



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

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SUMMER INTERNSHIP PROJECT 2023

REPORT TITLE

Cost Reduction in Medical Consumables by
Price Negotiation and Updating Item Mix

SUBMITTED BY

Priyadarshini Pradhan

MBA Batch: 2022-24

University Regn. No: 2206258198

Faculty Guide

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CERTIFICATE OF INTERNAL GUIDE

This is to certify that Ms. Priyadarshini Pradhan, bearing university registration no 2206258198 of 2022-24 batch, has completed her summer internship at Ashwini group of hospitals, Cuttack from 01-09-2023 to 30-09-2023 under my supervision & guidance. She has submitted this project report for partial fulfilment of the requirements for award of Master of Business Administration degree at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Dr. Chinmaya Kumar Rout

Assistant Professor of Finance

BIITM, Bhubaneswar

CERTIFICATE FROM CORPORATE GUIDE



ASHWINI
TRAUMA CENTRE
empowered to heal...
(Unit of Cuttack Hospitals Pvt. Ltd.)

Ref No.: HRD/INT/2023/014

Date: October 11, 2023

To

Priyadarshini Pradhan

At/Po- Dera Colony, Talcher, Angul, Odisha

Subject: Completion of Internship

This is to certify that **Priyadarshini Pradhan** has successfully completed internship in **Finance Department** on "Cost reduction in Medical Consumables by price negotiation and updating item mix" from September 1, 2023 to September 30, 2023 at Ashwini Trauma Centre, Cuttack. We are delighted to express our appreciation for your valuable contributions during the course of your internship.

Best wishes for a bright and successful future.

Thanks


Internal Guide


Mr Anshuman Mohanty

Ashwini Group of Hospitals

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DECLARATION

I, Priyadarshini Pradhan bearing university registration no 2206258198 (2022-24 batch), hereby declare that the project report titled “Cost reduction in medical consumables by price negotiation and updating item mix” is based on my internship at Ashwini group of hospitals, Cuttack, during the period 01-09-2023 to 30-09-2023 and is an original work done by me under the supervision of Mr. Anshuman Mohanty (Corporate Guide) and Dr. Chinmaya Kumar Rout (Internal Guide). This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Priyadarshini Pradhan

EXECUTIVE SUMMARY

In the health care industry, it's paramount to find ways to reduce costs while still providing outstanding care to the needy. It is essential to adapt to rising costs and find sustainable ways to manage growth.

Various ways to do this includes rethinking costs, leasing medical equipment's and updating requirements.

Hospitals increase savings and efficiencies by aggregating purchasing volume and using the leverage to arrange discount agreements with the manufacturer, distributor and vendors.

For every item that is purchased in the hospital, multiple alternatives would be present in the market at different purchase prices, MRPs or margins. The goal of this project is to review fast moving items within the medical consumable spaces, procure fresh quotation, negotiate with vendors or recommend alternative items that reduce overall cost without changing product quality.

Ashwini Group of hospitals is the largest private medical centre of Cuttack and was commissioned in 2006 with the aim to provide tertiary level health care in selected super speciality branches of Medicine, Surgery, Orthopaedics, Plastic Surgery, Trauma, Cardiac, Neuro, Pulmonary and other complex medical issues. Hence, medical consumables need to be properly arranged and managed with cost effective care.

I was provided with the data of three months i.e., the consumption rate of every month with the expenditure of Ashwini Group of Hospital (store expenditure, pharmacy inward expenditure & pharmacy outward expenditure) to analyse and minimize the overall expenditure and increase the potential savings.

The task that is assigned to meet the objective which involves some procedures that includes to identify the fast-moving items for negotiation from the list of consumables, to obtain new vendor price quotation for those items, to prepare comparative statement for those items and provide recommended changes to the finance department.

The project is all about importance of cost reduction in medical consumables and the challenges faced by healthcare organizations in managing these costs. We have explored strategies such as price negotiations and updating item mix, which can help organizations reduce their expenses and improve patient outcomes.

By implementing these strategies, healthcare organizations can not only save money but also provide better care for their patients. It is crucial that we continue to prioritize cost reduction in medical consumables to ensure that healthcare remains accessible and affordable to everyone.

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Chapter - I

INTRODUCTION

Hospitals and healthcare systems are focused on managing their costs. More than just cutting, healthcare leaders are trying to find financial predictability in an industry that is anything but predictable. Moreover, the balance between cost and delivering positive patient experiences is fragile. Cost reduction strategies must prioritize the health of patients while examining opportunities to cut costs. Healthcare systems that take control over operating expenses have a greater chance of success over others who don't. While looking at a P&L statement may be one of the most popular (and easily accessible) sources to identify cost reduction strategies in healthcare, leaders should be cautious. According to Harvard Business Review, simply reducing spend in areas like staff, equipment, and supplies can hinder a hospital's ability to deliver an excellent patient experience.

Strategic Cost Reduction:

Various healthcare cost reduction strategies can be employed to reduce costs while keeping patients satisfied and maintaining patient outcomes. Healthcare providers are facing increasing pressure to reduce costs while maintaining high quality care.

One area where significant savings can be made is in the procurement and management of medical consumables. There are some current challenges faced by the healthcare organizations, as well as they implement some strategies like price negotiations and updating item mix. Medical consumables are items used by doctors and nurses to treat patients. Consumables include medications, bandages, and other supplies. Medical consumables are available in a variety of forms, each with its own set of benefits and drawbacks. Consumables like oxygen tanks, for example, can be pretty expensive. These are basically used in patients to prevent infections.

Many medical consumables are of single use and must be disposed of after each use, which can add up quickly. In fact, according to a study by the Healthcare Supply Chain Association, medical supplies and devices account for nearly 30% of all healthcare spending in the United States. This puts pressure on healthcare providers to find ways to reduce costs without compromising patient care. Again, the cost of these items has been steadily increasing over the years, putting a strain on healthcare budgets. So, we have to analyse the importance of cost reduction in medical consumables and how it can be benefitted both healthcare parties and the patients.

The current state of medical consumables is a complex issue facing healthcare providers. With the rising cost of healthcare, finding ways to reduce expenses has become a top priority. One challenge faced by the healthcare providers is the sheer volume of medical consumables required for daily operations. From gloves and masks to syringes and IV bags, the list of necessary items is extensive.

Medical consumables play a crucial role in patient care, but they can also be a significant expense for healthcare providers. That's why cost reduction in medical consumables is so

important. By reducing costs, healthcare providers can allocate resources to other areas of patient care and improve overall quality of care.

Cost reduction in medical consumables can also benefit patients directly. Lower costs can lead to lower out-of-pocket expenses for patients, making healthcare more accessible and affordable. Additionally, cost reduction can help reduce the burden on insurance companies and government programs, ultimately leading to lower healthcare costs for everyone.

One of the best practices for reducing the cost of medical consumables is to track usage and waste. By keeping a record of how much of each item is being used and how much is being thrown away. Healthcare providers can identify areas where they can cut back on unnecessary spending. This can also help them negotiate better prices with suppliers by providing concrete data on their usage patterns.

Another best practice is to involve staff in the decision-making process. By getting input from those who are actually using the medical consumables on a daily basis, healthcare providers can identify areas where they can make changes that will not only reduce costs but also improve patient care. Staff members may have insights into which items are frequently overused or underused, or which products could be replaced with more cost-effective alternatives

Benefits of cost reduction:

- Increased Profits. Perhaps the most obvious benefit of reducing business expenses is that it can help to increase profits.
- Improving Cash Flow.
- Remaining Competitive.
- Review Current Spending.
- Streamline Operations.
- Negotiating with Suppliers.
- Using Data and Technology.
- Automation

Finally, reducing operating costs can also help businesses reduce risk. Because when expenses are reduced, businesses are less reliant on revenue to cover expenses, which can help them weather economic downturns or other unforeseen events.

Reducing costs increases the funds available within the company. This can translate directly to increased profits and therefore dividends to shareholders, or could free up working capital to fund expansion or growth of the company.

There are particularly two strategies for cost reduction i.e., price negotiation and updating item mix that is used in the healthcare industry for profit maximization.

Negotiating with vendors for medical equipment can be a challenging and complex task, especially in the healthcare industry where quality, safety, and reliability are paramount. However, with some preparation, research, and strategy, you can achieve better outcomes and save costs for your organization.

Before we approach any vendor, we need to have a clear idea of what we need and what we want to achieve from the negotiation. This includes defining our requirements, specifications,

budget, timeline, and performance indicators for the medical equipment. We also need to prioritize our needs and goals, and identify which ones are non-negotiable and which ones are flexible. Having a clear and realistic vision of our needs and goals will help us communicate them effectively and avoid unnecessary concessions.

Another key step before negotiating with vendors is to research the market and the vendor. This will help us gain valuable information and insights that can support our negotiation strategy. For example, we can research the market trends, prices, competitors, and alternatives for the medical equipment we need. We can also research the vendor's reputation, history, strengths, weaknesses, and past performance. By doing this, we can identify the vendor's value proposition, competitive advantage, and potential pain points. We can also benchmark our offer and expectations against the market standards and best practices.

When negotiating with vendors for medical equipment, we need to focus on the value and benefits of the deal, not just the price. This means highlighting how the medical equipment can help us achieve our goals, solve our problems, and improve our situation. We also need to emphasize how our offer can benefit the vendor, such as by providing them with long-term partnership, referrals, or feedback. By focusing on value and benefits, we can create a win-win scenario that can satisfy both parties and increase the likelihood of reaching an agreement. Another strategy is updating item mix for medical consumables that plays a crucial role in the healthcare industry. Updating the item mix strategy for medical consumables is crucial for ensuring efficient and cost-effective inventory management in healthcare facilities. The item mix strategy involves determining which medical consumables to stock, in what quantities, and how to replenish them. Healthcare inventory management is incredibly important in medical facility processes. Inventory management systems can help hospitals and other medical organizations streamline their processes to save time and money while providing quality care to patients. A streamlined inventory management system makes it easier to track equipment and supplies, which improves communication between departments, reduces theft, productivity, maintains compliance, and reduces the time it takes for medical personnel to sign equipment in and out for use. When we improve our hospital inventory management, we improve several processes within our organization. So, we have to merge and centralize the Inventory, Purchase Department and the Finance Department to analyse the total consumption and expenditure of the healthcare sector.

Updating the item mix strategy for medical consumables is an ongoing process. Regular monitoring, feedback from staff, and data analysis are essential for its success. By optimizing our inventory management, we can improve patient care, reduce costs, and enhance the overall efficiency of your healthcare facility. We know for every item that is purchased by a hospital, multiple alternatives may be present in the market at different purchase prices, MRPs or margins. The goal of the project is to review fast moving items within the medical consumable's spaces, procure fresh quotation, negotiate with vendors or recommend alternative items that reduce overall cost without changing product quality. So, the project is all about cost minimization and profit maximization of **Ashwini Group of Hospitals**. By doing this we can increase the overall potential savings of the hospital that can enhance wealth maximization.

SCOPE OF THE STUDY

India's healthcare industry has been growing at a Compound Annual Growth Rate of around 22% since 2016. At this rate, it is expected to reach USD 372 Billion in 2022. Healthcare has become one of the largest sectors of the Indian economy, in terms of both revenue and employment.

The healthcare executives have tremendous effect on the availability, accessibility and quality of health. The dramatic changes in industry due to new technologies along with growth in population have significantly increased the demand for quality healthcare services and the responsibility is majorly taken up by the managers of such organizations to implement cost containment strategies. To continue meeting community healthcare needs in this new delivery and payment environment, hospital and health system leaders will need to think and act strategically about managing cost and strategic cost transformation will be required for this.

So, the main focus is on cost cutting and price negotiation of the healthcare consumables to increase the revenue of the firm.

Cost reduction aims at cutting off the unnecessary expenses which occur during the production process, storage, selling and distribution of the product. To identify cost reduction, we should focus on the following major elements: Savings in per unit production cost. The quality of the product should not be affected.

