

The Healthcare marketing and the characteristics of hospital marketing

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Abstract:

Effective marketing requires meticulous planning and consistent execution. This is why many businesses use new techniques and tools to stay on top. Hospitals and other healthcare organizations need to understand their audience's needs and requirements in order to effectively market to them. These principles are increasingly vital as hospitals incorporate them into their daily operations.

The purpose of this study is to identify the most prevalent beliefs and dominant ideas about healthcare marketing by focusing on the characteristics of hospital marketing: 7P'S of the hospital marketing mix, "Business to Business" or "Business to Consumer", and the triangle of hospital services marketing.

Keywords: Healthcare Marketing, Hospital Marketing, Hospital Mix Marketing.

JEL Classification Codes : M39, I11.

Résumé :

Un marketing efficace nécessite une planification méticuleuse et une exécution cohérente. C'est pourquoi de nombreuses entreprises utilisent de nouvelles techniques et de nouveaux outils pour rester au top. Les hôpitaux et les autres organismes de soins de santé doivent comprendre les besoins et les exigences de leur public afin de leur proposer un marketing efficace. Ces principes sont de plus en plus essentiels, car les hôpitaux les intègrent dans leurs activités quotidiennes.

L'objectif de cette étude est d'identifier les croyances les plus répandues et les idées dominantes sur le marketing des soins de santé en se concentrant sur les caractéristiques du marketing hospitalier : 7P'S du marketing mix hospitalier, "Business to Business" ou "Business to Consumer", et le triangle du marketing des services hospitaliers.

Mots clés : Marketing de la santé, Marketing hospitalier, Marketing mix hospitalier.

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1. Introduction :

In today's competitive environment, marketing is vital (Porter, M. E. , 1985). Effective marketing is the product of rigorous planning and execution, which includes the use of innovative tools and strategies to preserve a sustainable competitive advantage (Kotler, P., & Keller, K. L., 2007). Today, the global economy is increasingly characterized by a service economy. With the predominance of services in virtually every field, where service culture is becoming paramount for all organizations, marketing practitioners and researchers are calling for the development of service-oriented marketing (Kotler, 2012).

To obtain successful outcomes, hospitals should integrate marketing components as suppliers of medical and therapeutic services (Sreenivas T, Srinivasa RU., 2013). There is evidence that the marketing mix is critical for optimizing service costs, expanding procedures, raising health awareness, changing service providers' attitudes, increasing hospital financial resources, and closing the communication gap between providers and users (Sreenivas T, 2013). Improved patient satisfaction is the primary objective of hospitals and a factor supporting medication adherence and better patient health status; it is a direct effect of the hospital marketing mix (Heydari, A. & Seydi, M., 2008). Other studies have found that hospitals that follow marketing principles and build their plans and programs around the marketing mix have better outcomes (Ravangard et al., 2020).

Hospitals, as well as health care professionals, are under significant strain because of the prices, quality, and timely delivery of clinical services in the public health system. These organizations are becoming more interested in marketing as a management job that provides exciting opportunity to address these difficulties (Lega F., 2006). Marketing is a far more difficult topic in the service industry (including healthcare businesses), as opposed to the industrial sector. Successful marketing, on the other hand, enables us to think and act methodically regarding medical care and related services. Furthermore, it allows us to voice our thoughts about medical and health services (Seyed Mojtaba Hosseini, 2016).

Our problematic is based on the following main question: *What are the main characteristics of hospital marketing?*

This research work relies on the descriptive approach by examining the theoretical context to describe the studied phenomenon, which deals with the subject: healthcare marketing and hospital marketing. In order to know the characteristics of the hospital marketing: hospital marketing mix 7P'S, "Business to Business" or "Business to Consumer", and hospital service marketing triangle.

2. Healthcare marketing definition:

1.1. The public hospital service:

The hospital which is a key element of any health system. It is one of the most complex organizations, facing mutations and deep changes in a complex and stable environment (MINTZBERG, 1982, p. 324), complex to require the use of procedures whose learning requires years of training, stable so that these skills are well defined and in fact standardized. And like any other organization it has undergone significant changes at present in an unstable and complex environment (POUVOURVILLE, 2009, p. 35).

