

Study on Consumer Buying Behavior Towards DayToDay Health Care Management Product

By

Divya Chauhan

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



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The certificate is awarded to

Dr. Divya Chauhan

In recognition of having successfully completed her Internship in the
department of

Product Operations

And has successfully completed her project on

**Study on Consumer Behavior Buying Behavior Towards DayToDay
Health Care Management Product**

21st May 2020

DayToDay Health India Pvt. Ltd.

She comes across as a committed, sincere & diligent person who has a strong
drive and zeal for learning

We wish her all the best for her future endeavors

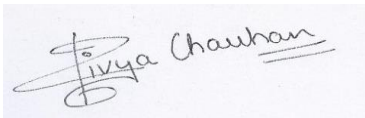
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on Consumer Buying Behavior towards DayToDay Health Care Management Product and submitted by Dr. Divya Chauhan, Enrollment No. IIHMR-U/01/2018-20/0745, under the supervision of Dr. P.R.Sodani for award of MBA in Hospital and Health Management in Health and Hospital of the University carried out during the period from 10th February 2020 to 10th May 2020 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

A handwritten signature in black ink, reading "Divya Chauhan", with a stylized flourish above the name.

Signature

Acknowledgement

I extend my deepest gratitude to Dr. Vishnu Vardhan (Chief Operating Officer, DayToDay Health) for granting me the opportunity of training, providing all support required and giving his valuable time.

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Abbreviations

App	Mobile Application
NPS	Net Promoter Score
SLM	Sales Lead Manager
CM	Care Manager
CABG	Coronary Artery Bypass Graft
PTCA	Percutaneous Transluminal Coronary Angioplasty
NLP	Natural Language Processing
MOP	Moment of Purchase

Abstract

Title: A Study on Consumer Buying Behavior towards DayToDay Health Care Management Product.

Author: Dr. Divya Chauhan

Background:

Care management includes the activities which aim to enhance patient care and reduce the demand for medical services by improving the coordination of care, alleviate duplication, and help patients and caregivers more effectively manage health conditions. It follows the idea of reducing the health risks and decreasing the cost of care when appropriate interventions for individuals within a given population are undertaken. Care management can be used as a potential asset to demonstrate improvement in quality and controlling the costs for patients with complex conditions.

Objectives:

1. To identify the scope of improvement for service delivery, admin portal and app to sell better to consumers.
2. To understand the consumer buying process for DayToDay Health Care management product.
3. To suggest a few recommendations for better consumer engagement during the buying process.

Method:

The study is descriptive by design. It was carried out in two parts: Empirical and Theoretical. The Empirical study was conducted from 1st Feb, 2020 – 1st Apr, 2020 and the data available was analyzed to understand different behavioral aspects of patients. The theoretical study was conducted from 10th Feb, 2020 - 10th May, 2020 which is based on the observations and secondary research. The study tool used for analysis was Ms Excel and for Sentiment analysis R studio was used.

Conclusion:

- The study shows that DayToDay Health consumers are little interested when they are explained about care management product and tend to refuse to buy it. Same reaction is there from the target age group of consumers. Hence, actions are needed to improve patients' interest and engagement at the very first interaction.
- Also, the reasons for the refusal to buy the product like patient is not interested, difficult to understand the package, a family member is a doctor, and not affordable are the major reasons causing approximately 80% of the refusal.
- The suggestions regarding the product and services should be taken into consideration for continuous improvement in the product and services and contribute towards increasing the product market fit.
- The sentiment analysis shows a lot of positive sentiment in consumers mind regarding the product and the organization.

Chapter - I

Introduction

Care Management refers to a comprehensive mix of services and activities that helps patients with chronic illness to manage their health better. The main goal of care management is to improve the patients' health. To achieve this goal care management model is aimed towards improving care coordination, reducing the number of hospital visits and boosting patient engagement in care plans. It also aims towards helping healthcare providers to reach better health outcomes and enhanced patient satisfaction.

A well designed and executed care management program can lead to following:

- Better clinical outcomes
- Cost efficiency in acute care management
- Less burden on health care system
- Less physician burnout problem
- Lesser readmissions
- Enhanced patient satisfaction

DayToDay Health is an acute care management company providing end to end acute care management to the patients outside the hospital by guiding patients from the pre-operative preparation to faster recovery post-operatively and continuation of care. It is based on a highly tech integrated online platform and mobile application through which care of patients is managed. The package given to each patient ensures patient centricity as it can be customized depending upon patient and caregivers' needs.

DayToDay Health care management product provides holistic care to the patient which involves:

- Pre-procedure care - patients are guided through all the tests, tasks, information, and mental preparation required for the procedure.
- Post-procedure care - patients are guided on a daily and step-by-step basis with care coaches checking in to answer questions and looking out for any concerned symptoms.

- Remote Care
- Nursing services
- Nutritional services
- Physiotherapy services
- Psychological support

Consumer behavior is the study of consumers and the behavior they display while buying, consuming or disposing any particular product or service which satisfies their needs. It discovers the habits, needs, and preferences of the consumers and helps the organization to plan and develop the products according to these specifications. It also helps the organization to predict the future trends, understand the expectations of the consumers, and what drives consumers to buy a product or service. It helps an organization to assess the success of current products or services and predict the same for upcoming products or services.

Understanding consumer behavior is very important for DayToDay Health as it would help in determining the needs, wants, and the expectations of the patients and providing the services based on these parameters. It would be beneficial for DayToDay Health to understand the consumers' behavior and their response towards the product as it will help in finer and relevant modifications of the product which would lead to better consumer experience and satisfaction. These modifications will also lead to better retention of existing consumers along with attracting the new ones.

Chapter - II

Review of Literature

Care management programme includes all the evidence based patient specific clinical activities which ensures the each patient is managed through a coordinated care plan and services. The core of care management is formed by a well thought care plan devised by the care provider as well as the patient. This care plan serves the purpose of optimizing the patient's health status along with the quality of life.

According to Walter and Paul (1970) "consumer behavior is a process by which an individual decides what, when, where, how and from whom to buy. Consequently it is the attitude or expression of the consumer while purchasing products. It is the result of such purchases which gives immense satisfaction to the consumer according to requirements."

According to Du-Plessis et al (1991) and Engel et al (1991) "consumer buying behavior are those actions and pattern of the customers in the decision making process which directly involved the acquisition and consuming of goods and services on account of satisfying their demands."