Cost Control is a technique which makes available the necessary information to the management that actual costs are aligned with the budgeted costs or not. Cost Reduction is a technique which we use to save the unit cost of the product without compromising its quality. Cost control focuses on decreasing the total cost of production while cost reduction focuses on decreasing per unit cost of a product.

The scope of cost reduction refers to the range of activities and functions for cost management in a firm. It provides relevant and accurate cost planning, performance evaluation, systematic analysis and decision-making information. It involves determining, recording, and allocating expenses in a firm. These strategies are applied in healthcare industries to make it affordable and accessible to all public and make its services accessible easily.

OBJECTIVE OF THE STUDY

- To know various costs involved in purchasing medical consumables at Ashwini group of hospitals.
- To prepare a comparative statement of the consumables by analysing the price quotations of different vendors
- To suggest different cost reduction strategies
- To make recommendations to the finance department and calculate total potential savings.

METHODOLOGY

1.Research Design:

Research pertains to the great research approach or strategy adopted for a particular project. A research project has to be conducted scientifically making sure that the data collected adequately and economically.

The study used a descriptive research design for the purpose of getting an insight over the issue. It is to provide an accurate picture of some aspects of market environment. A research design serves as a bridge between what has been established i.e., the research objectives and what is to be done, in conduct of the study to relish those objectives. If there were no research design, the research would have only foggy notions as about what is to be done. Descriptive research is used when the objective is to provide a systematic description that is as factual and accurate as possible.

2.Sources of Data:

Basically, the data for any type of research is collected from two sources: the primary sources and the secondary sources. For our study we have collected some amount of secondary literature from the published source of business, management journals, internet, books, newspaper etc. The primary data on the other hand can be collected in some broad ways like observation focus group, surveys and experiments. Since the study is of the descriptive type, the observation type is adopted. The data is collected from the Purchase Department& Finance Department directly.

I. Primary Data:

It is the first-hand data which is collected by researcher itself. Primary data is collected by various approaches so as to get a precise, accurate, realistic and relevant data. The main tool in gathering primary data was investigation and observation. It was achieved by first direct approach and the observation from the officials of the company.

II. Secondary Data:

It is the data which is already collected by someone else. Researcher has to analysis the data and to interpret the result. It has always been important for the completion of any report. It provides reliable, suitable, adequate and specific knowledge. The sources are:

- Official Websites
- Books
- Newspaper
- Income Statement of the Hospital
- Price Quotations of different vendors

LIMITATION OF THE STUDY

Every project has some limitations that has some impact on the study. These are:

- Price quotations of different vendors are not with the required department accurately.
- There is a huge difference between the store price and the pharmacy price that increases confusion at the time of observation.
- Changes in the value of money: The purchasing power of money is reduced from one year to subsequent year due to inflation. It creates problems in comparative study of financial statements of different years.
- The accuracy of the study depends upon the accuracy of the financial data of the respective company. Thus, this study carries such limitations.
- The study covers only financial information and ignores completely qualitative aspects. Hence performance valuation of the company from qualitative aspects has been ignored.
- Some of the medical consumable's prices were missing, so that accurate expenditure couldn't be determined.
- The project is prepared only for three months that shows time constraint to the researcher and the entire result is shown only for this period.

Chapter-II

COMPANY PROFILE

Ashwini Hospital is the largest private medical centre of Cuttack and was commissioned in 2006 with an aim to provide tertiary level health care in select super-specialty branches of Medicine and Surgery. Situated at Sector 1, CDA project area, the hospital is close to the busy city centre and yet easily approachable for people through all major State roads and National Highways. Soon it is carved a niche in critical care of patients with Trauma, Neuro, Cardiac, Pulmonary and other complex medical issues.

Today, with 350 patient beds in three specialty hospitals and three out-reach clinics, training courses like Diploma and B.Sc. courses in Nursing, Diploma in Critical Care Medicine and Masters in Emergency Medicine, Ashwini Group has established its position as a leading health care organization. In keeping with the aspirations of the community, staff and our star doctors, the management promises to maintain the quality, ethics and stability to all our patrons, well-wishers and partners in service.

Vision: Ashwini Hospital would strive to establish a world class institute in healthcare and stay in the forefront of medical technology and best practices thereby fulfilling the long felt need of true super specialty healthcare in the region.

Mission: Ashwini Hospital, the temple of healing is committed to provide ethical, reliable, high quality and cost-effective health care services with care and compassion to ensure complete patient satisfaction.

Major Services:

Neurology & Neuro-Surgery: Ashwini hospital is regarded as one of the leading hospitals for neurology and neurosurgery in Eastern part of India. Department of Neurosciences is committed to provide high quality, secondary and tertiary neuro services to patients in the region, as well as to all those who have recourse to our facility. Well accompanied by Dept of Neuroradiology, Neuro intervention, Neuro anaesthesia and Critical care. Hospital is able to provide 24X7 services with treatment outcomes are comparable to global statistics.

Cardiology & Cardiothoracic Surgery: Ashwini Hospital is a premier Cardiac institute of Odisha since 2006. A steady increase of diagnostic and therapeutic procedures including some breakthrough lifesaving techniques have positioned Ashwini Cardiac Centre as a top performer in the State of Odisha. A strong team of senior as well as younger consultants have made the uninterrupted day and night care possible across all seasons. Be it a routine cardiac check-up before a major surgery or a difficult post-operative cardiac monitoring, the Cardiologists of Ashwini Hospital have proved their mettle beyond doubt. Wellness clinics,

campus and preventive cardiac health check-ups have helped numerous patients identify their ailments before they could take the patient by surprise.

Orthopaedics Trauma & Rehabilitation: Ashwini Group of Hospitals and outreach clinics (Ashwini Emergency & Trauma Centres) have established their firm credentials as the leading trauma care facility of the Odisha and adjoining States. Hospital runs a comprehensive trauma care program, especially for poly-trauma patients from resuscitation and stabilisation to effective rehabilitation of the patient. The team has Orthopaedic Surgeons, Spine Surgeons, Plastic Surgeons, Neuro-Surgeons, Vascular Surgeons, Maxillo-Facial Surgeons, Critical Care Physicians and Therapists. With a robust armamentarium, round the clock emergency and dedicated support staff.

Oncology: The Department of Oncology at Aditya Ashwini Hospital provides Cancer care in the fields of Medical Oncology and Surgical Oncology. The department is well equipped for the treatment of Chemotherapy and General Drug Treatment, Surgical Oncology, Cancer detection.

Pulmonary Medicine: The Pulmonary Medicine Department provides top-of-the-line services in the diagnosis and management of various respiratory disease and sleep disorders. In-house Doctors specialized in respiratory medicine diagnose and treat conditions affecting the respiratory (breathing) system.

Oral & Maxillo-facial surgery: Oral & Maxillo-Facial Surgery is divided into paediatric and adult Maxillo-facial surgery. Paediatric cases mostly revolve around the treatment of congenital anomalies of the craniofacial skeleton and soft tissues, such as cleft lip and palate, craniosynostosis, and paediatric fractures. Adult craniofacial surgery deals mostly with fractures (of mandible, maxilla, zygoma, frontal and naso-ethmoidal area) and secondary surgeries (such as orbital reconstruction) along with orthognathic surgery. Craniofacial surgery is an important part of all plastic surgery training programs, further training and subspecialisation is obtained via a craniofacial fellowship. Craniofacial surgery is also practiced by Maxillo-Facial surgeons.

Burns, plastic & reconstructive surgery: Plastic surgery is a surgical specialty involving the restoration, reconstruction, or alteration of the human body. It can be divided into main categories like Reconstructive surgery, Cosmetic (Aesthetic) surgery, Hand & Micro-Surgery and Burn management.

Hand & Micro Vascular surgery: hand and wrist, correction of congenital malformations of the upper extremities, and peripheral nerve problems (such as brachial plexus injuries or carpal tunnel syndrome). Hand surgery is an important part of training in plastic surgery, as well as microsurgery, which is necessary to replant an amputated extremity.

Microsurgery is generally concerned with the reconstruction of missing tissues by transferring a piece of tissue to the reconstruction site and reconnecting blood vessels. Popular subspecialty areas are breast reconstruction, head and neck reconstruction, hand surgery/replantation, and brachial plexus surgery.

Critical care: The Department of Critical Care Medicine is a state of art centre in the silver city of Cuttack. This speciality of Medicine caters to looking after

critically ill patients from medical and surgical specialities with life threatening conditions and multiorgan failure requiring comprehensive and constant monitoring often not possible in the regular wards. Hospital run a 25 bedded ICU with sophisticated equipment in the 2nd floor of the Block building. Hospital provides round the clock evidence based and affordable care to our patients with our dedicated team of qualified intensivists, critical care nurses, physiotherapists and dieticians.

General surgery: Ashwini hospital's Department of General Surgery is regarded as one of the leading units for general surgery in the city. Ashwini hospital deal with the following services,

Lap Cholecystectomy, appendectomy, ovarian cystectomy and other Laparoscopic surgeries.

Diagnostic Laparoscopy.

All kinds of Hernias with mesh repair.

Proctology - haemorrhoids, anal fistula, anal fissure, peri-anal abscess surgeries both open and laser.

Hydrocele and all penile surgeries

Fournier gangrene

All types of GI surgeries and abdominal trauma surgeries.

All breast related surgeries

Thyroid surgery

Abominable and vaginal hysterectomy for uterine tumour and uterine prolapse

Mesh repair for rectal prolapse.

All types of abdominal emergency surgeries.

Radiology: Radiology plays a key role not only in diagnosis but also in the post-operative phase of various surgical procedures, especially in Neuro-Surgery. Neuroradiology methods are used in modern neurosurgery diagnosis and treatment. They include computer assisted imaging computed tomography (CT), perfusion studies, magnetic resonance imaging (MRI) etc.

Spine surgery: The department of Spine Surgery provides the most modern surgical procedures which is at par with the best hospitals all over the country.

Emergency Medicine: The Emergency Department at Ashwini Hospital is landmarked to be the fastest to respond in times of accidents which involves head injury, severe cases of polytrauma with facial bone injury, heart attacks, paralytic strokes, and other such life-threatening circumstances, thus offering optimum chance of survival and recovery of the patient

Dental: all types of dental services at Ashwini Hospital and Ashwini wellness which covers all aspects like Oral &Maxillofacial surgery, Orthodontics treatment, Conservative dentistry & Endodontics treatment, implant, Paediatric Dentistry, General Dentistry, cosmetic and laser dentistry etc. We have been handling all kinds of dental complexities over many years. We are equipped with highly experienced team of dentists and dental surgeons who are well-supported by a trained team of staff and associates.

Allied services: Ashwini Pharmacy, Blood bank, Operation theatre, Department of laboratory, Department of clinical nutrition, Administrative and support units. The support services include

Ambulance Services:

Quality Assurance

Bio medical department

Information Technology

Human Resource

Marketing and Business development

Finance

Insurance

Anaesthesiology: The department provides specialized care for the patients with UTI, acute and chronic renal failure, hypertension, glomerulo-nephritis, check-up of post kidney transplant patients and also extends support to other departments in the management of wide-ranging renal problems.

Free Treatments:

Free Cleft Surgery: Free treatment of cleft lip and palate cases is available at Ashwini Hospital under the sponsorship of Smile Train India.

Free Trauma Treatment: Free treatment of road traffic accident patients is available at Ashwini Hospital for first 48 hours following the accident. This is sponsored by Government of Odisha through Free Trauma Treatment Fund Scheme.