The public hospital service includes, by law, public health establishments, as well as army hospitals. Private establishments may, moreover, choose to be part of the public service, provided that they undertake to respect its constituent obligations: equal access and care, continuity, adaptation and neutrality (Le service public hospitalier, p. 1). The primary mission of public hospital services is to provide diagnosis and therapeutic control, including emergency care for patients and their possible

accommodation. The primary mission of the public hospital service is to ensure diagnostic and therapeutic examinations, including emergency care of patients and their possible accommodation.

The public hospital service fulfills the functions of health protection. It is based on several principles, in particular, the principle of equality, continuity and adaptability. It must guarantee to each patient received within the framework of these missions, an equal access to quality care, the permanence of the reception and of the care.

1.2. Healthcare marketing definition

Marketing can be defined and describes in several ways. The American Marketing Association defines marketing as “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives” (Bennett, P.D., 1995). (Philip Kotler, 1999), an early proponent of marketing in healthcare, defines marketing as a social and managerial process by which individuals and groups obtain what they need and want by creating and exchanging products and value with others.

In its broadest definition, health marketing targets both healthy people who want to stay healthy or avoid certain harmful habits and sick people who want to restore their health or reduce the impact of their sickness on their everyday life (Crié D. & Gallopel-Morvan K., 2019). The term "health marketing" is used to designate a systematized approach to the principles of marketing doctrine in the very broad, very heterogeneous and very complex field of health (Crié D. & Chébat J.-C., 2013)

Marketing health services is covered by its manner of application, both in social marketing and in certain service marketing. By definition, enhancing an individual's health is a service including a series of actions, the design of which is achieved at the macroeconomic level, the Ministry of Health, through legislation, and is virtually developed and supplied by organizations in the field. Health policy covers not just the person, but also the community as a whole, for which many organizations in the public health sector seek to promote ideas and social behaviors among a geographically and demographically defined population (Violeta Radulescu & Iuliana Cetina, 2011).

Because the health care system is a unified entity, health marketing necessitates an integrative viewpoint, uniting all actors within a number of convergences (Dominique Crié, Jean-Charles Chebat , 2013):

- A shared, dual goal: patient health and consumer well-being via a 'patient-centered' strategy;
- The diversity and proximity of concurrent aims (patients, payers, prescribers...) define a multifaceted market that necessitates message congruence and convergence.
- The inherent ethics of the sector, in which values are vital;
- The fewer resources and major revolutions in approaches to treatment (biotherapeutics, nanotechnologies, tissue engineering);
- Treatment education, which is largely justified by illness chronicization, brings together all actors and includes programs targeting compliance, patient support, and patient education on health and diseases.

Several marketing terminology may be used by hospitals without adjustment, while others must be modified due to the special aspects of healthcare. Many health professionals have misconceptions regarding marketing and its functions. Marketing cannot be classified as advertising, direct mail, or any other specialized activity; it encompasses a wide variety of actions, ranging from doing marketing research to reviewing a finished promotional effort. Moreover, marketing roles span from big-picture to very specific functions.

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The healthcare industry presents a dilemma with the use of marketing methods. Markets do not exist in healthcare in the same way that they do in other industries, health practitioners do not think in terms of commodities, and the customer is extremely multifaceted. To effectively use marketing in healthcare, health personnel' perspectives must change and adapt (Richard.K Thomas, 2020). Alternatively, consider a term that is more relevant to hospital marketing. "Health marketing is about educating ourselves about the desires and requirements of our potential consumers, then educating our clients and providing value-added services that satisfy those needs using the information obtained as a baseline" (Buckley P., HCPro, HealthLeaders Media , 2007).

2. Pioneers in Healthcare Marketing

Despite the fact that the 1970s saw the official establishment of marketing in the health services industry, few health care organizations-as organizations-had yet fully embrace marketing. True, for-profit hospital organizations such as Columbia and HCA (Healthcare Corporation of America) were more marketing-oriented, and their executives may have even pushed them to engage in marketing efforts. Although Evanston (Indiana) Hospital had a vice president of marketing in 1976, many experts would point to Philip Kotler's release of *Marketing for Non-Profits* a few years later as the beginning of marketing in healthcare.

