Exploring the Success Factor of Digital Marketing: A case study of Private Healthcare Organization in an Emerging Economy

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Abstract

The purpose of this study is to assess the potential of social media platforms to build a successful marketing campaign for the private health-care industry. This will be accomplished by studying the current trends, audiences, and marketing tactics that are applied to these channels. In addition, the research will make a contribution to this understanding by investigating the efficacy of various types of marketing strategies that are used in the private health-care industry, such as influencer marketing, content marketing, and social media advertising, and how these strategies can be leveraged to create marketing strategies that are more effective. This research project will also focus on identifying any bottlenecks that could be hindering the utilisation of these channels and providing solutions to improve their effectiveness in the marketing mix. This will be done as part of the overall goal of improving the effectiveness of the marketing mix. At the end of the day, the purpose of this research is to develop an understanding of how social media channels can be utilised successfully as an important instrument in marketing for the health-care industry.

Keywords: *Social media advertising; successful marketing campaign, important instrument, marketing strategies.*

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1.INTRODUCTION

According to research Health care Organization is growing to 5% during 2019-2023 (Allen, 2020), also healthcare industry is expecting a great evolution due to cost structures (Odoom et al.,2019; Odoom et al., 2021). New Laws and innovative are responsible for changing private health care industry, so that's why middle class also attracted the private sector into health care industry (Anabila, 2019). According to research there are increasing competition in Private health care industry because of their facilities, services, and infrastructure (Fong and Goh, 2021). Now a days private health-care industry is growing who have better innovation and well-designed marketing strategies so they are generating revenue from high sales growth. (O'Sullivan & Abela, 2007; Mathews et al., 2016).

Additionally, its easy-to-use features ensure that information can be shared quickly and efficiently. Today, digital technology and social media marketing campaigns have become essential to each country's health care marketing plan (Miao et al., 2021). It is the perfect way to emotionally engage with customers on a deeper level and to inform them of the various aspects of a health awareness. (Mathew & Soliman, 2020).

The days of traditional marketing are a thing of the past, and the new age of digital technology and social media marketing campaigns have become increasingly popular in countries worldwide (Miao, M., et al., 2021). Social media campaigns are a great way to reach and engage

with potential influencers and the perfect platform to share the services of private healthcare institutions with customers (Khan, S., et al., 2022). From interactive videos to inviting

photos/images and informative web pages, social media marketing allows countries (Starcevic & Konjikušić, 2018). The ability to monitor customer feedback allows countries to endorse their reputation, address customer complaints and ensure their satisfaction (Khan et al., 2022). Marketing campaigns on social media can focus on fostering relationships, with better customer engagement in the long run.

Social media marketing campaigns also assist countries in establishing their impact on the global stage. Through this medium, countries can share upcoming events and news and promote their demographics and particular attractions (Rashid et al., 2021). This silo of information helps to build trust between a country and potential customer while also improving the communication between them (Mubarik, et al., 2021). In short, developing an ingenious social media marketing plan is vital for countries. It is the optimal way to emotionally engage with customers on a deeper level and to inform them, with an effective social media strategy, countries can captivate the imagination of potential customers fulfil a remarkable customer service experience (Uzir et al., 2021).

1.1 Problem Statement

This study focuses on understanding how social media can be employed to enhance private healthcare institute performance, However, most research has been conducted in Western countries, overlooking other geographical contexts in which this phenomenon is significantly rising (Agarwal et al., 2018). With the main purpose of contributing to the (partial) fulfilment of the aforementioned research gap, we study marketing strategies and branding development in private health-care organizations. In the past, there has never been a scarcity of healthcare facilities in Lebanon. In light of this, J.L., assistant director of nursing and clinical services affairs, says that "Entering this sector at this time is not simple, since we consider ourselves in a red ocean in this market, particularly in Lebanon," the author said. The patient experience is not the primary focus of the services offered by the present health care delivery/facilities, which are based on traditional procedures. In this regard, one of the company's owners and founders (hence referred to as T.A.G.) said that they saw this significant market gap in Lebanon's healthcare sector and made the decision to develop a project centred on setting themselves apart from other existing healthcare facilities.

The Lebanese healthcare sector came from factors other than this disruptive innovation. still does, is employing "the best doctors, the best employee, and the best staff recruitment practises" in the hospitality industry (Khan et al., 2022). In addition, J.L. notes that despite the necessity to draw in a particular number of local and foreign clients, the combination of high-quality medical treatments with high-end hotel services was not yet accessible. This is consistent with the industry reports and local newspapers that were reviewed. It is seen as providing a high-quality patient experience based on well-trained professionals and advanced technology. Similarly, involving an external well-known individual in this process (e.g., John Hopkins) might augment the aforementioned product-based components that may support the image of private health-care companies from a branding perspective.

They discovered a market gap caused by the lack of a one-to-one patient experience based on their understanding of Lebanon's healthcare system, delivery of healthcare. Due to the high demand for cutting-edge, pricey technical breakthroughs and practices in this highly dynamic business (Anderson et al., 2018),

1.2 Objective

The objective of this study is to evaluate the current marketing strategies of private health care industry in Pakistan and how they are succeeding through digital marketing platforms. By conducting environmental scanning, making an attempt to explore beyond the healthcare sector for innovations and breakthroughs appearing in other fields, and keeping in mind how ideas picked up in these other fields may be used in the context of health and medical institutions. The objective of this study is to evaluate the current marketing strategies of the private health care industry in Pakistan and how they are succeeding through digital marketing platforms.

