

**Summer Training at
Columbia Asia Hospital,
Bangalore**

To Shortlist Aggregators and Affiliates for Columbia Asia

**By
Meenakshi Sharma**

**Under the guidance of
Col (Dr.) Ashok Kaushik**

**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 Meenakshi Sharma** student of **MBA Hospital and Health Management** from the IIHMR University; Jaipur has undergone summer training at **Columbia Asia Hospital, 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 his future endeavours.



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



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

COLUMBIA ASIA

31st May 2016

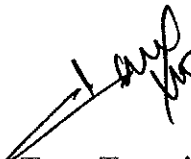
To whomsoever it may concern

Columbia Asia Hospitals Pvt. Ltd. presents this letter of internship completion to **Dr. Meenakshi Sharma** from **IIHMR, Jaipur** in recognition of successfully completing the Internship from **1st April 2016 to 31st May 2016** at **Columbia Asia -India Management Office**.

During the internship training, Meenakshi was competent, professional and focused in her tasks.

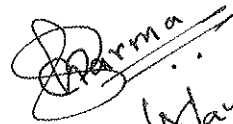
Her efforts in participating and contributing to the project are commendable.

We wish her all the best in all her future endeavors.


Tanu Tewari



Sr. Manager Training and Development


31/5/2016

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Acknowledgement

I, Dr. Meenakshi Sharma, a student of MBA-HM- 20 at IIHMR Jaipur, would like to sincerely express my heartfelt gratitude to:

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Table of Contents

	Content	Page
I.	Acronyms/Abbreviations.....	3
II.	Organization Profile.....	4
III.	Project Report	
1.	Preamble.....	25
2.	Problem Statement.....	27
3.	Literature review	28
4.	Objectives.....	40
5.	Research Methodology.....	40
6.	SWOT Analysis of Signing Up with Digital Aggregators and Affiliates.....	40
7.	Present Status of Digital Marketing in Columbia Asia.....	41
8.	Suggestion.....	43
9.	Bibliography.....	45

1. Acronyms/Abbreviations

- SEO – Search Engine Optimization
- ROI – Return On Investment
- PPC – Pay Per Click
- CPM – Cost Per Impression
- CPC – Cost Per Click
- SMM – Social Media Marketing
- B2B – Business to Business
- PR – Public Relation
- IPS – International Patient Services

Observational Learning

Introduction

The summer training is an integral part of the course curriculum of MBA-HM at IIHMR Jaipur. As part of the course, students at the end of their first year are required to undergo training of two months to get an in-depth exposure to the various departments in the organization, as well as take up projects as per the requirements of the organization where the students get training. What is most crucial is to build a base of knowledge about the structure and functioning of the hospital, which can be used to understand and apply concepts in the subsequent study tenure at IIHMR Jaipur.

During my summer training at Columbia Asia, there were numerous learning experiences. These were enhanced due to the projects undertaken at the hospital, which is listed as follows:

- **To Shortlist Aggregators and Affiliates for Columbia Asia.**

A brief report of the training of two months is presented below with the details of tasks undertaken and lessons learnt during the training.

Organization Profile

Columbia Asia is an international healthcare group operating a chain of modern hospitals across Asia. Columbia Asia Hospitals Pvt. Ltd. is one of the first healthcare companies to enter India through 100% foreign direct investment (FDI) route. The Columbia Asia Group is owned by more than 150 private equity companies, fund management organizations and individual investor.

The Columbia Asia “model hospitals” are the result of a 13-year development effort that combines ‘best class of care’ with ‘best technology’ practices, all under one roof hence differentiating itself from the rest of the hospitals.

Columbia Asia hospitals are clean, efficient, affordable and accessible. The innovative design of the hospitals, from their manageable size to their advanced technology, is focused on creating positive experience for patients.

The first hospital in India commenced operations in 2005 in Hebbal – Bangalore and currently Columbia Asia operates eleven facilities. The group has presence in Ahmadabad, Bangalore, Mysore, Kolkata, Gurgaon, Ghaziabad, Patiala and Pune.

Columbia Asia branches in Bangalore

YESHWANTHPUR

WHITEFIELD

HEBBAL

DODDABALLAPUR



Columbia Asia Referral Hospital Yeshwanthpur - Bangalore, is an international healthcare group that brings its entire bouquet of services, highly qualified doctors practicing internationally benchmarked standard protocols, excellent nursing services in very modern surroundings with hospitality a key aspect of service delivery.

The hospital with a built up area of over two hundred thousand sq. ft. with 160 beds to cater to the needs of community and offering comprehensive medical services, the hospital has highly qualified doctors, nurses, and support staff to ensure the best quality of care, and the hospital follows internationally benchmarked standards in medical, nursing and operating protocols, the propriety electronic medical record management and information system makes patient experience convenient.

Vision: We have a passion for making people better.

Mission: To deliver the best clinical outcomes in the most effective, efficient, and caring environment.

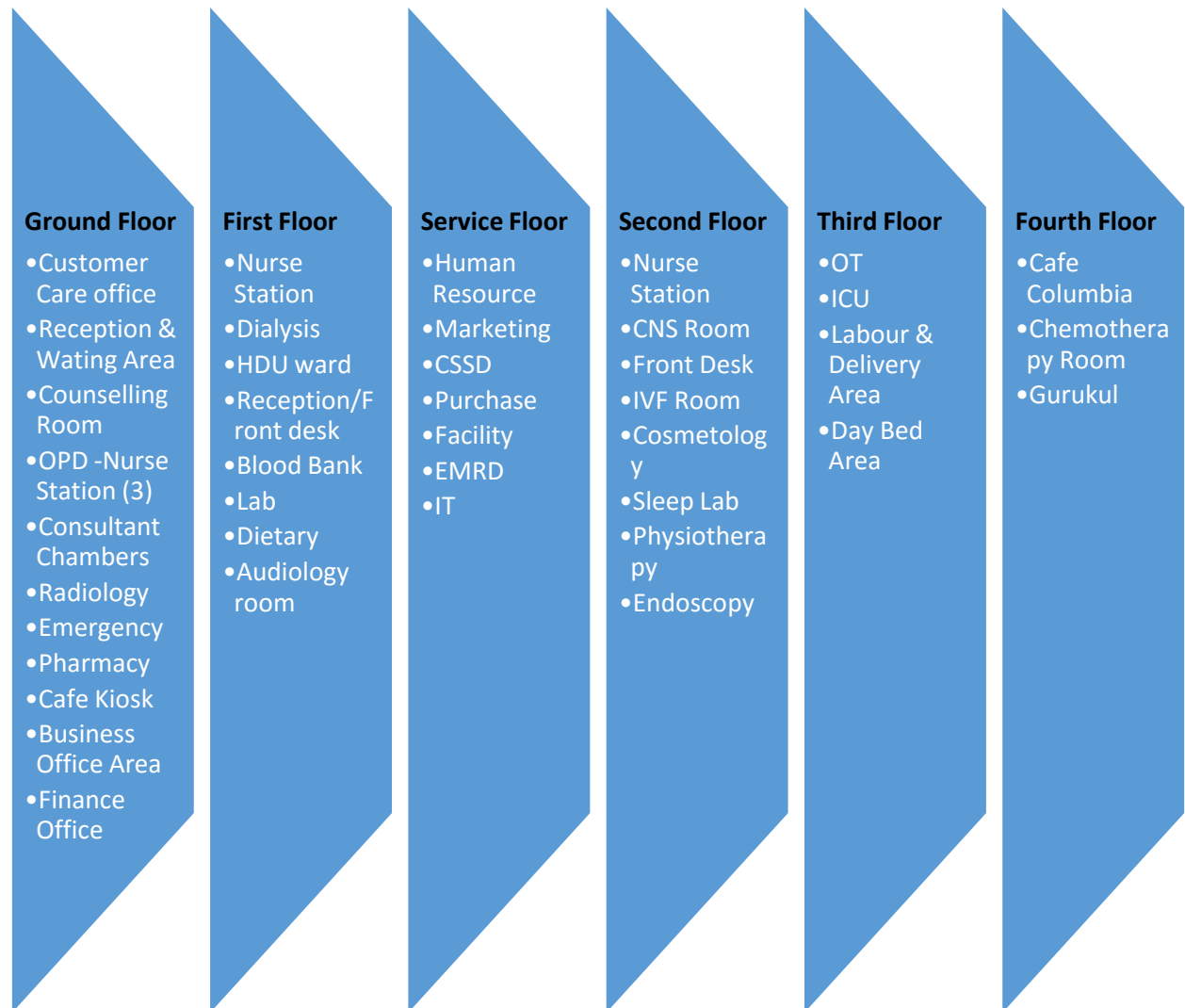
Value system: Customer first
Excellence
Teamwork
Integrity
Caring
Community

Rules:

- 1) Though shall not steal (or) lie
- 2) Though shall not disrespect to your colleagues
- 3) Though shall not be absent
- 4) Though shall not drink and smoke on duty
- 5) Though shall not abuse any drugs
- 6) Though shall not willfully tarnish the images of organization

COLUMBIA ASIA YESHWANTHPUR

ORGANOGRAM



Infrastructure and Services: Columbia Asia today serves more than one million patients every year. Our hospitals offer comprehensive clinical programmes that are supported by a list of ancillary services (ICU, NICU, physiotherapy, referral lab, teleradiology/telemedicine, pharmacy and imaging facilities).

A comprehensive electronic medical records system forms the core of the hospital information system (HIS) that supports clinical decision making. While four of our hospitals are already accredited by NABH, the rest are under process. We cater to healthcare needs of international patients from developed and developing countries.

The hospital offers a wide range of clinical services such as Obstetrics & Gynecology, Internal Medicine, General Surgery, Pediatrics, Ophthalmology, Ear, Nose & Throat, Urology, Gastroenterology, Dermatology, Orthopedics and Plastic Surgery. Qualified and experienced medical personnel and technicians ensure healthcare delivery of the highest standards. Columbia Asia Hospital – today considered as one of the best hospitals in Bangalore. The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols and is rapidly becoming the preferred healthcare destination for International Patients.

