**Dhaka City College**

**Department of Marketing**



**MARKETING STRATEGY OF IBN SINA HOSPITAL**

******

**SUBMITTED TO :**

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B.B.A. (Hon’s) 4TH year

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Reg. No. 10111835725

Session : 2010-11

Dhaka City College, Dhaka



**National University, Gazipur.**

**Submission Date : 19th July, 2016**

**LETTER OF TRANSMITTAL**

To

**KANIJ FATEMA**

Lecturer

Department of Marketing

Dhaka City College, Dhaka

**Subject: Term Paper of Marketing Strategy Of IBN SINA Hospital**

Dear Madam,

It’s my pleasure to submit the term paper on **Marketing Strategy Of IBN SINA Hospital** which has been preparedas a part of partial fulfill of BBAdegree. I have tried my level best to follow the guidelines that you have provided. The whole experience of this internship program enabled me to get an insight into the real life situation.

I will be always available for answering any queries on the paper. I hope considered the mistakes that may take place in the report in the spite of my best effort.

**Sincerely yours,**

**…………………………**

**SHAHNAZ PARVIN**

B.B.A. (Hon’s) 4TH year

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Dhaka City College, Dhaka

###### STUDENT DECLARATION

I declare that, I have completed this term paper only for educational purpose, not for any income purpose. I gathered all information from the secondary sources and also directly communicated with employees of this company. That’s why if occurred any mistake in this term paper then its liability always for me. At the same time I also hope that our honorable, who would prefer to forgive me for some mistakes.

**…………………………**

**SHAHNAZ PARVIN**

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Session : 2010-11

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**SUPERVISOR’S DECLARATION**

This is to certify that the term paper on **Marketing Strategy Of IBN SINA Hospital** by direct supervision in partial additional work of the BBA (Hon’s) 4TH Year.

So far I know, shehas prepared this term paper by herself and is not copied or borrowed from anywhere without proper acknowledgement.

I wish her every success in life.

|  |  |  |
| --- | --- | --- |
| **Supervisor**  **KANIJ FATEMA**  Lecturer  Department of Marketing  Dhaka City College, Dhaka |  |  |

**ACKNOWLEDGEMENT**

The theoretical knowledge that is gathered from the Educational institution is not sufficient to aware the subject matter rather the practical knowledge. In order to resolve the dichotomy between these two areas, I was assigned to prepare a report on  **Marketing Strategy Of IBN SINA Hospital** I would like to express my gratitude to almighty ALLAH for keeping me mentally and physically sound to prepare this report. I would also like to express my heartiest gratitude & thanks to those people, because without their dedication and contribution this project would not have been possible and would not get the successful compellation.

I would like to take the opportunity to express my gratitude to my tern paper advisor, **KANIJ FATEMA,** term paper Supervisor, Head, Department of Marketing National University for his valuable suggestion constant encouragement and keen interest at every stage of this study, without his supervision that would have been extremely difficult to accomplish.

Finally, I humbly appreciated the endurance & assistance of the entire individual at IBN sina who spent their time in making me able to complete my Internship Report.

**PREFACE**

Practical training is an important part of marketing courses. Theoretical studies are not more sufficient enough to get into the corporate world and understand the complexities of large-scale organization. Practical training exposes us to real practices of marketing in the organization. The main reason for choosing this topic is to know the implementation of core marketing activities in the real field and turning theoretical knowledge into practical experiences.

Finally, I have conducted my internship program at IBN Sina Hospital and tried to prepare a comprehensive and informative report on the basis of experience and activities that I have observed and performed during the short period of my training program. I have made all possible efforts to submit this report. Finally, I beg pardon for all my unexpected and unwilling mistakes, which may appeared to complete my whole internship study.

The outcomes of the study will surely be a great experience. This will help to know more about the patient behavior, service quality and the gap between the customer and the service provider. This study will help me in the near future career.

**EXECUTIVE SUMMARY**

First of all to make a report I have to set an objective on which service segment of the market I will conduct my research. I choose IBN Sina Hospital Limited a service and health care organization to evaluate the service marketing strategy followed by IBN SINA. Through this study we can have a clear view of the present situation of service industry and also we can have a good glance on other hospital as well as we can evaluate the position of the service provider organization.