By conducting environmental scanning, making an attempt to explore beyond the healthcare sector for innovations and breakthroughs appearing in other fields, and keeping in mind how ideas picked up in these other fields may be used in the context of health and medical institutions. What are the key brand-building and brand-development marketing methods used by private hospitals in developing regions like the Middle East?

2. LITERATURE REVIEW

2.1 Global Healthcare Organization

The global health care sector is flourishing, and experts predict that this growth will last for the foreseeable and long-term futures (Woo and Schwartz, 2014). Hospitals have historically been seen as necessary health service providers that patients will invariably contact, based on the premise that health care is a basic requirement for everybody who is ill (Balogun and Ogunnaike, 2017). In this vein, Anderson et al. (2018) claim that the health-care sector is rapidly evolving from its old business models, similar to the competitive dynamics that have evolved in other industries (such as banking, aviation, and retail) (Hwang and Christensen, 2008), It has encouraged the private sector to enter the delivery of health care and caused their growth in various geographic contexts (Anabila, 2019). Similarly, the proliferation of medical cards or medical insurance companies' initiatives to give private hospital services to the low-income portion of the population has opened up this market to new customers, increasing the potential profitability of private hospitals (Fong and Goh, 2021).

Any private medical facility's primary objective is patient happiness, which necessitates a careful examination of their requirements and expectations (Mubarik et al., 2021). More precisely, providing high-quality health care services is strongly correlated with being open to the needs, problems, and recommendations of patients (Purcarea et al., 2013). However, because these demands are dynamic rather than static, the health care industry is always evolving (Purcarea, 2019) and changing its established business models (Hwang and Christensen, 2008). For example, Rodrguez et al. (2019) stated that private hospitals that have grown in recent decades confront significant adaption issues, such as the ageing European population or sophisticated and expensive medical and technical breakthroughs (Anderson et al., 2018). These market shifts have consequently forced private hospitals to become more market-oriented by forcing them to adapt

their strategies in order to achieve successful financial outcomes without disregarding any network stakeholders (Rodrguez et al., 2019).

2.2 Private Hospitals Healthcare Facilities

However, these significant obstacles aren't exclusive to private hospitals in Europe; they apply to medical facilities located in a variety of different geographic locations (Henderson, 2003; Park and Canaway, 2019). Additionally, private medical facilities frequently face competition from both public and other private institutions (Alumran, 2021). In this regard, a 2003 study carried out in the United Arab Emirates revealed that private hospitals significantly lagged behind public hospitals in some of the key success factors for healthcare performance, such as empathy, tangibles, reliability, administrative responsiveness, and supporting skills (Jabnoun and Chaker, 2003). In contrast, two studies conducted in distinct regions of Turkey in 2006 and 2010 evaluated the service quality of public and private hospitals and found that private hospitals provided better services than public hospitals (Taner and Antony, 2006; Yeilada and Direktouml, 2010). In 2011 a different study comparing the service quality of public and private hospitals in Pakistan revealed that the level of services provided by private hospitals was higher than that of public ones in terms of empathy, tangibles, assurance, timeliness, and responsiveness (Irfan and Ijaz, 2011).

Overall, maintaining competitiveness in the health care sector requires generating value along the value chain (Mubarik et al., 2021). Through proper hospital layout driven by management that is patient-focused, improvements to facilities, and more efficient use of resources (Baumgartner, 2014). These important elements must, however, be matched with an openness to new concepts and a willingness to try new things. As a result, Elrod and Fortenberry (2018, p. 47) claimed that it is possible to develop innovative ideas and a propensity for experimentation. by conducting environmental scanning, making an attempt to explore outside the healthcare sector for innovations and breakthroughs appearing in other fields, and keeping in mind how ideas picked up in these other fields may be applied in the context of health and medical institutions (Ghauri et al., 2022).

2.3 Medical Related Travel

In this spirit, certain medical facilities have been concentrating on expanding medical tourism (Mubarik et al., 2021)Internationalising their health-care services by attracting patients from other nations (Butt et al., 2019; Smith et al., 2011), i.e., patients who cross international borders for medical care (Upadhyai, 2019). As a result, the sector has evolved into a significant global service sector, with both patients (consumers) and healthcare professionals migrating internationally (Balogun & Ogunnaike, 2017). According to the Medical Tourism Global Market Report 2021 in particular (Research & Markets, 2021), The global medical travel industry is a $20 billion industry with a 10.8 percent growth rate predicted for 2021 (Üner et al., 2022).

2.4 Marketing Strategies for private hospitals

Health-care institutions have experienced the fastest growth in the service sector globally during the last few decades (Eckrich & Schlesinger, 2011; Yeoh et al., 2013). Health-care organisations have been forced to take action to comprehend customer behaviour and preferences and facilitate the development of programmes that meet each customer's expectations in a personalised way as a result of the increased level of competition among private hospitals (Butt et

al., 2019). In this regard, marketing tactics and resources are viewed as crucial assets for maintaining competitiveness (Balogun & Ogunnaike, 2017). In particular, the recent growth of consumerism

in the health-care industry has boosted the demand for more marketing specialists (for example, the number of hospitals with marketing departments has expanded dramatically in recent years) to meet consumers' fast changing demands (Jena, 2017). In the following section, we will examine the critical role that marketing has played in the health-care industry in recent years.

