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# A new era in healthcare marketing through digital transformation and CRM

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**Abstract**---Customer Relationship Management has drastically evolved as a new marketing domain and has already been implemented in all major industries. The technological innovations through CRM systems has already proven successful in the financial and manufacturing domains. And the past one year has seen the drastic technological implementations in the healthcare sector. The purpose of this research is to evaluate the impact of CRM implementations in the hospitals and also to through light how the national e-health card mission of Govt. of India will open the doors to new era of healthcare marketing. The research discusses the benefits and factors that contribute to an increase in adoption of CRM in the hospitals. The research will be based on secondary data analysis integrated with initial primary data collection to determine the impact of CRM and national digital health mission. The study propose adoption procedure of CRM and its key benefits to the healthcare industry. The research will add significantly to the literature of technological innovations for the healthcare industry.

**Keywords**---Customer Relationship Management, National Digital Mission, Technological Innovations, Healthcare.

**Introduction****Health care Industry in India**

A large number of Indian population is out of the service of healthcare delivery and is largely uninsured; they are poor, rural and are price conscious about the healthcare products and services. The government hospital sector although charge nominally for the services, but are famous for being overcrowded, understaffed, full of corruption and ensures under delivery of services. Private hospitals, on the other hand, tend to capture the market by providing delivery services which are better than the government service providers but charge exorbitant fees and are very expensive. The business dynamics of healthcare

service delivery provides enough opportunity to tap the untapped market which is highly price conscious. Over the years, India has witnessed a spectacular growth and development in the hospital service delivery system.

Mostly “Doctopreneurs” have devised effective means of service delivery at very cost effective rates by designing and devising innovative service delivery mechanism. Narayana Hrudayalaya and Arvind Eye Hospital are the classic cases which demonstrate the capability of giving better service quality at a very cost effective rate to the general public at large. People, in general, have become more conscious about their health and are willing to pay for a healthy life. The underserved village population of India provides enough opportunity for the private healthcare service delivery sectors to tap the market and grow. In this perspective what becomes imperative to understand is that, in order to gain competitive advantage, the healthcare service delivery of private hospitals and public hospitals should focus on customer-centric business delivery module as it holds the key.

Precisely at this point Customer Relationship Management (CRM) comes into picture which is perfectly blended with the business process delivery mechanism of an organization and the use of appropriate Information Technology support infrastructure. With the use of CRM, not only the profitability of the hospitals is increasing, it also aids hospitals in establishing a long-term relationship with clients, hence increasing Customer Lifetime Value (CLV) (Oliver, 2008). Standardization and streamlining of the process is at the core of functioning of CRM and it not only helps to build a proactive communication channel between the patient and doctors, paramedical staff, it also helps to build a mechanism of easy recall and recognition of the patients without much intervention on the part of the patients. This helps the organization in delivering healthcare services by tailor-made products and services for the patients and provide additional services which increase the likelihood of repeat visit of customers and also helps to proactively manage the customer (Hagland, 2009).

### **Comprehensive Guide: Customer Relationship Management**

Long-standing debate in the Global health concern revolves around the appropriate structural role played by both public and the private sector in providing health care services to the masses living in underdeveloped areas of the world (Berendes et al., 2011). The Global economic recession has triggered this discussion even further and made the polarized thinking even more focused on the amount of the budget being used in the public healthcare domain. The report “Blind Optimism” by Oxfam have tried to criticize this fact and highlighted that in order to achieve universal and equitable access to Healthcare, the need of public sector to be the majority service provider holds the key (Oxfam, 2009). However, it cannot be ignored that the bias of public sector units towards non-delivery of healthcare services is governed by the absence of competitive forces.

The efficiency of the private sector in comparison to the public sector is mostly due to the need of the market and they tend to be more responsive towards the patient in order to sustain in the business thereby somehow trying to indicate the inefficiencies and corruption prevalent in the public health sector domain

(Rosenthal and Newbrander, 1996). The debate of whether the public sector or the private sector is more efficient and capable of providing health care services to the masses is somehow claimed to be biased ideologically (Montagu et al 2009), it is also criticized that the studies comparing the performance of public and private sector in the healthcare domain became not very effective in highlighting each of the sectors due to the fact that the health care services cannot be universally dichotomized between private and public sector because of large number of intermediaries providing healthcare services to the masses (Smith, 2009 ). It is found out in several of the studies that the private outpatient clinics are better in drug supplies and responsiveness in comparison to the public clinics but sometimes they are underperforming in other dimensions of service delivery (Berendes, 2011).