Patient-Centered Care: We pride ourselves on our service standards, the people working with us and the clinical expertise extended to patients. Our mission is to provide effective and affordable care in a clean and caring environment.

We have a hospitality-based approach wherein our patients are treated as guests. Our processes are technology-driven, making it convenient for patients to use our services. All our medical programmes are underpinned by an uncompromising belief and practice of ethics, excellence and strict clinical governance.

❖ **Specialties at Columbia Asia Hospital**

- Anesthesiology
- Bariatric Surgery
- Cardiology
 - Interventional Cardiology
 - Non- Interventional
 - Pediatric
- Cardiothoracic and Vascular Surgery
- Critical Care Medicine
- Dermatology and Cosmetology
- Emergency Medicine
- Endocrinology
- ENT
 - Endoscopic Surgery

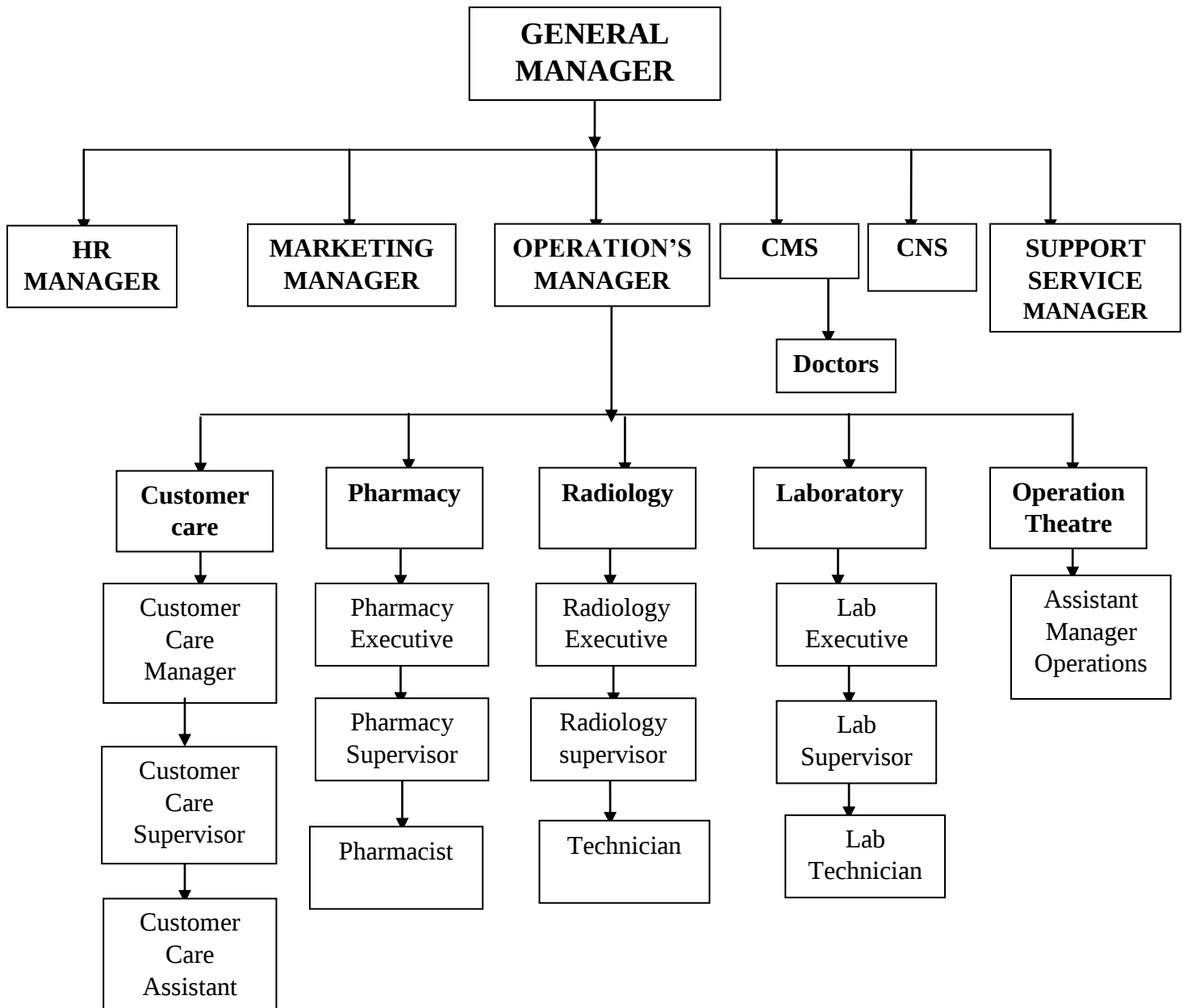
- Bone Anchored Hearing Aid (BAHA)
- Gastroenterology
- General Surgery
 - Minimally Invasive (Laparoscopy) Surgery
- Infectious Diseases
- Internal Medicine
- Medical Oncology & Clinical Hematology
- Neonatology
- Nephrology and Renal Transplant
- Neurology
- Neurosurgery
- Nutrition & Dietetics
- Obstetrics and Gynecology
 - High Risk Pregnancy
 - Advanced Laparoscopic Surgery
- Ophthalmology
- Orthopedics Surgery
 - Joint Replacements (Knee/Hip)
 - Sports medicine & Arthroscopy
 - Shoulder Surgery
 - Pediatric Orthopedics
- Pain Management
- Pediatric Gastroenterology
- Pediatric Surgery
- Pediatrics
- Plastic & Reconstructive Surgery
 - Hand Surgery
- Psychiatry
- Pulmonology
- Reproductive Medicine & IVF
- Rheumatology
- Surgical Gastroenterology
- Surgical Oncology
- Urology
- Vascular and Endovascular Surgery
- Wound Care

Services and specialties at Columbia Asia Hospital Yeshwanthpur

- 24-Hour Emergency services
- 24-Hour Laboratory Services
- 24-Hour Radiology Services
- 24-Hour Pharmacy
- 24-Hour MRI & CT Services
- Major Operating Rooms

- 160 bedded Inpatient Facility
- Ambulance Services
- Cath Lab
- Dedicated Labor and Delivery Suite
- Dialysis Center
- Endoscopy Suite
- Integrated Clinics
- Intensive Care Unit (ICU)
- Pediatric Intensive Care Unit (PICU)
- Level 3 Neonatal Intensive Care Unit (NICU)
- In-house Columbia café
- Nutrition and dietetics
- Outpatient Specialist Clinics
- Physiotherapy
- Preventive Health Screening

ORGANOGRAM OF HOSPITAL



2D. GENERAL FINDINGS

I will attempt to present my general findings in the form of process flow sheets, in the order of my visit to the departments.

OPD

There are majorly two types of OPDs, as follow

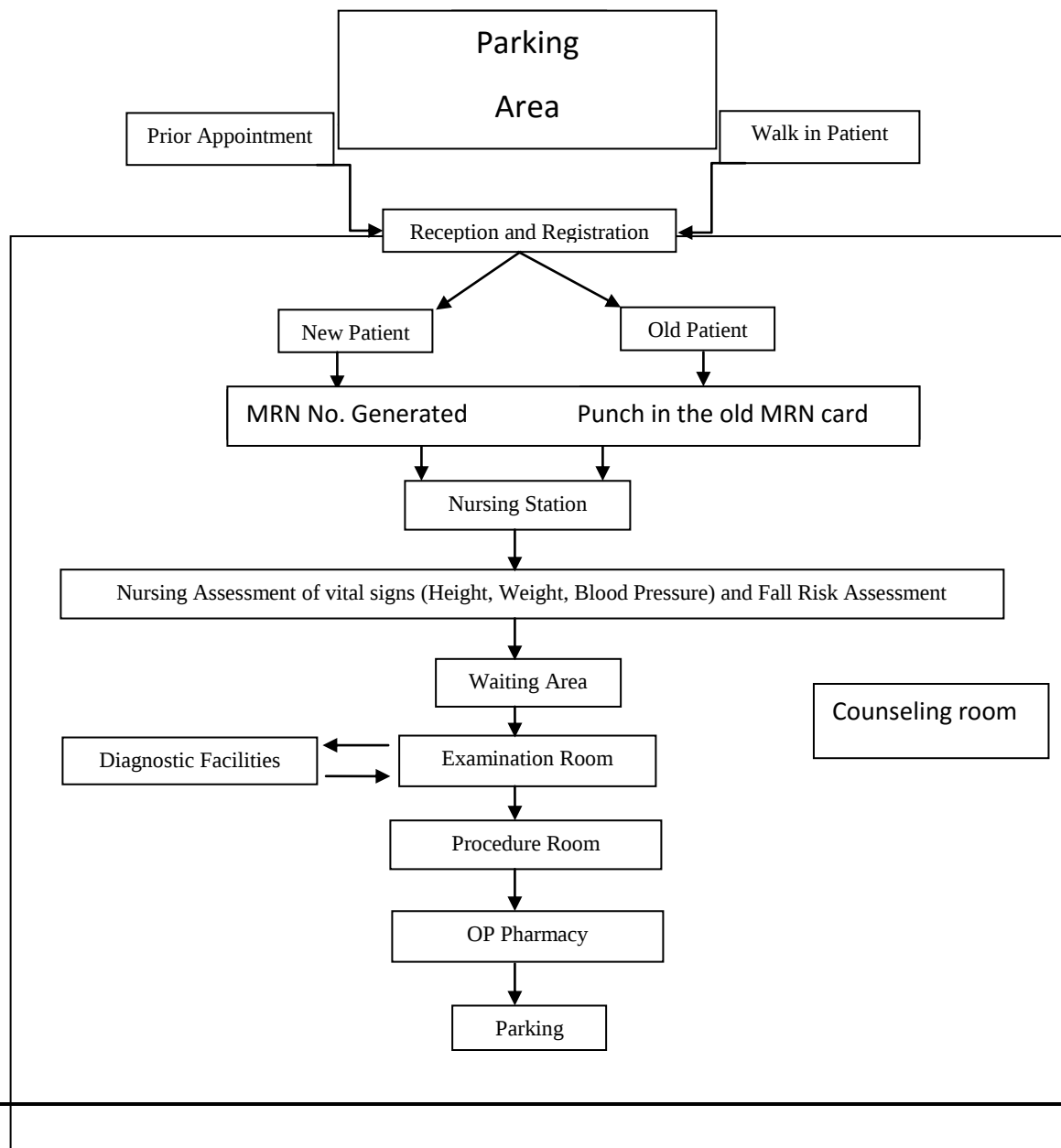
- General OPD located on the ground floor,
- While specialty OPDs are as follow
 1. Cardiac OPD is on the 1st floor,
 2. Gynecology and Nephrology on 2nd floor,
 3. Gastronlogy OPD on 3rd floor and
 4. Oncology OPD on 4th floor.