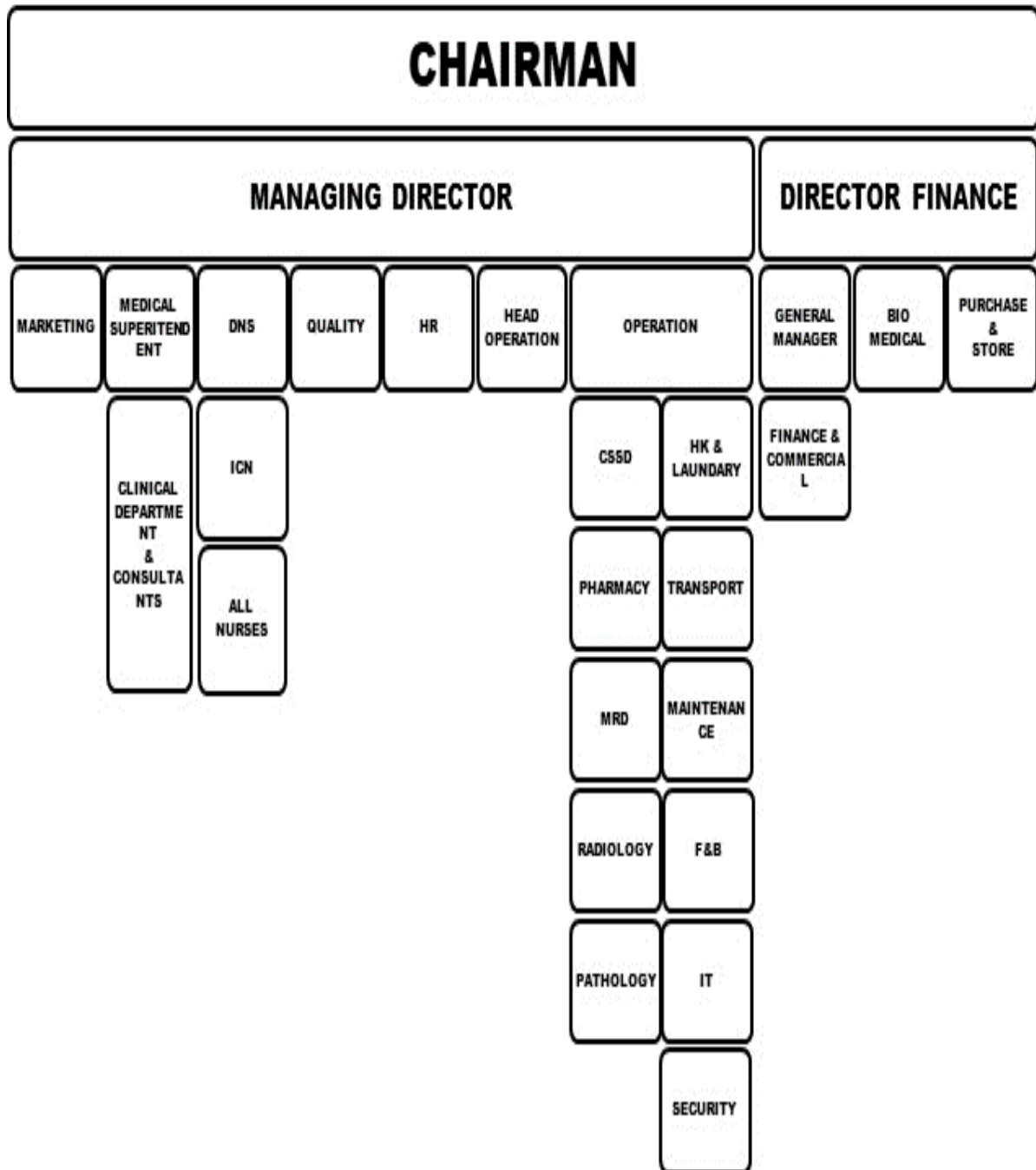
Why Ashwini group of hospitals?

24 Hour Emergency: Open round the clock for convenience, quick and easy access.

Complete Lab Services: Cost-efficient, comprehensive and clinical laboratory services.

Medical Professionals: Qualified and certified physicians for quality medical care.

ORGANIZATINAL STRUCTURE



HR POLICY:

1.Introduction:

Human Resource Management requires good planning of human resources while at the same time use the human touch, expertise, and commitment towards ensuring productive use of human capital while at the same time motivating the employees to make them give their fullest potential towards patient care activities In the Hospital.

2. Purpose

I. To plan the right mix of manpower for the Hospital In line with the volume of scope of the services being provided by the hospital.

II. To establish a recruitment process and recruit competent people with a positive attitude towards organization and customers, and have the capability to guide or work in a group to achieve the goal of the hospital.

III. To ensure that employees are selected, trained, promoted and treated on the basis of their relevant skills, talents and performance without any discrimination as per the requirement of the organization.

IV. To provide a clean, safe, healthy, professional and enjoyable working environment.

V. To motivate employees through reward system and build confidence among staffs, and provide a mechanism of ensuring employee satisfaction

VI. To provide training and development for all the employees to enable them to achieve the highest level of skills possible and provide job satisfaction to a large extent.

3. Scope of the Department

This manual covers the following:

- Manpower planning
- Recruitment and selection, and placement
- Joining induction
- Training & Development
- Promotion and incentives
- Employee Health care & Occupational Hazards
- Employee personal file maintenance

Policy for Human Resource Planning:

Manpower Planning is done in the hospital taking in to account the services scope, the volume of out patients, emergency patients and inpatients, based on the past. This also takes

in to account the periodical staff turnover. The Managing Director analyses at the beginning of every year such manpower requirements of various categories of staff - clinicians (full time), clinicians (on call), nursing staff, other paramedics - technicians for diagnostic labs, medical records department, administrative staff, front office staff, maintenance staff, housekeeping staff (both In-house & contractual), other hospital workers, etc. The requirements are reviewed every quarter and any changes are adjusted as needed.

Workforce Planning (Non-Medical):

- i. Responsibility for manpower planning for the hospital rests with HR department and the management ensures availability of the right mix of manpower required to provide quality healthcare services taking in to consideration the patient load, number of beds, number and type of procedures, type and level of care, specializations, infrastructure etc.
- ii. The assessment of manpower requirement in each department/division is periodically reviewed depending on increase or decrease of workload, technological changes or any other relevant factor.
- iii. In case any new staff is required to affect continuity of care either directly or indirectly, the same is communicated to the Managing Director through Human Resources Manager, who is responsible for the approval and provision of the required manpower.
- iv. On approval by the Managing Director, these manpower plans will constitute sanction for creation of posts including posts of trainees and form the general basis of recruitment according to the need of staff in each department.

Contingency plan to manage workforce shortage:

- Strategic tie up with educational institute such as Centurion University and Vidyapeeth to get trainees in category of EMT, lab technician and radiographers, within 24 Hours.
- DPMS(Data pull management system) to manage the exigency in all prospective.
- Individual HR Network for bulk requirement of nurses within 24 hours.
- Outsourced consultancy firm for clinical, nonclinical & blue-collar staffing resume Database.
- Interviewing candidates in all category on regular basis to build a strong pipeline.
- Candidates are interviewed, shortlisted and include in the pipeline.
- Interviewing candidates in all category on regular basis to build a strong pipeline. candidates are interviewed, shortlisted and include in the pipeline.
- Cross functional trained staff to meet short term shortages& also pulling staff from local website.

Policy for recruitment & Induction:

a. There is a documented procedure for recruitment.

- I. To identify and recruit staff as per the job description and job specification with optimum skill and aptitude required for hospital operations.
- II. To apply suitable selection methods for hiring the right person through the right source by forming right team of recruiters.

b. Recruitment Policy

- I. Vacancies will be advertised both internally and externally.
- II. While merit would be the main criteria for filling up a vacant position, seniority and past performance shall be kept in mind.
- III. For filling up position at higher levels, employees of the hospital shall be given preference and would be considered before outside sources are tapped.
- IV. The mix of the employees shall be cosmopolitan.
- V. The best available talent would be absorbed without giving any consideration to region, religion or race.

c. Induction Policy

- I. To ensure that a new employee settles down smoothly into the hospital so that he/she reaches standard level of performance as soon as possible.
- II. It gives maximum relevant information to the new employees in shortest time.
- III. It eliminates the feeling of the uneasiness, apprehensions etc. in the new employee.
- IV. It enhances the image of the hospital as people friendly.
- V. It helps reducing the turnover of the employees.

d. Pre- employment medical examination

- To take care of health and create a healthy environment for staff to deliver the best service to their organization.
- Detection of communicable diseases as per epidemiological studies.
- Regular health assessment.
- Ensure & update all relevant vaccinations.

e. Code of conduct is defined

- The orientation program includes Ashwini Trauma Centre values, mission, vision, locations and functions of different departments, Organogram, code of conduct, Leave Policy, Fire and other safety training, Security Policies, Uniform and Dress Code, Hospital Codes for emergencies, Non-Disclosure and Confidentiality, Performance and Appraisal Policy.
- **Employees:** All employees must abide by these standards in the conduct of Hospital business. If a decision is not covered by the Code, guidance shall be sought from the Human Resource Department.

f. Administrative procedures are documented e.g., Attendance, leaves etc

- The objective of this policy is to enumerate provisions of leave rules and attendance, and to set out employee's leave in accordance with Law.

Recruitment, Selection & Induction process:

1. Manpower requirements of each department/section of the hospital shall be determined and done. The manpower requirements so arrived, after approval of Managing Director /HR Manager-(HRD & Personnel) shall constitute the approved strength of the department/section and shall form the basis of manpower planning of the department/section. All recruitment shall be as per the approved strength of each department/section.
2. Care must be taken that all recruitment exercise is done at a minimum cost and time.
3. **Interview Call:** All Interview call shall be done through the telecom communication by HRD Department.
4. **Selection Process:** Short listing of all 'CV' shall be done by the HR Department with active Involvement of the Departmental Head. While recruiting manual employees their physical attributes shall be taken into consideration. Only those candidates, who fulfil the pre-defined minimum physical attributes shall be recruited. All arrangements for interviews shall be carried out by the ' HR department with involvement of Managing Director /HR Manager-(HRD & Personnel).
5. **Appointment Letter:** The selected candidate will be issued a letter of intent immediately on his selection. A detailed appointment letter would be issued preferably after receiving the favourably medical reports. Acceptance of appointment would be obtained on the duplicate copy of the appointment letter before a person joins.
6. **Joining Formalities:** Every employee on joining would be required to fill up the new joiner kit forms. Selected candidates should submit complete CV with proper address. Selected candidate should submit all certificates, should be verified with all original certificates.
7. **Probation:** All employees would be appointed on probation of six months. During this period performance would be reviewed. The performance review shall be initiated by the General Manager (HRD Department). Confirmation of the services of employees would be done only after successful completion of the probation period. In case the employee's performance does not meet the desired level, his probation may be extended for a period of six months/twelve months.
8. **Reference Checking:** The HRD Department will verify the information submitted by him in the application, from previous employer of the new employee.

Policy on staff appraisal for human resource:

- a. Appraisal system
- b. Staff is made aware at time of Induction
- c. Performance is evaluated based on the pre-determined criteria.
- d. The appraisal system is used as a tool for further development.
- e. Performance appraisal is carried out at pre-defined intervals at least once a year and is documented

f. Ashwini Trauma Centre will follow a 180 degrees appraisal system. Employees that are due for promotion has to have a 360-degree appraisal

Policy on disciplinary actions:

The hospital's policy is to ensure fair and effective arrangements exist for dealing with disciplinary matters and that as far as possible common standards are observed for all employees. The procedure covers unsatisfactory conduct as work and unsatisfactory work performance if this is wilful or caused carelessness. A separate procedure applies to cases of capability. This disciplinary code aims to:

- Promote efficient and safe performance of work.
- Maintain good employee relations within the hospital.
- Help and encourage staff to achieve and maintain the appropriate standards of conduct that the hospital expects of Its entire staff.

Policy for staff well-being and health & safety needs:

- a. **Staff well-being:** Investing to improve worker well-being not only Improves worker health but can also bring about beneficial business outcomes such as Improved job performance (Including Increased productivity) and lower levels of employee burnout. The following wellness approaches should be followed:
 - Ashwini Trauma Centre provides flexible work hours to staff that require It
 - Overtime work is discouraged, especially for patient care teams
 - Provides a tobacco and smoke free campus.
 - Immunization program (refer to medical checkup and vaccination drive)
 - Special employee rates for comprehensive health checks
 - Annual sports meet and cyclothons to promote an active lifestyle.
 - Encouraging a steps program to Increase walking time in the campus especially for those with a sedentary role.
- b. **Occupational Health and Safety:** Management of Ashwini Trauma Centre shall commit to provide quality work environment by taking adequate preventive measures to reduce occupational health hazards. In so far as safety of the employees in the work place is concerned the hospital has laid down policy with regard to protection against fire, infection control, handling of dangerous equipment, safety against exposure to radiation. Every employee undergoes fire safety training and thereafter attends fire drills periodically. Employees have a right to refuse to do any work that they believe is dangerous for them. Employees who are exposed to patients and those required to handle waste are given proper training in handling the waste as well as universal precautions. In case of accidents or injury sustained (needle stick injury, etc.) by employees while at work immediate medical attention would be directed. Employees are trained to visit the emergency department for any workplace related injuries. They must also fill In an Incident report that will be duly Investigated by Safety Officer and Operations Head.