2.5 Digital Marketing of Healthcare Sector

The ever-changing nature of life and markets has had a huge impact on health-care systems and institutions, driving considerable organisational changes and establishing health-care marketing as an integral component of health brands (Purcarea, 2019). Additionally, marketing is considered to be the most important administrative duty to pursue (Imran, et al., 2018).Marketing actualize both businesses' growth and success, making it a significant area of concentration for health care facilities, especially given the fiercer competition in the sector (Elrod & Fortenberry, 2018).

An effective marketing strategy could give healthcare firms the positioning they need to draw in customers (Leone et al., 2021). So that they can perform better as a result (Schiavone & Simoni, 2019). In fact, the ability to provide a better patient experience is closely related to the potential for creating new services and community programmes, updating strategic plans, and changing the target market for the organization's service offerings (Mubarik et al., 2021).Together, these factors make up the primary driving force for developing well-built marketing programmes in health-care organisations (Jena, 2017). This is pertinent to health care facilities in their efforts to develop various marketing-related functional activities (Mubarik et al., 2021). These activities would enable them to make a reasonable assessment of the demands of customers in the future (Astuti & Nagase, 2016).

2.6 Factors influencing Patient Loyalty

Patients are seen as acting in the capacity of customers and anticipate specific benefits from the health service provider they have chosen (Purcarea, 2019). When patients feel like they have received something worthwhile and both sides believe they are continually heard, a relationship between patients and health service providers, particularly hospitals, begins (Astuti & Nagase, 2016). Patients' perspectives and feelings, which are influenced by the limitations imposed by medical costs and the challenges they encounter when selecting healthcare providers, affect their brand loyalty (Kotler et al., 2006). In general, branding is viewed as a successful marketing technique for influencing consumer decisions (Imran, et al., 2018). As well as separating health-care organisations from their rivals (Arzubiaga et al., 2022). In the particular example of hospitals, branding offers an identity that may help hospitals demonstrate their dedication to providing highly standardised health services that meet patients' demands (Fong & Goh, 2021). As a result, branding in conjunction with various retention initiatives has been regarded as one of the key factors influencing patient loyalty to health service providers (Astuti & Nagase, 2016). Additionally, a strong branding strategy may draw in and cultivate the loyalty of both domestic and international customers (Couto & Ferreira, 2017).

However, there is still space to further develop marketing initiatives generally, notably in terms of branding for private hospitals, particularly in the case of understudied geographic contexts like the Middle East, where private health-care organisations are gaining ground (Agha et al., 2021). This study adds a longitudinal viewpoint that could aid in a more thorough investigation of how and why some of the most important elements of branding work in changing environments.

3. METHODOLOGY

3.1 Qualitative Research Method

Qualitative research is defined as "the study of the nature of phenomena", this paper aims to provide an overview of the use and assessment of qualitative research methods in the health sciences.

3.2 Research Approach

The research was implemented with a qualitative methods. The qualitative component involved interviewing key players in the healthcare industry and conflating relevant literature and data on the topic. In this study we are using phenomenological research because of in lived experience, Phenomenological research is a qualitative research method that aims to understand and characterise the universal essence of a phenomenon.

3.3 Data Collection Tool

Data was collected from various interviews to understand the current scope of Hospital marketing and promotion within the private healthcare industry. The research aims to provide an overview of the current state of hospital marketing and promotions and discuss how it could be further improved and developed.

3.4 Research Design

The design of the research was conducted on the basis of an exploratory study in order to provide comprehensive insight into the current scope of hospital marketing and promotion within the health-care industry. This design allowed for a qualitative analysis of both primary and secondary sources of information.

3.5 Sampling size

The qualitative component of the study was conducted by conducting 3 interviews with key players of the private healthcare sector. We have to use data saturation method to get accurate information and relate with theoretical data for research study. In our case, we adopted extreme case sampling because we wanted the maximum possible amount of information about a representative case.

4. DATA ANALYSIS

We analysed the interview transcripts to understand the context of incidents for each participant while avoiding any idea, structure, or theory that was initiated by reading the data at this early stage. To analyse the data, we tried to adopt a phenomenological attitude by suspending any assumptions from our academic/professional lives and focusing on the intentional content of narratives. This attitude persisted throughout the study.We extracted significant statements about

the disvalue phenomenon from the texts. Table 2 contains examples of significant statements. We used the concept of invariant horizon to select relevant statements.

The primary researcher extracted and synthesised the meanings of each significant statement. We attempted to formulate the meanings in such a way that they could cover the statements of participants with varying profiles and modes of expression. While remaining faithful to the original narrations, this required a level of abstraction. Examples of formulated meanings are shown in Table 3.We first extracted initial themes that determined the temporal succession of the meaning by dividing meanings into before and after the disvalue incident. Table 4 shows the distillation of formulated meaning. We then created clusters of themes by pairing corresponding initial themes and looking for the general form of the clusters of themes in emergent themes.