If marketing was incorporated into health care in the 1970s and 1980s, it was mostly due to the efforts of individuals such as Bernie Lachner at Evanston Hospital, Kent Seltman at the Mayo Clinic, and William Gombeski at the Cleveland Clinic, rather than a commitment from their institutions. Kent Seltman began his career in the healthcare business in 1984, when marketing was still in its infancy, and went on to build innovative marketing strategies at Loma Linda University. Gombeski oversaw the early development of the Cleveland Clinic's marketing activities, transforming the institution into a textbook example of successful marketing (Richard K. Thomas, 2010, p. 7).

Marketing practitioners include pioneers such as Dan Beckham, who was instrumental in establishing associations for healthcare marketing professionals. Neiman was the executive director of the Society for Healthcare Strategy and Market Development of the American Hospital Association (AHA). Scott MacStravic's marketing forays extend back to the mid-1970s, and his 1977 book on health care marketing "Marketing Health Care", is widely regarded as the first of its kind (Richard K. Thomas, 2010, pp. 7-8).

3. Stages of Healthcare Marketing

3.1. The 1950s

Although the fact that the 1950s are typically referred to as the "age of marketing," healthcare marketing did not appear until many decades later. Marketing operations were restricted to liberal education initiatives and public relations (Richard K. Thomas, 2005).

Yet, the emerging pharmaceutical business was reaching out to physicians, and the nascent insurance sector was selling health plans to customers.

3.2. The 1960s

Throughout the 1960s, as the health-care business grew, so did the importance of public relations. While the events that would require hospitals and other healthcare companies to embrace marketing would not occur for at least a decade, public relations was thriving and remains the major means for healthcare businesses to keep linked to their varied audiences.

3.3. The 1970s

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During the 1970s, hospital rivalry for patients became more intense. The growing belief that healthcare facilities must be capable of attracting clients in the future spurred the desire for a larger market presence. Throughout the 1970s, the for-profit hospital sector rose to prominence. Due to restricted payments, both for-profit and non-profit hospitals extended their offerings.

This period was characterized by advertising and public relations initiatives, with communication efforts first aimed only at patients. Patient satisfaction studies have risen in importance.

3.4. The 1980s

Healthcare marketing was born in the 1970s, but it reached maturity in the 1980s. The health care industry had shifted from a seller's market to a buyer's market, and this shift had a significant impact on the marketing of health care services, as marketers began to think differently about the public, and the importance of the consumer increased with the implementation of the current payment system.

Throughout the 1980s, the hospital sector expanded with the establishment of centrally administered health systems (both for profit and non-profit) and the formation of national chains of hospitals, nursing homes, and home health agencies.

During the 1980s, it was discovered that the notion of marketing and promotion had a detrimental influence on health care marketing, causing health care organizations to confront severe budgetary limitations. Hospitals were searching for ways to cut costs wherever they could, and marketing expenses were an obvious target.

3.5. The 1990s

As health care grew more market-driven, the marketing function became increasingly crucial to the industry. Market-driven decision making replaced the institutional paradigm that had traditionally dictated decision making. Every hospital strives to win the hearts and minds of patients. Due to a wave of hospital mergers, advertising by health care groups emerged in the mid-1990s.

During the period, business techniques in general were more recognized in the healthcare profession, and marketing was an unavoidable benefactor. Marketing was repackaged in a more professional manner, and there was a notable shift away from advertising. Marketing had matured by the end of the decade, stressing marketing research and attention to customer demands. Healthcare has finally progressed to the third level of the marketing function's evolution.

3.6. The 2000s

In the late 1990s, a new generation of health-care managers grew more open to corporate tactics such as marketing. Because of retirements, mergers, and downsizing, the sector suffered a tremendous turnover of hospital administrators. Hospital marketing activities grew to resemble those of its for-profit counterparts in the first decade of the twenty-first century (e.g., pharmaceutical and medical device companies).

Data management and customer engagement approaches were adopted as the consumer was increasingly viewed as the key to success. Consumer involvement became a term in the healthcare business, and efforts to enlist the support of healthcare consumers expanded. This new health-care environment necessitated a new approach to selling health-care services, including a population health component focused on community health rather than individual patients.

