

Report On
Customer Satisfaction on Service Quality of Healthcare
Information System Limited (Daktarbhai)

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An internship report submitted to the BBS in partial fulfillment of
the requirements for the degree of Master of Business Administration

Brac Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Dr. H.M. Arif

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Letter of Transmittal

Dr. H.M. Arif

Assistant Professor

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka

Subject: Internship report submission.

Dear Sir,

It is my great pleasure to submit my report on “Customer Satisfaction on Service Quality of Healthcare Information System Limited” . I have tried my best to follow your guidelines in every aspect of planning and preparing my report. I enjoyed the challenges of preparing the report as it has provided me with an opportunity to increase my understanding of Customer Satisfaction on Service Quality.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Monisha Ratry Sikder

22164009

BRAC Business School

BRAC University

Date: January 25, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between HISL and the understanding is signed by a student at BRAC University.

As an executive of HISL, I Monisha Ratry Sikder hereby confirms that this report will not contain any confidential, harmful or critical information about the company.

Moreover, I am aware that I am required to protect the privacy of the information at all times and am not allowed to talk, divulge, or share any of it with anyone.

Acknowledgement

The success of this report depends on effort and study. I would like to remember the name of the Almighty God who has created us and given us knowledge, time and energy for completing my Internship Program. I extend my heartfelt thanks to our esteemed faculty of Business School Dr. H. M Arif, Assistant Professor, BRAC University, who supported me by sharing his knowledge according to this topic "Customer Satisfaction on Service Quality of Healthcare Information System Limited”

Also I would like to give thanks to Healthcare Information System Limited for giving me an opportunity to do an internship, I am also grateful to my supervisor Rashida Akhter (General Manager) for her constant support. I have learned a lot during my internship. I would also like to express my thanks to all employees of Healthcare Information System Limited, who have helped me by contributing their time and providing me with information related to the topic. I appreciate their consideration.

Executive Summary

This report is basically on the service quality and customer satisfaction of Healthcare Information System Limited regarding its digital platform, Doktorbhai. It identifies HISL's strengths in technology, partnerships and urban reach but finds corresponding weaknesses in high call rates, inconsistent service and limited rural penetration. The report indicates that 80% of the customers were satisfied, it also points to various complaints regarding affordability, service quality, and customer care. Other recommendations are enhancement of pricing, improvement of customer support and rural access for HISL to position itself better in Bangladesh's digital healthcare market.

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Chapter 1: Overview of Internship

1.1 Student Information:

- ❖ **Name:** Monisha Ratry Sikder
- ❖ **ID:** 22164009
- ❖ **Program:** MBA
- ❖ **Major:** Finance

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

The duration of my internship was from 1st July 2024 to 30th September 2024. During that period, I was serving in Healthcare Information System Limited. HEALTHCARE INFORMATION SYSTEM LIMITED is one of the well-known companies in the healthcare sector of Bangladesh, specializing in digital healthcare solution services under the brand name "Daktarbhai."

It is located at DevoTech Technology Park, Plot #11, Road #113/A, Gulshan-2, Dhaka-1212. I was assigned to the Customer Care Department, whereby I have been allowed to observe and participate in the operations of one of the fastest-growing industries that marry healthcare with modern technology. It has further enlightened me on the useful health accessibility

through telemedicine and digital platforms, particularly in Bangladesh, where the traditional health infrastructure faces many challenges.

1.2.2 Internship Company Supervisor's Information

During this period of internship, my immediate superior was Ms.Rashida Akhter, General Manager, Customer Care Department. Under her guidance I was able to learn the nitty-gritty details of maintaining customer care in a healthcare organization. Rashida Akhter's immense experience and guidance helped me during the internship present the strategic and operational level of customer care and highlight the importance of customer delight in the healthcare industry.

1.2.3 Job Scope – Job Duty & Responsibilities

During the internship, I undertook different responsibilities with the Customer Care Department. The major scope of the job involved direct interaction with customers by responding to their queries and dealing with issues related to health care services provided by HISL. Core day-to-day activities included updating and maintaining consumer databases for accuracy and easy accessibility by healthcare professionals and customer service representatives who relied on these systems. By far the most significant was the involvement in activating new client accounts, managing service subscriptions, and often working with insurance providers to ensure seamless billing processes.

I was also part of the helpline support group to ensure inquiries from consumers were responded to efficiently and with professionalism. Such a position involved working with diverse departments of HISL regarding complex issues related to customer satisfaction. This has subsequently provided me with deep insight into the issues and needs involved in such a

customer-facing role, where timeliness and accuracy may be critical in ensuring patient safety.

1.3 Internship Outcomes:

1.3.1 My Contribution to the Company

The internship allowed me to give as much as possible to HISL in various ways, such as improving customer service. Probably the most value addition I made to HISL was reducing the average query resolution time-by first understanding the inefficiencies in the present system and then suggesting improvements in workflow for improved query processing. Thus, processing is not only faster but also much more efficient, benefiting the customer directly and thereby management.

I processed over 200 customer inquiries for my tenure and played a key role in resolving critical issues related to health care service utilization, appointment booking, and account activation.

I designed an improved FAQ system to be used by the customer service representatives and applied it. The new technology further facilitated the process of responding to frequent customers by minimizing the time needed to answer simple queries and enabling the personnel to divert their attention to more complicated situations.

I supported the implementation of customer satisfaction surveys that were useful in giving feedback on service improvements at HISL. Through my involvement, these surveys were able to locate points of service improvement that would best serve the consumers.

1.3.2 Benefits of the Internship

This internship gave me a wide exposure to learning and thus helped in developing not only technical skills but also interpersonal relationships, which is the mainstay of customer service management. I had practical experience in the management of customer databases and in locating customers without difficulty. The experience developed a deeper understanding of the data management systems and their application in health. There was also the development of realistic problem-solving skills during the handling of customer complaints and queries.

Most of the complaints and queries needed artful solutions and deep understanding regarding the health care services provided by HISL.

My verbal and written communication skills were developed with this internship through frequent communications with the client and fellow colleagues. This has taught me how to communicate effectively within a professional atmosphere when the concerns of the client must be dealt with clarity and speed. I also learned many things about the digital health industry in Bangladesh, specifically the challenges faced by the sector in addressing telemedicine. This will be helpful in furthering my studies and professional career in the healthcare industry.