There are some other HR policies of Ashwini group of hospitals that are mentioned below:

1. Learning and Development (training policy, induction training, ongoing training & development of staff, training based on specific job description, training in safety and quality related aspects)
 2. Policy on grievance handling
 3. Policy for staff wellbeing and health & safety needs (staff well-being, occupational health and safety, pre-employment check-up, annual medical checkup and vaccination drive, vaccination, sexual harassment policy, preventing workplace violence and its management, hospital safety rules)
 4. Personal information of each staff
 5. Credentialing and privileging of medical professionals
 6. Credentialing and privileging of nursing professionals
 7. Credentialing and privileging of Para-clinical professionals
 8. Attendance & Working Hours:
 9. Eight Employees' Rights and Responsibilities (employee Rights, employee responsibilities, duty hours & shift working, attendance, promotion)
 10. Records (Storage of records)
 11. Holidays
 12. Accidents
 13. Leave
 14. Discharge (termination of employee by employee)
 15. Misconduct
 16. Punishment
 17. Procedure for dealing with misconducts
 18. Domestic enquiry
 19. Performance appraisal
 20. Promotion
 21. Gifts and Favours
 22. Redressal of grievance of employee against unfair treatment
 23. Superannuation
 24. Domestic travel policy
 25. Discount policy
- The employees are expected to be committed towards the training, developed by the organization helping them practice & excel in their role as custodians of hospital culture and values.
 - Learning is a responsibility of each individual and the organization is committed to provide the environment and opportunities for learning, growth and education.
 - The employee if gets trained with his/her own initiatives, learn new techniques or obtain new skills may be provided onetime incentives on case-to-case basis subject to the usefulness of the program.

Roles and Responsibilities:

- Employees should be committed to carry out major role in their own professional and personal development and career planning. They should have a clear vision of their own career goals and identify opportunities to pursue them. .

- Supervisors along with Departmental Heads are responsible for ensuring department staffs skill identification; development and career planning.
- Human Resource Department is responsible for Training related policy development, monitoring, quality control, network with external training resources; disseminating training information and activities to all staffs.
- Departmental Training coordinators are responsible for planning, developing and organizing functional training program for their department staffs with the consultation of their head of the department.

Assessing individual training needs:

- I. Each department of Ashwini Trauma Centre will assess its own training needs on an annual basis based on yearly performance appraisal of each individual employee.
- II. Each functional department is responsible for identifying training needs through the performance management system and will send to human resource department along with the yearlong performance plan, as well as to the head of department.
- III. The individual employee is responsible for enunciating his/her training needs to HOD for his/her recommendations during the time of performance review.
- IV. All the training programs conducted at Ashwini Trauma Centre will be based on the training needs derived from the yearlong performance plan.

FINANCIAL PERFORMANCE OF THE FIRM: **(ASHWINI GROUP OF HOSPITALS)**

Capital structure Amount (In Crores)

Debt:1.04

Equity:	131.80
Total Revenue for the year 2022-23:	102.58
Total Revenue for the year 2021-22:	150.22
Total Revenue for the year 2020-21:	115.36

Operating profit for the year 2022-23:18.27

Net Profit for the year 2022-23:	9.19
Total Asset for the year 2022-23:	147.70

Business Analysis:

Business Analysis is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders. Business Analysis is a disciplined approach for introducing and managing change to organizations, whether they are for-profit businesses, governments, or non-profits. Business analysis is used to identify and articulate the need for change in how organizations work, and to facilitate that change.

Basic objective:

1. **Performance Assessment:** Analyse the hospital's financial performance, patient outcomes, and operational efficiency. This may include examining metrics such as revenue, expenses, patient satisfaction, and mortality rates.
2. **Market Analysis:** Understand the hospital's position in the healthcare market. This involves assessing the hospital's market share, competitive landscape, and opportunities for growth or expansion.
3. **Cost Efficiency:** Evaluate cost structures to identify areas where cost savings can be achieved without compromising patient care quality. This could involve examining procurement processes, staff productivity, and supply chain management.
4. **Compliance and Regulation:** Ensure that the hospital is compliant with all relevant healthcare regulations and standards. This includes legal and regulatory compliance, such as licensing, accreditation, and patient data security.
5. **Patient Experience:** Assess and improve the patient experience, including the quality of care, waiting times, and overall satisfaction. This can involve surveys, feedback analysis, and process improvements.
6. **Technology and Infrastructure:** Evaluate the hospital's IT systems, equipment, and infrastructure to ensure they are up-to-date and supporting efficient operations.
7. **Strategic Planning:** Assist in developing and refining the hospital's strategic plans. This involves identifying strengths, weaknesses, opportunities, and threats (SWOT analysis) and formulating strategies for future growth and sustainability.
8. **Financial Management:** Review financial statements, budgeting processes, and revenue generation strategies to ensure financial stability and growth.
9. **Staffing and Training:** Analyse staffing levels, skills, and training to ensure that the hospital has the right personnel in place to deliver quality care.
10. **Quality Improvement:** Identify areas for quality improvement, such as reducing medical errors, enhancing clinical outcomes, and ensuring best practices in patient care.
11. **Community Engagement:** Evaluate the hospital's engagement with the local community, including outreach programs and partnerships with other healthcare providers.
12. **Risk Management:** Assess and manage risks related to patient safety, liability, and other operational areas.
13. **Sustainability:** Consider environmental and social responsibility aspects, such as sustainability initiatives and community well-being.

Business analysis at Ashwini Hospital will involve collecting and analysing data, conducting surveys and interviews, and working closely with hospital staff to identify areas for improvement and formulate actionable recommendations. The ultimate goal is to enhance the hospital's overall performance and the quality of healthcare services it provides.

Positioning Strategy of Ashwini group of Hospitals

Positioning strategy for a hospital typically involves defining how the hospital wants to be perceived by its target audience, patients, and the community at large.

1. **Target Audience:** Identify the specific target audience or patient segments the hospital want to serve. This could be based on demographics, medical needs, or geographic location.
2. **Competitive Analysis:** Understand the competitive landscape in the hospital's area. Analyse the strengths and weaknesses of competing hospitals, clinics, and healthcare providers.
3. **Unique Selling Proposition (USP):** Determine what sets Ashwini Hospital apart from the competition. This could include specialized medical services, state-of-the-art facilities, outstanding patient care, or a unique approach to healthcare.
4. **Brand Identity:** Develop a brand identity that aligns with the hospital's mission, values, and unique selling proposition. This includes creating a memorable name, logo, and tagline.
5. **Patient Experience:** Focus on creating a positive patient experience at every touchpoint, from online interactions to in-person care. This can include personalized care plans, compassionate staff, and efficient processes.
6. **Marketing and Communication:** Create a marketing plan to reach and engage the target audience. This can include online marketing, social media, traditional advertising, and community outreach.
7. **Online Presence:** Establish a strong online presence through a professional website and active social media profiles. Use these platforms to share information about services, success stories, and healthcare tips.
8. **Community Engagement:** Build relationships with the local community through health fairs, workshops, and partnerships with local organizations. Show commitment to the community's health and well-being.
9. **Quality Assurance:** Maintain high-quality healthcare services and strive for continuous improvement. Accreditation and certifications can help convey commitment to quality.
10. **Patient Testimonials and Reviews:** Encourage satisfied patients to share their positive experiences through testimonials and online reviews.
11. **Monitoring and Adaptation:** Continuously monitor the effectiveness of the positioning strategy and be prepared to adapt it based on changing market dynamics and patient needs.

Customer Segment of Ashwini group of Hospitals:

Typically, customer segments for a hospital can include various categories such as:

1. **General Patients:** Individuals seeking healthcare services for general medical conditions, illnesses, and injuries.
2. **Specialty Patients:** Those requiring specialized medical care in areas like cardiology, orthopaedics, oncology, etc.
3. **Paediatric Patients:** Children in need of healthcare services.
4. **Geriatric Patients:** Elderly individuals with specific medical needs.
5. **Maternity Patients:** Expectant mothers in need of prenatal and maternity care.
6. **Emergency Patients:** Individuals requiring immediate medical attention.
7. **Outpatient Services:** Patients seeking consultations, tests, or minor procedures without hospitalization.
8. **Inpatient Services:** Individuals admitted to the hospital for more extensive treatment and care.
9. **Corporate or Insurance Patients:** Individuals covered by corporate healthcare plans or insurance.
10. **Medical Tourism:** Patients traveling from other regions or countries for medical treatment.

The specific customer segments Ashwini Hospital serves may vary based on the hospital's location, facilities, and the healthcare services it provides.

Branding Strategy of Ashwini group of Hospitals

Developing a branding strategy for Ashwini Hospital involves creating a strong and positive brand image that reflects the hospital's mission, values, and the quality of healthcare services it provides. Here are the considerations for crafting a branding strategy for Ashwini Hospital:

1. **Define the Brand Identity:** Start by defining the hospital's core values, mission, and vision. What does Ashwini Hospital stand for? What kind of healthcare experience does it aim to provide?
2. **Understand Target Audience:** Identify your primary and secondary target audiences, such as patients, their families, referring physicians, and healthcare professionals. Understand their needs, preferences, and pain points.
3. **Conduct a SWOT Analysis:** Evaluate the hospital's strengths, weaknesses, opportunities, and threats. This analysis will help to identify areas for improvement and growth.
4. **Create a Strong Visual Identity:** Design a memorable and professional logo, colour scheme, and typography that represent the hospital's identity. Consistency in branding elements is essential.

5. Craft a Compelling Brand Message: Develop a clear and concise brand message that communicates the hospital's core values and benefits. This message should resonate with your target audience and be easy to remember.

6. Content Marketing: Create valuable and informative content, such as blog posts, articles, and videos, that positions Ashwini Hospital as an authority in healthcare. This can help build trust and credibility.

7. Online Reviews and Testimonials: Encourage satisfied patients to leave positive reviews on platforms like Google, Yelp, or Healthgrades. Respond to both positive and negative reviews professionally and promptly.

8. Community Involvement: Engage in local community activities and sponsor healthcare-related events to demonstrate your commitment to the well-being of the community.

9. Employee Training and Engagement: Ensure that all hospital staff members are aligned with the brand's values and deliver a consistent patient experience. Happy and engaged employees can positively impact the hospital's reputation.

10. Monitor and Adapt: Regularly assess the effectiveness of your branding efforts. Use data and feedback to make necessary adjustments to your strategy.

11. Compliance and Ethical Considerations: Ensure that all branding efforts are compliant with healthcare industry regulations and ethics. Maintain patient privacy and adhere to ethical marketing practices.

12. Measure Success: Establish key performance indicators to track the success of your branding strategy. Metrics might include website traffic, patient satisfaction scores, and brand recognition surveys. A successful branding strategy for Ashwini Hospital should convey trust, expertise, and a commitment to patient care. It should differentiate the hospital in a competitive healthcare market and foster a positive relationship with the community it serves.

INDUSTRY ANALYSIS

The healthcare industry (also called the medical industry or health economy) is an aggregation and integration of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. It encompasses the creation and commercialization of products and services conducive to the preservation and restoration of well-being. The contemporary healthcare sector comprises three fundamental facets, namely services, products, and finance. It can be further subdivided into numerous sectors and categories and relies on interdisciplinary teams of highly skilled professionals and paraprofessionals to address the healthcare requirements of both individuals and communities. The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, health care can form an enormous part of a country's economy. U.S. healthcare spending grew 2.7 percent in 2021, reaching \$4.3 trillion or \$12,914 per person. As a share of the nation's Gross Domestic Product, health spending accounted for 18.3 percent. The per capita expenditure on health and pharmaceuticals in OECD countries has steadily grown from a couple of hundred in the 1970s to an average of US\$4'000 per year in current purchasing power parities.