3.7. The 2010s

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In terms of marketing, the emphasis on consumer involvement grew, and the use of social media as a force for health services marketing expanded as health care customers became more internet aware. Another change that occurred during this decade was the rise of the pay-for-performance healthcare model, a compensation approach that has the potential to upset the healthcare system. Previously, providers were paid for each patient's care on a fee-for-service basis.

Community health is also a strategy of encouraging community health improvement that emphasizes upstream rather than downstream methods, concentrating on the social determinants of health status and downplaying the role of clinical treatment in improving health.

Fig.1. Healthcare Marketing Timeline

	1950	1960	1970	1980	1990	2000	2010
Stage:	Premarketing		Introduction		Growth		Maturity
Primary techniques:	Public relations Communication	Government relations	Advertising Marketing research Direct marketing Personal sales	Advertising Marketing research Direct marketing Personal sales	Direct-to-consumer Relationship marketing Social marketing Internet marketing	Direct-to-consumer Relationship marketing Social marketing Internet marketing	Social media
Main theme:	Publicity Information management	Regulatory influence Consumer research	Sales Technology applications	Sales Technology applications	Relationship management	Relationship management	Consumer engagement
Marketing target:*	General public	Government agencies Health plans	Physicians Employers	Physicians Employers	Referral agents Businesses	Referral agents Businesses	Consumers Market segments

*Patient care organizations

Source: (Richard K. Thomas, 2010, p. 12).

4. The characteristics of hospital marketing

4.1. The hospital marketing mix 7P'S

The marketing mix, defined as the set of marketing instruments used by the organization to accomplish its marketing aim, is at the heart of each marketing activity. The services marketing mix encompasses all of the elements that the business may influence in regard to the target market in order to fulfill market demand. Button and McManus divided service marketing variables into seven strategic aspects (7Ps): product (service), pricing, place, promotion, physical evidence, people, and process (Ameli A. , 2005). Besides, in the service industry, the marketing mix is a distinct notion. The nature of the service, which includes characteristics such as consumer engagement in production and the importance of time, necessitates the inclusion of additional crucial components (Seyed Mojtaba Hosseini, 2016).

(Booms, B., & Bitner, M. , 1981) increase the marketing mix for services from the standard 4Ps to the 7Ps by include three new elements: participants, physical evidence, and processes. Services marketing theorists forayed into a new realm of management theory and practice by including people, physical assets, and processes into the marketing mix (creating the 7Ps) services marketing theorists forayed into a new sector of management theory and practice distinct from the marketing of tangible items (Lovelock, C. , 2001).

The product in health care, more than in other services, is the person. When a patient considers medical treatment, he/she considers the physician. The patient imagines medical treatment through the eyes of those who provide it. As a result, the fifth P of marketing is the people in the organization (Ahmad, 2013). It is critical to have the correct marketing mix when promoting medical services.

Hospital services marketers may guarantee that their marketing efforts provide the intended outcomes by balancing the proper mix of marketing materials.

❖ **Product (The Services):**

The key component of any mix marketing approach is services as a product (Radulescu Violeta, 2012). Medical services are described as medical care services that aim to improve an individual's health, either directly or indirectly, through procedures performed by medically trained personnel (Chuan-Biau, 2011). A distinguishing feature of the service product that is being marketed.

At hospitals, the product line in terms of length is divided into three lines: inpatient care, ambulatory services, and health promotion. Each product line has a specific width - patient services include medical/surgical, pediatric, obstetric, and cardiac intensive care services - and each product element has a specific depth - the various services in the service line contribute differently to the organization. Some are fundamental hospital services, while others are auxiliary services. In the second level, the product comprises of the core service's qualities, quality, and style. The upgraded product is included in the third level of service. An enhanced service is one in which the hospital provides extra services or advantages in addition to the actual service.

❖ **Price:**

Price is a fundamental component of blended marketing (Mardiah, M., & Wahyu, S., 2019). According to some researchers, price is the sole aspect in the mixed marketing strategy that may produce income for the organization.

Costs have a significant part in determining the cost of hospitalization. The cost of operating the hospital, overheads, wages of physicians, nurses, and administrative personnel, cost of infrastructure, bed occupancy rate, quality of service, and other factors are often considered when pricing hospital services. Consumer pricing elasticity also has an impact on the hospital (Bahskar Lakshmi, 2012). The price method improves hospital performance significantly.

