Measuring Outcomes of Special Packages and Online Listing as a Marketing Activity in Multi-Specialty Hospital

By

Shreya Bhatia

Dissertation submitted in partial fulfillment of the requirements of the degree

MBA Hospital and Health Management

Academic year, 2018-2020

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled

"Measuring outcomes of Special packages and online listing as a marketing activity in a multi-specialty hospital"

Submitted by **Dr. Shreya Bhatia**

Enrollment No. **IIHMR- U/01/2018 -20/0828**

Under the supervision of **Dr. Sandesh Kumar Sharma**

for award of MBA in Hospital and Health Management carried out during the period from February **10^{th} 2020 to 31^{st} April 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.

Signature

ACKNOWLEDGEMENTS

I would like to take this opportunity to express my deep gratitude to my mentor Mr **Rahul Mathur (Deputy Manager- Branding**) and **Mr Balwindar Walia (Head Sales and Marketing**) for giving their valuable time and share their knowledge and expertise. It was their guidance and wisdom that helped me throughout to understand the organization's functioning and helped me to be able to complete my project. They also taught me a lot about their department. They are very humble and it was a pleasure working with them.

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Regards,

Dr Shreya Bhatia

TABLE OF CONTENTS

LIST OF FIGURES

List of Tables

LIST OF SYMBOLS AND ABBREVIATIONS

ROI: Return on investment

CAC: Customer accusation cost

CLTV: Customer life time value

COVID-19: Corona virus Disease

FY 19-20: Financial year 2019-2020

OPD: Out Patient Department

IPD: In Patient Department

OP Pharmacy: Outpatient Pharmacy

Q1: Quarter 1

Q2: Quarter 2

Q3: Quarter 3

Q4: Quarter 4

USP: Unique Selling Point

Ads: Advertisements

App: Application

FB: Facebook

CME: Continuous medical education program

No.: Number

Jan: January

Feb: February

Mar: March

ER: Emergency room

Chapter 1: INTRODUCTION

Patients have more options than ever before. With so much information available online, Patients are no longer compile to visit a family Doctor or a hospital nearby. Thus an organizations end goal is to reach new patients and retaining the current patient pool, in order to generate to the revenue of the organization. Healthcare marketing uses marketing strategies such ad advertising, branding and sending out communication to improve health by interacting with the mass, building trust, displaying the know of medical care to acquire new patients and create long lasting relationships. Marketing activities send out commination for products and services through media channels like electronic (television, radio), print, and online platforms. Campaigns are not solely reliant on advertising and can include demonstrations, video conferencing, and other interactive techniques.

Marketing activities are planned to identify ways to target set of people who are looking for the marketed products and services with multiple marketing channels. An effective activity has an engaging, shareable, campaign concept that utilizes both online and offline marketing communications tools and digital media channels

- A branding campaign to build brand awareness, favorability, and familiarity
- Launching a new product
- Distributing a new content asset as part of a content marketing lead generation initiative
- Increasing sales of a current established product
- Promotional campaigns to increase sales by offering a seasonal discount

For a multispecialty hospital marketing campaigns revolve around a specialty or a disease to promote a particular treatment modality or a department end objective of these campaigns are increase patient consultations to the hospital and also to be able to reach a maximum possible people to so that they can have a brand recall.

Rationale

Measuring effectiveness of campaigns is useful for the businesses to determine profitability of expenditure. It gives a numeric estimate for measuring success over time and taking the intuition out of making future business decisions.

Aim

To measure the effectiveness of marketing activities like Practo and special packages in monetary terms and number of people reached.

Objective

- To measure
    - ➢ Revenue generated vis-à-vis the expenditure
    - ➢ Reach of marketing activities

of marketing activities like Practo and special packages

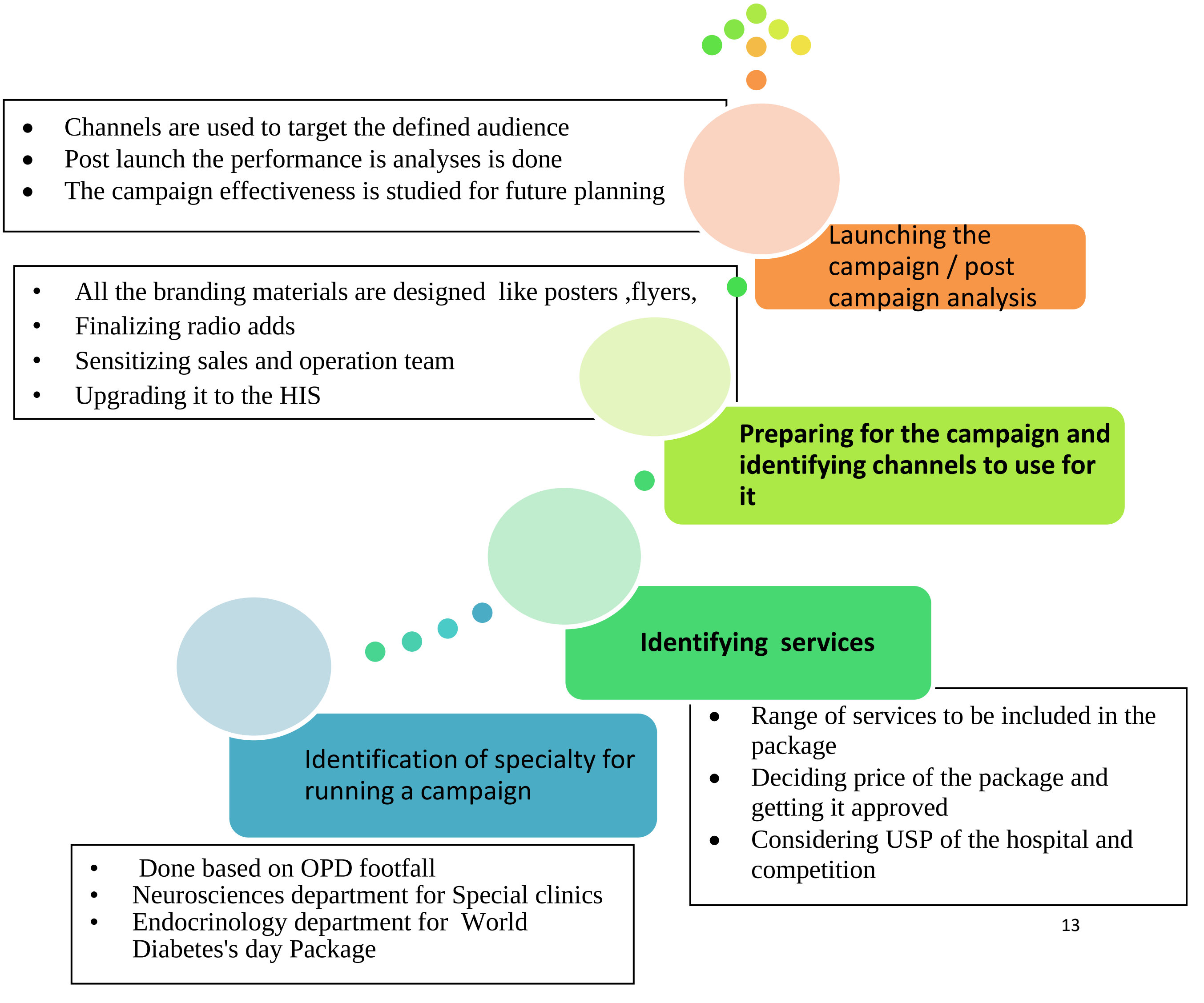
- To map buyers' journey from home till in patient department and identifying touch points

To measure effectiveness of marketing activities 6 parameters are considered. Namely return on investment, number of people reached through all marketing channels, Patient acquisition cost, Life time value and buyers' journey.