Table 1
Examples of Significant Statements

Significant	Address
Social media can be utilised to interact with patients and address any issues or queries they may have	Spt 1,Pg 19
We are working on building a strong and recognizable brand and promoting disease awareness through social media	Spt 3,Pg 22
we are not marketing on international level or middle east platform, we are only marketing for national level	Spt 1,Pg 19
We are doing social media marketing for patient awareness.	Spt 1,pg 18
We are currently doing Digital Marketing through social media platform, also using print media like newspaper and magazines	Spt 1,pg 19
Providing online services for patients is really advantageous to our healthcare institutions	Spt 1,Pg 19
We are using a variety of marketing strategies, including positioning, brand identity, digital marketing, public relations, and customer service.	Spt 2,Pg 21
This marketing strategies eventually effect our revenue and profit	Spt 3,Pg 23
Social media marketing is very important in health care sector for building patient trust and satisfaction	Spt 3,Pg 23
Telemedicine and virtual doctor visits have grown quickly due to concerns about patient safety and overworked hospitals.	Spt 3,Pg 24
Patient are coming from internationally because of our best services and treatment purpose.	Spt 1,Pg 18
Social media platforms can be useful for marketing the healthcare sector in a number of ways	Spt 1,Pg 18
Table to be continued	
Hospital or healthcare organisation can utilise social media to promote itself and build brand recognition	Spt 1,Pg 19
Social media marketing can aid in gaining the trust and happiness of patients	Spt 1,Pg 19
It improves the entire patient experience by streamlining the healthcare procedure, lowering wait times	Spt 1,Pg 20

We are not marketing for revenue.	Spt 2,Pg 22
We are doing social media marketing for patient awareness.	Spt 1Pg 19
We are not doing marketing for generating revenue.	Spt 1Pg 19
Healthcare organisations have the chance to use social media channels to hear from patients and respond to any issues or concerns that may arise	Spt 1,Pg 20
Developing a strong brand identity is crucial for private hospitals.	Spt 2,Pg 22
it is important for private hospitals to have a strong online presence	Spt 2,Pg 22
This can help to educate patients and build trust in the healthcare institute.	Spt 2,Pg 22
It can be beneficial for private healthcare institutes to offer online services for the benefit of their patients.	Spt 2,Pg 22
Online services allow patients to access healthcare from the comfort of their own home,	Spt 2,Pg 23
It can help to increase the accessibility of healthcare for patients	Spt 2,Pg 23
who may have difficulty traveling to the healthcare institute	Spt 2,Pg 23
It is about strategizing and budgeting to target the audience you want.	Spt 3,Pg 23
Healthcare marketing is impossible without a well-planned medical marketing strategy	Spt 3,Pg 23
we are working on another marketing strategy which is Building a responsive healthcare website	Spt 3,Pg 27
Another marketing strategy is through Search Engine	Spt 3,Pg 27

This is an organic marketing technique used to increase the web visibility of a hospital, clinic, or healthcare system.	Spt 3,Pg 27
Social media is a new tool for effective marketing in health care sector	Spt 3,Pg 28
we are working on building better social media accounts	Spt 3,Pg 28
Health care marketing through social media platform by disease awareness and educational material sharing by posting,	Spt 3,Pg 28
Social media sites can be used to compile data on patients and offer recommendations for individualized care and treatment	Spt 1,Pg 25
We are raising awareness for events, new treatments, meditation and new services	Spt 3,Pg 28
We are also post different articles from other trusted websites.	Spt 3,Pg 28
Twitter is most useful as a source of news and information for patients	Spt 3,Pg 28
Social media is the best place for sharing preventive health news	Spt 3,Pg 28
through social media we are engaging patient and making a good relation by proving online facilities	Spt 3,Pg 28
For patients and potential patients, Facebook is most useful as a resource.	Spt 3,Pg 28
That's how patients recommend others about us and our customers will be increased by word of mouth.	Spt 3,Pg 28
online services, telemedicine, telepathy and patient will pay through online payments	Spt 3,Pg 28
These all are very effective for generating our revenue.	Spt 3,Pg 23
Our facility is balancing the substance of our advertising.	Spt 3,Pg 28

We are focusing on content which should be fresh and exciting for audience.	Spt 3,Pg 28
Healthcare facility or hospital's social media strategy can also promote the event events, research and treatments	Spt 3,Pg 28
Brand awareness, as well as patient loyalty and trust, can be enhanced by raising public awareness of various activities.	Spt 3,Pg 28
Educate them about the need for better medical treatment and nursing practices.	Spt 3,Pg 28
Our team's enthusiasm for what we do is evident in the kind of work and initiative they put forth.	Spt 3,Pg 28
They are likely to refer their friends and family to us.	Spt 3,Pg 28
Patient relationships with our medical staff and facility are strengthened when they see that.	Spt 3,Pg 28
To enable a comprehensive, data-driven outreach strategy, sophisticated CRMs interact with other technology platforms	Spt 3,Pg 29
A CRM allows us to customise marketing outreach in ways that improve customer service and build long-term connections.	Spt 3,Pg 29
A CMS can also develop a technique for content repurposing and reusability to assist healthcare marketers in efficiently distributing material.	Spt 3,Pg 29
Healthcare marketers is using a marketing automation platform to automate the distribution of content to the correct patients at the right time.	Spt 3,Pg 29
Marketing automation software is frequently used to automate the distribution of repetitive communications	Spt 3,Pg 29
These infinite campaign triggers are stage-driven and depending on a person's behaviour or sequence of actions	Spt 3,Pg 29
Communications such as email, social media, and even paid advertising campaigns.	Spt 3,Pg 29
Technologies work together to improve patient acquisition and retention	Spt 3,Pg 29

