

# HEALTHCARE MARKETING: PUBLIC RELATIONS AS A TOOL IN ENGAGING CONSUMERS

## Abstract

Public relations (PR) have been one of the crucial marketing strategies, especially essential in healthcare. The aim of this study was to review the role and status of PR in healthcare marketing, to understand its importance, and to provide suggestions to improve in this area. The components of healthcare marketing and the strategies taken by hospitals in the Indian context were explored. It was realized that effective marketing necessitates a well-planned and meticulous PR functionary, which has to be executed in a consistent manner. Evidence showed that there is a progressively growing need for PR, particularly now, post-pandemic. The measures for evaluating PR were examined and with the advancing age of digitization, the use of social media as one of the promising instruments for engaging consumers was accentuated. The purpose of this study was to critically identify the areas of improvement in healthcare marketing, which will improve the situation of all the stakeholders, including healthcare institutions, healthcare professionals, patients, and their associates, at an individual as well as at a societal level. The ramifications of misleading and faulty messages through social and other media formats were highlighted as one of the challenges of the modern age PR strategies.

**Keywords:** Public Relations, Marketing Strategies, Healthcare, PR Communications, Social Media

## Authors

### Shailesh Goyal

Research Scholar

Rai School of Management Studies

Rai University & Director

Simulations Public Affairs Management Services

### Dr. Ashish Rami

Associate Professor

Rai School of Management Studies

Rai University

## I. INTRODUCTION

Public Relations (PR) can be described as the “practice of managing the spread of information between the public and an individual or an organization (business, government, or non-profit)” (Akp, 2021). Grunig and Hunt (1984) reported PR as the management of communications between the public and organizations. Further, Tomic et al. (2010) added the factors of achieving “mutual understanding” through common interests and the building of “social responsibility”. The origin of the term PR could be traced to USA from where it has spread worldwide (Rathore et al., 2019). Although advertisement is different, it forms a part of marketing communication with PR. PR encompass actions and responsibilities that affect consumers’ decision making during the buying of products and services (Tengilimoglu et al., 2008). PR has been linked to increased organizational effectiveness (Guy et al., 2008). The goal of PR is to communicate with all stockholders including the public, potential consumers, financiers, business associates, employees, etc. and to provide information about individuals and organizations that generate a favorable opinion toward the subject and establish a strong relationship with the audience (Akp, 2021). PR is one of the five key elements of marketing communications mix, besides the other elements, namely, advertisements, personal sales, sales promotions, and direct marketing (Elrod & Fortenberry, 2020). This is true for the healthcare industry as the practice of medicine has fallen under the purview of services (Rathore et al., 2019) and people tend to use healthcare services regularly (Thomas, 2008). Nowadays, consumers prefer to experience quality services that adhere to high standards (Sreenivas et al., 2013). Activities related to public relations need to be done by a specially recruited “PR team” (Akp, 2021). PR team of professionals are labeled as Public Relation Officers (PROs) and these comprise a PR specialist or professional manager, along with media relations officer, a coordinator, an executive, and a supervisor for accounts (Rathore et al., 2019). During the Corona Virus Disease (COVID-19) pandemic, the team of PROs further included a communication facilitator, a problem-solving facilitator, and an expert communication prescriber (Savitri et al., 2022).

This chapter focuses on the role of PR as a tool for consumer engagement in healthcare marketing through the following sections. The next section explains the concept of healthcare marketing and the subsequent strategies. This is followed by the description of PR and the suggestions to improve it in the healthcare industry. The chapter concludes with a summary of research gaps in the field of healthcare marketing that form the scope for future research.

## II. MARKETING STRATEGIES IN HEALTHCARE

Healthcare has been a matter of grave concern at both individual and community levels and it is an essential pillar for attaining an effective societal functioning and healthy population (Popa et al., 2022). Ensuring healthy lives and promoting well-being for everyone at all ages has been considered under Sustainable Development Goals (SDG-3) by the United Nations (UN, 2023). The blooming healthcare industry has been surrounded with fierce competition, especially in the Asian region (Gergi et al., 2022; Sreenivas et al., 2013). Besides patients, the healthcare industry comprises many stakeholders, such as medical healthcare practitioners, researchers, regulatory bodies, pharmaceutical companies, insurance industry, and medical institutions (Kay, 2007). Subsequently, healthcare marketing has taken a lead and has contributed immensely toward the gross domestic product (GDP) of UN member

nations(Sreenivas et al., 2013). Healthcare marketing is essential for the development of healthcare industry in a sustainable manner (Popa et al., 2022).