In the current study 3 Marketing activities were identified to study their effectiveness one of them was a World diabetic day campaign sold as an assortment of diagnostic services sold at a cost of 999 rupees, the second activity was a special clinic launched for epilepsy and headache. The third activity was listing on an online platform called Practo.

The planning of all marketing activities is in a scientific way with predefined objectives, the figure below explains how the activities studied are planned in a study setting (Figure 1.1). An online platform like Practo connects potential healthcare seeking individuals with healthcare services delivering organizations they essentially charge an organization for the leads that they generate on their platform. Figure 1.2 shows how such platforms generate leads for the organization and Figure 1.3 shows patients flowchart on Practo platform.

Figure 1.1 Planning of new marketing activity



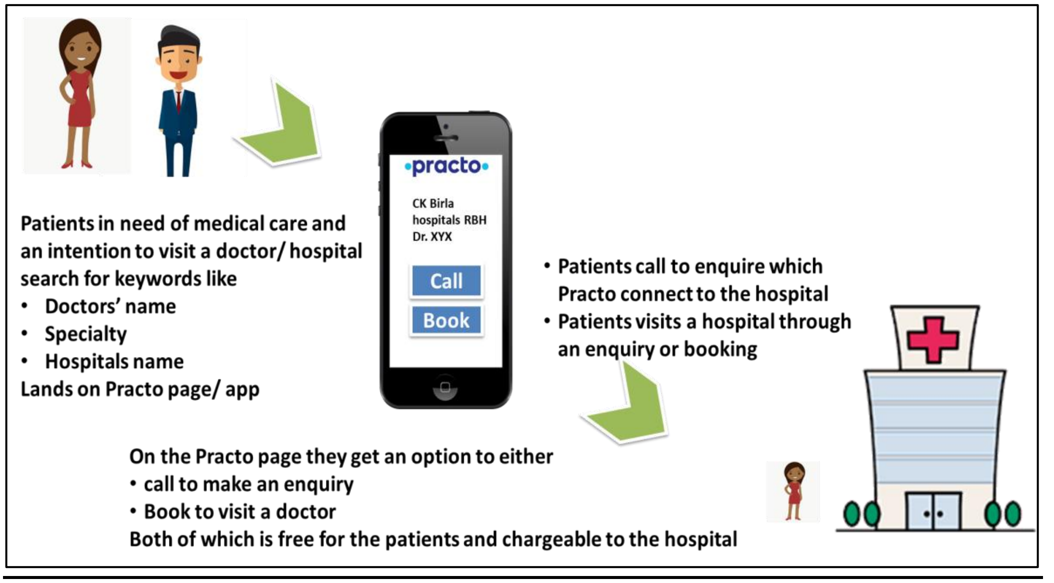
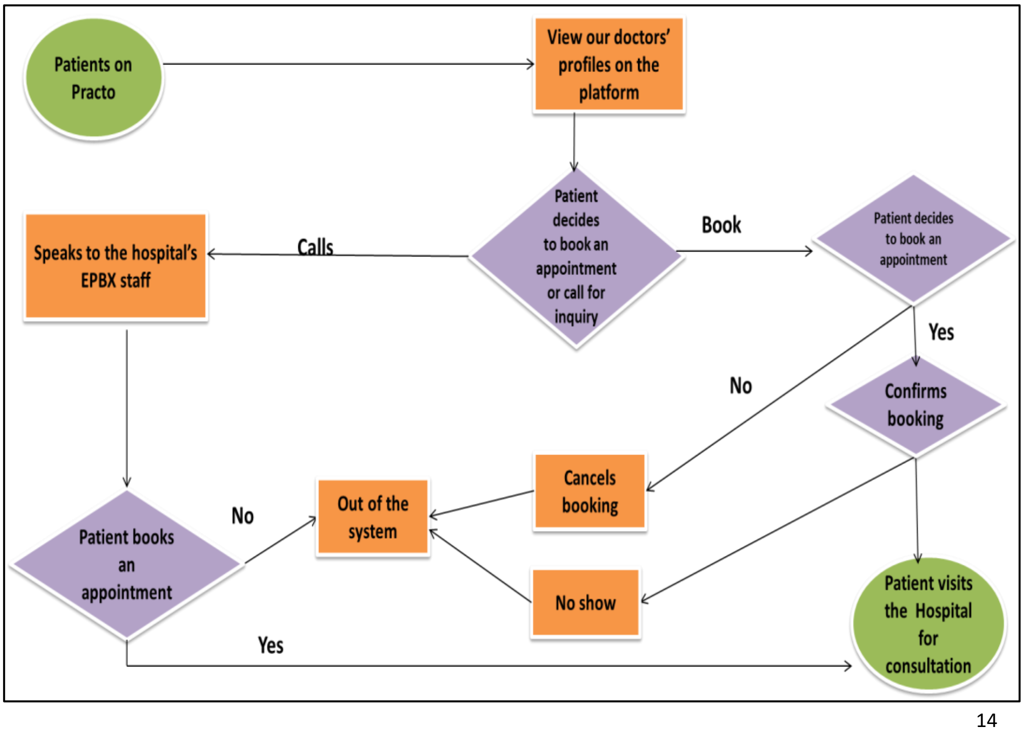


Figure 1.2 leads generated on Practo

Figure 1.3 Flowchart of patients on Practo



Chapter 2: LITERATURE REVIEW

Jonathan (1) says that ROI refers to the money is earned after making an investment in something. An organization needs to understand how ROI works, for better business to insure return on the investment made. Many organizations work on a nonscientific way when it comes to their marketing plans, which runs on intuition and experience. Though it works in their favor at times but usually the organization runs out of money because they didn't consider ROI. That's why there is a need understand ROI. When an investment is made in business, there is a need to track that investment and know how much revenue it helped generating. Otherwise, there might be continuous investment into a marketing strategy or advertising opportunity which will not generate expected revenue. Not only it tracks the spending, but it also helps you identify potentially lucrative opportunities.

Janmes (2) ROI directly estimates the of return on a particular investment, also a comparative value to the investment's cost. To measure ROI, the revenue from the investment is divided by the value of the investment made. The result is expressed as a percentage or a ratio.