This information, call centre personnel may have more meaningful and individualised dialogues with patients,	Spt 3,Pg 29
An engagement centre system incorporates CRM data to offer represent with information, such as records of previous phone and online interactions.	Spt 3,Pg 29
This technology boosts conversions, strengthens retention rates, extends patient lifetime value, and improves year-over-year growth.	Spt 3,Pg 29
In this current era it's very important for us to provide online services for patient.	Spt 3,Pg 29
Consumers would continue to use video virtual clinical care as they did in the past.	Spt 3,Pg 29
Each employee in a healthcare organisation must keep in mind that they are potentially a customer service representative	Spt 3,Pg 30
This is in addition to the shift to digital experiences in healthcare.	Spt 3,Pg 30
This may contribute to enhancing patient satisfaction and experience.	Spt 1,Pg 23
Social media success stories and patient testimonials can help to establish the hospital.	Spt 1,Pg 23
Trust and contentment may rise as a result of this.	Spt 1,Pg 23
Tele communication, tele ICU, telemedicine consultations, appointment, scheduling, and simple access to medical information are all examples of online services.	Spt 1,Pg 24
Especially valuable for individuals with mobility challenges.	Spt 1,Pg 24
This involves positioning the hospital as a leader in a specific medical specialty or service	Spt 2,Pg 25
This can be done through targeted marketing campaigns and partnerships with leading practitioners in the field.	Spt 2,Pg 25
This includes creating a consistent look and feel across all marketing materials,	Spt 2,Pg 25

As well as a clear and compelling brand message that resonates with the target audience.	Spt 2,Pg 25
Social media can be used to connect with patients and answer their questions or concerns.	Spt 2,Pg 25
This includes having a professional website, a social media presence, and engaging in online advertising	Spt 2,Pg 25
This can be done through paid advertising campaigns or by creating engaging content that is shared organically	Spt 2,Pg 25
Share health-related articles, infographics, and other instructive content on social media.	Spt 1Pg 19
We are also post different articles from other trusted websites.	Spt 3,Pg 28

Table 2

Examples of Meaning Formulation

Significant Statements	Formulated Meaning
Social media platforms can be useful for marketing the healthcare sector in a number of ways, Hospital or healthcare organisation can utilise social media to promote itself and build brand recognition. Paid advertising efforts or the creation of interesting content that spreads naturally. (Transcript 1, p19)	Social media use for health care marketing in brand recognition by paid advertising
Social media can be utilised to interact with patients and address any issues or queries they may have. This could contribute to the development of trust and establish the hospital or healthcare facility as a trustworthy source of information. (Transcript 1, p 19)	Social media use for gaining patient trust by addressing their queries
We are working on building a strong and recognizable brand and promoting disease awareness through social media, A solid healthcare marketing strategy with consistent branding and marketing materials will come together to represent your brand in the best possible light. The "Boost Post" button that use when you post from your company page, or display advertising, it is about strategizing and budgeting to target the audience you want. (Transcript 3, p 19)	Social media help us for promoting disease awareness
Oh, no we are not doing marketing for generating revenue. We are doing social media marketing for patient awareness. (Transcript 1, p 18)	Health-care institute marketing for patient awareness, not marketing for revenue.
We are currently doing Digital Marketing through social media platform, also using print media like newspaper and magazines.(Transcript , p 19)	Hospital marketing through social media also newspapers and magazines

Yes, providing online services for patients is really advantageous to our healthcare institutions. Tele communication, tele ICU, telemedicine consultations, appointment, scheduling, and simple access to medical information are all examples of online services. (Transcript 1, p 19)

Online services is very beneficial for health-care industry

We are marketing our organisation through social media for building trust and satisfaction, that's how patients recommend others about us and our customers will be increased by word of mouth. This marketing strategies eventually effect our revenue and profit. (Transcript 3, p 23)

Social media help us for building patient trust and satisfaction

Social media marketing is very important in health care sector for building patient trust and satisfaction by showing them hospital best services and facilities. We are raising awareness for events, new treatments, meditation and new services. (Transcript 3, p 23)

Social media is helping us for building patient trust and satisfaction by showing hospital facilities

Telemedicine and virtual doctor visits have grown quickly due to concerns about patient safety and overworked hospitals. Consumers would continue to use video virtual clinical care as they did in the past. Each employee in a healthcare organisation must keep in mind that they are potentially a customer service representative and that one of their daily goals should be to enhance the quality of care given to patients. This is in addition to the shift to digital experiences in healthcare. (Transcript 3, p 24)

Hospitals providing tele medicine services for patient and employee safety

In various different ways, social media marketing can aid in gaining the trust and happiness of patients: Social media platforms can be utilised to provide important knowledge regarding ailments, cures, and procedures. This can aid in patient education and increase confidence in the medical centre. (Transcript 1, p 18)

Social media help us for gaining patient trust and happiness by providing important knowledge

Online services allow patients to obtain healthcare from the comfort of their own home, which can be especially valuable for individuals with mobility challenges. It can help to boost healthcare accessibility for patients, particularly those who may have difficulty commuting to the healthcare institute. It improves the entire patient experience by streamlining the healthcare procedure, lowering wait times. (Transcript 1, p 19)

Online service is beneficial for patient, they obtain service from their home

Healthcare organisations have the chance to use social media channels to hear from patients and respond to any issues or concerns that may arise. This may contribute to enhancing patient satisfaction and experience. Social media sites can be used to compile data on patients and offer recommendations for individualised care and treatment. Trust and

Social media help us for gaining patient trust by addressing their concerns

contentment may rise as a result of this. (Transcript 1, p 19)

