

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma Thesis**

**Evaluation of Marketing Communication of the Praga  
Medica Dental Department**

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## DIPLOMA THESIS ASSIGNMENT

Bc. Natalja Ljamceva

Economics and Management

Thesis title

**Evaluation of Marketing Communication of the Praga Medica Dental Department**

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### Objectives of thesis

The objective of the thesis is a proposal of improvement in marketing communication of the Praga Medica Dental Department.

### Methodology

The thesis will consist of two parts. First part should deal with elementary theoretical overview. It should deal with theory of marketing communication and its evaluation. The theoretical part of the thesis will be based on the critical review of information gained from study and comparison of relevant resources. The fundamental, empiric part will be focused on marketing communication of the company Praga Medica and its dental department. Data for the empiric part will be gained using questionnaire and other appropriate data collection techniques. Based on the research, the relevant conclusions of the thesis must be drawn.

Recommended structure of the diploma thesis:

1. Introduction – an explanation of the topic importance.
2. Thesis objectives and methodology – main objective of the thesis will be divided in the partial objectives based on the knowledge gained from the study of the theory of marketing communication. Appropriate methods of data collection and analysis will be explained in the methodology of the thesis.
3. Literature review – critical review of current knowledge in field of marketing communication, communication tools and channels.
4. Specification of the selected organisation – profile of the Praga Medica, its dental department and its current marketing communication.
5. Practical part – analysis of data gained from own research according to the methodology.
6. Evaluation of results and recommendation – formulation of own proposal of improvements in marketing communication of the selected entity.

7. Conclusion – review of main results and evaluation of the contribution of the diploma theses.

8. References

9. Appendices



## The proposed extent of the thesis

50 – 60 pages

## Keywords

marketing communication, direct marketing, medical tourism marketing, advertising, branding, public relations, consumer behaviour

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## Recommended information sources

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## Expected date of thesis defence

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### **Declaration**

I declare that I have worked on my diploma thesis titled " Evaluation of Marketing Communication of the Praga Medica Dental Department" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on \_\_\_\_\_

## **Acknowledgement**

I would like to thank my supervisor Ing. Lenka Platilová Vorlíčková and Radim Horák, Zdeněk Dvořák a David Fiala for their advice and support during my work on this thesis.

# Evaluation of Marketing Communication of the Praga Medica Dental Department

## Abstract

The topic of the diploma thesis is evaluation of marketing communication in the selected company department, specifically in the Praga Medica Dental Department. The role of marketing communication, as a part of marketing strategy, has increased dramatically in recent years. The challenge that the enterprises face is how to refer to consumers the benefits of using their products or services. The efficiency of marketing communication, its tools and elements and their practical application is analyzed in the given research. The work is divided into two parts: theoretical one and practical one.

The theoretical overview is focused on the literature review and explains the terms of the marketing communication, which relate to the working area or industry of the selected company. The practical part evaluates the system of marketing communication mix and each of its elements regarding their implementation as a part of the marketing strategy of the selected company department.

Based on the found results of the research, the main weaknesses and strengths are identified in the marketing communication strategy of the selected company department, which allows developing recommendations for their improvement.

**Keywords:** marketing communication, direct marketing, medical tourism, advertising, branding, public relations, consumer behaviour,

# Zhodnocení marketingové komunikace v Praga Medica dentální oblasti

## Abstrakt

Tématem diplomové práce je zhodnocení marketingové komunikace ve vybrané oblasti zvoleného podniku. Význam marketingové komunikace, jako součást marketingové strategie dramaticky vzrostl v posledních letech. Podniky čelí nové výzvě, jak sdělit zákazníkům výhody používání svých výrobků nebo služeb. V dané oblasti výzkumu je analyzována efektivita marketingové komunikace, její nástroje, elementy a praktické aplikace. Práce je rozdělaná na dvě části: praktickou a teoretickou. Teoretický přehled se soustředí na literární rešerše a vysvětluje základní pojmy marketingové komunikace, které souvisí s oblastí působnosti nebo průmyslu vybraného podniku. Praktická část zhodnocuje marketingového komunikačního mixu a každého z jeho prvků v souvislosti s jejich realizací, jako součást marketingové strategie vybraného podniku.

Na základě objevených výsledků výzkumu jsou identifikované hlavní nedostatky a výhody v marketingové komunikační strategii a následně vytvořeny doporučení pro jejich zlepšení.

**Klíčová slova:** marketingová komunikace, přímý marketing, zdravotní turismus, reklama, brand, práce s veřejností, spotřebitelské chování



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## List of abbreviations

MarCom- Marketing Communication  
PPP- Private Public Partnership  
CZK- Czech Crowns  
CR- Czech Republic  
PR- Public Relations  
ROI- Return on Investments  
PPC- Pay per Click  
UxB- User Experience Branding  
B2B- Business to Business

# 1 Introduction

*“It is health that is real wealth and not pieces of gold and silver.”*

-Mahatma Gandhi

My diploma thesis combines two for me major areas health and marketing. Health is represented by medical tourism. This young but very rapidly growing industry can be for some people the only way how to access treatments, which are expensive in their home countries. Dental procedures and keeping the oral cavity in the good healthy conditions are one of them. I personally see huge gaps in the basic dental knowledge, which should have each one. The reason I give teeth health such importance is that eating is the basic human need and it is not possible without teeth to have solid diet.

Medical tourism is of course not the best viable option for the health as due to the immediate control and access to the doctor. Also, medical tourism is always compromise between number of visits and connected costs and the best possible result. The true is that for some countries habitant it is the only way how to be able to improve the health as the price at home is not accessible for them. Such phenomena as medical tourism appeared because of the unequal living conditions among counties.

Marketing as plenty other issues have two faces, the same it is with the medical marketing. At the market we can find a lot of promoted procedures which does not have any positive effect its purpose is just make money. At the same time, I am convinced that marketing can play a key role in the health education of the people and at the same time make profits for companies with the benefits for all society.

## **2 Objectives and Methodology**

### **2.1 Objectives**

Make suggestion to improve marketing communication with by using current trends and as a result support or accelerate the company goals for the following year. Identify key marketing channels and tools. Suggest the improvement of main problematic areas. Create general improvement suggestion related to partial objectives below:

1. Identify gap between current website performance and its potential based on current trends in the marketing communication. Suggest performance improvements to close this gap.
2. Identify difference between company marketing communication channels data monitoring system and real customers' reservation process. Make suggestions to remove such differences.
3. Identify the most important content and examine if the important content is at the most visited website places. Make suggestion for changes.
4. Create suggestion to improve the number of receiving writing testimonials per month.
5. Make suggestion to improve Facebook communication channel by the content and in the number of posts per month.
6. Suggest the plan how to develop YouTube channel in the following year and determine its current performance.

General goals determine benefits and threats of each suggestion. Then identify the best possible person from the organizational structure, who can be responsible for successful realization. Estimate feasibility of each suggestion from the company given human resources, economical and time perspectives.

## **2.2 Methodology**

The aim of the diploma thesis is to make recommendation based on the evaluation of marketing communication for Praga Medica Dental Department. Determine the marketing communication objectives in the company and evaluate the main channels of marketing communication. Examine the marketing communication monitoring system and tools in the company.

The diploma thesis on the topic “Evaluation of Marketing Communication of the Praga Medica Dental Department” consists of three parts: theoretical, selected company characteristics and practical. The theoretical part has informing character and defines general principles of chosen area: medical tourism and marketing communication. The definition is made based on the pre-studied books and periodicals with the specialization on the selected topic. Information was taken from the resources, which are mentioned in the References (See Chapter 8). The main methods used in the theoretical part are descriptive methods which include compilation, interpretation and classification of information; comparative and qualitative methods; structural and functional analyses.

Second part of the work Praga Medica Characteristics was written based on the structured attended observation, the author has been working in the company for two years. The company characteristics were taken from internal documents, company official website and company profile at social media. Some of the internal documents are published in the Appendix (See Appendix 1). The practical part is written based on the secondary data and documentary analysis. It consists of online channels analysis, analysis of the main marketing communication evaluation tool, website analysis and website visitors’ behavior analysis, online reviews analysis, Facebook channel analysis and YouTube channel analysis. The data was taken for whole period of year 2017. The main data resources are: the company Google Analysis reports (See Appendix 3 and 4) especially for online channels to get new enquiries and new website, the company information system Admin and its Consultant Performance Report (See Table 5, 6, 7 and 8) was used for identifying rest than online channels and description of established marketing channels evaluation system used by company and Facebook analytics.

**Online website channel performance analysis of getting new enquiries** was conducted based on comparing data from Google Analysis before new website launching, which corresponds to the 2017 year mean with January result (See Appendix 3, 4). I compared the number of visitors and number of left enquiries. Evaluation was made based on this comparing and semi- structured interview as well as consultations with Marketing Management- Radim Horák. The interview and consultations lead to better understanding of evaluating data. Recommendations are made based on the website study and identification which modern trends from theoretical part are missed.

**IS channels analysis** identified the core channels to get new enquiries. The analysis was conducted by using data report called “Agent Performance Report”. The sample file is in the period of one year 2017 and it is one consultant Natalia performance report. Based on the Natalia performance sample file, evaluation statements are made for all department IS channels base file. The identification of core performance channels was made by percent representations of the channel bookings to total booking. The internal monitoring system was identified based on the Agent Performance Report. The recommendations are made from the mentioned analysis to improve monitoring company system based on the structural attended observation and comparing it with lined up IS data evaluation (See Results and Discussion).

**Website visitors’ behavior analysis** was made based on the heatmaps taken from the Hotjar -web application (See Appendix 7, 8). Praga Medica has just main page monitoring by such tools, so the main page is taken as a selected file and made recommendation for all dental pages as the principle is similar. Based on the marketing communication company goal, which is ensuring new enquiries for sales department, the main tools and content were identified. Then I find out the most visiting spaces at the website based to the heatmaps for mobile and PC device and compare it with the place where is main content and tool “GET A QUOTE” (See Appendix 7, 8)

**Online writing reviews analysis** is conducted based on the secondary data- online testimonials taken from the official company website (See Appendix 3). Data from Appendix 3 was classified and structuralized into Appendix 2 table. Based on Appendix 2 table Graph 1 and Graph 2 were created in Microsoft Excel. Graph 1 is focused on country diversification of patients and Graph 2 shows number of written review each month and

treating dentist. The analysis is based on the comparing the year reviews mean with best month result as the top extreme and mode of the year 2017. Then the consultant performance was taken into the consideration to see if there is any space for improvement. Then the channel performance is evaluated based on mentioned reasoning.

Social media **analysis of Facebook channel** consists of the data from the Facebook analytics reports from which just posts for dental department were selected (See Table 7). The analysis is conducted through calculation of year Facebook posts mean and compared it with the best month result. Due to mentioned comparing the performance of the channel was evaluated. **YouTube channel analysis** was based on the 3 videos at the Praga Medica YouTube channel dental treatment section. Determined year result was compared with the other departments' year results. Then the close department according to the number of consultants was taken and based on comparing of its result and result of dental department, the performance of the channel was evaluated.

As the last step recommendations were established. It covers implementation of identified marketing trends from theoretical part of diploma into marketing communication channels as well as suggestions of channels content and performance improvement. Then recommendations include estimated feasibility from the company given human resources, economical and time perspectives (See Results and Discussion). Then there is suggestion of the best possible responsible person from the organization structure (See Appendix 1) based on their skills and knowledge. At the end threats and benefits of suggested improvement are mentioned.

After gaining the above-mentioned base for each part, information was filtrated and get into the shape of current diploma thesis. Theoretical part was created firstly, then company characteristics and as the last practical part. During whole writing process there were consultations with a supervisor of the diploma thesis and company marketing manager.



### **3 Literature Review**

(Lunt, 2010) explain “medical tourism” as the increasing phenomenon connected with globalization which is defined as the increasing economic integration and interdependence of nation states and regions”. (Pocock, 2011) say that the health care globalization is given by growing international trade both in health products and health services, especially through the cross-border movements of patient.

(Lunt, 2010) think these aspects to increase the volumes of medical tourism: cheap flights and the popularity of air travel, easier to communicate thanks to internet or mobile phones and the freedom of travelling for education, which may cause that well-qualified doctors and specialists provide health care in the countries with low incomes. All these aspects are the effects of globalization.

#### **3.1 Marketing Communication**

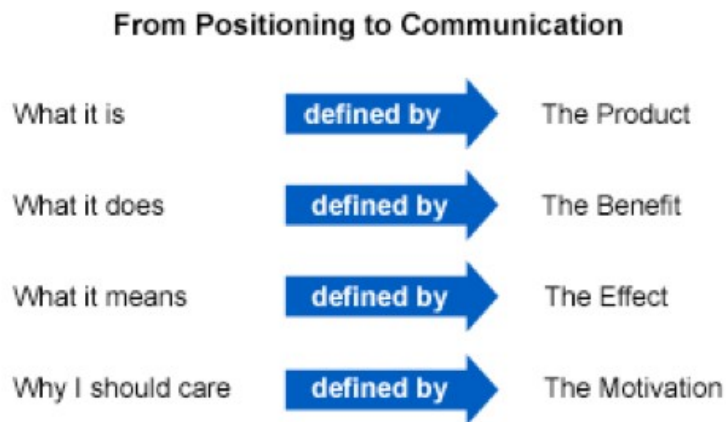
Marketing communication is a fundamental and complex part of a company’s marketing efforts. Marketing Communication (MarCom) is all the messages and media the company deploys to communicate with the market.

Marketing communication consists of advertising, direct marketing, branding, packaging, online presence, printed materials, PR activities, sales presentations, sponsorships, trade show appearances and more.

Marketing communication has two objectives:

- to create and sustain demand and preference for the product
- to shorten the sales cycle

Creating preference is a longer-term activity. The aims are to help position your product or company in the minds of the target customer. Positioning and building a brand takes time and requires a certain consistency and therefore represents a significant commitment for the company. Establishing preference by building a brand impacts market share, profitability and even the access to talents- and thus provides long-term value for the company.



**Picture 1:** From Positioning to Communication, source: <https://www.marsdd.com/mars-library/what-is-marketing-communication-marcom/>

Shortening the sales cycle is assisting sales and channel partners in their efforts to identify, engage and deliver a customer. The picture below shows the process, how the buyer goes through when buying a product. Through market research and conversations with salespersons, MarCom staff must identify how they can help speed up the process.

In the case of medical tourism procedures, the sales cycle involves considerable amounts of customer education in the initial stages of the process and matching the relevant treatment for the patients. MarCom must focus on creating, packaging and delivering relevant information to the buyer throughout the buying process to sales meets this education need (What is marketing communication (MarCom)? , 2013).

### **3.1.1 Making the Marketing Communication More Powerful**

The difference between good and bad marketing communications is impact. Good marketing communication creates the desired impact. The pursuit of impact for its own purpose is pointless, as it does not meet client's goals (Ruth Mortimer, 2009). Getting noticed or getting noticed for the right reason both is important as customers must remember, what it was trying to tell them, and which brand was promoting it. It is necessary to combine stopping power with persuasion. The ad must be an eye-catching, persuasive but also clear. Often ads fail because they are not clear enough. For example: Burger King's TV campaign boasted that Burger King's fries had defeated McDonald's in

taste test. The mention of the competitor in advertising increased sales at McDonald's instead of Burger King (Ruth Mortimer, 2009).

These steps create a compelling marketing message:

- **Positioning the product in the customers' minds.** A positioning strategy is a detailed statement of how customers think and feel about its product or service. The owner and everyone, who works in the organization, should know every detail about positioning strategy.
- **Crafting a basic appeal: a motivating message that gets positioning across.** It is about to take a basic statement of how people should think about the product and convert it into the message that may convince them. For example: *“healthier pizza that does not sacrifice taste”*- for introducing the new, healthier kind of pizza. Craft a basic appeal can be: *“Instead of fighting to keep your kids from eating the unhealthy junk-food pizzas they love, why not give them healthy pizzas that actually tastes even better?”*
- **Finding creative big idea: something that packages the appeal in a message so compelling that people stop in their tracks.** The message should persuade people or convince them to try product or service. It must be creative, or nobody will pay attention. In the case of healthy pizza, here are ideas, which can be came up to turn its appeal into compelling communication:
  - Mother goes to chemist's to get prescription for child. Pharmacist pulls a freshly-baked pizza out of a big oven, boxes it and says: *“Give him a piece of this, day or night.”*
  - A huge crowd of kids stare through the window of a sweet shop and the viewer wonders what has drawn their attention- it is the newest flavor of the low fat, organic pizza.
- **Developing, editing and simplifying a creative idea until it is transparently clear and fits the medium in which it will be communicated.** The choice of marketing medium is determined by the message and by the creative idea that was selected to get it across. The story can be told through the television advertising, if the budget is large enough. The video playing on the website cut

the costs. The low-cost option is series of drawings in comic-strip format that can be printed or flied or placed on the website (Ruth Mortimer, 2009).

There are two options how, in marketing communication, build the appeal:

- Based on logic- strong factually based claim with irrefutable evidence
- Based on emotions, that feels right for clients but cannot be proven

The choice of the appeal is based on the product and consumers, whom it is marketing to, because people make decisions in the both ways, depending on the situation. It is also possible to segment the market based on the difference between rational or emotional buyer and design separate marketing campaigns for each camp (Ruth Mortimer, 2009).

To force people to come to the shop, send an email, click on website “buy” bottom or make a phone call to purchase it, can be used one or more of these four strategies. All they improve impact of the appeal.

- **Image strategy** presents a good image of the brand, product, service or business. It shows people the product and its personality. Example can be health spa might develop a sophisticated logo and put sophistication into everything it produces.
- **Information strategy** is about facts that make the sale. The focus is given on the strong area and communication is created from the given fact of brilliance.
- **Motivational strategy** creates a compelling argument or feeling that inspires to take an action and make a purchase.
- **Demonstration strategy** is based on making the product available to try or taste, when people walking in the shopping center or such when a car dealership offers free test-drivers of a new model.

What can help to catch customers’ eyes and pull them in? **Stopping power** is ability of marketing communication to stop people in their tracks. These communications create an important level of attention. Most ads are unnoticed by most of the people they target. The thousands of marketing messages bombard customers from the all sides. For that reason, to succeed among such competition with ad, it needs to have much more stopping power. Stopping power gets a sizeable number of people to remember and think about the product. There are seven principles to create stopping power in ad:

1. Have intrinsic drama that appeals to everyone.
2. Demand participation from the audience.
3. Force an emotional response.
4. Stimulate curiosity.
5. Surprise its audience.
6. Communicate expected information- in an unexpected way.
7. Occasionally violate the rules and personality of the product category.

