

Dissertation Title

**“STRATEGIC FUND FLOW AND VARIOUS
ACTIVITIES IN HEALTH CARE
MARKETING”**

**A Dissertation Proposal for
Post Graduate Diploma in Health and Hospital Management**

BY

Dr Faiz Shamsi

Roll No-PG 09-014

Under the guidance of

Ms Anjalie Pruthi

Dr.Dharmesh Lal

Designation: DGM Marketing

Designation: Asst. Professor

Organization: Batra Hospital

IIHMR, New Delhi



International Institute of Health Management Research

New Delhi -110075

April,2011

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Ms .

Anjalie Pruthi

Asst Professor

DGM

Marketing

Organization IIHMR

Batra Hospital

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International Institute of Health Management

Research

New Delhi -110075

April, 2011

Certificate of Internship Completion

Date:April,2011

TO WHOM IT MAY CONCERN

This is to certify that Dr.Faiz Shamsi __ has successfully completed his 3 months internship
in our
organization from January 10, 2011 to April 10, 2011. During this intern he has worked on

Strategic Fund Flow & Corporate Marketing under the guidance of me and my team at Batra
Hospital

We wish him/her good luck for his/her future assignments

Ms Anjalie Pruthi

DGM MARKETING

BATRA HOSPITAL

Certificate of Approval

The following dissertation titled " **Strategic fund flow & various activities in corporate marketing at Batra Hospital & Medical Research Centre** " is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post- Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any

statement made, opinion expressed or conclusion drawn therein but approve the dissertation
only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation

Name

Signature

Certificate from Dissertation Advisory Committee

This is to certify that **Dr Faiz Shamsi**, a participant of the **Post- Graduate Diploma in
Health and
Hospital Management**, has worked under our guidance and supervision. He is submitting
this

dissertation titled " **Strategic fund flow & various activities in corporate marketing at Batra Hospital & Medical Research Centre** " in partial fulfillment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management.**

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

Dr Dharmesh Lal
Pruthi
Asst Proffessor
Marketing
IIHMR
Hospital
New Delhi

Ms Anjalie
DGM
Batra
New Delhi

PROJECT REPORT ON

**DISSERTATION TOPIC: STRATEGIC FUND FLOW &
VARIOUS ACTIVITIES IN HEALTH CARE MARKETING**

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EXECUTIVE SUMMARY

Marketing Department is responsible for the business of the Hospital with overall focus on Business development by increasing footfall into the hospital, key revenue yielding specialities, relations with key stakeholders & brand development in line with Brand guidelines. Build innovative marketing program and pricing strategy for Referral Hospital to enhance the customer base. Defining its market increases the hospital's ability to achieve its mission, improve its vitality, and attract medical staff. By focusing on specific programs or products, the hospital may be able to develop "centers of excellence" that attract patients and referrals from a wide spectrum.

A Exploratory study was conducted including the quantitative and qualitative information gathered through the master excel sheets which are maintained by the marketing department of the hospital depicting the number of corporate patients and the revenue generated through them. The information about the six PSU's which were considered in the study was segregated from the master excel sheets. The total number of the corporate patients those visited the hospital in last two financial years i.e. April2009-March 2010 and April 2010-March 2011 in three major specialities namely Orthopaedics, Oncology, and Cardiology and the revenue generated through them was recorded. On comparison the revenue generated for the year April 2010-march2011 showed a marked increase of 7.6% than that of financial year April 2009-March 2010.

The factors attributing to the rise in the revenues generated through corporate patients were studied. This qualitative information was gathered from the staff of the marketing department of the hospital. The information regarding the special activities and programmes carried in the last financial year was gathered through the personal interaction with the marketing managers of the hospital. The information regarding the special benefits and privileges given to the corporate patients was gathered from the corporate division of the marketing department. The marketing initiatives undertaken in the corporate bodies for the last financial year were tracked down.

The study revealed that the rise in the revenue generated through the corporate was mainly attributed to various marketing activities/initiatives taken by the hospital.

INTRODUCTION

About Batra Hospital

Batra Hospital is the acknowledged leader in bringing super specialty world-class healthcare to India. It is among the oldest tertiary care hospital in India.

Batra Hospital was **Founded in 1987 by Ch. Aishi Ram Batra public Charitable Trust with 325 beds. Inaugurated by Late Prime Minister Shri Rajiv Gandhi. New block added in 2002 enhancing total bed capacity to 495 beds..** Batra Hospital & Medical Research Centre is a multi and super specialty tertiary care unit, delivering world-class healthcare, at an optimum cost. Its mission and aim is to deliver **Affordable, Accessible and Accurate** healthcare to all sections of the society, without bias. The hospital has been accredited with **NABH & NABL certification** to testify our high standards of care.

Its constant endeavor is to continuously upgrade its facilities, to international standards, with a cutting edge technology. Preventive diagnostic and therapeutic services are the core of our eminent specialists, many of whom are of international repute and are carrying decades of expertise-making Batra Hospital & Medical Research Centre a one-stop centre of excellence. This Hospital is situated in the heart of South Delhi and is a 500+ hospital with satellite Centres at Rajouri Garden & Panchsheel Park. The state-of-the-art super-specialty facilities are based on the latest revolutionary, technological advancements in Radio-diagnosis, research and clinical practices.

They are proud to follow evidence based medicine, where the prime focus is on patient convenience and hygiene; thus making nosocomial infection a rarity.

The specialties includes Invasive Cardiology & CTVS, Oncology (Surgical, Chemo & Radiotherapy), Neurology, Trauma & Neuro-Surgery, Orthopaedics & Joint Replacement, Renal Services & Organ Transplant, Hepatobiliary, Internal Medicine, Respiratory Medicine, Diabetes, Urology, Nephrology, Ophthalmology & ENT, Obstetrics & Gynaecology, IVF, Paediatrics, Neonatology. World Class Radio Diagnostics, Nuclear Medicine, 64 Slice CT, NICU, MICU, PICU, Critical Care & Pain Clinic, among others.

The hospital has 24 hrs superbly backed emergency services for patient evacuation and transportation. We have a uniquely friendly environment, where the management has laid a great emphasis on creating a customer-based environment with pro-active and system driven procedures keeping the patient first. We have inculcated a disciplined culture, to listen to, and recognize the need of the patients in

pain, with tact, sympathy and compassion. They have set standards for many others to emulate.

Their focus has been on academics and a robust teaching programme which includes a very large accredited Nursing College and a vibrant DNB Post graduated teaching institutions on campus.

The greatest gift we as Medical Professionals can give to their own colleagues, is to disseminate

knowledge, so that power of teaching can help all patients. We are formally affiliated with the **"University of Ohio-Toledo(USA)"** & **"University of Pittsburgh Medical College-UPMC, Pittsburgh (USA)"**. These universities have been rated in the top ten in USA for many years in international reviews & medical surveys. Both these formal professional associations include mutual exchange of doctors for training programme, exchange of top

medical faculty, reaching new horizons in medical academics & CMEs & e-ICU telemedicine interactions. We also would initiate multicentric trials for clinical research & sharing database. We also have very active CME Programmes, on weekly basis, of which we will send you a detailed schedule, and we would be delighted if you can take part in them as per your time schedule.

Medicine is in an era of continuous flux and advancements. We recognize these changes and challenges, and are abreast with the best practices in the world.

Medical Milestones

- Employs over 1593 in strength 122 specialists and super-specialists and 45 medical officers spanning 53 clinical departments in patient care.
- Achieved a 99.6% success rate in cardiac bypass surgeries, over 91% of these were beating heart surgeries. .
- First Indian hospital group to introduce new techniques in Coronary Angioplasty, Stereotactic Radiotherapy and Radiosurgery
- Performed over 7, 50,000 major surgeries and over 10,00,000 minor surgical procedures with exceptional clinical outcomes.
- Pioneered orthopaedic procedures like hip and knee replacements, the Illizarov procedure and the Birmingham hip re-surfacing technique in India. .
- Equipped with the largest and most sophisticated laboratory's in the country.
- Hospital trust - services to all classes of the population at affordable rates, to strive to be the most modern hospital, upgrading its facilities to International standards.
- More than 25% of the Outpatients are being attended in free OPD, 10% of beds are totally free.
- Core philosophy of valuing human life - continuously strives to provide newer standards of Medicare with a warm humane touch.
- Comprehensive medical resources under one roof, while maintaining the highest standards of excellence - reputation for complete care-giving.
- Most renowned specialists been brought together. Our consistent investment and belief in technology has ensured that anyone who comes to us gets the benefit of very best that medical science can provide

Our Vision Statement:

Shall strive to be the leader in the area of quality healthcare.