Healthcare Marketing can be defined as the processes that include planning and executing “activities that relate to the development, packaging, pricing, and distribution of healthcare products and to any mechanism that is used for promoting these products” (Thomas, 2008). It essentially links consumers with healthcare services and aids in the diffusion of healthcare information (Kay, 2007). Notable pioneers in healthcare marketing include Philip Kotler, Dan Beckham, Bernie Lachner, Kent Seltman, William Gombeski, Mayo Clinic, and Cleveland Clinic (Dahmani & Tadj, 2023). The doctor-patient relationship has evolved from a paternalistic approach to a consumer-centric one and it has caused a major change in outlook of healthcare marketing over the years (Hetherington et al., 2001; Rathore et al., 2019; Sreenivas et al., 2013). The process of healthcare marketing comprises three main steps, namely, planning, decision making, and establishment of various strategies for marketing mix (Sreenivas et al., 2013). Marketing mix comprises seven main approaches(Dahmani & Tadj, 2023; Sreenivas et al., 2013), namely, Product, Price, Place, Promotion, People, Process, and Physical evidence (7Ps).Products or services are related to medical practices, such as diagnosis, treatment of ailments, knowledge and educational qualification of healthcare professionals, use of available facilities, etc. Pricing mix comprise operational expenditures, patients’ ability of paying medical bills, and value-added services provided to patients. People mix implies to patients, relatives of patients, providers of patients, potential patients, hospital staff, hospital management, etc. Process mix relates to the technological advancements employed to improve the operational efficiency of hospitals. Physical evidence and place mix refer to the presence of good infrastructure, distribution of channels, and hospital hygiene. Promotion involves the direct and indirect interactions including PR. Promotional brochures and websites convey the available facilities visually, while positioning implies to the overall outlook about the institution. The vital elements of healthcare marketing include knowledge management, customer relationship management (CRM), building of brand image, and internal marketing (Jaleel & Kumar, 2018). Other salient features of healthcare marketing include working toward a shared target with patient-centric strategies that cover multifaceted stakeholders, include inherent ethical aspects, employ technological advancements, and educate patients about their treatments(Dahmani & Tadj, 2023).

Healthcare marketing is different from other industries and challenging because it involves life and death predispositions(Rathore et al., 2019).Healthcare marketing is affected by the continuously changing nature of healthcare systems, interactions between patients and physicians, low return on investment (ROI), and healthcare costs that are not dependent on the laws of demand and supply (Thomas, 2008; Tomic et al., 2010). Moreover, consumers are not likely to be a part of the target audience as treatment-related decisions are taken by doctors, patients, or their associates(Thomas, 2008). Improvisation of healthcare quality is prioritized over reduction of costs of medical products(Tomic et al., 2010). Regarding the marketing of healthcare services, Yadav and Dabhade (2013) suggested the triangulation of internal marketing, external marketing, and interactive marketing between patients and healthcare providers. A model was formulated based on four gaps, namely, knowledge gaps, service design and standards gaps, service performance gaps, and communication gaps. Knowledge gaps occur due to lack of orientation in marketing research, absence of upward communication, incompetent focus, and lack of service recovery. Service design and standards gaps are due to lack of customer-oriented standards, inappropriate physical

evidence, and inadequate services. Deficits in human resource (HR) policies, non-fulfillment of customers' roles, issues with service intermediaries, and failure to match supply and demand are identified within the service performance gaps. Communication gaps comprise the absence of integrated services, ineffective management, overpromising, and lack of horizontal communications. Other challenges and barriers of healthcare marketing include complex products that require a thorough understanding and hinder marketers to use adequate marketing tools (Dahmani & Tadj, 2023; Thomas, 2008). People's resistance to changes, substantial investment required for public systems, lack of medical amenities, and dependence on physicians for marketing are some of the common barriers in executing healthcare marketing (Dahmani & Tadj, 2023). The growing number of healthcare units has increased the relevance of marketing in the medical field as it builds awareness, enhances institutional image, increases market penetration, improves reputations, attracts skilled workers, serves as a resource for trust-worthy information, and influences the consumers' decision making (Fischer, 2014; Thomas, 2008). A rising academic interest is witnessed in healthcare marketing as publications in this field have increased from 16.33% to 42.25% (Popa et al., 2022). Contradictory to this, Ki et al. (2022) in their review of content analysis argued that the research interest has been fluctuating over the last few decades.