The return on investment formula ROI= Current Value of Investment−Cost of Investment/ Cost of Investment. "Current Value of Investment" refers to the proceeds obtained from the sale of the investment of interest. Because ROI is represented in percentage, it can be easily compared with return from other investments, estimating a variety of types of investments against each another. Janmes (2) pointed out the limitations of the concept of ROI as ROI can be used in conjunction with Rate of Return, which doesn't take into account the time. Net Present Value (NPV) is another parameter that can be used to account for differences in the value of money over time, due to inflation. The application of NPV when calculating the rate of return is often called the Real Rate of Return. Thus more parameter are observed to measure effectiveness

Allie (3) said that over the recent years, the expense of obtaining new clients has expanded by over half. Promoting is getting progressively costly; clients are getting less dependable of brand. Decreasing the expenses of client obtaining and demonstrating the ROI of showcasing endeavors are two of the most ordinarily refereed to advertising needs among organizations. As consumers move through the funnel to become buyers, they Gain awareness about the brand. Lead generation typically happens at the top of the funnel, lead acquisition happens in the middle, and lead conversion happens at the bottom. And customer acquisition typically refers to the funnel as a whole.

Chase (4) suggested that Customer acquisition cost can be calculated by simply dividing all the costs spent on acquiring more customers (marketing expenses) by the number of customers acquired in the period the money was spent. He also mentioned that estimating the CAC for marketing mix is what most marketers should estimate. By estimating the channel with lowest CAC, marketing spend can be allocated wisely.

Allie (3) suggested that the cost of acquiring a new customer shouldn’t be used in isolation, to know how much value a retained customer provides the business is also essential. Both of these are important metrics to calculate and compare when reviewing marketing and sales efforts. Thus there is a need to calculate Life time value.

Clint (5) said that estimating CLTV in relation to cost of customer acquisition (CAC), organizations can estimate the time to re-earn the investment required to earn a new customer by the cost of sales and marketing. CLTV implies the revenue they can expect from one customer to generate over the course of the business relationship. The longer a customer continues come back to avail services or purchase products, the greater their lifetime value becomes. To calculate CLTV estimate the average purchase value: Calculate this number by dividing the company's total revenue in a time period (usually one year) by the number of purchases over the course of that same time period. Calculate average purchase frequency rate: Calculate this number by dividing the number of purchases by the number of unique customers who made purchases during that time period. Calculate customer value: Calculate this number by multiplying the average purchase value by the average purchase frequency rate. Calculate average customer lifespan: Calculate this number by averaging the number of years a customer continues purchasing from the company. Calculate CLTV: multiply customer value by the average customer lifespan. This will give the revenue that can reasonably expect an average customer to generate for the company over the course of their relationship.

Allie (4) said that “Customer acquisition is the lifeblood of a company”. The essence to growth lies not with marketing but with customer service team, and customers themselves.

Organizations to grow have to put their customers in the spotlight, for both acquisition and retention. Having a good acquisition strategy reduces the customer acquisition cost and increase customer lifetime value. Customer acquisition is to acquiring the right customers that stays in the organization for long. Customer acquisition is not a one-way funnel instead it is customer acquisition and retention methods as a flywheel: Aim should be to bring new customers, but also keep them once they came. To have a good CAC and CLTV there is a need to understand the buyers' journey.

Lauren(6) said that buyer's journey is the process buyers go through to become aware of, consider and evaluate, and decide to purchase a new product or service. The journey consists of a three-step process: Awareness Stage: The buyer is aware that they have a problem and accepts that they need to solve it. Consideration Stage: The buyer defines their problem and look for ways to resolve it. Decision Stage: The buyer opts for a solution. Post purchase if the buyer is satisfied with the solution they will also recommend it to other buyers with a similar problem.

David (7) said marketing communication should aim for is to reach consumers at the time they can impact on their decision making process the most. Marketing strategy should be hit at these touch points, where consumers are open to be influenced. Touch points have been referred through the metaphor of a "funnel"—starting with potential brands in mind (the wide end of the funnel), through marketing activities they are then targeted at them as they reduce the number of and progress through the funnel, and at the end there is one brand they made a purchase decision. This is a replacement for consumer purchase journey. The decision-making process is a circular, with four primary phases representing potential battlegrounds where brands can stay or exit the initial consideration phase; constant elimination, or planning of researching potential brands for purchases; on purchase by consumers for brands; and post purchase, when consumers experience them. Thus getting a customer is not a correct representation of a marketing activities it should also focus on cost of acquiring a new customer and life time value that customer is going to generate and people reached in that process. Also a ratio of acquisition to life time value should be kept in mind while planning any new marketing activity with the buyers' journey in mind to be able to target on the touch points to influence a buyers' purchase decision.

Chapter 3: METHODOLOGY

Research question

What is the effectiveness of recent marketing activities and initiatives?

Research design

Quantitative research

Study setting in a 200+ multispecialty hospital in Jaipur

Study population

Patient coming in the hospital premises to avail services

Study Tools:

Parameters to measure outcomes of marketing activities were

- Return on investment
- Number of patient reached
- Number of footfall increased
- Patient life time value
- Patient acquisition cost
- Buyers ‘journey and identify the touch points

Sample size calculation

384 sample size for a population of 30,000 people

Sampling methods

Random sampling to calculate life time value of patients

Convince sampling to understand buyers' journey

Data Collection

Secondary data for measuring return on investment, number of patient reached, number of consultations increased, patient acquisition cost, and patient life time value

Questionnaire for studying Buyer's Behavior

Operational definitions

Return on investment: Revenue — Investment / Investment

Return on investment is a ratio between net profit and cost of investment. A high ROI means the investment's gains compare favorably to its cost. As a performance measure, ROI is used to evaluate the efficiency of an investment or to compare the efficiencies of several different investments.

Number of patient reached: Impressions: Investment

It is a ratio of people reached through a marketing activity to the money invested in such activity.

Number of consultations increased: Number of Consultations increased: Investment

It is the absolute increase in consultations from the previous year to the investment of activities done to increase them.

Patient acquisition cost: Sales and marketing cost / Number of new customers increased

Cost to acquire new patients in a financial year or a quarter, it is the ratio of all sales and marketing cost to new patients registered in a given time frame for an organization.

Patient life time value: Customer value * Average Customer life span

It is an estimate of the average revenue that a customer will generate throughout their lifespan as a customer. This 'worth' of a customer can help determine many economic decisions for a company including marketing budget, resources, profitability and forecasting.

Buyers' journey: Measured on the following parameters

- Awareness of the disease: Acceptance of illness
- Consideration of available options: seeking for healthcare services options
- Intention to buy:
- Purchase decision : availing healthcare services
- Post Purchase recommendation: satisfaction with service delivery

Impressions:

Number of people who read or heard a marketing communication, it is not an absolute measure thus if one person comes in contact with marketing communication twice it will create two impressions

Return on investment:

Revenue — Investment / Investment

To calculate revenue all the revenue streams were explored which being OPD IPD and OP Pharmacy revenues. All the patients who bought these packages or services were identified and their internal movement within the organization was mapped from the billing dump of these patients.