The steps which make up the consumer buying process are:

- Problem recognition
- Information search
- Evaluation of alternatives
- Purchase decision
- Post purchase evaluation

There are two categories of factors which affect consumers buying behavior - internal and external factors. The variables which are given more importance and draw more attention by researchers are demographic, socioeconomic and lifestyle (Engel et al 1972). The studies by Fishein and Ajzen (1975) and Bettman (1979) concluded that amongst the internal factors, the determinants which are considered most important are belief, attitude, intention and mental set up of the purchaser.

A study by Grossman (1972) states that “older individuals tend to possess a lower value of health capital than younger individuals and, consequently, are more devoted to improving their health by using health-promoting goods and services”

Studies show consumer behavior is very important to the organizations because it enables them to understand and predict buying behavior of consumers and it is concerned not only with what consumers buy, but also with why, when, where and how they buy it. It is also concerned with how often they buy it, and also how they consume or dispose it. Customers are attracted and retained through marketing strategies. The quality of these marketing strategies depends on knowing, serving, and influencing consumers.

Chapter - III

Aim

The study is aimed towards understanding the consumer buying behavior towards DayToDay Health care management product and identifying ways to gain better consumer engagement.

Research Question

What is the consumer buying behavior towards DayToDay Health Care management product?

Objectives

Broad Objective

To study the consumer buying behavior towards DayToDay Health Care management product.

Specific Objectives

- To understand the consumer buying process for DayToDay Health Care management product.
- To identify the scope of improvement for service delivery, admin portal and app to sell better to consumers.
- To suggest a few recommendations for better consumer engagement during the buying process.

Rationale

The knowledge about consumer buying behavior is very important for an organization. Every organization is working towards understanding the consumer needs and fulfilling those needs better than its competitors. This study is aimed towards building better knowledge about the consumer buying process and factors affecting the buying behavior of the consumer. This study will generate useful insights for better understanding of consumer needs and will help the organization to sell the product better to the consumers.

Chapter - IV

Methodology

The study was carried out at DayToDay Health office in Bengaluru. The study is descriptive by design. It was carried out in two parts: Empirical and Theoretical. The Empirical study was conducted from 1st Feb, 2020 – 1st Apr, 2020 and the theoretical study was conducted from 10th Feb, 2020 – 10th May, 2020.

Empirical Study:

The Empirical study was conducted based on the existing data in the organization. The data analyzed for the purpose was Customer Feedback data, NPS data, patient dashboard data and Home visits data. The data available was analyzed to understand different behavioral aspects of patients like reaction of patients to the product, reasons for buying or not buying the product, likes and dislikes about the product, needs and expectations of patients from the product and their overall emotional response towards the product and services being offered. Service call recordings were also analyzed for qualitative data. Existing consumer research projects data was also used for the research.

For the Empirical study, Data analysis was done using different appropriate tools. Following approaches were used:

- Customer feedback data was studied to understand how much patients are interested in DayToDay care management product and the major reasons for refusal to service were analyzed using a Pareto chart.
- Patient dashboard was studied for comments regarding service to understand the needs and expectations of patients and the effect of multiple visits on patients' conversion was also analyzed.
- Net promoter score was studied for rating of application and services. Customer comments regarding the services were also studied to find out their expectations and constructive suggestions were noted.
- Sentiment analysis was carried out using R studio tool on the customer feedback and net promoter score patient comments to understand patients' sentiment regarding the service.

Steps of Sentiment Analysis:

- Create or find a list of words associated with a strongly positive or negative sentiment
- Count the number of positive and negative words in the text
- Analyze the mix of positive to negative words. Many positive words and few negative words indicates positive sentiment, while many negative words and few positive words indicates negative sentiment

Sentiment calculation:

- The sentiment analysis algorithm used here is based on the NRC Word-Emotion Association Lexicon of Saif Mohammad and Peter Turney
- The lexicon contains lots of words with associated scores for 8 different emotions (anticipation, sadness, disgust, joy, fear, anger, surprise, trust) and 2 sentiments (positive, negative)
- Each individual word in the lexicon will have a “yes” (1) or “no” (0) for the emotions and sentiments, and we can calculate the total sentiment of a sentence by adding up the individual sentiments for each word in the sentence
- Not every English word is in the lexicon because many English words are neutral

Theoretical study:

The Theoretical study starts with studying consumer buying behavior and the factors influencing consumer buying behavior through secondary research. For getting a better understanding of consumer buying behavior, the consumer buying process was studied in detail and secondary research was done to find out existing industry best practices for studying and influencing consumer behavior

For Theoretical study, following approach was used:

- The entire consumer buying process for DayToDay care management product was mapped.
- Each step was studied in detail.
- Interventions were suggested for each step for increasing patient engagement during the buying process.
- A framework for continuing and maintaining consumer research was also suggested.

The study was conducted with all due permissions and ethical clearance from respective authorities.

Limitations of the Study

The study was conducted to understand the consumer buying behavior from limited data available in the organization, hence extrapolation of results is not possible because there is wide variation in consumer behavior and preferences and the factors like demographic, socioeconomic and psychographic across different regions. The study is limited to patient data from Bengaluru hospitals only, it is suggested to carry out the study on a larger scale to get better results across different regions of the country.

The study was completely focused on consumers perspective and only existing data was used for research purposes. Attempts have been made to minimize errors at every step of the study - from defining the aim of the study, deciding on objectives, to carefully analyzing the data useful for the study. The NPS study data is not very reliable due to potential bias in method of data collection and representation of the results so it is suggested that a larger scale. NPS study should be carried out for more reliable results.

Chapter - V

Results

The results of the study focus towards the major behavioral aspects of consumers and quantification of current consumer response towards the care management product and services. It also describes the strategies and implementable actions for increasing consumer engagement.