The General OPD has in total 27 Consultants Room along with Immunization Room, Procedure room and Nursing room. The daily volume of out patients is around 600/ day.

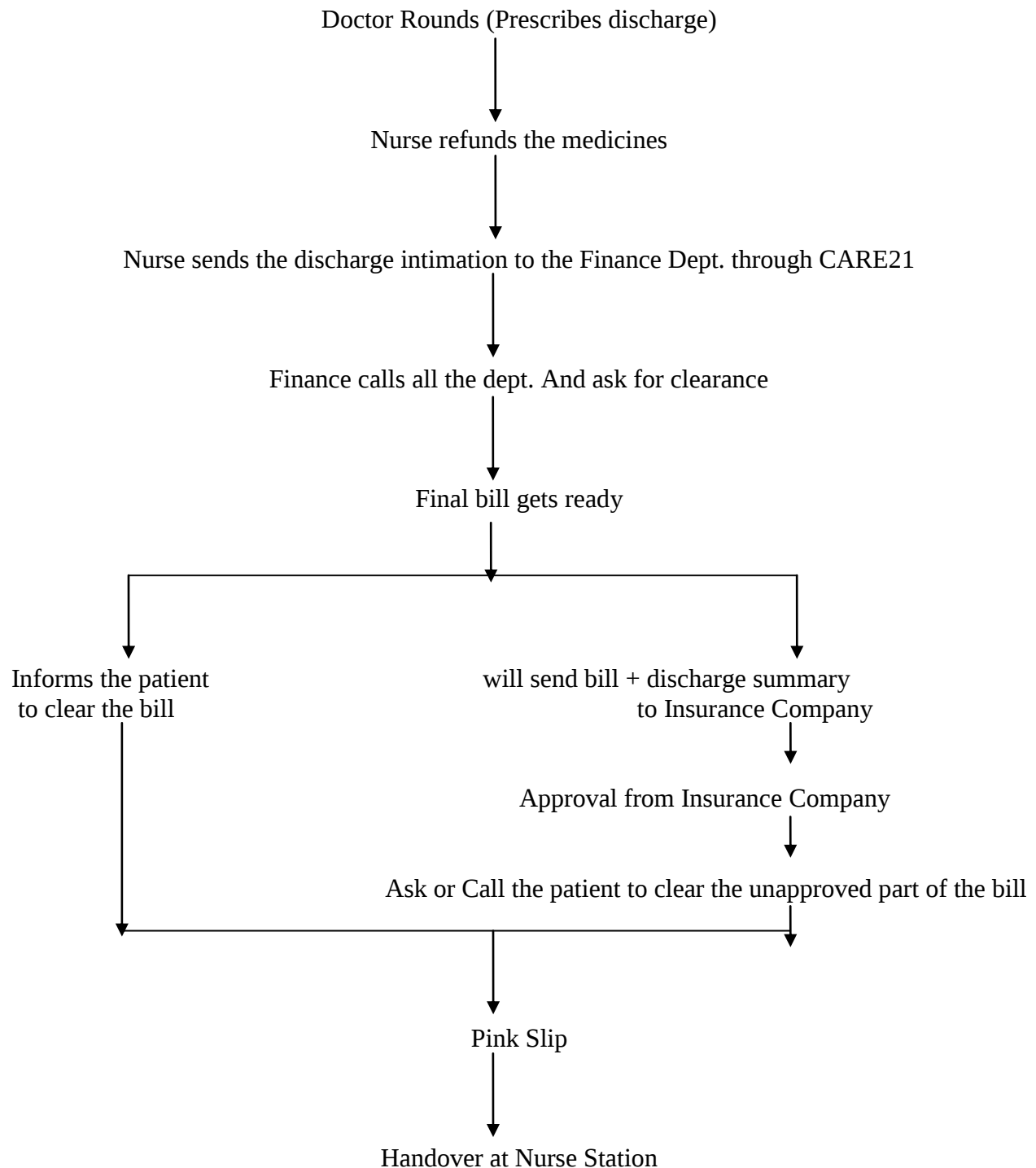
Quality Indicators –

1. Waiting time for Consultation
2. Time taken for admission
3. Waiting time for discharge

The general process flow that is followed in all the OPDs is as follows:



DISCHARGE SUMMARY



CUSTOMER CARE

Services:-

- **Enquiry Desk-** Enquiry is manned by a customer care assistant 24hrs/day, and is supervised by the customer care supervisor. Handles all doubts, new registration, enquiries and questions concerning the services Columbia Asia provides.
- **Console-** Handles internal calls (call transfers and enquiry) and external calls (call transfers, enquiry, scheduling appointments, rescheduling and dissemination of the information concerning health checks and other hospital services.
- **OPD-** Processing of appointment schedules and consultation with the respective consultants.

Nurse Station (A) - Consultation payment and visit activation for OPD-A and health check-ups patients, vitals check

Nurse Station (B) – Consultation payment, visit activation, vitals check, vaccination for OPD-B patients and payment for lab reports and radiology reports.

- **Inpatient Services-** Customer service assistant will guide and accompany the patient/patient attender through all formalities of the admission process.
- **Health Check-ups-** Offer different health check-up packages for men and women of different ages tailored to their requirements.

HR DEPARTMENT

The services for this department include:

- Job recruitment & analysis
- Assessment of application
- Interview processes
- Joining formalities
- Performance appraisal
- Compensation & benefit
- Training & development
- Employer engagement & relation

- Management info system

MARKETING DEPARTMENT

The department of Marketing Columbia Asia develops and implements various hospital marketing/public relations programs to create a positive awareness of the hospital, its staff, and services in the primary and secondary area the hospital serves. The department is reflective of the idea, goal and vision of The Columbia Asia Hospital.

The department also forms the communication link between the services offered and the patients served. The department tells the who, what, when and where of the programs and events. Three leading activities that promote hospital image are Corporate marketing, Referral marketing, Digital Marketing.

Activities of the Marketing Department

Phase One : 1. Facilitate corporate tie-ups for both inpatient and outpatient ,

2. Health check –up tie-ups and

3. Credit client service

Phase Two : 1. Maintaining the existing tie-ups and

2. Renewing contracts.

3. Maintaining communication channel

SUPPORT SERVICE DEPARTMENT

Services:-

- Support services shall consist of facility maintenance, bio-medical, housekeeping linen & laundry, security and food services
- Support services shall ensure that all fixed assets are tagged, that their movements are monitored and its proper records are maintained
- The hospital shall ensure that movement of items in and out of the premises is done after obtaining due authorization and with relevant supporting documentation

HOUSEKEEPING DEPARTMENT

Services:-

- The primary function of housekeeping department is to ensure overall cleanliness and maintenance of all areas of hospital
- The housekeeping department will use a combination of a efficient procedure, appropriate tools and methods with trained man power thereby ensuring a hygienic atmosphere in the hospital
- Deep cleaning (top to bottom) in critical areas like OT, ICU, NICU twice a month and in other areas once a month
- Room deep cleaning is done on Sundays
- Checklist is provided in each room, to be filled daily
- Different chemicals for different areas of the hospital, Basilocite for OT and BHU, R1 for washroom, R2 for floor cleaning
- Maximum cleaning is done before 10:30 am (before rush hours)
- Maximum 20 minutes per room

Linen & Laundry

- All the linen transferred to linen exchange sheet
- When the dirty linens are handed over to the vendor its entered into laundry exchange sheet (Three copies- Linen department, Security, Vendor)
- Five stocks are maintained-
 - Laundry stock
 - Patient stock
 - Linen stock
 - Store stock
- Linen Life Cycle- (min) 200/cycle and (max) 300/cycle

Cafeteria

- The food services shall be managed in-house and will be referred as Cafe Columbia
- The food services shall ensure that the food served is presentable, palatable and safe for consumption
- The hospital serves 6 meals a day to the patients, with dietician consultation (included in room charges)
 - Breakfast with tea/coffee
 - Mid-morning soup
 - Lunch
 - Snacks with tea/coffee
 - Dinner
 - Night cup of milk
- Shop act license and FDA license
- Patient feedback is taken daily

Security

- The security department is responsible for the overall safety and security of the hospital infrastructure, the external customers and internal customers

EMRD (ELECTRONIC MEDICAL RECORD DEPARTMENT)

The medical records department is responsible for maintaining medical records in a standardized and professional manner in order to protect patient confidentiality while allowing adequate access to providers in order to promote quality patient care.

Coding and release of information are some of the other major duties performed in medical records department.

Services:-

- Compiling of daily hospital census and reporting to authorized personnel
- Updating statistics of all OP and IP census to monthly statistics
- Collecting discharge files from all the wings
- Systematic maintenance of medical records
- Coding as per ICD norms

FINANCE DEPARTMENT

- Finance department provides reports and analysis on expenditure and income throughout the year, setting budgets and providing financial information and support.