Healthcare has become one of India's largest sectors, both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services, and increasing expenditure by public as well private players. India's healthcare delivery system is categorised into two major components - public and private. The government, i.e., public healthcare system, comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of Primary Healthcare Centres (PHCs) in rural areas. The private sector provides majority of secondary, tertiary, and quaternary care institutions with major concentration in metros, tier-I, and tier-II cities.

India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asia and western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe. The low cost of medical services has resulted in a rise in the country's medical tourism, attracting patients from across the world. Moreover, India has emerged as a hub for R&D activities for international players due to its relatively low cost of clinical research.

The Indian healthcare sector is expected to record a three-fold rise, growing at a CAGR of 22% between 2016–22 to reach US\$ 372 billion in 2022 from US\$ 110 billion in 2016. By FY22, Indian healthcare infrastructure is expected to reach US\$ 349.1 billion. India's public expenditure on healthcare touched 2.1 % of GDP in FY23 and 2.2% in FY22, against 1.6% in FY21, as per the Economic Survey 2022-23. In FY22, premiums underwritten by health insurance companies grew to Rs. 73,582.13 crore (US\$ 9.21 billion). The health segment has a 33.33% share in the total gross written premiums earned in the country.

The Indian medical tourism market was valued at US\$ 2.89 billion in 2020 and is expected to reach US\$ 13.42 billion by 2026. According to India Tourism Statistics at a Glance 2020

report, close to 697,300 foreign tourists came for medical treatment in India in FY19. India has been ranked tenth in the Medical Tourism Index (MTI) for 2020-21 out of 46 destinations by the Medical Tourism Association.

The e-health market size is estimated to reach US\$ 10.6 billion by 2025.

As per information provided to the Lok Sabha by the Minister of Health & Family Welfare, Dr. Bharati Pravin Pawar, the doctor population ratio in the country is 1:854, assuming 80% availability of 12.68 lakh registered allopathic doctors and 5.65 lakh AYUSH doctors.

India's healthcare sector is extremely diversified and is full of opportunities in every segment, which includes providers, payers, and medical technology. With the increase in the competition, businesses are looking to explore the latest dynamics and trends which will have a positive impact on their business. The hospital industry in India is forecast to increase to Rs. 8.6 trillion (US\$ 132.84 billion) by FY22 from Rs. 4 trillion (US\$ 61.79 billion) in FY17 at a CAGR of 16-17%.

India is a land full of opportunities for players in the medical devices industry. The country has also become one of the leading destinations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of the population. Besides, Indian medical service consumers have become more conscious towards their healthcare upkeep. Rising income levels, an ageing population, growing health awareness and a changing attitude towards preventive healthcare is expected to boost healthcare services demand in the future. Greater penetration of health insurance aided the rise in healthcare spending, a trend likely to intensify in the coming decade.

The Government aims to develop India as a global healthcare hub and is planning to increase public health spending to 2.5% of the country's GDP by 2025.

Barriers in the industry:

Thy healthcare he barriers to market entry B2B organizations are especially high.

1. Difficulty in understanding how healthcare operate: Healthcare is a parallel universe. It operates differently than any other industry I have worked in. The economic model is different. Although the traditional fee-for-service model sounds familiar it's not. To complicate matters further, the economic model is changing to what is known as value-based care. The basic premise is that healthcare organizations are no longer paid for curing individual people as a service but are paid for keeping a population of patients as healthy as possible.
2. Risk Aversion: Healthcare is a more risk-averse industry than any other industry. It's about consequences. In healthcare, if we screw up, someone could lose their life and someone loses money as well. While there is a great deal of innovation within healthcare, this does not come easily.
3. Conflicting Agendas: The primary motivation of people in healthcare is different from other industries. People go into healthcare generally to do good. However, healthcare is a business. Generating revenue and lowering costs are as important in healthcare as they are in other industries. There is a tension between these two motivations that can cloud decision-making. This slows down the purchase process.

4. High number of people involved in purchased decisions: There are more people involved and they have different competence in making business decisions. This, therefore, is a market entry barrier as more time is needed before purchase decisions can be made.
5. Buyers are harder to reach: All sales and marketing people always think that their customers are hard to reach but in case of healthcare it is harder to reach.
6. Regulations: Every industry has regulations but healthcare has many of the same regulations as other industries and many regulations that are unique to healthcare.
7. Longer sales cycles: The cumulative sales cycle is much longer in healthcare than other industries. This is a key obstacle to market entry for organizations.

The key to improvement is knowledge and understanding perspectives of those closest to care. This study uncovered both our strengths and our weaknesses, but ultimately it revealed opportunities to create a reimagined healthcare experience centred on serving people, from clinicians to healthcare workers to patients.

Porter's Model Analysis:

The Porter's five forces model is a comprehensive strategy paradigm that decouples strategic decision-making from a simple analysis of the current competition.

Threat of Entrant:

This force possess low intensity on the nature of competition for the industry since potential new entrants to the sector needs high capital costs and the difficulties of identifying and establishing new hospitals because of the legal requirement and specialized expertise of medical personnel create a daunting barrier. It is said the current capital expenses of developing and commissioning a hospital bed have been estimated to be around \$450,000.

Power of Buyers:

The bargaining power of buyers is deemed to be low especially today due to the ongoing pandemic. Many people are seeking hospital treatment and almost all of the public hospitals are in full capacity that's why others tend to go on any available hospital and pay for the price of the service without negotiating since it is also not allowed as specific health service is equated with a fix amount price.

Threat of Substitute:

In the hospital, there is really no alternatives. Some people may be hesitant to seek medical help at a hospital, and this is the only alternative that comes to mind. The only substitute is to identify the greatest methods to assist individuals in the most cost-effective and healthy manner possible. Massage therapy or acupuncture, as well as alternative medicines are just used for specific treatments. Hospitals, on the other hand, compete for emergency care and a place to go for professional medical advice.

Power of Supplier:

Medical equipment supplies and medical practitioner are two of the most important supplies in the healthcare sector. As technology advances, more modern medical equipment is being introduced, which will improve the efficiency and efficacy of day-to-day operations. Because medical equipment is a hospital's most valuable asset, suppliers are critical to its everyday operations. The inadequate supply of modern medical equipment, on the other hand, was unable to meet the increasing demand of consumers. And the modern equipment should also be used by specialized health care workers.

Competitive Rivalry:

There is a high level of competition within the hospital industry. There is a need to be innovative with the treatment and service that the hospital gives to its patients if they want to keep them coming back.

Chapter-III

COMPETITOR ANALYSIS

Ashwini Hospital is a unit of Cuttack Hospitals Pvt. Ltd. The centre is situated at Cuttack. It provides tertiary level health care in select super-specialty branches of Medicine and Surgery. The motto of the hospital is to provide 'Modern Health Care at a Modest Cost'.

Competitor analysis requires to examine the firm's direct and indirect competitors, their products, product development strategies, marketing strategies, sales tactics, in short, the main activities of the competitors in the market.

Competition analysis is similar to competitor analysis in that it aims to identify the strengths and weaknesses of the competitors while examining the competitors on the basis of work, method, capacity, product or service. However, the main point that distinguishes competition analysis from competitor analysis is that the company is also on the table. The main purpose is to compare the company with its competitors and measure the competitiveness.

A sector-based competition analysis examines the competitive structure in the sector from a broad perspective, including the balance of power among competitors, suppliers, customers and associated sector representatives. This analysis strategy, known as "Porter's Five Forces", enables us to measure the impact of all stakeholders on the industry and the depth of competition. Each sector has its own dynamics, so a separate strategy for competition analysis is needed for each sector.

Another feature of the competition analysis is that it provides a projection of new entrants in the sector that may compete with the firm in the future. All of the company acquisitions, alliances and partnerships we have witnessed in sectors such as IT, finance and banking are realized as a result of rigorous competitor and competition analysis.

To conduct a competitor analysis for Ashwini Hospital in Cuttack we need to gather current information about other healthcare providers in the area. Here are some general steps you can follow to conduct a competitor analysis:

1. **Identify Competitors:** Research and list down healthcare providers and hospitals in Cuttack, Odisha, that are direct competitors to Ashwini Hospital. This might include government hospitals, private hospitals, and specialized clinics.
2. **Analyse Services and Specialties:** Determine the range of medical services and specialties offered by Ashwini Hospital, and compare them to those offered by competitors. Pay attention to areas of specialization, the availability of advanced medical equipment, and the quality of care.
3. **Pricing and Billing:** Analyse the pricing structure and billing practices of Ashwini Hospital and its competitors. This includes the cost of various medical procedures, insurance acceptance, and payment options.
4. **Reputation and Patient Reviews:** Look for online reviews, patient testimonials, and ratings for both Ashwini Hospital and its competitors. Customer feedback can provide insights into the quality of care, patient satisfaction, and areas for improvement.

5. **Location and Accessibility:** Evaluate the location and accessibility of Ashwini Hospital compared to its competitors. Factors like proximity to residential areas, transportation options, and parking facilities can influence a hospital's attractiveness.
6. **Technology and Facilities:** Assess the technological capabilities and facilities available at Ashwini Hospital and its competitors. This includes the availability of advanced medical equipment, telemedicine services, and digital health records.
7. **Staff and Expertise:** Investigate the qualifications and expertise of the medical staff, including doctors, nurses, and specialists. Competitor hospitals may have different levels of expertise and experience.
8. **Patient Volume and Capacity:** Determine the patient volume and capacity of Ashwini Hospital and its competitors. This can provide insights into the hospital's popularity and its ability to handle a certain number of patients.
9. **Financial Performance:** If possible, access financial reports and data to understand the financial health and performance of Ashwini Hospital and its competitors. This might include revenue, profit margins, and investments in infrastructure.
10. **Marketing and Branding:** Analyse the marketing strategies and branding efforts of both Ashwini Hospital and its competitors. This can include online presence, advertising, and community outreach.

We may need to conduct surveys, interviews, or utilize market research reports to gather the most accurate and current information. Additionally, it's important to consider both the strengths and weaknesses of Ashwini Hospital and its competitors to develop a well-rounded assessment.

Some well-known hospitals in Cuttack include:

1. **SCB Medical College and Hospital:** This Institution is situated in the city of Cuttack with a sprawling campus of 87.32 acres. It has been recognized by MCI (Medical Council of India) as an ideal institution facilitating education and training in undergraduate, post-graduate and super specialty subjects under different medical and surgical disciplines. At present, this medical college extends facility for P.G. training in all the 22 broad specialties as well as post-doctoral training in super-specialty subjects like Cardiology, Neurology, Nephrology, Endocrinology, Gastroenterology, Hepatology, Pulmonary Medicine, Neurosurgery, Urology, Cardio-Thoracic Surgery, Paediatric Surgery, and Plastic Surgery. DNB accreditation has been applied for Clinical haematology, Rheumatology and Surgical Gastroenterology. Besides, facilities are also available for Surgical Endocrinology. State of the art treatments like bone marrow transplantation and renal transplantations are offered to needy patients free of cost, funded by the state. The institution is running a Trauma Centre which will deals with poly-trauma patients, as the medical college is situated near the NH-5. This centre is of great benefit to victims of road traffic accidents. The Medical College & Hospital has come up with a Regional Diagnostic Centre in its own campus for better diagnostic facilities to patients attending the Medical College. At present, SCB Medical College with its attached hospital is a huge institution, comparable to

the very best of its kind in the country. It is one of the very few Medical Colleges of India which have been permitted to admit 250 students in the MBBS course. With respect to teaching, training, research, and clinical service, SCB Medical College maintains an excellent reputation and standard. Some of the staff and alumni of this institution have earned national and international recognitions. The college and the attached hospital are adequately staffed. Above all, this institutional complex, as it stands today, is the very heart-throb of the medical activities of our state, and of the hopes and aspirations of our people.