**Pulling power** is ability of marketing communication to draw people to a place or event. It is typical for local businesses, which are focused on the specific town or city (Ruth Mortimer, 2009).

### **3.2 Medical Tourism**

The globalization of healthcare and tourism gave the chance to create a new form of tourism. This is commonly known as medical or health care tourism. Medical tourists can take an advantage of having medical surgery or treatment while enjoying holidays in one of the world's popular tourist destinations. Medical tourism is among the fastest growing sectors, and many countries are making legal and practical steps to enter this market. One of the fastest growing tourism markets in the world generates US\$60 billion in business annually worldwide.

Medical tourism or health tourism is commonly used to describe the process, when patients are travelling abroad of own country care arrangements to have medical treatment. Medical tourism does not include the health care given when a tourist happens to have a health emergency while abroad. The key difference between emergency health treatment and medical tourism is intent. The patient must intend to go elsewhere for care, and make some arrangements in advance (Valorie A. Crooks, 2010). (Gupta, 2004) defines medical tourism as: *“the provision of cost-effective medical care for patients in collaboration with the tourism industry for patients needing surgical and other forms of specialized treatment.”*

The reasons of grow in recent years are primarily because of:

- The prohibitive costs of treatment in rich world countries,
- Long waiting lists (for what is not seen institutionally as emergency surgery),

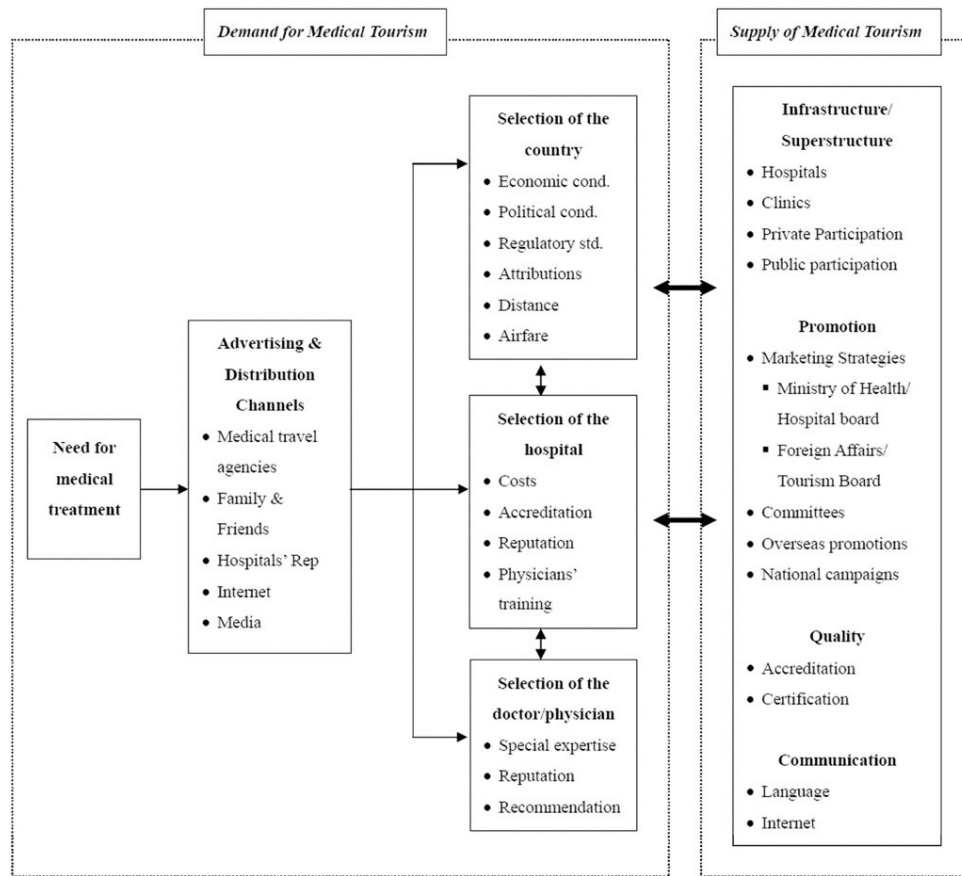
- Easy access to international air travel,
- Favorable economic exchange rates,
- Ageing of the often-rich post-war baby-boom generation.

Growth has been facilitated by the spreading of the Internet worldwide, and appearing of new companies, that are not health specialists, but connecting link between international patients and hospital networks also known as medical treatment agencies. The rapid improving of the health care systems in some key countries, where modern technologies have been adopted, has stimulated the industry growth (Connell, 2006). The most popular treatment abroad procedures are: rhino-plastic, liposuction, breast enhancement or reduction, LASIK eye surgery, various forms of dental surgery, especially cosmetic dental surgery, fertility treatments. Dental treatment is not covered by insurance in countries like the UK and Australia or USA; therefore, dental tourism has become very common.

Leading hospitals in Thailand have acquired an international reputation and a growing number of foreign patients by giving its hospitals the appearance of high-class hotels, separating indoor public spaces from treatment facilities, creating a cozy atmosphere, prompting staff to be more responsive to client requests, establishing constructive relationships between doctors and patients, and employing state-of-the-art medical equipment and techniques (Cohen, 2008). Joint partnerships with medical facilities provide an excellent way for hotels to differentiate their services (Hume, 2007). However, the growth of medical tourism can have negative influence on the general healthcare system of a tourism destination. Uncontrolled such growth can place the physical and socio-psychological well-being of the local population at risk (Burkett, 2007). One negative effect may be the diversion of funds from other areas of the economy to medical tourism. Most locals cannot afford and thus may not welcome the high-cost services on offer to medical tourists, although patients from developed countries or regions can consider them reasonable (Awadzi, 2006).

(Caballero-Danell, 2007) created a map that documents medical tourism information collected from the electronic media, newspapers, periodicals, magazines, and academic material. According to their map, the components of the medical tourism market include

consumer benefits, branding, the legal framework, infrastructure, products, target markets, communication channels, operators, intermediaries, and social issues.



**Picture 2: A supply and demand model of medical tourism.** Source: Heung, V. C. S., Kucukusta, D., & Song, H. (2010). *A conceptual model of medical tourism: implications for future research. Journal of Travel and Tourism Marketing*, 27(3), 236e251.

(Heung, 2010) developed a conceptual model of medical tourism to provide a picture of the industry in terms of supply and demand. The conceptual model consists of two parts: supply and demand. Demand represents the factors that affect tourists' destination choice and medical treatment options. These are the factors that drive the medical tourist's decision. The former basically addresses how well a destination is prepared to meet the demands of these tourists. The supply side of the model, which considers such factors as the current situation of the medical tourism industry in terms of infrastructure and

superstructure facilities, promotional activities, quality assurance, and communication facilities, all of which are considered significant in attracting medical tourists.

According to (Smith, 2007), the factors as costs, healthcare quality, accreditation, and physician expertise are important in medical facility selection; whereas a country's regulatory and economic conditions also affect the country choice. In addition, (Ye, 2008) found factors, such as service quality, medical expertise, hospital hardware, and the advertisement of these facilities, which affect medical tourists' motivations.

### **3.2.1 Barriers to Development of Medical Tourism**

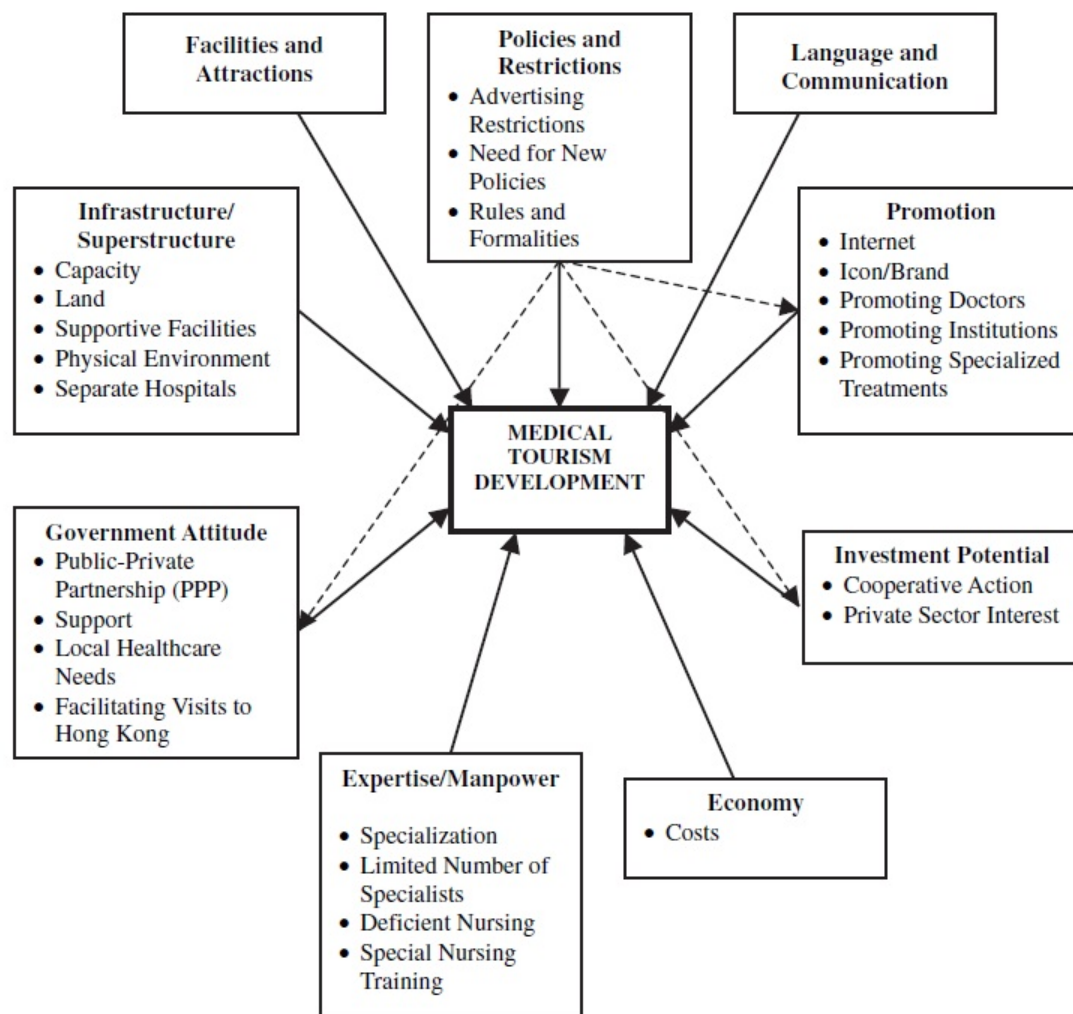
The barriers identified in the study (Vincent C.S. Heung, 2010) are like some of those in general for tourism development. For example, (Keyser, 2002) pointed out that limited access to financial markets, limited confidence on the part of international and domestic investors, complicated taxation requirements and procedures, limited budgetary allocation, a lack of integration, and limited tourism promotion all constrain the development of tourism in a region.

The main motivator is generally **economic** influence medical travel decisions, although destination attributes and the quality of healthcare have effect on the decision making (Marlowe, 2008). The **treatment costs** for medical tourists are often a quarter to a tenth of the money they would pay at home (Adams, 2006). Medical treatments that are not covered by the insurance policies or because insurance coverage is too expensive in the home country is the also often reason, why individuals travel to distant countries. The low healthcare costs in the countries promoting medical tourism represent their major advantage.

The sub-categories of capacity problems, land scarcity, supportive facilities, physical environment, and separate hospitals are grouped under the theme of **infrastructure/superstructure**. A major point for development a medical tourism destination is the sufficient capacity of its public and private healthcare system. It is necessary that the capacity of the hospitals can accept locals, but at the same time have extra capacity for medical tourism patients. Land scarcity and a high population density render the expansion of existing hospitals impossible. Also, hospitals would need to provide special facilities and services for both patients and their companions with the



attributes of five-star hotels. In addition, to attract medical tourists, destination must offer much more than shopping attractions to complement medical services (Vincent C.S. Heung, 2010).



**Picture 3: Framework of barriers to medical tourism development in Hong Kong**, source: *V.C.S. Heung et al. / Tourism Management 32 (2011) 995e1005*

**Government support** is needed for the development of medical tourism: The point is that the government and the tourism industry work is not to keep saying “develop medical tourism,” but actively help us to do it. In a sense, the healthcare needs of the local community hinder the development of medical tourism, as hospitals and healthcare professionals are busy addressing those needs. The government must encourage investment

in such tourism, for example through private public partnership (PPP) initiatives. The overall concept that is supported is PPP, and it has several levels for the building of hospitals. It is good exploring these models right now to see which PPP model would suit the destination the best to move forward (Vincent C.S. Heung, 2010).

The Internet is the main tool by which prospective medical tourists seek information about the qualifications of foreign medical professionals. Many private hospitals in countries that promote medical tourism thus provide detailed information about their services, together with promotional packages, on the Internet. The Medical Councils can have very strict rules on so-called advertisements. It is not possible to advertise anything other than the basic qualifications, and advertising on the Internet cannot be allowed at some destination as for example Hong Kong. Also, in Hong Kong it can give details of the basic qualifications and the services provided on the Internet, but not in a newspaper or a magazine. In addition to ethical considerations, medical doctors are also bound by the laws and official regulations constituting the legal framework that regulates medical practice. Overseas patients seek different treatments. For example, people who live in the United Kingdom and because of the law are not allowed to undergo an organ transplant, go to India to do it. The reason why India is their first choice is probably because of the weaker legal environment. There is no obstacle to doing something that is against the law in the United States or the United Kingdom (Vincent C.S. Heung, 2010).

In some countries such as Greece, South Africa, Jordan, India, Malaysia, the Philippines, and Singapore, the government **promotes** medical tourism. The medical tourism sometimes is even included in the national tourism marketing campaigns of these countries. Often hospital or medical center with an iconic brand needs to be established and promoted. Such a development would support to increase the generation of medical tourism products, because promotional activities are usually formed by the products themselves. We need to build a brand with an image. Often country has a good medical reputation, but it missed an iconic type of organization that patients can easily recognize. It is essential that legal and regulatory restrictions on medical service-related promotional activities, such as the promotion of specialists and other doctors, medical institutions, and specialized treatments via the Internet or other media channels, support its development as

a medical tourism destination, otherwise progress does not come (Vincent C.S. Heung, 2010).

**Expertise and manpower** grouped such components as the sub-categories of clinical expertise and specialized treatments, limited number of specialists, shortage of nurses, and the need for special training. Undoubtedly, gaining access to superior medical expertise is one motive for medical tourists seeking specialized treatments. The good example, where expertise and manpower are on the top level is Thailand. There are thousands of high experienced doctors who can concentrate on medical tourism. Medical tourism existence requires more specialists in specific areas and highly trained nursing staff and other health professionals related to those specialties (Vincent C.S. Heung, 2010). Providing of top-quality healthcare services requires both high-quality nursing staff and good after procedure care (McCallum, 2007). The qualifications for nurses involved in medical tourism need to be clarified, and programs that will result in better nursing care developed. The neediness for trained nurses is as significant as for specialists. (Ben-Natan, 2009).

Medical tourism's **investment potential** consists of the two sub-categories of private-sector interest and cooperative action. The big quantity of medical tourism is served by the private sector in the countries as Australia, Thailand, the United States, and the United Kingdom, especially in terms of analyzing available opportunities, leading development, and formulating strategies. That is why the governments in these countries can concentrate their efforts on public hospitals and doctors (Teh & Chu, 2006). Medical tourism activity ties largely with the private sector, with large scale specialist hospitals that generally operate for profit. As such tourism development increases in a destination, the demand for private hospitals increases, and more qualified doctors are needed, many of them being drawn from the public sector (Gupta, 2004). Hong Kong is the example of opposite condition, in the private sector is not actively investing in medical tourism there for several reasons, including the lack of available land, the government's attitude, and, possibly, general satisfaction with existing business and economic conditions (Vincent C.S. Heung, 2010).

**Language and communication** can be also very important barrier in medical tourism development. To provide medical services of an international standard, the

medical tourism destinations must hire medical staff who can speak foreign languages at least English. The language difficulties may represent a barrier for some international patients and they do not come to the destination (Vincent C.S. Heung, 2010).

Despite the destination has good hotels, restaurants, and thousands of shops, another major constraint to medical tourism is the lack of natural attractions and facilities. Unless medical tourists are obliged to undergo a specialized treatment or complex surgery in certain destination because it is not available elsewhere, and such treatment or surgery is their sole reason for undertaking a trip to such destination, the general tendency is to prefer to obtain treatment in a relaxing environment. Destinations thus need to provide facilities and services that provide relaxation and recreation, not only for patients, but also for their companions. (Vincent C.S. Heung, 2010)

### **3.2.2 Medical Tourism in the Czech Republic**

Foreigners spent over a half billion CZK a year in the Czech Republic for cosmetic surgery, in vitro fertilization, obesity treatment, gynecological procedures or visiting the spa. Medical tourism increases up to 15 percent annually. The British, Germans and Russians come to the Czech Republic most frequently to have medical treatment done. The quality of the performed procedures belongs to the best in the Europe. The interest of foreigners is influenced by quality and price of the treatment. In terms of quality, the Czech Republic ranks at 13th place among the 35 European countries and beat Italy or the United Kingdom (Cizinci utratí v Česku za zdravotní turismus ročně půl miliardy, 2016).

The best quality and price ratio for the **plastic treatment** across the Europe make Czech medical services very popular. Patients come even from the Orient to have it done here. Mostly patients come from Kuwait, Uzbekistan and Saudi Arabia behind EU borders. Within the Europe Union, the British and the Germans often visit Czech Republic to have plastic surgery done. What more, when someone makes a trip, they often plan more than one treatment during one visit. The average number of operations per foreign patient is one and a half. It is worthwhile to do several procedures, when somebody finally coming there (Uhlík, 2017).

The Czech Republic is among the countries with the highest quality service and bargain prices of artificial insemination. The artificial insemination with own eggs costs

about 70 000 CZK in Czech Republic. In Germany for the same service couples must pay about 150 000 CZK, in the UK almost 200 000 EUR. The price is not the main reason why Czech Republic is so popular in getting pregnant. In the Czech Republic unlike some countries, as Germany, it is not forbidden to use the donated eggs and embryos for fertilization. The couples come even from the USA, Canada and Asia to get their desirable child (Uhlík, 2017).

