APPENDIX A

Questionnaire for Pilot Study

<table>
<thead>
<tr>
<th>Name</th>
<th>Sex: M / F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Profession</td>
</tr>
<tr>
<td>Income Group</td>
<td>Urban/Rural</td>
</tr>
<tr>
<td>Ailment (Organ):</td>
<td>Heart/Kidney/Liver/Ortho/Endocrine/Cancer</td>
</tr>
</tbody>
</table>

**Q for Newly Admitted / Prospective Customers**

This survey deals with your opinions of Healthcare services. Please show the extent to which you think firms offering Healthcare services should possess the features described by each statement. Do this by picking one of the seven numbers next to each statement. If you Strongly Agree that these firms should possess a feature, enter 5. If you Strongly Disagree that these firms should possess a feature, enter 1. If your feelings are not strong, enter 4 for Agreement; enter 3 for neutrality and 2 for Disagreement. There is no right or wrong answer. All we are interested in is an opinion that best shows your expectations about firms offering Healthcare services.

1. The hospitals should have up-to-date equipment.

2. Their physical facilities should be aesthetically designed.

3. Their employees should be well dressed and appear neat.
4. When patients have problems, these Hospitals should be sympathetic and reassuring.

5. These Hospitals should be reliable and must honour commitments.

6. The records should be easily retrievable.

7. They shouldn’t be expected to tell patients exactly when procedures will be performed.

8. It is okay if they are too busy to respond to patient’s requests promptly.

9. Patients should be able to trust employees of these Hospitals.

10. Patients should be able to feel safe in their transactions with these Hospitals’ employees.

11. Their employees should be polite and should get adequate support from these Hospitals.

12. These Hospitals should not be expected to give patients individual attention.

13. Employees of these Hospitals cannot be expected to give patients personal attention.

14. It is unrealistic to expect employees to know what the needs of their patients are.

15. They shouldn’t be expected to have operating hours convenient to all their patients.
16. All extra-cost added features should be identified and Coercion should not be used.
17. One should not manipulate the availability of a product for the purpose of exploitation.
18. Undue influence should not be exerted over the patient's choice to handle a product.
19. Information regarding all substantial risks associated with services usage should be disclosed.
20. Patients and vendors should be treated fairly.
21. Confidentiality and anonymity in professional relationships should be maintained with regard to privileged information.
22. Obligations and responsibilities in contracts both written and implied should be met in a timely manner.
23. The practice and promotion of a professional code of ethics must be actively supported.
24. Products and services offered should be safe and fit for their intended uses.
25. Communications about products and services offered should not be deceptive.
26. False and misleading advertising should be avoided.
27. High-pressure manipulations or misleading sales tactics should be avoided.

28. Sales promotions that use deception or manipulation should be avoided.

29. One should discharge one's obligations, financial and otherwise, in good faith.

30. The full price associated with any service should be disclosed.

31. Selling or fund raising under the guise of conducting research should be avoided.

32. Research integrity should be maintained by avoiding the misrepresentation and omission of pertinent research data.

33. One should always adhere to all applicable laws and regulations.

34. One should always accurately represent one's education, training and experience.

35. One must always be honest in serving consumers, clients, employees, suppliers, distributors, and the public.

36. One should not knowingly participate in a conflict of interest without prior notice to all parties involved.

Q for Recently discharged or under Discharge Patients

Directions: The following set of statements relate to your feelings about the hospital. For each statement, please show the extent to which you believe the
hospital has the feature described by the statement. Once again, entering a 5 means that you strongly agree that the hospital has that feature, and entering a 1 means that you strongly disagree. You may enter any of the numbers in the middle that show strong your feelings are. There are no right or wrong answers. All we are interested in is a number that best shows your perceptions about the hospital.

P1. The Hospital has up-to-date equipment.

P2. The Hospital’s physical facilities are visually appealing.

P3. The Hospital’s employees are well dressed and appear neat.

P4. The appearance of the physical facilities of the hospital is in keeping with the type of services provided.

P5. When the hospital promises to do something by a certain time, it does so.

P6. When you have problems, the hospital is sympathetic and reassuring.

P7. The Hospital is dependable.

P8. The Hospital provides its services at the time it promises to do so.

P9. The Hospital keeps its records accurately.

P10. The Hospital does not tell customers exactly when services will be performed.