This involves positioning the hospital as a leader in a specific medical specialty or service, such as cardiology or fertility treatment. This can be done through targeted marketing campaigns and partnerships with leading practitioners in the field.(Transcript 2, p 25)	Marketing strategy involves hospital positioning on patients mind
Social media channels can be effective for marketing the healthcare industry in several ways: Social media platforms can be used to promote the hospital or healthcare organization and increase brand awareness. This can be done through paid advertising campaigns or by creating engaging content that is shared organically.(Transcript 2, p 25)	Social media is use to promote hospital by paid advertising campaigns
No we are not marketing on international level or middle east platform, we are only marketing for national level, yes patient are coming from internationally because of our best services and treatment purpose. (Transcript 1, p 19)	We are only doing marketing on National level, patient come internationally for treatment purpose
Developing a strong brand identity is crucial for private hospitals. This includes creating a consistent look and feel across all marketing materials, as well as a clear and compelling brand message that resonates with the target audience. (Transcript 2 , p 25)	Developing strong brand identity for hospital marketing
Social media can be used to connect with patients and answer their questions or concerns. This can help to build trust and establish the hospital or healthcare organization as a reliable source of information. Social media can be used to share health-related articles, infographics, and other educational materials. This can help to educate the public and promote preventative care. Sharing success stories and patient testimonials on social media can help to build trust and establish the hospital or healthcare organization as a leader in their field. (Transcript 2, p 25)	Social media help us to build patient trust by sharing health related articles and educating materials
Yes, in this current era it's very important for us to provide online services for patient. The process of adjusting to this patient-centric strategy is developing swiftly, especially because of the COVID-19 crisis's change in consumer attitudes toward healthcare and medical institutions. (Transcript 3, p 33)	Online service is very important for patient development especially after COVID-19
Social media platforms provide an opportunity for healthcare institutes to listen to patient feedback and address any concerns or issues that may arise. This can help to improve the patient experience and increase satisfaction. Social media platforms can be used to gather information about patients and provide	Social media help us to gain patient trust and satisfaction by listening their feedback and addressing their concerns.

personalized care and treatment recommendations. This can help to increase trust and satisfaction. (Transcript 2, p 27)

In today's digital age, it is important for private hospitals to have a strong online presence. This includes having a professional website, a social media presence, and engaging in online advertising. (Transcript 2, p 25)

It is very important for hospital to have Professional website and social media for online advertising.

Social media marketing can help to gain patient trust and satisfaction in several ways: Social media platforms can be used to provide useful information about medical conditions, treatments, and procedures. This can help to educate patients and build trust in the healthcare institute. (Transcript 2, p 27)

Social media help us to gain patient trust and satisfaction by providing medical information

Also we are working on another marketing strategy which is Building a responsive healthcare website. Whether a website is accessed from a computer, tablet, phone, or other mobile device, the experience remains the same because responsive websites automatically change to the size of a screen. (Transcript 3, p 28)

Marketing strategy which is Building a responsive healthcare website for hospital

Online services allow patients to access healthcare from the comfort of their own home, which can be particularly useful for those with mobility issues or those who live in remote areas. It can help to increase the accessibility of healthcare for patients, particularly those who may have difficulty traveling to the healthcare institute. It streamlines the healthcare process, reducing wait times and improving the overall patient experience. (Transcript 2, p 28)

Online service is helpful for patient access from their home especially those with mobility issues

Another marketing strategy is through Search Engine Optimization (i.e., "Healthcare SEO"), This is an organic marketing technique used to increase the web visibility of a hospital, clinic, or healthcare system. (Transcript 3, p 27)

Search Engine Optimization SEO is a marketing strategy use to increase web visibility of a hospital.

Yes, it can be beneficial for private healthcare institutes to offer online services for the benefit of their patients. Online services can include telemedicine consultations, appointment scheduling, and access to medical records. (Transcript 2, p 27)

Online service is very beneficial for patient by providing telemedicine consultation.

Social media is a new tool for effective marketing in health care sector, we are working on building better social media accounts, regularly updating and attracting new patient from social media platform. Health care marketing through social media platform by disease awareness and educational material sharing by posting, these materials are range from blog post to studies, these posts are posted through hospital social media page for creating a positive perception on patients mind. We are

We are working on social media marketing by posting disease awareness and educational material for creating positive perception on patients mind

also post different articles from other trusted websites. (Transcript 3, p 28)

Marketing strategies help us to increase our revenue along with this our responsibility to provide awareness about new treatments and preventions. Online services is also very helpful for us to increase revenue through online services, telemedicine, telepathy and patient will pay through online payments. So these all are very effective for generating our revenue. (Transcript 3, p 28)

Marketing help us to increase revenue by providing online services, telemedicine and telepathy services for patient care.

Social media is the best place for sharing preventive health news, also through social media we are engaging patient and making a good relation by proving online facilities. (Transcript 3, p 28)

Social media is the best place for engaging patients by sharing health news and online facilities.

Share health-related articles, infographics, and other instructive content on social media. This could aid in promoting preventative healthcare and educating the public. Social media success stories and patient testimonials can help to establish the hospital.(Transcript 1, p 19)

Social media help us to establish the hospital by sharing health related articles and other medical content.