Our Mission Statement:

Shall continuously engage itself in upgrading its comprehensive multi-specialty healthcare delivery system through quality intervention, involvement of all functionaries and excellent leadership..

Values

Batra Hospital has some core-values which increase its quality of work. These are as follows:

- Caring
- Honesty
- Trust
- Fairness
- Integrity
- Responsibility
- Commitment
- Service Excellence
- Team Work
- Community Services
- Continuous Learning
- Effective nursing care and a humane approach in rendering patient care.

Dr Faiz Shamsi Work Profile: Marketing Executive @Batra Hospital & Medical Research Centre

Job Responsibility: To make & organise various corporate marketing strategies/activities to meet the forecasted increase in the growth by Corporate Empanelments, Organising -CME, Corporate Camps ,Health Talks e.t.c

LITERATURE REVIEW

Many studies have been conducted on marketing of hospital services which talks about the Market Orientation as its first step to competitive success. An attempt has been made to present in brief, a review of literature on marketing orientation in general and marketing of hospital services.

While intuitively appealing to many healthcare executives, the adoption of marketing by hospitals during the last two decades of the twentieth century was highly variable. The inconsistency in the adoption of marketing was a result of a number of factors, namely the perceived lack of relevance to hospitals operating in highly regulated, yet revenue-rich, environments of the 1970s and early 1980s (O'Connor 1982; Novelli 1983).

As these environments became more competitive and resource-limited following the implementation of healthcare's prospective payment system, marketing was vigorously advocated as a means for hospitals to achieve organizational objectives and a competitive advantage (Allen 1988; Clarke and Shayavitz 1987; Kotler and Clarke 1987).

Although many hospitals embraced marketing by the late 1980s, concern continued that marketing was being more talked about rather than operationalized in hospitals, and identifying the results of marketing efforts was difficult (Clarke and Shayavitz 1987). In addition, Clarke and Shayavitz (1987) reported continued confusion over the substance of hospital marketing--was it simply promotion and advertising or identifying and meeting customer needs?

By the mid-1980s, the concept of a marketing orientation began to guide the thinking of many healthcare executives and researchers. Kotler and Clarke (1987) were the first researchers to clearly define and operationalize the concept of marketing orientation in healthcare organizations. Their definition of marketing orientation states:

Because marketing focuses on promoting exchanges with target markets for the purpose of achieving organizational objectives, the adoption of a marketing orientation is seen a necessary to facilitate an organization's effectiveness (Kotler and Clarke 1987). Effectiveness, according to Kotler and Clarke (1987), is further reflected in the degree to which an organization exhibits five major attributes of a marketing orientation:

1. Customer philosophy: Are customers' needs and wants used in shaping the organization's plans and operations?
2. Integrated marketing organization: Does the organization conduct marketing analysis, planning, implementation, and control?
3. Marketing information: Does management receive the kind and quality of information needed to conduct effective marketing?
4. Strategic orientation: Does the organization implement strategies and plans for achieving its long-run objectives?
5. Operational efficiency: Are marketing activities carried out cost effectively

The above attributes have been used in a number of studies to measure the existence of a marketing orientation in hospitals and to measure the relationship of marketing orientation to other indicators of organizational performance. A study of 80 hospitals by McDevitt (1987) concluded that larger hospitals have more of a marketing orientation; however, marketing orientation was not related to other operational characteristics such as occupancy rate. McDevitt also found that the extent of marketing tasks completed in hospitals varied considerably among facilities in his study. A study of 153 Midwestern hospitals by Naidu and Narayana (1991) showed that only 20 percent of hospitals have a high degree of marketing orientation and that marketing orientation is positively associated with bed size, for-profit ownership, and occupancy rate. These researchers also concluded that a marketing orientation is critical to the success of hospitals in a competitive environment.

Naidu, Kleimenhagen, and Pillari (1992) concluded from a survey of 176 hospitals that hospitals had made extensive progress in moving toward a marketing orientation as earlier defined by Kotler and Clarke (1987). These authors noted that marketing is effective in the healthcare industry and found that a high marketing orientation in hospitals is positively related to the existence of a marketing department, bed size, and competition in the area. Furthermore, these researchers suggested that a professional marketing director be appointed to lead the marketing function.

In their study of marketing practices in multihospital systems, Tucker, Zaremba, and Ogilvie (1992) found that systems that were innovators, as compared to non-innovators, tended to use marketing information and formalized communications systems - key components of an integrated marketing information dimension of a marketing orientation. These researchers also found that innovative systems tend to have a broader scope of marketing activities than less-innovative systems.

Three studies have shown the relationship of a marketing orientation in hospitals to measures of hospital structure and performance. McDermott, Franzak, and Little (1993) studied the existence of a marketing orientation in a national sample of 347 community acute care hospitals. Defining marketing orientation in terms of market intelligence activities, interfunctional coordination, and organizational responsiveness activities, they found that the adoption of a marketing orientation by hospitals is positively associated with financial performance. Naidu, Kleimenhagen, and Pillari (1993) studied the adoption of product line management in 154 acute care hospitals. In this study, hospitals that use a product line management approach were found to have a high marketing orientation score. Raju, Lonial, and Gupta (1995) studied the relationship of hospital market orientation and performance. They found that different dimensions of market orientation are associated with specific measures of performance and that responsiveness to customers and to the competition are most closely linked with financial performance of hospitals. Bhuian and Abdul-Gader (1997) developed and tested a scale to measure hospital orientation by focusing on a range of marketing intelligence activities, which include many of the areas contained in Kotler and Clarke's (1987) concept of marketing orientation.

Using confirmatory and factor analysis, these researchers found their model to be helpful in explaining marketing orientation of 237 not-for-profit hospitals. Loubeau and Jantzen (1998), in their national cross-sectional study of 235 acute care hospitals, found that marketing orientation is much higher among those hospitals that have strong affiliations with other providers.

During the past two decades, the marketing functions for hospitals and health systems across the rest of the nation have evolved to take on various forms and responsibilities. Comprehensive departments regularly conduct sophisticated market research and analysis, develop new products, participate in the pricing of services, and execute promotional strategies to reach multiple audiences; then some departments concentrate on marketing communications including media relations, advertising, sales promotion, publications, and community outreach. Neither model is right or wrong, good or bad. Each can be perfectly suited to fulfill the needs of a particular organization depending on the skill sets of the professional staff involved and the competitive demands of the marketplace regardless of the range of responsibilities or nature of the organizational chart, one factor appears to be inextricably connected to successful marketing outcomes; coordinated efforts.

MARKETING TOOLS USED IN BATRA

BROCHURES

A complete, unbound nonperiodical publication with specially planned layout, typography and may or may not have illustrations.

PURPOSE

1. To provide necessary information about a department.
2. To generate curiosity about a newly introduced service.
3. To familiarize people about the various departments of the hospital.

PAMPHLETS

A one page single/double sided printed material having brief information about a particular service offered in the hospital.

PURPOSE

1. To provide at a glance information about a newly introduced service.
2. To promote the department offering the particular service.

EDITORIAL

Articles published in different dailies and periodicals highlighting breakthrough cases, awareness-generating articles etc.

PURPOSE

1. To increase the visibility of the hospital in the public eyes.
2. To inform people about the cutting edge medical achievements of the hospital.
3. To generate awareness about different ailments and their prevention.
4. To familiarize doctors of hospital and services among the medical fraternity.
5. To endorse commitment of the hospital towards ensuring a healthier life for people.
6. To claim greater eye share of the public.

ADVERTISEMENTS IN PRINT

A paid message that provides information and uses persuasion to encourage availing of a service offered.

PURPOSE

1. To increase the awareness of the people about the hospital presence.
2. To promote a particular offer or inform about a Doctor's arrival.
3. To increase people's accessibility to the particular doctor and thus increase patient traffic in the hospital.
4. To create a brand reach.

ADVERTORIAL

An article written and paid for by the advertiser, so that it looks like editorial.

PURPOSE

1. To provide more information on a particular service than the advertisement.
2. To promote hospital in a subtle way.

SCIENTIFIC JOURNAL

A quarterly journal meant for the medical community.

PURPOSE

To inform all doctors about the breakthrough cases performed in the hospital.

To provide an academic platform for discussion on complicated or first time cases.

IN- HOUSE JOURNAL

A monthly 4 page circulation meant for the hospital staff.

PURPOSE

1. To keep all the staff aware of the activities, events and plans of the hospital.
2. To convey the message of the key management personnel like CEO and Director to the staff.
3. To highlight all the breakthrough medical cases of the month.
4. To show case all the events taking place in and out of the hospital.
5. To inculcate a feeling of belonging to the Team Batra Gleneagles among all the staff.