WHO in its report in the year 2000 identified themes which should be taken care of while understanding the health care delivery system, the themes being transparency, accessibility, responsiveness, regulation, accountability, quality, outcomes, fairness and equity, efficiency. Market scenario ensures that the service delivery system both in the public and private healthcare remains viable as long as they are able to meet the need of the customers and are efficient in providing services. Customer Relationship Management in Private and Public Healthcare plays a very important role in deciding on this efficiency profiling of the public and private Healthcare sector.

### Review of Literature

Paper Title	Author Details	Findings
CRM and Hospital Service Quality in Nigeria	Ghabedyan R.A(2010)	The study examine how CRM helps in improving health care service in Nigeria. Same factors are tested in Indian Context.
A study of the Perception of the Benefits of CRM in Malaysian Private Hospitals	Khalid Rababah, Huda Ibrahim(2011)	The study presents the qualitative study conducted to investigate the awareness of CRM Software's employed in the private hospitals in the northern part of Malaysia.
Comprehensive Prioritized Perspectives of CRM System for Implementation in the Developing Countries Hospitals	Hoseein Monem, Roxana Sharifan (2012)	The Study presents the prescriptive of CRM Systems implementation in three developing countries i.e. Malaysia, Iran and Kuwait.
Examining the Patient's satisfaction from hospital service quality using the CRM Model: A case study in Bahrami Hospital of Tehran	Mirza Hassan Hosseini1, Mohammad Mahmoudi Meymand1, Sanaz Heidarvand (2015)	The goal of this research is to evaluate patient satisfaction with Bahrami Hospital's services using the CRM Model. The study also helps to select the variables to measure the customer satisfaction in the CRM perspective.

CRM: The Essential Guide. Five Principles of CRM Success	Aptean: White Paper	The guide distils insights from customers, prospects, industry analyst and press down five key principles for CRM Success. These principles act as a guide for selecting right solution and deploying CRM successfully.
Towards achievement of universal health care in India by 2020: a call to action.	Reddy, K. S., Patel, V., Jha, P., Paul, V. K., Kumar, A. S., Dandona, L.,	Propose the creation of the Integrated National Health System in India through provision of universal health insurance, establishment of autonomous organisations to enable accountable and evidence-based good-quality health-care practices and development of appropriately trained human resources, the restructuring of health governance to make it coordinated and decentralised, and legislation of health entitlement for all Indian people.
Introducing an e-Health card for Developing Countries: A case study of Bangladesh.	Basher, M. A., & Roy, P. C. (2011)	Presents research, design and implementation of e-Health card based solution that can be used to integrate and to coordinate with heterogeneous IT environment.

Source: Authors Own Composition

### Research Methodology

The researchers used secondary data analysis, i.e. review techniques, for this study on Customer Relationship Management Systems. The researchers have reviewed nearly twenty academic and influential research papers as part of this phase in order to frame the study's objectives and present discussions on the established objectives. The aim of the study is to add to the current literature on technological implementation of centralised information systems in the healthcare services.

### Research Objectives

- To enhance the wide knowledge about customer relationship management (CRM) and promote it to greater extent in hospitals
- To create a conceptual framework to improve the CRM system in healthcare organization.
- To study the impact of National Health Card implementation in India.
- To propose the prominent advantages of CRM implementation in the health care sector of India.

## Discussion

### Framework for CRM Implementation in Hospitals

Mostly in the health organizations there are diverse medications, the services are intended to cater to highly specific issues and their medication needs to be properly individualized, and also it changes with each individual as it tends to focus more on instance treatment. As with multidimensional complications, the medications may vary according to their consciousness. Also this well-built framework highly works on with no more conflicts between patients and service providers. The prompt regulations to be done on with promoting the both side with its effective advancements (Gbadeyan, 2010). The detailed framework and process of CRM Implementation is depicted in figure 1.5.