Activity	Packages Sold	OPD	IPD	OP Pharmacy	Total
World diabetes day campaign					
Special clinics - epilepsy					
Special clinics - headache					
Practo					

Table 3.1 Revenue calculation format

To calculate investment the investment was divided into 2 categories being direct and indirect investment. All direct expense for the activity like print materials, radio ads cost and event cost was added and the variable cost like agencies cost for digital content and designing creative was added on an averaging estimate basis. For Practo the investment was per lead generated thus the investment was a multiple of the no of leads generated to cost per lead. The investment for Practo was identified on a monthly basis.

Activity	Flyers	Standee	Poster	Radio	CME	Total
World diabetes day campaign						
Special clinics - headache and epilepsy						

Table 3.2 Fixed investment format

Activity	Designing cost	Digital Agency cost	Total
World diabetes day campaign			
Special clinics - headache and epilepsy			

Table 3.3 Variable investment format

Number of patient reached:

To calculate number of people reached the formula used was

Impressions: Investment

Invest was considered to be same as counted for calculating ROI and for impressions all the communications channels like print electronic social and events were considered. To calculate impressions for print ads like pamphlets and newspaper ads it was assumed that for every pamphlet in the newspaper will be read by 4 people as per industry standards and every pamphlet that were distributed was considered to be read by person. To calculate impressions by Electronic media an estimate of listeners was taken from the radio channels and the radio channel used to send communication for the activity was mapped with the listenership. For calculating impressions from the events the number of doctors attending the event was calculated. For Practo number of people visiting any of the Practo listing was added up to see impressions on Practo page.

Number of consultations increased:

The formula used to measure this was

No of Consultations increased: Investment

To calculate number of consultation increased comparative consultation trend was mapped between the year of activity and the previous year and delta which is the increase from last time was calculated which was then valued against the investment for the activity. This is done to calculate overall increase in consultations on introducing a marketing activity.

Patient life time value:

Formula used to calculate life time value was

Customer value * Average Customer life span

Here, a customer's lifespan was assumed to be 10 years. To calculate customer value a sample size of 384 randomly selected patients were taken who came to the hospital in 2017; they were then traced till 2020 February. From which average OPD visits were calculated along with the revenue the organization has gained from that patient. This was then projected 10 year's value. This gave us the average number of OPD and IPD visits that this cohort of patient made and an average ticket size was associated with all the OPD and IPD activities. This is termed as customer value.

Patient acquisition cost:

Formula used to calculate life time value was

Sales and marketing cost / Number of new customers increased

This was calculated for FY 19-20 and all Quarters Q1- Q4 by seeing the sales and marketing expense from the income stamen and identifying new registered patients from hospitals record.

Buyers’ journey:

To understand the buyer’s journey a questionnaire was prepared (Appendix 9.1). The buyers’ journey has 5 key elements **Awareness of the disease, Consideration of available options, Intention to buy, Purchase decision, Recommendation.** (Figure 6.1) This questionnaire was circulated to 50 people and their response was studied to identify key elements that patients think of before coming to the hospital to identify the touch points for the marketing communications.

Chapter 4: RESULTS

This chapter talks about the analysis that came out for the above discussed parameters

4.1 Return on investment:

ROI for digital listing on Practo was highest with an investment of 143250 and revenue of 359721, this revenue is including of all OPD and IPD activities. However the ROI of Special clinic was low at 0.1 major contributing factor was the OPD shut down due to COVID-19

Activities	Revenue	Investment	ROI
World diabetes day campaign	581061	143622	3.0
Special clinics - headache and epilepsy	283944	267398	0.1
Practo	3597921	143250	**24.1**

Table 4.1 ROI of all activities

4.2 Number of patient reached:

The number of people reached through any form of media was highest in the word Diabetic campaigns where 16 people were reached for every 1 rupee spend and overall the electronic media which includes radio ads mainly had good number of people reached as compared to other medias used for reaching people. In general the people reached through social media should be high as compared to other media but here it is low due to untapped area from the organization's point of view which can be future seen in Figure 4.1 where the impressions for Instagram were lower than the other social media platforms like Twitter and LinkedIn which is in a reverse manner in other organizations

Activity	World Diabetes day Campaign		
MEDIA	Impression	Investment	Ratio
Print	200,000	143622	1.4:1
Electronic	3,46,000	26441	131
Social Media	16589	55000	3:10
Total	36,76,589	2,25,063	**16:1**

Table 4.2 People reached through Diabetes day campaign

Activity	Special clinics		
MEDIA	Impression	Investment	Ratio
Electronic	1,23,000	3867	31:1
Social Media	3457	81400	4:100
Events	60	427798	1:10000
Total	12,33,517	51,3065	2.5:1

Table 4.3 People reached through Special Clinic

Month/ Parameter	JAN	FEB	MAR	TOTAL
Impressions	15756	34489	24310	74555
Investment	23000	69000	51250	143250
Ratio	**6:10**	**5:10**	**5:10**	**5:10**

Table 4.4 People reached through Practo Listing

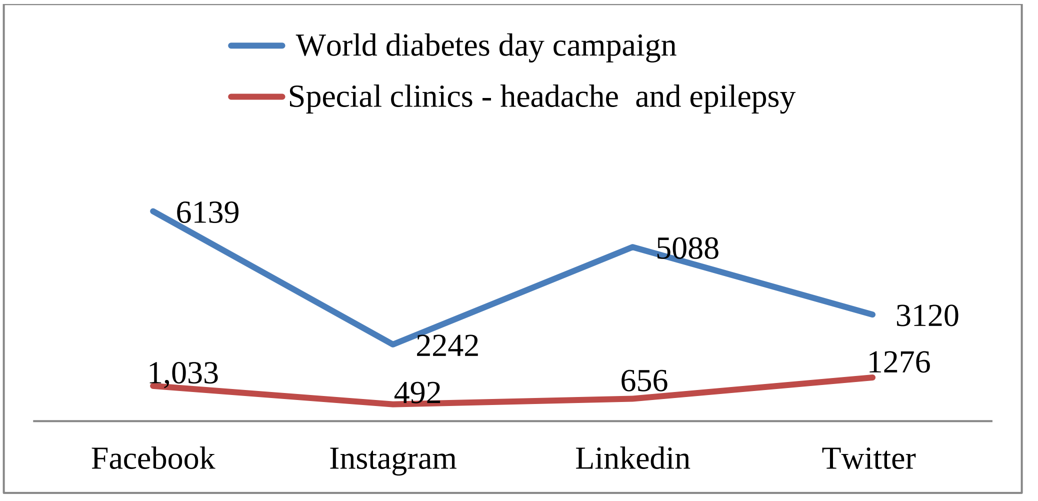


Figure 4.1 Social Media app wise trend

4.3 Number of consultations increased:

On seeing the overall consultations trends of the previous year of the activity to the year of activity highest increase was seen in the Endocrinology specialty with an increase of 55% followed by an overall increase of 22% in OPD consultations and maintained the consultations in Neurology department even after shifting of the top doctor in the same specialty. Whereas on comparison of increase with the investment for increasing the consultations by 1 the investment associated with it was 1429 for the diabetes day campaign.