The Czech Republic is also searched destination for pregnant women who has no possibility of abortion in the own countries. There are two reasons why such women look for a solution in the Czech Republic, price and anonymity. The most common patients are Polish women. In Poland, a woman can have abortion only in the most serious few cases - if there is serious dangerous to the mother's health, a fetus is damaged, or the woman get pregnant after had been raped. According to the current political situation, it will not change so much for Polish women in the future. Fortunately for them, Czech Republic is in the train distance, the price is a maximum of ten thousand crowns and the problem is over. The whole procedure is without unpleasant administration and institutional bureaucracy (Uhlík, 2017).

The most common reason for health tourism is **spa tourism**. The heart of Europe is renowned all over the world for its healing spirits, which have a beneficial effect on the body inside as well as on the body outside. The most visited place is Carlsbad in the West Bohemia. The city is dominated by several records. It is second most frequently visited city in the country right after Prague and every visitor spends in average 5 days there. In the time spending Carlsbad beats even Prague, where tourists stay in average only 2.5 days. The visitors are mostly foreigners from Russia, Israel and Arabic countries. In addition to spa procedures, tourists often make their teeth done in Carlsbad. This is very popular among Germans, who have Carlsbad only in 30 kilometers from their border (Uhlík, 2017).

### **3.3 Marketing Communication Mix**

Marketing communication is a form of propaganda that tries to influence the pre-selected audience in order its answer, in favorable to the company way. Marketing communications directed the efforts to target consumers by developing and implementing

programs, fully in harmony with their character, striving to form in them and preferred brand loyalty and generate demand.

The **marketing mix** is a planned mix of activities. The marketing mix consists of such elements as **product, place, price and promotion**. It is a combination of elements that is used to market the company product. Marketers use the marketing mix to create a value for their product. The four elements of the marketing mix are used and adjusted until the marketers get the results that they want. Each element is analyzed so the product can achieve success in the marketplace. The product is analyzed for its ability to perform better than competitors. For example, quality and safety can be used as a benefit. Price includes decision of discounts to price the product competitively and convince customers to buy. Place includes the best distribution solution to reach customers in a geographic location. Promotion decisions are strategies to get more customers through coupons and sales (Blunt, 2017).

However, the **promotional mix** is the coordination of marketing activities such as publicity, sales promotion, and advertising; direct marketing and personal selling etc. These activities are performed to interact with customers. For example, giving sales presentations helps to interact with customers, face to face to answer their questions and demonstrate a product. The promotional mix's goal is to inform, persuade and stay in touch or remind customers about products or services. The promotional mix uses advertising, which is a paid form of non-personal presentation. Personal selling is used either by phone or personally to the prospect to address customers' concerns and answer the questions directly. Public relations are companies' presentation and communication with their customers, employees and stockholders as well as press. It is important that a business have a solid reputation among its partners and customers. Sales promotion as well as merchandising includes inducements with the purpose of encouraging customers to buy (Blunt, 2017).

Promotion is one of the four prime components of the marketing mix, often called the "4 P's." The role of the promotion is to create synergy with the other three elements: product, place and pricing, in the purpose to optimize company's customer potential and profit potential. Promotion brings together the strengths of the product, its availability, and the fairness of the benefits at a price. The promotion is broad, but generally consists of

techniques in three areas: advertising, public relations and personal selling (Kokemuller, 2017).

### 3.3.1 Advertising

Advertising directs a message to the large numbers of people with a single communication. It is a mass medium. Internet advertising is rapidly displacing print advertising, due its convenience of use, cost effectiveness, and ease of distribution (Friesner, 2000-2017).

Advertising media		
<b>Outdoor (Posters or transport)</b>	New Media – Mobile devices	New Media Internet – websites and search engines
<b>Newspapers (Local and National)</b>	Television	Magazines
<b>Radio</b>	Cinema	Others...

Table 1: Advertising media, sources: <http://www.marketingteacher.com/advertising/>

Advertising plan should address the following stages:

1. Who is the potential target audience of the advert?
2. What is communicated to this target audience?
3. Why is the message so important to audience?
4. What is the best medium for this message to take? (See Table 1)
5. What would be the most appropriate timing?
6. What resources the advertising campaign are needed?
7. How to control advertising and monitor success?

#### Functions and effects of advertising:

- **Brand identity** is communicated to the public via advertising. Consumers build emotional relationships with certain brands thanks to advertising. Customers become increasingly familiar with brands through the years of using it.

- Advertising informs consumers, so they know what is available and where to buy it. It broadcasts **information** on products, services and ideas sold on the open market through a variety of media portals.
- **Persuasion** is the core mission of advertising. Visual advertising presentations persuade consumers to purchase goods, services and ideas to achieve emotional fulfillment. Advertising transfer images and ideas into products and services, just as the meanings of products and services are infused into images and ideas.
- **Previewing current trends** is a technique employed by advertisers that uses consumers' desires to "keep up with the Jones" by owning the latest and greatest product, service or idea. Advertising offers coupons, rebates and trial offers on new products, services or ideas to recruit new customers and get to existing customers to try things.
- One of the powerful functions of advertising is to generate consumer **demand** for specific products, services and ideas through ad campaigns that target the audiences. Products, services and concepts are sold in volume, according to the consumer demand for them.
- Advertising seeks to maintain the current **customer base** by reinforcing purchasing behavior with additional information about benefits of brands or products. Consistent quality advertising increases consumer loyalty for a product, service or idea. The goal of advertising is to build and reinforce relationships with customers, prospects, retailers and important stakeholders.
- Advertising shows consumer the competitive prices of goods relative to the current market that educates consumers about what things should cost. Advertising shows what the competition is doing, when the next sale is, and how to receive the latest coupon or rebate and seeks to assure of receiving the best value for the money (Tracy, 2017).

Advertising has a lot of benefits for the advertiser. The advertiser controls the message. The advert and its message can be designed to the specifications of the advertiser. So, the advertiser can hit at a vast number of potential consumers in a single time, at a relatively low cost per head. Advertising is relatively quick in the comparing to other elements of the marketing communications mix (for example personal selling, where an



entire sales force would need to be briefed – or even recruited). Therefore, an advertiser could communicate with whole its target audience simultaneously (Friesner, 2000-2017).

### 3.3.2 Sales Promotion

Sales promotion is any initiative undertaken by an organization to persuade potential customer to buy the product or service. Sales promotions typically last for a certain period and are designed to achieve a defined purpose like helping to launch a new business or luring customers away from a competitor. Here is a variety of sales promotion types:

- **Free gifts:** Subway gave customers a card with six spaces for stickers with each sandwich purchase. Once the card was full the consumer was given a free sandwich for it.
- **Discounted prices:** cheap flights airline as EasyJet and Ryanair, e-mail their customers the latest low-price deals once new flights are available, or additional destinations are announced.
- **Joint promotions** owned by a firm, or with another company's brands. For example, fast food restaurant McDonald's runs sales promotions where toys, relating to a specific movie release, are a part of kids' menu Happy Meal.
- **Free samples-** tasting of food and drink at sampling points in supermarkets. For example, Red Bull was given away to potential consumers at supermarkets, in high streets and at petrol stations.
- **Vouchers and coupons,** often seen in newspapers and magazines, on packs or some chain even print their own month magazine just for coupon.
- **Competitions and prize draws,** in newspapers, magazines, on the TV and radio, on Internet, and on packs.
- **Cause-related and fair-trade** products that raise money for charities, and the less well-off farmers and producers, are becoming more popular.
- **Finance deals** – for example, 0% finance over 3 years on selected vehicles (Friesner, 2000-2017).

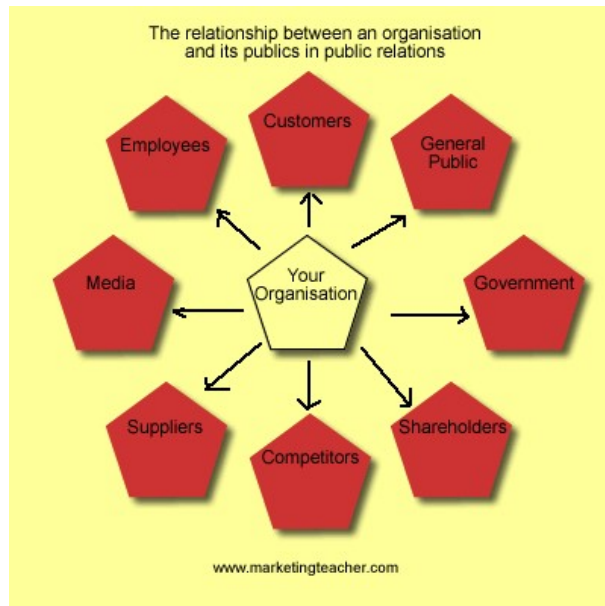
Adapting a variety of common sales promotions to the situation helps to increase revenues and profits. Here are some examples of popular sales promotions activities:

1. **Buy-One-Get-One-Free (BOGOF)**- which is an example of a self-liquidating promotion. For example, if a loaf of bread is priced at \$1, and cost 10 cents to manufacture, if two are sold for \$1, the company is still in profit – especially if there is a corresponding increase in sales. This is known as a premium sales promotion tactic.
2. **Customer Relationship Management (CRM)** incentives such as bonus points or money off coupons. There are many examples of CRM, from banks to supermarkets.
3. **New media** – Websites and mobile phones can support a sales promotion. For example, in the United Kingdom, NESTLÉ printed individual codes on KIT-KAT packaging, whereby consumers must enter the code into a dynamic website to see if they had won a prize. Consumers could also text codes via their mobile phones to the same effect.
4. **Merchandising additions** such as dump bins, point-of-sale materials and product demonstrations (Ashe-Edmunds, 2017).

### 3.3.3 Public Relations

Public Relations (PR) are any purposeful communications between an organization and its publics that aim to generate goodwill. Publics are companies' stakeholders. PR is proactive and future orientated and has the goal of building and maintaining a positive perception of an organization in the mind of its publics (PR and marketing: What's the difference?).

Corporate literature includes financial reports, in-house magazines, brochures, catalogues, price lists and any other piece of corporate derived literature. They communicate with a variety of publics. For example, financial reports will be of great interest to investors and the stock market, since they give all sorts of indicators of the health of a business. A company Chief Executive Officer CEO will often write the forward to an annual financial report where he or she could put a business case to the reader. This is all part of Public Relations (Friesner, 2000-2018).



**Picture 4: The relationship between an organization and its publics in public relations,**

source: <http://www.marketingteacher.com/public-relations-pr/>

It is difficult to see the difference between marketing communications and PR since there is a lot of crossover. This makes it a tricky concept to learn. Here is the comparison between PR and marketing:

- Marketing covers promotional, direct marketing and advertising which seeks to return direct sales; whereas PR is focused on reputation management through generating positive media coverage and stakeholder communication.
- Marketing aims to reach current and potential customers; however public relations is all about holding positive relationships with anyone who has an interest in the organization or brand.
- Marketing is about selling the product or service. Whereas public relations are about selling the company or brand through managing the communication channels between a company and its stakeholders. Generally marketing activities are trying to achieve direct revenue, while PR is trying to drive a positive reputation through an effective PR strategy.
- Messages delivered through PR channels are subconsciously viewed by consumers as more legitimate than those presented through marketing tactics. Generally, people can clearly recognize that advertising and marketing are driven by a

company's desire to increase sales. However, articles that were written by a well-known journalist, or presentations by someone classified as an industry expert are more likely to be received by the consumer as a credible source.

- Marketing is considered as a business investment – paid branding and promotional activities with new customers being the ROI. Whereas PR is classified as free exposure for increasing credibility around a firm's image.
- Marketing is a relatively short-term activity, whereas PR harvests its benefits over a longer period. (PR and marketing: What's the difference?).

Interviews with the business or mass media often allow a company to put its own perspective on matters that could be misleading if simply left for the public domain. That is why, it is important for company executives to be available to generate goodwill for their organization. There are many heads of the huge corporations, who proactively deal with the media in a positive way for example Bill Gates (Microsoft) or Richard Branson (Virgin) (Friesner, 2000-2018).

### **3.3.4 E-marketing**

E-Marketing (Electronic Marketing) is also known as Internet Marketing, Web Marketing, Digital Marketing, or Online Marketing. E-marketing is the process of marketing a product or service using the Internet. E-marketing not only includes marketing on the Internet, but also includes marketing done via e-mail and wireless media. It uses a range of technologies to help connect businesses to their customers (E-marketing).

How it was said above e-marketing relates to websites and internet. It includes online advertising, emails and using text, pictures or even videos to reach customers through the mobile phones. These digital tools opened new ways to help to sell products or services. The big advantage of these tools is cost effectiveness than tradition advertising press or TV. According the European Interactive Advertising Association 16-24 years old are frequently on the Internet than they are watching TV. 82 % of this young people use Internet between 5 and 7 days each week, while just 77 % watch TV regularly (Mortimer, 2009).

#### **Advantages of E-marketing:**

1. Much better return from investment than traditional marketing

2. Reducing marketing campaign cost as the marketing is done through the internet
3. Fast campaign result
4. Easy monitoring through the web tracking capabilities help to make e-marketing highly efficient
5. Using e-marketing, viral content can be made, which helps in viral marketing (E-marketing).

The consumer-orientated marketer wants his website to be friendly and easily navigated, as well as to do following:

- Engage existing customers, giving them respond to feel good about their past purchases and connect at least emotionally with the company and other customers.
- Share interesting and frequently updated information about the products or service, industry and organization on the site, so the consumer can get useful knowledge there (Mortimer, 2009).



**Picture 5: The types of e-marketing**, source: <https://www.wikitechy.com/technology/online-marketing-definition-types/#>

### Types of e-marketing:

#### 1. Search Engine Optimization:

Search Engine Optimization is the process of enhancing rankings of a website or web page in the unpaid “organic” search results. The goal of the SEO is to make

Webpages rank higher in the search engine results pages to increase visibility. The higher a page ranks, the more visible it is, and therefore receives more traffic. Search Engine Optimization played by a well-defined set of rules: Optimize a page for a specific keyword, get links from other websites that use that keyword. In 2013, Author Rank was introduced and has become a huge factor in how content is ranked in search engines. Author Rank gives more credit to verified authors over anonymous publishers. As social media becomes more woven into the fabric of the internet, search engines factor elements such as social shares, +1's, Facebook likes, and Twitter retweets in addition to the traditional "links using the right words" However, it's still very important to understand that search engines are still only robots. Sophisticated robots – and the first understanding of what a web page is about, starts to be based on the text at the page (Walker, 2010).

## **2. Pay per click:**

Pay per Click or PPC is an advertising system in which a business pays for the advertisement when a potential customer clicks on it. Websites use PPC, display ads based on advertisers' keyword list to show relevant content to the user. One benefit to using Pay per Click is the quick measurements of success, because ads can be displayed within days, begin to collect website data. Pay per click advertising creates a highly targeted audience to attract visitors who are looking for a specific service or product. The entire goal is to turn passive viewers into interested prospects and interested prospects into buyers (Jones, 2012).

## **3. Email marketing:**

Marketing based on the distribution of a message via e-mail. To start this process, customers must sign up for an E-mail publication so that they can be repeatedly reminded about their product or service to attract repeat business. Email is one of the most direct and private forms of communication. Because of this, it's still one of the most effective types of online marketing in terms of driving sales. The best email marketers embrace the private nature of email communications and take care to treat email subscribers a little more special than non-email subscribers. This could be done by giving access to exclusive content, special email subscriber discounts, personalized deals, or other "insider" goods not accessible to the outside

public. Email is also a popular form of marketing because, when email campaigns are set up properly, it is possible to tie exact dollar amounts to individual customers (Walker, 2010).

#### **4. Video marketing:**

YouTube is the second largest search engine in the world, and the third most visited site. Videos can be of any lengths and have any content, message, or advocacy for a cause. Videos may be as simple as an individual standing in front of a camera talking, to full, rich production values as would be found in a movie theater. Video can be an incredibly powerful tool to deliver the right message to the right market and attract the right kind of customer from the very beginning. Videos act as one of the most interactive types of online marketing. (Types of Internet Web Marketing).

#### **5. Blogging:**

Initially, blogging involved a personal web log, in which a person journals about their day. From "web log" came the term "blog." A blog is a channel. It can host videos, podcasts, text articles, news topics, sell affiliate advertising, provide instruction or insight. However, at the end of the day, the most important is not "blogging" itself but content that fills the channel. Blogging makes this list because managing that channel is really a skill on its own. Scheduling content, tagging and categorizing content appropriately, managing internal link architecture, optimizing navigation items – these are just a handful of items that a real "blogger" manages. Blog management is critical to the success of the blog as its fundamental structure is what helps search engines index of blog for the content blogger wants to be known for, and visitors to go to appropriate pages within the site (Walker, 2010).

#### **6. Content marketing:**

Content marketing is "a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience — and, ultimately, to drive profitable customer action." Content marketing is the ongoing process that focuses on communicating with customers without always selling. Instead, businesses should use content marketing strategies to educate the consumer while delivering consistent, valuable information to buyers who, in turn, reward us with their business and loyalty. Content marketing should

be part of the strategy, not something separate (Digital Marketing: The 7 Different Types of Online Marketing, 2016). Content marketing is the practice of creating media that brings the person interacting with it towards one of the following four goals:

- **Be Shared**

The primary purpose of this kind of content is to spread throughout a community and get maximum exposure. This can be done through humor, shock, motivation, sadness, anger, being remarkably cool, making people smile, cute, or incredibly honest. The trick for something to “go viral” is that it must appeal to a humanity that is shared with a large group of people.

- **Be Discussed**

The goal of this kind of content is to start a conversation within a community. This can be done by leveraging big news items, addressing a frequent problem, exposing a dirty secret (or really any controversy) or creating a valuable, game changing resource. When looking to create discussion content, there is one singular purpose, get people talking.

- **Generate Leads**

While the first two types of content marketing are essentially about raising awareness, getting the lead conversion process to work properly is about creating content that gets your viewer to first identify their problem, then say, “I need help” After that, it’s about offering a solution to help fix that problem

- **Make Sales**

Structure wise, this is very similar to “lead content” but the lead nurturing cycle is a lot shorter if not virtually non-existent. The reasons of this kind of “selling” content takes place in:

- a) The cost of the product is low, and therefore is a lower risk
- b) The key phrase people are using to discover the content indicates they’re further along in the decision-making process (they’re searching for product reviews, comparisons, etc.)