1.3.3 Difficulties

During the course of the internship, there were several problems where I had to adjust and acquire skills to handle the problem. One key problem I faced was that our target customers were unwilling to respond to the survey we conducted. Most of the customers were not willing to give their responses either due to privacy concerns or lack of interest. This made the collection of sufficient data to conduct an in-depth analysis of customer satisfaction quite difficult. The technological arrangement at HISL was also not without its challenges. The

system is said to hang during busy hours, with the result that service provision is adversely affected and consumer queries cannot be addressed in time.

Another challenge that I was faced with was to balance routine work with the need to complete my internship report. The pace in the customer care department was fast, and thus, to bear up with the load of the job together with giving enough hours to the project, time management was important. These challenges, though daunting, have provided immense avenues for learning and helped in the development of key skills pertaining to time management, adaptability, and communication.

1.3.4 Recommendations

Based on the experiences I had in my internship, my recommendations not only help to enhance customer care operations at HISL but also enhance the internship experience in future practice.

- **Better Training:** More Thorough Training HISL needs to increase training of the interns by making it longer and more structured, especially in the areas of technical capability and customer service. In this way, the interns would be better prepared with knowledge and means to handle client issues efficiently and reduce the time taken to get them accustomed to company processes.
- **Streamlined Workflows:** The organization could enhance its efficiency by accessing better means to handle consumer inquiries. These can relate to automating methods or developing procedures that enable customer service representatives to solve more everyday problems in a faster manner. Smoothing the operations will reduce waiting time and increase customer satisfaction.
- **Incentives for Surveys:** Incentives for filling out questionnaires are among the key issues that arose during this internship. With small incentives such as discounts on

services to be availed in the future or entry into a raffle, more customers would answer the questionnaires. This will ensure that HISL will get more comprehensive information on customer satisfaction and assist it in the identification and development of areas for improvement.

Chapter 2: Organization Part

2.1 Introduction

Healthcare Information System Ltd. is one of the leading digital healthcare service providers in Bangladesh, with services that bridge traditional health systems and modern technological solutions. Under the brand name "Daktarbhai," Healthcare Information System Ltd. is providing a lot of services - online consultation, telemedicine, and e-health records - to name a few, in the digital healthcare service arena to make the healthcare service more approachable and affordable. It targets the provision of its services to the underserved population, especially in those regions considered to be rural and thus disadvantaged in terms of access to health facilities.

Through strategic collaboration with insurance companies and health providers, HISL has managed to grow its service network at an exponential scale. Innovation involves the use of technology in creating a seamless experience for healthcare professionals and patients alike in the practice of health service delivery. Such a venture by HISL is very befitting for a country like Bangladesh, where almost every other basic infrastructure of healthcare comes with a lot of challenges. This is indeed a timely vision of making digital health accessible.

2.2 Overview of the Company

2.2.1 Company Profile

- **Name:** Healthcare Information System Limited (HISL)
- **Established:** 2015
- **Headquarters:** DevoTech Technology Park, Plot# 11, Road# 113/A, Gulshan-2, Dhaka-1212
- **Core Product:** Daktarbhai, an online healthcare service platform

- **Number of Employees:** 45
- **Operational Areas:** Dhaka, Chittagong, Khulna, Rajshahi, Sylhet, Comilla, and other major cities
- **Website:** <https://www.hislbd.com>

Healthcare Information System Ltd. was founded in the year 2015 with a vision of revolutionizing the healthcare industry in Bangladesh by introducing digital healthcare solutions. Headquartered in Dhaka, the company has grown gradually into Chittagong, Khulna, Rajshahi, and Sylhet. In total, there are 45 employees, including a healthcare professional team, a customer care representative team, and an IT specialist team, all working together in cooperation to enable high service delivery via the Doktorbhai platform.

Amongst these, the flagship product is Doktorbhai-an online healthcare interaction platform that provides telemedicine facilities to consult a doctor through video calls, voice calls, or even chat. For this case, the extra features on the platform include but are not limited to electronic personal health records or ePHR, health insurance integration, and discounts on medical services at partnered pharmacies. HISL aims to provide the access and affordability of healthcare facilities to the people of Bangladesh, especially living in those areas where the traditional health care centers are not accessible. The mission includes providing the access and affordability of health care to the people of Bangladesh with a reasonable quality standard.

2.3 Management Practices

2.3.1 Leadership Style

HISL follows the participative style of leadership; every level of individuals communicates and works together. Management at HISL believes in empowering their employees by

making them part of vital decision-making activities and encouraging responses from the employee themselves. (Goleman, D. 2000). Such an approach toward management builds trust and mutual respect among the manager and employee, which is very necessary within a customer-oriented business sector like health care.

The management at HISL always seeks the contribution of team members regarding process improvement, refining their customer service practices and letting employees become more invested in the success of the company. The participative style of leadership promotes innovation such that employees can always feel free to contribute with new ideas and solutions toward the delivery of improved services. This leadership style aligns well with how HISL demonstrated adaptability to an ever-changing digital healthcare landscape.

2.3.2 Human Resource Practices

The human resource practices in HISL are focused on acquiring and developing talent and retaining it so as to be in tune with the mission of rendering quality health care. HISL follows a structured recruitment process, including multiple rounds of interviews and assessments, to ensure that candidates possess the required technical skills along with soft skills for customer care roles. The organization focuses on the employees' continuous improvement and development and offers training that deals with customer service, knowledge regarding healthcare, and use of technology (*Aguinis, H. 2019*).

As such, the employees' performance will be gauged with the use of KPIs, which would aim at several measures including customer satisfaction, the time taken to respond and technical competence. (*Kabene, S. M., Orchard, C., Howard, J. M., Soriano, M. A., & Leduc, R. 2006*) HISL conducts quarterly performance appraisal in which the contribution made by the employees towards organizational goals is assessed and reviewed. This in turn helps employees work in tune with the company's goals and enhance their skills on a periodic basis.

Additionally, HISL offers competitive remuneration and benefits to attract top talent in order to retain qualified professionals within the healthcare industry.

2.4 Marketing Practices

2.4.1 Marketing Strategy

The marketing strategy of HISL is going to be multi-dimensional, which incorporates field marketing, outbound sales, corporate marketing, and digital marketing in a proper combination. In this way, HISL can reach diversified demographics and ensure wider coverage in both urban and rural areas.