PHARMACY**Services:-**

- Strict formulary followed-only 2 brands are allowed per molecule, formulary controlled centrally
- Only online prescription are allowed, no retail prescriptions are entertained
- Cash collected by an employee of finance department
- Possess NDPS license
- Department/ wing wise indent schedule
- Drugs are arranged alphabetically
- NDPS drugs are kept in double lock & key
- Expiry & near expiry drugs and high value drugs are stored separately
- DTC committee for introduction of new formulations
- ABC, VED analysis implemented in the store
- Inventory count done weekly

RADIOLOGY

Services:-

- The department is committed to the high profile, high quality, precise, timely diagnosis and interventional procedures in a safe and caring environment
- Provide tele-radiology facilities that conform to the international standards of care to our referring consultants and hospital

Equipment:-

- CT Scan
- MRI
- Digital X-ray machine
- Mammography machine
- USG machine

LABORATORY

The laboratory is a full service facility located on the ground floor near the OPD. It is NABL accredited

Services:-

The functional components of laboratory were-

- Microbiology
- Biochemistry
- Hematology
- Cytology
- Histopathology
- Immunology
- Serology

ACCIDENT AND EMERGENCY

Emergency medical services are dedicated to offering immediate, acute medical care out of the hospital or in an emergency room. The aim of emergency medical services is to provide treatment to those in need of urgent medical care.

At Columbia Asia Hospital, emergency department and emergency room is equipped with all the necessary facilities to administer the right emergency medical services.

When To Contact Emergency Medical Services-

- Choking
- Breathing difficulty or stopped breathing
- Severe or mild head injury with/without loss of consciousness, vomiting or abnormal behavior like aggressiveness
- Injury to spine or neck
- Seizure that lasted for 3-5 minutes
- Bleeding that is not controlled and is heavy

Emergency Care in Columbia Asia Hospital:-

Once the patient reaches the emergency room, the first step is to assess and stabilize the patient. The concerned specialist is informed and investigations are started. Depending on the treatment proposed patient may be admitted to ICU or ward. In some cases, patient may be treated as an out-patient. Support of the laboratory and radiology department is available round the clock.

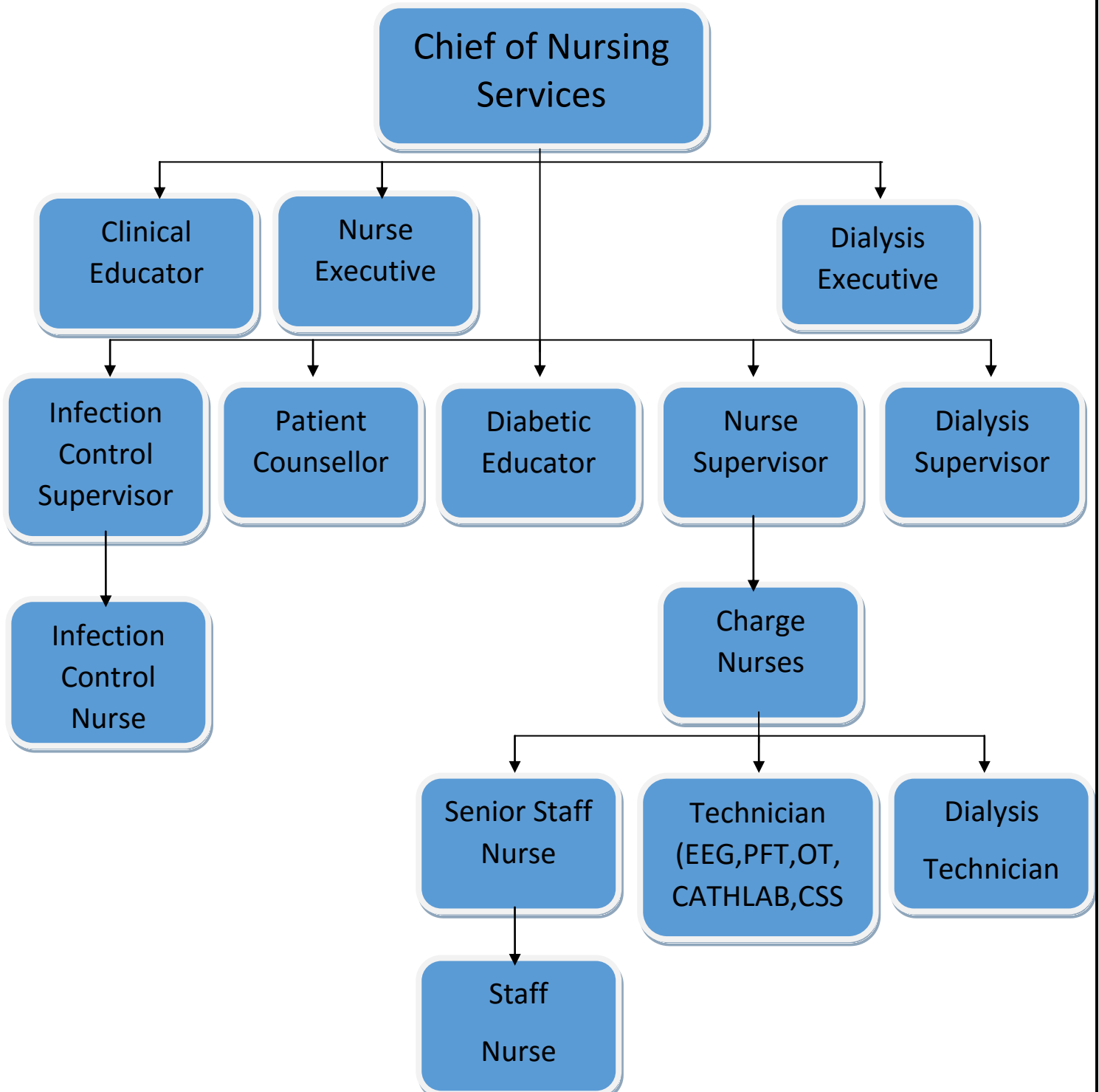
OPERATION THEATRE

The objective of operating room is to provide highest level of surgical care to patients undergoing surgical treatment.

Procedure:-

- Pre-operative care
- Pre anesthesia checkup

- Surgical procedure
- Post-operative care



CSSD (CENTRAL STERILE SUPPLY DEPARTMENT)

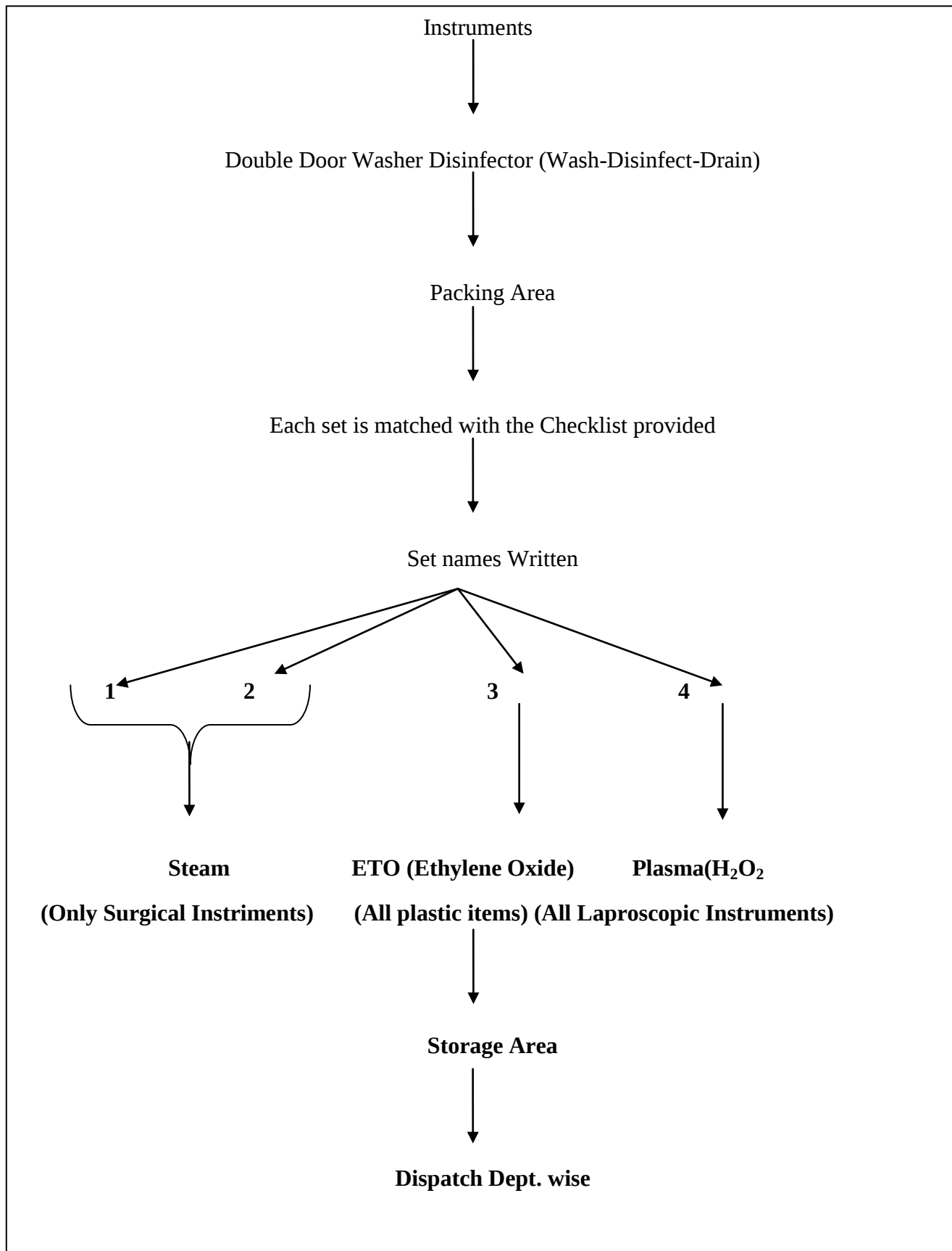
The Central Sterile Supply Department provides complex services including the preparation of sterile medical supplies for the surgery rooms.