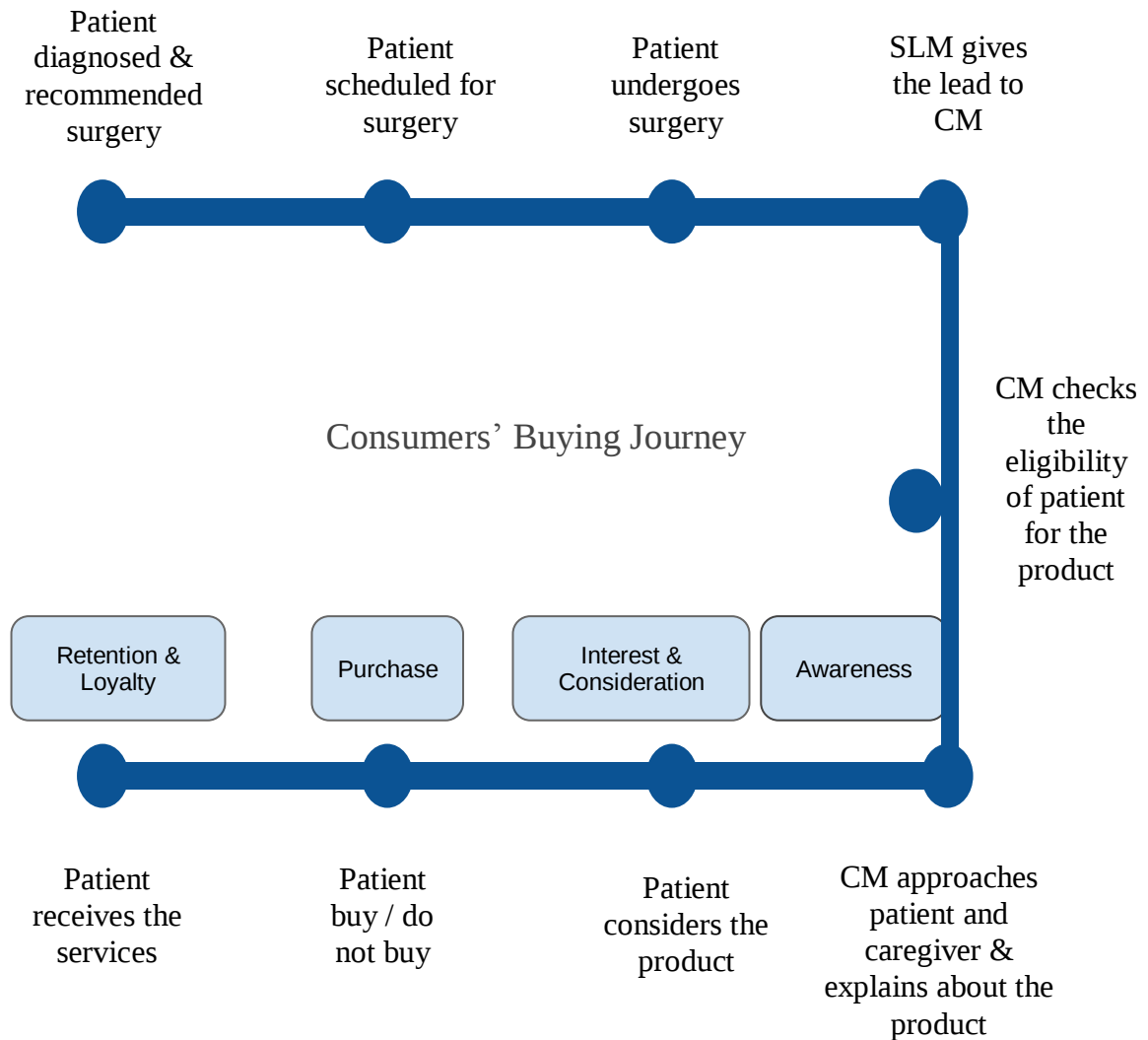
Theoretical study

The Theoretical study was focused towards understanding the consumer buying process for DayToDay Health care management product in detail and finding out strategies to increase the consumer engagement through extensive research of consumer behavior practices of Health care and other industries which are suitable for implementation for DayToDay Health consumers. The results of theoretical study show the strategies which could be applied in each phase of the consumer buying process and help in better consumer experience to drive sales.

Empirical study

The Empirical study was focused towards understanding and quantifying the current consumer behavior towards the care management product and identifying the aspects of the product which can be worked upon to better fulfill the needs and expectations of consumers to drive increased consumer satisfaction and loyalty. It includes the interest of patient in the care management product, response of different age groups towards the product, reasons for refusal, rating by patients to different services provided, the aspects appreciated by the patients and their suggestion for the same. It also takes the sentiment score for the customer feedback into account.

Figure 5.1 : DayToDay Consumers' Buying Journey



This figure shows the journey taken by the patient for buying the DayToDay care management product. After the patient undergoes a surgery, the SLM from hospital intimates it to the DayToDay Care manager present in the hospital. The Care manager checks for the eligibility of the patient and approaches him/her. The patient and his/her caregiver are explained about the product and services provided which is the awareness about the product phase of the patient's journey. The patient then enters the consideration phase in which he/she looks out for the advantages and disadvantages according to his/her needs. After the contemplation, the patient decides about buying or not buying the product. If the patient opts for the product, he/she then registered into the system and receives the services.

Figure 5.2 : Patients' rating for interest in DayToDay care management product

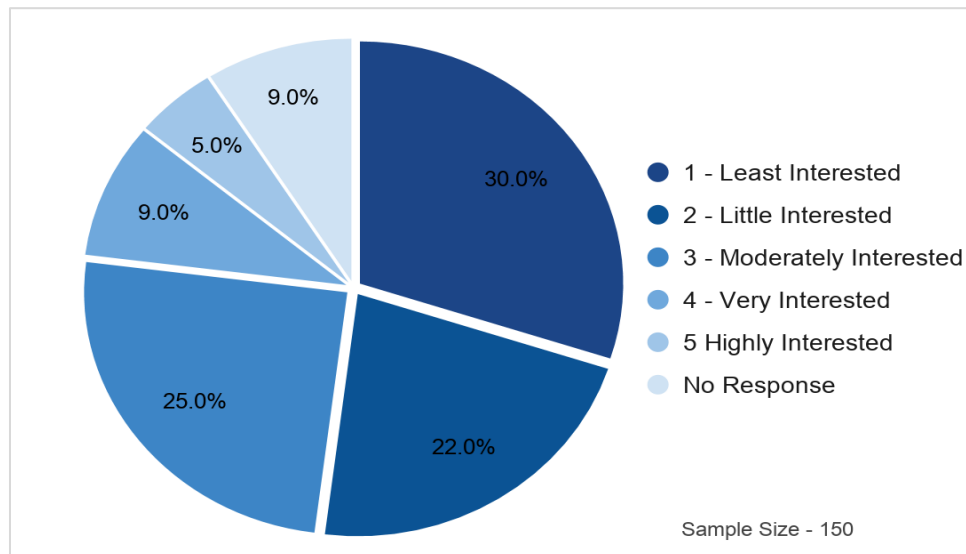
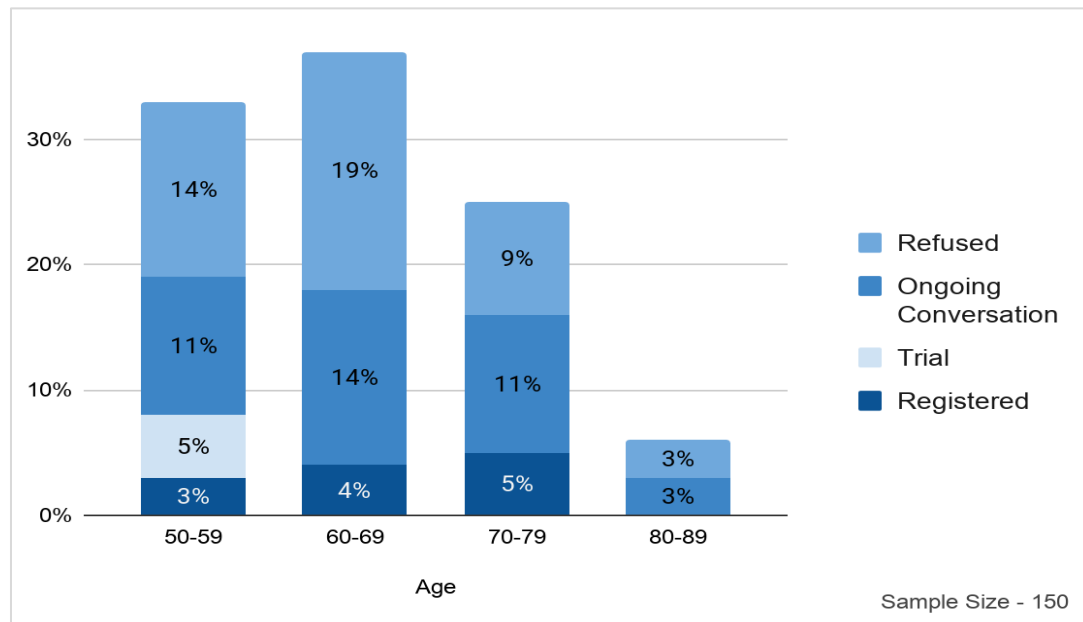


