

Rajesh Kasliwal case study solution



Brand: Mehta Solutions

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Price: Rs500

Short Description

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Description

Rajesh Kasliwal

Rajesh Kasliwal, a young and dynamic entrepreneur was born in 1956. He was a medical graduate from M.G.M medical College, Indore. He hailed from a business class family and had his private practice as a physician, but a thought kept on tormenting his mind, to enhance the diagnosis services.

Thus , Kasliwal started a diagnostic centre with a small set up in 1980. To grow further, he started

Apollo Medical Investigation Centre in Late 80s'. The center had an immaculate track record of

delivering the best in diagnostics. Rajesh realized that Indore market needs a state-of-the-art

diagnostics center and thus, Vishesh Diagnostic Solutions came into existence in August 2003 and

was located in the heart of the city near Geeta Bhawan, Indore (M.P). the objectives of the centre was

to enhance the quality of patient care. Kasliwal always believed in providing best quality services

for which he imported a Multislices CT Scanner, a highly advanced MRI Machine

and Colour

Doppler's. The centre had a tie-up with leading doctors of the city who visited the centre from time

to time to treat the patients of O.P.D. prices were not based on updation rather it was based on

information provided by the examiners. The centre had collaboration with Sahayata, an NGO, to

tap the price sensitive customer who were given 50% reduction in the price. The marketing

executives with a graduate degree and experience in Pharmacy interacted with doctors, hospitals,

banks and insurance companies, and informed them about the latest services rendered by the centre,

the PR executives interacted with the Top Executives/Corporate Heads regarding their health checkups. The diagnostic centre included good seating space, well-designed interiors, good cafeteria,

centrally air conditioned floors, high level of cleanliness, which evoked the customers' feelings. The

management emphasized on happiness of the clients, confidence and reliability of the customers and

the doctors and believed in providing the ultimate solutions. Vishesh Diagnostic Solutions had six

departments, which included Radiology, Mammography, Sonography, Dispatch and Customer Care

Cell . Each department had their own process owner, who briefed the patients about the various tests

and procedures. The centre believed in maintaining the punctuality by delivering reports on time. By

this time the Centre had reached a turnover of Rs. 4,86,45,865 crores and the customer base had

increased from 25 to 200 customers per day. Rajesh Kasliwal was never complacent with whatever

he had achieved. He had decided to diversify into the hospital business with a world class Operation

Theatre, Intensive Care Unit, Special Ward that would include Trauma Section, Nephrology section

and General Ward.

Rajesh Kasliwal, a 48 year old, enterprising, and dynamic entrepreneur was born in 1956. He

was a medical graduate from M.G.M Medical College, Indore. He hailed from a business class

family, which dealt in the business of scientific equipments. In a company like India

there were

diagnostic centres But a need was felt for a complete centre, which would provide ultimate

solutions to the ailments. The initial step in this direction was taken up by Pioneer Laboratories in the

year 1950, but it had a limited set up for the requirement of the patients with the changing time.

Rajesh Kasliwal had his private practice as a physician but the idea of enhancing the diagnostic

services to centre to the needs of his patients constantly occupied his mind. Thus, with the zeal to do

something in the field of diagnosis, Kasliwal started a diagnostic centre with a small set-up in 1980 at

Chetak Centre near RNT Marg, Indore (Madhya Pradesh).

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To grow further in this field, he shifted his investigation centre at Palasia Square, a centrally

located commercial place in late 80s' by the name Apollo Medical Investigation Centre. This

departed from the traditional of all pathology labs by bringing a CT Scanner first time in the Indore

city. The centre was promoted by the undisputed leaders the very best in diagnostics. It enjoyed an

enviable position in the industry and had been the front-runner on technology absorption. By this

time, the Indian market saw a revolution in diagnostic business, as hospitals in Indore began to using

more on the basic hospital facilities pertaining to patients, rather than the diagnostic aspect. This was

the time when Rajesh realized that Indore market needed a state-of-the-art diagnostic centre, and it

motivated him to survey the hospitals and diagnostic centres within the country as well as abroad.

With an aim to provide complete diagnostic solutions and to resolve diagnostic dilemma, Vishesh

Diagnostic Solutions came into existence in August 2003, spreading over 3,4000 sq. feet an

independent four storied building, the largest stand alone diagnostic facility in the country. It was

created with the vision "On what matters most, were patient and the diagnosis".

This was supported

by intelligent technology, increased speed and innovative applications and the year April 2006, they came up with an OPD division.

Profile

Vishesh Diagnostic Solutions, a project of Rs. 32 crores was an initiative to brought in the latest medical technologies and breakthrough in the field of diagnostics in Indore. The principal aim of the centre was to provide single window solutions for investigations ranging from simple pathological tests to complex imaging problems combining multiple devices. It was ensured that every delivered service met the clinical needs in the most perfect fashion. The objective of Vishesh Diagnostic Solutions was to enhance the quality of patient care. The state-of-the art technology worked in synergy with global expertise for accurate and timely diagnosis. Its promoter always believed in professional ethics and values. It recognized and appreciated the attitude that a noble professional must possess i.e. an attitude of care and concern. The virtue of management was reflected even in a routine procedure by a paramedic or examination by a specialist.

Product

Rajesh Kasliwal always believed in providing best quality services for which he imported a Multislices CT Scanner, which was the third in the country and had the facility of navigating the human body at 38 slices per second, a highly advanced MRI Machine which was among very few machines in the country. With the capability of conducting all routine MRI studies in virtually no time, the machine also facilitated special investigations like MR Spectroscopy, MRI Angiographies and high quality Abdominal and Pelvic Imaging. Two types of colour Doppler's were brought to Vishesh, one was Radiology Colour Doppler and the other was Accuson Sequoia, one of the best Cardiac Colour Doppler available internationally. It was very powerful and highly useful in the case of obese patients. For various routine tests, special tests and hormonal studies Vishesh Diagnostic

Solutions, had a well equipped and advanced pathology lab, which was constituted of auto-analyzers, automatic cell counter, elisa readers and numerous other equipments.