To conduct this assignment successfully I studied several hospitals service facilities as well as service providing strategies. Know about their target patient and threats from the competitor of service providing hospital, which hospital contains highest potential entrance in the service providing organization of Bangladesh.

Finally, IBN Sina Hospital Ltd has successfully established itself as one of the fasted growing service providing hospital in Bangladesh with reputation for a touch of class and dignity within the reach of all class of people. However, hospital is facing some problems. We are given some recommendations for the hospital and made consolation of hospital to given some advice for the hospital

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**CHAPTER-1**

**(INTRODUCTION)**

**INTRODUCTION**

A hospital is an institution for health care providing patient treatment by specialized staff and equipment, and often but not always providing for longer-term patient stays. A hospital today is a centre for professional health care provided by physicians and nurses. During the middle Ages it could serve other functions, such as almshouse for the poor, or hostel for pilgrims. The name comes from Latin hospes (host), which is also the root for the words hotel and hospitality. Hospital-acquired infections, also known as health-care-associated infections, encompass almost all clinically evident infections that do not originate from a patient's original admitting diagnosis. Similarly, modern-day hospitals are largely staffed by professional physicians, surgeons and nurses. The density of population in our country is 906 per square kilometer. But in the Dhaka City 29 thousand people live in per square kilometer. It is 32 times of density of the whole country. So, it is clear that demand is increasing in Dhaka city. From the above information it is clear that hospital needs is increasing in Dhaka day by day. In this circumstance, it becomes necessary to get proper medical facilities to get cure from disease. This situation has opened a new sector to get better treatment facilities and IBN Sina work for this. For the fulfillment of choice and demand of today’s customers, the private IBN Sina are planning, designing & constructing better treatment facilities for its patient.

**BACKGROUND OF THE STUDY**

BBA degree is different from other degrees to the extent that it requires achieving practical experience with relation to the theoretical knowledge. For this reason, as a BBA student I require to undergo internship program where I can match my practical knowledge with that of theoretical knowledge which is acquired throughout the degree. The degree does not complete unless a written report submitted to the faculty, basing on what I have learnt through internship program.

Being a student of BBA (Major in Marketing Studies), I had the opportunity to work at IBN SINA hospital. Moreover, The IBN Sina Hospital was established in July 1983, Keeping in Pace with continuous development of medical technologies, IBN Sina hospital has been rendering its services in the field of Medicine (Internal, Neuro, Nephro, Gastro-liver, Cardiac.) Surgery, Gynae, Neuro surgery, Spine Surgery, Knee Surgery, colorectal Surgery, Orthopedics Surgery, urology. With affordable cost it’s provide high quality services. All through the internship program, close observation was made on different consumer to understand their attitude and trust in order to evaluate their satisfaction level.

**SCOPE OF THE STUDY**

This study called internship program mainly job oriented experiences which are generated by interviewing with targeted customers and the people who are working in IBN Sina hospital. This is an individual study, which is worked for this particular study under my internship program supervisor. Since this is a formal study. The scope of the study was not so details. I just tried to give an overall scenario of the IBN Sina and opportunities as well as the evolution marketing activities of IBN Sina hospital. By comparing with other companies in the same industry. The

study covers overall Market, Opportunities and service gap of IBN Sina hospital. All the data are collected from the organization and from other paper which are mainly secondary sources and direct interviews with customers and top management’s people of the company.

**OBJECTIVE OF THE STUDY**

1. Find out the listening gap following GAPs model of service marketing.
2. Evaluate the service design and standard gap following GAPs model
3. Explore the service performance gap following GAPs model of service marketing.
4. Know the communication gap between the service provider and the customers model of service marketing.
5. Identify problems related to service marketing strategy of IBN Sina.
6. Make some recommendations to solve the problem.

**METHODOLOGY OF THE STUDY**

This is an exploratory type of research. Information collected to furnish this report is both from primary and secondary sources. The overall process of methodology has given below:

**Primary Sources of Data**

* Customers
* Office of IBN Sina hospital

**Secondary Sources of Data**

* Prospects of IBN Sina
* Different papers of IBN Sina
* Newspaper
* Website of IBN Sina

**Data Collection Method**

* Data have been collected by direct observation and discussion with stuff of IBN Sina and patients.