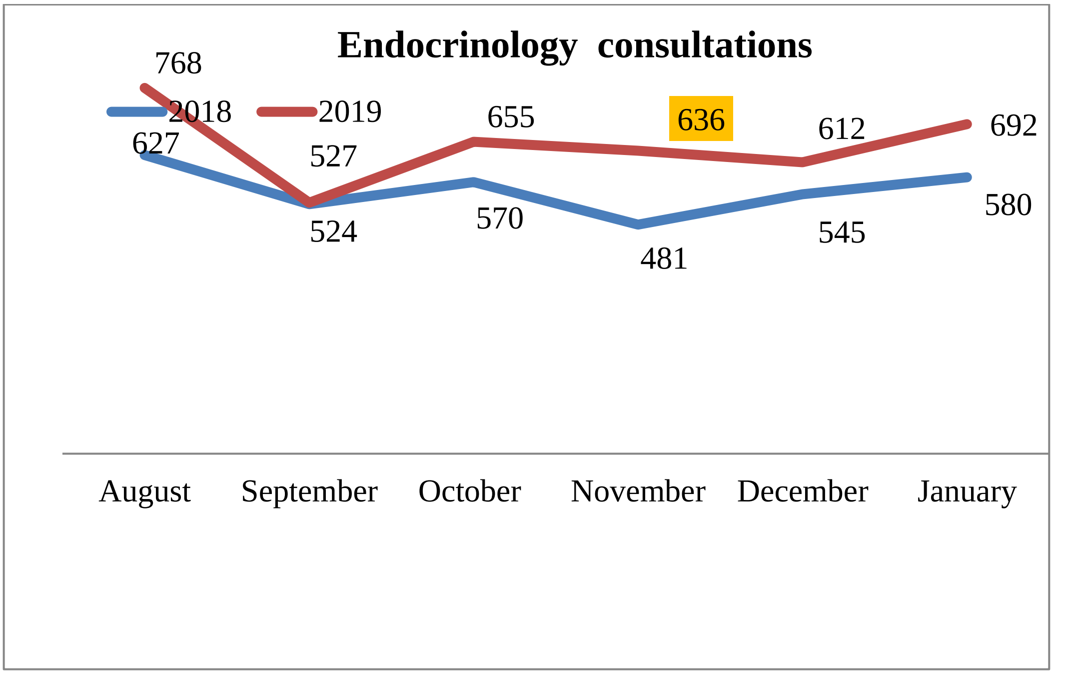


Figure 4.2 Endocrinology consultations comparison 2018 - 2019

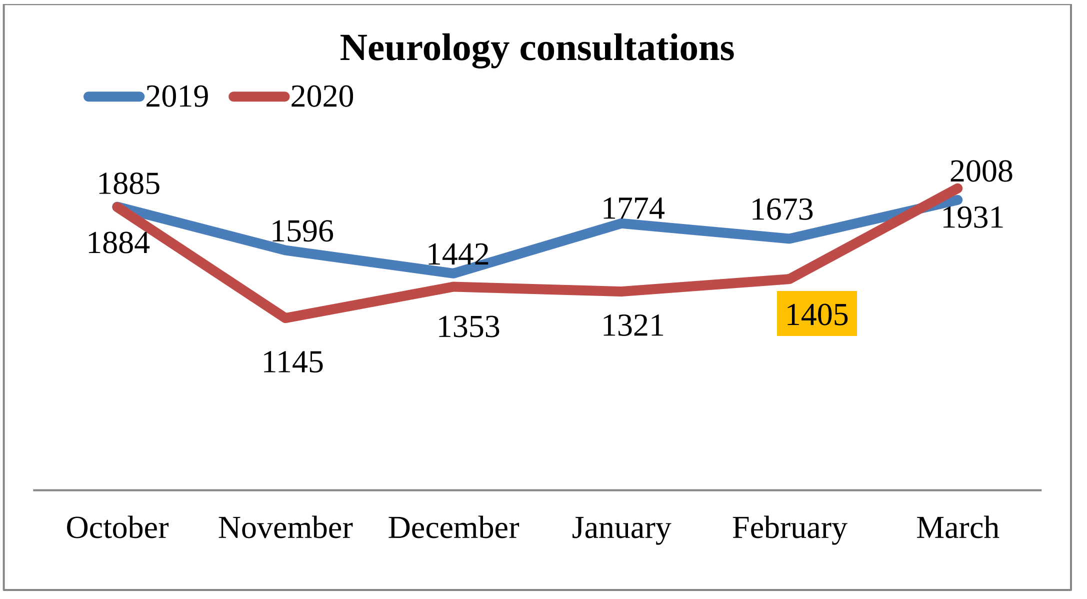


Figure 4.3 Neurology Consultations comparison 2019 – 2020

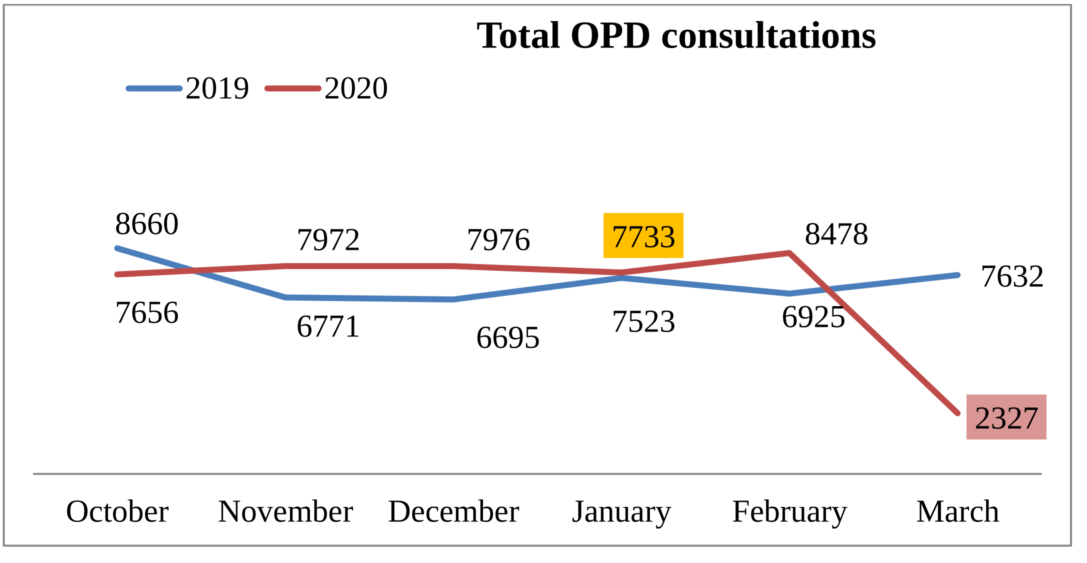


Figure 4.4 Overall OPD Consultations comparison 2019 – 2020

Specialty	**No of patients increased : Investment**
Endocrinology	1:1429
Neurology	1:500
Overall OPD	1:588

Table 4.5 Ratio of patient increased to investment

4.4 Patient life time value:

The life time value of a patient coming to OPD is 16586 rupees, when life year for one patient is considered to be 10 years. Average ticket size per patient per OPD visit is 1998 rupees with 8.1 visits in their lifetime.