Figure 5.1 shows the rating given by the patients for their interest level in purchasing the product, 1 being least interested and 5 being highly interested. The proportion of patients moderately interested, very interested and highly interested in the product is relatively smaller than those who are little interested and least interested. It shows that patients' interest to purchase the product is on the lower side and needs action to increase patients' interest and engagement

Figure 5.3 : Target age group response towards DayToDay care management product

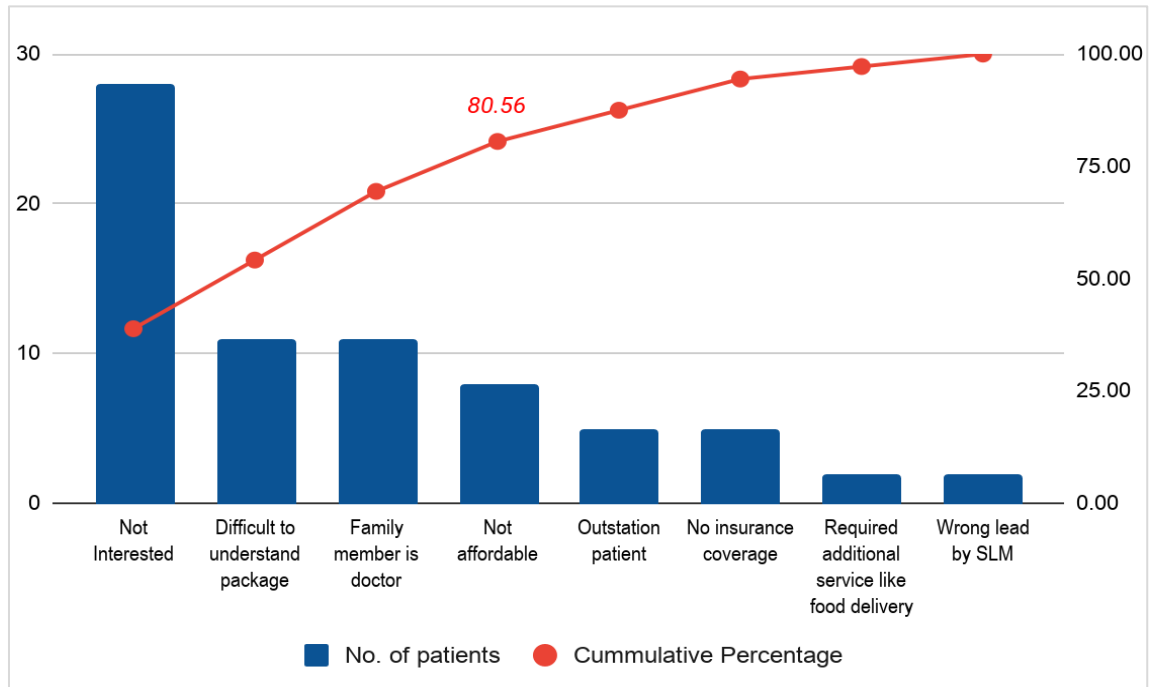


(Trial- A 5 day trial of the product, Ongoing conversation- In conversation with CM,
Registered- Enrolled and purchased the product)

The clustered columns in figure 5.2 represents the response of the target age group towards the care management product. As a Care management product deals with patients with surgery requirements like patients with Cardiac ailments, patients requiring joint replacements etc. , the target population for the product based on demographic factors is the age group of 50-90 years.

The clustered columns show that response from the target age group towards the care management product is on the lower side for acceptance and registration for the care management product. It calls for action regarding increasing the acceptance and registration of patients from the target age group.