P11. You do not receive prompt service from the hospital’s employees.
P12. Employees of the hospital are not always willing to help customers.

P13. Employees of the hospital are too busy to respond to customer requests promptly.

P14. You can trust the employees of the hospital.

P15. You feel safe in your transactions with the hospital’s employees.

P16. Employees of the hospital are polite.

P17. Employees get adequate support from the hospital to do their jobs well.

P18. The Hospital does not give you individual attention.

P19. Employees of the hospital do not give you personal attention.

P20. Employees of the hospital do not know what your needs are.

P21. The Hospital does not have your best interests at heart.

P22. The Hospital does not have operating hours convenient to all their customers.

**ETHICS Q for Hospital Doctors and Employees – Answers in Y/N**

1. Managers in my company often engage in behaviors that I consider being unethical.
2. In order to succeed in my company, it is often necessary to compromise one's ethics.

3. Top management in my company has let it be known in no uncertain terms that unethical behaviors will not be tolerated.

4. If a manager in my company is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she will be promptly reprimanded.

5. If a manager in my company is discovered to have engaged in unethical behavior that results primarily in corporate gain (rather than personal gain), he or she will be promptly reprimanded.

**CUSTOMER ORIENTATION Q for Hospital Doctors and Employees – Answers in Y/N**

1. We have routine or regular measures of customer service.

2. Our product and service development is based on good market and customer information.

3. We know our competitors well.

4. We have a good sense of how our customers value our products and services

5. We are more customer focused than our competitors.

6. We compete primarily based on product or service differentiation.
7. The customer’s interest should always come first, ahead of the owners.

8. Our products/services are the best in the business.

9. I believe this business exists primarily to serve customers.
APPENDIX B

FINAL QUESTIONNAIRE

Name  Sex: M / F  Monthly Income
Education  Age  Hospital Name
Inpatient/Outpatient  Urban/Rural  Profession

Ailment: General/Heart/Kidney/Liver/Orthopedic/Cancer/Other (please specify)

This survey deals with your expectations of Healthcare services. Please mark the extent to which you think firms offering Healthcare services should possess the features described by each statement. Do this by inserting one of the five numbers next to each statement. If you Strongly Agree (SA) that these firms should possess a feature, enter 5. If you Strongly Disagree (SD) about these firms needing to possess a feature, enter 1. If your feelings are not strong, enter 4 for Agreement (A); enter 3 for neutrality (N) and 2 for Disagreement (D). There is no right or wrong answer. All we are interested in is your expectations from them.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD</td>
<td>D</td>
<td>N</td>
<td>A</td>
<td>SA</td>
</tr>
</tbody>
</table>

1. The Hospital should be conveniently located.
2. Phone enquiries should be handled politely and satisfactorily.

3. Reception services should be helpful.

4. Queues and Patients management should be professional.

5. The Hospital should have least invasive state of the art equipment.

6. General hygiene and cleanliness should be maintained.

7. Doctors and staff should attend to patients in time and be sympathetic.

8. The waiting lounge should be aesthetically and functionally proper.

9. The Cashier/ Billing services should be prompt and proper.

10. The facilities should be physically appealing.

11. Doctors should be dependable and ethical.

12. Nurses and support staff should maintain high standards of service.

13. Free Drinking water facilities should be available.

14. Canteen and Parking facilities should be good and professional.

15. Telephone facilities should be easily available at reasonable prices.

16. Credit/Debit Card facility should be available and functional.

17. Emergency Services should be actually available round the clock.

18. The queries should be well responded to the patients/attendants.

19. Lighting and the direction signage should be proper and functional.

20. The diagnostic services should be reliable and timely.

21. Medicine store location and service should be efficient and ethical.

22. Grievance redress system should be in place and functional.

23. Lifts and proper staircase facilities should be present.

24. Clearly defined and neat uniforms should be there to recognise the staff.
25. Individual attention should be given to the patients.
26. Pricing should be reasonable, clear and ethical.
27. The Doctors should be well qualified and trained.
28. Infectious diseases section should be separate and clearly identified.
29. Medical waste should be disposed as per the acceptable International Standards.
30. The medical procedures should commence after seeking patients’ permission in writing.
31. OPD timings should be convenient.
32. All the customers and vendors should be treated fairly and ethically.