The life time value of a patient coming to IPD is 146553 rupees, when life year for one patient is considered to be 10 years. Average ticket size per patient per IPD admission is 43346 is rupees with 3.6 admissions in their lifetime.

	OPD	IPD
Average purchase value	1998	43346
Average purchase frequency rate	8.1	3.6
Average customer lifespan	10	10
Customer Life time value	**16586**	**146553**

Table 4.6 Life time Value

4.5 Patient acquisition cost:

Cost of acquiring a patient in FY 19-20 on an average was 297 rupees per patient highest being in Q4 and least being in Q3.

	Marketing and sales cost	New patients Registered	Acquisition cost
Q1	6672000	21561	309
Q2	9005000	25255	357
Q3	7763000	36900	210
Q4	7107000	19299	368
FY 19 - 20	**30547000**	**103015**	**297**

Table 4.7 Patient acquisition cost

4.6 Buyers' journey:

From the questionnaire the following observations were made

Awareness of the disease

Factors that patients consider when they are self-aware of their condition

Decision to visit a doctor:

- When symptoms do not subside post self-medication
- Onset of symptoms
- On recommendation of Friends and family

80% people read about symptoms before coming to the hospital from Google newspaper articles and blogs

Consideration of available options

The factors that people consider before making a healthcare purchase are

Factors considered before going to a hospital:

- Doctor’s expertise
- Distance from home
- Brand/ reputation
- Online feedback
- Word of mouth

Intention to buy

Factors patients consider before buying healthcare services

Reliable source of information to know about the hospital:

- Recommendation of Friends and family
- Reference from Doctors
- Google/ Practo

Purchase decision

Factors that triggers healthcare purchases are

Factors considered before getting admitted:

- Doctors expertise
- Benefit from the treatment
- Recommendation of Friends and Family
    - Availability of insurance

Qualities that patients look for:

- Experience and friendly staff
- Quick services
- Clean environment
- Cost v/s benefit of treatment

Post purchase recommendation

Factors that will encourage patients to recommend healthcare services to other seekers

Factors on which a hospital is recommend:

- Trust
- Doctor’s experience
- Good services
- Value for money

Factors on which a hospital is not recommended:

- Expensive treatment
- Unfriendly staff
- Non advanced treatment
- Hospital environment

Chapter5:DISCUSSION

From the study in discussion it can be seen that ROI shouldn't be an absolute indicator of effectiveness of a marketing activities through the bottom line of all marketing activity is to generated numbers by increasing footfalls and consultations and revenue by increasing IPD conversations.

There is another objective of such activities which is the brand building and brand recall which can essentially be seen by the person reached through these activities. When a marketing activity is planned for a specific service the whole specialty is being communicated to the audience thus comparing the consultations trends for the specialty should be studied.

Limitation of the study:

The study was executed in best the possible manner still there were few limitations like calculating impressions for poster and standees that were part of sales activities to promote special clinic and diabetes day campaign in referral doctors' clinics and outreach OPDs also there were few more print adds like pamphlets which were calculated on the distribution basis thus impression from them is an estimate based value and not a calculated value. There are agencies who are appointed to do umbrella work for the organization like for designing print formats and social media agencies that are on a yearly contractual basis, thus their absolute contribution towards the specific activities cannot be measured thus it also works on an estimate.

The sample size for measuring Buyer's journey was a small number of 50 people and is not sufficient enough to generalize the findings to patient population as a whole; the sample size was altered from 384 people to 50 due to shut down of OPD due to COVID-19.

Chapter6 :CONCLUSION

There was a good ROI seen for world diabetics Campaign which gave a return of 3 times of the investment (Table 4.1). A ROI of 20% is considered a decent return for an activity with low operational cost. As hospitals run on a high operational cost an ROI of 50% means operating at a break even cost. Though the ROI of this activity was high the essential impact on the number of consultations was reasonably low there was a decreasing trend in the consultations in Endocrinology specialty for the month of November in previous year (Figure 4.2) this fall could be mitigated by sending a strong message from a month prior because the purchase decision to visit a doctor starts from 10 days prior to the visit and by then there would have been few more touch points with the target patients. This also impacted on the cost of increasing one patient which to inflated to cost of rupees 1429 per patient (Table 4.4). Due to strong radio campaigns for every 1 rupee spent 130 people were reached (Table 4.2). As the digital platform for the organization is not very strong the people reached for every 10 rupee was 3 (Table 4.2) which can be lot higher for a little additional investment in paid promotions and SEO and SME plans. Overall the impressions on Instagram were lower than Twitter and LinkedIn (Figure 4.1) which is not a usual case, thus there is a need to strengthen the Instagram page and increasing focused followers.

There was a low ROI seen for special clinics which gave a return of 10% of the investment (Table 4.1). A minimum ROI of 50% is aspired to run at a break-even point. Though the ROI of this activity was low the consultations were at par with previous year’s trend (Figure 4.2), a star doctor who contributed more than 50% of all consultations in the same specialty left the organization thus maintain previous year’s consultation is an effective use of marketing resources. This also impacted on the cost of increasing one patient which was a cost of rupees 500 per patient (Table 4.4). There was extensive radio ads played for the launch of this clinic which reached 318 patients per rupee spent (Table 4.2). As the digital platform for the organization is not very strong the people reached for every 100 rupee was 4 (Table 4.2) which can be lot higher for a little additional investment in paid promotions and SEO and SME plans. Overall the impressions on Instagram were lower than Twitter and LinkedIn (Figure 4.1) which is not a usual case, thus there is a need to strengthen the Instagram page and increasing focused followers. As special clinics can be greatly benefited from good relationships from doctors who are outside the system and can refer special patients to these clinics having an event which such doctor can impact the numbers for the clinic. Though cost to reach one doctor was 10000 per doctor but potential from such activity is also high. Since the clinics were launched in end of February the marketing efforts couldn't be converted into patients due to COVID lockdown, thus there should be a re-launch of this clinic to get desired footfall.

The ROI from Practo listing is as high as 24 times (Table 4.1) which is a high return of investment as Practo charges per lead this ROI can be further increased by reducing the investment made per lead. Since 3 months of listing on an average 5 people are reached at an expense of 10 rupees (Table 4.3). Also there has been good increase OPD consultation from last year except in case of March 2020 which was due to lockdown (Figure 4.4). Patients visiting on Practo platform already have an intention to buy thus conversions from this platform should be high.