Healthcare marketing strategies in Indian hospitals include vending kiosks with mini first-aid kits, non-prescription medicines, newspaper advertisements, usage of language interpreter devices in hospitals (Udayai & Kumar, 2013), mergers and acquisitions, international accreditation, strategic alliances, traditional marketing (Jaleel & Kumar, 2018), strategic marketing plans by administrators, health checkup and vaccination camps, internal marketing, and PR activities (Gergi et al., 2022). Within healthcare, the strategic marketing plan should typically include patient satisfaction, budget allocation for marketing, enhancement of facilities, etc. Organization of medical camps would increase the visibility of medical institutions among the public. One of the internal marketing strategies is to train healthcare professionals and other hospital staff to deal with patients and their relatives. The elements of PR have been described in the next section.

### **III. PUBLIC RELATIONS (PR) IN HEALTHCARE MARKETING**

According to the American Society of Hospital Public Relations (1984), PR was defined as the "systematic program of goal-oriented communication designed to support the needs of an institution" (Guy et al., 2008). PR has been attributed to be the most "fundamental component of the promotional mix" (Thomas, 2008), targeting diverse populations including patients (Fischer, 2014). Tomic et al. (2010) suggested the division of internal and external aspects of public relations. Many studies have reported that PR plays a key role in healthcare in India (Akp, 2021; Gergi et al., 2022; Rathore et al., 2019) and in other countries (Guy et al., 2008; Tengilimoglu et al., 2008). PR activities conducted by hospitals included using newsletters and fliers and it was considered as a pioneering activity in the 1920s, after World War I (Guy et al., 2008). In the period from 1960s to 1980s, PR programs were created to improve the reputation of organizations and to induce public respect for organizations (Dahmani & Tadj, 2023; Guy et al., 2008). In the 21<sup>st</sup> century, drastic changes were observed in the PR of healthcare due to the advent of managed care, shift in framework from medical to wellness, quality improvement, and establishment of healthcare networks and systems (Hetherington et al., 2001). Lately, patient empowerment has been included as a part of healthcare marketing (Ayed & El Aoud, 2017). PR is important for the elimination of dilemmas associated with the behavior of healthcare professionals (Rathore et al., 2019). PR

has emerged as a one-way channel of sharing communication and as a part of market strategies and healthcare delivery (Fischer, 2014; Guy et al., 2008). Apart from this, PR has a one-way purpose at the functional level and two-way purpose at the co-creational level for internal audiences, such as employees, staff, and volunteers as well as external audiences, such as patients, future patients, communities, healthcare providers, contractors, regulators, and contractees. In order to promote organ donation, hospitals could conduct press releases, hold press conferences and publicity events, generate compliance reports, introduce policy handbooks, and encourage patient interactions. Organ procuring organizations could conduct media campaigns, declare public services, circulate organ donation brochures, arrange for donor sign-ups, visit hospitals, follow essential procedures, and lobby for organ donation (Guy et al., 2008). Several other activities, such as holding fundraisers, allocating budget, arranging task force meetings, organizing awareness programs, developing websites, and providing family support coordinators, are crucial for the overall betterment of the society. PR forms the basic communication channel of hospitals and it acts as an antecedent for hospital positioning (Fischer, 2014). Apart from these, PR plays a key role in managing public during a crisis (Fischer, 2014; Kumar et al., 2015; Oyeleke, 2020; Savitri et al., 2022). The PR team's primary job is to convince the public that healthcare institutions are ideal for receiving medical treatments (Rathore et al., 2019). A successful PR strategy benefits hospitals in many ways, such as attaining efficient organizational capacity, aiding in treatments and services for the economically downtrodden, and strengthening the doctor-patient relationship (Dahmani & Tadj, 2023)

An early study used questionnaires to examine PR activities in private and public hospitals along with universities from Ankara, Turkey (Tengilimoglu et al., 2008). The sample population comprised 971 patients from 25 hospitals and four universities. It was found that patients preferred hospitals near to their homes or offices and opted for successful physicians and health personnel. The third most important factor in choosing a hospital for treatment was "having good public relation activities". The behavior and attitude of personnel was significant as a PR factor in selecting a hospital. Another retrospective study analyzed the role of various forms of media as a part of PR activities in a teaching hospital. It was found that newspaper was a major medium of reaching the required target audience in India (Kumar et al., 2015).