- **Field Marketing:** HISL has field workers at public spots who approach prospects. These workers explain the benefits of Doktorbhai subscription service and help the customer to register. Field marketing has worked particularly well in rural areas by reaching out to poor digital literacy, which keeps people unaware of telemedicine services. The personal interaction of field workers instills confidence among potential customers and enables them to educate the population about the benefits of digital healthcare.
- **Outbound Calls:** HISL sales team makes immense outbound calls to convert leads generated through field marketing and digital campaigns. These calls relate to converting potential customers into subscribers by facilitating convenience, affordability, and accessibility on the Doktorbhai platform. (Levinson, J. C., & Godin, S. 2014). The outbound calling is also utilized in upselling services and additional healthcare packages that increase revenue for HISL.
- **Corporate Marketing:** HISL has allied with several organizations that are offering Doktorbhai subscriptions as part of their employee health packages. In return, these corporate tie-ups will facilitate the sales of HISL digital health care packages to the

employees of the allied companies. This is an essential part of HISL's growth strategy since it facilitates reaching out to big pools of potential clients through one tie-up. (Kotler, P., Shalowitz, J., & Stevens, R. J. 2008).

- **Pharmacy Integration:** More than 10,000 pharmacies in the country have been integrated with HISL. Through this integration, the pharmacists are trained to recommend Daktarbhai to visiting patients. These integrations have taken HISL to a wide reach, particularly in rural areas, where the pharmacy is the only contact point for healthcare services. Pharmacy integrations help in gaining the trust of the customers, too, since local pharmacists are considered trustworthy sources of medical advice. (Anderson, S. 2007).
- **Digital Marketing & SEO:** Hisl is pursuing other various digital marketing media through social networking and search engine optimization to increase awareness about services offered. Targeted advertisements across social networks such as Facebook, Instagram, and YouTube distribute their products in an orderly fashion toward the urban population that could be most likely to use these digital solutions. (Thomas, R. K. 2020) HISL also invests in search engine marketing by running pay-per-click campaigns to ensure Daktarbhai is at the top of any search results for anything related to healthcare. These activities will help in keeping Daktarbhai in front of the customer who is looking for healthcare services online.

2.4.2 Branding Activities

Daktarbhai will position the brand strategy as an 'accessible', 'affordable', and 'trustworthy' healthcare solution for one and all. The focused brand message is on the feasibility of time and place regarding healthcare services and on the subscription plans being reasonably affordable. HISL reinforces this branding through the Daktarbhai logo, colors, and taglines in

all marketing material. The company also undertakes some CSR activities, such as sponsoring health awareness campaigns or providing free healthcare consultations in less privileged areas. All these activities help the company build a positive brand image and build strong consumer loyalty.

2.4.3 Advertising and Promotion Strategies

HISL uses a mix of digital and offline advertising strategies to promote its services:

- **Social Media Advertising:** HISL creates effective, focused advertisements on social media platforms like Facebook, Instagram, and YouTube to spread word-of-mouth regarding the features and benefits of Daktarbhai. These ads will be targeted to educate potential subscribers about the services being offered through this platform and how they can benefit from subscribing to the same.
- **Search Engine Marketing (SEM):** HISL invests in search engine marketing by running PPC campaigns on Google to make sure the visibility of appearance is high in the search results. In such a way, it targets users searching for healthcare services, making Daktarbhai appear prominently when users search using relevant keywords.
- **Outbound Calls and Field Promotions:** outbound calls and field promotions gel quite well with the digital advertisements in lead generation for HISL. Fieldworkers approach people at public places and brief them about the benefits of a Daktarbhai subscription, helping them sign up for the same.
- **Pharmacy Partnerships:** These are important partnerships in promoting HISL's Daktarbhai platform. The pharmacists are trained to recommend Daktarbhai to each visiting patient for follow-up consultations via telemedicine. This helps HISL penetrate deeper and wider into the countryside, where pharmacies also constitute a significant source of primary healthcare.

2.4.4 Critical Marketing Issues and Gaps

On one hand, though HISL has been able to acquire a large number of customers through various marketing channels, there are some crucial marketing challenges which the company needs to address. The highest call rates of Daktarbhai services are one of the major issues. Customers claim that the cost of accessing the service is a big pain point in a price-sensitive market like Bangladesh. If left unaddressed, there would be a chance of losing these customers to any competitor who could give the same services but at much lower call rates. The risk could be improved through reduced call rates or even promotional discounts.

Other limitation: poor rural penetration. HISL has hardly established its state-of-the-art digital healthcare delivery platform in the majority of rural settings. Its growth has been crippled with limited access to reliable internet and lower levels of digital literacy in these areas. (*Mechael, P. N. 2006*). While the company's field marketing effort and partnerships with pharmacies have been reasonably effective in reaching rural customers, the majority of the population either remains unaware or cannot access Daktarbhai's services. It would also require investment in infrastructure improvement or in collaboration with local governments for better digital literacy and access to the internet in rural areas.

Another area of concern is field worker efficiency. While HISL has been doing great with its field marketing strategy, they have yet to find a more adequate way to manage the performance of the field workers. For its sustainable maintainability of this channel, consistency in messaging and proper follow-up with the leads generated through the field marketing campaigns are some factors to consider. (*Parasuraman, A., Zeithaml, V. A., & Berry, L. L. 1988*). Introduction of better training programs for the field workers accompanied by the implementation of proper tracking tools for monitoring field worker performance along with the lead conversions will definitely benefit a lot to HISL.

The final problem is the customer service in the company, which some customers have complained about while giving their feelings through the feedback surveys. First, it is observed that customer service representatives take too long to address issues of customers, sometimes providing different information during consultation, which makes the solving of an issue hard. The company should, therefore, enhance the customer service processes through better training for the customer representatives and the integration of technology, such as AI chatbots, which handle simple queries while human representatives can devote time to more complex issues.

2.4.5 Product Development

HISL is committed to continuous improvement of its core product "Daktarbhai" to meet emerging customer needs. One of the key areas of product development at the company includes the integration of electronic Personal Health Records, which will let users store and securely access their medical history on Daktarbhai. This feature enables patients to share with healthcare providers their medical records without much hassle, thus making their consultations more informed ones. It also aims to collaborate with health insurance companies for bundled healthcare packages whereby telemedicine services are combined with insurance coverage to add more value for customers.

HISL also intends to upgrade its portfolio of services by incorporating state-of-the-art technologies dealing in artificial intelligence and wearable health devices. AI-powered diagnostic tools will help the doctor diagnose faster and more accurately. Wearables tracking patients' vital signs can give real-time health data that can be shared with the doctor during consultation. (*Obermeyer, Z., & Emanuel, E. J. 2016*).

These two innovations will go a long way in enhancing quality care through Daktarbhai and will make it more appealing to customers who await integrated healthcare solutions.