ADVERTISEMENT

A paid message that provides information and uses announcement or persuasion to encourage availing of service offered.

PURPOSE

1. To increase the awareness of the people about hospital
2. To promote particular offer.
3. To increase brand visibility and thus claim greater mind share of people.

**ACTIVITIES PERFORMED BY THE MARKETING DEPARTMENT OF
BATRA HOSPITAL**

CONTINUOUS MEDICAL EDUCATION (CME)

Continuous medical education (CME) can be defined as a process within the scope of medicine which provides the information and activities designed to maintain and improve the ability of the physicians to provide high quality patient care.

The department organises two types of CME's;

INTERNAL

To help in house residents, junior doctors, RMO's and the Consultants to enhance their knowledge in a particular topic or subspeciality.it gives them an opportunity of updating themselves of recent developments and gather more information about the developments in the medical world and contemporaries.

EXTERNAL

It is programme where the external Consultants, Super specialists in the particular field and the allied field of the topic and general physicians are invited.

PROTOCOL

1. A department is selected according to the innovation and development in the field and necessity based budget plans. This initial research work helps to achieve the desired result and ensure better coordination of the marketing team and doctors.
2. The consultant is selected according to the department.
3. The target audience is selected.
4. Programme details with budget verification are sent for financial sponsorship. Finance discusses with material department for necessary arrangement of the fund. In case of sponsorship concerned sponsor coordinate with the marketing

department for necessary arrangements. The sponsors get the opportunity to display their products and brief the consultants about the uses, latest developments and benefit of their products. In exchange of this opportunity of marketing their brands directly to the target audience, the sponsors pay for the rental for the auditorium and refreshments for the participants.

5. Once sponsorship is confirmed chart is drawn assigning responsibilities to specify the support required from departments like Housekeeping, IT, F&B etc.

HEALTH TALKS

Health talk is an interactive session with the Specialist Consultant and the non medical people with the aim of providing useful information about leading a healthier life.

PROTOCOL

1. The executives fix an appointment with the public and corporate bodies as the target audience.
2. The executive discusses with the team managers who in turn discusses with the total team and takes a final decision about the event
3. Discussions are held with the organisers about the date, time and requirements for health talk.
4. Once the department is finalised, depending upon the requirement targeted group and the potential department to be promoted, the consultant is informed so that he can prepare the audiovisual presentations and other materials.
5. On the event day the executive who have initiated the health talk and other members of the marketing team accompanies the doctor to the venue. The team carries the necessary items like LCD projector, laptop etc if they are not provided by the organisers.
6. Promotion is done subtly during and after the talk highlighting the unique cases, distributing brochures and pamphlets among the attenders etc.

7. The executive follows up with the organisation to maximize the patient generation for the hospital.

HEALTH SCREENING

A free health screening camp can be defined as a performance of few, basic yet crucial diagnostic tests on site followed by examination and consultation with the consultants present in the camp. Generally tests like measurements of height, blood sugar, ECG, blood pressure, followed by physical examination are conducted in the camp.

PURPOSES AND BENEFITS

It increases brand visibility and facilitate greater brand penetration. It reinforces the Corporate Social Responsibility (CSR) of the hospital. Patients requiring further intervention are referred to the hospital; it directly increases the patient traffic and revenue. It provides the marketing team with database of the patients of the particular area. It helps the department to plan the marketing initiatives in particular area to generate maximum response.

PAID SCREENING CAMP

A paid health screening camp can be defined as a performance of few tests aimed to diagnose and assess the presence and extent of certain ailments at a very reasonable price on-site followed by examination and consultation with the consultants present in the camp. The main difference between a free camp and a paid camp is that anyone can walk into a free check up to have a basic check up done but a paid camp involves rigorous screening and thus attracts only the patients requiring the particular checkups.

PURPOSE AND BENEFIT

1. It provides the hospital with valuable database of the patients and demography of a disease.
2. It facilitates greater accessibility to our doctor by the patients of far off areas.

SPECIAL SERVICES OFFERED TO CORPORATES

Batra Hospitals, the first Corporate Hospital Group in the country, has the unique distinction of redefining corporate health services in the country.

From wellness and preventive care, to the treatment of illness and rehabilitation.

Services

- IP & OP
- Preventive Health Checks
- On-site Doctor
- Emergency Services
- Screening Camps
- Training, Education.
- Awareness Lectures
- Health and Wellness Workshops
- Dependent Health Care Programs
- On-site Corporate Emergency Management Services
- Specialty OPD
- Vaccination Camps
- On-Site Pharmacy & Medicine Supply
- Health Mapping & Health Auditing

Inpatient & Outpatient Benefits

Most commonly used services by the corporate employees. A company is provided with an exclusive corporate helpdesk at each location. A relationship manager is assigned for healthcare needs of employees. Other benefits that are accorded are

cashless facility, preferred rates, priority in admission, emergency medical care, income tax exemption on the cost of treatment incurred at all Batra Hospitals.

Preventive Health Check

Batra offers a wide range of tailor-made packages which have been developed to cater to the needs of a wide cross section of individuals. Batra also offers customized Pre-employment and Annual Health Check packages as per the requirement of company.

Batra not only offer health checks for physical well being, but also monitors employee's psychological health. Batra have specially developed psychometry profiles that check employee stress levels and also check prospective employee during the pre employment checks.

On-site Doctor

Batra provides the services of on-site doctors for the corporates. The doctors make regular visits to the campus of the corporates for specific durations during the week.

Screening Camps

Batra offers screening camps for corporates. These camps can be conducted on-site at campus with the help of a state-of-art bus equipped with the basic diagnostic facilities and thus save the time and hassle of the employees to travel to the hospital

Awareness Lectures

Batra organizes lectures by specialist doctors and eminent speakers on a range of health and lifestyle management issues. There are also open –sessions with doctors to clarify myths about common health issues.

25 years experience of managing corporate healthcare has given enough insight to fine-tune delivery model across different industries.

Health and Wellness Workshops

Batra does a health profiling of the employees and design customized wellness programmes for the corporates for improving the health quotient of the company.

These programmes provide a comprehensive preventive management to decrease the incidence of illness in the corporate employees.

Dependent Health Care Programs

Company has many employees who may be at work, on deputation site or travelling .In times of distress or emergencies at home, Batra takes care of their families' medical needs without disturbing employee. Hospital has specific healthcare programmes for the welfare of the dependents (parents, spouses and children) of the employees. This ensures that not only the employee, but his family stays healthy for the maximum benefit of the employee and the company.

Corporate Emergency Management Services

Medical Emergency in an office setting is one of the most critical issues for all the companies. Batra offers a complete Medical Emergency Management Plan which includes training the employees, providing on-site first aid, ensuring quick and supervised shifting the patient to a hospital and then ensuring the best treatment within the hospital. Trained manpower on operating ambulances, emergency doctors take care of any disasters at site.

Specialty OPD

Batra provide Specialty OPD services in the campus of major companies. These are attended by the super specialist from the Batra Hospitals.

The main aim of extending these benefits and services to corporate is to get them empanelled once the corporate is empanelled after the empanelment corporate are provided with the following facilities for hasslefree treatment of their employees

The format of empanelment letter & the format of empanelled companies letters are attached in the annexure

In addition to the above discussed special services some of the privileges offered by Batra to the corporates are:

- **Cashless facility:** Tie-ups with major Insurance Companies and TPAs in place at all locations; facility available to Corporates directly as well.
- **Special Offers:** OPD investigations, Diagnostics, Preventive Health-Check Packages and In-patient services.
- **Corporate Lounge:** Personal assistance in appointments, queries, admissions and treatment; Dedicated waiting area for Corporate Clients with special amenities in the hospital.
- **Single Point of Contact:** Personnel assigned for each institutional client for all requirements of the Corporates-Medical,HR related.Finance related.
- **Corporate Cards:** Special passes issued to key personnel in the corporate for uninterrupted access to Hospital area.
- **Guest Relationship Officer (GRO):** Support for escorting Senior Corporate Executives in the Hospital premises.
- **Special Training Programme:** for Company Medical Officers and Para-medics; invitation to CME programmes.
- **Health Check-up Camps:** within the organization premises/employee township.

**DISSERTATION TOPIC: STRATEGIC FUND FLOW & VARIOUS
ACTIVITIES IN HEALTH CARE MARKETING**

GENERAL OBJECTIVE

How the hospital market their services and overall impact of marketing on the total revenue.