Content marketing must always have one of these four goals at its core to keep it focused (Walker, 2010).



## **7. Social Media:**

The use of social media services to garner attention and website traffic is gaining just as much popularity as the networks themselves. The wonderful thing about social media marketing is its low cost, because making company profiles on websites such as Facebook or LinkedIn is free. Having the business on social networks is an uncomplicated way for people to communicate and share their experiences with their friends (Jones, 2012).

## **8. Network Marketing:**

Business Networking is usually performed by like-minded business owners whom recognize, create, and act upon business opportunities and then share it with others. Most business networks are a collaboration of business owners that wish to gather leads and referrals from one another to produce more activity within their marketplace. If the Social Media marketer's job is to identify the smaller networks and appeal to the collective mindset of the group while identifying the influencers, the network marketer's job is to build relationships with those influential people. Networking can be conducted at a wide variety of levels. These range from small groups, such as local communities, all the way to expansive networks on the internet that span across the globe. The internet is a great tool to help connect people and create own business network (Jones, 2012).

## **9. Community Building:**

Community building is what happens after people are brought in. Community building is a field of practices directed toward the creation or enhancement of community among individuals around a common interest. The primary belief of community managers is to use brand properties as a "hub" to facilitate the conversation between users. Doing this increases brand loyalty and builds a core group of enthusiasts that will be the first to interact with and share brand's content. If network marketers build relationships on the individual level, and Social media marketers are focus more on mass communication, Community managers are those who set the stage for interacting with the brand and with each other. Much of community building is reliant on trust (Walker, 2010).

## **10. Contextual marketing:**

Contextual marketing refers to online and mobile marketing that provides targeted advertising based on user information: the search terms they're using or recent web-browsing activity. The goal is to present ads with products and services to customers they are already interested in. This kind of online marketing happens outside of interpersonal organizations. Some of the tactics of contextual networking are:

- Guest Blogging
- Purchasing reviews from bloggers

The essential distinction between network marketer and contextual marketer is that while network marketer is responsible for overseeing long-term connections, contextual marketers are finding important stages to increase business sales. Contextual marketers need to find the platform with considerable number of audience, as this lets them ensure the optimized presence for their brands (Kakkar, 2017).

## **11. Affiliate marketing:**

Affiliate marketing is an advertising model where a company pays money to third party publishers to generate traffic or leads to the company's website. Affiliates are rewarded for the number of times someone links from their site to the targeted site. Affiliate marketing has increased in prominence with the Internet age. Amazon popularized the practice by creating an affiliate marketing program where websites and bloggers put links to the Amazon page for a product being reviewed or discussed in order to receive advertising fees when a purchase is made. In this sense, affiliate marketing is essentially a pay for performance program. The act of selling a consumer on a product is outsourced across a potentially vast network (Types of Internet Web Marketing).

## **12. User Experience Branding (UxB):**

It is good to think of the UxB as the person who develops the "look and feel" that packages the content. The goal of the UxB is to develop experiences that are intuitive and "sticky", keeping the user on the site for as long as possible. Questions like how will photo galleries respond, what will menu animations look like, and

generally how the site and user will interact with each other. The thought is that by making websites easy to navigate, fun to use and interesting to look at it encourages the users to share it with others. The UxB discipline is pushing the web development and seeking not to create websites, but a truly immersive web experience. Graphic Design, User interface design, Information Architecture and web development all play critical roles into this discipline. But perhaps the most important aspect of User Experience Branding is that every aspect of the design accurately reflects the company's brand character and experiences across all customer touch points (Walker, 2010).

### **13. Interactive Advertising:**

Interactive advertising requires users to interact with the website. On a small scale, this could require the user to upload a photo, video or audio which is then augmented by the website to create a "branded" experience. Interactive marketing is truly unique and must be experienced to fully grasp just how powerful it can be. Interactive advertising isn't just limited to pictures and video though. Every day there are branded, interactive advertisements that give the user something to "play" with. One such example is how Augmented Reality is being integrated into advertising – merging the real world with computer graphics. Here's an example of how Cisco is using this to "get you in the game" (Walker, 2010).

The trick is to offer some extra content- the latest product update, exclusive content or behind-the-scenes photos, to get the customer, sign up with the details. The main goal of all online businesses is to find their customers, this information allows them to target them effectively and increase sales. To increase the length of time users, spend at the website and to ensure high involvement and return visits, it is necessary to think like a publisher and not just an advertiser. That is why the web content is the crucial factor for increasing site traffic (Mortimer, 2009).

## **3.4 Online Consumer Review**

Online consumer review is an emerging market phenomenon that is playing a key role in consumers' purchase decisions. Online consumer reviews are a type of product information created by users based on personal usage experience, can serve as a new

element of marketing communications mix and work as free “sales assistants” to help consumers identify the products that best match their needs and wishes. It has generated considerable attention in practitioners and popular presses. To better understand the fundamental role of this current information channel in the market place and its effect on the online marketers (Xie, 2004).

In contrast to traditional sellers, an online seller can now provide two types of product information to its customers. It can offer seller-created product information to consumers via its website or other traditional communication channels such as advertising and offer consumer-created product information by allowing consumers to post their comments on the seller’s website. One significant difference between the two types of product information is the degree of information credibility. Consumer-created information is likely to be more credible than seller-created information because credibility of information is often positively related to the trustworthiness of the information source (Wilson, 1993).

Several recent studies have begun to examine online consumer- created information from the perspective of information credibility. For example, Dellarocas, (2003) examines the relationship between online consumer feedback information and an unknown seller’s reputation. Mayzlin, (Forthcoming) studies the credibility of the promotional messages in online chat rooms and the implication of such new information channels on sellers’ profitability. These studies have advanced the understanding of consumer-created information.

Consumer-created review information can differ from seller-created information in the degree of relevance to consumers. Consumer-created information is likely to be more relevant to consumers than seller-created information (Bickart, 2001). Seller-created product information is more likely to be product-oriented since it often describes product attributes in terms of technical specifications and measures product performance by technical standards. In contrast, the consumer-created product information is, by definition, user-oriented. It describes product attributes in terms of usage and measures product performance from a user’s perspective (Bickart, 2001). More importantly, since this information is posted by users with different idiosyncratic preferences, technical backgrounds, levels of product knowledge, and usage situations, such information has the

potential to be relevant to a wide variety of consumers. While sellers can also be motivated to supply highly relevant product information to consumers, sometimes it may be too costly or even impossible for a seller to acquire complete usage knowledge or to provide all possible mappings between 3 product attributes and usage conditions, especially when consumers have multi-dimensional preferences and extremely idiosyncratic usage conditions (Xie, 2004).

Due to various levels of expertise, consumers have different information processing capabilities in diagnosing product information (Alba, 1987). For this reason, seller-created product information may be valuable only to more sophisticated consumers or technical experts. Consumer-created product information, however, can help less sophisticated consumers in finding their best-matched products. The experts, who can benefit from seller-created product information, are more likely to adopt a new product earlier than novices (Mahajan, 1990). This suggests that the seller can benefit from offering consumer-created product information because the user-oriented information posted by the pioneer expert consumers is valuable to novice consumers. In this sense, the seller can create, at minimal cost, a “sales assistant” by allowing consumers to share their usage experiences via online self-posting consumer reviews. However, this free sale assistant does not come without cost. By allowing consumers to post their own product evaluations, the seller creates a current information channel for consumers, which eliminates the seller’s capability to control the supply of product information (Xie, 2004).

### **3.5 Trends in Medical Tourism Marketing**

The content is now much more accessible. As a result, health and wellness suppliers have responded to the on-demand world by update their marketing and branding strategies to become relevant for today’s global marketplace environment. A new challenge of the cross-screen phenomenon has left its mark on media, marketing and content creation for healthcare and wellness tourism suppliers. The phenomenon has potential patients shopping for services and medical tourism destinations jumping from screen to screen and platform to platform. For people charged with the responsibility to promote providers, suppliers and medical tourism destinations, learning how to be fluid in a fast-paced, ever-changing landscape has forced a new skill level that requires them to be adaptive or risk

irrelevance by a sophisticated, increasingly mobile-first audience. The quality of the brand's representation, image, colors, graphics, layout, video quality, and use of typography that is hoisted onto these new platforms becomes the harsh proving ground where the consumer decides in 3 seconds or less if the provider is "of interest" or not relevant. If the brand presentation captures the buyers' interest, they may be granted an additional 3 seconds to see if the brand is worthy of their "trust" (Todd, 2017).

**Here are my 5 digital tips for medical tourism brands:**

**SEO and boosting awareness:** 87 percent of travelers using the internet for a bulk of their travel planning, medical tourism needs to take advantage of this opportunity to capture consumer attention. Increasing of search engine optimization (SEO) makes it more likely that someone will find the business online. The content on the website including how fresh it is, the keywords, links, social networks and others all influence a brand's SEO. Paid search like Google AdWords can also help boost the SEO. While SEO can be complicated, there are trivial things any brand can do to help enhance their organic search online. SEOMoz's Beginners Guide to SEO is a suitable place to start. The most essential element in enhancing the SEO is to simply create engaging content (Seda, 2014).

**Content Hub:** Speaking of engaging content, the website should have interesting videos from the medical professionals or previous patients, then enticing photos and information about the destination. The website, blog and social networks should provide potential customers with all the information they need to combine their vacation and medical treatment. Creating content on the site that people want to read, share and view is important. It is necessary that a potential patient see the website trustworthy. The site must provide interesting and shareable information packaged in a variety of mediums to appeal to different audiences (Seda, 2014).

**Go visual:** With time people's attention span decreasing, a heavier focus is increasingly placed on eye catching visuals. The medical tourism industry deals with both a serious topic (health care) and a fun one (vacation), this is an advantage. A destination can be very helpful in selling process that lends itself to appealing visuals. Capturing enticing visuals not only on the website and blog but also on social sites such as Pinterest, Trippy, Facebook and Instagram, makes it easy for the audience to share, which in turn spreads awareness about the service to others. According to Funsherpa, 76 percent of

consumers post vacation photos to a social network, presenting a huge opportunity for brands to garner authentic images from actual customers. By being present on these social networks makes it easy for customers to share their photos on the Facebook page or tag the brand on Twitter for instance, all of which help promote the brand to their network (Seda, 2014).

**Recommendations:** According to Nielsen's latest Global Trust in Advertising report, 92 % of consumers around the world say they trust recommendations from friends and family, above all other forms of advertising. The second most trusted source of brand is consumer online reviews at 70 %. Securing authentic positive recommendations is vital, because people take planning a vacation and travel very seriously, but they take their health even more seriously. Social media provides customers outlets to express their opinions, concerns and accolades with their network. The good news is encouraging customers to share their experience is easy (and they're already expressing their opinion). Consumers trust their friends and family the most a good place to start is Facebook. Utilizing elements such as Facebook's share option to encourage customers to share their experiences with their friends is a terrific way to start (Seda, 2014).

**Engage on a personal level:** People want to engage with real humans. They crave genuine conversations with brands. The key is to make potential customers feel they're receiving individualized and attentive care by a brand they can trust before they even step foot in your hospital. Being present when customers are online is the first step. The next is being responsive and conversational. Most importantly, earning a consumer's trust, particularly regarding something as important as someone's health, is imperative. Face to face tools such as Skype present worthwhile opportunities for strengthening trust and relationships. Before scheduling a medical procedure, patients are likely to have a consultation to determine whether they trust the doctor, are comfortable with the procedure and to get answers to any burning questions. Video conferencing enables people to have this experience. Personally, engaging with your customers and making the process as easy and fluid as possible will reap progress (Seda, 2014).

### 3.6 Dentistry care phenomena in the Czech Republic

Insurance agencies paid last year 10, 69 billion CZK for dental care said the head of dental chamber Roman Šmucler. The standards for dental care covered by insurance are very poor. For example, dentist must do filling for kid in 5 minutes; the anesthetic effect comes in such time. That is against the EU regulations and leads to the pressure on the Czech Republic to change such policies (Úroveň stomatologické péče v ČR, 2017).

The leak of the dentists relates to the absence of young people in the regions. That is why the biggest problem to find a dentist is next to the Polish and Slovakia borders, middle Czechia and South Moravia. The number of the dentist in CR recently slowly increase, in 2016 to 8240 dentists: 5160 women and 3080 men, however in 2010 we had just 6000 dentists, it makes 37 % increase in 7 years. The trend is that dentists are getting older, 2571 dentists are in the retired category over 60 years, but recently the number of dentists increases in the young category 21- 29 years to 1370 dentists. We are in the top in the Europe according to the number of dentist per 100 thousand of citizen 79, 5- 103, 1 in 2017. Czechia overtakes such western European countries as France, Belgium, Italy (63, 9- 78, 4). The average number of visits to dentist per year in 2013:

- Netherlands: 2, 20
- CR: 1, 88
- Germany: 1, 7
- Italy: 0, 5
- Romania: 0, 4
- Cyprus: 0, 15

In the Czech Republic are evidenced 500 dentists from abroad mainly from Russia and Ukraine. From July 2017 approval tests for dentists from countries outside the EU are made stricter. It includes writing tests, practice under the professional supervision 5 months and professional oral exam (Úroveň stomatologické péče v ČR, 2017).



## 4 Praga Medica Characteristics

Praga Medica is healthy care provider agency established back in 2009. The company provides a wide selection of medical procedures: vision correction procedures including laser and non-laser eye surgery, dentistry, cosmetic and plastic surgery, infertility treatment and orthopedic surgery. The partners clinics are in Prague, fully accredited in the EU with highly qualified and board certified English-speaking doctors and surgeons.

The main activity is to help with inquiries, to facilitate a contact with a relevant clinic and to provide any information and assistance to international patients. Praga Medica has hundreds of satisfied international customers since its commencement. The customers benefit from prompt appointments & bookings, free consultation, top quality clinics and average 57% savings compared to costs in UK & Ireland.

Nowadays company is middle size, consists of 43 people and cooperates with 10 clinics in Prague and Czech Republic. Vision department main partner is clinic DuoVize in Prague and from the year 2017, they also have its filial in Brno. IVF department has one partner clinic Gest IVF. The big challenge for IVF department in future few months is new team leader education process and getting new clinic to increase the capacity. Dentistry officially is included into Aesthetics team; such change is recent and happened during writing of theoretical part of diploma thesis. The main partner clinic is Dental Centum Klamovka in dentistry. The clinic is situated in the same building as Praga Medica office. At this moment top management is in the negotiation phase of contract signing with the future partner clinic for dental department.

Departments are used to share their clients with the other departments during one visit, depends on the type of procedures clients require. Dental procedures are easy combined with the vision correction or before IVF and plastic procedures, because of such fact dentistry benefits from such activity. The other bonus is that vision patients are in the same age group as typical dental patients and usually require dental treatment also. If the procedures are not combined it is possible to do firstly at least consultation prepare treatment plan and price plan and realize the treatment during the future visit. This is the direction where Praga Medica wants to improve to be able to arrange as many procedures during one visit as possible.

#### **4.1.1 Praga Medica Organizational Structure**

During the year 2017 Praga Medica had rapid growth in the number of employees that of course leads to some consequences. First, company had to implement new position-section Team Leader (See Appendix 1), which brought middle management into the structure. Before such change all consultants were directly subordinated to Sales Director, which led to non-functionality. Team Leaders were chosen from the people in each section based on three criteria: with potential in leading, good understanding of the section and very good relationship with the partner clinics. The only section, where position of Team Leader was occupied by external new person is IVF. In January Dan became a new team leader.

The company hired two more members into the management structure HR Director and Operating Director. HR Director started to work immediately on the hiring of new consultants and reward system as well as on the system of development, which means education for new members of the team and current sales core. The Operating Director is responsible for communication with main partner suppliers except clinics. They are all hotels and two taxi companies Modrý Anděl and Private Taxi. There are Sales Director and Marketing and Technical Director both in the hands of Praga Medica founders and owners (See Appendix 1).

Sales Director manages all sections through team leaders. The features in the structure just learn how to effectively communicate. Marketing and Technical Director is the second owner of company. He is responsible for both sections, the biggest issue for technical department was programming of new Admin, which is type CRM system due to the individual needs of company. The biggest issue in the marketing department is new website and its implementation with Admin as well as preparation of the quality content. That is why marketing section has recently 3 additional content writers.

Dental department is part of Aesthetics. Aesthetics section is in the hands of Lenka Darázs. It is super section consists of 3 different medical areas Dentistry, Plastics and Bariatric. Due to its inconsistency it is the most difficult section for team leader. From the Appendix 2, it is visible that 2 more consultants will be hired, which will make the section the biggest from all according to the number of consultant. The biggest challenge for next period is stabilization of Dentistry and acquirement of the new dental clinic.

#### 4.1.2 Branding

The reason for rebranding was the preparation of new company brochure which is given to every client in the day of arrives. The second reason was started preparation for new website. The Picture 6 shows the old logo and it is visible, that it is old fashion not according to the current trends and overcrowded. The main critic for old logo is so many details, which does not allow very easy to bring it in the mind or endow the picture when people hear the name of the company. The picture is designed in very old fashion graphic style; it consists of name of the company Prague panorama link on the website and sign of quality “1<sup>st</sup> class treatment in Prague”.



**Picture 6: Old Praga Medica Logo, source: internal material**



**Picture 7: New Praga Medica Logo, internal source**

The colors are chosen blue and red on the white background, it is replicated in the new logo as well. The colors have connections with the area of company operation: health care or medicine, but except “1<sup>st</sup> class treatment in Prague” nothing really has the link on the health care. Blue color is known by its calming effect on the psyche and it is very popular among hospitals as same as red color, which appears in the international companies connected with the health industry. Picture 7 shows the new company logo in the same colors as the old one. The logo design is very clear and simple following the modern trends and simply recognized by customers. It is the name of company Praga

colored blue and Medica colored red and the heart half is red and half blue. The combined color heart symbolizes health, which is again linked with the area of company operation.