2. **Kalinga Hospital Limited:** With 250 beds and the spectrum of other services, the hospital still serves as the most comprehensive, affordable and dependable health care institution to the community. Clinical Finesse, Sincere Service, Dedicated People, Affordable Price and Unmatched Quality are the five pillars of the hospital. Situated at a strategic location in the city, it is well connected with railway station (8 Km.), airport (14 Km.) and national highway (5 Km). Build-up 10 acres of picturesque landscape, the experience conjures up images of hope and happiness. As an ISO 9001-2008 institution for rendering Multi Super Speciality Health Care Services, KHL has also been declared as a referral hospital of first choice for treatment of Government servant and their families, by Ministry of Health & Family Welfare, Govt. of Odisha. Last but definitely not the least, KHL is a certified centre to perform Kidney Transplantation from Directorate of Medical Education and Training. The Centre of Excellence includes upgraded 24 x 7 Emergency and Trauma Care Unit with 42 bedded Critical Care Unit to meet tertiary health care standards. They also have the track record of 300 + successful Kidney Transplant. The first well equipped Cardiology & Cardiac Surgery Dept. (Private was established in Odisha. State-of-the-art Neurology Unit (better known as Institute of Neuro Science), Medical & Surgical Gastroenterology Dept with Modern Machines – Haem clip, APC, ERCP etc. And the largest no. Of Dialysis Machine under one roof in Odisha is also the high point of KHL. Advanced Orthopaedic Surgeries – Endo spine& Total Knee or Hip Replacement etc are also available under one roof along with the most modern diagnostic and therapeutic investigation as EP Study, CT guided FNAC, Mammography, 500 Slice CT scan, 1.5 Tesla MRI, Colposcopy etc.
3. **Shanti Hospital:** The hospital also provides free medical treatment to the needy & the poor people under Shanti Gopal Memorial trust named after the parents of Chairman Dr. Sree joy Patnaik. They have specialized in Orthopaedics & Trauma, Gastroenterology, Bariatric & Metabolic Surgery, General Surgery, Minimal Access Surgery, Robotic Surgery.
4. **Kanungo Institute of Diabetes Specialities (KIDS):** Kanungo Institute of Diabetes Specialities Pvt. Ltd is a leading integrated diabetes and multi-speciality care provider in India. The healthcare verticals of the company primarily comprise of Diagnostics, Outpatient departments, Indoor patient department, Intensive care unit, state of the art

operation theatre and emergency care facilities. Currently, the company operates its healthcare delivery services in Bhubaneswar catering to the need of PAN India. Presently the hospital is with 18 healthcare specialities and 100 patient beds.

5. **CMC Hospital:** CMC is particularly well known for certain departments such as Neurosciences, Gastroenterology and Haematology (where it is a national leader in the treatment of rare blood disorders and bone marrow transplantation).
6. **Sun Hospital:** SUN Hospital is a Multispecialty healthcare provider delivering holistic and affordable qualitative healthcare. What started as a humble 8-bed facility, has now blossomed into a 105 bedded Multispecialty Hospital. Having a legacy of over four decades, Sun Hospitals has touched more than 5 million lives through routine wellness & preventive health care, innovative life-saving treatments, and diagnostic services. Sun Hospital ensures a service-oriented delivery model, with a commitment to its core purpose “to provide care that people trust” and continually updates medical knowledge to put it into practice, taking innovations from the bench to the bedside.

Sun hospital has been a pioneer on many fronts, in the state.

- I. First full range Radioimmunoassay Laboratory in Odisha
- II. First laparoscopic hysterectomy in Odisha
- III. First Total Knee Replacement surgery in Odisha
- IV. First hospital-based Ultrasound Scan, Colour Doppler Ultrasound machine in Odisha
- V. First MRI Mammography breast imaging facility in Odisha

Some well-known hospitals in Bhubaneswar include:

1. **AMRI Hospitals:** The core specialized area of AMRI Hospital is in Rheumatology, Radiology, Anaesthesiology, Ophthalmology, Dental Science, Infectious Diseases, Infertility medicine GI & General Surgery, Dermatology, Neonatology, Cosmetology, Plastic and Reconstructive surgery, Mental Health, Diabetes and Endocrinology, Internal Medicine, ENT, Pulmonary Medicine, Blood Disorders and Bone Marrow Transplant, Paediatrics, Nuclear Medicine, Emergency and Trauma, Critical Care, Orthopaedics and Joint Replacement, Cardiac Sciences, Neuro Sciences, Onco Sciences & Gastro Sciences.
2. **AIIMS Hospital:** All India Institute of Medical Sciences, Bhubaneswar is one of the apex healthcare Institutes established by the Ministry of Health & Family Welfare, Government of India under the Pradhan Mantri Swasthya Suraksha Yojna (PMSSY). Under this scheme six new All India Institutes of Medical Sciences have been established at Patna, Raipur, Bhopal, Bhubaneswar, Jodhpur and Rishikesh apart from the one at New Delhi.

3. **Institute of Medical Sciences and SUM Hospital:** The super speciality of the hospital is Cardiac Anaesthesia, Cardiology, Cardiothoracic Surgery, Clinical Haematology, Endocrinology, Immunology & Rheumatology, Medical Gastroenterology, Surgical Gastroenterology, Neonatology, Nephrology, Neurology, Neurosurgery, Medical Oncology, Surgical Oncology, Paediatric Gastroenterology, Paediatric Surgery, Burn, plastic & Re-constructive, Surgery, Urology, Kidney Transplant, Liver Transplant, Vascular Surgery, Centre of Human Reproduction.
4. **Hi-Tech Medical College and Hospital:** It is the 1st Private Medical College of Eastern India and Odisha. Since its inception, it has been truly a Medical College par excellence, drawing faculty and students from all over the country. It is a private, not for profit Medical College associated with 500 bed Tertiary Teaching Hospital. It has 100 MBBS annual seat intake, recognized by the Medical Council of India. The college also offers Post Graduate courses in various disciplines like Paediatrics, Obstetrics & Gynaecology, Orthopaedics, ENT, Ophthalmology, Community Medicine and many more.
5. **Usthi Hospital and Research Centre:** Hemalata Hospitals and Research Centre has completed nine successful years as a premium cancer hospital in Odisha. Competent Professional with more than 6 years of experience in the field of Radiation Oncology with the experience of working at PGIMER, Chandigarh & AIIMS, Bhubaneswar. Experienced in working with Radiotherapy machines like C060, LINACs (TRIOLOGY, Versa HD), Gamma knife, Micros electron HDR brachytherapy. Experienced in administering EBRT with the different techniques like 3DCRT, IMRT, VMAT, IGRT, SRS, SRT, Electron beam therapy. Experienced in delivering Intracavitary, Interstitial & Intraluminal brachytherapy. Experienced in Prescribing Chemotherapy regimens as appropriate to assessed Cancer type & staging.
6. **Apollo Hospitals:** Apollo pioneered the concept – the group was the first to invest in the pre-requisites that led to international quality accreditation like the JCI and also developed centres of excellence in Cardiac Sciences, Orthopaedics, Neurosciences, Emergency Care, Cancer and Organ Transplantation. The hospital employs technologies including Robotics and Cyber Knife treatments, minimising recovery time, allowing the patient to enjoy a happier and healthier life, post-treatment from Apollo Hospitals.

These are some hospitals that can be the competitors of the Ashwini Hospitals. So, the hospital needs to do the market research for the betterment of the hospital.

Chapter-IV

CUSTOMER ANALYSIS

Customer analysis is a combination of qualitative and quantitative research collected on the customers with the purpose of better understanding them in order to draw meaningful conclusions that will aid the company in marketing and outreach efforts. It allows the company to determine the needs of the customers, the types of messaging they respond well to, and why they are or aren't purchasing the product. Armed with this information, they can make the changes necessary to increase growth.

Understanding Hospital Customers: Customers of a hospital can include patients, families of patients, visitors, and healthcare professionals. It's essential to keep all of these individuals happy to ensure the success and reputation of the hospital. Customer satisfaction is crucial, and effective strategies for retention must be put in place. This document explores approaches for satisfying and retaining hospital customers.

Types of Hospital Customers

Patients: Patients are the primary hospital customers. Hospitals must provide comfortable and safe environments to ensure satisfaction and better health outcomes. High patient satisfaction rates can attract new patients and boost the hospital's reputation.

Family members and visitors: Family members and visitors are essential hospital customers. Hospitals should provide support and amenities for families and visitors, such as quiet rooms or cafes, to ensure their satisfaction.

Healthcare Professionals: Doctors, nurses, and other healthcare professionals are also customers of the hospital. They expect a supportive workplace with appropriate tools, resources, and training to provide the best care possible. Their job satisfaction impacts patient satisfaction and the hospital's reputation.

Consumer Behaviour in Hospital Settings:

1. Urgency and Need: Urgency and need play a significant role in consumer behaviour decisions in hospital settings.
2. Availability: The availability of products can significantly influence buying behaviour.
3. Price and Value: The price and value can influence decision-making depending on the type of buyer.
4. Personal Factors

The Importance of Hospital Customer Satisfaction: Customer satisfaction is a key factor in the success of a hospital. Satisfied customers are more likely to return and recommend the hospital to others. Low satisfaction rates can cause a decline in patient volume and revenue. Patient satisfaction is a crucial factor in healthcare. Positive experiences lead to better health outcomes and increased patient compliance. Patients who are satisfied with their hospital experience are more likely to return for future treatment and recommend the hospital to others.

Who buys, influences and consumers the product in hospital setting: Hospitals are complex environments with various stakeholders involved in purchasing and consuming

products. Hospital purchasers and buyers play a vital role in procuring supplies, while key decision makers and influencers shape purchasing decisions. Healthcare professionals and patients are the end users, and their behaviour in hospital settings is influenced by factors like quality, cost, and patient outcomes. However, marketing to hospitals poses challenges. To be successful, strategies must be tailored to target hospital buyers and consumers effectively.

Influencing the Decision Makers: In order to successfully market products in a hospital setting, it's crucial to understand and influence the key decision makers and influencers. These individuals have the power to sway purchasing decisions, and their preferences and priorities shape the direction of healthcare purchasing. By building relationships with these decision makers and addressing their specific needs and concerns, companies can significantly impact their product adoption rates and overall market success.

Understanding Consumer Behaviour in Hospitals: Consumer behaviour in hospital settings is driven by unique factors such as the need for efficient care, patient safety, and cost considerations. Healthcare professionals and patients seek products that align with the hospital's goals of delivering high-quality care. By understanding the motivations and preferences of healthcare professionals and patients, companies can develop targeted marketing strategies and adapt their offerings to meet the specific needs of this demanding consumer base.

Influential Factors in Purchasing and Consumption

Quality: Given the critical nature of healthcare products, quality is a primary consideration in hospital purchasing decisions. Products that meet rigorous quality standards and demonstrate reliability are more likely to be chosen by hospital buyers.

Cost: Hospitals operate within tight budgets, and cost is a significant factor in purchasing decisions. Products that offer cost savings, efficiency improvements, or long-term value are more likely to be favoured by hospital buyers.

Patient Outcomes: Improving patient outcomes is a priority for hospitals. Products that have been shown to enhance patient outcomes, such as reducing complications or improving recovery times, are highly sought after by hospital buyers.

Challenges in Marketing to Hospitals

- **Complex Decision-Making:** Hospitals have multiple decision makers involved in the purchasing process, making it challenging to navigate and influence.
- **Bureaucracy:** The bureaucratic nature of hospitals can slow down the decision-making process and create red tape.
- **Budget Constraints:** Hospitals operate with limited budgets, making it essential for products to demonstrate value and cost-effectiveness.
- **Competitive Landscape:** The healthcare industry is highly competitive, with numerous companies vying for market share in the hospital setting.