SPECIFIC OBJECTIVES

- PART A- To compare the total revenue generated from the top six PSU's from three major specialities empanelled with the Batra hospital for the last two financial years i.e. April 09-March 10 and April 10-March 2011..
- PART B- To conduct the market research of neighbouring areas for increasing fund flow in terms of referral of patients to tertiary care hospital for advance and complex procedures

METHODOLOGY

PART A-

A explorative study was conducted including qualitative and secondary quantitative information with the help of master database and personal interaction. Only the revenue generated by the top six PSU's which are empanelled with Batra Hospital were taken into consideration, the names of the corporate cannot be disclosed due to the request of the working organisation

- CORPORATE B
- CORPORATE O
- CORPORATE I
- CORPORATE IO
- CORPORATE S
- CORPORATE N

The three major specialities of which the revenue was analysed were Oncology, Orthopaedics, & Cardiology. The comparison of the revenues for the last two financial was made i.e April 2009-March 2010 and April 2010-March 2011.

The factors attributing to the rise in the revenues generated through corporate patients were studied. This qualitative information was gathered from the staff of the marketing department of the hospital. The information regarding the special activities and programmes carried in the last financial year was gathered through the personal interaction with the marketing managers of the hospital.

The information regarding the special benefits and privileges given to the corporate patients was gathered from the corporate division of the marketing department. The marketing initiatives undertaken in the corporate bodies for the last financial year were tracked down.

Data Collection

Primary data

Information regarding the various marketing activities carried out for the last financial year was taken from the staff of marketing department through personal interaction/semi structured open ended interview.

Secondary data

Data was segregated from the master excel sheets for the respective financial year provided by the marketing department.

DATA SHEET

ONCOLOGY APRIL 2010 TO MARCH 2011

Month	B		O		N		IO		I		No. of Patients
	No. of Patients	Revenue	No. of Patients	Revenue							
Apr	2	119858	3	196361	1	89578	8	2622641	1	84102	3
May	1	170660	7	362116	1	135886	4	1071577	3	101683	1
June	3	118382	7	504610	1	56544	8	2880430	2	143352	1
July	5	290899	6	213524	2	120478	6	1457226	2	96105	1
Aug	2	84096	5	509235	1	123227	2	206408	1	48016	0
Sept	2	117238	6	615424	1	77666	4	1312726	2	132612	0
Oct	4	220824	1	114996	1	72935	4	905076	1	49064	0
Nov	3	125454	6	813457	2	333778	5	1796262	0	0	0
Dec	2	264392	6	922956	2	211633	4	1062495	0	0	0
Jan	3	134237	8	802704	3	1400712	4	1373320	0	0	0
Feb	3	140199	4	448841	3	300076	4	1989402	0	0	0
March	4	202045	4	302791	4	507513	6	966769	0	0	0
TOTAL	34	1988284	63	5807015	22	3430026	120	17644332	12	654934	14

ONCOLOGY APRIL 2009 TO MARCH 2010

Month	B		O		N		IO		I		No. of Patients
	No. of Patients	Revenue									
Apr	3	279034	5	478326	4	256995	4	876832	0	0	0
May	2	183330	5	1080200	3	311513	3	967377	0	0	0
June	3	246696	5	918511	2	242465	2	83446	1	561554	0
July	3	138547	5	2525495	1	731565	5	336155	2	15473	1
Aug	5	244662	4	606392	6	1015960	3	274126	1	346374	1
Sept	5	227237	6	465979	2	401460	2	593941	1	71122	0

ct	5	318638	6	620020	3	440717	3	141923	0	0	0
ov	6	383600	5	487388	3	946033	3	259465	1	26888	0
c	7	586427	3	1045513	2	219872	2	262482	0	0	0
n	7	274688	4	774883	0	0	2	129051	0	0	0
b	6	543060	6	1057354	3	238036	1	140310	0	0	1
arch	5	381012	6	366272	2	208390	1	90780	0	0	0
UM	57	3318177	60	10426333	31	5013006	31	4155888	6	1021411	3

CARDIOLOGY APRIL 2010 TO MARCH 2011

B		O		N		IO		I		S
No.of patients	Revenue	No. pat								
2	469120	5	723707	1	23380	3	548248	1	16788	0
4	797485	8	1023650	1	32264	3	559460	0	0	2
3	524989	10	1113808	0	0	3	498172	1	29845	2
6	634262	3	907234	1	385006	5	822196	1	461190	1
1	159545	9	1215025	1	570683	5	499523	2	1014821	0
3	335553	4	214880	0	0	3	476504	1	101513	1
2	339420	4	534787	1	256398	2	186552	1	284957	1
2	478880	4	750047	2	676366	4	405470	0	0	1
2	259000	8	966855	0	0	6	1243517	0	0	0
2	534564	3	860837	0	0	5	1384765	1	58727	0
0	0	9	1302204	0	0	4	891268	1	478310	2
4	984890	1	369935	1	28956	3	637969	2	1322878	0
31	5517708	68	9982969	8	1973053	46	8153644	11	3769029	10

CARDIOLOGY APRIL 2009 TO MARCH 2010

Month	B		O		N		IO		I		S
	No.of Patient	Revenue	No. of Patient								
April	4	1386358	5	1438374	2	449469	1	224236	2	599891	2
May	0	0	5	1337147	0	0	6	1353732	0	0	2

June	4	784788	5	965279	0	0	5	1061400	1	837573	1
July	6	1017513	4	1440059	0	0	5	1153930	3	715881	0
Aug	2	780411	2	768801	0	0	3	1102719	0	0	3
Sept	3	318635	3	753775	0	0	2	75251	1	601299	0
October	4	865142	4	1004801	2	773349	2	379697	4	1419273	0
Nov	5	605023	6	803491	0	0	2	250439	0	0	1
Dec	4	1185930	2	52946	0	0	2	151195	2	488058	0
Jan	1	241036	1	21990	0	0	0	0	2	906135	1
Feb	7	890747	4	381082	1	308018	1	225634	0	0	0
March	4	303662	5	703645	0	0	1	108174	0	0	0
SUM	44	8379245	46	9671390	5	1530836	30	6086407	15	5568110	10

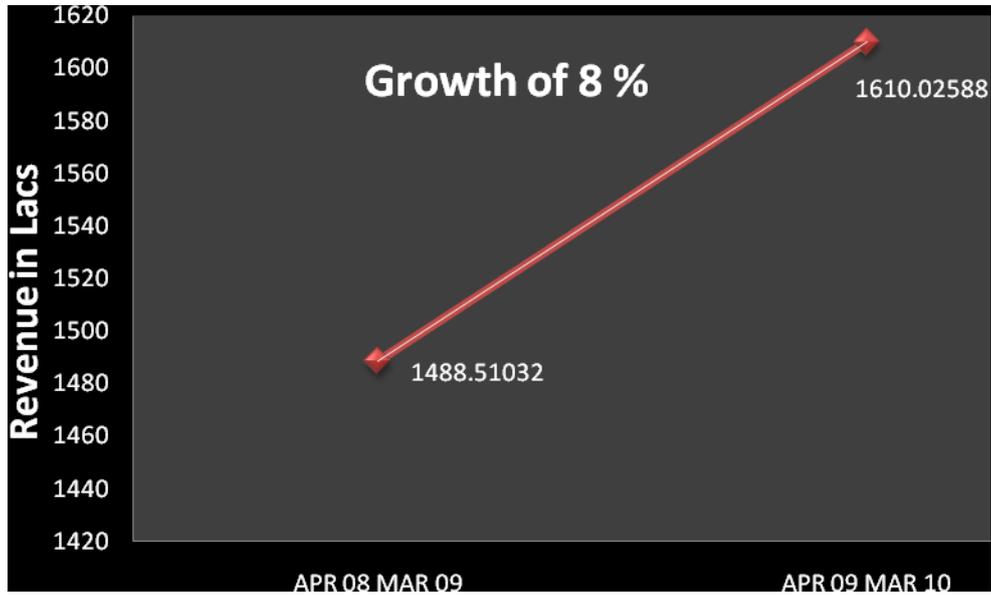
ORTHOPAEDICS APRIL 2010 TO MARCH 2011

Month	B		O		N		IO		I		S
	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient
April	3	222894	3	218911	2	285482	3	1097084	0	0	0
May	5	493763	2	82835	0	0	2	92076	0	0	0
June	4	280234	3	210417	0	0	1	384886	0	0	0
July	1	73856	3	177585	0	0	1	788209	0	0	0
Aug	5	288757	1	17694	0	0	1	59243	0	0	0
Sept	3	186950	4	331362	1	118248	2	341621	0	0	0
October	11	898944	5	404204	2	247097	2	210933	0	0	0
Nov	10	580090	1	162528	0	0	0	0	0	0	0
Dec	9	501331	4	507040	0	0	1	442815	0	0	0
Jan	5	274455	2	134559	1	60767	1	483368	0	0	0
Feb	6	402590	3	159587	0	0	0	0	0	0	0
March	7	575044	5	309185	0	0	2	351223	0	0	0
SUM	69	4778908	36	2715907	6	711594	16	4251458	0	0	0