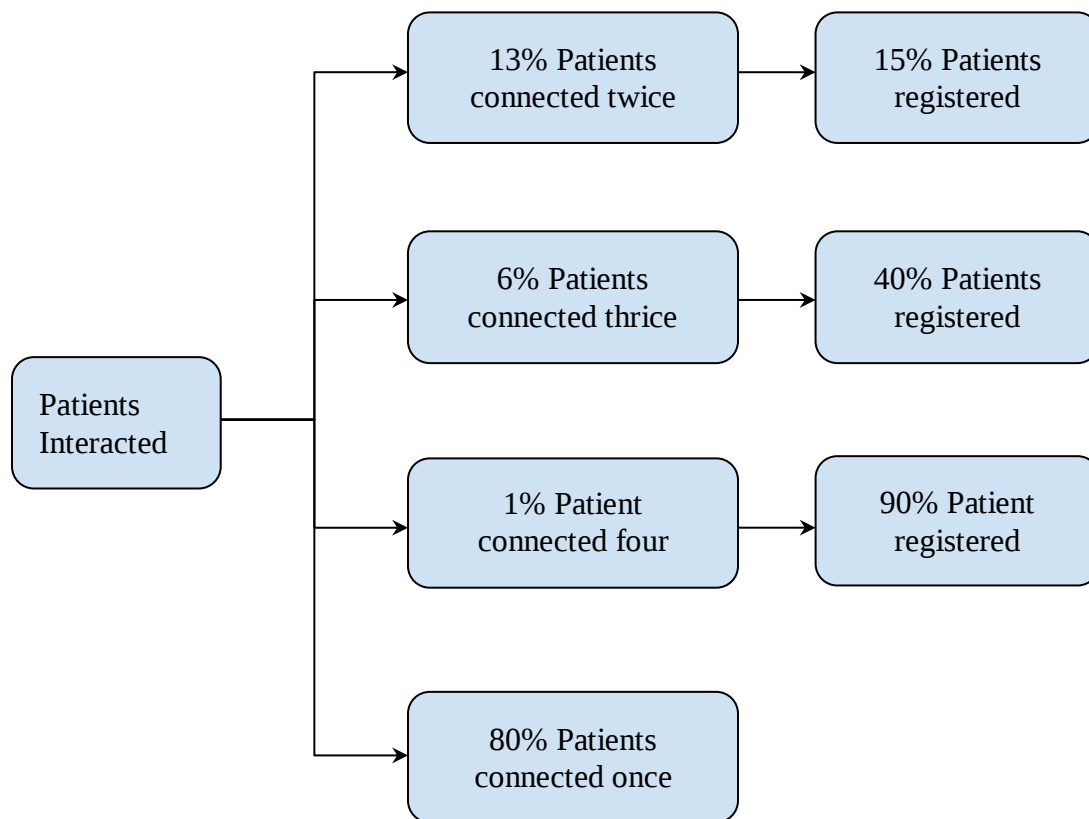
Figure 5.4 : Reasons for refusal by the patients



Pareto chart works on Pareto principle which was named after the economist “Vilfredo Pareto” who formulated this principle. The Pareto chart in figure 5.3 differentiates reasons for refusal by the patients on the basis of the principle of “vital few and trivial many”. It shows if only 4 reasons (not interested, difficult to understand the package, family member is a doctor, and not affordable) are dealt appropriately, then approximately 80% of the refusals could be converted into sales. It describes the above mentioned 4 reasons as vital few and others as trivial many.

It works on 80/20 Principle i.e. 80% of the failures are coming from 20% of the causes. If the 20% of the reasons are managed it can lead to 80% improvement of the sales.

Figure 5.5 : Effect of multiple visits to patients on sale



Sample Size - 107

This figure shows that multiple approaches to the patient are not necessarily driving the sales. Only a few patients are registering for the DayToDay care management product when approached multiple times. Majority of the patients are refusing the product even after multiple interactions. It shows that less effort should be made towards making multiple approaches to the patients instead more effort should be made towards developing the patient's interest in the product in the first interaction itself.

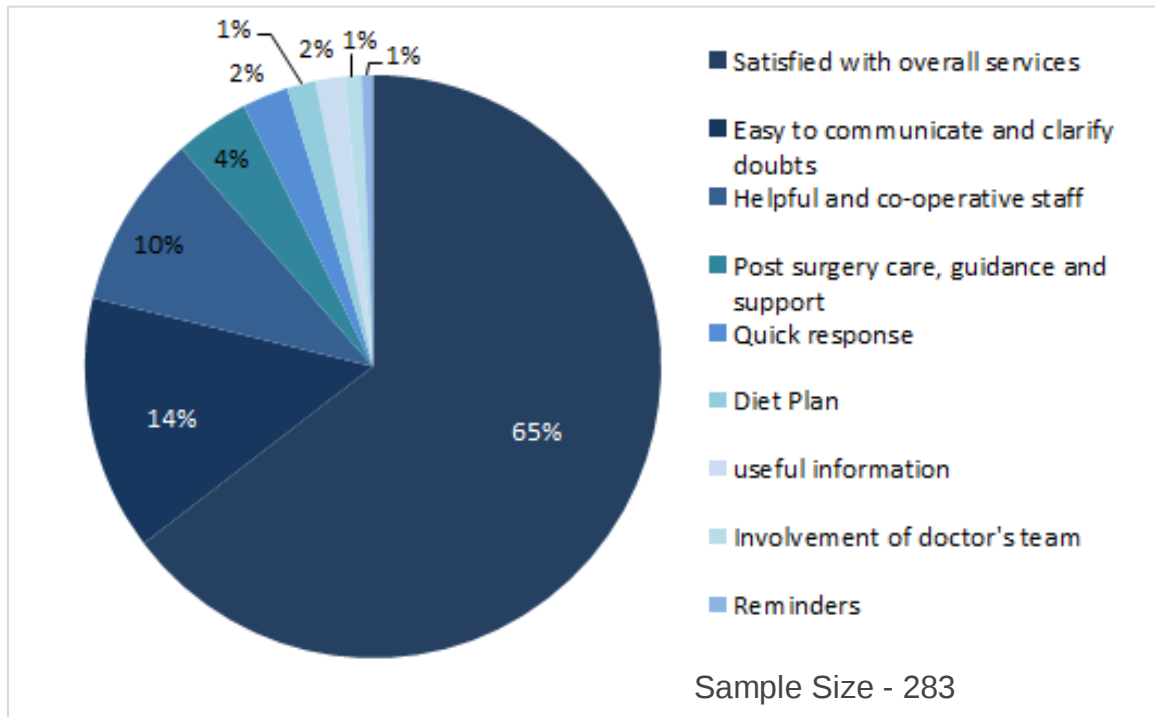
Table 5.1 : Average rating by the patients for the services provided

Average Rating					
	Care Coaches	Nutrition & Dietary Services	Referring to friend	Application	Daily Call and Timings
Overall	9.24	9.22	9.01	9.29	9.52
CABG Patients	9.62	9.23	9.05	9.11	9.50
PTCA Patients	9.63	9.21	8.96	9.41	9.53

Sample Size - 283

The Table 5.1 shows the ratings out of 10 given by the patients to for the DayToDay application, other services provided to patients and how likely they would refer a friend for purchasing care management product. It shows the ratings given by CABG patients, PTCA patients and the overall rating of all patients. The table shows that ratings are on the higher side with slight variations in rating among the application and other services. These ratings were taken from net promoter score study data available. As the data is geographically limited to Bengaluru hospitals only, it is required to carry out Net promoter score studies on a larger scale for more precise results.

Figure 5.6 : What patients liked?