Accusation cost for FY 19-20 was 297 rupees (Table 4.6) which is much smaller than a patient's life time value (Table 4.5)

Figure 6.1Buyers journey

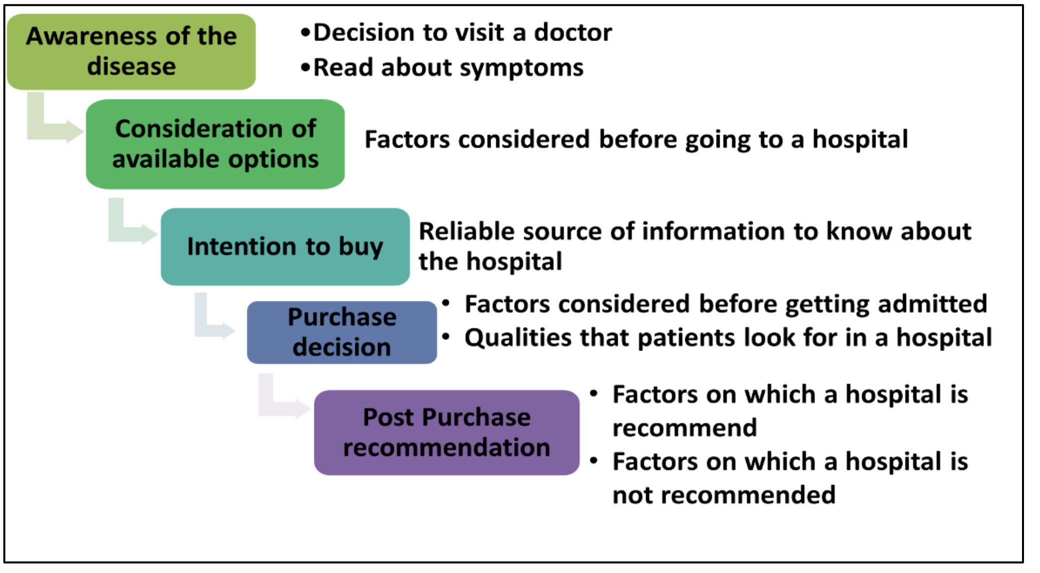
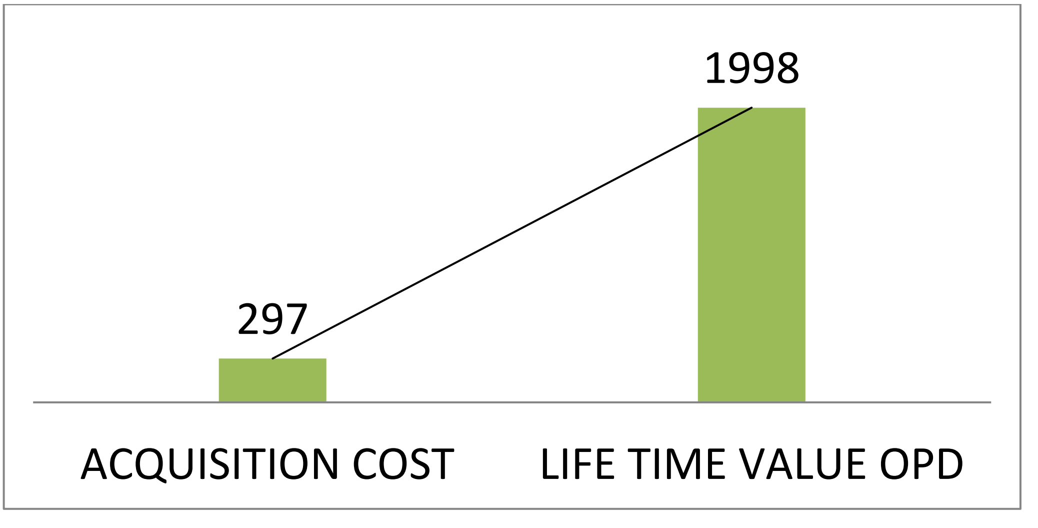