**Target population**

* Patient of IBN Sina hospital

**Sample size**

* Data have been collected from 25 patients.

**Sampling Technique**

* Convenience sampling method has been used in this study

**LIMITATION OF THE STUDY**

The limitations, in preparing this report, are given below-

* All customers are not educated so getting information from customers was highly difficult.
* Every organization has their secrecy that is not relevant to others. While collecting data the employers did not discuss much information for the sake of the confidentiality of the organization.
* Time is also a big constraint for any research I have to submit a broader deal in a shorter from of outcome.
* As this types of study is not conducted frequently, I faced some problems while executing the study.
* I carried out such a study for the first time, so inexperience is one of the main obstacles of the study.

**CHAPTER-2**

**(ORGANIZATIONAL OVERVIEW OF IBN SINA HOSPITAL)**

**INTRODUCTION OF THE COMPANY**

IBN Sina is a five storied building with a floor space of 10,000 squarefeet having open space and lobby. There are ten rooms in the ground floor and eight in the 1st floor and 2nd and 7 rooms in 3 to 5th floor respectively. In the ground floor the open space in front of rooms is used as reception and report delivery counter. There are about thirty chairs for patients waiting in the open space and lobby area, one counter for money receipt and one counter for delivery and reports. Patients after paying money and taking receipt will go to blood collection, X-ray and ECG room as required. In the ground floor the four rooms are marked. The first room is for blood and other sample collection. The second room is a common toilet for giving samples stool, urine, cough, semen and other body fluids. The third room is for X-ray test. The last fourth room is marked as ultra sonogram room. All the blood and other sample collected are taken into the laboratory room for reporting by consultants. All tests are done by qualified experienced technologist under supervision of consultant. These reports are then typed and after it is signed by the consultant and sent to the counter. Patients showing money receipt at appropriate time take the report and show it to their respective physicians.

In the first floor there are eight rooms, these are marked for medicine department. Among these two rooms are for the medicine specialist where he examines the patient, takes history and write prescription. The third room is used as ECG room where ECG is done by an ECG technician.

In the second floor there are eight rooms. One of the three rooms used by gynae department is for consultant for examination, history taking and writing of prescription for the patients. Second room is used for consultation about tips for normal pregnancy, family planning devices for intending couples, diet chart done by a qualified nurse under the supervision of the gynae consultant. The third room is for pervaginal examination and small surgical procedures. The space in front of the lobby in first & second floor is used as sitting place for patients and their attendants where 20 chairs are provided. One corner of the lobby in the first floor is used as prayer room for the staff and the patients and their attendant. Third to fifth floor is for doctor to consult with the patient.

**BACKGROUND**

IBN Sina is providing moderate services to its patients.IBN Sina Hospital is a five stored building located in Dhanmondi-15. Most of the patients are from higher and middle class family. IBN Sina starts its operation in July 1983. IBN Sina Hospital has three departments such as Pathology, Medicine and Gynae.

**MISSION**

The mission of IBN Sina Hospital is to provide quality health care and health education to the community focusing on those facing economic, social or cultural barriers.

**VISION**

IBN Sina will be a model network recognized regionally and nationally fordelivering affordable, comprehensive, quality health care through effective, efficient and fiscally sound management, allowing them to be the provider and employer of choice.

**VALUES**

* They care for patients as they would wish to be cared for themselves.
* Integrity at every level will not be compromised.
* They value the personal life of their employees and physicians.
* They value excellence in medical education at all staff levels.
* They recruit, train and re-train physicians and support staff to the highest
* They value collaboration and teamwork.
* They value continuous improvement.
* They value commitment to quality.
* They value commitment to mission

**OBJECTIVE OF THE COMPANY**

* Always tries to provide good quality services.
* Always maintain better service to every patient.
* Analysis the competitor and follow their strategy to get the first position in the battlefield.
* To provide a professional and fulfilling work environment for employees and physicians that provides a fair income and allows a good quality of life.
* To ensure that patients feel cared for in all areas of their services from the moment they call for an appointment with a doctor, until their insurance is billed and payment is received.