The Central Sterile Supply Department provides specialized hygienic operations (complex pre-sterilization preparation, high-temperature sterilization, low-temperature sterilization) whose outputs are sterile medical supplies.

Services:-

- Disinfection, mechanical treatment, special treatment of all medical supplies
- Organizing and completing surgical instruments into sets
- Visual control of completeness, preparation and packing of surgery room cloths
- Moist heat sterilization
- Ethylene oxide sterilization

Process Flow



ICU (INTENSIVE CARE UNIT)

It is located on third floor. Intensive care unit cater to patients with severe and life-threatening illnesses and injuries, which required constant, close monitoring and support from specialist equipment and medication in order to ensure normal body functions. Patients may be transferred directly to an ICU from emergency department if required, or from a ward if the rapidly deteriorate, or immediately after surgery if the surgery is very invasive and the patient is at high risk of complications. It is a 35 bedded ICU. The break-up of beds are as follows-

SICU	12
MICU	5
PICU	2
CCU	8
CTVS	8
NICU	9
HDU	4

NICU (Neonatal Intensive Care Unit)

This specialty unit cares for neonatal patients who have not left the hospital after birth. Common conditions cared for include prematurity and associated complications, congenital disorders resulting from the birthing process.

PHYSIOTHERAPY

The objective of physiotherapy is to provide effective rehabilitation for a variety of musculoskeletal, neurological, respiratory conditions and other medical problems related to physiotherapy for patients in Columbia Asia hospital. The physiotherapists within Columbia Asia Hospital are committed to providing a service that is responsive to the needs of the patients, innovative and based on current evidence and research.

A Project Report
On
To Shortlist Aggregators and Affiliates for Columbia Asia

PREAMBLE:

Health Marketing can be defined as a Market which involves creating, communicating, and delivering health information and interventions using customer-centred and science-based strategies to protect and promote the health of diverse populations (CDC, 2005).

Healthcare industry is growing rapidly and showing no signs of slowing down. Currently in India, healthcare sector is one of the fastest growing industries which are expected to foster at a CAGR of 22.87 percent during the tenure of 2015-2020 culminating about 280 billion USD. Also, it is unceasingly becoming one of the largest fields both in term of income generation and work force recruitment and still has an immense growth potential to propagate further. Presently, healthcare industry is budding at a mammoth pace due to its ever increasing coverage.

However, due to worldwide globalization and emergence of new healthcare providers, a comprehensive marketing strategy has become quintessential for its success. A well thought and efficiently strategized marketing plan helps in disseminating the required information as well as help in fetching customers from the target audience. Different set of data for different customer personas will increase the reach of the healthcare providers. In the present scenario, due to the large availability of healthcare providers and the increased involvement of the patients in making decisions about the hospital from where they want to get treated from and who to get consultation from, marketing has become of paramount importance in informing as well as assisting the customers in the decision making process. For this very purpose, new streams like Aggregator and Affiliates market have started coming into play.

Digital Marketing

The term “digital marketing” was first used in the 1990s. By the time 2000 and 2010 came digital marketing became more sophisticated as an effective tool to create relevant and deep relationship with the consumers.

Digital Marketing is defined as “marketing that makes use of electronic devices such as personal computers, smart phones, cell phones, tablets, and game console to engage with customers. Digital marketing applies technologies or platforms such as websites apply technologies or platforms such as websites, email, apps and social networks”. (Wikipedia)

India currently have online population of 350M, among them 60% are males and 40% are females. In that 110M are mobile internet user, among them 80% are males and 20% females. 134M of the total internet population are part of Social Medias. (India Online, 2014).

According to the Internet and Mobile Association of India (IAMAI), the Internet user base in country stood at 243 million at the end of June, 2015. For the whole year 2015, the internet user base grew 44% to 350 million, from 180 million in 2014. With more and more people accessing the web through mobile phones, the internet user base in the country is projected to touch 400 million by June 2016, a year-on-year growth of 28%.

Due to this expanding population of internet users, healthcare providers around the globe are increasingly and heavily investing in various popular digital channels with the intention of

gaining customers along with generating income for the facility. Amongst these channels a popular upcoming stream of Aggregator and Affiliates market is gaining momentum and is gravitating up.

Aggregator is the one, who comprehensively enhances the organization's presence on the web, provides web analytics along with generating appointment leads for the organization. While affiliate is the third body who display's the organization's advertisement on their website and is paid on the ground of the clicks, leads or sales generated.

This research study aims to shortlist affiliates and aggregators for Columbia Asia with the intention of gaining leads and creating brand awareness among the targeted population with the ultimate objective to generate revenue for the hospital.

PROBLEM STATEMENT:

Spending on marketing channels continues to shift from traditional to digital channels at a rapid pace. By 2019, it is believed that digital spending will account for more than 50 percent of overall media spend. Digital, consisting of Internet and mobile advertising, will become the largest advertising medium by 2017, surpassing TV and other channels of outbound marketing and at the same time mobile marketing will more than double its share in the overall digital outlook. (McKinsey Global Report 2015_UK_October_2015.pdf)

The aim of this project is to know and to study the existing digital channels of Columbia Asia and help them venture into this new stream of digital marketing and ultimately suggesting tie ups with aggregators and affiliates suiting the facility's requirements. Columbia Asia has a dedicated team which is handling and overlooking department of digital marketing. This study is being done to understand the current digital marketing scenario in Columbia Asia Hospitals, to study the effectiveness of currently existing channels employed by the hospital, and finally suggesting tie ups with Aggregators and Affiliates after thorough research. These tie ups with Aggregators and Affiliates are expected to increase the facilities Brand Awareness, Lead Generation and finally helps to increase the conversion rates.

LITERATURE REVIEW

This study is all about finding suitable aggregators and affiliates which will help Columbia Asia Hospitals to gain more customer base traffic on their website via the help of ads displayed and for creating brand awareness. This literature review is all about discussing in depth 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 various Digital engagement channels and ways for effective Digital Marketing.

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).

The market for health care: An overview

Since organizations develop bureaucratic inertia, they mistakenly assume that the market for their product will not change and that the job of the organizations is to "produce" and "sell" the product. In a production-oriented business, the marketing task is to sell the firm's output. Selling is not marketing. Selling takes the product and demand for it for granted. Marketing realizes that the demand for any product is likely to change as the customer's needs change and that innovation is essential to keep pace with changing social needs. Levitt extended Drucker's core concept of the need to define one's business in terms of the customer into a mandate, even an imperative, for organization renewal.

Thus, a commitment to the concept of marketing implies a willingness to re-examine the purpose of the business more or less continually and to alter the organization and its products to respond to changing needs. Marketing-oriented organizations are continually evaluating their image, products, and philosophy in terms of the customer's needs and perceptions. Many of the nation's commercial success stories of the postwar era -- Eastman Kodak, Polaroid, IBM, McDonalds, Procter and Gamble, Revlon -- were preeminent marketing companies which put this concept of marketing into practice.

Philip Kotler of Northwestern University is generally credited with broadening the marketing concept to non-business applications in a 1969 article in the Journal of Marketing. He followed this article with the publication of a text, marketing for Nonprofit Organizations, in 1975. His generic definition of marketing covered activities in both the business and non-business sectors: Marketing is the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. It relies heavily on designing the organization's offering in terms of the target markets' needs and desires, and on using effective pricing, communication and distribution to inform, motivate, and service the markets.

For our purposes, however, we will define marketing in simpler terms: Marketing is all those activities which involve creating, sustaining, and managing the demand for what an organization produces. The key concepts here include defining an organization's "product" and conceptualizing the "demand" for it, which inevitably is generated by some groups or group outside the producing organization. The idea that organizations can manage demand is the most important part of the definition and is likely to be mildly counterintuitive both for health care professionals and managers.

THE APPLICABILITY OF THE MARKETING CONCEPT TO HEALTH CARE

The management tasks of any service organization, profit or nonprofit, are more complex than for a typical manufacturing enterprise. The "product" of most service enterprises is intangible. One cannot store, stack or count, or drop-ship "health" or "financial security." Thus, many of the marketing technologies of industry, particularly those which relate to logistics, laboratory research and development, and physical distribution, do not apply to most service industries. Further, because the product is intangible, it is difficult to measure productivity in the sense of definable, manageable relationship between input (labor and goods) and output (product). While

it is inherently more difficult to manage service organizations for productivity, as will be seen later, it is eminently possible.

Because they tend to be dominated by professionals whose primary commitment is to their own professional practices, health care enterprises and their managers tend to be production-oriented. That is, they take the organization's current service offerings, and their quality, accessibility, and other important variables, for granted. To the extent that they engage in marketing activities, they tend to be oriented toward selling the product to a customer whose needs are, more often than not, defined in a self-serving way. (W-ch1, pdf)

Digital Marketing

Digital marketing is fundamental to businesses' success in today's modern era of engagement marketing. Promoting brands, products, and services online and through mobile applications is quickly becoming table stakes. So as a marketer, you must get on board. But online advertising is just the tip of the iceberg. Marketers have to dig deep into today's vast and intricate cross-channel world to discover the most impactful strategies required to build a thriving business. Search engine optimization, pay-per-click advertising, and conversion rate optimization techniques work in tandem to demystify consumer behaviors, capture customers' attention, and turn people into loyal buyers over time. No digital marketing campaign should be without these critical activities.

Types of Digital Marketing

In normal Outbound marketing, we will use pull and push marketing strategy. Like that in digital marketing also pull and push are types.