Marketing theory states that a hospital should go through four stages when dealing with the difficult problem of pricing (Berry, L; Yadav, M., 1996):

- It should choose the pricing objectives (surplus maximization, net patient service revenue maximization, cost recovery, utilization maximization, market disincentive, public relations, and cross subsidization).
- It should decide the pricing strategy, such as whether the price should be based on cost, demand, or competition.
- It should establish price in scenarios like self-pay markets (i. e. segmental pricing).
- It should anticipate future changes in reimbursement methods and how to adapt to them.

❖ **Place:**

Place is an important feature for hospitals since it relates to the point of interaction between the health care practitioner and the patient. Patients should be able to easily access the hospital, and it should be sufficiently shielded from pollutants. Every hospital shall make every effort to make services available and accessible to its intended customers. As a result, hospitals will face three significant distribution considerations in general. Physical access (channels, location, and facilities), time access, and promotional access are examples (Kotler P; Clarke R, 1987).

(Roberts, Carolyn; Beck, Eugene, , 1989) imply that geography, population densities, distances and transportation, and religious or cultural attitude are all variables influencing hospital health care availability and accessibility.

❖ **Promotion:**

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Consumers must be made aware of the presence of the service. The promotion role of any service organization entails communicating with past, current, and potential consumers. Promotion comprises advertising, sales promotion, personal and public relations. Hospitals do not often engage in aggressive marketing; instead, they rely heavily on positive word of mouth.

One of the most important aspects of hospital service marketing is promotion strategy and communication. The hospital's expertise in promoting and communicating the product is extremely beneficial to clients' knowledge of the product. The communication technique employed must be appropriate for the needs of the customer being served. Good promoting may help organizations differentiate themselves and their products from the competition.

(WHO, 1986) described health promotion as a process that allows individuals to have more control over their health and enhance it. A person or group must be able to recognize and fulfill ambitions to satisfy needs, as well as modify or cope with the environment, in order to achieve a state of total physical, mental, and social well-being.

Advertising, sales promotion, personal selling, and public relations were historically split into four categories known as the promotional mix. This advertising mix has recently been expanded to incorporate direct mail, sponsorship, and the Internet.

Nonetheless, due of the field's professional ethics and sensitivity, promotional actions are severely constrained.

❖ Physical evidence:

The setting in which the service is supplied with physical or tangible commodities and where the company and the client interact is referred to as physical evidence. Work facility display includes both physical and non-physical aspects of the service environment. The physical display offers the consumer a first impression, such as cleanliness, tidiness, and the appearance of an ordinary service site. A filthy, dusty, hot, and uncomfortable service area may persuade clients to seek treatment elsewhere. According to the service marketing researcher (Ravangard et al., 2020), tangible proof is important in the service company to transmit a consistent message and preserve the organization's image.

Health services have a variety of distinguishing characteristics that have important consequences for marketing strategy. Physical evidence contributes to the high degree of intangibility in health care ((Gilmore, A; Moreland, L, , 2000).

A pleasant atmosphere is required in modern hospitals. Write from the welcome area because when a patient goes into the hospital, he creates an impression about the facility. It is seen as critical since the patients and their families are already sad or traumatized.

❖ People:

During the process of service delivery and customer engagement, people played a vital part in the service organization. Service marketing has long held that employees, particularly contact staff, is an essential component in providing high-quality service and contributing to customer satisfaction.

People have an important role in hospitals. Patients and employees are among those present. Doctors have a lot of leeway in meeting consumers' wants, and interaction evaluation is primarily based on experience and confidence. Patients also have an important role in the delivery of hospital services. Apart from retaining quality employees, hospitals also perform Customer Education Programs to help patients and attendants realize the value and quality of services, with the goal of developing a patient-centered, service-oriented workforce.

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The interplay of service encounters between the client and the service provider is especially significant in health care services. Quality contributions result from the collaborative efforts of all personnel involved in patient care, including medical personnel.

Hospital employees are extremely essential in the health care sector because their attitude, abilities, appearance, and conduct impact customers'/patients' perceptions of health care quality and serve to build a good image of the hospital by offering tangible clues.