2.5 Operations Management and Information System Practices

2.5.1 Information Systems

Operational works of HISL are based on strong IT infrastructure, which can store, process, and organize all data efficiently. "Daktarbhai" has placed itself on highly scalable cloud-based architecture, integrated seamlessly with various external services provided, including third-party insurance providers and health partners, for facilitating smooth data exchanges among different systems regarding customer information, appointment schedules, and to keep medical records updated for the same. (*Wager, K. A., Lee, F. W., & Glaser, J. P. 2017*)

HISL uses a Centralized database to support the management of patient records and service interactions. As such, it is designed to handle volumes of data in great detail: patient history, their interaction with healthcare providers, and access to such information during consultations. The database extends the ePHR feature of the platform by affording patients control over their medical records and enables them to share their data safely with the doctors.

Security protocols ensure that sensitive health information is well guarded. The sensitivity of health data necessitated multi-factor authentication, rigorous encryption, and continuous auditing by the corporation to prevent data breaches. (*Glandon, G. L., Smaltz, D. H., & Slovensky, D. J. 2013*)

It is also designed to be scalable, letting HISL grow without any diminution in system performance.

2.5.2 Quality Management

The critical operations that help the company to stay at the pinnacle of service delivery revolve around quality management. For quality management, HISL places a continuous improvement philosophy wherein the company keeps assessing its processes for those areas that need improvement. The company does undertake continuous audits of its systems and processes to make sure these are functioning effectively in the best interest of customers. The audits help in the evaluation of a potential disruption to services or technical issues that might hinder customer experience. (*O'Donnell, J. 2013*)

Some of the key performance indicators monitored by HISL to ensure high levels of customer satisfaction include response times, resolution rates, and customer satisfaction scores. In other words, these are checked from time to time to see if there are areas where the customer care department needs to improve its performance. For instance, if customer satisfaction scores are lower than expected, HISL would analyze the root cause of dissatisfaction and take corrective action, such as additional customer care representative training.

HISL is also committed to high service reliability: it has installed redundancy systems, allowing the platform even in the event of hardware failure or other technical disruptions to remain operational and continually carries out on the system as a whole maintenance and updates to prevent any inability to meet certain vulnerabilities or inefficiencies in the system. Its quality management process comes up with a very consistent level of service provided to the customers.

2.6 Industry and Competitive Analysis

2.6.1 Porter's Five Forces Analysis

The health industry in Bangladesh has a set of forces that determine the nature of the competition, particularly for the digital healthcare segment. Porter's Five Forces framework will be useful in analyzing the dynamics of the industry and therefore the competitive position of HISL in this market.

- **Threat of New Entrants:** Bangladeshi digital healthcare market is at the growth stage, and entry barriers are relatively lower compared to traditional healthcare services. Still, new entrants will face significant challenges in building required technology infrastructure and forging strategic partnerships with healthcare providers and insurance companies. HISL maintains the edge over any new player because it has already established these links and developed a platform. New entrant threat does exist, yet it will be cumbersome for the new players to break the strong market positioning and customer base of HISL.
- **Bargaining Power of Suppliers:** HISL requires the network of health care professionals, technology providers, and insurance companies to offer the service. On the other hand, the bargaining power of suppliers is relatively low because there are many providers in both healthcare services and technology solutions in the market. Secondly, HISL can switch to different suppliers to ensure cost efficiency while maintaining service quality. (Porter, M. E. 1979). The company is already well set in the digital healthcare market and could therefore be in a better bargaining position with its suppliers.
- **Bargaining Power of Customers:** From the standpoint of a customer in the context of either the healthcare industry or the digital health segment, the relative bargaining

power is moderate. Even though HISL offers different sets of services through its Daktarbhai platform, there are alternatives for consumers between traditional healthcare providers and other digital health platforms such as Praava Health and Doctorola. Customer loyalty can be brittle, primarily if competitors are in a position to offer similar services at cheaper prices. The constant improvement of its services and offering at reasonable prices reduce this threat, but customers' gripe about the high call rates must be addressed if HISL is serious about customer loyalty.

- **Threat of Substitutes:** The substitutes for an on-line or digital healthcare service like Daktarbhai are the more conventional health providers like hospitals and clinics where patients can go and attend a face-to-face consultation. While digital health facilitates remote consultations, traditional healthcare is still a good option for patients who want to have personal contact with doctors. Given the advantage that the company has enjoyed in terms of convenience and cost, HISL needs to enhance the quality and reliability of the digital services to reduce the threat imposed by traditional health providers.
- **Industry Rivalry:** Competition in the online digital healthcare market is at a moderate to high rate because different players have dealt with similar products. HISL will be competing in the industry with companies such as Praava Health and Doctorola, already offering online consultations and telemedicine services. By the time HISL must undertake continuous development to gain an edge over competitors by constantly working on new features and providing several services that enhance customer experience. The partnerships of pharmacies and corporate marketing programs are the competitive advantages of the company, but these will need to be supplemented with more investment in technology and customer service in the future.

2.6.2 SWOT Analysis of HISL (Daktarbhai)

The SWOT analysis introduced by *Albert Humphrey* in 1960 which highlights the strengths, weaknesses, opportunities, and threats that HISL faces in the digital healthcare sector in Bangladesh. This analysis helps to understand both the internal and external factors that can influence the company's growth and market position.

Strengths

- **Established Market Presence:** HISL has been operating since 2015 and has positioned itself as a leading player in the digital healthcare market in Bangladesh. The company's experience, reputation, and established customer base give it a competitive edge over newer entrants.
- **Strong Partnerships:** HISL has strategic partnerships with insurance companies and over 10,000 pharmacies across the country. These partnerships enable the company to expand its reach and offer integrated healthcare solutions, making the platform more attractive to a diverse customer base.
- **Comprehensive Service Offerings:** The Daktarbhai platform provides a wide range of healthcare services, including telemedicine consultations, ePHR, and healthcare packages. This variety of offerings caters to different customer needs, ensuring that HISL is a one-stop solution for digital healthcare.

Weaknesses

- **High Call Rates:** One of the most significant customer complaints is the high call rates for consultations, which may drive price-sensitive customers to seek more affordable alternatives. HISL must address this issue to maintain customer loyalty and attract new users.

- **Limited Rural Penetration:** Despite its efforts, HISL has struggled to fully penetrate rural areas, where internet access and digital literacy remain significant challenges. This limits the company's ability to reach underserved populations.
- **Customer Service Issues:** Feedback from customer satisfaction surveys has indicated long wait times and inconsistent service from customer care representatives. This weakness can impact the overall customer experience and may lead to negative word-of-mouth or customer churn.