In **Push digital marketing** the marketers send a message without the recipient actively seeking the content, such as display advertising on websites and new blogs. Emails, text messaging and web feeds with customized contents can also be classed as push digital marketing when the recipient has not actively sought the marketing message. Push marketing allows you to target your demographics and use your marketing dollars to promote once product to the people you know are interested in what you have to sell. A push marketing campaign can be more expensive when it comes to upfront costs, so one really need to be sure that your marketing is going to reach the right people at the right time. Behavior targeting is good example for push digital marketing.

In **Pull digital marketing** includes blogging, email marketing, social media, info graphics and other forms of visual messaging and search engine optimization (SEO). A pull marketing campaign also includes public relations or other ways of reaching out to potential or already realized customers who you want to keep engaged. While a pull marketing campaign can be less expensive to get started, we will incur cost in other ways.

WHAT IS DIGITAL MARKETING AND WHY IS IT IMPORTANT?

Digital marketing is the endorsement of goods, services, and company brands through online media channels.

Today's consumers are multi-device and multi-channel, doing the majority of their own research online before they even step foot into a store or speak to a sales person. Buyers today are more empowered than ever before. Within several seconds they can discover anything they want to know regarding product quality, availability, and value. Google Think Insights found that 48% of consumers start their inquiries on search engines, while 33% look to brand websites, and 26% search within mobile applications. Businesses have to be ready and willing to engage with their customers on every digital platform and device imaginable.

The Advancing Digital World

The number of tablets and mobile devices is increasing dramatically, along with the amount of time people spend using them. Consequently, the amount of time people are spending on the Internet is drastically increasing as well. Following digital industry trends, mobile devices and tablets will eventually account for more Internet access than desktop computers. With this substantial growth, many industries have developed a strong presence in the digital space.

Currently, the United States has a population of over 318 million people. 91% of the population owns a cell phone, while 42% owns a tablet computer. Additionally, 60% of cell phone owners use the Internet on their phone. As cell phone use continues to grow, Smartphone use is not far behind. 56% of Americans own a Smartphone, and 93% of them use the Internet on their Smartphone. Consumers are accessing the Internet from a growing number of devices – something organizations cannot afford to ignore. (“Digital Marketing Statistics in 2016 - the best sources,” 2016)

Throughout 2013 in the healthcare industry, 86% of clinicians used Smartphone in their daily office activities – an increase of 8% from the previous year. Additionally, 53% of clinicians used tablets at work in 2013, up from 34% in 2012. Although these numbers represent significant growth, the healthcare industry still lags behind other industries in digital adoption by about two years. (“Digital Marketing Statistics in 2016 - the best sources,” 2016)

The most common reasons healthcare professionals cite for the lag in digital adoption are issues with patient privacy and security and compliance standards. When a healthcare organization takes the first step to digital, it is crucial to ensure compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and its Security Rule, along with FDA regulations.

Making Room for Digital in the Healthcare Industry

Although the healthcare industry falls behind others in digital adoption, growth is not stunted by any means. In a recent Ogilvy report on healthcare marketing, 85% of survey respondents strongly agreed that digital media has forever changed the way the healthcare industry needs to

communicate and engage with its constituents. Similarly, 86% strongly agreed that the healthcare industry needs to change its business model to remain viable in the future.(VONT, n.d.)

In 2013, 60% of healthcare marketers reported having a budget dedicated to digital sales materials. Out of the number of healthcare marketers that invested in mobile/tablet applications, digital ads, social media and websites, more increased, rather than decreased, their budgets in these areas in 2013 over 2012. (10 & Comments, 2015)

This increase in budget is significant, as online research accounts for the highest percentages of research sources among patients, over personal and offline research.

Some of the Basic Terms in Digital Marketing

1. Impression

An impression is a measure of the number of times an ad is seen, whether it is clicked on or not. Each time an ad displays it is counted as one impression.

2. Page View

Viewing the page is known as page view. It gets counted once the page is loaded.

3. Leads

When one person fills his details in the given box is known as lead.

4. Conversion

The percentage of people whose activity can be tracked while clicking on an ad or visiting a website to actually purchasing a product or service. A high conversion rate indicates that the link, ad or site was successful.

5. In bound Link

Link connecting to our website from a different website.

6. Profiling

To build a picture of a target customer based on information from various sources including customer's transactions completed forms and demographic data.

7. Unique Visitor

Unique IP address accessing a website.

8. Landing Page

A custom we page designed to convert visitor into leads or sales. Emails, banner ads and even offline out bound marketing campaigns drive traffic to a landing page to capture information or trigger a sale. Landing page is also called as destination page or splash page.

Monetary terms in Digital Marketing

❖ Cost – Per – Action (CPA)

Cost of advertising based on a visitor taking some specifically defined action in response to an ad “Action” include such thing as a sales,, transaction, a customer acquisition or a click.

❖ Cost – Per – Click (CPC)

Cost of advertising based on the number of clicks received.

❖ Cost – Per Thousand (CPM)

The standard unit for buying a selling Internet advertising. The thousand stands for ‘thousand advertising impression or views’.

❖ **Pay- Per- Impression**

Online advertising where an advertiser pays a pre- agreed price each time a user clicks on their advertisement. The cost for the click is often negotiated through auction, with ad placement determined by the relative size of the bid, as well as other factors.

❖ **Pay – Per – Inclusion**

Search engine marketing programs that guarantee website listing for specific keyword search term for a fee.

❖ **Pay-Per – Lead**

Paying to acquire leads from an outside party at a set rate or amount per lead.

DIGITAL MARKETING ECOSYSTEM:

❖ **Digital Marketing Channels**

Digital and engagement marketing go hand-in-hand, each one complimenting the other and enhancing campaign results. Before we can actually start in the selection process to identify the best digital marketing tools. Some of the channels and tactics we can use in your digital marketing campaigns to get found, engage, and move your buyers to become customers.

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):** With an ever-rising number of consumers using the web to find medical and health-related information, it is crucial that your organization develops a search engine optimization (SEO) strategy that allows you to be found when a potential customer conducts an online search. In such a large industry, there is high competition for search traffic. For example, if a nearby hospital has a more effective SEO strategy than ours, it will appear higher in organic search results than ours. Through a highly targeted SEO strategy, one can increase search engine ranking and overall web presence. Research keywords to find the ones that patients, physicians and healthcare professionals might be using to search for our organization or services. There are quite a few keyword tools out there that can help us determine the competition surrounding key healthcare

industry buzzwords. For example, should you optimize for “Phoenix cardiologist” or “Phoenix heart physician”?

Choose a relevant keyword for each of our website’s pages, as well as landing pages, social and blog posts and any other content our organization creates and publishes. These keywords should not be set in stone – analysis of keyword performance and adaptation are key, especially due to Google’s constant updates.

The end-goal of SEO is to increase online visibility and reach. The first step to increasing our online visibility is going digital. In fact, up to 93% of online experiences (searchenginejournal.com) happening to these people usually begins by using a search engine. People use search engines to look for information about a brand, product or services, and up to 59% of search engine users (searchenginejournal.com/article2305421) each month find a local business to satisfy a particular need. SEO involves several activities like keyword research, making use of on-page and off-page optimization, linkable assets creation, organic link building and other related activities.

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. The number of social media users continues to grow each day and is expected to increase by up to 26% (cooperateeye.com) more this 2015. Digital marketers however should select the most appropriate social network to promote their kind of business to a particular kind of targeted audience.
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.
When business perform lead generation and other marketing strategies, they collect contact information like phone numbers and email addresses from potential customers, including permissions to send them updates and other information through email. Email marketing is one of the most effective digital marketing channels that can give businesses and ROI of up to 4,300 %.(email marketing statistics, 2014).
Many businesses with in-house digital marketers use email marketing, with up to 66% rating this tool as excellent for delivering ROI. This is why up to 56% of business (email marketing statistics, 2014) highlighted that they are planning to increase email-related marketing activities by 2014. Examples of emails sent include emails for brand building, conversion, and newsletters.
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.
With a significant increase in mobile sales over desktop purchases and the ever-increasing rate of mobile web usage compared to desktop usage, healthcare organizations should consider the benefits of transitioning to a responsive website design.

What is Responsive Design?

A responsive site is designed to adapt to the screen size of the device it is viewed on. Because the elements of the site adjust and react depending on the aspect ratio of the browser, content is easier to read and navigate with minimal resizing, zooming and scrolling. Although developing a responsive site requires more effort at the beginning, it eliminates the need for a separate mobile site and offers a cohesive digital experience for once audience – ensuring consistency on a wide range of devices, including computers, tablets and Smartphone.

In 2013, about one-third of patients used mobile devices or tablets on a daily basis for research and/or to book appointments. Physicians routinely use them in-office to help their patients learn about procedures and medications as well as to instantly access information, no matter their location.

Additionally, managing one, responsive, efficient site allows healthcare organizations to focus on developing a single, strong web strategy, which increases visibility, reach and conversions, while decreasing expenditures and effort.