Figure 6.2 Life time value v/s Acquisition cost



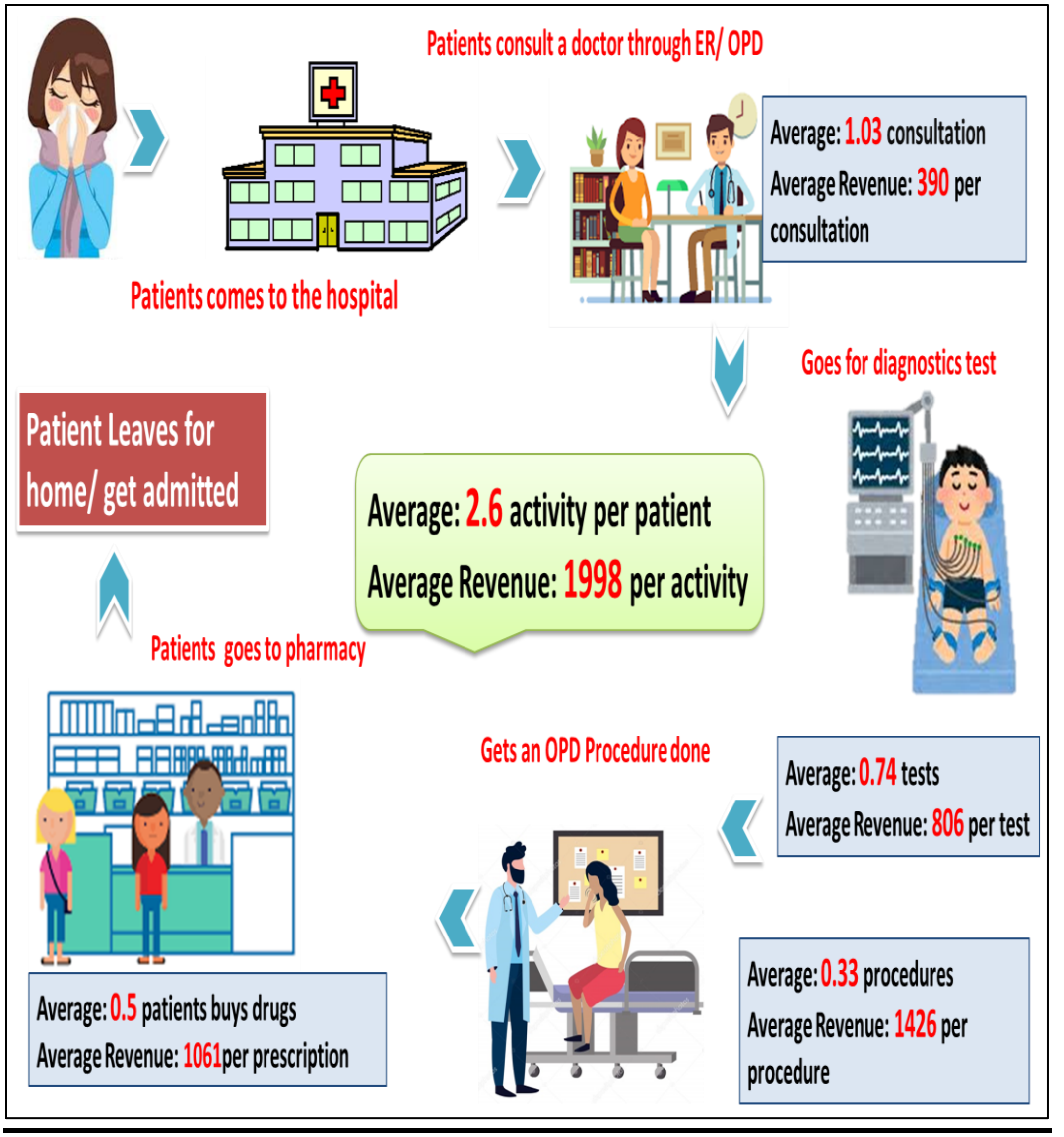


Figure 6.3 Patient activity and revenue in OPD

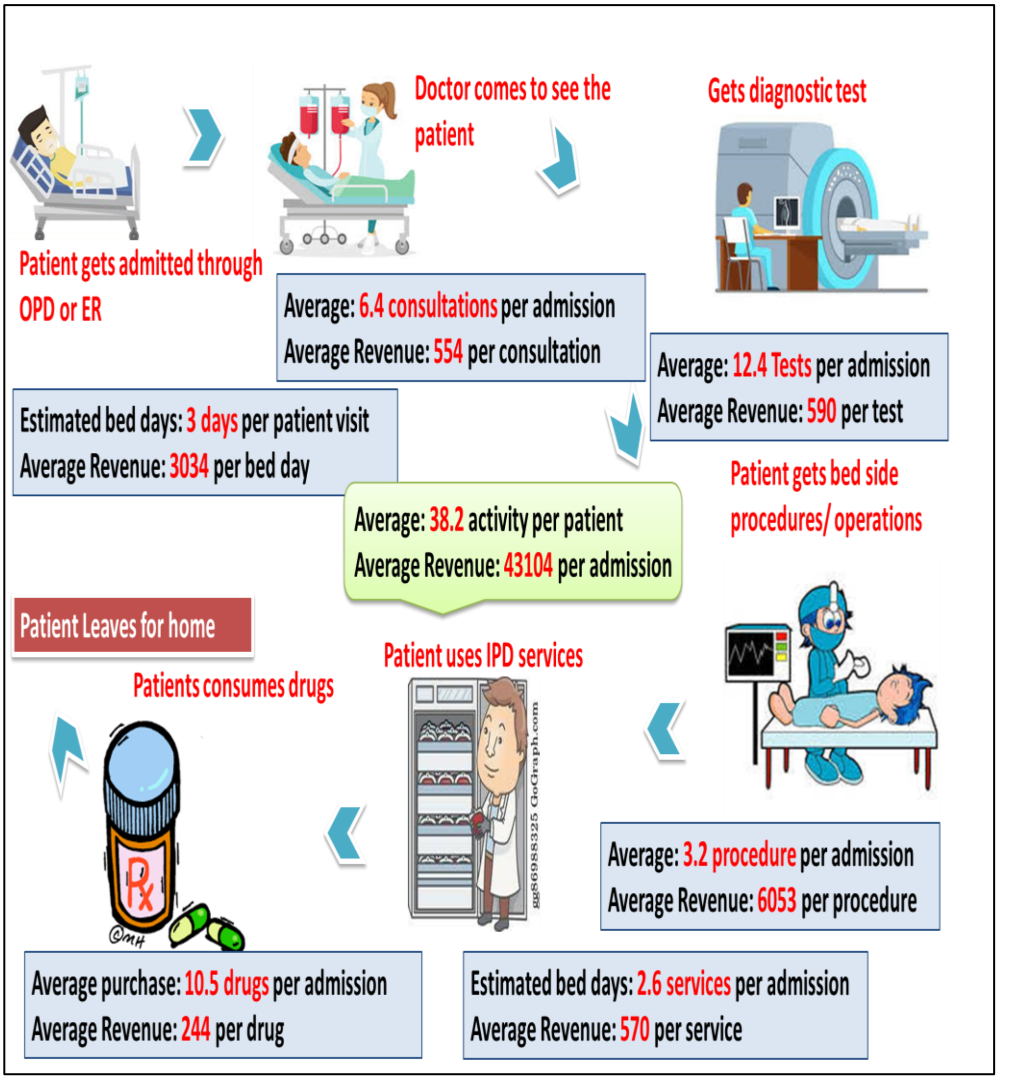


Figure 6.4 Patient activity and revenue in IPD

Chapter 7: STUDY INSTRUMENTS

Figure 7.1 Questionnaire to study Buyers' Behavior

Age Gender:

Occupation City

Q1 When did you decide that you need to visit a doctor?

1) When the symptoms didn't resolve on self-medication/ care
2) On suggestion from family/friends
3) On referral from other doctor
4) Onset of symptoms
5) After reading about symptoms in an article or blog
6) Others _________

Q2 Do you read about the symptoms/ Disease before coming to the hospital?

Yes/No

If yes then on which source do you rely upon for such information?

1) Flyers available in the hospital
2) Newspaper articles
3) Radio ads
4) Articles/ blogs in magazines
5) Google
6) Facebook pages
7) Instagram posts

Q3 what factors do you consider before going to a hospital? (Rank in order of preference)

1) Distance from your home
2) Infrastructure
3) Doctors' expertise
4) Cleanliness
5) Brand/ reputation
6) Past experience/ word of mouth
7) Online feedback (Practo, Google, Facebook etc)

Q4 what factors would you considered before getting admitted?

1) Doctor's expertise
2) Availability of packages
3) Benefits from the treatment
4) Medical insurance
5) Brand/ reputation
6) Online feedback (Practo, Google, Facebook etc.)
7) Reference from family doctor
8) Cost

Q5 how did you get to know about CK Birla hospitals RBH? (Multiple choice)

1) Flyers in newspaper
2) Referral from friends or family
3) Referral from doctors
4) Radio adds
5) Google
6) Social media platforms
7) Practo
8) Other (Specify) ____________

Q6 what qualities do you expect when you come to CK Birla hospitals RBH?

Q7 why would you recommend hospitals to your friends or family?

1) Trust
2) Value for money
3) Brand/ Reputation
4) Doctor's expertise
5) Availability of wide range of services
6) Others ____________________(specify)

Q 8 why wouldn't you recommend a hospitals to your friends or family? I

1) Expensive treatment
2) Bad service delivery
3) Unfriendly staff
4) Environment is not conductive of healing
5) Treatment is not advanced
6) Others ________________(specify)

Chapter 8: BIBLIOGRAPHY

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