## **BUCHAREST UNIVERSITY OF ECONOMIC STUDIES**

# The council for Doctoral Science Doctoral School of Marketing

# Relationship marketing in healthcare services

MIHAI V. MEHEDINŢU

Academic supervisor: Professor ALINA FILIP PhD

## **Contents**

Summary (RO)	i
Summary (EN)	i
Acknowledgments	ii
Contents	1
Introduction	1
Chapter I. Theoretical Foundations in Relational Marketing	2
I.1 Analysis of the Concept of Relationship Marketing	2
I.2 Evolution and Perspectives of Schools of Thought in Relationship Marketing	4
I.3 Principles of Relationship Marketing	6
I.4 The Importance of Relationship Marketing for Improving Organizational Economic  Performance	7
I.5 Determining the Main Areas of Application for Relationship Marketing	9
Chapter II. Particularities of the Services Marketing and Medical Services Marketing	11
II.1 Analysis of Service Characteristics	11
II.2 Analysis of Marketing Strategies and Tools in the Services Sector	12
II.3 Healthcare Services – Applicability Domain of Relationship Medical Marketing	13
II.4 Internal Marketing in Healthcare Services	16
II.5 Customer Relationship Management (CRM) in Healthcare Services	18
Chapter III. Applicability of Relationship Marketing Tools within Medical Units	20
III.1 Analysis of the Services Marketing Mix – From the 4P Model to the 7P Model	20
III.2 Analysis of the Relationship Marketing Mix in Healthcare Services	24
III.2.1 Product Policy in Healthcare Services	25

III.2.2 Pricing Policy in Healthcare Services	26
III.2.3 Distribution Policy in Healthcare Services	27
III.2.4 Promotion Policy in Healthcare Services	28
III.2.5 Personnel Policy in Healthcare Services	29
III.2.6 Service Delivery Process Policy in Healthcare Services	30
III.2.7 Physical Evidence Policy in Healthcare Services	31
III.3 Defining the Concept of Patient Satisfaction	31
III.4 The Concept of Patient Loyalty	34
III.5 Analysis of Secondary Information Sources Regarding Patient Satisfaction	n in Romanian
Medical Units	36
Chapter IV. Overview of the Healthcare Services Sector in Romania	37
IV.1. Evolution and Particularities of the Healthcare System	37
IV.2 Quality in Healthcare Services	40
IV.3 Accreditation Standards for Hospitals in Romania	41
IV.4 International Accreditation Standards	44
IV.5 Impact of the COVID-19 Pandemic on the Quality Management of Health Romania	
Chapter V. Research on Factors Influencing Patient Satisfaction and Loyalty tow	vards Medical Units
	47
V.1 Research Methodology	47
V.1.1 Preliminary Phase of the Research	48
V.1.1.1 Identifying the Decision Problem	48
V.1.1.2 Establishing the Research Objective	48
V.1.1.3 Identifying Research Objectives	49
V.1.1.4 Hypothesis Development	50
V.1.2 Research Design Phase	50

V.1.3 Research Implementation Phase	51
V.1.4 Sampling Process	52
V.1.5 Defining the Target Population	54
V.1.6 Data Confidentiality	54
V.1.7 Statistical Data Analysis	54
V.1.8 Research Limitations	55
Chapter VI. Research Results	56
VI. 1 Frequency Analysis	56
VI. 2 Descriptive Data Analysis	56
VI. 3 Bivariate Data Analysis	57
VI. 4 Frequency and Descriptive Data Analysis: Results and Interpretation	57
VI. 5 Results of Correlation Analysis between Variables	93
Testing Research Hypotheses	116
Managerial Implications	120
Conclusions	121
List of Tables	122
List of Figures	123
References	124
Books	124
Book Chapters	127
Articles	127
Conference Papers	137
Legislation	138
Electronic Sources	138
Appendix 1 - Research Objectives and Hypotheses	142

Appendix 2 - Definition of Research Variables	144
Appendix 3 - Significant Correlations between Variables	148
Appendix 4 – Distribution of Means	149
Appendix 5 – Comparison of Means (Gender, Age, Education, and Income)	150
Appendix 6 – Criteria for Inclusion of Study Participants	151
Appendix 7 – Research Limitations and Their Implications	152
Appendix 8 – Phases of Research Implementation	153
Appendix 9 – Questionnaire	154

**Keywords:** relationship marketing, medical marketing, physician-patient relationship, patient satisfaction

### **Summary of the Work**

#### 1. Introduction

The doctoral thesis explores the implementation of relationship marketing strategies in healthcare, emphasizing their impact on patient satisfaction and loyalty. The importance of the research derives from the need for healthcare units to continuously improve their relationships with patients, not only to ensure patient satisfaction, but also to create a solid image and a strong brand on the Romanian healthcare sector. The author emphasizes the relevance of the study in a context in which the quality of healthcare services is essential for the long-term success of healthcare facilities.

#### 2. Theoretical Foundations in Relationship Marketing

This chapter discusses the evolution of the concept of relationship marketing from its origins in the 1970s to its widespread adoption in various sectors, including healthcare. The transition from transactional to relationship marketing is presented, emphasizing the importance of customer loyalty and building long-term relationships. The author notes the significant contributions of theorists such as Philip Kotler and Leonard Berry, who have redefined the way organizations manage their customer relationships.

#### 3. Particularities of Services Marketing and Medical Services Marketing

This chapter analyzes the specific nature of services and the differences between services and tangible products, highlighting the unique characteristics of healthcare services. These include intangibility, inseparability, perishability and variability, which require organizations to adapt their marketing strategies. It also discusses internal marketing, which plays a crucial role in improving the quality of services by motivating and involving employees. Customer Relationship Management (CRM) is identified as an essential tool for personalizing patient experiences and improving patient loyalty.

#### 4. Applicability of Relational Marketing Tools within Medical Units

This chapter provides an analysis of the marketing mix of services, starting from the traditional 4P model (product, price, placement, promotion) and extending to the 7P model by including the elements of personnel, processes and physical evidence. Each of the seven components is tailored to the specifics of healthcare services, emphasizing the importance of each policy in the context of patient relationships. The relevance of patient loyalty is also discussed.

#### 5. Overview of the Healthcare Services Sector in Romania

This chapter presents an overview of the Romanian healthcare system, including its evolution over the last 30 years, the impact of the COVID-19 pandemic and the quality and accreditation standards applicable to Romanian hospitals. It emphasizes the importance of implementing relationship marketing strategies to better respond to patients' needs, especially in the context of the new challenges brought by the pandemic.

#### 6. Research on Factors Influencing Patient Satisfaction and Loyalty

The research methodology includes all necessary steps to study the factors influencing patient satisfaction and loyalty. The author explains the methods used, including statistical analysis and correlations between variables, to identify the elements that have the greatest impact on patient perceptions. The research results confirm that personalization of services and effective communication are key to patient loyalty

### 7. Conclusions and Managerial Implications

The thesis concludes with the testing of hypotheses and the presentation of practical implications for the management of medical units. The conclusions emphasize the need for an integrated approach to relational marketing, involving both medical staff and management, to ensure patient satisfaction and loyalty. The author offers recommendations for improving current marketing strategies in Romanian healthcare.