Utilizing a Responsive Website for Once Healthcare Organization Will Allow us to:

- Increase Visibility With only one URL to follow, Google can crawl, index and organize content more quickly and efficiently than sites designed to fit individual devices with different URLs. Users are also more likely to share, engage and link to content from one site, which increases visibility, as opposed to sharing from separate sites.
 - Increase Reach developing one website that adjusts to the screen size of all devices will provide a greater opportunity to reach more of once target audience. It's impossible to know which device a visitor will use to access once site. As such, a responsive design reduces the need to worry about this since the content will automatically fit various screen sizes.
 - Enhance User Experience Predicting every device and screen size once visitors will use to access our website is unrealistic. Creating a site that functions well despite these variables will deliver a positive and more reliable user experience across many devices and screen sizes.
 - Increase Sales 67% of Internet users are more likely to purchase a product or service from a mobile-friendly website. That said, healthcare organizations that offer an efficient, easy to use website with relevant content ensures visitors will have a positive experience – resulting in increased traffic, referrals and conversion rates. (“Digital marketing industry case study library - healthcare and pharmaceutical case studies,” n.d.)
 - Save Time & Money Building a single website that supports a variety of devices and screen sizes is easier to maintain and promote, decreases website development expenditures and saves time. Site updates, content management and optimization for one website is less time-consuming than focusing on multiple device-focused websites.
 - Consolidate Analytics and Report Management by one website with one URL to track data for makes analytics and reporting that much easier. Since Google Analytics can show you exactly which devices people are accessing your site from and the experience they're getting, we're able to identify areas that need to be modified to improve the performance and rank positioning of your responsive site in search results.
9. **Display Advertising:** Many people visit blogs, forums, and other websites that are interesting or useful to them. Digital marketers can reach out to these potential customers by placing relevant display ads on these third party sites. These include banners, boxes, interactive ads, video ads, interstitial ads, overlays and other similar ads that are linked to a landing page or website. They help in conveying brand message and general advertisement to the visitors. Normal banners, Rich media banner, Interstitials and pops are example of displays.
- Display advertising creates greater brand awareness as well as generates highly targeted traffic that may convert into leads or sales. Payments for these display ads are usually based on Cost-Per-Impression (CPM) which is usually more cost-effective compared to the Cost-Per-Click (CPC) scheme typical of PPC advertising.
10. **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.

11. **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.

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 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

12. **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.

13. **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 visit or bought by the affiliate's marketing skills.

If one needs to reach a wider and more global audience, we need not hire someone from other locations. All we need to work with are affiliate marketers who can do the job for you for certain percentages in commissions when they sell our products – a perfect example of the pay-per-performance online business model. Global e-commerce sales

exceeded 1.2 trillion dollars (marketingland.com) last 2013 according to e-Marketer, with affiliate marketing doing its share to boost this market up. Forrester on the other hand predicts affiliate marketing to reach levels of up to \$4.5 billion (www.websitemagazine.com) by the year 2016.

14. Search ads

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.

16. Online Public Relations: Online PR can be considered a part of Content Marketing in general for the main principle is to create promotional content that will be used for generating branding and creating traffic through exposure in online PR networks. Some of these channels are free to join while some require some joining/subscription fees before we could publish press releases.

❖ Integrated Services

1. Analysis

Analysis is the practice of evaluating data, and the process by which a company arrives at a most advantageous decision. Here marketer analysis the integrate channel to understand the effectiveness of communication. Analysis may be based on number of visitor or like in social media pages etc.

2. Content Management

After analysis the integrate channels marketer can understand the problems with current contents. Later he can manage the content to increase the engagement rate, content may be text in banners, images or websites.

3. Advanced Targeting

Advanced targeting are techniques involving the sending of targeted messages to a specific audience. It is used to increase the effectiveness of a marketing campaign. Behavioural targeting is also a part of advanced targeting, here marketers can target the customer based on their past behavior in online. Marketer can put ads in other webpage where customer is going.

4. Creative

Creative is the artistic component of an ad or website. It usually includes an image and copy present in ads or website. Marketers can make those contents attractive to customers. Marketers will sometimes change the entire design of websites, apps, etc.

5. Research and Planning

Marketer will do some research to understand the behavior, taste and preference to customers in digital platform. This research may be done by using paid tools like ComScore. Etc. Through this research marketers can understand where target is present or what target would do in online. After research marketers will plan new campaigns based on those research reports. These campaigns are more effective to reach target properly.

6. Digital Strategy

Digital Strategy is the process of satisfying an organization's vision, goals, opportunities and initiatives in order to maximize the business benefits through digital media. Strategy will be different for each brand, it will base on the brand objectives and target groups interest. Strategy may be short term or long term, but it need to fit with market situation.

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.

APPLYING DIGITAL ELEMENTS TO ENGAGEMENT MARKETING

Engagement marketing is the art of creating meaningful interactions with people, based on who they are and what they do, continuously over time.

Engagement marketing is marketing that engages people towards a goal, wherever they are. And it's marketing that is backed by both creative vision and hard data. Finally, it's marketing that allows you to move quickly, shortening the amount of time between an idea and its outcome, allowing you to create more—and better—targeted programs. Businesses can apply this type of campaign to every stage in the customer lifecycle, a term used to describe the various stages consumers go through when interacting with brands. In the past, marketers have relied on the consistent chronology of the customer lifecycle, from brand awareness, to the first purchase, and eventual brand loyalty. From an engagement marketing perspective, digital marketing techniques go beyond simply keeping companies connected to consumer's based on past, predictable behaviors. Digital marketing creates meaningful relationships between businesses and consumers regardless of where or when a customer interacts with a brand.

Engagement Marketing Relies on Understanding:

- The customer as an individual
- The customer's job, hobbies, and actions
- How to connect with customers seamlessly across channels and devices
- The ideal outcome of every customer interaction

- Where customers spend their time both online and offline

Tracking individual behavioral metrics online, including past purchases, searches, page views, and more, yields useful information for businesses to apply to digital marketing strategies. By eliminating the need to make sweeping assumptions about sizable demographics, which would result in much more general and less effective campaigns, engagement marketing personalizes brand experiences. As a result, customers feel more welcome, appreciated, and valued by businesses, thus improving the chances these individuals will become brand loyalists and advocates.

With digital marketing added to the marketing mix, engagement with consumers becomes more consistent and continuous throughout the customer lifecycle because campaigns are optimized to be Omni-channel. This means they exist in more than one format for customers to easily view via mobile, desktop, or tablet throughout the day. An Omni-channel approach increases the likelihood a customer will respond positively to a campaign's call-to-action.

The traditional way of marketing brands, products and services make use of either indirect or direct methods of reaching out to targeted customers. The business and marketing landscape have drastically changed in recent years however. Traditional methods that were effective before may not be as effective in this current market powered by the complexities – and the vast wealth of opportunities – by the Internet.

That is why it is very important that once brand and business establish and maintain a very strong online presence to be competitive enough to reach out to targeted audiences. Traditional marketing rules do not necessarily apply in current scenarios. However, there are new markets and new doors of opportunities made available – that are only accessible through digital marketing channels. But with several Internet marketing tools available, which among these tools are the best and are worthy enough to focus on while they bring us steps closer to our business goals.

The answer will depend largely on the type of business we have and the kind of customers we are targeting for. Not all of these digital marketing tools are applicable or will work with our business. You need to perform a carefully planned set of actions that will enable you to learn, test and measure the results and performance of the digital marketing tool or tools that we have in mind. In this regard Digital Marketing Philippines shares these guidelines that can help you in your quest of identifying the best tools available to market your brand and business.

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.

The key stages of this model 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 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 Aggregators – An aggregator gathers a certain type of information from across the internet and presents it in single platform. Any kind of information can be gathered -- doctors, hospitals, reviews, social networking, news and more.

For digital marketing, aggregators can save time and money. Here are ways aggregators can improve once digital marketing efforts.

Organizations spend hours developing social media strategies. Which include managing Twitter feed, Facebook page, Pinterest boards, Foursquare presence, blog posts. One needs dedicate resources to maintain these platforms.

A social media aggregator allows us follow and reply to messages from one place. This not only reduces the amount of work, it also helps maintain consistent messaging without hopping between websites. Several high-quality aggregators are available for free, including top performers TweetDeck and HootSuite. (“Wiki,” n.d. Ryan Stewart).

Digital Affiliates – Affiliate marketing is the ultimate form of marketing communications since it's a "pay-per-performance marketing" method i.e. it's a commission-based arrangement where the merchant or business selling products only pays when they make the sale or get a lead.

When a visitor, visit to an affiliate site (who may be an online publisher or aggregator), clicks through to a merchant site, this prospect will be tracked through a cookie being placed on the visitor's computer. If the prospect later transacts within an agreed period, i.e. usually 1, 7, 30, 60 or 90 days, the affiliate will be credited with the sale through an agreed amount (percentage of sale or fixed amount).

Compare this to the wastage with traditional advertising or direct mail! It can also drive a volume of business in a range of sectors - many banks, travel companies or online retailers get more than 10% of their sales from a well-run affiliate marketing programme. (“Affiliate marketing - Smart Insights Digital Marketing Advice,” n.d.)

Tying up with a healthcare digital aggregator help us in:

- **Brand Awareness** – This includes greater company or product name recall as well as familiarity with our business, brand, products and services. If this is our goal, we should make use of digital Aggregators and Affiliates that provide strong brand awareness and development like the following:
 1. Social media channels particular Twitter, Facebook .
 2. Engaging with targeted audience through social channels.
 3. Channels that promote visual elements like Instagram and Pinterest.
 4. Channels that promote video materials like YouTube and Vimeo.
 5. Promotional campaigns with coupons.
 6. Joint venture marketing projects with other online businesses.
 7. Participating in online and offline events.
- **Lead Generation** –We make use of these Vendors mainly to generate leads and connect with potential customers. Generating leads for them is just the first step and they will follow through by communicating directly and engaging with these leads. The Aggregators and Affiliates are good for lead generation because they work on these principles :
 1. Search Engine Optimization (SEO)
 2. Pay-Per-Click Advertising
 3. Display Advertising
 4. Google Search Network
 5. Blogging and other content marketing channels
 6. Email marketing
 7. others
- ❖ **Educate Potential Customers** – Digital marketers in this segment go for educating their targeted customers first, particularly in making them realize the importance of the services and the problems that they can resolve. Blogging, press releases and content marketing will be ideal for this purpose.
- **Generate Traffic** – Many websites do not really have something to sell and may in fact give away information and other materials for free. Many of these sites however are publishers of online contextual and display advertising as a way of monetizing their sites. In order to generate revenue from these ads, websites will need a considerable amount of raw traffic that will click on these ads. Digital marketing channels appropriate for this include SEO and content marketing.
- **Search Engine Optimization** – The selected key words will help us in making our presence more evident on the web. As with the keywords selected will available on different vendors site which will add on to the SEO.