The figure 5.5 is based on responses of patients to a guided question in the Net promoter score study. It shows the major aspects about DayToDay care management product liked by DayToDay patients. Majority of patients liked the overall services. Another aspect which patients liked the most was ease of communication and clarification of the doubts. Patients were also satisfied with the helpful & co-operative nature of the staff.

This gives important insights about the patients' preferences and likes about the major aspects of the care management product. It is necessary to conduct such studies to know what consumers like and it helps in continuous evolution of the care management product.

Table 5.2 : Suggestions by the patients

Suggestions	Percentage of patients
App should be improved	25%
App should be made compatible for less technology knowledgeable patients	22%
Arrangement of homecare nursing services	15%
Content should be in Multiple languages	12%
Weekly summary of patient's condition should be sent to the caregiver	11%
Instructions should directly come from the doctor	11%
Information regarding medicines and exercises should be added	8%
Repeated questions should be avoided	6%
Wound care should not be repeated daily	3%
More recipes and daily diet tips should be added	1%

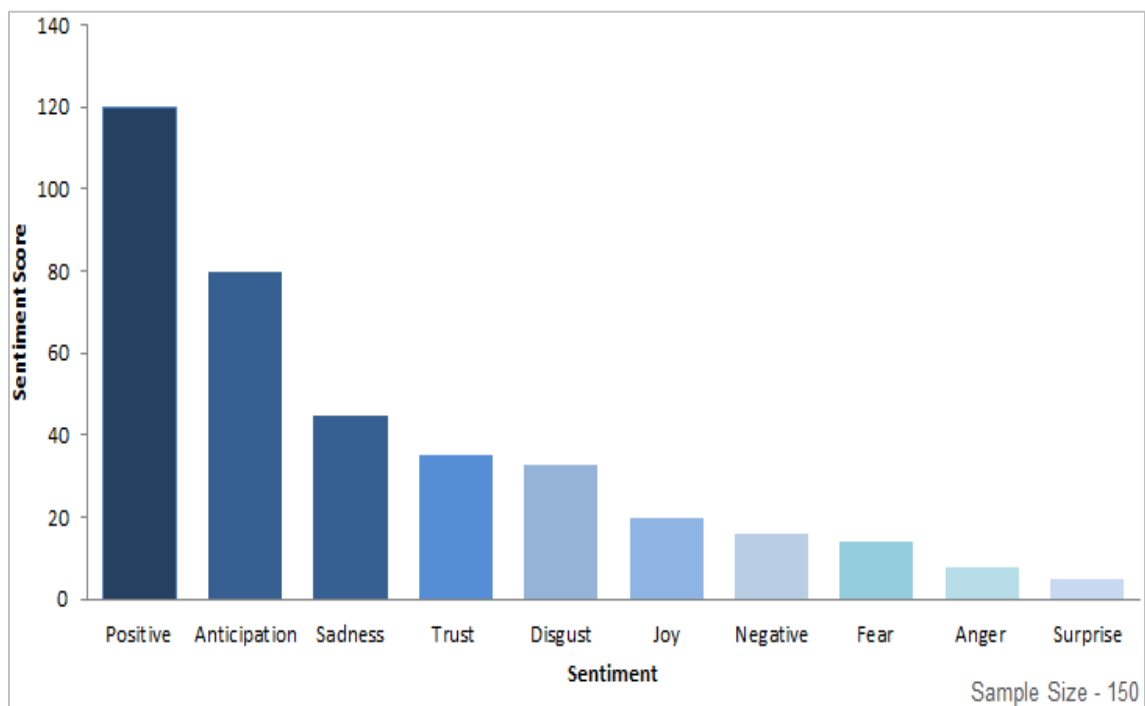
Sample Size - 283

The table 5.2 enlists the constructive comments from DayToDay patients regarding the application and other services. Comments were carefully analyzed and buckets of similar comments were formed and presented in tabular format.

Sentiment Analysis

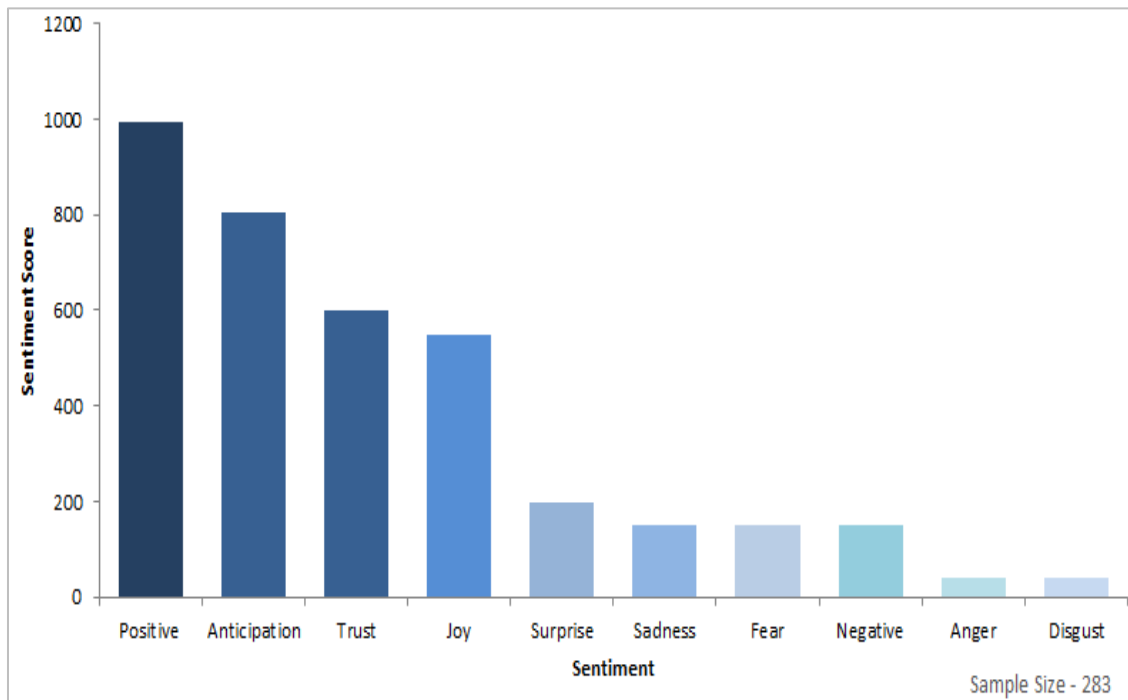
Sentiment Analysis is the interpretation and classification of emotions (positive, negative and neutral) within text data using text analysis techniques. Sentiment analysis allows businesses to identify customer sentiment toward products, brands or services in online conversations and feedback. The overall goal is essentially to turn text into data for analysis via application of NLP that is a part of computer science and AI which deal with human languages. NLP can solve problems like automatic summarization, machine translation, named entity recognition, speech recognition, and topic segmentation. Sentiment is often framed as a binary distinction (positive vs. negative), but it can also be a more fine-grained, like identifying the specific emotion an author is expressing (like fear, joy or anger).