ORTHOPAEDICS APRIL 2009 TO MARCH 2010

Month	B		O		N		IO		I		S	F
	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue	No.of Patient	Revenue		
April	3	308822	2	341897	1	250092	2	87239	0	0	0	0
May	4	517777	3	219499	1	51515	3	470662	0	0	0	0
June	2	113151	1	58756	0	0	3	249310	0	0	2	0
July	5	942807	4	301616	0	0	3	513038	1	15206	0	0
Aug	2	251585	1	90370	1	183118	6	653287	0	0	0	0
Sept	1	75410	3	339179	1	190134	4	543071	0	0	1	0
October	3	425837	2	188045	0	0	2	347229	0	0	0	0
Nov	2	321893	5	697355	0	0	2	645778	0	0	0	0
Dec	3	201356	3	763441	0	0	0	0	2	569083	1	0
Jan	1	179494	2	452309	0	0	2	167070	0	0	0	0
Feb	3	510144	1	176716	0	0	1	168425	1	334052	0	0
March	4	524326	2	514873	0	0	1	111010	2	713331	0	0
SUM	33	4372602	29	3691747	4	674859	29	3956119	6	1631672	4	1

GRAND TOTAL		
	APR 10 MAR 11	APR 09 MAR 10
B	12284900	2057024
O	18505891	23789470
N	6114673	7218701
IO	30049434	14198414
I	4423963	8221193
S	2393345	8545913
SUM	73772206	68530715



$$\text{Growth Percentage} = \frac{\text{Revenue in Apr 10 Mar 11} - \text{Revenue in Apr 09 Mar 10}}{\text{Revenue in Apr 09 Mar 10}} \times 100$$

$$= \frac{73772206 - 68530715}{68530715} \times 100$$

$$= \frac{5241491}{68530715} \times 100$$

$$= 7.6\%$$

INFERENCE

The results of this study reveal 7.6% increase in the total revenue generation in the last financial year (April 2009-March 2010). This increase is attributed to following marketing activities/initiatives taken by Batra Hospital, New Delhi. This information was documented after the semi structured interview with the marketing executives and the assistant managers of the marketing department of the hospital.

- 25 cardiac camps being organized in northern India.
- Training programme on the basic life support (BLS) was organized for the Delhi police personnel in the hospital. This effort was highly appreciated by the the community.
- CME's and press conferences were organized across Delhi, Jaipur on various complex surgeries
- Airport medical centre has also been activated with the tie-ups with airline companies such as Jet Airways, spice jet, AAI, Air India
- Advanced orthopaedic packages were also in the promotional focus. With campaign for the well being of mother and child, special packages were created.

Camps, Health Talks and CMEs Organised at these Corporates from April'10- Jan'11

SNAPSHOTS

- Cardiac camp: 28
- Health talk: 12
- Paid camp: 3
- Special programme: 4

Some activities in corporates under study were:

- Cardiology camp organized at **S,**
- Cardiac camp held at **IF**
- CME organised at **B-Haridwar**
- CME and camp organized at **Oil India-Assam**
- CME organized at **IO-Refinery** at **Digbol**
- Gynaecological check up programme organized at **IO**
- Cardiac Health Camp at **B Haridwar**
- Cardiac camp at **N**

CONCLUSIONS

The objective of this study was to find out the effect of various marketing activities and initiatives in the corporates on the total revenue generation in Batra Hospital, New Delhi. The results of this study reveal that there was a significant increase of growth percentage (7.6%) in total revenue generated for the last financial year i. e, April 2010- March 2011. The increase in revenue generation is mainly attributed to the marketing activities/initiatives adopted by Batra Hospital New Delhi.

Whatever may be the organization, the economic conditions of any organization depends largely on the system of marketing techniques. Proper marketing techniques and management systems are like an engine to the hospital. Therefore, it is important and inevitable for the revenue generation, the various techniques to be followed for the successful process of a hospital.

PART B

MARKET RESEARCH

OBJECTIVE-To thoroughly study the area in order to raise the flow of fund by conducting a market research survey & analyse the risk & benefit of marketing in that area

Methodology-Thoroughly the area is studied in terms of catchment area and target area ,market analysis was done in terms of number of doctors & hospitals in that area from which patients can be referred to delhi for tertiary care treatment along with a survey,doctors of that area were asked to fill the questionnaire for study purpose only

Body- Pre Market assessment is done along with that questionnaires were made filled by the doctors .Based on these data graphs are plotted according to response inference-Based on the gathered data & information it might be profitable to market the hospital in the below mentioned neighbouring areas

Marketing Research is the function that links the consumer, customer, and public to the marketer through information — information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications. Marketing research is the systematic gathering, recording, and analysis of data about issues relating to marketing products and services. The goal of marketing research is to identify and assess how changing elements of the marketing mix impacts customer behavior . The term is commonly interchanged with **market research**; however, expert practitioners may

wish to draw a distinction, in that *market* research is concerned specifically with markets, while *marketing* research is concerned specifically about marketing processes.

Marketing research is often partitioned into two sets of categorical pairs, either by target market:

- **Consumer** marketing research, and
- **Business-to-business** (B2B) marketing research

Or, alternatively, by methodological approach:

- **Qualitative** marketing research, and
- **Quantitative** marketing research

Consumer marketing research is a form of applied sociology that concentrates on understanding the preferences, attitudes, and behaviors of consumers in a market-based economy, and it aims to understand the effects and comparative success of marketing campaigns. The field of consumer marketing research as a statistical science was pioneered by Arthur Nielsen with the founding of the ACNielsen Company in 1923.

Thus, marketing research may also be described as the systematic and objective identification, collection, analysis, and dissemination of information for the purpose of assisting management in decision making related to the identification and solution of problems and opportunities in marketing.

The task of marketing research(MR) is to provide management with relevant, accurate, reliable, valid, and current information. Competitive marketing environment and the ever-increasing costs attributed to poor decision making require that marketing research provide sound information.

Sound decisions are not based on gut feeling, intuition, or even pure judgment.