### **4.1.3 Company Values and Visions and Goals**

Vision and goals identify the direction and development of the company. Praga Medica values are:

- Clients obsession
- Focus on the technology
- Employees obsession

Praga Medica has for year 2018 very courageous goals. The company goals in the numbers are:

- Increase of the company conversion rate by 2%
- Increase in turnover by 50 % to 15 million
- Clients spend at least 100 million

To achieve it they want to use such steps:

1. Stabilization in management and teams as well as in processes and its observance. Then it is the continual input of enquiries and new website development. There will be a focus on the modernization of the communication technology and ensuring smooth operation.
2. 3 % efficiency plan relates to following areas: sales and HR and consists in better education and language system which will allow faster integration of the new members into company and as a result increase the efficiency by 1%. The second area is marketing; here it is important to focus on the procedures, which can be ideally provided and FAQ. Operation can bring another 1% of efficiency by creating of the good working space.
3. Growth will take place in the number of consultant the company plans to hire 8-10 new people. Conservative company wants to focus on the costs control, which will cause increase in profit.

## 4.2 Dental Department

The core business partner in dentistry is Dental Centrum Klamovka situated in the same building as Praga Medica. The clinic is owned by two owners Dr. Jandová and Dr. Teleshman and was established 4 years ago. It has two dental rooms and own lab focused on the work with Cerec system.

Dr. Kateřina Jandová works as a dentist since 2004. She is an aesthetical specialist working with CAD/CAM Cerec machine. She is an official representative and trainer for CAD/CAM technologies from Sirona. She owns one more clinic in Louny that is why in Dental Centrum Klamovka she works just Mondays and Thursdays very rarely Fridays.

Dr. Vadym Teleshman specializes in implantation, root canal treatment with microscope and prosthetics reconstruction with Cerec machine. He works as a dentist since 2006. The newest thing he started to do is navigated implantation. It allows short the healing period, less traumatizes gums, brings better result and save patients money and dentist time for the operation.

D. Martin Čelko is the external dentist with the focus on implantation and the owner of the clinic in Hradec Králové. He is practicing implantation since 1998 in average 30 implants per week. The collaboration with him works that he comes once per month for implantation day just to install implants, the second phase of prosthetic work are on Dr. Teleshman and Dr. Jandová.

Thanks to the lab technician John the clinic strength is prosthetics work (crowns, veneers and bridges) from ceramic materials E-max and zirconium. It is very difficult to do aesthetical prosthetics from the zirconium to the front visible part, but John is prominent level specialist in it. He works with CEREC system, which allows doing amazing full set of crowns and veneers in 3 days visit in Prague.

At the Praga Medica side we have 3 consultants: Natalia, Patrik and Hanka. Natalia works is a founder of section and works there the longest period 2 years. Patrik is second consultant works there one year. Hanka is the third new consultant, hired in November 2017 year. She is still in the training process.

## **5 Practical Part**

The practical part of my diploma thesis is about evaluation of marketing communication in medical provider company named Praga Medica. I selected dental department as I am working there and have good understanding of area. The results I will find can be very useful for me as I am a person who can implement recommendations founded. The practical part is focused on the channels of getting new enquires, website analysis, website visitor's behavior company social media and online reviews.

### **5.1 Online Website Channels Performance Analysis**

The goal of marketing department in Praga Medica is to get a quote for each of 4 sales departments. That means to attract people to leave an enquiry after visiting organization website or any other channel. At the Appendix 4 it is visible that per year 2017 website dental pages visited 7155 users with the bounce rate 51, 31 %. The bounce rate in Google Analytics means that visitor visits just one page at the server and leaves. That is why such rate does not have to mean not satisfied visitors. It can be the sign of efficiency of the website as the visitor enters the page where is placed the searching information. During all year 2017 the website had very stable number of visitors every month. There is one exception September had the biggest number of get a quote submission almost 50 the rest of months the number is over 25 but less than 50, except February when left quotes was less than 25. Totally 364 people left the new enquiry per year. The biggest traffic to the website is coming from the organic Google search 4812 visitors, who make 236 enquiries. The biggest amount of traffic brings organic Google search as well as the highest number of left enquiries. The conversion rate for Google organic search is just 4, 22 % which is the second lowest. However, it is the key resource as it makes 64, 84 % from the all left inquiries and plays the core role during the visitors' decision to leave an enquiry as it supports the rest of channels. To making the decision and leave an enquiry people often come to the website from the mix of mediums, which makes a long chain of visits.

The second biggest resource of traffic is direct website visitors. It brings 964 people, which is 13, 26% from all website traffic. These 964 people generate 50 enquiries,

which is 13, 74 % from all enquiries. The conversion rate is 4, 23 % the third worst result but again important in the making the decision.

Advertisement at the HealthCzech.com is on the fourth place brings to the web 250 visitors, which is 3, 44 % from total and generate 26 enquiries that is 7, 14% from the total enquiries. The conversion rate is 8, 31%. Health Czech is the special Czech portal promoting Czech Republic as an important medical destination. Health Czech relates to Great Britain Company Intuition Communication, which is the operator of the largest network of global health tourism portals with a visit rate of over 7 million unique visitors per year. The Health Czech business model consists of selling advertising space for dedicated clinic and health tourism operators. (The Treatment Abroad medical tourism portal, 2018)

Bing organic search is the fifth resource brings to the web 181 visitors which is 1, 81% from total generates 8 enquiries which corresponds to 2, 20% from total. The conversion rate is 4, 08%. Yahoo organic search leads to the web 96 people, which corresponds to 1, 32% from total. It is the last enquiries generator and the weakest one just 7 coming people left enquiries. It is 1, 92% from all enquiries and it has 5, 79 % conversion rate. Duckduckgo.com brings to web 22 people, Facebook 22, Newsletter/Email 19, UK search yahoo.com/referral 15 visitors but anyone does not generate any enquiries, just plays key role during the decision-making process.

New website was settled the 11<sup>th</sup> of January. The new web stimulates visitors leave enquiries, that is visible at the Appendix 3. At the old website 4, 44% visitors left enquiries, however at the new website 6,15% of visitors leave enquiries. From the comparing number of visitors from Appendix 3 with Appendix 4 we can see that the number of people came to web increased from 7155 to 8619 during January. That is 1544 more just per first month. At the same time bounce rate increased by just 1, 41%, this is very negligible in the comparing to increase of visitors and left enquiries. The number of enquiries increased by 104 in the first month. From such information it is visible that new web with modern design and easy structure and new attractive content increased the credibility which allows generating more enquiries and attracting more people to come to the website.

Source	Users till 31 <sup>st</sup> Dec 2017	Enquiries till 31 <sup>st</sup> Dec 2017	Users after 1 <sup>st</sup> Jan 2018	Enquiries after 1 <sup>st</sup> Jan 2018
<b>Total users</b>	7155	364	8619	468
<b>Google organic</b>	4812	236	5901	314
<b>Direct</b>	964	50	1120	57
<b>Google/cpc</b>	761	35	906	46
<b>Health Czech</b>	250	26	258	28
<b>Bing organic</b>	181	8	219	12
<b>Yahoo organic</b>	96	7	107	9

**Table 2: Website dentistry results, source Appendix 3 and Appendix 4**

From Table 4 it is certain that new website had the biggest effect on the Google organic search resource, there was increase by 1089 visitors and people left 78 more enquiries. It keeps going to be the most important medium to get the new enquiries. Direct website is at the second place with the increase in the visitors by 159 people; such increase generated 7 more enquiries. The third medium is Google cost per click which brings 145 more visitors per one month and 11 people left enquiries from that number. The rest resources changes per first month running of new website is very low, therefore it is hard to see any effect on it.

To evaluate website performance, I suggest comparing number of visitors for the month January with the mean of year 2017 and then express the increase in percentage.

**Analysis of users:**

**Total users in January 2018:  $8619-7155= 1464$  users**

**Mean of users per 2017:  $7155/12= 596, 25$  users**

**Percentage increase after new website:  $1464*100/596,25= 245,5\%$**

**Analysis of “GET A QUOTE”:**

**Total enquiries in January 2018:  $468-364= 104$  enquiries**

**Mean of enquiries per 2017:  $364/12= 30, 33$**

**Percentage increase:  $104*100/30, 33= 342, 89 \%$**



According to the above calculation, it is visible that the new website increased the number of visitors by 245, 5% but what more it persuaded them left 342, 89% more enquiries, which is a sign of credibility increase.

*Recommendation 1: work on the website content, add engaging tools. Use current trends as content hub, go visual and live, engagement on personal level. Detailed recommendations are in the chapter 9 (See Results and Discussion).*

## 5.2 Channels Analysis Based on the Internal IS

Table 5 shows the total number of enquiries- 638 per year 2017, this resource is taken from the Admin the main company CRM system. The number 638 is much higher than number 364 (See Appendix 4) which is the number of submitted quotes during the year 2017. The reason is simple, there are few other resources how to get new enquiries. One is direct email then second direct call to Praga Medica Office. Sometimes when the month is weak and there is a leak of enquiries marketing switch up What Clinic. It is the global medical health care website, where Praga Medica has the own profile so patients can contact consultants. The weakness of such source is that with Praga Medica the same person sends the enquiry to other clinics in the region, so the competition is very high, and it is very difficult to book such client (See Table 8). The last source is referrals from the other departments. Very often patients from the other departments during their procedure and stay in Prague require initial consultation with dentist, and then dental consultants create the new dental profile for such patient and start planning dental treatment. Such patients are highly potential as they usually already have pleasant experience with Praga Medica services and it is easy to book them.

Section	Enquiries	Bookings	Conversion	Junk
Dentistry	638	84	14%	57

**Table 3: Section performance, internal source Admin**

Table 5 shows the number of bookings per year 2017 dental team made 84 reservations. The conversion rate was at the end 14%, which is good result as normal department conversion rate is 12%. From the Table 6, it is visible that consultant Natalia

performance is key for all department as she was able to reserve 56 people which is 67 % from the total and she needed just 323 enquiries, which is 51 % from the total enquiries. As the result her conversion rate is 6% higher than the area conversion rate 18%.

Consultant	Enquiries	% of Total Enquiries	Bookings	% of Total Bookings	Conversion	Junk
Natalia	323	51%	56	67%	18%	41

**Table 4: Consultant performance, internal source Admin**

Table 7 relates to Table 8 and describes important client stages of the reservation process. The problem it is very general and does not corresponds with the important stages of the dental client reservation process. The main stage in dentistry is receiving the x-ray and preparation of the treatment plan with the dentist. When patient is in such stages it is close to reservation just to select the date and pay deposit.

Stage	Count	Share
Closed-Cost	3	1%
Closed	1	0%
After departure	1	0%
Deposit payment	23	7%
Questionnaire	25	8%
Enquiry	67	21%
	194	62%

**Table 5: Enquiries Stages, source Admin**

Table 8 represents resources of enquiries as well as 3 stages considered very important for the reservation process and percent of enquiries in these stages. Conversion rate is counted as bookings divided by number of enquiries. The analysis of the channels can be run through the Admin Agent Performance Report, but the data reported does not give any information about the quality of the enquiries. There was identified few big problems during the analysis. The admin cannot correctly match the resources from the digital marketing which were analyzed above. The second one is that most of enquiries are placed into system by the agents and some automatically and matching of the resources is in half automatically and by consultants. Human element can bring mistakes. The resources are doubled as for example Direct (email/phone/web) and then each one

separately. From the Table 8 it is possible to evaluate not digital mediums correctly. From the report the best conversion rate 75% has resource- Direct (email/phone/web) 3 reservations from 4 enquiries but at the same time there is no potential to increase this rate as for example in the case of Direct-Website and 3 bookings makes just 5, 36 % from the total reservations. The Table 8 is confirmation of how crucial resource is Referral (patients from the other departments), the conversion rate of such enquiries is 45% and it makes the highest number of reservations. 19 from the total 56 reservations make almost 34%. As the second resource of reservations is Direct-Website from 98 enquiries consultant Natalia reserved 15 people with the conversion rate 15%. It makes 26, 79 % of the total bookings. It is very pity that it is not possible to identify what was the main digital medium that brought these 15 reservations. Such information can have effect on the consultants selling results.

	<b>Number of Enquiries</b>	<b>Stage Enquiry</b>	<b>Stage Questionnaire</b>	<b>Bookings</b>	<b>Conversion rate</b>
<b>Direct - Website</b>	98	83%	9%	15	15%
<b>Google</b>	81	93%	4%	5	6%
<b>Referral patients from another department</b>	42	64%	14%	19	45%
<b>Direct - Email</b>	26	73%	12%	7	27%
<b>What Clinic</b>	14	93%	7%	1	7%
<b>Google AdWords</b>	11	91%	0%	0	0%
<b>Health Czech</b>	9	67%	11%	3	33%
<b>Direct - Phone</b>	8	88%	13%	1	13%
<b>Unselected</b>	7	100%	0%	0	0%
<b>Bing AdWords</b>	6	83%	17%	1	17%
<b>Yahoo</b>	4	100%	0%	0	0%
<b>Direct (email/phone/web)</b>	4	75%	0%	3	75%
<b>Treatment Abroad Enquiry</b>	2	100%	0%	0	0%
<b>Online Medical Tourism</b>	1	100%	0%	1	100%
<b><a href="http://dp.g.doubleclick.net/static/caf/slave.html">http://dp.g.doubleclick.net/static/caf/slave.html</a></b>	1	100%	0%	0	0%

**Table 6: Enquiries – Source/Referrers consultant Natalia, internal source Admin**

*Recommendation 2: from the analysis it is not possible to identify the quality of the enquiries the only thing which can rate resources is the number of received enquiries. Also, it is visible importance of patients from the other departments as a key resource for dental department. I suggest starting to monitor also the quality of the enquiries. These channels lead to the company and through quality of the enquiries it is possible to identify the quality of the channel not just size of the channel. The exact steps of such innovation are described in the Chapter 6 (See Results and Discussion).*

### **5.3 Website Visitors' Behavior Analysis**

The click heat map of the home page (See Appendix 7) shows, where visitors click most frequently. Unfortunately for company does not track dental pages with such tool so the analysis can be focused just on how many visitors click on the main link of the dental area and then information based on the home page. From such map for PC and mobile devices it is visible that people click frequently on the main menu page suggestion Procedures, which identify that visitors are mostly interested in company services. In the space of departments, the most traffic goes to the IVF section then very popular are steps of the process. In the mobile device version IVF section is even more frequently visiting than from the PC device. Dentistry pages have minimum traffic according to the heatmaps.

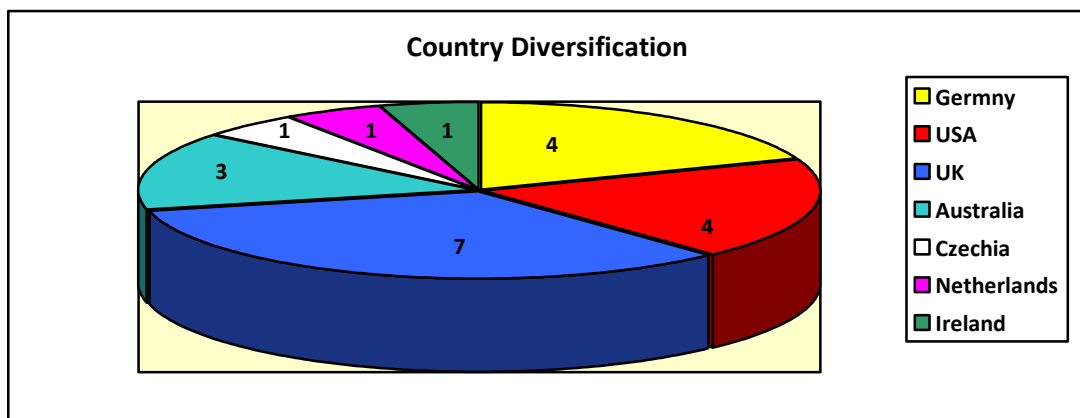
Scrolling heat map (See Appendix 8) for PC device shows on which part of page the main traffic is run. The red color means 100 % of visitors the most top part of page, yellow equivalent to 90-80 % consists of dynamic slides promoting free doctor evaluation, high quality medical treatment and testimonials, green 70%, light blue 60%. The main procedures areas reach 50 % of traffic. The mobile device version shows better situation department differentiation is in the 70 % of green color zone.

*Recommendation 3: based on the visitors' behavior analysis I recommend firstly add more engagement content to the top part of web as it is most visiting. At the beginning at least add link on the Get a Quote form into the dynamic slides as it is one of the most important part connected with the marketing goal. The detailed improvement suggestions can be seen in Recommendation and Discussion.*

## 5.4 Online Writing Reviews Analysis

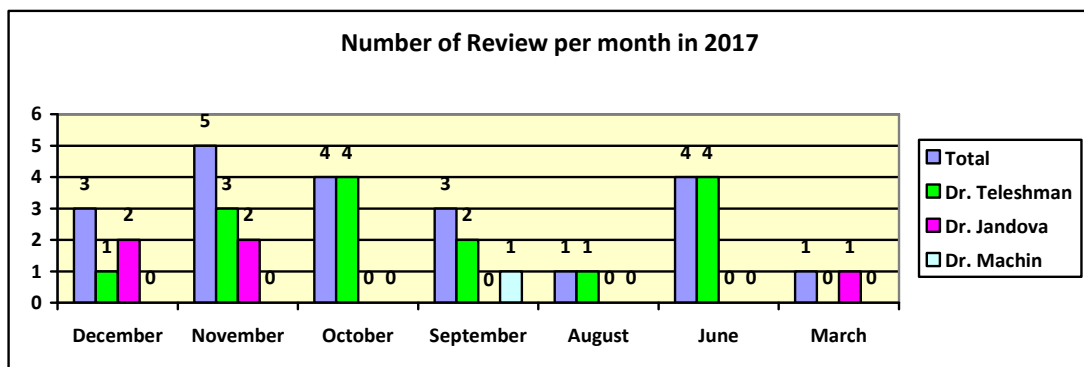
The online writing review relates to the satisfied result of the client after the treatment. The specialty of the dental treatments is few visits after the specific healing periods. When patients are in the middle of the treatment and doesn't see the result, there is very low chance to receive writing review. That is the main reason why the total number of online writing testimonials is just 21 per year 2017 (See Appendix 2).