**TYPES OF SERVICES**

IBN Sina has only three departments such as medicine, pathology and gynae. IBN Sina provides different types of tests which are enlisted below. Under the surveillance of doctors these tests help to detect any type of infection in body, to monitor chronic diseases such as diabetes, hypertension or to detect primary and tertiary level of carcinoma. Thus it ensures diagnosis, monitoring and prognosis of debilitating diseases among the general population.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Department** | **Laboratory tests** | | **Diagnosis of diseases** | |
|  |  | |  |  |
|  | **1.Complete blood count** | | **1.** | **To detect any infection or** |
| **Pathology** |  |  | **bleeding disorder.** | |
|  | **2.Peripheral blood film** | | **2.** | **To detect malaria, kala-** |
|  | **3.Urine routine examination** | | **zor.** | |
|  | **4.Stool routine examination** | | **3.** | **Detect UTI.** |
|  | **5.Blood sugar** | | **4.** | **To detect diarrhea,** |
|  |  |  | **dysentery.** | |
|  | **6.** | **Culture for blood, urine.** | **5.** | **For identification and** |
|  |  |  | **monitoring of diabetes.** | |
|  |  |  | **6. Any infection of blood and** | |
|  |  |  | **urine.** | |
|  |  | |  |  |
| **Medicine** | **1. Liver function test.** | | **1.** | **To detect liver disease,** |
|  |  |  | **jaundice.** | |
|  | **2.** | **Renal function test.** | **2.** | **To detect renal** |
|  | **3.** | **Thyroid function test.** | **dysfunction.** | |
|  | **4.** | **X-ray** | **3.** | **Detect Thyroid disorders.** |
|  |  |  | **4.** | **To diagnose chest** |
|  | **5.** | **ECG** | **diseases, fractures of limbs.** | |
|  |  |  | **5.** | **To diagnose any heart** |
|  |  |  | **disease or heart attack.** | |
| **Department** | **Laboratory tests** | | **Diagnosis of diseases** | |
| **Gynecology** | **1.** | **Serum and urine B-HCG** | **1. To detect pregnancy.** | |
|  | **Level** | |  | |
|  | **2.Colposcopy** | | **2. To detect any cervical** | |
|  |  |  | **Infection, cancer.** | |
|  | **3.** | **PAP’S smear.** | **3. To detect inflammation,** | |
|  |  |  | **infection in cervix.** | |
|  | **4.** | **Ultrasonography** | **4. To detect any uterine** | |
|  |  |  | **disease, cancer or** | |
|  |  |  | **monitoring fetus during** | |
|  |  |  |  | |
|  |  |  | **pregnancy.** | |

**Table: Types of services Of IBN Sina Hospital**

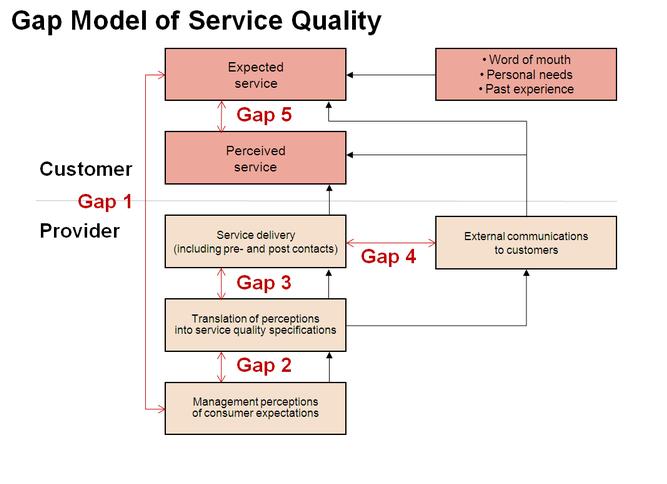
CHAPTER-3

(IMPLEMENTATION OF GAP MODEL IN IBN SINA HOSPITAL)

**THE GAPS MODEL OF SERVICE QUALITY**

Today’s consumer has become increasingly demanding. They not only want high quality products but also they expect high quality customer service. Even manufactured products such as cars, mobile phones and computers cannot gain a strategic competitive advantage through the physical products alone. From a consumer’s point of view, customer service is considered very much part of the product. Products that do not offer good quality customer service that meets the expectations of consumers are difficult to sustain in a competitive market.

