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| **Trimester: Jan-Mar 2025**  **Examination: End-Term Examination** | | |
| **Program code: 06**  **Program: MBA-Healthcare Management (HCM)** | **Class: SY** | **Trimester: VI**  **(SVU 2022)** |
| **Name of the Constituent College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: Marketing and IB** | |
| **Course Code: 117P06C603** | **Name of the Course: Customer Relationship Management (CRM)** | |

**Maximum Marks: 50 Date: April 02, 2025**

**Duration: 3 HRS**

**Instructions: -**

1. **All Questions are compulsory.**
2. **Start every question on a new page.**
3. **Support your answers with suitable theories, concepts and examples.**

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| **Question No.** |  | **Max.**  **Marks** |
| **Q 1** | In the healthcare industry, patient communities play a critical role in shaping value creation. Consider a scenario where a leading healthcare service provider, WeCare Plus, is exploring ways to enhance patient experience through online engagement.  WeCare Plus has launched a patient-centric online community to facilitate knowledge sharing, emotional support, and engagement among patients suffering from chronic diseases such as diabetes and cardiovascular conditions. The platform provides access to expert Q&A sessions, peer discussions, and self-care resources.  Patients interact with doctors, wellness coaches, and peers, creating a value ecosystem that extends beyond traditional healthcare settings. Some patients contribute by sharing their experiences, while others derive value through silent participation (lurkers). The company also observes instances where patients use the platform unintendedly—such as forming private support groups or sharing home remedies not officially recommended by WeCare Plus.  The management at WeCare Plus is now evaluating how to leverage both individual and collective customer value to improve service delivery while maintaining trust and regulatory compliance. They need to decide:   1. How to encourage active participation without making silent users feel alienated. 2. Whether to intervene in patient-led discussions that involve alternative treatments. 3. How to align business goals with emerging patient-driven value creation. 4. **Using the customer value formation framework, analyze the individual and collective value creation in WeCare Plus’s patient community.** 5. **Discuss how WeCare Plus can strategically support both customer-led value creation and company-driven initiatives to maximize patient engagement while ensuring compliance with ethical and medical guidelines.** | **20** |
| **Q 2** | Aarogya Care Hospital, a multi-speciality healthcare provider, has been facing financial challenges due to a segment of unprofitable patients. These patients either frequently miss appointments, overuse emergency services for non-urgent issues, or default on payments. While the hospital's mission is to provide quality care, the increasing costs of serving these patients threaten its sustainability.  The hospital management is now considering ways to manage this issue without compromising its reputation or violating ethical responsibilities. They are exploring strategies such as:   * Educating patients on proper healthcare utilization. * Renegotiating payment structures for chronic defaulters. * Migrating patients to lower-cost telehealth services or partner clinics. * Divesting as a last resort by discontinuing services for persistently unprofitable patients.   While implementing these strategies, the leadership team is concerned about balancing financial sustainability, ethical obligations, and patient satisfaction.  **Analyze Aarogya Care Hospital can address the issue of unprofitable patients while maintaining ethical and reputational considerations.** | **15** |
| **Q 3 (A)** | Sanjeevani Oncology Hospital has noticed a decline in patient retention, with many previously regular patients not returning for follow-ups or elective procedures. Using RFM analysis, how can the hospital identify high-priority patients for re-engagement? Propose a win-back strategy to reactivate lapsed patients while ensuring a positive patient experience and ethical considerations. | **8** |
| **Q 3 (B)** | Compare traditional customer service with CRM. What traditional business assets can a diagnostic centre rely on, and how can it leverage them to capture e-marketing capabilities? | **7** |