In average it makes 1, 75 reviews per month. The interesting is to look at the sex who writes more reviews women or men. Dental team got 12 online writing reviews from male patients and 9 from female (See Appendix 2). Very interesting is from which countries patients wrote the reviews. The higher number of reviews department receive from UK. 7 people from Great Britain are satisfied with the dental treatment and it is completely corresponds with the marketing activities. Our marketing department is targeting people from UK and Ireland. With Great Britain it works great but one review from Ireland, it is very pour result. Then there are 4 reviews from Germany patients and 4 from USA patients without doing any special marketing activities that is very good result. German patients' reviews are credit of Dr. Jandová and consultants. Subsequently 3 patients from far Australia were satisfied with dental service and left reviews; also, very good result. The rest there is one review from Czech expat and one from lady living in Netherlands (See Graf 1).



Graph 1: Countries Diversification, source Appendix 2

The highest number of writing reviews, department received in November totally 5 from it 3 are about Dr. Teleshman and 2 about magnificent work of Dr. Jandová. As the second successful months were October and June each for 4 reviews all from Dr. Teleshman patients. Then there are 2 months September and December both with 3 reviews. In December 2 reviews are about Dr. Jandová and one about Dr. Teleshman, however in September 2 are about Dr. Teleshman work and one about Dr. Malychin. The poor months were March- one review about Dr. Jandová work and August- one review about Dr. Teleshman treatment performance. In total scores Dr. Teleshman was awarded by 15 positive reviews and Dr. Jandová just 5 reviews. It is hard to analyze dentists work satisfaction as these 5 reviews were from the foreign patients who Dr. Jandová was treated and Dr. Teleshman had much more patients than 15 whom wrote their reviews (See Graph 2). According the consultant service performance Natalia has 19 patients' reviews and Patrik 2 reviews.



**Graph 2: Monthly how many reviews and which dentist, source Appendix 2**

To be able to analysis the above described data I suggest comparing the year average 1,75 with the best month result 5 reviews per November. The best month result gives the information what result is possible to achieve with the given company resources without extra costs. As the second step it is possible to identify the year mode which is 3 and 4 reviews per month. However, it is necessary to take into consideration that department two consultants have very low engagement into asking for writing testimonials which supports that extreme value can be achieved and even beaten. But even the lowest mode value is higher than mean. Based on previous comparing and reasoning, department performance in area of getting writing reviews is very low and inadequate to the company resources.

*Recommendation 4: it is necessary to increase number of received testimonials to 3-4 per month. There is even reserve to achieve the goal 5 reviews per month after the engagement of all dental consultants into the process.*

## **5.5 Social Media**

Praga Medica has 4 social media: Facebook page, YouTube channel, LinkedIn profile and recently Instagram profile. Instagram is just one week active, so there is not enough data to do any analysis. LinkedIn does not really work as the marketing tool in the company marketing for public. It is more focused on the B2B connections. In this part I was focused on Facebook and YouTube.

### **5.5.1 Facebook Channel Analysis**

According to the Picture 8 Praga Medica Facebook page has 1330 likes and 1370 followers. On the question why, page does not have more likes and followers, Marketing manager Radim (See Appendix 1) answers: *“The page does not bring any entertainment elements, which have all highly followed and liked pages in Facebook. The second reason is that after thousand likes Facebook stopped to appear the page so easy and wants more and more money for page promotion.* Facebook page has for marketing department just one important purpose to translate extra customer care in immediate answering clients’ or future clients’ questions. The posts represent mostly some positive testimonials from all departments or articles from the areas about new procedures or successful methods; also, it can be something interesting about Prague. The Facebook page does not have the purpose to get new quotes which is the main goal of marketing department.

Totally marketing department published 8 posts per year 2017 (See Appendix 3) it is very little in average it makes 0, 666 per month. The explanation from the marketing manager is that dental department does not produce profit that is why the marketing budget is very limited as well as priorities are money making departments as IVF and Vision. The content of all posts is writing testimonials left from the patients or video testimonials or links on the writing testimonials at the website. There are 2 videos, 4 photos post and 2 links on the website.



**Picture 8: Facebook basic page indicators, took March 4<sup>th</sup> 2018, source:**

<https://www.facebook.com/pragamedica/>

Limitation of the budget is also visible at the Table 8 below; just one post was stimulated by paid advertising and due to it has the best result 728 reaches but at the same time it has very low organic reaches. The second-best result has photo post (See Table 9) from the 17. 10. 2017 with the American Hollywood actor John Apicella (See Appendix 5) it gets organically 563 reaches and at the same time got 1155 total views lead by organic. This post is the confirmation that famous people drew the attention. The third best result has the video with the participation of the consultant Natalia. It has 507 reaches leaded by organic and high number of views 911. Then there is link post from 29.3.2017 patient Linda is describing her dental experience. It has 251 reaches and 441 views. The fifth successful photo post is writing testimonial from patient Benjamin. It has 237 total reaches and 448 total views resourced from organic traffic (See Table 9).

	Date of published	Type	Total reach	Organic reach	Paid reach	Total views	Organic views	Paid views	Negative reactions	View due to people who liked the page	Paid views due to the people who liked the page	People who like page and reacts	Average viewing time
1	23. 6. 17	Link	728	168	238	2325	307	1509	2	538	238	13	0
2	17. 10. 17	Photo	563	563	0	1155	1155	0	2	647	0	35	0
3	27. 11. 17	Video	507	507	0	911	911	0	2	564	0	31	13827
4	29. 3. 17	Link	251	160	0	441	303	0	0	290	0	14	0
5	29. 10. 17	Photo	237	237	0	448	448	0	2	424	0	13	0
6	9. 12. 17	Photo	234	234	0	410	410	0	1	362	0	13	0
7	2. 11. 17	Video	226	226	0	424	424	0	1	391	0	19	9580
8	11. 9. 17	Photo	130	125	0	247	241	0	0	225	0	5	0

**Table 7: Facebook posts analysis, internal source**



The sixth place from 9.12.2017 has testimonial from Mrs. Hadrava, she had dental treatment with Dr. Jandová and it reached 234 people and has 410 total views. The video testimonial from American writer Dona Drejza got 226 reaches and 424 views. The worst result 130 reaches have the link from 11.9. 2017 (See Table 9) the writing testimonial from Michael Harless (See Appendix 5). It has 247 views mostly from organic resource.

To evaluate Facebook marketing channel performance, I compare the best month number of posts 2 with the year mean 0,666. We can see that the difference is sizeable. The best month result is the indicator what is possible to do with the current company marketing resources without extra costs, which is the main point for suggest recommendation. As conclusion Facebook channel is underperformed for dental department and it is necessary to increase activity here. If the company wants still to continue using the Facebook channel just for immediate contact with customers, there is no sense for paid campaigns. Otherwise it is not avoidable.

*Recommendation 5: Firstly, to write at least 2 posts every month with dental theme. Then I suggest starting to get new customers through the Facebook as well as to widen the posts' topics by the entertainment and educative contents. Work on the page engagement. Certain recommendations are in the Chapter 6.5.*

### **5.5.2 YouTube Channel Analysis**

Praga Medica has YouTube channel, where video testimonials of satisfied patients are posted. Dental department has 3 videos on the channel. All are arranged by consultant Natalia. The oldest one was published 10 months ago and has 769 views. The video was created to support the procedure veneers. Unfortunately, from the data company collected it is not possible to see any supportive effect of such video on the procedure sale or increase in visiting of website as well as leaving more enquiries. However, according to the structured participated observation it has big convenience power during the negotiation process with the patients. Linda was a patient of Dr. Jandová and she is mentioned by Linda with great gratitude for all care. Such fact gives strong sales tool into consultant hands (See Picture 9).



**Picture 9: 3 video testimonials, source:**

[https://www.youtube.com/channel/UCK\\_GpOEenTXXeGYhU-0CyEQ/videos](https://www.youtube.com/channel/UCK_GpOEenTXXeGYhU-0CyEQ/videos)

The rest two videos were posted in the same time both patients had dental crowns procedure. “Patient Testimonial: Natalie- Dental crowns” was created as a guide for patients with the participation of consultants and medical team of Dr. Teleshman. The video has second best result of views 251 in 3 months. The consultant Natalia was treated and got new dental crown during the video. The middle video testimonial is from the American writer Donna Drejza. She had root canal treatment and crowns with Dr. Teleshman during her visit of Europe. The video has the lowest number of views and the reason was found, the link on video does not appear in the consultants’ emails so frequently how it should be.

All videos are part of consultants’ emails and play significant role in process of reservation of new clients. The second purpose is to attract more people to visit the website and increase belief and trust into the organization. The videos were also used as posts on Facebook.

	<i>Department</i>	<i>Number of videos in 2017 year</i>
1	Eye Surgery	13
2	Fertility Treatment	7
3	Cosmetic Surgery	5
4	Dental Treatment	3
5	Orthopedic Treatment	2

**Table 8: Department YouTube videos numbers:**

[https://www.youtube.com/channel/UCK\\_GpOEenTXXeGYhU-0CyEQ/playlists](https://www.youtube.com/channel/UCK_GpOEenTXXeGYhU-0CyEQ/playlists)

With such little data from dental department it is very difficult to analysis it, that is why I suggest comparing number of videos with the other departments. The number of videos in dental department is the second lowest one. In number of consultant the equivalent department with dental is cosmetics with 5 videos. According to mentioned comparing the dentistry YouTube channel underperformed due to the given company resources.

*Recommendation 6: to make more videos at least one for each main product better even 2-3. I suggest establishing a goal at least 5 videos per next year if the number of consultants will stay the similar, as the responsible person for such goal realization appointed Marketing Manager. In the comparing to the other departments dentistry is missing the professional video. I suggest doing such video with patient passed successfully long and different treatment. Then there should be better integration of the videos into the email correspondence not just into predefined templates but into each sent email. The certain videos' topics are in the Chapter 6.*

## 6 Results and Discussion

General recommendation for improvement of marketing communication related to creating the interlink between section sales and marketing department. As based of the structural participated observation nowadays such interlink almost does not exist. Plan how to achieve it:

- Planned every week meetings between dentistry sales consultants (it should be person working directly in the dental area that is why the team leader of Aesthetics is not considered as the best choice).
- Workshop for marketing department from a dentistry sales consultant about the products and ability of the partner clinic and their preferences in procedures. To introduce clinic staff to marketing people

**Feasibility:** to explain dental consultant importance for such integration and make this person responsible for it offer one- time financial compensation for spending time and effort. The interlink can be easily implemented into the working routine in one month.

**Threats:** the responsible consultant might have lower activity in sales due to the extra operational task.

**Benefit:** establishing the habits of cooperation between sales and marketing communication,

### 6.1 Recommendation Leded from the Website Channel Analysis

*Recommendation: work on the website content, add engaging tools. Use current trends as content hub, go visual and live, engagement on personal level. Below are mentioned few certain marketing activities, which can be done to support each marketing communication trend.*

*Content Hub:*

1. *Every week post with information of interesting events in Prague worth to visit from music, art, food areas. Articles can be inspired by events at Facebook.*
2. *Add option to leave comments under articles, boost engagement.*

*Go visual:*

- 1. Live streams with dentists (other doctors) answering the questions or just informatively talking about the interesting topic from the medical area, presenting new products or technology or method, they start to use with visual exhibition.*
- 2. Consultants' live streams about them closed topic announced at the all channels in advance. It allows introduce more personally consultants. Translate a lot of useful information make a video and, in the future, reproduce such information.*

*Engagement on personal level:*

- 1. Online chat can help consultant be present when the customers are online and be fast responsive.*
- 2. Personalization increase can be support by Skype face to face communication. It already works in the IVF section.*
- 3. To consider 30 min online free consultations with dentist as a new product.*

**Feasibility:** to do online streaming of course it requires in advance preparation, so it should be timed once per two weeks or even month to not burden consultants and doctors more than it is necessary. The responsible person should be marketing managers who will organize streaming. Then we will need trolling and trashing monitoring can be personal as new employee again recommend student or use one of content specialist to minimize costs. Generally, to do such amount of innovative marketing activities will not need modern technology, streaming can be performed at Facebook page or Instagram stories, but it will require one more marketing manager- 25-30 thousand CZK costs.

**Threats:** to be so open will requires the trashing and trolling monitoring, which will have to delete and block such texts at the website. It can be done by new specialist or by the algorithm.

**Benefit:** it makes process as easy as possible, gain patients trust and make whole experience enjoyable. For consultants it should make selling process smoother as well as allow increasing consultant performance.

## 6.2 Recommendation Leded from Channels Analysis Based on internal IS

*Recommendation: from the analysis it is not possible to identify the quality of the enquiries the only thing which can rate resources is the number of received enquiries and importance of patients from the other departments for dental department performance. The quality of the enquiries can be started monitoring also and through quality or potential of the enquiries to book, it is possible to identify the quality of the channel not just size of the channel.*

Based on the structural participated observation for 2 years working I can say that fast reservations in the stage of enquiry have similar indicators, which allow identify potential of enquiry to be booked. Suggestion is to start identifying potential (quality) of the enquiry to be reserved based on such criterions:

- Mentioned time of arrive to Prague (2 points)
- Wide explanation of the needed procedure is the result of the consultation with the home dentist (2 points)
- Left telephone number can be the other criterion as the (1 point)
- Mentioned of the main dental procedure: veneers, implants, crowns, bridges (1 point)

All above mentioned criterions can be ranked by the points based on the importance of information and sum of all points can be equal to the patient recommended from the other department.

The second problem identified from the “Agent Performance Report” is that stages which are monitored are not corresponds with the dental department specifics. As a monitoring stage I suggest adding X-ray received and Treatment plan sent to patient. These two stages realizations move process closer to the successful reservation.

**Feasibility:** it is possible to realize through implementation of the algorithms, which will indicate the mentioned points into the Admin. It can be done by company IT department or by the external developer. Due to the task complexity it is better to realize by company department.

**Threats:** I am not sure if it can be technically realized.

**Benefit:** stimulation of the sales, better integrating new members into teams, efficiency and better recourse management, to measure some indicators of potential reservations can help in the forecasting of the month number of reservations and following financial forecasting.

### **6.3 Recommendation Leded from Website Visitors' Behavior Analysis**

*Recommendation:* based on the visitors' behavior analysis the recommendation is firstly add more engagement content to the top part of web as it is most visiting. At the beginning at least add link on the Get a Quote form into the dynamic slides as it is one of the most important part connected with the marketing goal. The website content is not so attractive to read it can be improved by adding shorter procedure explanation with before/after photos of products or videos. After rough reading of dental pages, it was found few of not corresponding or old information at the website, which has to be changed. Add a diagnosis requirement process and follow it with photos of panoramic x-ray, 3D scan.

**Feasibility:** to give a task to the marketing content specialist to contact sales department and correct the information.

**Threats:** busy content specialists, the necessity to hire next one.

**Benefit:** increase marketing conversion rate, simple selling process

### **6.4 Recommendation Leded from Online Writing Reviews Analysis:**

*Recommendation:* it is necessary to increase number of received testimonials to 3-4 per month. There is even reserve to achieve the goal 5 reviews per month after the engagement of all dental consultants into the process. As well as support the writing texts by before and after photos or photos of consultants with patients. The suggestions to achieve the goal of 3-4 testimonials per one month:

1. Explain the importance of testimonials and to force consultants to give more effort in its gaining. Repeat the process of testimonial request.
2. Involve 3-4 received testimonials into the consultant performance goal. Every month establish goal for consultant according reservations and testimonials.

3. *To announce in the dental team few months' competition who will receive more reviews win some pleased reward.*

**Feasibility:** can be arranged by section team leader duration 3 months that allows creating a habit to request a testimonial. Extra task for team leader might not have time for it, in such case HR director can be responsible for it.

**Threats:** small extra costs for competition reward around 1000-2000 CZK can be covered by team budget. Extra task for team leader or HR director might not have time for it.

**Benefit:** builds trust into services and company, with the time can bring easier selling process for consultants, increase the visiting rate as well as conversion rate.

## **6.5 Recommendation Leded from Facebook Analysis**

*Recommendation: Firstly, to write 2 posts with the dental themes. Then use Facebook to get new customers. Before that it is necessary to widen the posts' topics by the entertainment and educative contents such posts can cause the wish at the customers' side. Work on the page engagement. Suggestions for entertainment and educative content:*

1. *Treatment step by step, created by video tutorials or in the writing forms followed by photos.*
2. *To announce the competitions to win dental procedures as dental cleaning and initial examination or free airport pick-ups. To participate followers should like page, leave a comment and repost the certain post with the dental advertising.*
3. *New educated articles or videos about possible procedures or new methods used into dentistry.*
4. *Interviews with dentists or even*
5. *Online streaming- answering the questions with consultant can be done also on Instagram.*

**Feasibility:** to be able to do such rank of social media activities it is necessary to hire one full time social media specialist to the marketing department. The company cost is wage for social media specialist 20-30 thousand of CZK depends on the specialist experience and competence. To minimize cost I suggest hiring a student of social media for internship, and then the cost might decrease less than 20 thousand CZK.



**Threats:** not a lot of patients want to tell all worlds, that they have treatment abroad but with discount for treatments, some of them can be attracted.

**Benefit:** more active audience, better customer preparation for treatments, above mentioned activities are supportive for selling process and allows to get more enquiries.

## 6.6 Recommendation Leded from YouTube Analysis

*Recommendation: video marketing is hot marketing trend of last few years. That is why keep making more videos at least one for each main product better even 2 together with the already created. The goal can be established at least 5 videos per next year if the number of consultants will stay the similar. As the responsible person for such goal realization appointed Marketing Manager. Suggestion for videos' topics:*

- *It is necessary to add implant product video as it is one of the core product and it is missing.*
- *Add 2 more videos with the rest of consultant the same as (Patient Testimonial- Natalia, dental crown)*
- *Secondly make the videos with each treated dentist, let them introduce themselves say their specialization and at the end invitation to come for treatment with Praga Medica.*
- *In the comparing to the other departments dentistry is missing the professional video. I suggest doing such video with patient passed successfully long and different treatment. This idea is for future consideration as above I already offered easy to create 5 videos.*

*Then there should be better integration of the videos into the email correspondence not just into predefined templates but into each sent email as a link on the website video related with the required procedure.*

**Feasibility:** all mentioned videos except the professional one can be done by company marketing specialist fully in 3 months. The price of professional low-cost video is around 30-100 thousand CZK, depends on the complexity and chosen supplier. Included patient confirmation such video can be done from 6 months till one-year period. The email integration can be arranged by section team leader explanation to the consultant why it is so helpful.

**Threats:** careful choosing of the external video maker,

**Benefit:** it will help to boost selling process and it will build the company image and solidity also can play key role in brand building.