This survey deals with your perceptions of Healthcare services. Please mark the extent to which you think firms offering Healthcare services possess the features described by each statement. Do this by inserting one of the five numbers next to each statement. If you Strongly Agree (SA) that these firms possess a feature, enter 5. If you Strongly Disagree (SD) about these firms possessing a feature, enter 1. If your feelings are not strong, enter 4 for Agreement (A); enter 3 for neutrality (N) and 2 for Disagreement (D). There is no right or wrong answer. All we are interested in is an opinion about your perceptions about them.
1. The Hospital is conveniently located.
2. Phone enquiries are handled politely and satisfactorily.
3. Reception services are helpful.
4. Queues and Patients management is professional.
5. The Hospital has least invasive state of the art equipment.
6. General hygiene and cleanliness is maintained.
7. Doctors and staff attend to the patients in time and are sympathetic.
8. The waiting lounges are aesthetically and functionally proper.
9. The Cashier/ Billing services are prompt and proper.
10. The facilities are physically appealing.
11. Doctors are dependable and ethical.
12. Nurses and support staff maintain high standards of service.
13. Free Drinking water facilities are available.
14. Canteen and Parking facilities are good and professional.
15. Telephone facilities are easily available at reasonable prices.
16. Credit/Debit Card facility is available and functional.
17. Emergency Services are actually available round the clock.
18. The queries are well responded to the patients/attendants.
19. Lighting and the direction signage are proper and functional.
20. The diagnostic services are reliable and timely.
21. Medicine store location and service is efficient and ethical.
22. Grievance redress system is in place and functional.
23. Lifts and proper staircase facilities are present.
24. Clearly defined and neat uniforms are there to recognise the staff.
25. Individual attention is given to the patients.
26. Pricing is reasonable, clear and ethical.
27. The Doctors are well qualified and trained.
28. Infectious diseases section is separate and clearly identified.
29. Medical waste disposal is as per the acceptable International Standards.
30. The medical procedures commence after seeking patients' permission in writing.
31. OPD timings are convenient.
32. All the customers and vendors are treated fairly and ethically.
Contents

ACKNOWLEDGEMENTS

LIST OF FIGURES AND TABLES

CHAPTER I INTRODUCTION ................................................................. 6
1.1 Introduction ........................................................................... 6
1.2 Relationship Marketing .................................................... 6
1.3 Healthcare Sector ................................................................. 12
1.4 Research Objective ............................................................... 26
1.5 Research Sub Objectives .................................................... 26
1.6 Scope of the study ................................................................. 26
1.7 Rationale of the Study ......................................................... 27
1.8 Chapter Scheme .................................................................. 28
1.9 References .......................................................................... 30

CHAPTER II LITERATURE SURVEY .................................................... 32
Part I: Relationship Marketing .................................................. 32
  2.2 Evolution of Relationship Marketing ............................. 32
  2.3 When to use relationship marketing ............................... 41
  2.4 Criticisms of relationship marketing ............................. 42
  2.5 Customer Retention ........................................................... 42
  2.6 Customer Retention Marketing ..................................... 47
  2.7 References ......................................................................... 53
Part II: Managing Customer Relations .................................... 58
  2.8 Customer Relationship Management ........................... 58
  2.9 Customer Relationship Management – High Tech? ....... 71
  2.10 What business are you in? ................................................. 72
  2.11 Customer Relationships .................................................. 73
  2.12 References ......................................................................... 90
Part III: Healthcare Sector .......................................................... 94
  2.13 Indian Healthcare Sector ................................................ 94
  2.14 Marketing Healthcare ....................................................... 127
  2.15 Health Insurance ............................................................... 132
  2.16 Hospital Architecture ....................................................... 133
  2.17 Professional Consultancy Services ............................... 137
  2.18 Accreditation ................................................................. 140
  2.19 Mergers & Acquisitions ............................................... 142
  2.20 Patient Grievance Cell .................................................... 143
  2.21 Medical Tourism ............................................................... 147
  2.22 References ..................................................................... 150

- 1 -
24. Clearly defined and neat uniforms are there to recognise the staff.

25. Individual attention is given to the patients.

26. Pricing is reasonable, clear and ethical.

27. The Doctors are well qualified and trained.

28. Infectious diseases section is separate and clearly identified.

29. Medical waste disposal is as per the acceptable International Standards.

30. The medical procedures commence after seeking patients’ permission in writing.

31. OPD timings are convenient.

32. All the customers and vendors are treated fairly and ethically.