Opportunities

- **Expansion into Rural Markets:** With the growing emphasis on digital literacy and improved internet access in rural areas, HISL has the opportunity to expand its services beyond urban populations. By developing targeted marketing and education campaigns, the company can tap into this underserved market.
- **Technological Advancements:** The rapid advancement of technologies such as artificial intelligence and wearable health devices presents an opportunity for HISL to enhance its service offerings. By integrating these technologies into its platform, HISL can offer more personalized and efficient healthcare solutions. *(Gurel, E., & Tat, M. 2017)*
- **Growing Demand for Telemedicine:** The COVID-19 pandemic has accelerated the adoption of telemedicine globally. This trend is likely to continue, presenting an opportunity for HISL to expand its customer base and increase service utilization, especially as more people become comfortable with remote healthcare options. *(Bashshur, R., Shannon, G., Krupinski, E., & Grigsby, J. 2011).*

Threats

- **Increased Competition:** The digital healthcare market in Bangladesh is becoming increasingly competitive, with players like Praava Health and Doctorola offering similar services. HISL must continue to innovate and differentiate itself to stay ahead of competitors. *(Mehrotra, A., & Jena, A. B. 2013).*
- **Regulatory Changes:** Changes in government regulations surrounding telemedicine and data privacy could impose additional costs or operational challenges for HISL. Compliance with new laws may require significant adjustments to the platform.
- **Technological Disruptions:** While technological advancements present opportunities, they also pose threats if competitors adopt newer technologies more quickly. If HISL fails to keep pace with innovation, it could lose its competitive advantage.

2.7 Summary and Conclusions

Healthcare Information System Limited has attained a leading position in the digitized healthcare industry in Bangladesh with the help of its innovative service portfolio, strategically intertwined network of partners, and digital marketing mix. Its flagship, Doktorbhai, is currently one of the leading portals for all types of healthcare services, a series of online consultations, telemedicine, and electronic personal health records, among others. In collaboration with insurance companies and pharmacies, HISL has been able to extend this further via more affordable and accessible healthcare solutions to urban and, to a lesser extent, rural populations.

While it has been able to break into the urban market, HISL still finds it an uphill task to absolutely meet the demands of people in the countryside, where access to digital services is relatively still at low levels. Again, exorbitant call rates and poor customer service have remained the critical pain points of customers, which might affect its growth and

customer-retention ability. What will create the competitive advantage for HISL is its innovative culture and leading market position, but the company would also need to keep up with the increased competition. Lastly, it is suitably positioned for future growth as the company has a complete suite of service offerings and solid market positioning. There will be important weaknesses to amend: pricing and quality of service.

Going ahead, HISL should increase its operations in under-served markets, especially in rural areas where the demand for health services is high, though access to these services is invariably limited. Besides this, it must further explore opportunities for incorporating new technologies into the services offered, such as AI diagnostics and wearable health devices, to bring about enhancement in the areas of customer satisfaction and loyalty. With the Strategic changes, HISL is in a position to take over the lead in digital health care while still serving the evolving customer needs.

2.8 Recommendations

Based on the findings and analysis, several recommendations can help HISL improve its services and maintain its competitive advantage:

- **Lower Call Rates:** Probably the most consistent customer complaint has to do with the call rates of the telemedicine services. Regarding this, HISL needs to re-think its pricing strategy by probably giving discount packages, loyalty programs, or tiered pricing depending on the level of usage. The reduction of the call rates will go a long way in improving customer retention and attracting more price-sensitive users, especially from rural areas where generally the levels of income may be lower.
- **Expand into Rural Areas:** HISL also stands the chance to expand operations in rural areas where health facilitation is minimal and digital health care may present a feasible alternative. One would want to see increasing digital literacy and access to

technology in rural regions, probably in collaboration with local governments or NGOs. Additionally, the needs and concerns of rural populations may be mirrored into a targeted marketing campaign to spur the rate of adoption of the Daktarbhai platform across these geographies.

- **Improve Customer Service:** HISL should be concerned with the complaints involving long waits and inconsistent service. This can be done by investing more in the training of customer care representatives to equip them with how to handle most of the queries coming their way. HISL may want to further consider the use of AI-designed chatbots for handling simple queries. This will reduce the workload on human representatives and also enhance the efficiency of response time concerning complex issues.
- **Leverage Technological Advancements:** The healthcare industry is fast changing, and HISL should use the opportunity by embracing some of the recent technological advancements such as artificial intelligence and wearable health devices. This is where HISL can integrate AI-based diagnostic tools into the Daktarbhai platform and then provide more accurate and efficient healthcare solutions, hence distinguishing it from competitors. Similarly, patients' vital sign-tracking wearables may provide doctors with real-time data in consultations, making the quality of care even better.
- **Strengthen Corporate Partnerships:** Already, HISL has made valuable steps toward the formation of partnerships with various corporations offering health packages to employees. The replication of this strategy in further companies and institutions can establish a regular stream of revenue as well as expand the user base of the platform. Besides, the corporate healthcare solutions offered by HISL would better position the company to appeal to larger organizations intending to provide health benefits to their employees.

- **Enhance Digital Marketing Efforts:** Digital marketing is strong, but there should definitely be room for further increase, especially in the optimization of social media activities. Targeted advertisements should be highly considered to be increased, specifically on platforms such as Facebook and YouTube, bearing the highest reach amongst their target demographics. Second, data analytics may also be employed by HISL to understand better patterns of customer behavior and preference for more personalized, hence effective, marketing campaigns.

Chapter 3: Project Part

Analyzing Customer Satisfaction and Service Quality at HISL

3.1 Introduction

The project was meant for the analysis of customer satisfaction regarding services offered by Healthcare Information System Limited, with an emphasis on the flagship digital health platform named Doktorbhai. This is because more and more health services are becoming digital and remotely offered, and understanding the perceptions of the customers about these services, their use, and overall interactions is paramount for long-term viability and loyalty of the customer base. Other digital healthcare services he provides include online consultations, telemedicine, and personal health records, which are great opportunities and can bring a revolution in the Bangladesh healthcare system by making healthcare much more accessible and affordable to the common man.

Like many service-oriented platforms, more so in the healthcare sector, customer satisfaction is key to competitiveness and adoption. Dimensions targeted in this project are related to customer satisfaction: assessment of service quality, pricing, and customer support to understand the strengths and areas for improvement. (*Dedding, C., van Doorn, R., Winkler, L., & Reis, R. 2011*). Since the environment is rapidly changing in healthcare, the digital provider of healthcare services should continuously be updated, such as in the case of HISL, in order to meet changing customer needs and expectations.

