognized in the market (Zarrella, 2010).

In recent trend of marketing in social networking sites, various brand communications are widely used to attract targeted leads. Zarrella (2010) says the roots of online social networking can be traced to the 1980s bulletin board systems (BBS). These systems allowed

the users to create personal profiles, helps to share information by sending private messages, public messages and post events at low speed connectivity. After emanation of social networking technology in the internet world, it grew higher and popular among the internet user.

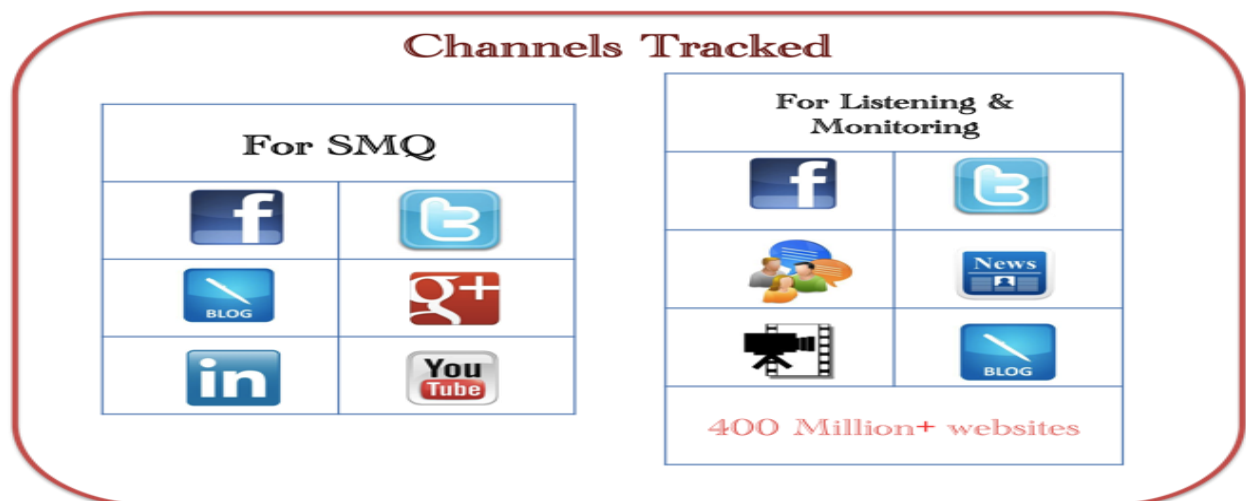
Lacy and Hernandez (2009) says Twitter gives the ability to share nearly 140- characters thoughts in a split second, where user can easily share links to press releases and stories about their business, service or product. Chaffey stated that relationship marketing for the Face book generation demands both thinking and acting differently (Chaffey 2003). Smith (2010) said that Face book is becoming one of the great internet communication methods for people now days.

TOOLS BEING USED TO MEASURE SOCIAL MEDIA ENGAGEMENT: (Webenza, 2008)

SMQ (Social Media Quotient)

Social Media Quotient measures a brand's performance on social channels. It is calculated based on the analysis of "Presence & Performance" of various social media assets; it takes into account-Connections/Followers/Public posts, engagement level, influence, technology adoption etc.

Following Channels have been covered under SMQ Analysis:



SOCIAL CRM (Customer Relationship Management): It is the use of social media services to enable organizations to engage with the customers. Social CRM adds a deeper layer to traditional CRM by providing information derived from social media channels like Face book, Twitter, LinkedIn or any other stream where a user publicly shares information. It also empowers companies to track customer's social influence and enables companies to keep full

track of customers' conversations occurring outside direct formal communication channel (Wikipedia)

A brand creates a page for its company or product on Face book. People who like the brand and the way they conduct business will sign up as followers, creating a venue for communication, marketing and networking.

Brand can quickly get information of its users who are interested in the company or its products or who are using them.

A brand can also follow conversations about its brand for real-time market data and feedback.

A customer can easily tell a company and everyone else about their experiences with the company irrespective if they are good or bad.

A brand can respond very quickly to negative feedback, attend to customer problems and maintain, regain or rebuild customer confidence in the company.

A customer can also use social networking sites to offer ideas for future products or improvisations for current products/services (Margaret Rouse, 2015).

In addition, Social CRM offers companies the competency to harvest information from Social Media channels, integrate this information into customer profiles, and use the expanded profile to better personalize customer services, marketing messages, and promotional offers. Using Social CRM, an organization can gather data about customers from the information they have placed online on social channels, their opinions on a product or service. This is achieved with the help of Social Media tools, surveys, polls and comments placed by the customers. Afterwards, filtered customer information can be entered into organization's Social CRM system and added to the appropriate customer profile. The organization can then capitalize on this information to personalize its customer communications so that customers will receive information from the organization which is relevant to them (Barton Goldenberg, 2015).

3. CONTENT MARKETING STRATEGY:

Content marketing is spelled out as a strategic marketing approach focused on creating and distributing relevant, valuable, quality and consistent content to attract and retain a pre decided targeted audience with an end result to drive profitable customer action (content marketing institute.com)

Content marketing aims at creating and sharing valuable content with the purpose of converting the prospective buyers into customers and customers into repeat buyers. It is a form of education in which the targeted audience is educated about the company, the product/service of interest, etc (Brain Clark, 2015).

In this form of marketing, instead of pitching the products/services to the customers, information is being disseminated to the intended audience to make them more informative regarding the product/service that the company is trying to sell off. The essence of this type of marketing is that if the companies deliver valuable, consistent, relevant information to the buyers, they in turn will reward the companies by becoming associated with them or by becoming loyal to them. It is a form of non-interruption marketing.

Content is a quintessential part of all forms of marketing and it plays a cardinal role in evaluating the quality and effectiveness of the marketing channels as a whole. Following channels require quality content for gaining popularity among the targeted audience:

SMM (Social Media Marketing)

SEO (Search Engine Optimization)

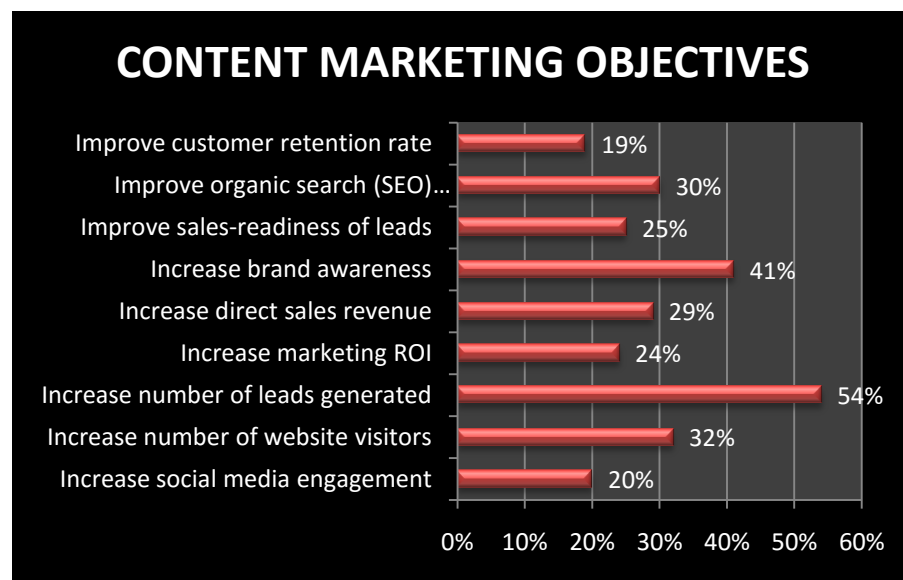
Blogs

E-mails

Websites

Inbound Marketing in general requires relevant quality content for its success.

For a holistic customer experience static content should be replaced by more interactive and immersive content across every channel that the brand is employing to gain attention of the targeted customers (Marketing professional Worldwide, 2014)



Content marketing is also based on the customer personas which are derived from demographics, psychographics, info graphics and customer behavior. These customer personas are created by using insights, customer databases, search analytics, social listening and web analytical tools who gather information about the targeted customers.

4. MOBILE MARKETING:

JBH Marketing & Smart Insights, put together this information that details the scenario of mobile marketing in 2015, and the statistics were quite compelling. For one, the percentage amount of time spent on a mobile app in 2015 is 86%, and 79% of people using Smartphone say they use mobile apps almost every day. In addition, mobile users have different web behavior when compared with those of desktop users therefore, this information needs to be kept in mind when creating content for these users.

M-Health is another field which is growing in leaps and bounds and is somewhat responsible for the flourishing of the mobile marketing itself. Factors which are fuelling m-Health growth across the globe according to survey done by x cube labs, 2016 are:

1. **Increase in number of Smartphone and Tablet**
2. **Increased demand from patients and physicians**
3. **Focus on patient centered care**
4. **Innovation on technology**
5. **Expansion of high speed wireless access**

Following are the mobile trends which are now in demand discussed by Ashni Sharma, 2015:

Video ads on mobile are gaining popularity

Mobile apps has become a new medium of capturing customers

Tracking of ROI is becoming easier and traceable

Behavioral data can be used in this form of marketing, which in turn makes targeting effective

SMS/MMS marketing techniques

Mobile commerce

Mobile search

QR (Quick Response) codes

6. ONLINE MEDIA ADVERTISING:

According to Kurtz, 2010 promotion is the component of a company's marketing system that involves delivery of messages to target customers that emphasizes the benefits of your brand, products and services. A few common communication tools such as advertising are used in a promotional plan. Goals of promotion include building brand awareness, creating favorable brand attitudes, gaining market share, inducing buying, building loyalty and growing sales.

Advertising is the communication projected from companies to persuade an audience to purchase their products or services. This communication is usually achieved through various forms of paid media namely, TV, radio commercials, print ads, billboards and more recently, social media and online ads. Ads are placed on those channels where advertisers believe they will reach the largest and most relevant audience.

Internet advertising is a form of promotional marketing that uses the Internet for the purpose of delivering marketing messages to attract customers.

Examples of online advertising include contextual ads on search engine, banner ads, media ads, social network advertising, online classified advertising and e-mail marketing, including e-mail spam. Online video directories for brands are a perfect example of interactive advertising. These directories compete with television advertising and allow the viewer to view the commercials of a number of brands.