The gap model positions the key concepts, strategies, and decisions in delivering quality service in a manner that begins with the customer and builds the organization’s tasks around what is needed to close the gap between customer expectations and perceptions. The gaps model provides a comprehensive and integrating framework for delivering service excellence and customer-driven service innovation.

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**Figure: The Gap Model of Service Quality**

The model, illustrated in Figure 1, is anchored on the customer and integrates customer focus

throughout all gaps within the model. As depicted in the model, a firm’s primary goal should be to meet or exceed customer expectations, and strategies used to achieve that objective (whether operations, human resource, or technology based) are all focused on the customer. Every gap and every strategy used to close the gaps in the model retain a focus on the customer at its core.

The central focus of the model is the customer gap the difference between customer expectation of what will be delivered and perceptions of the service as it is actually delivered. The other four gaps in the model are known as the provider gaps and each represents a potential cause behind a firm’s failure to meet customer expectations.

Closing the customer gap delivering quality service at the top of the model is a complex undertaking involving many different organizational and employee skills and tasks. These tasks can be sorted into four other gaps the provider gaps each of which needs to be closed in order to close the customer gap. The following four provider gaps, shown under the horizontal line in Figure 1, are the underlying causes behind the customer gap:

* Gap 1: The listening gap
* Gap 2: The service design and standard gap
* Gap 3: The performance gap
* Gap 4: The communication gap.

At its most basic level, the logic of the model suggests that the customer gap is a function of any one or all of the four provider gaps.

**THE CUSTOMER GAP**

The customer gap is the difference between customer expectations and customer perceptions. Customer expectation is what the customer expects according to available resources and is influenced by cultural background, family lifestyle, personality, demographic, advertising, experience with similar products and information available online. Customer perception is totally subjective and is based on the customer’s interaction with the product or service. Perception is derived from the customer’s satisfaction of the specific product or service and the quality of service delivery. The customer gap is the most important gap and in an ideal world the customer’s expectation would be almost identical to the customer’s perception.

In a customer orientated strategy, delivering a quality service for a specific product should be based on a clear understanding of the target market. Understanding customer needs and knowing customer expectations could be the best way to close the gap.

The customer gap is the heart of the gaps model. It represents the difference between customer expectations and perceptions of service performance.

The model suggests that closing this gap by matching or exceeding customer expectations will result in the achievement of service quality from the customer’s perspective. In the years since the introduction of the model, there has been significant focus on both customer expectations and perceptions in terms of conceptualizing these constructs, developing measures for them and studying their effects.

A prominent focus of both academic and practical research has involved identifying the dimensions of service quality. Considerable exploratory and empirical work resulted in the identification of five dimensions:

* **Assurance:** Knowledge and courtesy of employees and their ability to inspire trust andconfidence.
* **Empathy:** Caring, individualized attention the firm provides its customers.
* **Reliability:** Ability to perform the promised services dependably and accurately. o **Responsiveness:** Willingness to help customers and provide prompt services.
* **Tangible:** Appearance of physical facilities, equipment, personnel, and communication,materials.

**THE PROVIDER GAP**

**GAP 1 – The listening gap**

The listening gap is the difference between customer expectations of service and company understanding of those expectations.

A primary cause in many firms for not meeting customer expectations – that is, the customer gap

– is that the firm lacks accurate understanding of exactly what those expectations are.



**Gap 1**

**Strategies for closing the listening gap:**

* Listen to customers in multiple ways through customer research and employee communication.
* Build relationship by understanding and meeting customer needs over time.

Know and act on what customers expect when they experience a service failure

**Gap 2- The service design and standard gap**

This gap is concerned with translating customer expectations into actual service designs and developing standards to measure service operations against customer expectations.