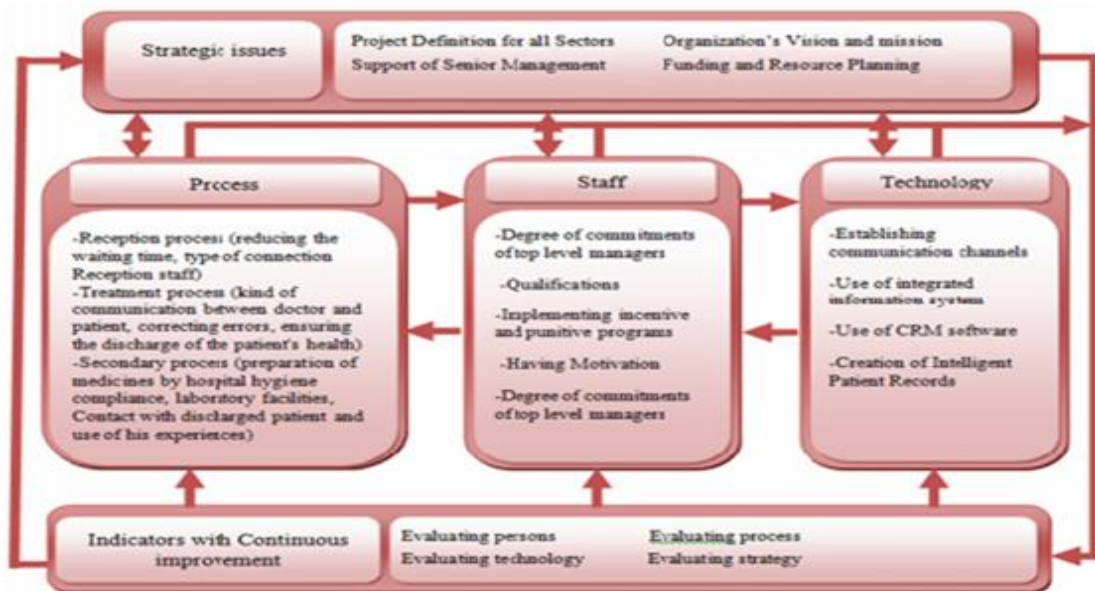


Figure 1.5 Framework for CRM Implementation in Hospitals

Source: Gbadeyan, R. A. (2010). Customer relationship management and hospital service quality in Nigeria.

More than ever before, there is an emergence of powerful CRM now. Healthcare professionals are realizing their priority to access more information about the patients in order to facilitate them with better and specialized care. CRM allows consolidation of key information of patients such as medical records, patient history, examination of tests and prescriptions (Samizadeh & Nikoo, 2012). CRM provides detailed and precise patient information; it extremely improve efficiency in healthcare sectors; CRM solutions offer automated work flow as extent; it maintains the patient data which remains more secure; it served as an effective tool in assisting patient outreach program which is depicted through the figure 1.5 also.

In CRM healthcare system, the functioning attributes can be highly balanced with the well structure model of CRM. This sequence in balancing both the system highly enables with feasible implementation on acquiring patient data, their exhaustive information, higher effectual in evaluation, meticulous treatment decision and admission of in-patient and outpatient on a large scale. One significant factor from all those is effectual follow up of all these attributes in well framed manner and the same process is depicted through the figure 1.6.