Methodology-

Pre Market Assessment

Catchment Area

- Moradabad
- Rampur
- **Bareilly**

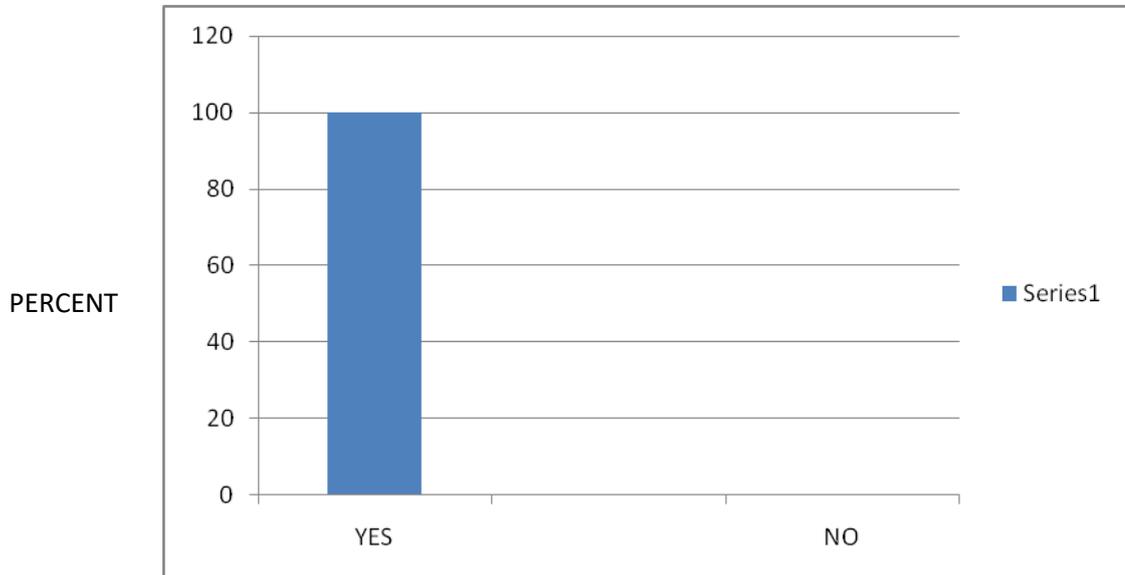
Other catchment areas

- Rudrapur
- Pilibhit

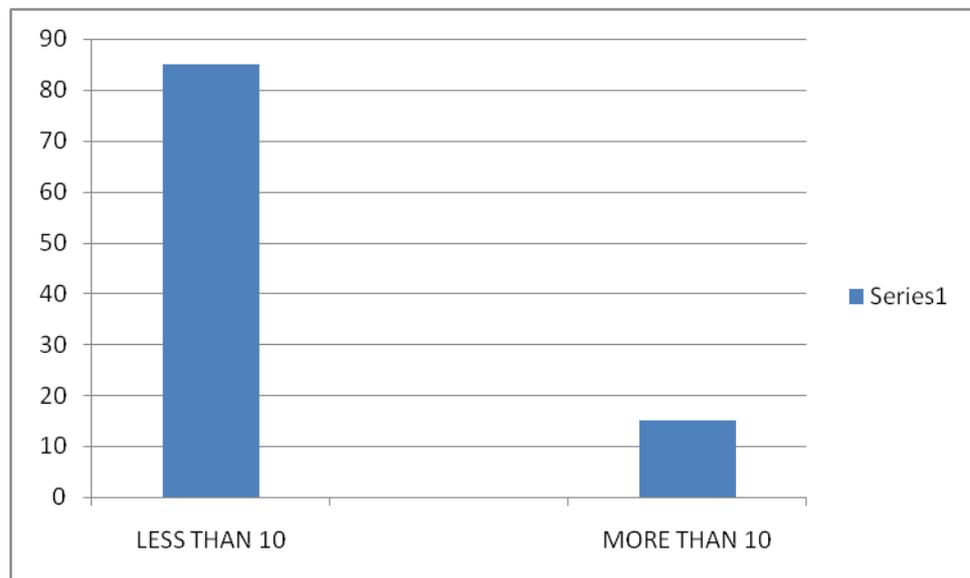
Area	Big Hospitals	GP/Phy having high OPD	Medical college
Moradabad	5	18	1
Rampur	2	7	0
Bareilly	18	58	2
Pilibhit	1	7	0
Rudrapur	1	12	0

A sets of question were asked by the doctors with the with two options & their responses are noted down

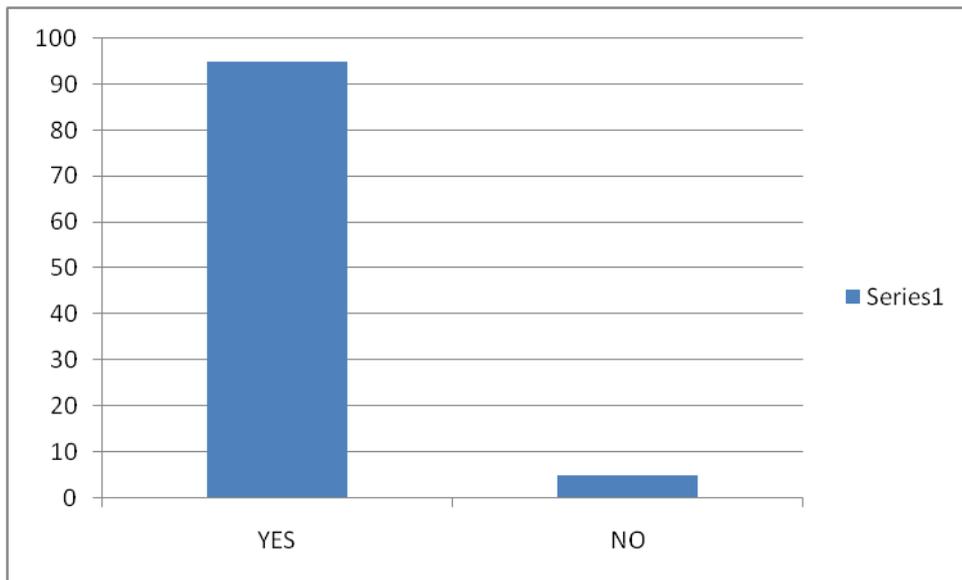
1)Do you refer patients outside city



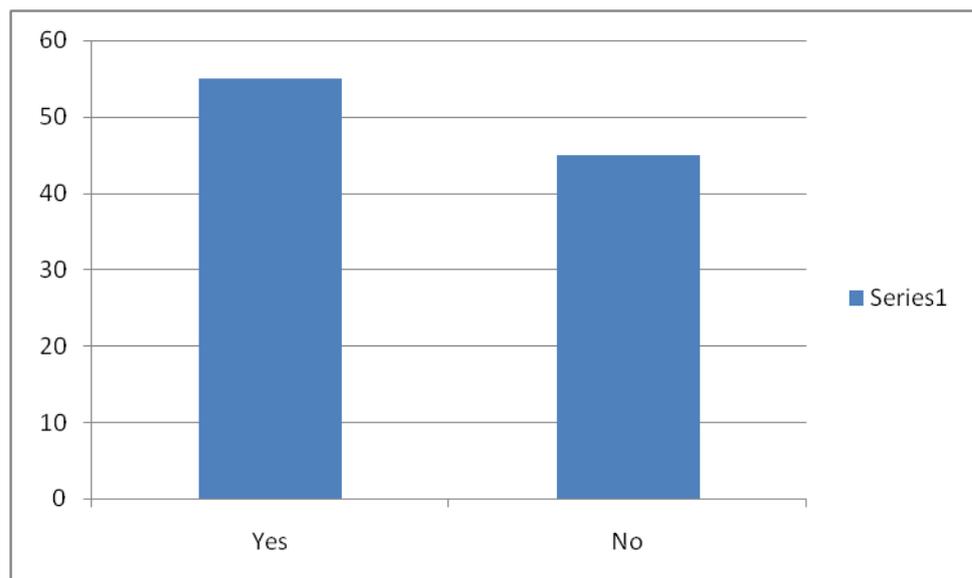
2)How many patients per month are being reffered by your hospital



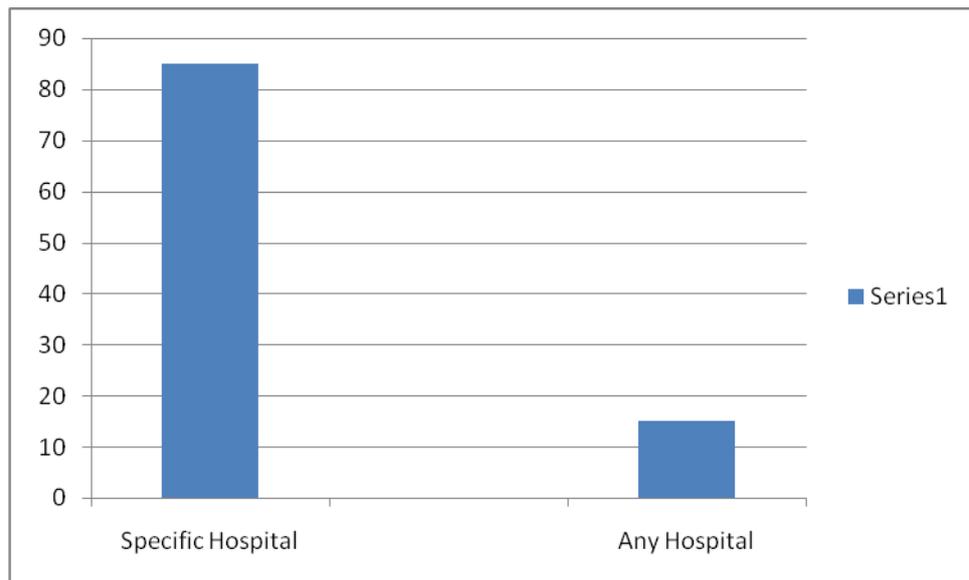
3)Have you heard about batra hospital



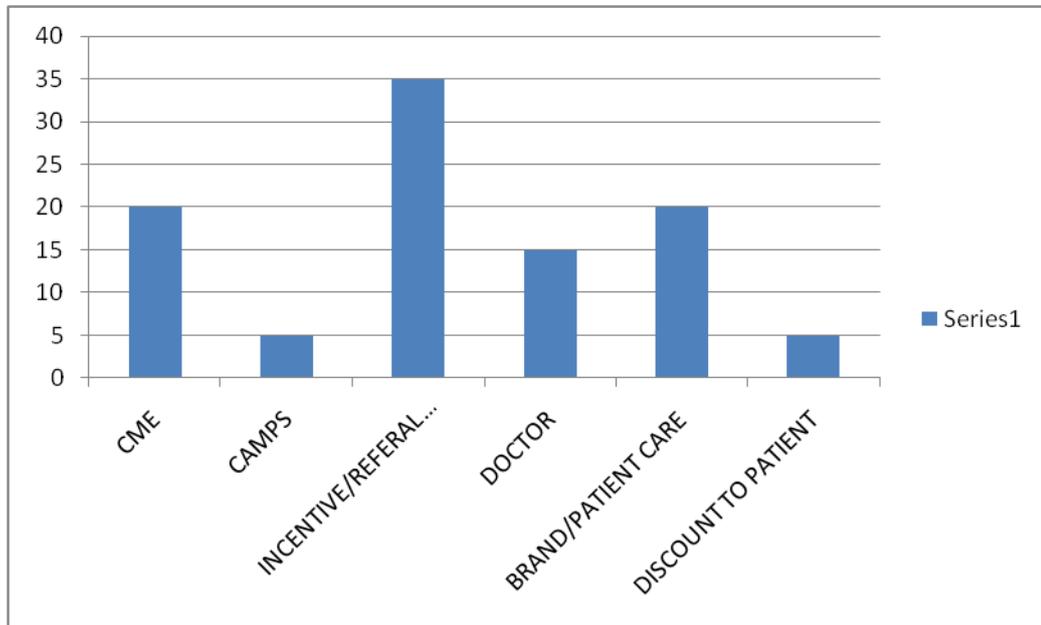
4)Do you think that Batra offers nominal & quality treatment to patients