According to (Guest , D, 1989), service marketing needs more than simply typical external marketing employing the four Ps. It is also stated that health care marketing necessitates internal marketing, which refers to the use of marketing strategies to personnel within the organization.

❖ Process:

In the services marketing industry, the process is known as Interactive Marketing. It is a necessary component in the production and delivery of a service. Because the inseparability of services precludes any distinction between service production and delivery, process becomes an all-encompassing "P" for service marketers.

A process is considered as an operational flow of actions that occur at a hospital in order to provide effective service delivery. Hospitals must prioritize the correct planning, design, organization, and operation of numerous services (specialties). The different tasks performed by the hospital involves two different type of process for : once the patient is admitted to the hospital, he or she is assessed and treated in the outpatient department. The patient is subsequently hospitalized as an inpatient and treated as such until discharge and treatment in the inpatient department.

Management and medical personnel must place the client/patient at the center of all hospital activities. Because health services are unique, the process strategy and health care delivery must be established with the patient's needs in mind.

4.2. “Business to Business” or “Business to Consumer”?

Since the outbreak of the global COVID-19 pandemic, the health care sector has had to adapt and reform immediately. It is critical that healthcare organizations continue to innovate more effective ways to support the well-being of the Earth's human population (Emily Hedrick, s.d.).

B2B stands for business-to-business, and B2C stands for business-to-consumer, are both considered commercial transactions. B2B refers to the process of selling various services or products to other businesses. Otherwise, B2C is defined as the process of selling various items directly to clients. A business system may help with B2B and B2C sales, transactions, and even communications, therefore it is critical in healthcare to ensure your customers have the accurate system in place.

Healthcare marketing is difficult no matter who you are trying to reach. Sales representatives in B2B healthcare marketing often target healthcare corporations or medical practitioners who may operate their own practice. There are several B2B marketing tactics, but some of the most prevalent include content marketing, lead generation, and event marketing. Furthermore, understanding healthcare marketing trends as well as the unique demands of your target audience is critical for all of them in order to develop a successful marketing plan.

This is where healthcare marketing firms and agencies may be of tremendous assistance and direction. While B2C marketing would target end consumers of medical products and services such as patients. When it comes to B2C marketing, it is critical to have a strong brand identity for your healthcare firm. This will assist to establish trust with the target audience and establish a long-term relationship with them. Consider using social media marketing to reach out to your target audience and interact with them on a more personal level (Paul Watson, 2022).

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Like most goods and services in healthcare the B2B model is geared at providers. To build synergies between various participants in the healthcare ecosystem, the B2B paradigm must be expanded to the B2C model. Yet, it is unknown if this paradigm adds value to the proposed venture or society (Grustam et al, 2017). Nevertheless, the B2C model turns the focus away from clinicians as primary purchasers and onto patients themselves, recognizing their critical need for convenience, accessibility, and personalised education. The B2C model takes use of the growth of smartphone devices, tablets, and the fast expansion of the internet to provide solutions directly to patients, breaking down the obstacles formed by intermediary functions.

The B2C paradigm resembles the Blue Ocean Strategy methodology. Challenging an industry's conventional knowledge regarding which buyer group to target can lead to value innovation or the production of novel value to generate new demand (Kim, W. C., & Mauborgne, R. , 2005). Because the B2C approach moves the major buyer group's view from providers to patients, and provides the latter group with extra important product/service features that unlock value, it bears many parallels to a blue ocean strategy (Andrija S. Grustam et al, 2018).