Strategies for Successful Targeting

1. **Segmentation:** By understanding the different needs and preferences of hospital buyers and consumers, companies can create tailored marketing strategies for each segment.
2. **Value Proposition:** Clearly communicate the unique value that your product offers, whether it's cost savings, improved outcomes, or streamlined processes.
3. **Education and Training:** Provide training and educational materials to healthcare professionals, highlighting the benefits and proper usage of your product.
4. **Partnerships:** Collaborate with key opinion leaders in the healthcare industry to gain endorsements and increase visibility for your product.

Where and How Customers Buy in a Hospital Setting

In a hospital setting, customers can purchase products and services through both business-to-business (B2B) and business-to-consumer (B2C) channels, either online or in brick-and-mortar stores. Additionally, distribution policies, such as intensive and exclusive policies, dictate how products are distributed throughout the hospital.

The Importance of Understanding Customer Purchasing Behaviour

B2B Purchasing: Hospital staff often purchase products and services for their departments. Understanding their needs and decision-making processes is crucial for successful B2B sales.

B2C Purchasing: Patients and their families are also customers in the hospital. Their purchasing behaviour is influenced by factors such as the quality of care received and the convenience of the purchase process.

Online Purchasing: With the rise of e-commerce, many hospital customers prefer to make purchases online. This channel offers convenience, speed, and accessibility for both B2B and B2C customers.

Brick and Mortar Purchasing: Despite the growth of online shopping, many hospital customers still prefer to make purchases in-store. This channel offers the opportunity for customers to see and touch products before buying.

Customer Analysis in Hospitals: Understanding your patients is key to improving their experience at your hospital. In this document, we will explore the importance of customer analysis and how it can help you identify areas for improvement and enhance the overall patient experience.

Insurance: 70% of patients have insurance, with Medicaid being the most common. Knowing patient demographics can help hospitals tailor their services to better fit their specific needs. Analysing this data can also identify areas in which the hospital may be lacking support for certain communities.

Patient Satisfaction Surveys: The Importance of Surveys: Surveys can help identify areas where your hospital is excelling and areas where there is room for improvement. By collecting patient feedback, you can gain a better overall understanding of your patients' needs.

Analysis of Customer Feedback: Analysing feedback can help identify trends and patterns that may not have been obvious before. Hospitals can use this information to make changes and improve the overall patient experience based on real patient feedback.

Identifying Areas for Improvement

Facilities: By analysing data, it may become apparent that certain facilities are not meeting patients' needs. For example, if there are repeated complaints about the waiting room being too crowded, the hospital could consider expanding the space.

Staff Training: Feedback can help identify areas where staff may need additional training. For example, if patients consistently express dissatisfaction with the communication from hospital staff, targeted training on communication skills could help improve this issue.

Amenities: Patients may be spending extended periods of time at the hospital and amenities like food options and entertainment can help improve their experience. If feedback suggests these could be improved, the hospital could consider introducing new options.

Improving Patient Experience

Step 1: Collect Data: Use surveys, feedback, and other data collection methods to gain insights into the patient experience.

Step 2: Identify Areas for Improvement: Analyse the data and identify common themes or trends where improvements could be made.

Step 3: Develop an Action Plan: Based on the identified areas for improvement, develop a plan outlining actionable steps that can be taken to address them.

Step 4: Implement Changes: Take action to address the areas for improvement identified in Step 2, utilizing the plan developed in Step 3.

Step 5: Monitor Progress: Keep track of progress on the actions taken in Step 4 and continue to collect data to monitor and evaluate the impact of any changes made.

Understanding the Buying Decision Making Process in a Hospital Setting

Healthcare businesses need to understand the decision-making process of their customers to boost sales and maintain a competitive edge. This document explores customer involvement, habitual buying behaviour, and decision dissonance within the context of healthcare purchasing.

Customer Involvement in Healthcare Purchasing:

Importance of Customer Involvement: When patients are involved in purchasing decisions, they are more likely to trust the recommendations made by the healthcare provider, feel a sense of ownership over the decision, and be more satisfied overall.

Strategies for Engaging Customers

- Offering educational resources on products and services
- Encouraging patients to ask questions and express their concerns
- Providing transparency in pricing and outcomes
-

Habitual Buying Behaviour in Healthcare Settings

Characteristics of Habitual Buying Behaviour: In healthcare settings, habitual buying behaviour often involves purchasing everyday items such as gloves, syringes, and cleaning supplies that are regularly needed by healthcare staff.

Examples of Habitual Buying Behaviour: Automatically restocking supplies when inventory gets low, purchasing from a preferred supplier, and ordering from the same vendor every time are all examples of habitual buying behaviour in a healthcare setting.

Dissonance in Healthcare Purchasing Decisions

Causes of Dissonance

- Choosing between competing products with similar benefits
- Feeling uncertain about the product or service
- Not receiving the expected outcome from the product or service

Strategies for Reducing Dissonance

- Offering a satisfaction guarantee
- Providing additional educational resources
- Making follow-up calls to ensure customer satisfaction

Effects of Dissonance: Dissonance from a healthcare purchasing decision can lead to confusion and dissatisfaction. It can also deter or delay future purchases, which can impact the success of the healthcare business.

How the AIDA model applies to hospital buying processes

Understanding the stages of customer behaviour is key to marketing success. The AIDA model is a powerful tool for analysing customer behaviour and guiding the buyer through the purchase process. In this article, we'll explore the various stages of AIDA and how healthcare providers can implement this model to boost sales.

Introduction:

In the modern healthcare industry, it is impossible to succeed without understanding how customers make buying decisions. From the moment a patient enters a hospital, they go through a process of cognitive evaluation that ultimately defines their purchasing behaviour. The AIDA model acts as a strategic tool for helping healthcare organizations tailor marketing efforts to match these stages and improve the overall buying experience.

Explanation of AIDA model

Attention: The first stage of the AIDA model is when the consumer becomes aware of a product or service. In this stage, the customer is simply learning about the existence of a particular product or service. Creating trust with the customer is key to succeeding in this stage.

Interest: The second stage is interest. This is where the customer learns more about the product and starts considering it as a viable option. In this stage, the customer will start asking relevant questions to determine which product would best suit their needs.

Desire: Once the healthcare provider has piqued the customer's interest in their products, the next stage is creating a desire within the customer for these products. This stage focuses on creating a desire for the product or service and establishing an emotional connection with the customer.

Action: The final stage is action, which is where the customer decides to buy the product, make a donation, visit a website, or engage in another desired behaviour. Educating the customer about the product is key to getting them to take this step, and healthcare providers must learn how to make the buying process as seamless as possible to boost sales.

Post Purchase Behaviour in a Hospital:

After a customer leaves your hospital, their feedback and satisfaction are still essential to maintain customer relationships. In this document, we will explore various ways to improve the patient experience and retention through follow-ups, surveys, and more.

Customer Feedback:

The Importance of Feedback: When a patient shares their experience, they help the hospital understand their needs better. Hospitals can learn from their mistakes and work towards improving their services through constructive feedback.

How to Gather Feedback: Feedback forms and regular patient check-ins are excellent ways of collecting the opinions of patients. The use of digital technology assists in gathering much-needed feedback in real-time.

Follow-up Communication

Communication Method	Timing	Purpose
Phone Call	Within 24 Hours	Ensure Recovery and Reassure Customer
Email	After 72 Hours	Request Feedback and Answer Questions
SMS	After 1 Week	Share Useful Information and Reschedule Appointments

Patient Satisfaction Surveys

The Importance of Surveys: By asking patients about their experiences, they can feel cared for and respected. Hospitals can use the feedback to improve their services, identify areas that need attention, and keep satisfaction levels high.

What to Include in a Survey: Effective surveys should be clear, concise and avoid asking leading questions while also requesting a formal evaluation. The focus must remain on what important issues should be addressed in the hospital to improve the care and attention for patients.

Using Surveys for Improvement: Surveys enable hospitals to develop new initiatives and training programs to enhance relationships with customers and provide superior medical services.

The Importance of Post Purchase Behaviour:

Customer Service

The journey does not end once a patient walks out of the hospital; instead, the journey continues through follow-up calls, surveys, and feedback. Poor customer service may result in low customer return rates and may negatively impact customer retention rates

Customer Experience

Providing a top-notch patient experience by using modern technologies and personalization tactics is paramount to ensuring good feedback and retaining loyal customers.

Emerging trends:

Advances in medicine and technology have led to significant changes in the healthcare landscape. New customer needs and expectations require providers to adapt and innovate in order to deliver effective and efficient care.

Changes in customer profile:

The aging population: The number of seniors in the country is increasing rapidly, leading to a rise in age-related health issues such as diabetes, heart disease, and osteoporosis.

Millennials and Gen Z: The younger generations are interested in staying healthy and preventing chronic diseases. They expect convenient healthcare options that fit their busy lives, such as telemedicine.

The rise of chronic illness: Chronic conditions such as obesity, hypertension, and depression are becoming more prevalent. With ongoing care needed, demand is increasing for personalized, long-term treatment plans.

Cultural shifts in the healthcare industry

Shift	Description
Patient empowerment	The shift towards giving patients more control over their health, including involvement in treatment decisions.
Holistic health	The recognition of the connection between physical, emotional, and mental health, leading to a more holistic approach to treatment.
Diversity and inclusivity	The need for healthcare providers to offer culturally sensitive care, taking into account diverse backgrounds, beliefs, and values.

Demographic shift and its impact on healthcare:

Increasing demand for healthcare services: As the population grows and ages, demand for healthcare services rises, creating challenges for providers to meet this demand.

Growing healthcare workforce shortage: As baby boomers retire and the need for care grows, the healthcare workforce is struggling to keep up.

Rise of chronic diseases: Chronic diseases are becoming more prevalent, with the associated costs of treatment putting a strain on healthcare systems.

Technology and innovation in healthcare

Robotics: Robotic technology allows for more precise surgical procedures and more efficient healthcare processes.

Wearables: Wearable technology can track biometric data in real-time and monitor chronic conditions.

Telemedicine: Telemedicine allows patients to have consultations with their healthcare providers remotely, improving access and convenience.

Patient-centric care: Patient-centric care is not just about treating a disease. It's about treating the whole person, taking into account their unique circumstances and preferences.

Importance of data analytics in healthcare

Improved outcomes: Data can be used to identify patterns and predict outcomes, enabling healthcare providers to make informed decisions and improve patient outcomes.

Reduced costs: Data analytics can be used to identify areas for cost reduction, such as unnecessary tests or treatments.

Personalized treatment plans: By analysing data, healthcare providers can develop treatment plans that are personalized to each individual's unique needs and circumstances.

Future of healthcare in light of emerging trends

Consumerization of healthcare: Healthcare will increasingly be driven by patient needs and preferences, with a focus on personalized care and consumer-friendly technology.

Value-based care: Providers will be incentivized to deliver high-quality care at a lower cost, with a focus on prevention and long-term outcomes.

Continued innovation: Technologies and treatments will continue to emerge, leading to a more efficient and effective healthcare system.

Chapter-V

ANALYSIS & FINDINGS

Ashwini Group of hospitals is the largest private medical centre of Cuttack and was commissioned in 2006 with the aim to provide tertiary level health care in selected super speciality branches of Medicine, Surgery, Orthopaedics, Plastic Surgery, Trauma, Cardiac, Neuro, Pulmonary and other complex medical issues. Hence, medical consumables need to be properly arranged and managed with cost effective care.

I was provided with the data of three months i.e., the consumption rate of every month with the expenditure of Ashwini Group of Hospital (store expenditure, pharmacy inward expenditure & pharmacy outward expenditure) to analyse and minimize the overall expenditure and increase the potential savings.

The task that is assigned to meet the objective which involves some procedures that includes to identify the fast-moving items for negotiation from the list of consumables, to obtain new vendor price quotation for those items, to prepare comparative statement for those items and provide recommended changes to the finance department.

The project is all about importance of cost reduction in medical consumables and the challenges faced by healthcare organizations in managing these costs. We have explored strategies such as price negotiations and updating item mix, which can help organizations reduce their expenses and improve patient outcomes.

An internship is a structured and temporary work experience program that provides individuals, often students or recent graduates, with the opportunity to gain practical, on-the-job experience in a specific industry or field of study. Internships can vary in duration, from a few weeks to several months, and can be paid or unpaid. They are typically offered by organizations, businesses, non-profits, or government agencies.