**Gap 2**

**Strategies for closing the design and standards gap:**

* Employ well-defined new service development and innovation practices-“services R&D.”
* Understand the total customer experience through service.
* Measure service operations via customer -defined rather than company defined standards.
* Incorporate physical evidence in service design.

**Gap 3: The service performance gap**

The service performance gap must be close to make sure there is no discrepancy between customer-driven service design and standards and actual service delivery. Even when guidelines exist for performing service well and treating customers correctly, high-quality service performance is not a certainty. Standards must be backed by appropriate resources (people, system, and technology) and also must be enforced to be effective – that is, employees must be measured and compensated on the basis of performance along those standards.



**Gap 3**

**Strategies for closing the service performance gap:**

* Align human resource practices (hiring, training, support systems, and rewards)around delivering service excellence.
* Define customers’ roles and help them to understand and perform effectively.
* Integrate technology effectively and appropriately to aid service performance.
* Manage fluctuation in supply and demand.

**Gap 4: Communication Gap**

Even when a firm has done everything suggested by the other three gaps to ensure service quality, there can still be a failure to meet customer expectations if communications about the service do not match with what is delivered. Thus, the final provider gap that must be closed is the communication gap, or gap 4. This gap focuses on the differences between service delivery and what is communicated externally to customers through advertising, pricing, and other forms of communications.

****

**Gap 4**

**Strategies for closing the communication gap:**

* Develop integrated services covering marketing strategies, quality service, and competitive price and sending this message to the customer.
* Manage customer expectations effectively throughout the experience.
* Develop mechanisms for internal communication to avoid overpromising and ensure successful delivery.
* Manage the service brand.
* Competitive price.

**ANALYSIS OF GAPS MODEL ON IBN SINA HOSPITAL**

Customer service and patient satisfaction matter more than anything. Patients have higher expectations and less tolerance. To provide the highest level of satisfaction, health care providers must control patients’ expectations and perception of treatment quality .The gap model of service serves as a framework for service organizations attempting to improve quality of service.

The Gap model consists of two parts:-

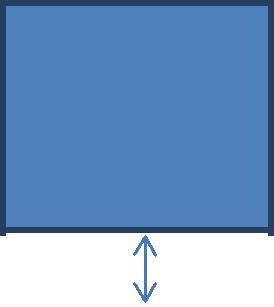
1) The Customer Gap

2) The service Provider Gap

**CUSTOMER GAP**

The customer gap is the difference between customer expectations andperceptions. Customer expectations are standards or reference points that customers bring into the service experience whereas customer perception are subjective assessments of the actual service experiences.

**The Customer Gap**



**Customer**

**Expectation**

**Perceived**

**Service**

In the case of IBN Sina hospital Patients are considered as customers and providing satisfactory services are major concern.

Customer Expectations: Some factors influencing Customer Expectations:

1. **Word of mouth:** Word of mouth is the passing of information from person to person by oralcommunication. If patients are satisfied they will spread good comments about the clinic. Patients depend on the judgments of people close to them such as relatives, colleagues and friends. Patients choose the hospital that provides the best services with economic cost. In the case of IBN Sina hospital most of the patients are marginally satisfied.
2. **Personal needs**: Patients will be happy if they get desired level of service from IBN Sina. But as there are few departments available, some patients are sent to other clinics as a result they feel dissatisfied. Some patients complained that they were not given proper attention.
3. **Past experience:** Patient’s past experience is a crucial part of service industry. Most of theIBN Sina relates present services with the past experiences which is moderate level of satisfaction.

**MAJOR CUSTOMER EXPECTATION**

**1) Doctors pay full attention to their complains:** Patients of IBN Sina expect doctors will carefully listenand understand their complains. Patients expect that doctors will show sympathetic attitude towards their problem. They believe that if the doctors listen to them, they will be cured.

**2) Patients expect proper treatment:** Patients of IBN Sina expect proper treatment for alltypes of illness. Especially for chronic diseases they want appropriate treatment. Proper treatment is needed for healthy and good future.

**3) Caring attitude:** Patients of IBN Sina expect caring attitude from all level of workers starting from doctorsto ward boys. Caring attitude gives them comfort, trust and a sense of reliability. The patient feel happy and satisfied if the attitude towards them is comforting and friendly.