Response to brand communication through this channel is instantaneous, and conversion to business is very high. This is because in contrast to conventional forms of interruptive advertising, in this case the viewer has actually chosen to see the commercial. An additional advantage of internet advertising is the personal communication with the targeted population.

According to Ducoffe, 1996 internet advertising is also capable of granting an experiential environment to the consumer through virtual reality interfaces thereby allowing the consumer to experience some of the features of products before making the ultimate decision.

Consumer can also provide feedback content about the product, to the firm and to other consumers. A positive feedback becomes a good promotional pathway for the marketer. A marketer can even do damage control for a negative feedback by solving the consumer's problem.

It has been suggested through a study that ads use positive affect to make consumers like the ad and then buy the product, and negative affect to evoke an uncomfortable state that makes consumers want the solution offered by the advertiser (Aaker, Stayman and Hagerty 1986).

Korgaonkar and Wolin (2002) examined the differences between heavy, medium, and light web users and concluded that “heavier users hold stronger beliefs about and attitudes toward Web advertising which likely lead to stronger purchase intent” (p: 201). Comparing with lighter users, the heavy Internet users believed that web ads were more believable, entertaining, informative and helpful; but harder to understand. They perceived that web advertising was a good thing, moderately essential, and it reduced the cost of products.

Berthon, Pitt and Watson (1996, p. 53) argue that the WWW represents a “remarkable new opportunity for advertisers and marketers to communicate with new and existing markets in a very integrated way.”

Effectiveness of internet advertising:

Many studies have evaluated the impact of different factors on Internet advertising recall. The factors include ad characteristics, internet users viewing mode, duration of viewing, campaign publicity, attitudes toward the ad, curiosity and innovative advertising strategy (Danaher and Mullarkey, 2003; Goldsmith and Lafferty, 2002; Menon and Soman, 2002). The key finding of the study was that the duration of page viewing is a strong determinant of the ability to recall ads; however, a minimum level of exposure (around 40 seconds per page) is quintessentially required to achieve a reasonable level of advertising recall.

Dreze and Hussherr, 2003 also tested the effectiveness of ad characteristics on the ability to recall ad. Content of the ad, shape of the banner ad and frequency of the ad (repetition) leads to higher advertising recall.

Click-through rate is an extensively used method for assessing the effectiveness of advertising, which is the average number of times a viewer clicks on a pop-up ad and is then directed to the target web site (Dreze and Hussherr, 2003; Faber, *et al.*, 2004).

As reported by Cho (2003), “the banner advertisement click-through is believed to be the most common way to draw consumers into a target site and engage them with a brand or product.”

Another recency theory by Broussard, 2002 suggests that advertising is most effective when it occurs at the time when the consumer is ready to pay.

Online advertisement is a sort of lead generation.

Commonly employed types of advertisements employed by the various brands are:

Pay per click ads
Banner advertisements with landing pages
Video advertisements
Pop up ads
Mobile ads
Search engine result ads
Home pages
E-mail communication
Consumer opinions posted online

Hence, advertising increases the relative strength of brand preference, increasing the customer loyalty in the long run. Similarly, Jedidi et al., 1999 found that in the long run advertising has a positive effect on brand equity.

7. E-NEWSLETTER AND PROMOTIONAL E-MAILS: This is one of the most widely used methods of personalized brand communication.

A study done by the CRM vendor Kana found that about 75 percent of respondents cited personalization of messages including emails acted as a major contributor to their most satisfying purchasing experience, online or offline (Cyber Atlas, 2002). Personalization also improves rates for brand communication. According to study done by Ansari and Mela, 2003 response rates increase by 62% if the email's design and content are personalized. For e.g. eBag was able to increase average revenue per recipient by 187 percent by finding the optimal timings for email messages (Nussey, 2004).

E-mail marketing is usually used to refer to: (S. VanBoskrik, *et.al*, 2011)

- 1) Sending E-mail messages with the purpose of enhancing the relationship of a merchant with its current or previous customers, to encourage customer loyalty and repeat business.
- 2) Sending E-mail messages with the purpose of acquiring new customers or convincing current customers to purchase something immediately.
- 3) Adding advertisements to E-mail messages sent by other companies to their customers.

Advantages of e-mail marketing:

- a) Most of what is invested in email marketing is recovered (S. Jenkins, 2009)

- b) It is a meaningful method of marketing for the content of the messages is customized depending upon the customers. (S. Jenkins, 2009)
- c) It is an easy method of marketing.
- d) It is a form of marketing which can be easily measured. (Email Brain, 2006)
- e) Fast and efficient method of marketing. (S. Jenkins, 2009)
- f) Automatic method. (Email Brain, 2006)

Disadvantages of e-mail marketing:

- A. Undelivered e-mail: There are many ISP's users who use junk mail filters, therefore there is no guarantee that the e-mail is reaching the targeted audience or not. (J. Fusion)
- B. E-mail response decay (Business Marketing Plan, 2011)
- C. Renderability: Difficulty in displaying the creativity as intended through the emails. (Business Marketing Plan, 2011)
- D. E-mail overload: Because of the accumulation of both the solicited and unsolicited emails in the box, it becomes difficult for the customers to distinguish between the two. (Business Marketing Plan, 2011)

Steps involved in implementation of email marketing: (Bronto, 2009)

- i. **Define email based marketing**
- ii. **Determine the purpose**
- iii. **Build a customer database**
- iv. **Privacy policy**
- v. **Managing internal information of the organization**
- vi. **Projecting content**
- vii. **Test message**
- viii. **Track results of competition**

Types of marketing emails: (Magdalena Georgieva, 2015)

- a. **Email newsletter:** This form of email is majorly used in creating brand awareness, it helps in directing the web traffic to the company's website and helps in engaging with more company's content. This form of email is used for both prospective as well as retained customers.
- b. **Email digests:** This form of email provides summaries of the present information and a snapshot of a specific time frame. They generally consist of links and lists; this

helps the viewers to go through the email quickly and click on the link which they are most interested in.

- c. **Dedicated emails:** Known as standalone emails contain information about one offer only. They help in setting up the context for main **call to action** which is similar to landing pages. This form of email is majorly used for notification purpose, to inform the customers regarding marketing campaigns or any upcoming event.
- d. **Lead nurturing email:** Lead nurturing is all about understanding the nuances about the lead's timing and needs. They are a series of tightly connected emails which are full of useful content. Some of its few advantages are; it is automated, targeted, and timely in nature.
- e. **Sponsorship emails:** This form of email helps in gaining different audience and new leads. They are a component of paid media marketing. In this form of communication the brand can be specific whom they want to target. In this the company designs the email keeping the specifications of the vendor in mind. The advantages of this sort of email are; highly targeted and sure return on investment.
- f. **Transactional emails:** These are the messages that get triggered by specific actions that the contacts have taken and facilitate in completing the action. This is a sort of a confirmation of the action that the customers have taken. They help in increasing revenue and brand recognition.

E-mail Analytics: To assess the overall email marketing performance, email analytical tools are implemented to analyze several key metrics. Some of them are:

- a. **Bounce Rate:** The percentage of emails that could not be delivered to the recipient's inbox.
- b. **Delivery Rate:** The percentage of emails which were actually delivered to the recipient's inbox.
- c. **List Growth Rate:** A measurement of how fast the company's email list is growing.
- d. **CTR:** The proportion of the audience who clicked on one or more than one link contained in the email.
- e. **Email sharing:** The percentage of recipients who clicked on a **share this** button to post email content to a social network or to a friend.
- f. **Conversion Rate:** The number of recipients who clicked on a link contained in the email and completed a desired action.
- g. **Revenue per email sent:** A measure of the ROI of a particular email campaign; calculated by dividing the total revenue generated from the email campaign divided by total number of emails sent.

- h. **Open rate:** Many marketers use this to measure the success of their campaign, but it is a unreliable method.
- i. **Unsubscribe rate**
(Magdalena Georgieva, 2015)

8. BUZZ MARKETING:

According to Billon and Tardieu, 2002 buzz marketing is based on word of mouth created around a product, service or an event. The major advantage of this form of marketing is that it reaches the targeted audience faster than any other mode of advertising along with covering a large volume of audience at once.

Buzz marketing works as a marketing tool because people in social settings are easier to trust in comparison with those working in the company themselves.

Positive buzz is often the medium to achieve viral marketing, public relations and advertising on web. Social media is another source to hike up the buzz surrounding any product/service.

Negative buzz results from bad association with any product/service.

Advantages of buzz marketing to the marketer:

- a) More effective in terms of money spent.
- b) Lower cost
- c) Listening to consumer feedback
- d) Gaining customer loyalty
- e) Giving the customers an opportunity to voice their opinions
- f) Creating communities and connecting people

Steps of launching Word Of Mouth: (Ashish Sahoo, 2016)

- A.** Identify the key persons who are capability of influencing others in the community to act as vectors for propagating the message.
- B.** Stimulate those key people through personal experience in a manner to make them unleash the message.
- C.** Encourage the broadcasting of this experience by the vectors with tools which generate a buzz effect.

Viral Marketing: Marketing techniques which use pre existing social networking services and other technology to try to produce increase in brand awareness or to achieve other marketing objectives through self-replicating viral.

9. E-COMMERCE:

The term e-commerce refers to the use of electronic information technologies to manage and conduct business transactions among buyers, sellers, and other trading partners. E-commerce is the abbreviation for electronic commerce and pertains to trading in goods and services through the use of electronic medium, i.e. the Internet. In general connotation, Ecommerce involves paperless money transactions and usage of EDI (Electronic Data Interchange), electronic fund transfer, bulletin boards, fax transmissions, and electronic mails. (Sarvapriya, 2011)

Different types of e-commerce are:

- Business-to-business (B2B)
- Business to- consumer (B2C)
- Business-to-government (B2G)
- Consumer-to-consumer (C2C)
- Mobile commerce (m-commerce)

For developing countries like India, e-commerce offers insurmountable amount of opportunity. This business is growing at a steady pace and is expected to show a boom in the coming years. It is believed that the low cost of the personal computers and an increasingly competitive Internet Service Provider (ISP) market. The first e-commerce site in India is reddif.com. Major Indian portal sites have also started shifting towards e-commerce instead of depending on advertising revenues. E-commerce is broadly divided into three categories which include physical services, physical goods and virtual goods. Another category is making its mark on this platform namely, Local commerce.