## 7 Conclusion

We are living in such era now, when customers are spoiled and just satisfaction of customers' needs is not enough. To be close to excellence it is necessary to exceed customers' expectations, which are the key of success. The goal of Praga Medica marketing department should be much wider than just getting new enquiries. It should be support of the sales department. Marketing department can fulfill such goal by following not charged activities: improving the website content, make educative articles and videos, engage visitors' activity, receiving positive testimonials and quick respond on the questions. To improve support, it is also necessary to interlink dental and marketing department.

Current trends which can be implemented into Praga Medica marketing communication are content hub, go visual and engagement on the personal level. All these tricks make company more open to customers at the same time increase personalization and visitors' engagement. As a result, the reservation process will be as easy and smooth as possible and make whole experience enjoyable. For improvement of company monitoring process it is highly advised to start characterizing the channel performance not by its size but also by the enquiries potential to be quickly booked (quality). Fast reservation in the stage of enquiry has similar indicators (See Results and Discussion). Based on indicators it is possible to evaluate the potential of enquiry and all channels. That information is very useful for new consultants and can allow faster integration into the working process.

Positive reviews increase customers' credibility and boost sales. For Praga Medica dental department it is necessary to increase number of receiving reviews to 3-4 per month. The fulfillment requires engagement of all 3 consultants. Facebook can be strong medium for getting new enquiries and Praga Medica medical department does not do it. To be able to do that it is necessary to wider posts' topics by the entertainment and educative content and the pictures of the final work. As a result, company can have better informed customers for treatment and for after care. YouTube channel can be very strong sales tool, but it is necessary to start actively developing it. At the beginning plan 5 videos for next year and as a responsible person appointed Marketing Manager. It contributes to the sales boosting image and brand building.

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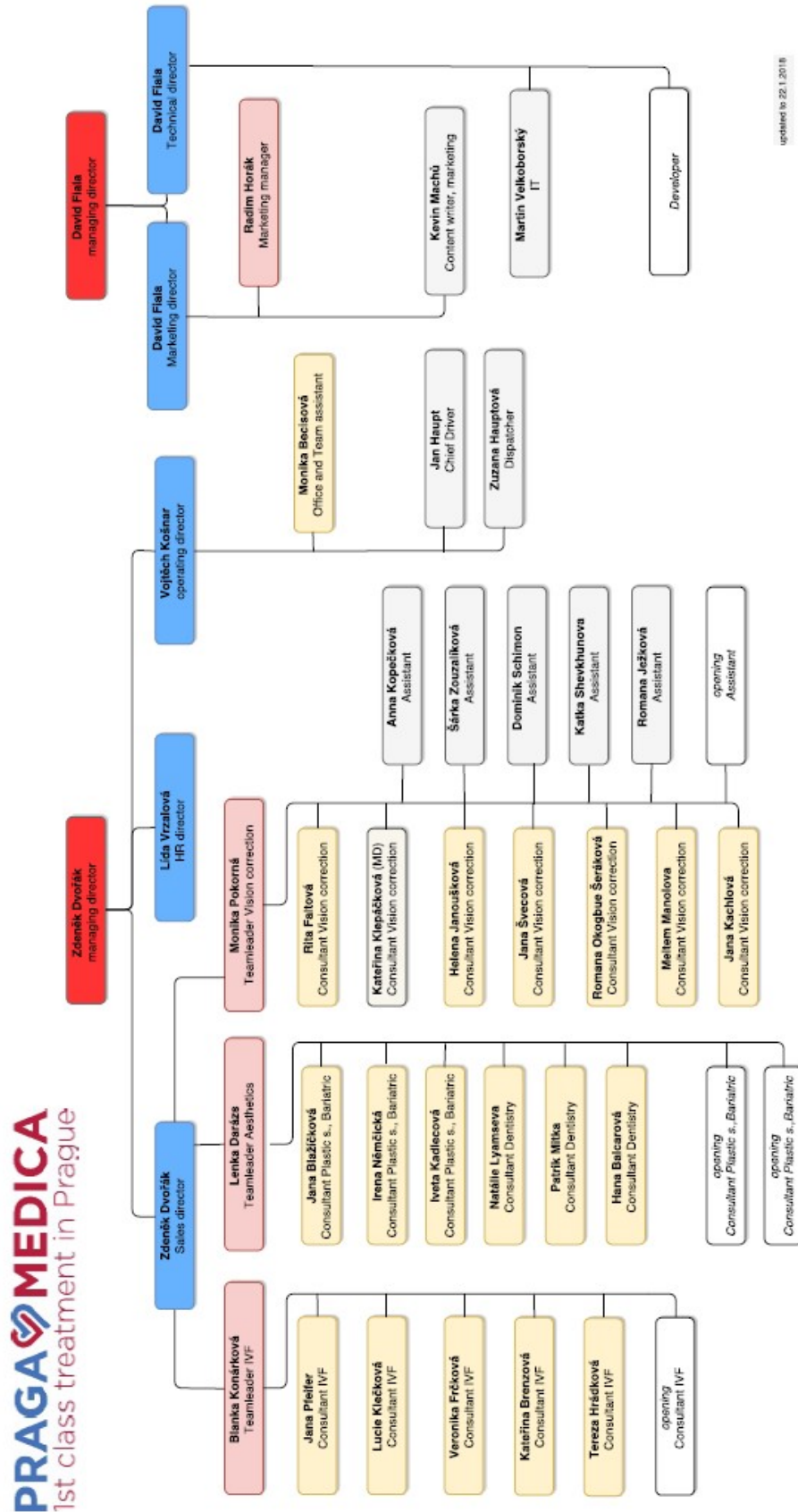


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Appendix 1: Organisation Chart, internal documents

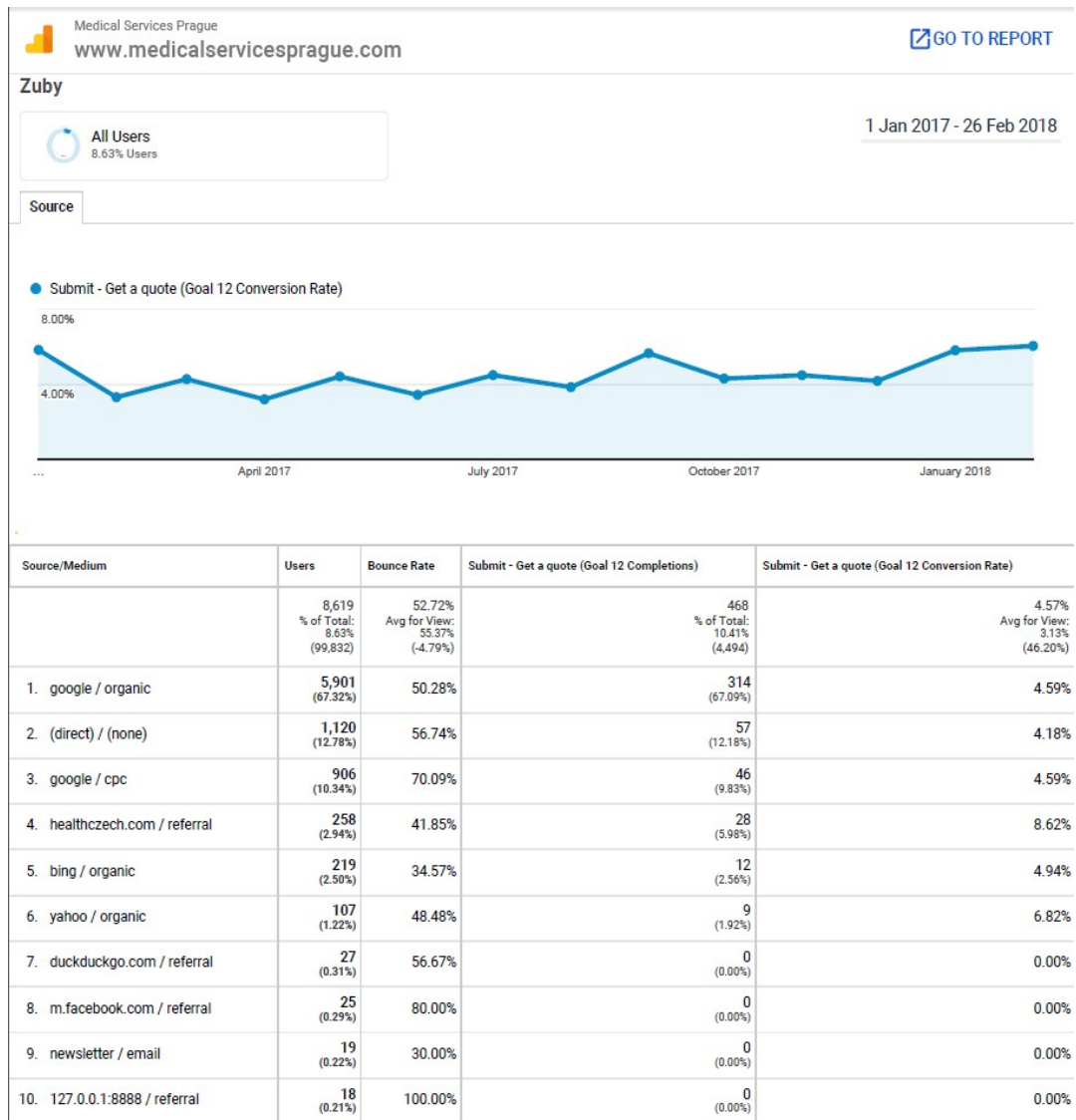


updated to 22.1.2018

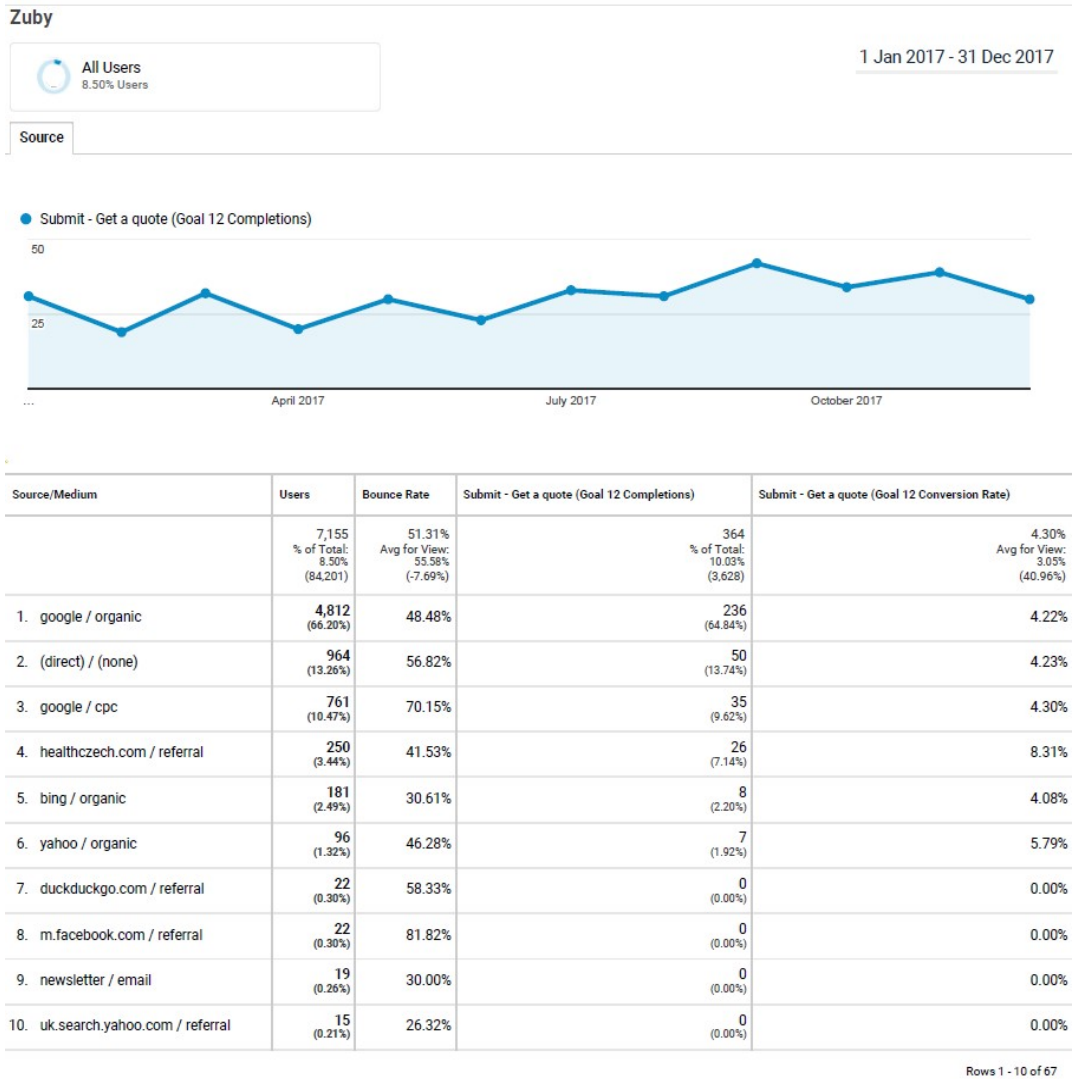
**Appendix 2: Online reviews per year 2017, source: Appendix 5**

Patient	Gender	Country	Procedure	Month	Dentist
Sandy Smith	Female	UK	Implants, bridge, hygiene	March	Dr. Jandova +Dr. Čelko
George Hasslett	Male	Ireland	Endodoncia and crowns	June	Dr. Teleshman
Robert Bisby	Male	USA	Endodontic treatment and crowns	June	Dr. Teleshman
Chris McIntyre	Male	Netherlands	Endodontic, reendodontic treatments and crowns	June	Dr. Teleshman
Dominique Tulloch	Female	UK	Veneers	June	Dr. Teleshman
Michael Harless	Male	USA	Augmentation and implants	August	Dr. Teleshman
Osama Al-Najafi	Male	UK	Sinus lift surgery	September	Dr. Teleshman
Denise	Female	Czech Republic	Root canal	September	Dr. Teleshman
Bernette	Female	USA	Crown	September	Dr. Malychin
Gilly Byron	Male	UK	Full reconstruction by e.max crowns	October	Dr. Teleshman
Keith Flatt	Male	Australia	Full reconstruction by zirconia	October	Dr. Teleshman
Fiona Caselton	Female	UK	Implants and crowns	October	Dr. Teleshman+Dr. Čelko
Fiona Caselton	Female	UK	Implants and crowns	October	Dr. Teleshman+Dr. Čelko
Susanne	Female	Austrlia	Crown, onlay, root canal	November	Dr. Teleshman
Rhion	Male	Australia	crowns	November	Dr. Teleshman
Clyde Hadrava	Male	Germany	crowns	November	Dr. Jandova
Tangela Hadrava	Female	Germany	Photo composite filling	November	Dr. Jandova
Evgenia Henning	Female	USA	Dental crown	November	Dr. Teleshman
Peter Moses	Male	Germany	Onlays, crowns	December	Dr. Jandova
Peter Moses	Male	Germany	Dental onlays, crowns	December	Dr. Jandova
Alan Fitzpatric	Male	UK	Dental implants and supporting procedure	December	Dr. Teleshman

### Appendix 3: Website visiting statistics, internal source Google Analytics



## Appendix 4: Google analytics statistics of the „Get a quote “, internal source



## Appendix 5: Online reviews per 2017-year, company website

**Alan**  
United Kingdom

My second visit to Prague was to start my dental treatment with Dr Teleshman. The work that I needed was five implants four at the bottom and one at the top, and a six tooth bridge at the top front, alongside augmentation. The man is a perfectionist and very proud of each procedure he does; he talks through what will be happening and before it is undertaken, and he and his charming assistant Maria work very well together. Natalya from Praga Medica looked after me on these visits. I had three visits for my dental work and I am very pleased at the results - and at a fraction of the cost in the UK. I would also like to thank John who looks after the private transport arranged by Praga Medica. Alan, Manchester 2017 Reviews - Dental treatment - Dental implants and supporting procedure

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**Peter**  
Germany

"I very much appreciated the friendly atmosphere!" "For health reasons, I had my six metal dentures and fillings replaced with ceramics (metals can weaken the immune system). I not only got a cheap replacement, it was also the best I possibly could get. With the hardness adjusted to the position in my mouth, it was a real snug fit, and perfectly prepared an executed setting procedure. Even the slight malposition of my mouth was corrected. I looked on the Internet for a cheap solution and ended up at Praga Medica, as all their prices are lower. I also had in mind, that the Czech are a people that take pride in their work -however, I never imagined such a commitment. I very much appreciated the friendly atmosphere and the gentleness and caution with which they carried out the procedure. Having a degree in education myself, I marvelled at the enthusiasm of the dental hygienist, and the in-depth explanations I was provided with." Peter Moses, Germany Dec 23 2017 Reviews - Dental treat

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**EH**

I would like to thank Patrik and Natalie, doctor Teleshman and his assistant Maria! I came to Prague for a different reason and did not plan to have dental work done. I had couple free days and decided to contact Praga Medica Dental to check if there any appointments available with dentist. I was very happy when Patrik promptly replied and set me TWO appointments to make sure all needed work will be done. I see local dentist in USA every 6 months for cleaning and check up. On my last visit my dentist told me I need full crowns on my two lower back teeth. On my prior visit there, they told me everything was fine, and all of the sudden 6 months later I have two teeth so bad, that it needs crowns. Of course, my trust into that dentist was gone. So then month later I was travelling to Prague on vacation. I decided that consultation with dentist to get second opinion would not hurt. Patrick arranged taxi from my hotel so I would arrive to clinic and then the one that took me back to

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**Peter Moses**  
Germany

I came just to have my teeth done cheaply -never did I expect such expertise and personal interest in the work of my teeth. Being physically challenged I very much appreciated the friendly atmosphere and the gentle and cautious going about the whole procedure. I even could relax at times and even though I chose not to get any anaesthetics, I was OK. The total of six overlays and Inlays and two fresh fillings with all the drilling and preparations was quite manageable for me, even though I easily get tired. A great help was a special silicone block which aided to keep my mouth open, whilst I could relax my muscles. As a former technician I can safely say the dentures fit really snug. Also as I followed the procedure and realised, my dentist was reaching for the sky: The surfaces to be glued were etched (this is only necessary when cement is used), the glue was carefully put on and spread and the curing was done with a pre-curing of the edges. The hardness of my dentures were careful