1. **Economic charges**: Patients of IBN Sina expect economic charges for visiting doctorsand

laboratory investigations. They also expect a fair rate for the indoor stay charges. So that they can afford all the expenses for their treatment.

**CUSTOMER PERCEPTION**

1. **Moderate health services:** IBN Sina provides moderate level of services to its patients.Treatment to consultation all slightly touches marginal level of satisfaction. Some patients are not fully satisfied.
2. **Costly investigations:** Some of the laboratory investigations like x-ray; blood examinationsare higher than other clinics. So many of the patients cannot afford such higher costs.
3. **Limited time from doctors:** Doctors of IBN Sina don’t spend much time on one patient.As a result some patients feel deprived and less important.
4. **Inefficient management**: The management of the patient from reception to admission is notproperly coordinated. As a result patient gets confused about where to go for investigation or admission. There is also lack of communication between reception and workers of indoor. Sometimes it harasses the patients

**PROVIDER GAP**

**Gap 1: Listening gap:** The listening gap is the gap between customer expectations of the service and the company understanding of those expectations. Primary cause of this problem is service providers do not accurately understand customer expectations. In the case of IBN Sina hospital there also exist a gap between patient’s expectation of services and the services acquired by the clinic.

1. **Lack of adequate, formal and friendly behavior:** Patients are very sensitive towards theirhealth so they should also treat delicately. Doctors are very busy sometimes they don’t give proper suggestions and attention towards patients. As result patients also feel hesitated to openly share what problems he/she is facing. Friendly attitude of doctors make patients become more comfortable.
2. **Lack of female doctors**: Women in our country are very shy and conservative. Majority ofthe woman patients demand a female doctor for checkup. IBN Sina has few numbers of doctors and mostly they are male.

* **Gap 2: The service design and standards gap:** Customer driven standards are differentfrom conventional performance standards that a firm establishes. These problems are reflected in gap 2, the difference between company understanding of customer expectations and development of customer driven service designs and standards.

1. **There is no separate waiting room:** IBN Sina is small in size and don’t havesufficient space. Patients of IBN Sina are very dissatisfied that there are no separate waiting rooms. Even sitting arrangements are not enough. Many patients has to stand for a long time even they are in critical condition and wait for their serial to come.
2. **Few beds are available:** IBN Sina has few numbers of bedsapproximately 40 beds are available for hospitalization. Bed numbers should be increased to meet daily demand. There is huge shortage of beds.
3. **Monitoring work:** All the hospital need to have a proper monitoring panel toexecute and manage all the coordinated work of the doctors, nurses and other staff. But this hospital lacks of proper monitoring. So most of the patients are not satisfied.

**Gap 3: The service Performance gap:** This is the actual discrepancy between developmentof customer driven service standards and actual service performance by the firm’s employees. Standards must be backed by appropriate resources (People, systems and technology) and also must be enforced to be effective.

1. **Delay in making Appointment**: Patients routinely face long delays when making anappointment with a doctor in IBN Sina clinic. Half of primary care patients wait two or fewer days for an appointment as a result some patients are dissatisfied.
2. **Maintenance of hygiene**: Hygiene is one of the most important factors for hospitals andclinic. Due to small number of working staff IBN Sina is unable to maintain proper hygiene.
3. **Lack of modern technology:** IBN Sina lacks use of modern technology in all areas frominvestigation of diseases to provide reports. Important investigations like CT scan, MRI should be included**.**

**Gap 4: Communication gap:** The communication gap illustrates the difference betweenservice delivery and serve provider’s external communications. The discrepancy between actual and promised service can widen customer gap. Broken promises can occur for many reasons such as advertising and personal selling, inadequate coordination between operations and marketing, differences in policies and procedures across service outlets

**1) Delay in providing reports:** IBN Sina has little number of doctors and nurses. As a resultdelivery of report is delayed maximum time. Patients get very annoyed and lose their temper.

**2) High fees charged for consultation and tests done**: IBN Sina charges high for visitingdoctors and pathological tests. Patients come to IBN Sina are mostly middle class people and cannot afford such high price charged by the clinic.