According to the latest research by Forrester, a leading global research and advisory firm, the e-commerce market in India is set to grow the fastest in the Asia-Pacific Region at a CAGR (Compound Annual Growth Rate) of over 57% in the time period of 2012-16. The report, titled as “**Asia Pacific Online Retail Forecast, 2011 To 2016,**” has been issued by Forrester Research Inc. analyst Zia Daniell Wigder, Steven Noble, Vikram Sehgal and Lily Varon.

Essential factors for growth of E-commerce in India: (Nisha Chanana)

Customer convenience

Refund guarantee

Accessibility

Location based services

Multiple payment options

Providing secure information

Provision to compare prices

Quick services

Customer care services

The report written by Lucy Firth, Peter Francis, David Mellor addresses one of the key factors to the success or failure of e-commerce lies in the power of the people in the industry themselves. It all starts with healthcare professionals, doctors and clinic's integration of online technology with the core operational strategy. If nurses and doctors promote and encourage patients to use their online services, a chain reaction would form and gradually even traditional customers would get comfortable with e-health.

Amongst the many benefits of incorporating E-commerce platform is the competitor advantage one would have over others. The main goal of the healthcare sector is to find the most cost effective to cure ailments while maintaining the quality of the services. E-commerce is the perfect medical instrument to achieve this said goal in medicine. Like any new skill, it takes a small amount of time and effort but the payoff is far greater.

As the future lies in the hands of the upcoming generation, who are technologically dependent and tech-savvy, technologies is believed to be the future of healthcare. If E-commerce is deployed in the right manner, with proper strategy and planning, it will not only save time and effort but will also improve the efficiency and productivity from both sides. The long term benefit of implementing this strategy is the development of close relationship with the customers.

RATIONALE:

Before adapting any channel of digital engagement to lure or to retain customers and to generate appointment leads, it is imperative to know the level of effectiveness and the characteristics of the said channel. Also, understanding of consumer behavior and attitude towards these channels in the present scenario is very crucial for any healthcare facility.

This study aims to help Manipal Hospitals to design a Digital engagement strategy that will help generate more appointment leads by the utilization of the existing as well as new digital channels. Because of the presence of numerous digital channels at present times, it becomes onerous for the healthcare facilities to elect the most productive and economical channels for boosting their business.

Because of the rapid advancement in the technology as well as the expeditious speed at which new people are joining the internet web, hospitals, clinics and other healthcare providers have to exploit this latest buildup by creating more business for themselves. However, singling out the most appropriate and budget friendly channels which can help in fetching customers becomes tedious. This study targets to propose a Digital engagement strategy to Manipal Hospitals by evaluating the present digital strategy of the hospital along with studying the appointments trends i.e. the source from which the appointments are being generated.

Appropriate resource allocation depending upon the competency as well as the consumer perception related to the digital channels helps in executing a promising Digital engagement strategy that will assist in flourishing the facility. Additionally, a proper digital engagement strategy customized and implemented, will act as a revenue generating mechanism for the hospital.

This all comprehensive study, soughts' to determine digital strategies which will assist the Institute to become a pioneer in this segment of marketing by acquiring as well as creating a loyal section of customers.

RESEARCH OBJECTIVES:

General Objectives:

- The main objective of this study is to fabricate a Digital engagement strategy for Manipal Hospitals with the intentions of generating more appointment leads.

Specific Objectives:

- To study the present scenario in Manipal Hospitals in relation to digital channels employed by the Institute to cater various segments of customers.
- To study about the various trending digital channels being employed by the companies around the globe to gain as well as retain customers. (Secondary research)
- To analyze the various sources through which appointments are being generated in the Hospital at the present.
- To analyze various portals employed by the Hospital to generate appointment leads and to assess the current online payment gateway in use.

RESEARCH METHODOLOGY

SOURCES OF DATA COLLECTION:

Various sources were utilized to gather data while conducting this study. The sources are as follows:

- Data regarding the various sources of appointment generation was collected from the **Customer relation department** who consolidate the monthly data.
- A telephonic survey was conducted to get the feedback from the customers who had availed the health packages.
- Data regarding various digital marketing channels employed by the hospital at present was collected from the **Digital Marketing team**.
- Data regarding lead generation was collected from the **Qikwell platform** who consolidate the lead generation data for **Qikwell, Practo** and for **Manipal website**.

RESEARCH DESIGN:

The research design for this study is cross sectional descriptive in nature. Gathered data from the before mentioned sources that described events which have to be taken into account.

STUDY AREA:

The healthcare facility under study namely Manipal Hospitals is in Bangalore. Data regarding the appointment source was collected for all the units of Manipal in Bangalore namely, Manipal Hospital Old Airport, Malathi Manipal and Manipal North side Hospital.

Survey was conducted for customers availing health packages in all the 3 units of Manipal Bangalore.

Appointment lead generation through portals and website was done for Manipal Hospitals in Bangalore.

SAMPLE POPULATION:

Manipal Hospitals have started the provision of providing health packages with the option of online payment. So, the sample population of **223** was taken who availed these health packages in all the units of Manipal across Bangalore in the month of April. This survey was conducted to understand the sources from where they came to know about these packages, the effectiveness of the online payment gateway implemented by the Hospital for this very cause as well as to get the overall feedback from the customers who had availed these health packages. This survey was conducted telephonically as per the Hospital's protocol.

STUDY PERIOD:

The survey was conducted on the customers who had availed the health packages in the month of **April**.

The data regarding the sources of appointments generation was collected for the month of April and additional data regarding appointment sources for the preceding months from **Nov'15-April'16** was also taken into account to do a comparative analysis.

Data regarding the appointment lead generation from Qikwell and Practo Platform was taken for the month of **April**.

Data regarding appointment leads generated from the platform of Hospital website was taken from **26th April-19th May**.

DATA COLLECTION:

Primary Data:

- Survey conducted for the month of April on the customers availing health packages.
- Sources through which appointments have been generated for the month of April.
- Appointment leads generation from portals and website for the month of April.

Secondary Data:

- Information regarding appointments source generation from **Nov'15 to March'16** for comparative analysis.

DATA ANALYSIS, RESULTS AND DISCUSSION

This segment represents the findings and analysis of the study as set in research methodology. The objectives which were set out in the study are interpreted in this part of the report.

I. THE DIGITAL MARKETING CHANNELS ENROLED BY MANIPAL HOSPITALS AT PRESENT.

Various channels implemented by the Manipal Hospitals digitally are:



Fig. 8 depicts the various digital channels in usage by Manipal Hospitals at present.

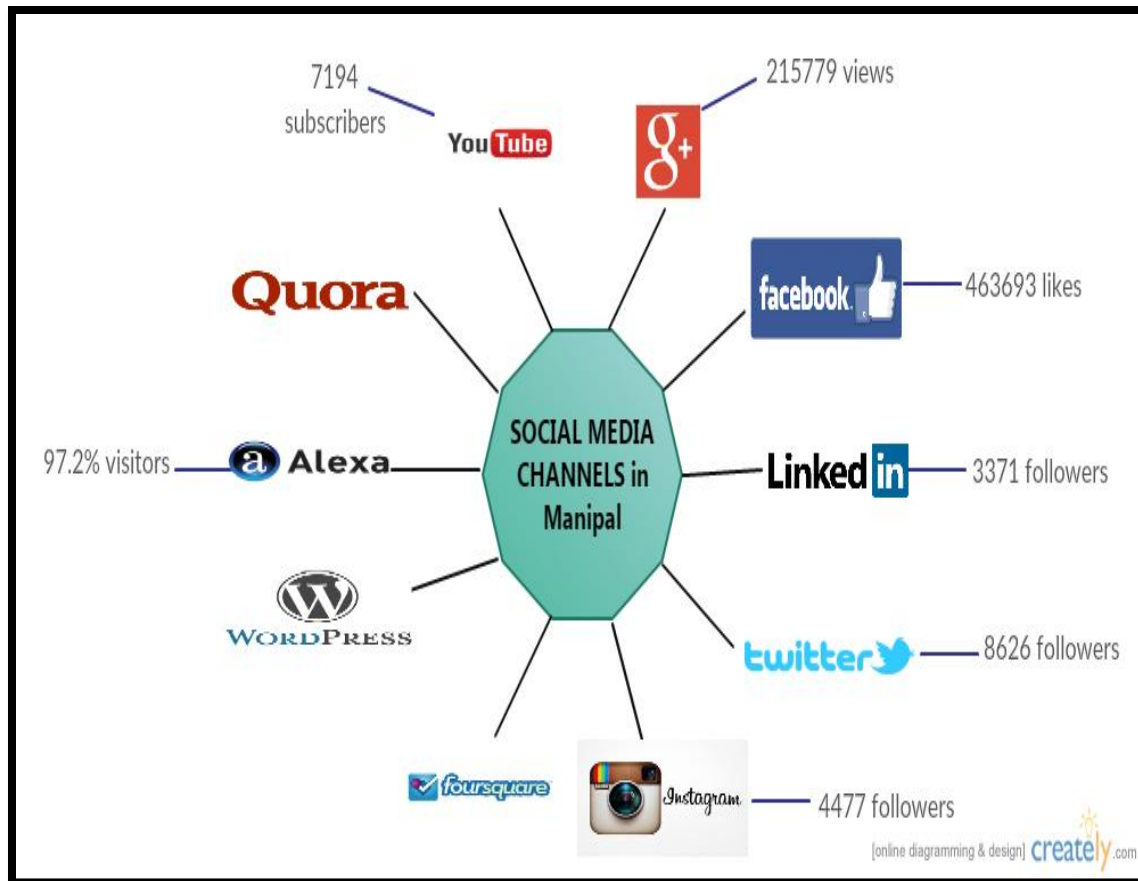


Fig. shows the various social media channels currently in use by Manipal Hospitals.