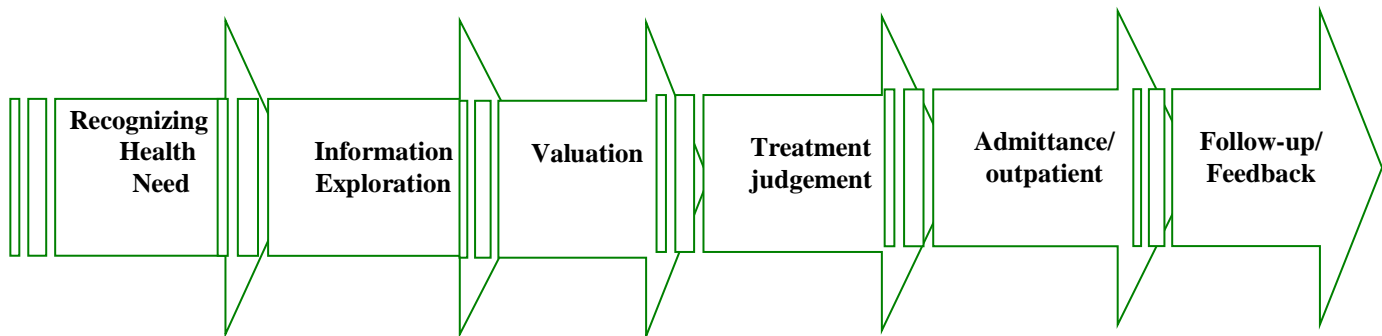


Figure 1.6 Adaption of CRM Procedure for Effective Healthcare Service

Source: Authors Own Composition

(Park, et.al, 2015) suggested that to overcome the challenges in healthcare organizations, the principles and methods from the TQM can also be considered with. As with the observed techniques the exhaustive promotions in providing proper care, as expanse in enhancing the patient health conditions and cost effectiveness to be highly concerned with. The principal motive of health care is to provide unambiguous treatment and cure patients as ample in quality. Here patient are considered as the one, who effectively defines the value in healthcare services as with their comfort and treatment.

The strategies in healthcare organization should modify the problems of customer and process where customers are highly engaged in. At the set out, the trust between the service providers and customers to be made effective and it highly promotes the better conversation from both the sides and made easy with. The prominent concerns will highly improve the customer service as qualitative range and this greater customer service will deliver and promote brand recognition, widening their economic opportunities as hefty level (Anshari & Almunawar 2012). Some of the pertinent quality of effective CRM is:

- To deliver the wide range of value added services where the medical records are to be highly transparent to the patients
- To create well built in healthcare- patient communication
- To enhance the performed recognition and promoting the self-managed data to the patients which will enhance in their current conditions as guise with their own health related information's.
- This is to be evolving with the reduction in economic burden to a great expanse.

In healthcare firms, the major paradigms for effective sequence on the value creations are align with prompt arriving from registration, the enlarges in patient care, the attainable discharge and the qualitative better service . In healthcare, value creation activities include registration, patient treatment, discharge, marketing, and service data production at the state level. (Anshari & Almunawar 2012).

For the valuable and beneficial role in achieving CRM outcomes along with noteworthy factors such as ample of patient satisfaction to expanse, betterment in achieving customer loyalty and huge scale in hospital profitability is under proper observation by the healthcare sector. Though with significant concerns, the delivered medical services to be properly inhibit and elaborate to the patients as with the time they degrade in awareness about their medications (Chahal, 2010).

### **Prominent Advantages of CRM Solution Implementation Customer Experience Enhancement**

A customer relationship management system is designed to gather and acquire information about your existing customers. It can also improve the general satisfaction of patients and here's how:

**Facilitates personalization:** A CRM stores all sorts of information about customers: their names, birthdays, preferences, dislikes, and much more. This data helps service providers to create highly personalized marketing campaigns. As well as that, the solution also has a reminding feature and can send reminders to customers about upcoming meetings, calls or time to get pills.

**Reduces wait time:** The problem of long waiting can be also regulated with the help of a CRM solution. Patients get reminders about meetings in advance and have less chance to forget about it. Therefore, other patients will wait less to get to a doctor.

**Provides post-discharge support:** Customers are happier when they feel care. Post-discharge support helps patients recover faster and be more satisfied with their healthcare provider.

Customers' involvement is highly a significant thing for well-structured healthcare sectors as their strategies would balances and well accessible regarding the customers approach. This higher patient involvement plays one among the critical factors on implementing the successful CRM. In other words, this process gives its way to unsuccessful if the patient not fully applied here (Habidin, et.al, 2015).

### **Elimination of Administrative Errors**

CRM is a great tool to streamline all the administrative paperwork. CRM has all the capabilities and a full feature list to minimize manual information input and collects information automatically. As a sequence, a number of errors decrease.