**3) Proper consultancy not given:** Huge numbers of patients who are not well educated come toIBN Sina. These patients need proper advice and health tips. But as there are few numbers of doctors, patients do not get much time and support from them.

**4) Long Wait in Reception Area:** Time is important. When patients have to wait 10 minutes orlonger, they become upset and frustrated. If the practice is running behind, it's best to let patients know .Patients of IBN Sina has to wait for a long time as there is no serial system and no supervision.

**5) Food service in hospital is not up to mark:** All the hospitals provide food for the indoorpatients for three times a day. IBN Sina also provides food but the taste and presentation of the food lack the appeal of a delicious food. Most of the patients complained about it. Shortage of staff might be a cause of this problem.

CHAPTER-4

**FINDINGS**

* **Quality:** IBN Sina maintains medium standard in serving the population in everyaspects of health care facility. Starting from admission of patient to diagnosis and management of people the hospital maintains its quality. Achieving patient satisfaction by continuous measuring and improving services.
* **Technology:** IBN Sina is not advanced like other private clinics in terms of usingtechnology .For an example, they only use computers for record keeping and admission for patients. But other important instruments of modern technology like USG machine, MRI machine, CT machine are not available in patient laboratory diagnosis.
* **Lack of proper management:** IBN Sina does not provide appropriate facilities tothe people. A small number of people such as doctors, nurses, officers are running the clinic .They are even much focused towards their goal. The shortage of manpower hampers proper care and maintenance of the facilities.
* **Satisfaction:** Most of the People come from a middle socio- economic condition. Theycome from a rural area. They only get primary care from this clinic. The patient compliance is good although for complex diseases they have to visit other hospitals.
* **Innovation:** IBN Sina welcome change, encourage invention and continually seek better, more efficient ways to achieve their goals. With limited resources IBN Sina Hospital is trying to improve day by day. IBN Sina is trying to increase manpower, logistic support and technological advance.
* **Teamwork:** IBN Sina fails to build an efficient teamwork provided by doctors, nurses and management.
* **Service:** IBN Sina provides moderate level of services. Patient satisfaction is at marginal level.
* **Integrity.** IBN Sina adheres to moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect and transparency.
* **Compassion:** IBN Sina demonstrates their commitment to moderate level of care by providing a caring service and supportive environment for their patients, patients’ families and fellow caregivers.
* **Cost:** This clinic charges a high level of cost for consultancy, laboratory test and admission charges from the people.
* **Patient care:** Patient care is not up to the expectation level. Patients are very conscious about their health so they need to be handled with adequate care.
* **Patient consultation**: The doctors of IBN Sina do not provide sufficient time regarding patient consultation as a result most of the patients are not fully satisfied.
* **Patient record:** The clinic does not enlist a proper record keeping process as a result history of all patients is not always available for further diagnosis.
* **Variety of treatment:** The clinic provides treatment for infectious diseases, gynecological problems, first aid treatment but it does not provide treatment for specific diseases like surgical problems, burns, pediatric diseases, cancer.

Chapter-5

**(RECOMMENDATION AND CONCLUSION)**

**RECOMMENDATION**

1. IBN Sina should improve the quality of services provided by the clinic.
2. IBN Sina must increase number of doctors, nurses and other staff members in order to provide adequate services to patients.
3. There should be a separate emergency room in the clinic.
4. Departments must be extended as now days there are many diseases around the country.
5. Pharmaceutical shops must be located near the clinic.
6. Fees charged should be economical and reasonable.
7. Modern technology must be used to do tests and analyze reports.
8. Separate ICU unit must be included for critical patients.
9. Reports must be provided within the time frame.
10. Separate washroom must be provided for female patients.
11. Ambulance service must be provided for patients.
12. Proper patient consultancy must be provided by the clinic.

**CONCLUSION**

IBN Sina is a private clinic providing health services to its patients.Although it is a small clinic but it manages to provide primary level of health care to rural people. It serves inadequate level of care in specialized services .IBN Sina should improve on its quality of services, increase manpower and improve its infrastructure. It should use modern technology for investigation. More trained nurses and ward boys should be appointed.

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