Following are the portals being used by Manipal Hospitals to gain appointment leads:



Practo as a portal has been implemented since **March'16** while **Qikwell** as a platform for gaining appointments has been employed since **April'16**.

These portals do **Doctor's** as well as **hospital listing** for Manipal Hospitals and help in fetching appointment leads for them.

II. APPOINTMENT GENERATION SOURCES FOR THE MONTH OF APRIL IN MANIPAL HOSPITALS

A total of **71047** footfalls were calculated for the month of April in Manipal Hospitals. This strength of customers was acquired through a cumulative application of various appointment sources enforced by the hospital itself. This data was collected from various sources heading different portals of appointments.

Number of customers seized by different sources is presented in the following table:

APPOINTMENT SOURCE	NUMBER OF APPOINTMENTS
WALKINS	43061
CALL CENTER	16618
OPD	14948
WEBSITE (WIDGET)	3339
QIKWELL PLATFORM	1163
PRACTO PLATFORM	319
DOCTORS MOBILE AND APP	32
CUMULATIVE	79510
CANCELLATIONS	3981
NO SHOWS	4482
NEW TOTAL	71047

Fig. 1 in a tabular form shows the various sources of appointment generation in the month of April.

In the given table;

Walk-ins signify the patients who come in the hospital without any prior appointment.

Call centre signifies the patients who have taken a prior appointment by calling on the hospitals Toll free number displayed on the website and other means of marketing. The call made is handled by the call centre that in turn makes the appointment.

OPD signifies the patients who come in the hospital and book the appointments beforehand. This segment of appointments is handled digitally.

Website signifies the patients who are booking the appointments by visiting the Hospital's website which has the provision of booking both the daily appointments as well as health check-ups.

Qikwell platform signifies the patients who are booking appointments by means of Qikwell portal. This is done either through website, call center or the mobile app powered by Qikwell.

Practo platform signifies the patients who are booking appointments by the means of this portal. This is achieved by listing the hospital's Doctors as well as the hospital itself on their website or mobile app and providing the appointment leads to the hospitals.

Doctors' mobile and app signifies the patients who are being fetched by the various doctors' by the means of the mobile app powered by Qikwell.

From the above table it is concluded that from **79510** of total appointments made in the month of April, **4883** were made from one or the other digital channel employed by the institute. These appointments gained digitally account to about **6.141%** of the total appointments made in the month of April.

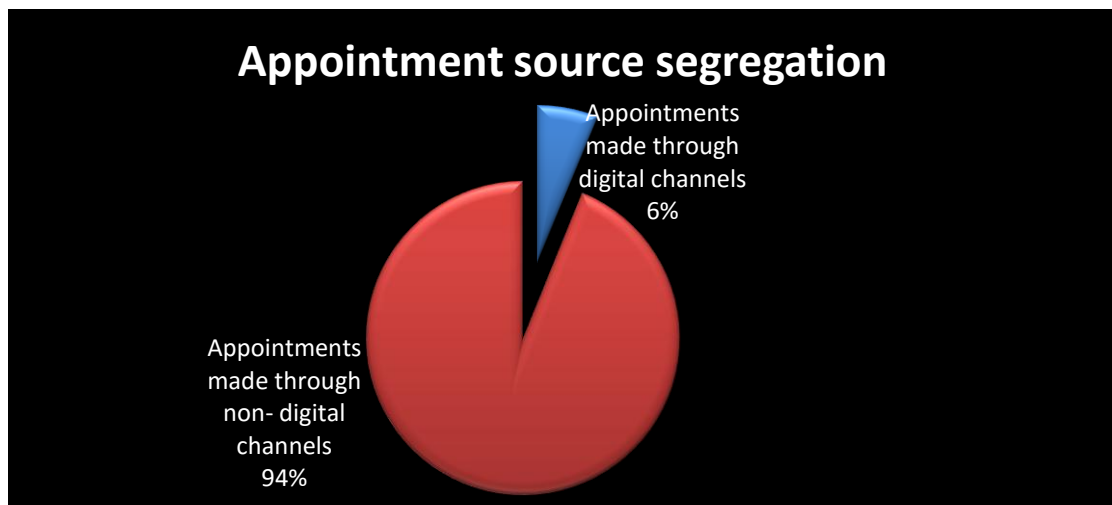


Fig. Diagrammatically segregates the appointments into digital and non-digital channels.

From the below figure it is clear that the digital channel through which appointments are coming in maximum amount is **Website** with **68%** of total appointments made digitally.

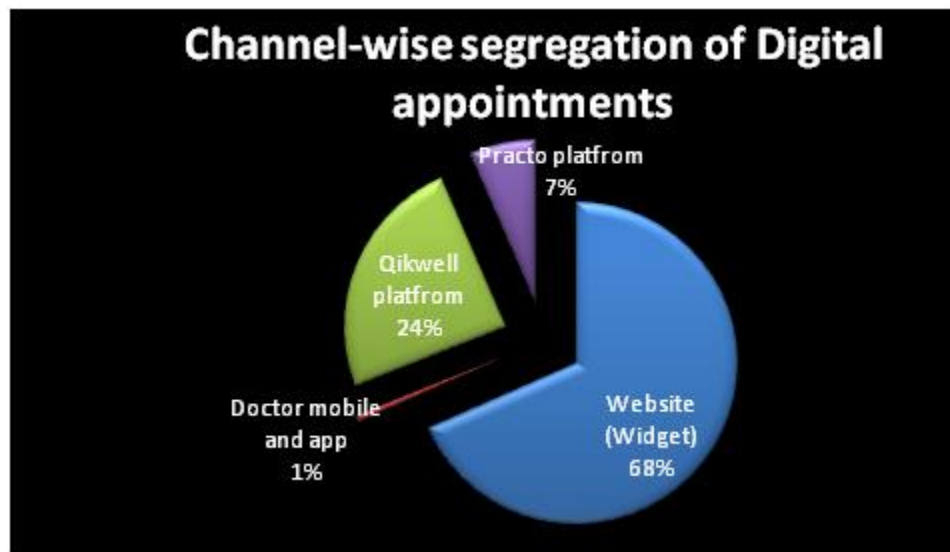


Fig. 3 depicts various digital channels through which appointments were generated

In addition, appointments source data from the preceding months was also collected with the intention of comparing the effectiveness of digital channels in acquiring appointments through the months. It was observed that the appointments gained through the online sources in the month of April have diminished slightly from the previous months. For in the month of January'16 online appointments attained contributed to **6.30%** of the total appointments made while in February'16 it declined to **6%** and again in March'16 it further reduced to **5.44%** and for the month of April'16 it hiked to **6.14%**.

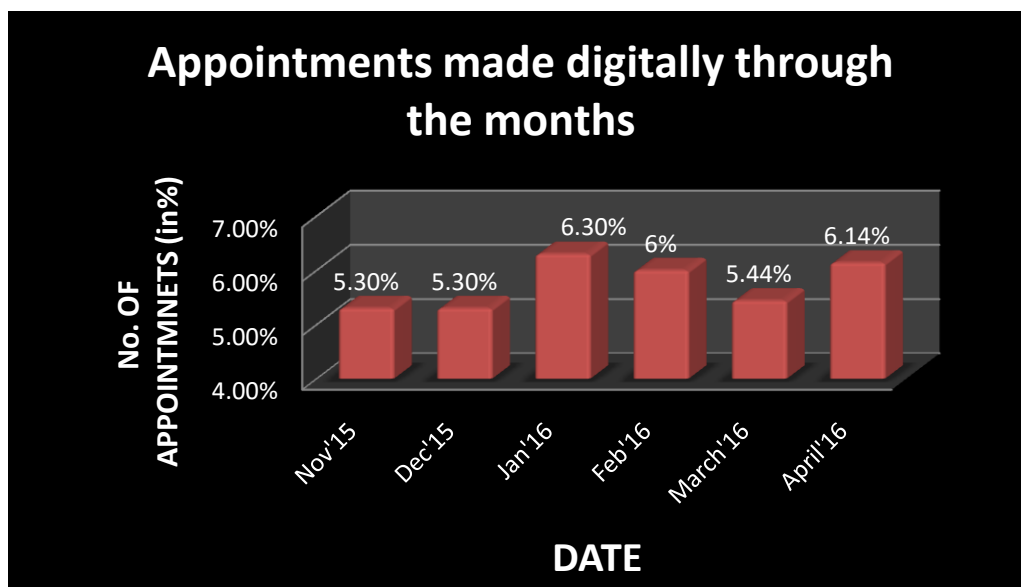


Fig.5 graphically presents the appointments gained by digital channels through the months in Manipal Hospitals

III. ANALYSIS OF THE TELEPHONIC FEEDBACK COLLECTED FROM THE CUSTOMERS AVAILING HEALTH PACKAGES IN THE MONTH OF APRIL.

A total of 223 people availed health packages in the month of April. This segment of customers was taken as a sample to get a glimpse of the sources from where they are coming to know about the health packages.