Figure 5.7 : Sentiment Score - I



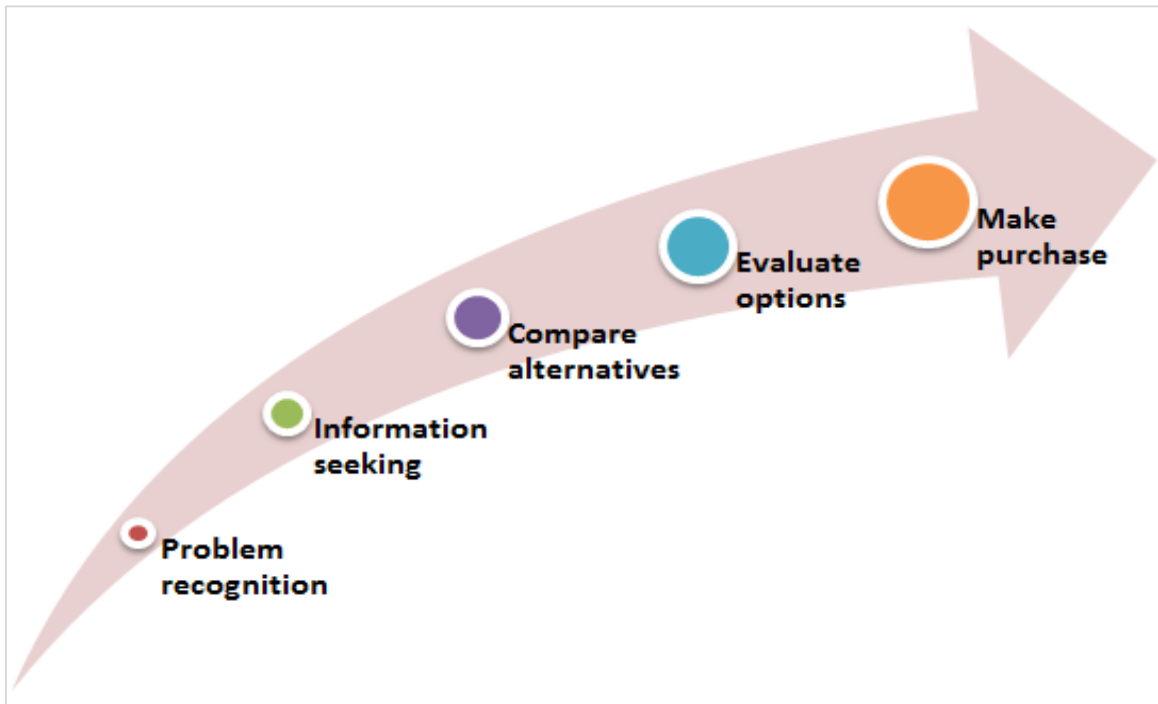
The clustered columns of figure 5.6 show sentiments of consumers towards the product by analyzing patient comments from customer feedback data. The graph shows a high positive sentiment of patients towards the product. However there is a need to understand the reasons for high anticipation and sadness sentiment of patients.

Figure 5.8 : Sentiment Score - II



The Clustered columns figure 5.7 shows interpretation and classification of sentiments of consumers towards the care management product by analyzing patients' comments from Net promoter score study data. The graph shows high positive sentiment of patients around emotions like trust and joy, which shows that patients are happy with services delivered to them and anticipation emotion is high which shows that patients have high expectations from the product. There is a need to understand the patients' expectations in detail and therefore a larger scale NPS study is suggested for better understanding of patients' sentiments and their expectations from the product.

Figure 5.9 : Classical consumer buying journey



If this patient buying journey is studied in terms of classical consumer buying journey, it would have the following steps:

- A classical Consumer buying journey starts when the consumer understands his / her problem and feels that this problem needs to be addressed. Understanding of consumer needs at this stage is of prime concern.
- After the problem has been realized by the consumer, he/she starts to seek information and searches for solutions available to solve the problem. Nowadays search starts at major online platforms like google, yahoo, bing and a number of other search platforms providing suitable solutions to consumers.
- The competition in the market is fierce. Consumers nowadays ensure that they have done enough research and comparison among all the alternatives available as a solution to their problem.
- Consumers evaluate all the options available and proceed to the final buying decision.
- By this time consumers have done their research, evaluated all the alternatives available and decided for the purchase. Research shows that simplification of the purchase process for the consumer leads to better selling.

- Post purchase monitoring and evaluation of consumers is also a very important step in the buying process. It ensures consumer satisfaction and loyalty.

Suggestions for better consumer engagement at each step of buying process

After secondary research on best practices in industry for better consumer engagement and studying the entire process of consumer buying for DayToDay Health Care management product, specific strategic steps were formulated and quick solutions were suggested for implementing the strategies. The suggestions have been presented in a stepwise and chronological manner to be more effective in increasing the consumer engagement throughout the buying journey.

Problem recognition: Realizing the problem

- Focus on content marketing by creating relevant content to highlight the need and benefits of Care management. Reinforce content with facts and testimonials.
- Adapt Omni channel approach to reach patients through articles, blogs and social media like LinkedIn to increase awareness about the product.
- Identify and standardize criteria for identifying potential patients and focus on engaging potential patients for selling the product.

Information seeking: The Search begins

- Approach patients early in the patient journey just after diagnosis and surgery prescription
- Make information about the product very simple and easy to understand for the patients. Care managers can use catalogues and app demos for this purpose.
- Information about the company and product should be made available online through active blogs and up-to-date website.

Compare Alternatives: Competition begins

- Carry out standard competitor market analysis to look out for potential competitors and their service offerings.
- Making strategic partnerships with hospitals, clinics and physicians to grab potential patient markets.

Evaluate Options: The Critical Assessment

- Create standard pitch for patients which highlight the unique selling point of the product.
- Provide more detailed information to patients about the product through multiple visits during hospital stay.
- Ask questions to patients to assess patient needs and expectations from the product. This data can be used for continuous evolution of the product.