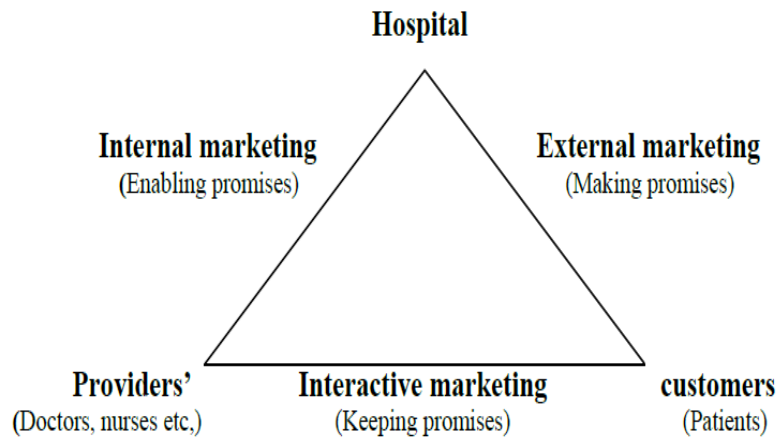
There are some distinctions between B2B and B2C marketing: B2B marketing is often directed toward healthcare establishments, whereas B2C marketing is directed toward patients. As a result, B2B marketers are more inclined to promote personal ties with their clients. Developing these ties should result in long-term business at the end of the lengthy sales cycle. Furthermore, these connections may enhance referrals. B2B healthcare technology's success is mainly reliant on word of mouth. B2C healthcare marketing is more of a transactional, surface-level engagement.

The purpose of B2C marketing is to convince customers to buy a product or service (or at the very least set up an appointment). Due of the nature of consumer relationships, the B2B decision process is often lengthier than the B2C decision process. Moreover, B2B choices are typically made by a group of individuals.

When marketing to B2B firms, it is okay to employ complicated medical terminology. The phrases and overall context are most likely understood by the target customers. After all, the clients are almost certainly the leaders of healthcare organizations, or at the very least their divisions. In contrast, simplifying complicated words for B2C clients is more desirable. These clients are frequently unfamiliar with medical language. B2C content marketing is primarily concerned with the emotional side of the buyer's journey. When it comes to critical and well-thought-out medical decisions, B2C content marketing may be very beneficial (addiction, reproductive medicine, etc.). Engaging your clients might be tough if you are not addressing their needs and/or interests. (protocol 80, s.d.).

4.3. Hospital Service Marketing Triangle

Fig.2. Hospital Service Marketing Triangle



Source: (Rajesh K. Yadav, 2013)

The triangle represents three interconnected groups that collaborate to create, advertise, and provide services. The following key players are identified on the triangle's points: the firm, hospital, or management; the customers; and the providers. Here, the providers might be company's workers, such as physicians and nurses who supply the company's services. Apart from this, three sorts of marketing must be properly carried out for a service to succeed: external marketing, interactive marketing, and internal marketing.

- **External Marketing "Setting the Promise"**

In terms of external marketing, hospitals should consider their patients and clients to be marketers or promoters since excellent services motivate consumers to spread the word about your hospital, at the very least through word of mouth. Better services should be available at reduced entry costs, or a price penetration strategy might be adopted.

Price may be utilized as a market promotional technique. Apart from the expense, the team of highly skilled physicians and behavioral healthcare professionals contributes to marketing strategies. Foot traffic will inevitably increase as potential clients become more aware of your facilities.

- **Internal Marketing "Enabling the Promise"**

Internal marketing necessitates hospitals keeping commitments made to both current and prospective clients.

A hospital might hire a well-known doctor and use his name to promote their hospital. All organization's personnel are instructed in this area to keep the previously stated pledges. Workers can be trained to do their duties more effectively and efficiently.

- **Interactive Marketing "Delivering the promise"**

Real service delivery occurs in interactive marketing. This is the period when your personnel gets in touch with potential customers. This is the most important and vital phase in establishing the quality of healthcare services. At this point, hospital administration should exercise caution since it exhibits hospitality to customers while also building and creating brand image in the eyes of prospective and future consumers (Rajesh K. Yadav, 2013).

5. Barriers to implementing healthcare marketing:

According to (Stéphane AUBERT, Décembre 2008) the many obstacles and barriers encountered during the implementation of healthcare marketing among them, we have :

5.1. Resistance to change

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The marketing approach, which consists of adapting to changes in demand and supply of care, generates change. First, change in the pathologies treated. Hospitals have to take care of more and more elderly patients, often with multiple pathologies. As certain geographical areas become depopulated, the birth rate drops and the need for maternity services in the area also decreases. Competition from the private sector in the field of surgery is sometimes draining the surgical departments of certain hospitals. Medical techniques such as laparoscopic surgery or interventional cardiography are forcing practitioners to evolve their practices. Patient demand for outpatient surgery is forcing organizations to adapt.