Short listing Criteria for the Digital Vendors

- Traffic on Vendors site

- Domain ranking in Healthcare
- Commission based model and for few of the big Vendors onetime payment system for Aggregators
- Pay Per Click (PPC) and Cost Per Impression (CPM) model adopted for Affiliates.
- Website design.

When establishing a Digital Marketing Campaign for our business, one cannot rely only on a single resource to generate all the results you wanted. While each of these digital marketing channels have their strengths, they also have their weakness such as being inappropriate for certain audiences and business niche. The best way would be to rely on combining these tools and channels at your disposal and making use of what they have to offer that will help us reach our end goals.

RATIONALE:

- The Aggregators, will be providing us with a platform where Doctors listing is done, which will help Columbia Asia in increasing the web portal traffic and lead generation. Their Premium listings option helps us with Search Engine Optimization.
- And Affiliates are third party agencies who provide advertising space to their partners. These agencies generally attract huge traffic on their platform resulting in higher visibility of the brand amongst potential customers.

These initiatives will position Columbia Asia strongly in digital space for the years to come.

OBJECTIVES:

General Objectives:

- To Identify Digital Aggregators and Affiliates with whom Columbia Asia can initiate Tie-ups with.

Specific Objectives:

- To do detailed analysis of the Digital Channels employed by Columbia Asia at present.

RESEARCH METHODOLOGY:

STUDY DESIGN:

The Study is performed through collection of data from the web, by a way of exploration performed over a period of 2 months.

SWOT ANALYSIS OF SIGNING UP WITH THE AGGREGATORS AND AFFILIATES:

STRENGTHS	WEAKNESS
❖ Visibility among potential patients/ customers ❖ Online/ mobile lead generation/ SEO to improve patient flow ❖ Manage multiple location, control our chain of hospital from anywhere, anytime. ❖ Global reach ❖ Brand visibility	❖ Since the organization is planning to tie up with multiple platforms, a system to coordinate the multiple platforms should be developed. ❖ Securing patients data on affiliate's platform will be a challenge.
OPPORTUNITIES	THREAT
❖ Paperless records, faster decision making. ❖ Best ROI for patient focused promotion campaign. ❖ Digital doctor's referral system can be adopted.	❖ A master system should be developed which can effectively coordinate with multiple platform. ❖ Our competitors have already made a presence In the domain which will make our task more challenging

PRESENT STATUS OF DIGITAL MARKETING DEPARTMENT IN COLUMBIA ASIA:

Website – Current

1. Began developing new section for Health Check Packages
2. Added features to clone the website content
3. Added Get appointment feature on doctor profiles
4. Optimised appointment forms to track revenue from care 21.
5. Added a feature to replicate the content from desktop to mobile
6. Developed a Clinical program section on the website
7. Initiated SEO activities

Website – ROI

1. Page views per month has increased by 1.5times compared to previous year.
2. 2.5 times increase seen in per month Appointments.
3. A great number increase seen in terms of Online Appointment, Online Registration, and international enquiries.

4. A big number from online resumes/applications for job openings.
5. Moved up the Alexa web ranking from 29k in Feb-14 to 19k in Dec-15.

Social Media – Current

1. Managed Social Media Posts on various specialities and service launch promotions.
2. Managed Doctor Live Chat events on Facebook.
3. Integrated all hospitals pages under Brand Page on Facebook and Google+.
4. Focus was to listen and understand the nature of participation/engagement.
5. Developed social media communication strategy and created branded properties (Cancer Month, Health tip, Women wellness etc.)

Social Media – ROI

61,000 fans on Facebook with 34% average engagement.

135 followers on Google+.

750 followers on twitter.

6000 post likes and 1500 shares.

All of the above only through organic route.

Search engine optimisation – Current

1. Optimised website to be SEO friendly having features to easily customise the search tags and scripts.
2. Integrated the website with Google web masters account and other SEO tools.
3. Regularly submitted xml sitemaps to Google (already indexed over 1300 pages).
4. Enable website traffic monitoring through Google analytics.
5. Registered and verified hospital details on Google places and linked all the units under one admin account.
6. Submitted the website for deep linking with linking tools.

Search Engine Optimisation – ROI

1. Increase in 1.5times page views per month.
2. Total of 3,970,229 Page views with an average session of 5 minutes Search /per user.
3. Total of 290,142 Unique visitors on Desktop & 183,70 Unique visitors on Mobile.
4. Moved up the Alexa web ranking from 29k in Feb-14 to 19k in Dec-15.

SEM – Current

1. SEM campaigns were executed to generate leads for focus procedures from target markets.
2. Generated 550 appointments per month.
3. Maintained the average CPC of Rs. 10.
4. Increased the overall quality score from 5.0/10 to 7.5/10.
5. Monitored user search queries from Google Ad Words and Optimised the keywords.

IPS - Current

1. A dedicated contact us form was developed on the website. developed individual specialty landing pages and a separate form.
2. Country specific SEM campaigns were created to optimised the performance based on user behaviour and searches.
3. Campaigns were executed to generate leads for focus procedures from target markets.
4. Generated 850 Queries online .

Increase in Clicks, Page views and unique Visitors.

Content marketing – Strengths

1. E-Mailers.
2. Health Checks, Packages, IPS promotions, Clinics & Birthday wishes
3. Health Articles on the website
4. Videos on the website (Doctor interviews, patient testimonials)
5. Blogs – Doctors, procedures and IPS

SUGGESTION:

Columbia Asia is not far behind with its immediate competitors in digital marketing space, as interpreted through their plans for the upcoming year.

While we may not be too far away from our competitors, it is evident that our competitors have been aggressively pursuing digital marketing. Hence it is extremely important for Columbia Asia to pursue collaboration with Aggregators and Affiliates on a war footing.

After having spent active time in pursuing sign up with the aggregators, I have identified the following 3 major challenges which will require case by case deliberations and policy creation.

1) As with most business, the 20:80 formula holds perfectly applicable to digital marketing in healthcare where 20% of the companies represent 80% of the market share. Hence, there are lot many companies that have very little market share, yet project big numbers. Hence it is very critical to evaluate a platforms potential critically before making a partnership.

2) Two different models exist in the healthcare ecommerce. One where a commission based model is in practice where the aggregators are paid on the basis of number of conversions while another model expects the Hospital to pay up an upfront signup fee. Both have their advantages and disadvantages. It is best that the former model is adapted to minimize the input and look towards performance based commissions.

3) Many aggregator also try to market/sell compulsory add which are either may be available with Columbia Asia or may not add much value to our existing set up. Many a times the negotiations have hit a dead end due to this reasons. However, there needs to be robust negotiation policies for such instances.

Hence in conclusion, it is my opinion that digital marketing plays a very critical role in today's healthcare system. Already existing channels such as SEO, social media, content marketing have enabled in creation of a robust and thriving marketplace. This marketplace model is relatively new and has a great market potential that leverages technology to connect a hospital and a patient in seamless manner.

The tie ups with over two dozen companies are at various stages of development. The below table summarizes the current status of each of these tie ups with digital Aggregators and Affiliates.

Aggregators and Affiliators	Service Charges	Status
1. Practo.com	Free	Under legal process of tie ups
2. Ask4healthcare.com	120,000/annum guarantee 20 lakh IP business	Under Negotiation
3. Justdial.com	30000/ hospital/ annum	Tied up with hospital of Bangalore. Negotiation going on for remaining hospital
4. Sulekha.com	2,63,350/annum	Under Negotiation
5. Askila.com	90,000/annum	Under Negotiation
6. Askme.com	5% commission based model only for health program	Under legal process of tie ups
7. Surgivisor.com	7% commission based model	Under legal process of tie ups
8. Credihealth.com	7% commission based model	Under legal process of tie ups

9. 3scaremedicalservices.com	Free	Under legal process of tie ups
10. Medinfi.com	Free	Under legal process of tie ups
11. Visitdr.com	Free	Under legal process of tie ups
12. Purplehealth.com	10% commission based model for domestic patient and 15% for international patient	Under legal process of tie ups
13. Sehat	Premium listing services for 10 Doctors (Any city): Rs. 3000/ Month i.e Rs. 36,000 / 1 year Banner Ad services 5 cities: Rs. 3000/ Month (Image size 300*90) i.e Rs. 36,000 / 1 year	Under Negotiation
14. Godoctor.com	10% (Indian Patient), 15% (Patients outside India) of the total billing of patients connected by us. Maintenance Fee: Rs 20,000 / Hospital / Annum. This also includes listing, call center, SMS & other admin charges.	Under Negotiation
15. Topdoctorsonline.com	Free	Under legal process of tie ups
16. Eswathyasewa.com	5% commission based model	Under legal process of tie ups
17. Icliniq.com	25/- per lead	Under legal process of tie ups
18. Contactdoctor.com	5% commission based model	Under legal process of tie ups
19. Doctorscabin.com	5% commission based model	Under legal process of tie ups
20. Medindianet.com	Free	Under legal process

		of tie ups
21. Hospitalkhoj.com	18000/- per annum	Under legal process of tie ups
22. Indiahospitalreview.com	12000/- per annum	Under Negotiation
23. DrRight.com	5% commission based model	Under legal process of tie ups
24. Letsmd.com	7% commission based model	Under legal process of tie ups
25. Mocdoc.com	Free	Under legal process of tie ups
26. Findadoc.com	The cost of this basic package would be \$99.99 per month. including set up fees, payable via PayPal using any major credit card. We can add a permanent jpeg image from your website for just \$199.99 per month.	Under Negotiation
27. Searchindia.com	one category for 12 months is U.S. \$299.00.	Under Negotiation

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