

"A man is
great by
deeds, not by
birth"
-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

IIMK/CS/258/MM/2024/13

March 2024

IQRAA: Consumer Journey for Patient Experience Optimization

Keyoor Purani ¹
Deepak S Kumar ²

©

All rights belong to their respective authors.

Please contact the corresponding authors, if you would like to access the full case study.

¹Professor, Marketing Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - kpurani@iimk.ac.in, Phone Number - 0495-2809110

²Associate Professor, Marketing Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - deepaksk@iimk.ac.in, Phone Number - 0495-2809455

IQRAA: Consumer Journey for Patient Experience Optimization

Abstract:

On May 14, 2022, Dr. P.C. Anwer, Executive Director of IQRAA Hospital, was alarmed by the FY 21-22 annual report, revealing unexpected financial challenges despite heightened activity during the pandemic. Since its establishment in 2000, IQRAA Hospital has become synonymous with medical excellence, providing top-tier healthcare services with a focus on affordability to serve underprivileged communities. Aware of the limitations on patient fee adjustments and doctor fee reductions, Dr. Anwer prioritized maintaining patient experience while seeking solutions to improve operational efficiency. An immediate directive was issued to Jezeel Nalakath, the operations head, to explore marketing initiatives to boost patient volumes on non-peak days or identify cost-saving measures to present at the upcoming BoG meeting by June's end. Armed with a new task, Jaseel analyzed patient registration data from IQRAA hospitals, benchmarked IQRAA against competing hospitals in Kozhikode City, and employed a mystery shopping approach to delve into the patient experience, gathering insights to inform strategic decision-making and enhance patient-centred care initiatives.

This case can help instructors to teach the consumer journey mapping and its application for customer experience management. The case also provides a rich context with several qualitative issues to discuss in the services marketing or customer experience management classes, such as consumer journey mapping and identifying optimized customer experience solutions using consumer journey tools and customer data. The case provides an interesting context in healthcare industry.



भारतीय प्रबंध संस्थान कोषिककोड
Indian Institute Management Kozhikode
Globalizing Indian Thought

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809237/ 238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