5.2. The "heaviness" of the public system

Sudden changes of course are almost impossible in the public system, but sometimes they are necessary when one has waited too long to adapt. The status of the civil service, the system of public contracts, the control of the supervisory authority for major investments, are all constraints that prevent rapid reactions. The public hospital must therefore be constantly on the lookout to avoid being caught off guard and to be able to maneuver in time. This requires a great deal of rigor, since the market does not regularly sanction private hospitals that do not adapt and thus become loss-making, and this is only the case in the public sector.

5.3. Demography and medical availability

There is very limited scope for action on the supply side in terms of medical recruitment. Many hospitals have difficulty recruiting practitioners in "promising" specialties, because there are either not enough of them or they are not interested in the working conditions in the hospital. Public establishments are having to develop a specific marketing policy to attract these practitioners. This goes as far as sourcing in certain foreign countries or offering particularly advantageous working conditions.

5.4. Management of medical activity

Doctors are first trained, each in their own specialty, to treat patients. Their profession therefore requires them to constantly master the state of the art in their discipline. In this sense, they naturally implement a marketing approach to adapt to the health needs of their patients. On the other hand, they do not spontaneously think in terms of market size or market capture (except in the profit sector). Their objectives are not essentially economic (they do, however, think in terms of patient safety and therefore in terms of the minimum number of procedures to be performed to guarantee this safety). However, only they are in a position to assess the medical needs of the population. The difficulty lies in defining a medical strategy that is compatible with the hospital's economic balance. Physicians alone, with some exceptions and unless a physician has the taste, the skills and the time to do it for others, cannot define this medical marketing strategy.

6. Conclusion:

Hospital management has grown in approval reputation in recent years. Hospital administration is seen as critical in order to deliver services to society. It is crucial for successful service marketing that the organization involved be professionally sound. This benefits the hospital in a variety of ways, including increased organizational capacity for excellence, a strong foundation for serving the poorer regions, and a beneficial link to make it a continuous process (Sreenivas et al , 2013).

Due of its exceptionality, health marketing is a multidisciplinary discipline that employs concepts, methods, and approaches that are unique to both traditional marketing and social marketing. The specificity of health marketing is that while there are services and markets, there is no monetary counterpart. This implies that the effectiveness of its application is based on the image of a healthy

population, the detection of a category of chronically ill individuals, the assurance of treatment of the sick during the whole rehabilitation, professional reintegration, social reintegration of the sick, and so on (Victor Lorin Purcarea, 2019).

Marketing enables healthcare leaders to better comprehend the public's wants and desires, to evaluate the competition's product, and to predict market developments. In other words, the goal of marketing is twofold: on the one hand, to tailor the services given to the demands of the users while keeping market limits in mind, and on the other hand, to continually assess the level of user satisfaction as well as the institution's image and reputation.

The marketing mix model is a technique that is primarily used to increase the patient's proclivity to pick a certain type of health care service and may play an essential role in creating a positive image in the patient's mind if handled properly, methodically, and responsibly.

The seven-component hospital marketing strategy is a tried-and-true marketing method for sustaining and expanding hospital marketing. Yet each of the seven notions has a distinct connotation based on the social community's conditions. Each of the 7p components has a unique influence in terms of its contribution to hospital marketing. It is fundamental to underline the significance of health marketing in health policy since it genuinely puts the patient at the heart and the center of the hospital's concerns.

The hospital is required to prioritize marketing in its business plan since marketing's contribution to the development of the hospital's strategy helps the hospital to establish a volume and quality offer, allowing it to optimize its appeal and to maximize its attractiveness. Once again, it assists the hospital in defining its overall portfolio of activities as well as the characteristics of each of the activities that comprise it.

Besides, it emphasizes the role of marketing in optimizing the hospital's resources, as they are used wisely, prioritized, and scale effects and quality improvement are systematically sought. There is considerable leeway, though, which implies that hospitals may find themselves in rivalry with each other. In this situation, marketing involves more than just numerically and qualitatively maximizing the offer to satisfy patients and prescribers.

Without forgetting that marketing is also a tool for distinguishing oneself from competitors and rivals, and hence a vector for emulation that may help the patient in the long term.

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