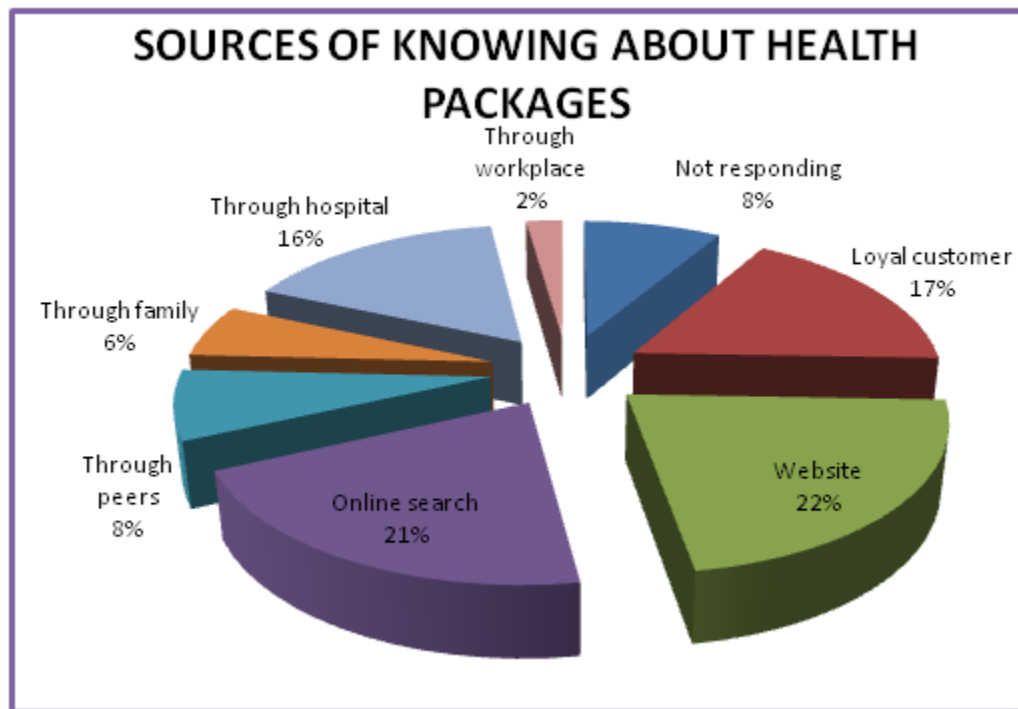


Fig. 6 diagrammatically represents the sources through which the customers came to know about the health packages which they bought in the month of April.

From the above diagram, it can be assessed that customers who availed the health packages in the month of April across all the units of Manipal in Bangalore, majorly come to know about it through the **medium of internet** i.e. **43%** came to know about the packages digitally either through **online search** or from the **Hospital's website** while **17%** were **loyal customers** who had previously availed the same service from the hospital, **16%** came to know from their **hospital visit** and the rest came to know either from their **family, friends or their workplace**.

Also, through this telephonic feedback system customers experience with the online payment gateway namely **Payu biz** which has been employed by the Hospitals to initiate the process of E-commerce on their site is assessed.

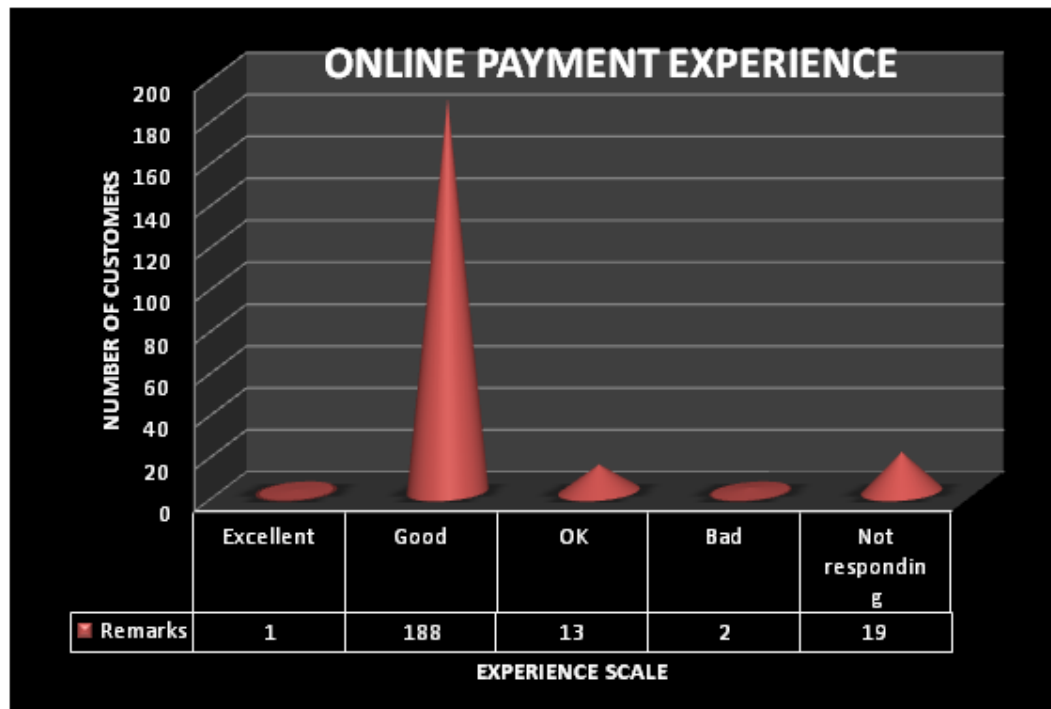


Fig. 7 graphically represents the number of customers falling in different experience scale.

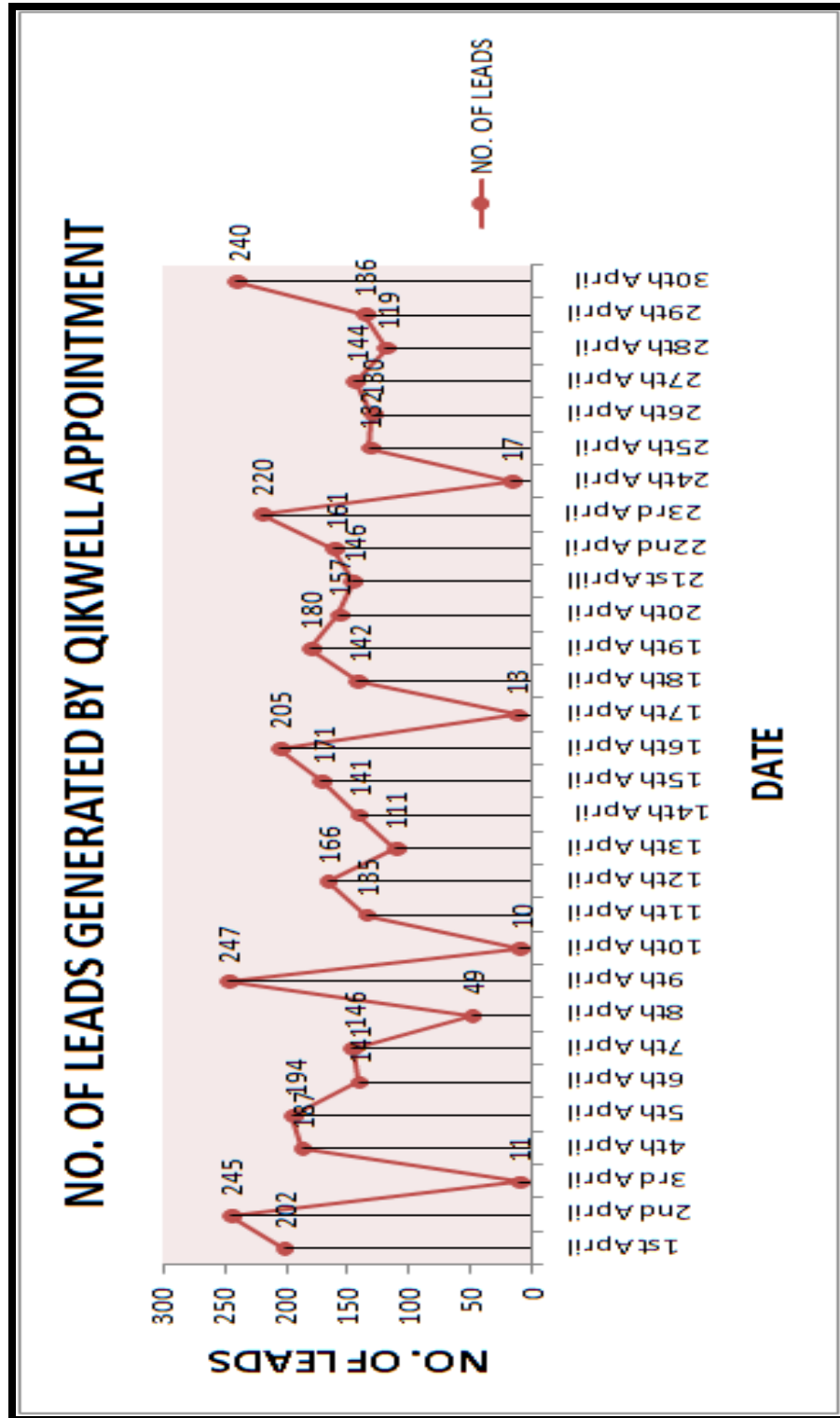
The 223 customers who availed the health packages in the month of April were asked about their experience in relation to the e-commerce platform Payu Biz which has been employed by the hospital as an initiative taken by them to venture into the world of E-commerce. Out of the 223 customers who availed these packages **19** were **not responding**.

The scale on which their response was recorded is divided into following levels:

- **Excellent**
- **Good**
- **Ok**
- **Bad**

Also, it was seen that **188 customers** form the total had a **good experience** with the gateway while only **2 customers** had an **unpleasant experience** with it.

IV. APPOINTMENT LEAD GENERATION THROUGH THE PORTALS EMPLOYED



At present, Manipal Hospitals have tied up with two leading portals of appointment generation namely **Qikwell** and **Practo**. The above figure graphically shows the number of appointment leads generated in the month of April from the application of these two portals.