5) Where do you usually refer patient if you need to refer patient to Delhi/NCR



6)If Specific hospital then what is the main reason for your referral



INFERENCE

Based on the pre assessment & questionnaire the target market got good scope of referral of patients but needs focus on performing various marketing activities or patient discount

- **LIMITATIONS**

- The other major corporates that are empanelled with the Batra Hospital, New Delhi could not be studied because of the time constraint.
- Other major medical specialities could not be included because of time limitation.
- The causes of the decrease in revenue generation in some corporates studied are not documented in this study.
- This study lacks the same speciality comparison of revenues for the last two financial years
- The names of the corporate cannot be displayed to retain the confidentiality
- The percentage of answers is converted into nearest multiple of five
- Only two major district Bareilly & Moradabad were chosen for questionnaire with a sample size of 30 each randomly selected

RECOMMENDATIONS

We can no longer rely on word of mouth for getting patients. Hospitals, mainly the corporate ones, would definitely get more aggressive to survive the intense competition,”

“Aggressive marketing is not necessary in healthcare sector as it would not fetch more patients. Patients’ decision to choose a hospital is based on three factors: facilities available in the hospital, expertise of doctors and vicinity, quality and value for money”

As in the West, in future, tertiary care Indian hospitals need to conduct research so as to segmentise the market and tap that area from which patients are not turning up.”

For instance, if research shows that a hospital is not attracting enough patients from a particular age group or a disease profile, it needs to strategize to get those patients.”

More recent and innovative marketing techniques as used by the western corporate hospitals need to be adopted.

Annexure for part 1

SWOT ANALYSIS OF MARKETING BATRA HOSPITAL

<ul style="list-style-type: none">• <u>STRENGTH</u>• Among the oldest hospital• Nominal pricing• More than 160 companies empanelled• Experienced team of doctors and marketing staff• Good relationship & network with the local GP'S	<ul style="list-style-type: none">• <u>WEAKNESS</u>• Got no other branch even in Delhi• The patient flow is only from around 50 companies• Small marketing team of just 8 people• No Proper division of work among the marketing team• No separate team for Referral within delhi/outside delhi/corporate work/public sector work• No Separate team to formulate marketing strategies• No openness to new ideas & creativity• No Screening method to new ideas• Poor Internal marketing• Poor Customer feedback form• No training of the staff is conducted
<ul style="list-style-type: none">• <u>OPPORTUNITY</u>• Batra Neighbourhood scheme• Neighbouring prospect area is densely populated and have industrial area within 7 km radius• Brand name	<ul style="list-style-type: none">• <u>THREAT</u>• Jamia Hamdard Hospital coming in a big way next to Batra hospital• Poor employee motivation factor• Management not open to new ideas

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INFERENCE

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**RECOMMENDED STRATEGIES TO INCREASE REVENUE
GROWTH**

- Organizing CME

INTERNAL

It help in house residents, junior doctors, RMO's and the Consultants to enhance their knowledge in a particular topic or sub-speciality and helps in delivering quality care

EXTERNAL

Through these programmes the external Consultants, Super specialists in the particular field and the allied field of the topic and general physicians came to know about latest advanced treatments which are delivered in Batra Hospital

- Organizing Health camps & Health talks in the empanelled corporate –It helps in screening of individuals which can later come to the hospital for further treatment
- Rigorous follow up should be done in the empanelled organization by doing that the brand name can be put into people mind and gradually strong relationship can be build upon
- As the number of companies empanelled with Batra is more than 160 but today mostly the patient flow is only from around 50 companies so more effort should be put to regain the lost customers .It is 5 times more easy to retain old customer than to make a new customer
- Establishment of clinical facilities in different corporate- It will help to make a unit base in few of the corporates
- Increase the number of marketing team from 8 –As marketing team is among one of the driving engine to bring patients to hospital and there are “N”number of ways to do that but required man power ,so the strength of the marketing team should be increased
- Apart from the fact of increasing the number of people in the marketing team their should be Proper division of work among the marketing team people
- Forming separate team each for Referral within delhi/outside delhi/corporate work/public sector work this will ensure the position of right candidate at the right job
- Separate team to formulate marketing strategies should be made as today the competition is so fierce in healthcare so marketing department should come up with new strategies each day
- Increase of organization openness to new ideas & creativity
- Media selection strategy-Choosing the channels
- Internal marketing should be made very strong- After the patient enters the hospital it is the work of Internal marketing ,Doctors, Staff & other services which the hospital can provide to retain the customer so in order to retain the customer there are numerous factors for eg.

Proper Customer feedback form should be design and feedback of each customer should be taken along with its analysis

Regular training of the staff should be conducted in coordination with HR which helps in delivering standardized quality care to the patient

Batra Neighbourhood scheme should be strongly strategies as the nearby areas are densely populated along with this there are industrial area which falls under this scheme so a raised discount,activities can be done into these corporate in order to cater larger population

- Flexibility in approach should be adopted-Due to hierarchy there is rigidity in various marketing approach with lack of coordination among employees along with this the employees are old , not well motivated along and reluctant to change
- Review current performance periodically-Specific indicators should be set upon to review the performance
- Deployment of an executive to target a specific area after conducting market survey and research
- Special focus on customer acquisition, customer retention ,customer conversion . Regular data collection should be done , proper analysis and evaluation of data should be done at regular interval

Annexure to Part II

- The percentage of answers is converted into nearest multiple of five
- Only two major district Bareilly & Moradabad were chosen for questionnaire with a sample size of 30 each randomly selected
- Only the Doctors & Hospitals who can refer cases of cardiology , oncology,orthopedics are explored and shown in the table
- The Data for number of hospital, No of Physician ,Medical colleges in the target area is achieved through market survey along with asking local areas people

RECOMMENDATIONS

We can no longer rely on word of mouth for getting patients. Hospitals, mainly the corporate ones, would definitely get more aggressive to survive the intense competition,”

“Aggressive marketing is not necessary in healthcare sector as it would not fetch more patients. Patients’ decision to choose a hospital is based on three factors: facilities available in the hospital, expertise of doctors and vicinity, quality and value for money”

They can also get into a formal empanelment with some big hospital outside delhi where our consultant doctor can go and do OPD once or twice in a month basis. A formal agreement needs to be signed between the two hospitals on various terms and condition mutually agreed upon

A separate executive team can be formed who conduct market survey , market research, analyze and produce logical results and be able to sent their executive to tap the market there.

As in the West, in future, tertiary care Indian hospitals need to conduct research so as to segmentise the market and tap that area from which patients are not turning up.” For instance, if research shows that a hospital is not attracting enough patients from a particular age group or a disease profile, it needs to strategize to get those patients.”

More recent and innovative marketing techniques as used by the western corporate hospitals need to be adopted.

According to the data collected by asking few of the known doctors that though bareilly being a medical hub and having record of having largest number of doctors in a 3 tier city still only a single doctor conduct bypass surgery else all the cardiac cases are been referred outside the city and in radiation oncology all the cases been referred outside the city . Apart from this patient from adjoining areas like pilibhit etc flows to bareilly for second opinion .

Patient from rudrapur either go to Bareilly or Moradabad for second opinion as both the places are equidistant to this place

Patients from Moradabad are generally referred to delhi for tertiary care recently one of the hospital had an MOU signed with fortis so there is good scope to look out for other hospital in order to sign up MOU or introducing any of the facility over there on behalf of Batra hospital

The last and the most important way to come back into the competitive race is by setting a quality department in the hospital . As there is no quality department in the hospital and quality brings improvement in the delivery of care which increase patient satisfaction,introducing HMIS into the hospital which can reduce lot of manual work thus decrease the time taken in various process and can help the marketing team in marketing the hospital in a better way . Its high time for the hospital to acknowledge that this is another step in the transformation of healthcare from a provider-dominated to a consumer-driven transparent healthcare market and understand what is good and what is bad.The Hospital should “ be proactive in a positive manner and not reactive with negativity. Be a solution the problem, not the problem” only then the circuit can be hit in a big way.