### **Facilitation of Inbound and Outbound Communication**

Communication lead to time and information loses and insufficient treatment, as a result. CRM system makes it easy to share medical data in a health insurance portability and accountability act of 1996 (HIPAA) compliant way with other doctors or health services providers when a patient is referred to another specialist. It allows clinics to store all the communication history of the patients in one place and have quick access for it.

### **Operation Security Improvement**

Security is considered as a great concern in the health-oriented organizations as with enormous accumulations of well-established patient records. A custom healthcare CRM can (and should) include such security measures as multiple-factor authentication, data encryption, digital signature, HIPAA-compliant data storage and other. All these steps allow clinics and hospitals to protect their customer data.

### **Stumbling Blocks in CRM Implementation**

The CRM enactment makes a way for the successful CRM has a high failure rate, with more than half of the firms surviving consider this tool with extreme displeasure. As a result, the most common causes of failure and dissatisfaction are given below. (Kale, 2004).

- Well expansion in their memory tools for maintaining and conserving the acquired records and established vast customer details as extent
- Lack of consumer observation view and in sufficient promotions and well accessible support from the management side
- Fails to inhibit the explicit process of next level of the organization
- Lack of customer lifetime value appreciation
- Wrong perceptions and constrains regarding the difficulties in integration of acquired data.

The other major issue includes several constrains from the organization process and the lack of a customer-centric perspective has a major bearing on CRM success or failure. According to some sources, the primary cause of CRM project failure is a lack of strategic planning prior to CRM implementation (Gruber & Svensson, 2012). As an out sort, the increase in cost of medications, diverged competitions among various healthcare sectors, several restrictions in rules and regulations from the governmental sectors gives a way for healthcare organizations to be on dithering one as extent (Pushmann, et.al, 2001).

### **National Health Card: A step to create India's Digital Ecosystem**

India is a densely populated Asian country. Although the federal government does not have a national health insurance policy, primary and public health-care delivery is the responsibility of each state government. Currently, India's ICT sector is self-sufficient in terms of hardware, software, connectivity, and services. As a result, e-Health has the ability to bridge the gap between existing health-care delivery systems and e-Health. In India, both the public and commercial sectors are actively working to improve the e-Health industry. (UNESCAP, 2010).

Electronic medical records, internet-connected hospitals, and electronic learning are among the primary disciplines of e-Health that are quickly emerging in India. Electronic medical records and hospital computerization have been introduced in the majority of private and a few public sector hospitals, allowing them to handle a large number of patients in a short amount of time. In addition, since 1999, the Ministry of Health and Family Welfare, the Ministry of Communication and Information Technology, state governments in India, and various tertiary level hospitals with specialisations have all taken part in e-Health projects and telemedicine operations (UNESCAP, 2010).

Multiple criteria govern the keeping of health records by various healthcare entities and systems in India, as may be required to maintain compliance with an act, an accreditation regulation, or a current corporate policy. Any prior records for future diagnosis or healthcare delivery actions must be kept and retrieved by health facilities. As a result, health facilities are now adhering to non-uniform retention periods across healthcare systems, which does not serve citizens due to fragmented health record management processes.

Realizing the goals of the Ayushman Bharat Digital Mission (ABDM) in facilitating long-term health benefits via quality, data-driven digital solutions would be difficult in the absence of a uniform guideline and due to a lack of understanding of the implications of such fragmented retention approaches. The need for data retention guidelines for personally identifiable information (PII) or personal health information (PHI) stems from the changing landscape and thinking, as well as the need to protect sensitive data while allowing healthcare professionals to use it effectively in clinical decision-making. As a result, the total quality of healthcare services improves.

## Conclusion

The e-Health card has been effectively adopted in established European countries, and most citizens are benefiting from it by saving time and money by using it for their health security. People in India will comprehend the genuine benefits of the proposed national health card system and CRM systems, the importance of this technology in improving the present healthcare situation. According to the National Digital Health Mission (NDHM) launched by the government of India on August 15, promises that in the near future there will be many path breaking moments for the healthcare sector. Walking into any health facility without carrying weighty medical records and a doctor accessing a patient's medical history on a mouse click could soon become reality, if the Customer Relationship Management is properly implemented in the hospitals.

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