In the month of April a total of **4298** appointments were generated from both of these platforms. The various channels implemented by Qikwell and Practo for appointment lead generations are as follows:

- **Appointment leads generation through Qikwell website.**
- **Appointment leads generation through Qikwell widget present on Manipal's website.**
- **Appointment leads generation through Qikwell call centre known as Qikwell console.**
- **Appointment leads generation through Qikwell app Android and ios.**
- **Appointments booked by the Doctors through Qikwell app.**
- **Appointment leads generation through Practo website and app.**

Channel-wise breakdown has been done to understand the effectiveness of the various platforms implemented by Qikwell and Practo. Following is the channel wise segregation for the month of April:

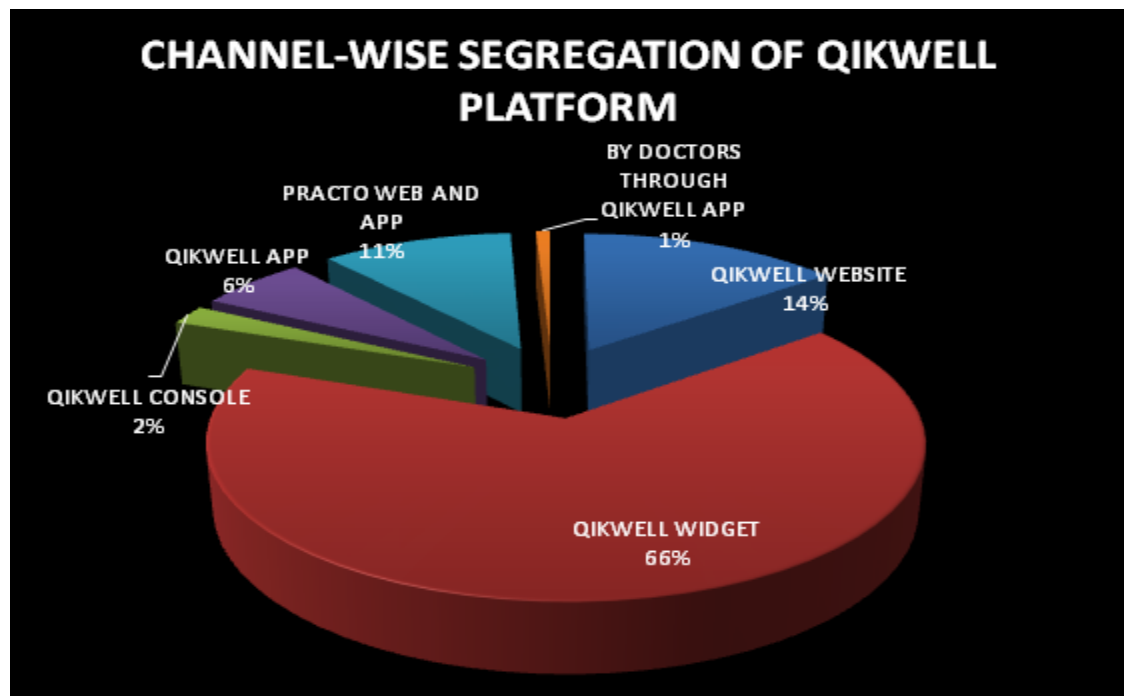
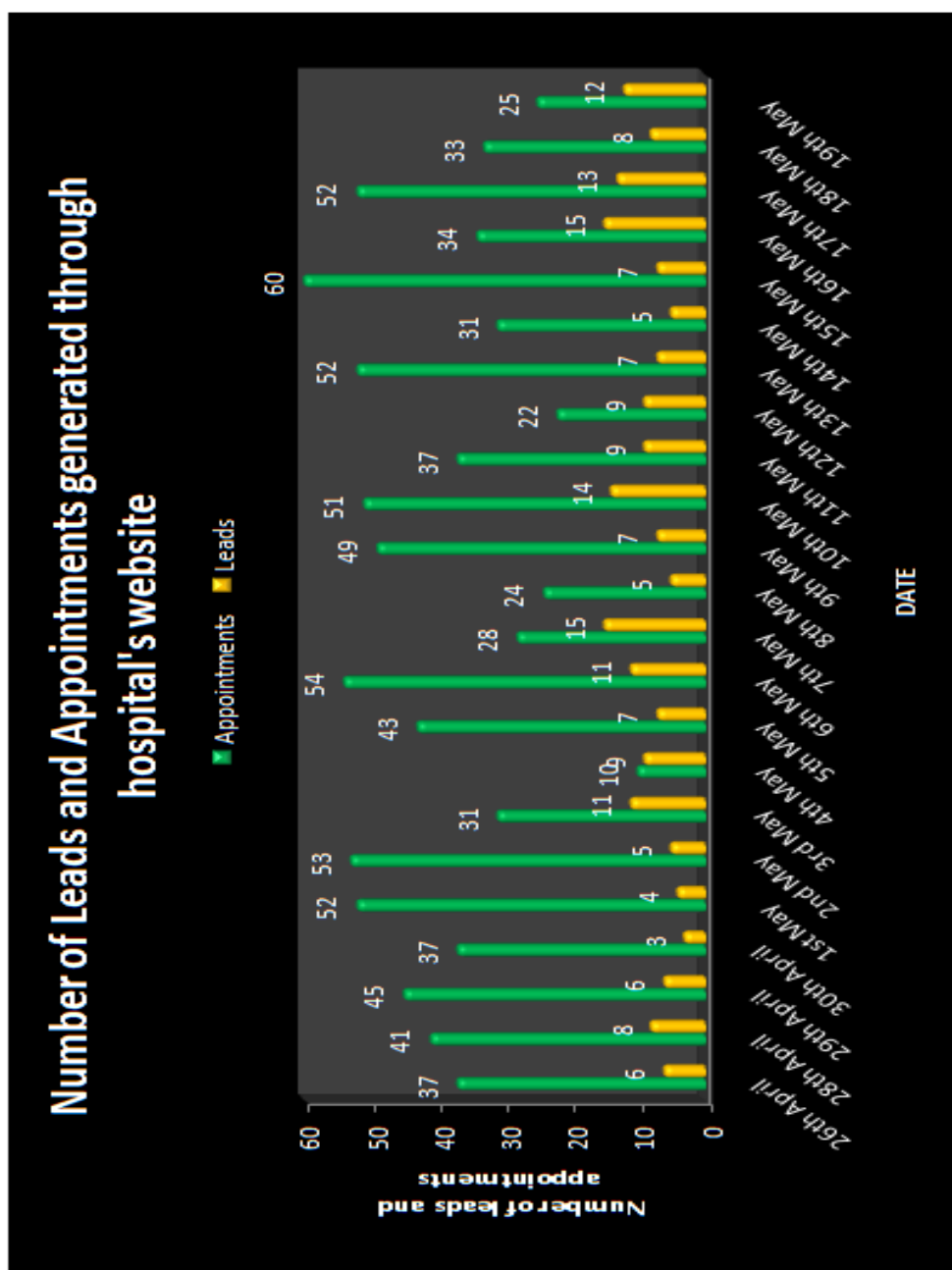


Fig. 9 diagrammatically shows the Qikwell and Practo channel wise breakdown of leads generated.

V. APPOINTMENTS AND LEADS GENERATED THROUGH THE MEDIUM OF HOSPITAL'S WEBSITE



The number of appointments and leads generated from hospital's website from the time period of **26th April to 19th May** was assessed. A total of **901 appointments** were generated from the appointment booking option present on the hospital's website while **196 leads** were generated from the **contact us** and **pop ups** options present on the website.

CONCLUSIONS AND RECOMMENDATIONS

This presents summary of findings, conclusion and recommendations in line with the study done.

This study found that at present Manipal Hospital is making use of various digital channels to gain appointment leads. However, for the month of April only 6.14% appointments out of the total have digital media as their source. On the basis of the analysis done it is found that Manipal Hospitals at present have implemented many digital channels however, these channels have to be modified and strengthened to reach the targeted customers.

Following are the various channels of digital media which have to be strengthened and modified to gain favors of the customers which, in turn will help the hospital in gaining more appointments leads.

I. WEBSITE RENEWAL:

It has been seen that from all the channels applied, **hospital website** is the one which is majorly generating leads as well as bringing appointments.

- Making the website more **value added** and **user friendly** helps in elevating the website conversion rate. Value addition can be done by inculcating content that is **reliable, subject specific, complete** and **aesthetic** in nature. Website can be made more user-friendly by the hospital by creating **personalized experiences** for the customers visiting them.
- **Content** catering to every age group, sex and geography should be available on the website, so that anyone can access and understand the website. Depending upon the **demographics** all comprehensive information should be available on the website to make the experience more informative for the visitors.
- Website should have the option of being **translated** in the visitor's preferred mode of language and should be made available in various **languages**.
- Option of **billing and insurance** should be made available on the website for those customers who prefer paying online. For this e-commerce platform should be made available.
- **Online learning center/Health library** should be inculcated on the website to make it more user-friendly.
- **Create landing pages** and place them on the strategic parts of the websites.
- **Click to schedule link** should be present at prominent places, making it easier for the visitors to book appointments.

- An **interactive video showcasing how to book an appointment** should be present on a prominent position on the website to make the prospective customers understand how to perform the before mentioned task.
- Improving sites **internal search engine, mending broken hyperlinks** and maintaining the overall **responsiveness and quality** of site will tremendously help in fetching customers.
- **Case studies, credentials, third-party validations, reviews and testimonials** incorporated on website help in creating trust amongst the prospective buyers thereby propelling them forward in the customer journey.

II. DIRECT E-MAIL MARKETING

- Sending mails to customers with **appointment reminders** as well as offering **discount promotions/incentives** to both the first time and loyal customers helps in increasing the sales volume. Sending e-mails to loyal customers has an **emotional value** for being remembered.
- Creating **email blasts for different customer personas**, depending upon their requirement and demographics help in targeting customers belonging to the given profile.
- Create **opt in forms and landing pages** and in turn link them with the **email platform** so as to start nurturing the leads with more educational information.
- **Quality newsletter with relevant content** to the subscribers will help in gaining their trust thereby, generating more leads.

III. CREATING QUALITY CONTENT

- Create **unique and meaningful** content across all the channels that will draw users in during their initial searches.
- **Plan premium content offer**; come up with the topics which the prospective as well as retained customers frequently ask about and then create an in-depth *downloadable* piece of content on the topic and give it away for free in exchange of the person's email address and phone number.
- **Creating content namely blogs, podcasts, articles, news, videos, testimonials, webinars etc containing keywords and topics** which the prospective customers are currently searching for, helps in bringing the traffic to the hospitals site/social media page which in turn takes the customers down the sales funnel. Also, **consistently updating** these blogs help in capturing leads. Add relevant **CTA (Call To Action)** to the blogpost. Providing relevant, valuable information to the customers which is educating in nature helps in fetching more leads.

- Another way to nurture leads into sales is to **drip feed them relevant content** from time to time with regards to which stage they're at in the buyer's journey. In this content marketing comes into action, providing relevant content depending on their stage helps them in propelling forward in the buyer journey.
- In addition, quality content also drives **organic links** due to which there is an additional **SEO** benefit in investing in quality content.

IV. PAID LISTINGS

Listings are sold on the subscription or fix fees basis. The payment is shifted on the basis of per customer, per lead, per visitor cost. The portals on which the doctors and hospital is listed helps in generating leads.