For patients and potential patients, Facebook is most useful as a resource. If people want to know what's going on at the hospital, they can visit our Facebook page. Twitter is most useful as a source of news and information for patients, but it is also useful for anyone interested in learning more about our hospital. Regularly update the feed, and be sure to reply to any comments or inquiries. (Transcript 3, p 28)

Facebook and twitter is most useful resource for social media marketing by providing information for patients

Brand awareness, as well as patient loyalty and trust, can be enhanced by raising public awareness of various activities. Users can see how cancer nurses interact with legislators in the example below to educate them about the need for better medical treatment and nursing practices.(Transcript 3, p 31)

Hospital enhanced patients trust and loyalty through social media by raising public awareness and educating medical treatment

CRM platform combines patient data from several sources to assist marketers in the development, launch, optimization, and measurement of multichannel healthcare campaigns. A CRM allows us to customise marketing outreach in ways that improve customer service and build long-term connections. To enable a comprehensive, data-driven outreach strategy, sophisticated CRMs interact with other technology platforms.(Transcript 3, p 32)

CRM is a marketing platform use for improving customer service and building long term connections with patients

Social media marketing is very important in health care sector for building patient trust and satisfaction by showing them hospital best services and facilities. We are

raising awareness for events, new treatments, meditation and new services. Healthcare facility or hospital's social media strategy can also promote the event events, research and treatments. Our facility is balancing the substance of our advertising. For instance, the following week, offer some intriguing research findings and the week after that, emphasize an upcoming event at our location. We are focusing on content which should be fresh and exciting for audience. (Transcript 3, p 32)

Social media is very important for building patient trust and satisfaction by showing them hospital services and facilities

Healthcare marketers is using a marketing automation platform to automate the distribution of content to the correct patients at the right time. This software makes use of CRM data to ensure that each customer journey is personalised and based on real-time data and triggers. These infinite campaign triggers are stage-driven and depending on a person's behaviour or sequence of actions. Marketing automation software is frequently used to automate the distribution of repetitive communications such as email, social media, and even paid advertising campaigns.(Transcript 3, p 33)

Healthcare marketers using CRM marketing automation software platform which is used to automate the repetitive communications.

An Engagement Centre is a call centre that has been tailored to provide highly individualised, world-class patient experiences for inbound and outbound conversations. An engagement centre system incorporates CRM data to offer represent with information, such as records of previous phone and online interactions. With this information, call centre personnel may have more meaningful and individualised dialogues with patients, thereby strengthening their relationship with the health system. (Transcript 3, p 34)

Hospital strengthened relationship with patient by using Engagement centre which is call centre incorporated with CRM

CMS simplifies and categorises healthcare marketing content while also integrating with a CRM to generate rules that ensure future content adheres to brand guidelines. A CMS can also develop a technique for content repurposing and reusability to assist healthcare marketers in efficiently distributing material. (Transcript 3, p 32)

Health care marketers using CMS technique for content reusability

These four technologies work together to improve patient acquisition and retention by providing patients with personalised, timely, and relevant content. When combined with a well-executed precision marketing plan, this technology boosts conversions, strengthens retention rates, extends patient lifetime value, and improves year-over-year growth. (Transcript 3 , p 34)

These marketing strategies improve patient lifetime value and improve yearly growth.

Our team's enthusiasm for what we do is evident in the kind of work and initiative they put forth. Patient relationships with our medical staff and facility are strengthened when they see that. As a result of their trust in us with their treatment, they are likely to refer their friends and family to us. (Transcript 3, p 31)

Patient also recommend other when they see hospital facilities and their treatment.

Table 3
Examples of Developing Initial Theme

Formulated Meaning	Initial Theme
- Social media use for gaining patient trust by addressing their queries. - Social media help us for building patient trust and satisfaction. - Social media is helping us for building patient trust and satisfaction by showing hospital facilities. - Social media help us for gaining patient trust and happiness by providing important knowledge. - Social media help us for gaining patient trust by addressing their concerns. - Social media help us to gain patient trust and satisfaction by providing medical information. - Social media is very important for building patient trust and satisfaction by showing them hospital services and facilities. - Social media help us to build patient trust by sharing health related articles and educating materials. - Hospital enhanced patients trust and loyalty through social media by raising public awareness and educating medical treatment.	Social media help us for building patient trust and satisfaction by addressing queries, showing hospital facilities and providing medical information.
- Online services is very beneficial for health-care industry. - Online service is very important for patient development especially after COVID-19. - Online service is beneficial for patient, they obtain service from their home. - Online service is very beneficial for patient by providing telemedicine consultation. - Online service is helpful for patient access from their home especially those with mobility issues. - Hospitals providing telemedicine services for patient and employee safety. - Social media use for health care marketing in brand recognition by paid advertising. - Social media help us for promoting disease awareness.	Online services is very beneficial for patient by providing telemedicine consultation.

- Social media is use to promote hospital by paid advertising campaigns
- Social media is the best place for engaging patients by sharing health news and online facilities.
- Social media help us to establish the hospital by sharing health related articles and other medical content.
- Social media is the best place for engaging patients by sharing health news and online facilities.
- It is very important for hospital to have Professional website and social media for online advertising.
- Facebook and twitter is most useful resource for social media marketing by providing information for patients.
- We are working on social media marketing by posting disease awareness and educational material for creating positive perception on patients mind.
- Patient also recommend other when they see hospital facilities and their treatment.
- Marketing strategy involves hospital positioning on patients mind.
- Marketing strategy which is Building a responsive healthcare website for hospital
- Developing strong brand identity for hospital marketing.
- These marketing strategies improve patient lifetime value and improve yearly growth.
- CRM is a marketing platform use for improving customer service and building long term connections with patients.
- Hospital strengthened relationship with patient by using Engagement centre which is call centre incorporated with CRM
- Health care marketers using CMS technique for content reusability.
- Search Engine Optimization SEO is a marketing strategy use to increase web visibility of a hospital.
- Health-care institute marketing for patient awareness, not marketing for revenue.
- Marketing help us to increase revenue by providing online services, telemedicine
  and telepathy services for patient care.
- We are only doing marketing on National level, patient come internationally for treatment purpose.