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**Tangela Hadrava**  
Germany

I had always been self-conscious about a gap between my teeth on the left side of my smile. I submitted photos and Dr. Jandova at Praga Medica responded recommending two veneers to close that gap. I made my appointment and after I was examined, Dr. Jandova suggested that she could use composite filling material and produce a good look for much less money. I was pleased at her integrity because I would have been willing to pay for the veneers. The resulting look was wonderful. The color of the material matched mine perfectly and you cannot tell that anything was done. Dr. Jandova was very skillful and her office is modern and clean. I left the office with improved self-esteem and a great respect for Dr. Jandova and Praga Medica. Tangela Hadrava, Germany 30th November 2017 Review - Dentistry - Fotokompozit

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**Clyde Hadrava**

I had a great experience at Praga Medica. Dr. Jandova greeted my wife and me (in excellent English) as we entered the clean and modern dental office. I had a crown over a broken front tooth for over 40 years and it was not providing my best look. The other front tooth beside it was chipped also and had been ground down to look shorter but serviceable. Dr. Jandova explained her opinion that replacing the old crown and placing a new one on the slightly chipped tooth would provide me with a much better smile. I agreed. The procedure was painless and the result was very pleasing. I love to smile, and I now have one of which I am proud. Dr. Jandova demonstrated the skills of an artist as she matched shades and sizes to produce outstanding results. The cost was very reasonable and well worth it. I recommend her highly. Clyde Hadrava 30th November 2017 Review - Dentistry - Dental crowns

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**Rhion**  
Australia

"Great customer experience with these guys" "Over the years I had ground down my front teeth to half their original length in my sleep so I needed significant remedial treatment to ensure I didn't lose them completely. I had my 6 upper front teeth crowned (porcelain) at once and although it was an uncomfortable experience having that many done at the same time, Dr. Teleshman and his team were incredibly accommodating to my all my questions and needs. The clinic is very clean and modern which further put me at ease. Great customer experience with these guys. As I live in Australia, I knew I was taking a risk having such an important procedure done in a foreign country literally on the opposite side of the world. Initial correspondence put me at ease due to Patrik's prompt and professional guidance. I can't speak for the other services they offer but I would highly recommend Praga Medica for anyone looking to have significant work done on their teeth." Rhion, Australia 13 Nov 2017

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**Susanne**  
Germany

I received my dental treatment over a year ago and am thoroughly satisfied. After quite a bit of online research I had decided to have my treatment done through Praga Medica and was very pleased to receive Natalyia's prompt response to my inquiries. Natalyia is a very good communicator who makes sure that all questions are answered and the patient feels in safe hands. This impression was certainly confirmed during my visits to the clinic. In his modern, well appointed clinic, Dr Teleshman carried out a root canal treatment and fitted me with a crown and an onlay. The treatment was much cheaper than what I would have paid in Germany or Australia, where I live. But more importantly, I haven't had any dental problems since then. Dr Teleshman completed the treatment in a meticulous and professional manner and should I need any major dental treatment in the future, I would certainly consider making the long trip to Prague and Praga Medica again. An additional bonus is Prague, a ci

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<p><b>Fiona Caselton</b></p>	<p>"No discomfort and a really strong bite" "I am 58, I had painful teeth and bite, went to Prague and got it fixed. 5 implants, now no pain, no discomfort and a really strong bite. excellent! Excellent clinic and staff. They could not have been nicer or more helpful. Clinic clean, well equipped and modern." Fiona Caselton, UK 10 Oct 2017 Reviews - Dentistry - Implants and crowns This patient review and testimonial has been validated through WhatClinic</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Caselton</b></p>	<p>I would like to thank Dr Teleshman and all the staff at Praga Medica for their excellent work both on my worn out teeth, and in their care with making me feeling welcome and comfortable in Prague. I had 5 implants over 3 visits, I am very happy with the results. I will recommend them to anyone. Ms caselton, UK 10 Oct 2017 Reviews - Dentistry - Dental implants and crowns This patient review and testimonial has been validated through TrustPilot</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Keith Flatt</b></p>	<p>What can I say other than perfection. I found Dr Vady Teeshman after reading lots of reviews from other Patients, and I'm glad I did find him. My journey started back in New Zealand in 2015 when I asked my dentist, what would it cost to have 4 implants 8 crowns and 3 bridges, after I picked myself off the floor. I decided that there had to be a cheaper way of getting new teeth, so I started looking at other places around the world. After a lot of reading and visiting many sites I decided on Praga Medica and I'm glad I did. So in, February 2017 I packed my bags and flew from Auckland, New Zealand to Prague 5 days later I had my 4 implants and returned via London back home. 6 months later I returned to Prague for 2 weeks to have the rest of the procedures carried out. I am so happy I chose Dr Vady Teeshman and his team, I cannot thank them enough for what they have done. I have a brand new set of teeth which are perfect and got a lovely 2 week holiday in the Czech Republic as</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Gilly Byron</b></p>	<p>Once I decided to go abroad for laser eye surgery/ dental work (as it was too lengthy in the UK with multiple visits, and the cost was astronomical) I was very lucky to find Praga Medica and because of the past reviews I had read, I applied for quotes for both procedures. Jana (vision) and Natalie (dental) both had everything working together so that both procedures would fit in with each other. Whenever I had any questions on either procedure they both were excellent in communicating with me and managed to put my mind at rest. Once arrived in Prague was met by English speaking driver John, (although traffic was very busy to airport that made him late by nearly 1.5 hours), but he showed me some tourist sights on way to hotel which was nice. He was very pleasant from and to airport. My first visit to the dental clinic (which was immaculate with state of the art equipment) I was met by Maria who was excellent with her customer care skills by making me feel very welcomed and relaxed.</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Bernette Germany</b></p>	<p>This is this second time I have been to this clinic, first time with my daughter who had a crown put in a front tooth she broke, while jogging. That was last year, her crown is beautiful, needless to say when part of my filling broke off and some tooth with it. I knew I would be making a trip to Prague. So this past week Sept. 21, 2017, I drove to Prague from Germany early in the morning because: I was having a crown done in 1 day! Dr. Malychin and his team, worked all morning saving part of my tooth and with a new technic. I got partial filling and crown. Saved my tooth!! Best team work!! and gracious personnel. I will be returning next yr. with my husband. Oh, I do not speak Czech, they all speak better English then I do. I am from Washington State, USA and 73 yrs old. Bernette, USA 25th September 2017 Review - Dentistry - Dental Crowns</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Denise</b></p>	<p>"I am very happy that I found this place" "Before I decided on going to see Dr. Teleshman I went to several clinics in Prague. Even though the other clinics were respectable and the staff were nice. I felt that at Praga Medica I would be taken care of and I was right. This was by far the best experience I have ever had with a dentist and I am extremely scared of going to the dentist so that says a lot. No pain and I felt completely safe in Dr. Teleshman's hands. Everyone at the clinic was welcoming and accommodating, friendly and informative, especially Natalie! They took the time to answer my many nervous questions. I would not hesitate to recommend this dental clinic. I am very happy that I found this place." Denise 4 Sept 2017 Reviews - Dentistry - Rootcanal treatment This patient review and testimonial has been validated through WhatClinic</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Osama Al-Najafi</b></p>	<p>I had a great experience with praga medica. I was very well taken care of by doctor vady. I was scheduled to have a dental implant, however it was discovered that my sinus bone had regressed to such an extent that a more extensive sinus graft was required. All the details of the operation were clearly explained to me and I was not charged extra for the procedure which took 3 hours. Doctor vady was very kind and was at pains to ensure I followed the after care guidelines, contacting me regularly. I'm looking forward to completing the implant procedure in a few months time. Osama Al-Najafi 1st September 2017 Dr. Vady Teleshman Review - Dentistry - Sinus lift surgery</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Michael Harless</b></p>	<p>I would recommend Praga Medica with out any reservation. The level of care was top notch and I honestly believed they had my best interest in mind at all times. From the initial consultation to the date the procedures were done I was always aware of was going on so there were no surprises. Honestly, dental work is never fun, but the staff at Praga Medica made it a positive experience. I still have follow up procedures and appointments, but am looking forward to going back in a few months. Living in the Netherlands makes the trip easy and since Prague is one of my favorite European cities, it only makes sense to travel there for the value and the high level of care. Even when I return to America, I will look forward to finishing my procedures at Praga Medica. Michael Harless 14th August 2017 Dr. Vady Teleshman Review - Dentistry - Augmentation and implants This patient review and testimonial has been validated through TrustPilot</p> <p style="text-align: right;"><a href="#">Read More →</a></p>
<p><b>Dominique</b></p>	<p>It was an excellent experience with Dr Vady Teleshman. I went and got 2 veneers refitted after an awful job was done in the UK. He offered sound advice and managed to make my smile look great again. Going to the dentist is not a fun experience for anyone, but the staff made me feel very relaxed and welcome, the hygienist was great too, very friendly and answered all my questions. I would definitely use Praga medica again in the future. Domonique, UK 27th June 2017 Dr. Vady Teleshman Review - Dentistry - Veneers</p> <p style="text-align: right;"><a href="#">Read More →</a></p>

Chris McIntyre	<p>This was the first time I had dental work carried out abroad and was a little skeptical at first. This was quickly cast aside after I experienced the professionalism of Dr. Teleshman and his staff. Everybody was quick and accommodating to any questions I had by email, phone and of course in person. From what I saw the clinic had the latest technology, some of which I hadn't seen before. My last crown in the UK (non NHS) which was around six years ago still used blue moulds which had to be sent away to be made. At Praga Medica 3D technology was used to scan the tooth and a milling machine was used to create the tooth at the clinic so no lengthy waiting times. From my three visits I would highly recommend Dr. Teleshman and his team to anyone thinking about having dental work done abroad. Even if the 'Western' countries' prices were the same I would still make the journey to Prague for my future dental work. Chris McIntyre, Netherlands June 15th Review - Dentistry - endodontic, ree</p>	Read More →
Robert Bisby	<p>"It was an absolutely delightful experience" "I had a new filling installed in order to save an existing crown and I will have to return to have a new root canal performed on an old root canal job that was done poorly in America. It was an absolutely delightful experience being treated by Doctor Teleshman and his assistant Maria. They were so professional and such nice people to deal with I would highly recommend this doctor. He is extremely educated and talented. He does everything from regular dentistry to endodontics to implants, crowns, etc. He's amazing actually and so so reasonably priced. He will do all my dental work from now on." Robert Bisby 06 Jun 2017 Reviews - Dentistry - Endodontic treatment and crowns This patient review and testimonial has been validated through What Clinic</p>	Read More →
George Hassley	<p>No dental experience is ever pleasant but if it saves you a few bob then at least you don't feel so bad . I have quite a lot of work to do and have just returned from Prague after replacing 3 crowns and some root canal work . I still have some work to finish but my initial experience I would have to say is positive . Good administrative procedures before and after as well as relatively painless treatment meant it all went to plan . It's a big decision to go to another country for dental or medical work in case something goes wrong but I must say I have no regrets. George Haslett 4th June 2017 Dr. Vadym Teleshman Review - Dentistry - Endodontia and crowns</p>	Read More →
Sandy Smith	<p>I am 66 and my early experience of school dentistry in the UK left me mentally scarred and very nervous. My wobbly crowns and lack of molars left me with a fear of a future confined to liquidised food !! Something had to be done. The cost of implants in the UK was prohibitive. My friend recommended Praga Medica. What a blessing.... I went for an assessment in September 2016, the kind and caring staff put me totally at my ease and assured me I was not a hopeless case. A detailed plan was drawn up and e-mailed to me by the lovely Natalya and follow-up questions were dealt with over the phone. I felt totally confident in their professionalism, and agreed a date for the treatment. My husband and I returned in February 2017 for the first stage of the procedure which was carried out over a 5 day period. He was well looked after while I was having my treatment. Doctor Jandova did the bridgework - she was gentle, kind and caring - the first time in my life I have ever felt relaxed !</p>	Read More →

## Appendix 6: Facebook posts per 2017-year, Facebook page

**Praga Medica - Medical Services Prague**  
29 March 2017 · 🌟

Our lovely patient Linda visited us several times. Take a look how she finds our services 😊



**Patient Testimonial: Linda - Dental Veneers**  
David visited us at March 2017 and she had Upper and Dental...  
YOUTUBE.COM


Like Comment Share

You and Masha Teleshman

1 share

**Praga Medica - Medical Services Prague**  
23 June 2017 · 🌟

"It was an absolutely delightful experience."



**Testimonial: Dentistry - Endodontic treatment and crowns**  
"I had a new filling installed in order to save an existing crown and I will have to return to have a new root canal performed on an old root canal job that was done...  
MEDICALSERVICESPRAGUE.COM

Like Comment Share

You, Masha Teleshman, Radim Horák and 3 others

2 shares



**Praga Medica - Medical Services Prague**  
11 September 2017 · 🌟

"I would recommend Praga Medica with out any reservation. The level of care was top notch and I honestly believed they had my best interest in mind at all times..."  
Read more: <https://www.medicalservicesprague.com/.../testimonial-michae.../>




"Honestly, dental work is never fun, but the staff at Praga Medica made it a positive experience."  
Michael Harless

Like Comment Share

Blanka Konárková, Helena Janoušková and 2 others

**Praga Medica - Medical Services Prague**  
17 October 2017 · 🌟

Today we had a special patient at our clinic. It's the famous actor John Apicella who came from Hollywood. You could have seen him in Brothers and Sisters, X files and point Break. This is a photo of our consultant and him before undergoing a dental treatment.



Like Comment Share

You, Irena Němčícká, Blanka Konárková and 14 others · Top comments ↓


1 share

Write a comment...

Lara Milne We are all special patients 🙌 ... 2  
Like · Reply · 17w

**Praga Medica - Medical Services Prague**  
29 October 2017 · 🌟

"The area is suburban, humble. Don't be misled, somewhere in the middle of this town is a cutting edge dental studio with all of the latest that science has to offer. The flight from Gatwick is approx 1.5 hours. About the same time you might sit in a dirty London waiting room reading hello magazine from 2012...." Continue reading: <https://www.medicalservicesprague.com/.../testimonial-benjam.../>



"I felt in safe hands and was absolutely delighted with the result. This is genuine feedback and I will happily give contact details and meet anyone London based."  
Bejamin, UK

Like Comment Share

Blanka Konárková and 6 others

**Praga Medica - Medical Services Prague**  
2 November 2017 · 🌟

Our patient Donna came from Washington DC. She came for endodontic treatment with microscope and crowns. Crowns are full ceramic e.max crowns CAD/CAM.



She came for endodontic treatment with microscope and crowns.


215 Views

Like Comment Share

You, Irena Němčícká, Blanka Konárková and 7 others

**Praga Medica - Medical Services Prague**  
27 November 2017 · 🌐

On the video you can see our consultant Natalie, that is undergoing dental crowning. Our crowns are custom-made instantly and finished in our own on-site dental laboratory. While being of top quality, they are also affordable. (The whole procedure is done by state of the art technology.)



310 Views

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Irena Němčická, Blanka Konářková and 9 others


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**Praga Medica - Medical Services Prague**  
9 December 2017 · 🌐

"I had always been self-conscious about a gap between my teeth on the left side of my smile. I submitted photos and Dr. Jandova at Praga Medica responded recommending two veneers to close that gap. I made my appointment and after I was examined, Dr. Jandova suggested that she could use composite filling material and produce a good look for much less money. I was pleased at her integrity because I would have been willing to pay for the veneers.

The resulting look was wonderful. The color of the material matched mine perfectly and you cannot tell that anything was done. Dr. Jandova was very skillful and her office is modern and clean. I left the office with improved self-esteem and a great respect for Dr. Jandova and Praga Medica."

Patient testimonial from: Tangelia Hadrava, Germany



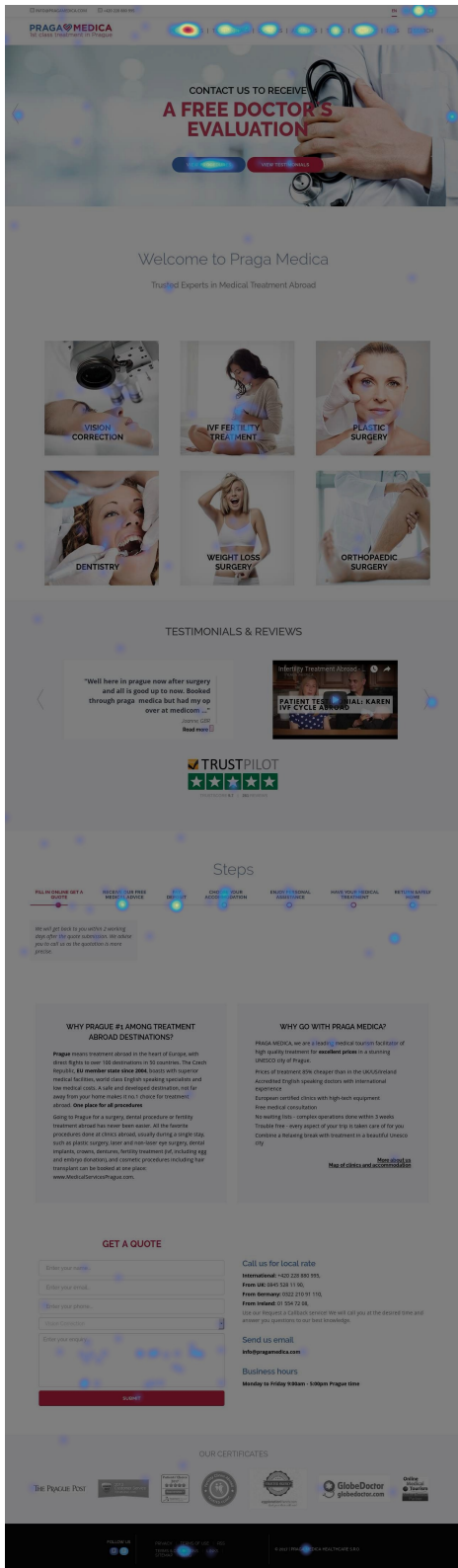
"The resulting look was wonderful. Dr. Jandova was very skillful and her office is modern and clean."

Tangelia Hadrava, Germany

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You and 3 others Top comments

Appendix 7: Click heatmap new web home page PC and mobile version, internal hotjar account



**Appendix 8: Scrolling heatmap new web home page PC and mobile version, internal hotjar account**