V. SOCIAL MEDIA

- Social media is majorly used to build communities and the brand's presence on the social pages. This channel can be used for **promotion** by offering coupons and other **incentives** to the people who are part of the brand through this channel.
- Organizing **quizzes, polls, sharing health tips, conducting games/contests and offering prizes** on the social page help in engaging potential customers and eventually **sharing of posts** help in acquiring new viewers.
- **Customer personas** can be built by using numerous analytical tools namely **Face book insights, Twitter analytics, LinkedIn groups, online forums, Google hangouts, Google analytics** etc. to help understand the genre of people who constitute the brand's social media groups which in turn makes it easy for the brand to target them.
- Creating content focusing on the most **talked about topics** and **sharing** it on the various social media channels help in creating trust amongst the viewers and eventually help in generating leads.
- **Monitoring the conversations** occurring and doing channel-wise breakdown along with **monitoring conversation sentiments** helps in understanding the type of topics people are discussing socially along with **brand monitoring**.
- **Social commerce** is the new strategy being implemented wherein social media has collaborated with e-commerce. Social commerce includes **customer ratings and reviews, social advertising, social shopping tools** wherein prospective buyers can visualize the services being sold and can solicit feedback through social media channels.

- **Social media campaigns** improve reach and brand recognition and also allow getting in touch with more customers.
- **Book an appointment link** should be added on the hospital's social media pages thereby, capturing spontaneous appointments being made by individuals viewing promotional coupons, offers etc and also allowing individuals to make appointments without having to navigate the website/call/send an e-mail.
- Use **promoted tweets** which is a form of sponsored content and link them to a landing page which will help in gaining conversions.

VI. INFLUENCER MARKETING

Also known as **Referral marketing** and act as Holy Grail for attracting customers. Tie ups with well respected bloggers and influencers help in attracting their followers. Sharing **positive reviews** about the hospital by these well known bloggers helps in building brand name which in turn helps in shepherding more leads.

VII. MOBILE MARKETING

- Creating a **well responsive mobile app that should be device independent.**
- **Employ progressive profiling forms** for mobiles as it helps to replace form fields that have already been filled out next time the customer visits the Hospital's website.
- Create **simple Call To Action/Book an appointment** tab for the website, keeping in mind how they will appear on different mobile screens. The tab should have a clear image with readable text.
- Provide **discounts/offers** help in optimizing the hospital's mobile presence. These offers can be in the form of promo codes, customer loyalty discounts.
- **Optimize content for the mobile screen.**
- **Make the hospital's mobile number clickable on the mobile app.**
- **Generate a mobile database and implement an extensive SMS campaign along with push notifications being sent to the customers from time to time.**
- Create **one to one conversations on the group messaging apps like Whatsapp.**
- **Build powerful API's** such as personalized appointment alerts, transactional notifications etc.
- Build trust by individualizing communications with the customers, send helpful and **informative SMS** to gain trust, and on special occasions like holidays and birthdays send **Mobile e-cards** with some discount/incentive.

- Also, the **e-commerce site** under hospital's use should be optimized to work on mobile devices with the same efficiency.
- Focusing on **Cost-per-lead (CPL) based advertising** on mobile devices will also help in generating leads.
- **M-payments** option should be provided on the mobile app to allow easy conversion of leads into sales.

VIII. **STRENGTHNING E-COMMERCE PLATFORM**

Including **online payment options and billing options** by enforcing e-commerce platform on the website will help in generating leads from that segment of customers who are more inclined to pay online.

E-commerce platform being implemented by the hospital should have the following attributes:

Language: Should be made user-friendly by making it available in different languages especially the regional language.

Variable payment methods: All the commonly used modes of payment should be acceptable on the platform.

Process flow: The payment process should be **simple** and transparency should be maintained to increase the online payment volume.

Refund policy: Include a refund policy for every transaction made so as to maintain trust among the customers.

Make sure that the **online payment gateway is faster** to make it more convenient for the customers to use.

IX. **TIE UP WITH AFFILIATORS**

Getting appointment leads by including certain popular marketing tools like **PPC (Pay per Click) ads, PPL (Pay per Lead) and PPS (Pay per Sale)** i.e. every time a potential customer **visits/registers/make a sale** on the merchant website as a result of the advertisement on the affiliate's account, a fixed amount is deposited into the affiliate's account.

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ANNEXURE

Name	Amount	Source	experience	any feedback
Pratiksha Bajpai	7,200	Not responding	Not responding	Not responding
Gauranga Nandy	6750	Not responding	Not responding	Not responding
Sagar Kulli	7,200	Loyal Customer	Good	Satisfactory but delay in reports by one week
Savita Rao	7,200	Through website	Excellent	Unsatisfactory ;dealy in reports by 10 days
Kiran Sundar	6750	Not responding	Not responding	Not responding
Jagannath Sriramulu	4600	Not responding	Not responding	Not responding
Sohan Negi	7,200	Not responding	Not responding	Not responding
Bidhan Das	19,440	Not responding	Not responding	Not responding
Maruthi Komera	1500	Online search	Good	Good experience
Venkatesh Muvva	6750	Through website	Good	Unsatisfied with the consultation but overall ok
Selvalakshmi Vivek	7,200	Through website	Good	Satisfied but found the staff less helpful on a Sunday
Senthil Kumar Muthusamy	7,200	Through peers	Good	Satisfactory
	6750			
Jayaraman Parameswaran	6750	Through family	Good	Satisfactory but lag period of 1 hour from the designated time
Deepak Mishra	6750	Through family	Good	Satisfactory but still haven't received the hard copy of the report
Usha Bai	7,200	Through peers	Good	Good overall experience
Thilagavathy D	7,200	Through Website	Good	Satisfactory
Shoeb Naziri	7,200	Not responding	Not responding	Not responding
Anuja Vijay	27,200	Through Hospital	Good	Excellent services
Parag Dhol	6750	Through website	Good	Satisfactory services

Ravishankar Nadarajah	10,800	Loyal Customer	Good	Excellent services
Tapan Kumar Khanra	6750	Through website	Good	Excellent services
Kaushal Gujral	6750	Through Hospital	Good	Satisfactory experience
Asha Lawrence	7,200	Online search	Good	Unsatisfactory overall experience
Rahul Shah	6750	Through website	Good	Unsatisfactory; doctor was not available for consultation
Saravanan Moorthy	7,200	Through workplace	Good	Excellent services
Hemalatha S	7,200	Through Hospital	Good	Satisfactory services
Santhosh reddy	6750	Not responding	Not responding	Not responding
Aparajita Aparijita	7,200	Through Website	Good	Satisfactory services
	6750			
Raj K	7,200	Loyal Customer	Ok	Satisfactory experience
	6750			
Arijit Saha	7,200	Through workplace	Good	Satisfactory; good service
	6750			
Shanthi Naresh	7,200	Through workplace	Good	Satisfactory experience
Madhusoothanan R	6750	Through website	Good	Satisfactory; though delay in getting the hard copy of the reports
Usha Agarwal	7,200	Online search	Good	Unsatisfactory; delay in the starting of the appointment
Ashwini Gupta	2300	Loyal Customer	Good	Satisfactory experience
Chandrakanth Reddy M	7,200	Through website	Good	Overall good experience
Shobha J	7,200	Not responding	Not responding	Not responding
Prerana Tirumalai	7,200	Online	Good	OK experience; still haven't received the soft copy of reports
Sarvanan R	6750	Loyal Customer	Good	Overall good experience
Anil Kumar Sirigiri	11,250	Through Hospital	Good	Overall good experience
	10,800			

Rojalin Nayak	7,200	Through Hospital	Good	Overall good experience
Ramesh V	6750	Online	Good	Satisfactory; though not happy with the way test reports were handled
Kousik V R	7,200	Through workplace	Good	Overall good experience
Shachi Singh	7,200	Loyal Customer	Good	Ok experience
Farah Shaikh	27,200	Loyal Customer	Good	Satisfactory overall experience
Mukul Anand	2900	Through website	Good	Excellent services
Ankit Gupta	6750	Loyal Customer	Good	Excellent services
Sai Abhishake Reddy Dandu	6750	Through peers	Good	Still has not availed the service
Deepak Agrawal	6750	Online search	Good	Satisfactory experience
Mutanna Hosur	2150	Online search	Good	OK experience
Sirish Kasyap Karanam	4590	Through family	Good	Unsatisfactory; need to work on the hospitality
Naresh Sadasivan	6750	Through Hospital	Bad	Unsatisfactory; Lag time of 2 hours with unsatisfactory hospitality
Muthumani Jothimani	7,200	Through Hospital	Good	Satisfactory overall experience
Manoj Brahmankar	7,200	Loyal Customer	Good	Ok experience
Divya Lokesh	7,200	Not responding	Not responding	Not responding
Lokesh babu Pundreeka	6750	Online search	Good	Ok experience
Shiju S	6750	Loyal Customer	Good	Satisfactory overall experience
Shivam Sharma	6750	Through Website	Good	Good overall experience
Sweety Rani	27,200	Through Website	Good	Excellent services
Ipsit Dash	5000	Through Hospital	Good	Good experience
Ravi Kumar	10,800	Through Hospital	Good	Satisfactory experience; keep coming to the same hospital