Internships provide a bridge between academic knowledge and practical experience, helping individuals develop skills, make connections, and clarify their career goals. They are a valuable stepping stone in the transition from education to the professional world.

Maintaining the reports that shows the work done during the SIP are given below:

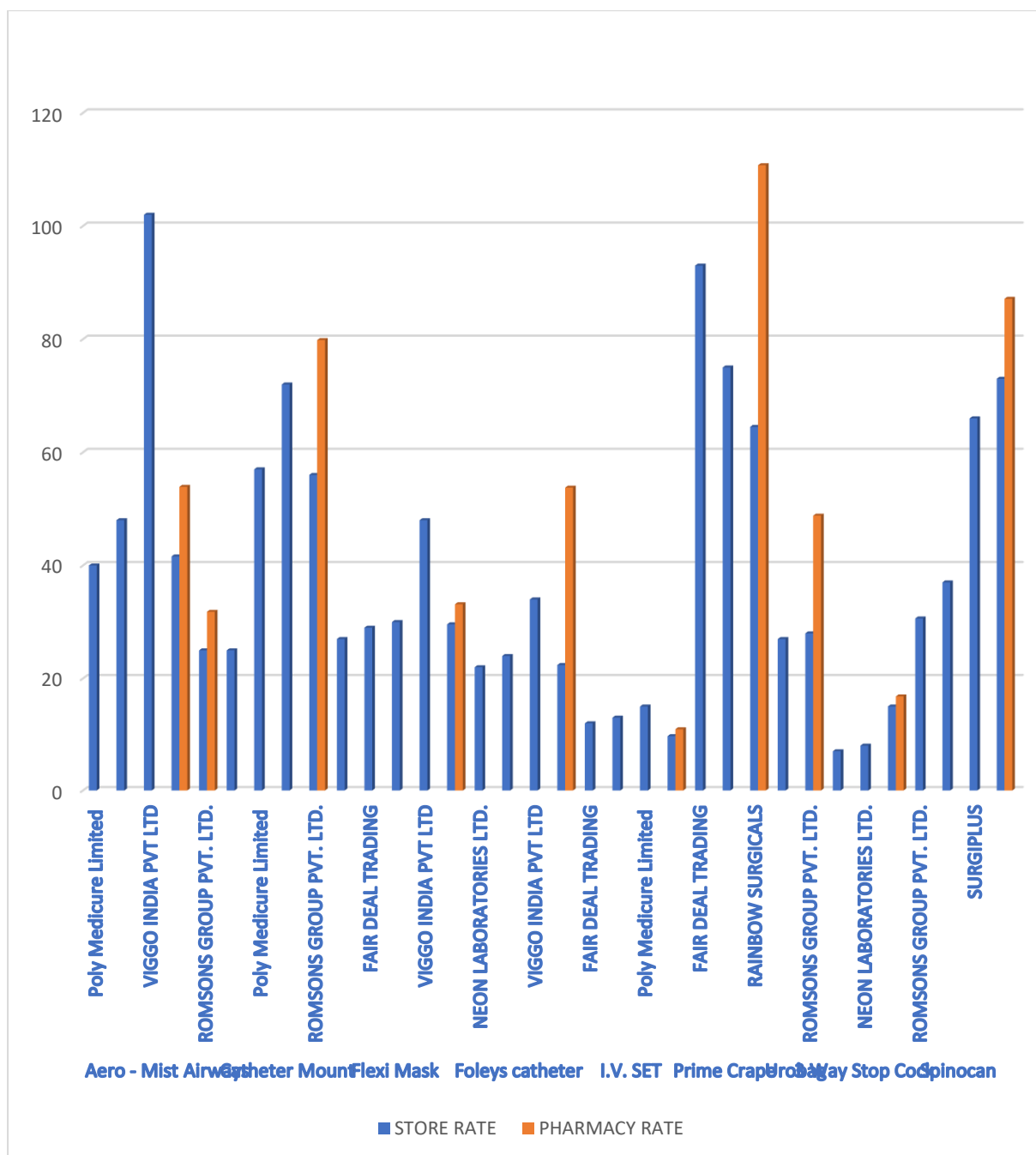
- Identify all the departments and as well as the sub-departments of the store, price and different brands.
- Analysing different price quotations of vendors.
- Data entry of medical consumables with prices.
- Making a comparative statement of medical consumables.
- Giving recommendations to the finance department to increase profit.

The comparative statement of some consumables are as follows:

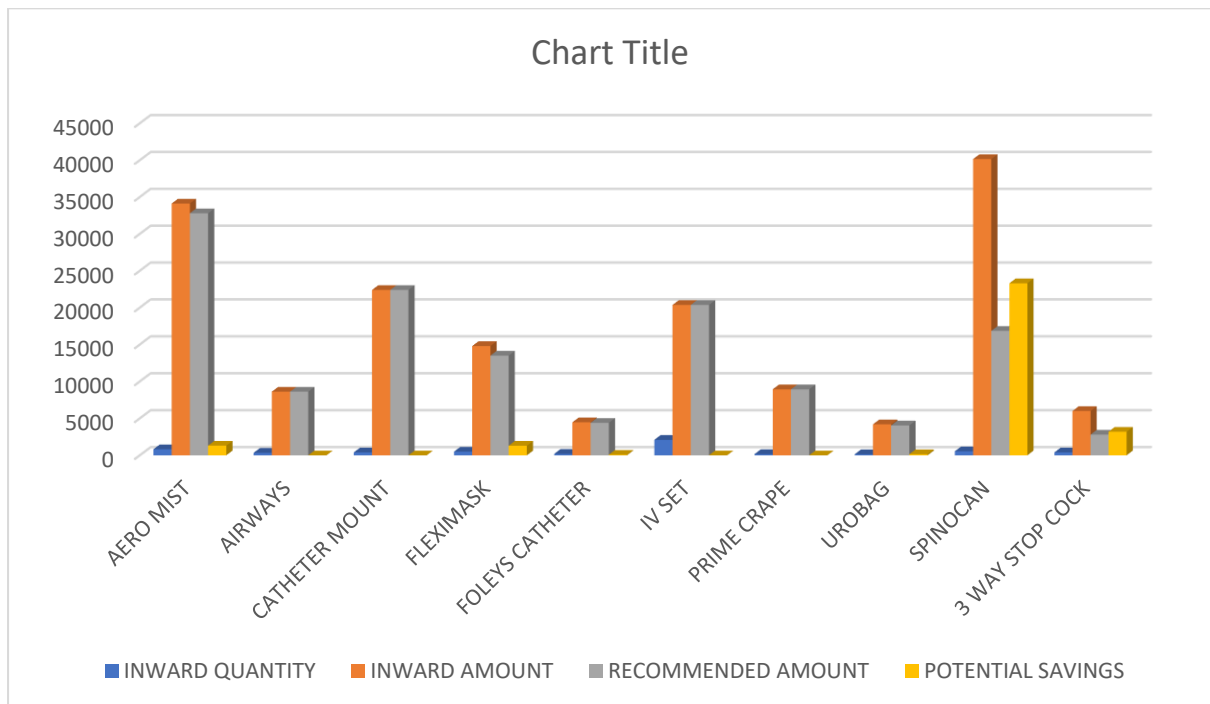
MEDICAL CONSUMABLE	BRAND	STORE RATE	PHARMACY RATE
AERO MIST	Poly Medi cure Ltd.	40	
	Fair Deal Trading	48	
	Viggo India Pvt Ltd.	102	
	Romsons Group Pvt Ltd.	41.6	53.90
AIRWAYS	Romsons Group Pvt Ltd.	25	31.81
	Poly Medi cure Ltd	25	
CATHETER MOUNT	Poly Medi cure Ltd	57	
	Romsons Group Pvt Ltd.	56	79.84
	Viggo India Pvt Ltd.	72	
FLEXI MASK	Neon Laboratories Ltd.	27	
	Fair Deal Trading	29	
	Poly Medi cure Ltd.	30	
	VIGGO INDIA PVT LTD	48	
	Romsons Group Pvt Ltd.	29.6	33.15
FOLEYS CATHETER	Neon Laboratories Ltd	22	
	Poly Medi cure Ltd.	24	
	Viggo India Pvt Ltd.	34	
	Romsons Group Pvt Ltd.	22.4	53.76
I.V. SET	Fair Deal Trading	12	
	Neon Laboratories Ltd	13	
	Poly Medi cure Ltd.	15	
	Romsons Group Pvt Ltd.	9.7	10.93
PRIME CRAPE	Fair Deal Trading	93	
	Datt Medi products Pvt. Ltd.	75	
	Rainbow Surgical	64.5	110.75
URO BAG	Poly Medi cure Ltd.	27	
	Romsons Group Pvt Ltd.	28	48.81
SPINOCAN	Romsons Group Pvt Ltd.	30.64	
	Poly Medi cure Ltd.	37	

	Surgiplus	66	
	BD	73	87.14
3 WAT STOP COCK	Poly Medi cure Ltd.	7	
	Viggo India Pvt Ltd	15	16.8
	Neon Laboratories Ltd	8	

The graphical representation of above tabular information:



CONSUMABLES NAME	INWARD QUANTITY	INWARD AMOUNT	RECOMMENDED AMOUNT	POTENTIAL SAVINGS
AERO MIST	820	34112	32800	1312
AIRWAYS	345	8625	8625	0
CATHETER MOUNT	400	22400	22400	0
FLEXIMASK	500	14800	13500	1300
FOLEYS CATHETER	200	4480	4400	80
IV SET	2100	20370	20370	0
PRIME CRAPE	164	8938	8938	0
UROBAG	150	4200	4050	150
SPINOCAN	550	40150	16852	23298
3 WAY STOP COCK	400	6000	2800	3200



Chapter-VI

SUGGESTION

After the actual work done, there are some limitations to the study which can be eliminated by analysing the whole process thoroughly and can be enhanced by increasing the profit and reducing the costs of the medical consumables.

Some of the recommendations or suggestions are as follows:

Reducing the cost of medical consumables is crucial for healthcare facilities. Here are some cost minimization techniques:

1. Bulk Purchasing: Buy medical consumables in bulk to secure discounts from suppliers. However, be mindful of expiry dates.
2. Vendor Negotiation: Negotiate prices with suppliers, especially for long-term contracts or high-volume purchases.
3. Inventory Management: Implement an efficient inventory system to reduce overstocking and minimize wastage due to expired items.
4. Standardization: Standardize the use of medical consumables to reduce the number of different products, making it easier to negotiate prices and manage inventory.
5. Product Evaluation: Continuously assess the performance and cost-effectiveness of consumables to identify alternatives that are more cost-efficient without compromising quality.
6. Group Purchasing Organizations (GPOs): Join or form GPOs to leverage collective purchasing power for better prices.
7. Reusable Items: Where possible, invest in reusable consumables or devices. These may have a higher upfront cost but can save money in the long run.
8. Training and Education: Train staff to use consumables efficiently, reducing unnecessary waste or misuse.
9. Regular Auditing: Conduct regular audits of consumable usage to identify areas for improvement.
10. Outsourcing: Consider outsourcing specific consumable-related services, such as sterilization, to reduce in-house costs.
11. Technology Adoption: Utilize technology for better tracking and management of consumables, which can reduce errors and optimize usage.
12. Waste Reduction: Implement waste reduction strategies, like recycling, when possible, to minimize disposal costs.

CONCLUSION

Reducing the cost of medical consumables is crucial for healthcare providers in order to improve patient care and financial sustainability. By negotiating prices and updating the item mix, healthcare providers can save money without compromising quality.

It is important to track usage and waste, involve staff in decision-making, and overcome challenges such as resistance from staff or limited resources. Successful case studies have shown that cost reduction in medical consumables is achievable and beneficial for all parties involved.

By implementing some strategies, healthcare organizations can not only save money but also provide better care for their patients. It is crucial that we continue to prioritize cost reduction in medical consumables to ensure that healthcare remains accessible and affordable for everyone.

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