Social media is use for engaging patients by sharing health news and online facilities

Marketing Strategies is use for developing brand identity by positioning on patients mind.

Health care institutes marketing for patient awareness not for generating revenue.

Table 4
Initial theme and Emergent Themes

Initial Theme	Emergent theme
• Social media help us for building patient trust and satisfaction by addressing queries, showing hospital facilities and providing medical information. • Social media is use for engaging patients by sharing health news and online facilities. • Online services is very beneficial for patient by providing telemedicine consultation.	Social media help us for building patient trust by providing online services and medical information.
• Health care institutes marketing for patient awareness not for generating revenue. • Marketing Strategies is use for developing brand identity by positioning on patients mind.	

5. FINDINGS & DISCUSSION

In this study we discussed about health care Organization marketing through social media platforms, we were conducted different interviews for data analysis and applied thematic method to get initial theme and Emergent theme. In emerging theme we concluded that "Social media help healthcare institutions for building patient trust by providing online services and medical information" , So that healthcare institutes using digital marketing platforms for positioning their brand on customers mind by creating emotional connection with patients, healthcare institutes sharing hospitals event and activity post on social media websites for engaging customers. Healthcare institute only applying marketing strategies for Pakistan level, if they started marketing on globally so their revenue will be also increased.

We find out this study by conducting different interviews that healthcare institutes in Pakistan were not doing marketing on international level, patients come from abroad because of treatment purpose this word of mouth strategy they are applying for internationally, but health-care institute not doing marketing on globally through digital platforms they are updating patients about disease awareness, they only marketing for patient awareness purposes not for generating revenue.

This study found that healthcare institutes in Pakistan were not marketing themselves globally through digital platforms but instead were only updating patients about disease awareness. However, it was concluded that social media helps hospital institutions build patient trust by providing online services and medical information, which allows healthcare institutes to create an emotional connection with patients. The study also found that private healthcare institutes in Pakistan have different marketing strategies that are tailored to their targeted audience. The study highlights the need for healthcare institutes in Pakistan to start marketing themselves globally through digital platforms, as this could increase their revenue. The study's findings and conclusions can be used by healthcare institutes to develop and implement effective digital marketing strategies that could enhance their performance and position their brand in the minds of customers.

6. CONCLUSION

The conclusion of this study highlights the importance of digital marketing platforms in enhancing the private healthcare industry's performance in Pakistan. The study found that healthcare institutes in Pakistan were not marketing themselves globally through digital platforms but instead were only updating patients about disease awareness. However, it was concluded that social media helps hospital institutions build patient trust by providing online services and medical information, which allows healthcare institutes to create an emotional connection with patients. The study also found that private healthcare institutes in Pakistan have different marketing strategies that are tailored to their targeted audience. The study highlights the need for healthcare institutes in Pakistan to start marketing themselves globally through digital platforms, as this could increase their revenue. The study's findings and conclusions can be used by healthcare institutes to develop and implement effective digital marketing strategies that could enhance their performance and position their brand in the minds of customers.

Social media can play a significant role in building patient trust by providing online services and medical information. Patients can access information about different medical conditions, treatments, and procedures, as well as connect with healthcare providers. By providing a platform for interaction and information sharing, social media can increase patient confidence and build trust in the healthcare industry. Additionally, social media can also help healthcare organizations to improve their brand image, communicate their services and treatments effectively, and engage with patients in real-time.

In conclusion, the study found that healthcare institutes in Pakistan primarily use digital marketing for patient awareness and building trust, rather than generating revenue. They primarily market domestically and could benefit from expanding their marketing efforts globally. The larger hospitals such as Agha Khan University Hospital and Shaukat Khan Memorial Hospital have a strong global brand and attract international patients. Different healthcare institutes in Pakistan have different marketing strategies based on their target audience. The study found that social media helps in building patient trust by providing online services and medical information.

6.1 Theoretical Contributions

The study provides a theoretical contribution by adding to the existing knowledge of success factors in the marketing of private healthcare organizations. It offers insights into how private healthcare organizations in Pakistan evolve from traditional business models to

personalized services with high-quality standards. Additionally, it provides a unique perspective on the marketing success factors in a non-studied geographical and cultural context. The findings of the study have implications for managers and decision-makers in the private healthcare sector by providing guidance on how to identify, organize, and develop success factors in the marketing discipline during different business phases.

6.2 Managerial Implications

The managerial implications of the study suggest that private healthcare institutes in Pakistan can increase their revenue by implementing effective digital marketing strategies. The study highlights the importance of using social media for building patient trust and creating an emotional connection with patients. The findings suggest that healthcare institutes should focus on providing online services and medical information to their patients through social media platforms. By sharing hospital events and activities on social media, healthcare institutes can engage their customers and position their brand in their minds. Additionally, the study highlights the importance of employing innovative marketing strategies and considering the needs of the target audience. The findings of this study can be used by private healthcare institutes in Pakistan to develop and implement effective marketing strategies to increase their revenue and improve their brand image.

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