Place

The Diagnostic Centre was located in the heart of the city near Geeta Bhawan A.B Road Indore

(M.P). The place was near the Medical College and surrounded by leading hospitals like Suyash

hospital, CHL Apollo, M.Y Hospital, Gokuldas Hospital, S N G Hospital, to name a few. This

enabled better accessibility and connectivity to the center. In order to reach the customer at the

earliest and provided them prompt services the centre provided the patients with a mobile van.

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Promotion

To reach the customer better, Vishesh diagnostics solutions organized various camps on nominal

basis like Mammography check-up on Women's Day, Lipid Profile check-up on World Heart Day,

free health check-up for children in association with Nai Duniya, a Hindi daily newspaper, whereas

the mothers educated about obesity related ailments and remedial measures. Apart from this the

centre conducted CME's (Continue Medical Education) programmes for doctors by its Radiologists

who provided knowledge about new equipments and facilities. The doctors were invited to these

programmes according to their specializations after every fifteen days. The centre had a tie-up with

leading doctors of the city who visited the centre from time to time to treat the pre-registered patients

of O.P.D. For such programmes the patient paid Rs.30/- per check-up and the Centre paid the doctor

Rs. 50/- per visit.

Price

Vishesh Diagnostics Solutions followed a competitive pricing strategy, because in a service industry

it is difficult to price a product against the industry norms. Prices were not based on updation rather

it was based on information provided by the examiners. They followed two types of

pricing

strategies; one helped in building business volumes and was cost effective, the other was customized

according to the information provided. Apart from that, Vishesh Diagnostics Solutions used

innovative patient centric approach and a solution based approach for general health checkups,

which included disease specific, organ specific and individual specific packages, which was valuebased (Annexure 1). The centre had collaboration with Sahayata, an NGO, to tap the price sensitive

customer base and was given 50% reduction in the price of the various services. This helped in

bringing volumes as this customer base comprised of 35% of the total clientele.

People

Vishesh interactions, an autonomous body promoted interactive intelligence in imaging, a unique

gesture they envisaged right forum of discussion and deliberations among experts, specialists and

academicians, who adored innovation. The varied packages introduced by the centre comprised of

categories of people right from senior citizens to children, from housewives to working women,

from employees to self-employed professionals, from stressed out individuals to physically healthy

ones. The centre also believed that employee satisfaction would lead to customer satisfaction

therefore, marketing executives who had a graduate degree and experience preferably in Pharmacy,

were selected and thereafter they were imparted with a minimum of six months on the job training.

The training programmes were manned by highly qualified, trained and dedicated team of

professionals. The executives interacted with doctors, hospitals, banks like Canara Bank, Union

bank and State Bank of Indore and insurance companies like Max New York Life, Aviva, ING

Vyasya etc. and informed them about the latest services rendered by the centre once a month or

fifteen days, depending upon the customer profile. The PR executives on other hand, directly

interacted with the Top-Executives/Corporate Heads regarding the executive health check-ups, which

included annual health check-ups and pre-employment check-ups.

Physical Evidence

The basic characteristic of service is that it is insurmountable in nature. The centre had made special efforts to create ambience in which the customers felt comfortable and relaxed. In order to make the services reachable to the customers the various amenities were supported by promotional material and brochures. The diagnostic centre included good seating space, well designed interiors inclusive of proper signage boards, appearance of the people, designed service facilities, good cafeteria, pleasantly

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decorated corridors, centrally air conditioned floors, high level of cleanliness, abundant parking space, evoking the customers' feelings. It also enhanced credibility perception and increased satisfaction with the service experience. The management emphasized on happiness of the clients, confidence and reliability of the customers and the doctors and believed in providing the ultimate solutions.

Process

Vishesh Diagnostic Solutions had six departments which included Radiology, Mammography, Sonography, Pathology, Dispatch and Customer Care Cell. As services are intangible in nature therefore, the centre gave special attention to the patients. In the front office, the process owner received the customers and treated them as their guests. After the preliminary formalities the process owner escorted the patients to the respective departments. Each department had their own process owner, i.e department's coordinators who briefed the patients about the various testes and procedures besides carrying on the diagnostics tests. The process owner later on took the patient to the dispatch department where he was briefed about the date and the time when he could receive the reports. The centre believed in maintaining the punctuality by delivering reports on time.

Future Ahead

By this time the Centre had reached a turnover of Rs. 4, 86,45,865 crores and the customer base had increased from 25 to 20 customers per day within a three year span. However, it was felt that 60% of the machines were under-utilized as the doctors were unaware of the advanced technology.

According to Kamlesh Pare, CEO of Vishesh Diagnostic Solutions, Rajesh Kasliwal was never complacent with whatever he had achieved. With his maverick temper of moving ahead and with eagerness to do something different, he had decided to diversify into the hospital business with a world class Operation Theatre, Intensive Care unit, special Ward that would include Trauma Section, Nephrology section, and General ward with Auto Clave Construction, which would enable proper maintenance. In order to provide exclusive patient care services, doctors would also be called from across the globe.

1. What were the various strategies adopted by Vishesh Diagnostic Center. Discuss them in light of seven Ps of service marketing.
2. What do you understand by service quality; explain what parameters of service quality are listed in the case?
3. How would you visualize the success of Vishesh Diagnostic Centre after diversification?
4. If you were Rajesh Kasliwal what necessary steps you would have taken to enhance the performance of the Centre?

Details

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