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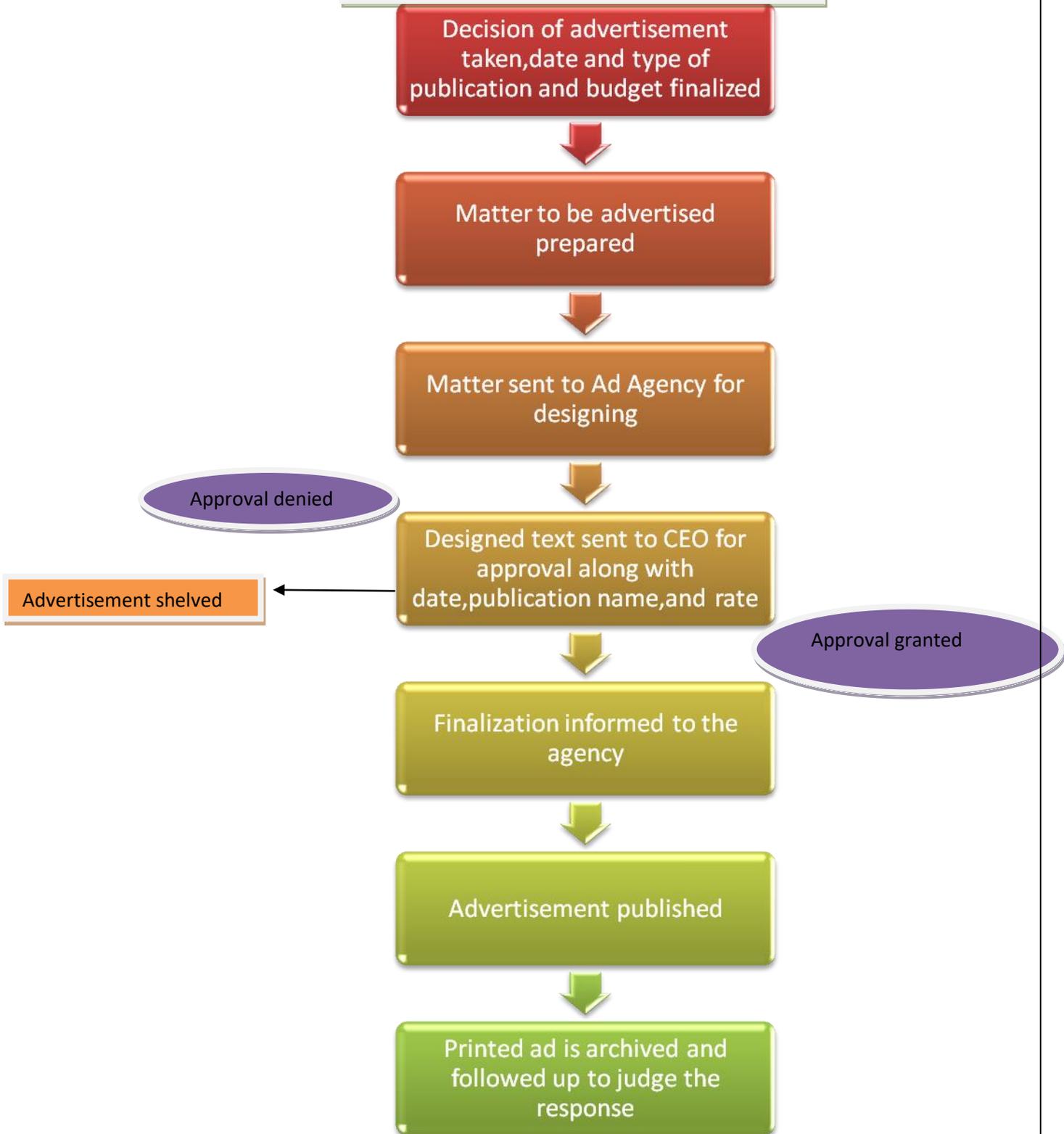
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APPENDIX A

CORPORATE TIE – UP AGREEMENT

APPENDIX B
FLOW CHART FOR PUBLISHING ADVERTISEMENT

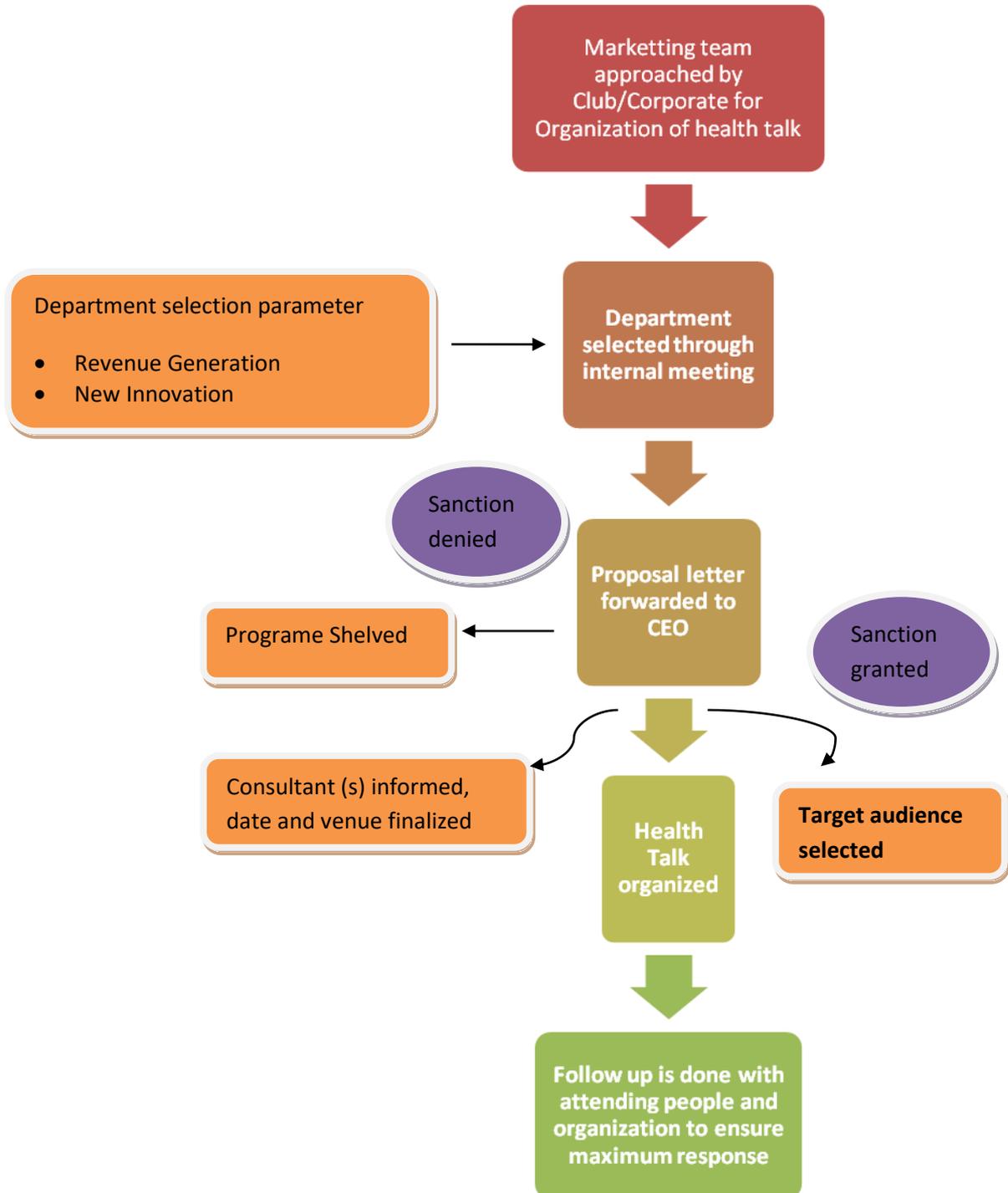
FLOW CHART FOR PUBLISHING ADVERTISEMENT



APPENDIX C

FLOW CHART FOR HEALTH TALK

FLOW CHART FOR ORGANISING HEALTH TALK



APPENDIX D
FLOW CHART FOR PAID SCREENING CAMP

FLOW CHART FOR ORGANISING A PAID SCREENING CAMP