The observations from this project are bound to give valuable insights that would lead to service improvements at HISL and its maintaining market leader status in the digital health space. With a more complete understanding of the leading drivers of customer satisfaction, it would be easier for HISL to make necessary adjustments in its strategy related to retaining

clients and attracting new ones. These findings from the project are, therefore, not only crucial for the continuous improvement of HISL but also add to the overall knowledge base on how digital healthcare is gaining prominence in Bangladesh with regard to heightened internet penetration and mobile smartphone coverage.

3.1.1 Research Question:

Do the customers of HISL are satisfied in terms of service quality, pricing of its services, and support to customers?

3.1.2 Objective(s)

The main tasks of the project provided were:

- To examine the degree to which HISL's customers were satisfied in terms of service quality, pricing of its services, and support to customers.

These, therefore, had empowered the project to proffer an in-depth analysis of the customers of HISL and establish what variables best describe customer loyalty and satisfaction. The findings are expected to aid HISL in re-strategizing its approach and services to improve on meeting the dynamic needs of the customers in an increasingly competitive digital healthcare market.

3.1.3 Significance

This may become a very important driver for HISL's strategic decisions on improvements in customer service, changes in pricing, and adopting newer technologies. As the market leader now in the arena of digital health care services in Bangladesh, it is very critical for HISL to maintain a high degree of customer satisfaction as a part of growth and customer retention. Understanding those factors driving customer satisfaction will enable HISL to make effective

decisions on where the resources should be invested and where the services need to be improved.

Major areas of improvement needed for HISL on the pricing strategy are efficiency in customer service and quality of healthcare consultations through Doktorbhai. From here, actionable insights and recommendations would be provided that can be utilized by HISL in the betterment of customer satisfaction and enhancement of its position in the digital healthcare market of Bangladesh. Customer satisfaction in digital healthcare could be influenced by conditions unique to Bangladesh: digital literacy, Internet connectivity, and above all, economic conditions.

This study further benefits from an insightful understanding of the overall digital health space in Bangladesh. Analysis of customer satisfaction regarding services offered by HISL will provide insight into challenges and opportunities faced by providers of digital healthcare services in the country. Findings shall assist in helping HISL respond to concerns related to service affordability of telemedicine, efficiency in customer support, and use of advanced technologies that are crucial in sustaining the competitive advantage of the company.

Further, it will add to the growing importance of digital health care around the world and the role such a platform can play in increasing access to and quality of health care in developing countries. The findings from this study can be useful for other digital health providers and policymakers seeking to improve access and health care delivery in Bangladesh and similar markets beyond HISL.

3.1.4 Literature Review

Trust and reliability in regard to service-oriented industries-which the healthcare industry most falls into-mean that customer satisfaction is directly related to the quality of the

provided service. It has a direct relationship with patient outcomes and loyalty. Digital health platforms like Doktorbhai from HISL brought new dimensions of customer satisfaction to ease of use, accessibility, and integration of modern technology into traditional healthcare settings.

From the studies related to telemedicine and digital health, one can enlist response time, quality of healthcare professionals, and affordability as factors that may, after all, influence customers' satisfaction level regarding the services offered by the company in this industry. Access to healthcare through such a digital platform can increase manifold in Bangladesh, where resource availability in the health base is little compared to other third-world countries; it helps bridge the gap between patients and healthcare providers. However, digital literacy challenges, connectivity, and pricing are some of the crucial deterrents in customer perception and satisfaction.

It also portrays the availability of customer support research, which is quite instrumental in digital health platforms. Good customer support ensures ease in the use of the platform, solving technical problems, and getting necessary support. Indeed, studies have shown that the integration of AI-driven customer support tools leads to greater customer satisfaction due to reduced waiting times and quicker resolutions for minor issues.

According to Parasuraman, Zeithaml, & Berry (1988), this will improve customer satisfaction. Moreover, the pricing strategy of telemedicine services is a very critical factor in the satisfaction of customers, especially in the case of price-sensitive markets like Bangladesh. This means keeping service prices as affordable as possible without diluting the quality of service provided. It is only then that digital health platforms can be viable in the long run.

This study examines the influence of three critical factors—Service Quality, Pricing, and Customer Support—on customer satisfaction with Doktorbhai, a leading digital healthcare service provider in Bangladesh.

Service Quality:

Service quality is defined as the extent to which Doktorbhai can meet customer expectations with regards to doctor behavior, punctuality, and usefulness of the services rendered. Quality in service builds up a belief and satisfaction among users.

H1: Service quality is positively related to customer satisfaction.

In other words, the more customers experience the quality of interactions and quality healthcare services provided by Doktorbhai, the greater will be their satisfaction with Doktorbhai, thereby increasing their loyalty and positive word-of-mouth.

Price

Pricing is about the affordability of the call rates and overall service costs of Doktorbhai. Reasonably priced and competitive pricing structures will attract customers, retain customers, and gain customer satisfaction.

H2: Price positively influences customer satisfaction.

The price will add value to the perceived value of the services and, consequently increase customer satisfaction and continuity to use Doktorbhai owing to proper and transparent pricing.

Customer Support:

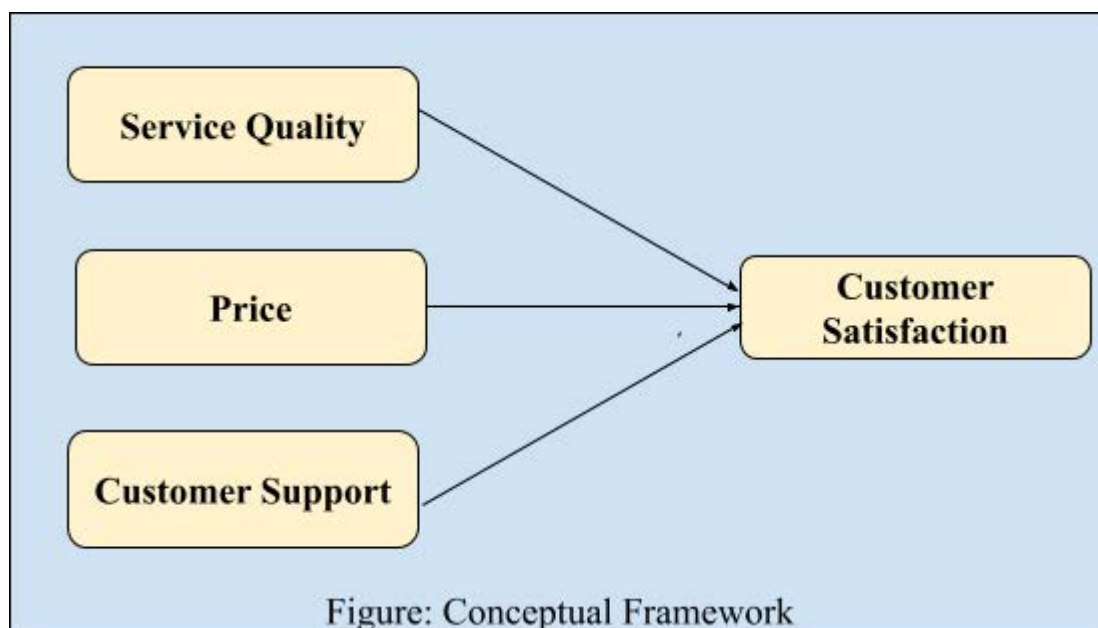
It covers response helpline and after-sales service. It affects much the effective user experiences with its timely execution

H3: Proper timely customer support does satisfy the customers.