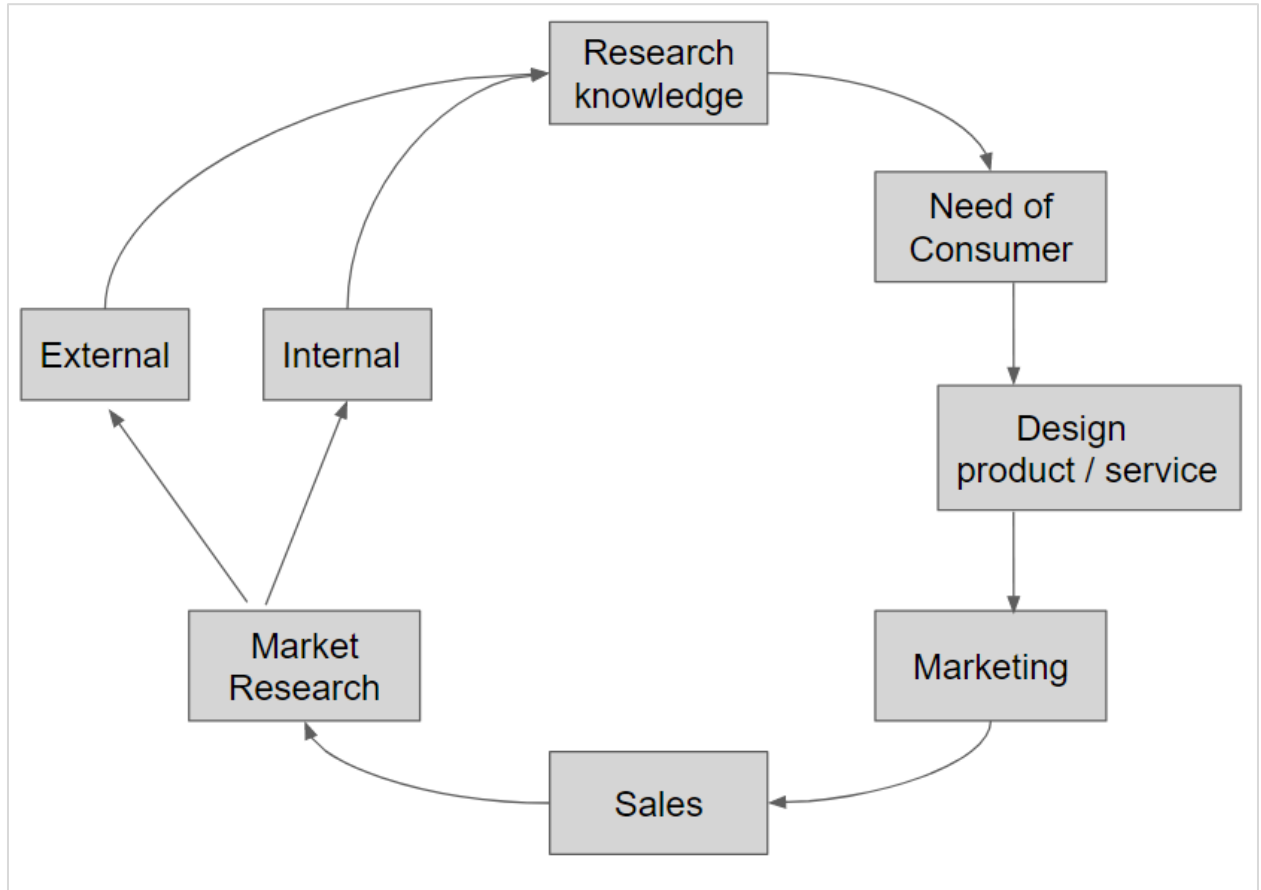
Make Purchase: The End Game

- Maintain constant communication with the patient and caregiver throughout hospital stay through care managers.
- Create a standard and simple process of purchase for the patients.
- Create customized content for the patient like surgery specific or any patient need specific to increase patient engagement.

During the post purchase stage, maintain constant contact with patients through CM, calls and application to ensure consumer satisfaction and loyalty.

Way forward in Consumer Research

Figure 5.10 : Framework for Consumer Research



The framework in figure 5.10 is suggested to maintain the knowledge of the organization about the market and consumer needs and expectations. It will focus towards external market research to understand the markets served and forces which control the market. It will also include internal research about the organization's strengths and weaknesses and cross functional teams for diverse ideas to sell better to consumers. This research will also focus on the best practices of care management being followed in the healthcare industry. This framework will contribute towards continuous evolution of the care management product as well as DayToDay Health as an acute care management organization.

Chapter-VI

Conclusion

The study of consumer behavior is vital for any organization to improve the strategies to provide the best services to consumers and enhance their satisfaction. Every organization needs to be well informed about its consumer needs and expectations as well as the consumers' reactions regarding their products and services.

The Empirical study shows that DayToDay Health consumers are little interested when they are explained about care management product and tend to refuse to buy it. Same reaction is there from the target age group of consumers. Hence, actions are needed to improve patients' interest and engagement at the very first interaction.

The reasons for the refusal to buy the product like patient is not interested, difficult to understand the package, a family member is a doctor, and not affordable are the major reasons causing approximately 80% of the refusal. Strategies should be made to deal with each of these reasons like generating patients' interest by helping him/her realize the need of it, simple to understand explanation of the product and accompanying services to make the concept clear in patients mind. These 20% of reasons which are causing 80% of the refusals, if dealt properly can increase significant volumes of product purchase.

The aspects of the product appreciated by the patients include satisfaction with overall services, easy communication, helpful staff, and post-surgery guidance. Measures can be taken for further improvement of these aspects of the product to increase patient satisfaction. The suggestions regarding the product and services by patients which includes the improvement of mobile application, arrangement of homecare nursing services, and multiple language compatibility and others can be taken into consideration for continuous improvement in the product and services and contribute towards increasing the product market fit.

The sentiment analysis of patient feedback and NPS data shows a lot of positive sentiment in consumers mind regarding the product and the organization. But as study was limited to Bengaluru hospitals patients and the diversity and complexity of consumer

behavior necessitates a larger scale study to understand the consumers' sentiment in more detailed and precise way.

The study also provides a detailed understanding of the consumer buying process for DayToDay Health care management product and suggestions to increase the consumer engagement at each step. Increasing the consumer engagement in the buying process and increasing consumer involvement by providing him/her specific information and continuous support shall ensure better selling to consumers as well as facilitate capturing critical information about consumer reaction, needs and expectations from the product which will contribute towards continuous evolution of the product.

The study also suggests a consumer research framework to maintain the knowledge of the organization about the markets it serves and its consumers. This framework will help in knowledge discovery and management in the organization for future use.

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