Rajib Dam Chowdhury	7,200	Through family	Good	Satisfactory experience; though time lag occurs during the checkup
	6750			
Nitin Shenoy	6750	Through Hospital	Good	Overall good experience
Niranjan H/o Vijayshri Viraktamath	7,200	Through peers	Good	OK experience; not satisfied with the hospitality offered
Satish Kumar Rachupalem	6750	Through Hospital	Good	Good overall experience
Sridharan Sankaran	6750	Not responding	Not responding	Not responding
Jayanthi Rajendran	13500	Through website	Bad	Ok experience; though unhappy with the quality of consultation
TB Krishanmurthy	13500	Online search	Ok	OK overall experience
	7,200			
Devika Shanker	7,200	Loyal Customer	Good	Excellent services
Pavithra Alex	7,200	Through Website	Good	Satisfactory experience
Devika Shanker	2900	Through family	Good	Good overall experience
Raksha Raman	6750	Loyal Customer	Good	Excellent services
	7,200			
Sai Kalpana Ganesh	7,200	Loyal Customer	Ok	Satisfactory experience
Raghavendra C K	6750	Through Hospital	Good	Excellent overall experience
	7,200			
Pravin Kumar Singh	6750	Online search	Good	Satisfactory experience; want the provision of reports to be collected on weekends
Hemanta Pathak	6750	Through website	Good	Overall good experience
	7,200			
Anand Kumar Jalakam	6750	Not responding	Not responding	Not responding
Anand Kumar Jalakam	7,200	Loyal Customer	Good	Satisfactory experience
Jamuna Asati	7,200	Through Hospital	Good	Satisfactory experience; though still have not received the report
	6750			
Mudit Aggarwal	6750	Through Hospital	Good	Overall good experience
Payel paul	6750	Through	Good	Overall satisfactory experience

	7,200	website		
Dinesh Jain	6750	Through Hospital	Good	Overall good experience
Ashish Mohanty	21,600	Through website	Good	Overall good experience
	22,500			
Khushbu Yadav	1550	Through website	Good	Overall good experience
Balamurali M Chandrasekhar	3650	Not responding	Not responding	Not responding
Satish Kumar Rachupalem	21,600	Through website	Good	Overall good experience
Shishir Kumar	6750	Online search	Good	Satisfactory overall experience; though not convenient for elderly people
Barnali Banerji	7,200	Through website	Good	Overall excellent experience
Rajendran Subramanian	7,200	Through Website	Good	Overall greta experience
Rani Govindaraj	7,200	Through Hospital	Good	Satisfactory experience; though delay in getting the reports
Veera Vani Kumari P	7,200	Loyal Customer	Good	Satisfactory overall experience
Sanakara Vara Prasad Boddu	6750	Online search	Good	OK overall experience
Yoganjaneya L	7,200	Through Website	Good	Good overall experience
	1300			
Moaten Imchen	6750	Through Website	Good	Ok experience
	7,200			
Sova Sain	7,200	Through family	Good	Good overall experience
Nitin Philip	6750	Through Website	Good	Overall good experience
Anjali Sharma	7,200	Through Hospital	Good	Ok experience; though not satisfied with the canteen food
Vasudha Sivasubramanian	6750	Loyal Customer	Good	Good overall experience
	7,200			
Shobiya Thiagarajan	9,900	Through peers	Good	Good overall experience
Prashanth R	6750	Not responding	Not responding	Not responding
Prema	27,200	Online	Good	OK overall experience

Gavarawad		search		
Akshat Srivastava	10,800	Loyal Customer	Good	Good overall experience
Akshat Srivastava	11,250	Online search	Good	Satisfactory overall experience
Benu Bala Das	20,250	Through Hospital	Good	OK experience; though not happy with the services in opthalmolgy
Amarpreet Kalkat	6750	Through peers	Good	Good overall experience; impressed with the services
Biplab Mazumdar	5200	Through Hospital	Good	Good overall experience
Vivek C	6750	Through website	Good	Overall good experience
Mamta Kumari	7,200	Through website	Good	Overall good experience
Sharmishtha Chakraborty	6750	Through family	Good	Ok experience; but already had given written feedback
Chinna Chamy Ramasamy	7,200	Loyal Customer	Good	Excellent services
	6750			
Sreenivasulu B	5850	Through website	Good	Ok experience; though took time in getting the billing reciept
Selvi Chelladurai	3100	Not responding	Not responding	Not responding
Rocky Lourembam	7,200	Through website	Good	Don't know since he took the package for a relative
Chanda Sethia	10,125	Loyal Customer	Good	Good overall experience
Manjunath Puridi	10,800	Through website	Good	Ok experience; though haven't yet received the report
Ashok Yadav	6750	Online search	Ok	Ok experience
Surendranath Behera	21600	Through Hospital	Good	Ok experience; though some tests were missing
Kedar Apshankar	10,800	Through website	Good	Good experience; though the building requires refurbishment
Joseph Mathew	6960	Through peers	Good	Overall good experience
Prasant Choudhary	6750	Through family	Good	Good experence; though haven't received the hard copy of reports yet
Vivek Jain	7,200	Online search	OK	OK experience; no organization in the hospital and no place for sitting
	6750			

Sunita Tulsian	7,200	Through Hospital	Good	Good overall experience
Christopher Richard	13,500	Not responding	Not responding	Not responding
Subir Mishra	21600	Through website	Good	Very Good experience
Ujjal Bal	21600	Through Hospital	Good	Good overall experience; though still haven't received the copy of reports
Sharmila Saha	7,200	Online search	Good	Good experience; though still haven't received the reports yet
Sumathi G	27,200	Through website	Good	Satisfactory experience; happy with the services
Murthy Palla	7,200	Through peers	Good	Good overall experience
Pandeti Prasanth	10,800	Loyal Customer	Good	Good overall experience
Ram Dinesh	6750	Through peers	Good	OK experience; lack of communication between the staff and being served on first come first serve basis
	7,200			
Vijay Akkala	6750	Loyal Customer	Good	Excellent services
	7,200			
Vijayalaxmi Policepatil	7,200	Through family	Good	No comments; Took the package for relative
Subodh Kumar	6750	Online search	Good	Good overall experience
	7,200			
Vinod P Thomas	19,440	Through Hospital	Good	Good experience; though have already given the feedback
Jyani Vaddi	7,200	Online search	Good	No comments; took the package for his mother
Konda Reddy	6750	Through Hospital	Good	Satisfactory overall experience
	7,200			
Amit Vikram	6750	Through family	Good	Good overall experience; though still have not refunded the money for the cancelled package
	7,200			
Lokeshwar Rao	6750	Through Hospital	Good	Ok experience; though there was a lag period
Kamalavati Sanku	7,200	Through Hospital	Good	Ok experience; though there was a lag period
Ankita Deb	7,200	Online search	Good	Good overall experience

Roopa Naik	11,250	Through website	Good	Overall good experience
Gummadi Vijaya Laxmi	3150	Loyal Customer	Good	Satisfactory experience
Pravilijith Pathravalappil	4600	Online search	Good	Good overall experience
Surender Trisal	6750	Through Hospital	Good	Good overall experience; though delay in handling over of reports
Indu Kumar C H	6750	Loyal Customer	Good	Excellent services
Sreenatha Konki	7,200	Online search	Good	Satisfactory experience
	6750			
Sanjay Mukherjee	6750	Not responding	Not responding	Not responding
Sanchari Mukherjee	7,200	Online search	Good	Overall good experience; though took more than the estimated time
Vivek Kapoor	6750	Online search	Good	Satisfactory experience; though not an ideal procedure for elderly people
Jyotirmoy Sarma	4600	Online search	Good	Ok experience
Anil Kumar Chinthala	19,845	Through Hospital	Good	Satisfactory experience; though faced some problem in the gynaecology department
Shashi Daswani	7,200	Loyal Customer	Good	Satisfactory experience
	6750			
Ravindra Kumar	4050	Through website	Good	Ok experience; though long waiting time and lack of communication b/w staff
Satish Narayanan	7,200	Through Hospital	Good	Ok experience; though reports still have not reached the concern
	6750			
Raghavendra N	6750	Not responding	Not responding	Not responding
Yogaraj P	27,200	Through website	Good	Overall good experience
Nimit Kumar	6750	Through website	Good	Satisfactory experience
Akansha Jawanpuria	7,200	Through peers	Good	Good overall experience; though still haven't received the copy of reports
Kamalakar Reddy	11,250	Through website	Good	Ok experience; though no value for time and no pre planning

Rajesham Vanaparthi	6750	Online search	Good	Have not availed the services and wants a refund
Manasmini Das	7,200	Loyal Customer	Good	Good overall experience
Kalyan Rangarajan	6750	Online search	Good	Unsatisfactory experience; not happy with the consultation, diagnosis and pharmacy
	7,200			
Puneet Agarwal	9,720	Loyal Customer	Good	Satisfactory experience
Raghib Munnam	11,250	Online search	Good	Satisfactory experience
	6750			
Rajesh Kumar C V	6750	Through peers	Good	Satisfactory experience
Ankur Srivastava	14,400	Loyal Customer	Good	Ok experience
	6750			
Anupam Patra	14,400	Online search	Good	Good overall experience
Rahul Kapoor	9,720	Through website	Good	Satisfactory experience
Dr. Venugopal K N	20,250	Not responding	Not responding	Not responding
Raghu Kasamsetty	14,400	Online search	Good	Still has not availed the service
Sulav Paudel	3500	Online search	OK	Satisfactory; though lack of communication between the booking and the staff
Hussain Mehdi	6750	Through peers	Good	Overall good experience
	7,200			
Shantha DS	7,200	Online search	Good	Satisfied with the consultation but a test is pending and the hospital is not responding
Khadir Ma	27,200	Loyal Customer	Good	Excellent services
Sudhir Makhija	6750	Through Hospital	OK	Excellent services
Naseer Ansari	6750	Online search	Ok	OK experience
Sangita Sudrania	7,200	Through family	Good	Overall satisfactory experience
Sahida Hussain	7,200	Loyal Customer	Good	Overall good experience
Vikram Narayan	6750	Online	Good	Satisfactory experience

	7,200	search		
Raj Kumar Reddy	6750	Online search	Good	Satisfactory; very good experience
	7,200	search		
Chinnaiyan Thirumalai	7600	Through website	Good	Satisfactory; very good experience
Anoop Madhavan	6750	Loyal Customer	Good	Overall good experience
	7,200			
Abira Sinha	6750	Through peers	Good	Overall satisfactory experience
	7,200			
Abhishek Verma	27,200	Online search	OK	Satisfactory experience
Srimaan Guntoju	27,200	Through website	Good	Satisfied though still haven't undergone surgery yet
Midhun K	9680	Through website	Good	Satisfied; thugh not happy with the oral consultation and had to re book the appointment
Aswani Kumar Parameswaran	6750	Online search	Good	Very Good experience
	2300			
Shyam Chandar	1499	Through website	OK	Overall good experience