In all, with whatever kind of timely and efficient assistance provided, the customer finds himself important there, which no doubt creates the valuable building blocks of impressions in customers about Daktarbhai and boosts satisfaction.

Conceptual Framework:

In the context of Daktarbhai's digital healthcare services, the conceptual framework highlights how the identified factors—Service Quality, Pricing, and Customer Support—interact to influence Customer Satisfaction. This framework provides a roadmap for understanding the relationships between these components.



3.2 Methodology

The methodologies that are to be used in this project involve the quantitative and qualitative approach for measurement regarding customer satisfaction about the Daktarbhai platform offered at HISL. Primary data will be collected using a customer satisfaction survey for recently served customers.

The questions will include closed-ended, to quantify the responses, and one open-ended for qualitative information. Those closed-ended questions referred to the most important attributes of customer satisfaction-service quality, pricing, and customer support. The open-ended question allowed the respondents to give their opinion to a greater extent.

A sample size of 50 respondents was selected through non-probability convenience sampling. Though the small sample size compromised the generalizability of the findings, it was useful in bringing in insightful information into the customer experiences with the platform. The main locations were urban areas where digital health is more practiced.

Secondary data was also collected from internal customer service logs and performance metrics from HISL to supplement the findings of the survey. These provided additional context that could help to validate responses and patterns in the performance of services.

Quantitative responses were summarized into descriptive statistics that outlined the levels of satisfaction and emphasized general trends. *(Creswell, J. W. 2014)* Thematic content analysis summarized the qualitative responses into themes that showed experiences, concerns, and suggested areas for improvement by the customers.

In all, the mixed-method approach provides elaborative insight into the level of customer satisfaction, thereby creating areas where services may potentially be improved.

3.2.1 Variable Measurement

To analyze the key variables affecting customer satisfaction with Daktarbhai, a structured questionnaire was prepared. The questions could be grouped under four key variables, namely Customer Satisfaction, Service Quality, Pricing, and Customer Support. All these variables were measured through closed-ended questions. The marking for the questions has been preferred on a 4-point Likert scale ranging from Strongly Agree-1 to Strongly Disagree-4. The distribution of questions across these variables is as follows:

- **Customer Satisfaction:** Overall, questions 1, 4, 6, and 10 measure the satisfaction of customers about the services provided by Daktarbhai.
- **Service Quality:** Questions 2, 3, 8, and 9 represent the quality and responsiveness of the services.
- **Price:** question 7 assesses the pricing in terms of affordability and value for money regarding the service package.
- **Customer Support:** This can be gauged against Question 5, which talks about after-sales support and help provided to the customer.

3.3 Findings and Analysis

I developed my questionnaire (enclosed in the Appendix) mainly focusing on the customer satisfaction of HISL. There were closed-ended questions. I kept one open-ended question to better understand the gap between customers' expectation and satisfaction level.

My topic for this project was 'Customer Satisfaction of HISL'. As I aimed to assess the satisfaction level, I only surveyed the users of HISL. I surveyed 50 customers.

This section elaborates on data analysis collected from the respondents in an attempt to establish some of the most influential determinants affecting customers' satisfaction regarding the services of Daktarbhai. Consequently, three crucial analyses that have featured in the findings of this report are a descriptive statistics correlation matrix and the regression results, showing the correlation of the independent variables of interest-service quality, pricing, and customer support-and the dependent variable of customer satisfaction. The results would, therefore, provide an all-round understanding of the drivers of customer satisfaction, hence the ability by Daktarbhai to refine strategies for better service delivery and customer retention.

3.3.1 Regression Analysis

Table 1: Output of the Descriptive Statistics

Descriptive Statistics						
Variable	N	Mean	Median	Std. Deviation	Min	Max
Customer Satisfaction	50	1.88	2	0.766	1	4
Service Quality	50	2.07	2	0.9707	1	4
Pricing	50	3.68	4	0.7407	1	4
Customer Support	50	1.86	2	0.9478	1	4

These scores indicate that, on average, respondents were satisfied with the services provided by Daktarbhai. Additionally, the standard deviations for these variables are relatively low, suggesting that most responses are concentrated around the mean. This implies a fairly consistent level of satisfaction among respondents, with less variation in opinions.

Table 2: Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.866 ^a	0.7513	0.7291	0.2585
a. Predictors: (Constant), Service Quality, Pricing, Customer Support				
b. Dependent Variable: customer satisfaction				

Key Points:

- **R:** 0.8667 shows a strong relationship between the predictors and the dependent variable.
- **R²:** 0.7513 means that approximately 75.13% of the variation in Customer Satisfaction can be explained by the independent variables in the model.
- **Adjusted R²:** 0.7291, accounting for the number of predictors in the model, reflects a very good fit.
- **Std. Error of the Estimate:** 0.2585 indicates the standard deviation of the residuals.

Table 3: ANOVA

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.362254	4	4.090564	33.976373	<.001 ^b
Residual	5.417746	45	0.120394		
Total	21.78	49			
a. Predictors: (Constant), Service Quality, Pricing, Customer Support					
b. Dependent Variable: customer satisfaction					

Key Findings:

- **F-statistic:** 33.976373 indicates a strong relationship between the independent variables and Customer Satisfaction, as the F-statistic is high.
- **Sig. (p-value):** The p-value is extremely small ($<.001$), which means the model is statistically significant.
- The **Residual** sum of squares (5.42) reflects the error or unexplained variance in the data, and the **Regression** sum of squares (16.36) indicates the variance explained by the predictors.

Table 4: Output of Hypotheses Analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.3802	0.0366		1.47	0.148	-0.1405	0.9009
	Service Quality	-0.1663	0.0847	-1.0073	-1.01	0.319	-0.4989	0.1662
	Pricing	0.2914	0.0825	1.832	1.83	0.074	-0.029	0.6118
	Customer Support	0.0137	0.1114	0.1683	0.17	0.867	-0.1498	0.1771
a. Dependent Variable: customer satisfaction								

The results of regression analysis to ascertain the level of relationship between independent variables (Service Quality, Pricing, and Customer Support) and dependent variable (Customer Satisfaction) are as indicated on the table below. Regression analysis indicates that Pricing is the strongest predictor of Customer Satisfaction and has a positive influence, though it was not significant ($p = 0.074$). Both Service Quality and Customer Support are statistically insignificant; therefore, changed conditions related to these variables are not strongly linearly

related to Customer Satisfaction in this dataset. Even though the statistical model suggests that Service Quality and Customer Support are not significant predictors of Customer Satisfaction, it is not right to interpret from this that these elements are irrelevant in a practical scenario. The statistical insignificance may be constrained by limitations in the dataset or the scope of the analysis model. These, in a real situation, could be vital factors that shape customer satisfaction and should not be ignored when strategizing on the improvement of customer experience.

3.4 Summary and Conclusions

The present study revealed some important insights about customer satisfaction with the flagship, Doktorbhai, provided by Healthcare Information System Limited. Based on the research question, 80% of the users were satisfied with the overall platform, explaining that the strengths relate to accessibility and usefulness of the telemedicine services. However, a number of key gaps existed regarding areas of dissatisfaction-higher call rates, poor consistency of customer support, and less-than-adequate training for customer care representatives. Added to this is the challenge of rural penetration and customer loyalty. These point to the areas where HISL needs to align its service quality with customer expectations.

These findings have major implications for HISL. It has to address the pricing issue by introducing tiered or subscription-based packages which would make services more affordable and attractive, especially in price-sensitive markets. Improvement in customer service is needed by increasing the training of the representatives and adding AI-driven chatbots to reduce waiting time and ensure consistent quality. Further, efforts to improve digital literacy and internet accessibility in rural areas could open a huge untapped market and strengthen the position of HISL. The outcomes from addressing these areas will help

ensure customer satisfaction and loyalty and continued competitiveness of HISL within the digital healthcare market.

This study has several limitations. Since very few respondents were used, it cannot be generalized to a larger population of customers of HISL. Besides, because of the nature of self-reporting, bias may occur in the responses. Finally, the research focuses on the current services offered by HISL; thus, external factors like emerging competitors or changing regulations within the healthcare industry are not taken into account. Further studies may delve into these limitations: taking a larger and more diverse sample, exploring comparative analysis with competitors, among others.

3.5 Recommendations

From the analysis of customer satisfaction and comprehensive performance of HISL's Daktarbhai platform, some key recommendations come forward that would help the organization overcome current challenges and strive for better service delivery. These shall help the company in the improvement of customer satisfaction and operational inefficiency, hence ensuring long-term growth in the competitive digital health market of Bangladesh.

- **Lower Call Rates and Adjust Pricing Structure:**
 - Among the concerns cited by customers, one is the general cost of the service provided, mainly due to the call rates applied. It is suggested that, in this regard, HISL revisit updating its pricing strategy whereby customers can be given a choice between basic and premium packages depending on their specific needs, or subscription models in which customers would pay a fixed monthly fee entitling them to unlimited calls. This will definitely enhance customer satisfaction and retention.

- It can also highlight the discount plan or loyalty for a long-time user, or even discounts for new users in more price-sensitive markets, such as rural Bangladesh.

- **Enhance Customer Support:**

- The key to further success for the company lies in further improvement in efficiencies and service quality. This is where the verdict given by the customers has shown that the time taken is too long for the response and the service provided is also not homogeneous in nature. The customer care representatives at HISL should be given more training programs so that they gain more knowledge, responsiveness, and problem-solving skills.
- Introduction of AI-driven chatbots at HISL for responding to routine queries would therefore cut down the waiting time and further improve the customer experience. This frees human representatives to attend to more complex queries, and it ensures that at least the basic needs of the customers are attended to in time.
- Regular performance appraisal and assessment of customer feedback will go a long way in monitoring effectiveness in customer support for further improvements.

- **Expand Digital Literacy and Rural Outreach:**

- While HISL continues to reach out for further expansion into rural areas in cooperation with local pharmacies, the degree of digital literacy and internet accessibility remains a big barrier to greater expansion of the Doktorbhai platform.

- Up until this point, awareness and educational campaigns targeting rural populations about the benefits of digital health and how to use it should be considered for HISL.
- These activities can be enabled through a partnership with local governments and NGOs operating in rural development. To enable this platform to be more usable by the people in areas where the internet is extremely poor, HISL can work on an offline or low-data version of their online platform.
- **Strengthen Corporate Partnerships:**
 - HISL has already taken a step in this direction through its collaboration with employers for health packages to their employees. This needs to be scaled up through the acquisition of more corporate clients and institutional tie-ups. It can bring in a regular flow of revenue and also enhance the number of users on a regular basis. Such corporate health plans, especially those related to telemedicine employee benefits, will act as a driver for demand in this platform of Doktorbhai.
 - HISL may also sell value-added corporate healthcare solutions, providing packages that are either size-specific for companies or industry-specific. Thus, the platform would be made more appealing to a wider number of business users.
- **Leverage Technological Innovations:**
 - It is expected that, as the healthcare industry continues to develop, so should HISL if it wants to stay at the edge of technological development and differentiation from competitors. More specifically, the company will investigate further integration of AI diagnostic tools and wearable health devices on the Doktorbhai platform. Those can surely offer even more

personalized and proactive health care services, such as continuous health monitoring and AI-driven health recommendations.

- The investment in data analytics will also help HISL to understand customers' behavior and identify trends to which to adapt services for the best possible meeting of customer needs. This will undoubtedly improve customer satisfaction but will also contribute to the development of focused marketing and service improvement strategies.

- **Improve Digital Marketing and SEO Efforts:**

- HISL has fared well in the digital marketing strategy, yet there is further scope for improvement: more investments to be made in focused campaigns using social media have to be done with a view to reach the rural areas and the tech-savvy young people. These can be complemented with content marketing, which may include educating the masses on the benefits of telemedicine through articles or videos; this helps to build trust among potential users.
- SEO should be strengthened, too, for the same purpose, so when a user is searching online for any health care-related services, the Daktarbhai platform appears higher in the results list and thus is easier to find for a probable customer.

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