The relationship of good PR with patients' satisfaction, loyalty, support, and retention was empirically investigated through a quantitative research design (Rathore et al., 2019). The participants (patients and their relatives) were selected based on the judgment sampling method from ten multispecialty hospitals located in the city of Bhopal, India. The findings of correlation test showed a positive relation between patient satisfaction and effective dissemination of information by PR. Similarly, good PR practices were found to be significantly and positively correlated with patient patronage and retention.

In a qualitative study, single phase interviews were used to explore the role of public relations in private super specialty healthcare institutions from Kerala, India (Akp, 2021). It was revealed that public relations of hospitals were the fundamental element of communications and it was an integral part of marketing in the healthcare industry. The focus of public relations was to improve the quality of healthcare services. The current trend of social media usage has impacted the healthcare systems positively (Renu, 2021; Udayai & Kumar, 2013). Consumers' choice of hospitals was dependent upon the quality of public relations and their activities. Along with this, the attitude and behavior of PR officers affected

the reputation of hospitals. During the COVID-19 pandemic, cyber PR was useful in analyzing the situation, creating relevant health campaigns, and providing accurate technical information (Savitri et al., 2022). A qualitative study from Indonesia explored the functions of PROs during the pandemic and it was found that PROs had to multitask by combining marketing work and promotional work (Islam & Luqman, 2022). Social media was found to be a highly effective means of communication among the public and the evaluation of patient satisfaction was significant. Associated tasks, such as documentation, donation, administration, registering complaints, etc., were performed by PROs. In a recent study, the effects of cyber PR on the public reaction were investigated through a mixed methodology (Ganiem & Agustina, 2023). PR activities were conducted through social media platforms, such as Instagram, wherein information was disseminated through 57 posts that included 48 pictures and nine videos under several categories, such as health education, event announcement, service promotion, awareness of social programs, staff activities, usage of advanced technology, and attainment of rewards and recognition. The results showed a high level of user activity within two months of posting. Moreover, the engagement rate was found to be 41.61%, which implied that users' attention was attracted by messages posted on social media. Thus, it can be inferred that the use of Instagram as a part of cyber PR was effective as a promotional strategy and it could be explored further.

#### **IV. SUGGESTIONS TO IMPROVE PUBLIC RELATIONS IN HEALTHCARE INDUSTRY**

Based on the “principles of reciprocity, equality, respect and belief” among the stakeholders, PR has been equated to being a “unique puzzle” among business merchants, healthcare providers, and suppliers including pharmaceutical companies and patient management organizations (Rathore et al., 2019). Critical suggestions for the improvement in the public relation machinery of the healthcare industry has been listed below.

1. Some of the early PR activities that were used to improve the reputation of hospitals and generate a positive image about hospitals include publicizing various sources of media, such as television, radio, face-to-face communication, press publications, printed materials, online information, governmental seminars, billboards, and sponsorship activities (Tengilimoglu et al., 2008).
2. Since the success of healthcare organizations depends upon careful planning and orchestrating of PR activities (Guy et al., 2008), it is essential to have a PR department that is recruited with qualified officers in each hospital (Gergi et al., 2022). The PR staff must be well trained to improve the public opinion of healthcare facilities (Sreenivas et al., 2013; Tengilimoglu et al., 2008).
3. Training and recruitment of PROs should be considered as an investment and not as an added expense (Tomic et al., 2010). Along with this, communication needs to be bidirectional, proactive, and relentless. Use of two-way PR models, collaboration among competitors, assumption of leadership, continued usage of education, identification of reforms in healthcare systems, sustained use of traditional PR methods, usage of fashion with marketing, hiring of competent personnel, promotion of patient-centered approaches, amendment of PR models, and sensitization of PROs toward healthcare are some of the best practices conducted by PROs (Hetherington et al., 2001).

4. PR department should maintain good terms with media to avoid negative publicity (Rathore et al., 2019). Along with this, community development services should be included as a part of PR activities (Gergi et al., 2022). PR should include marketing of services provided by hospitals that aid in their sustenance and attain a competitive edge (Rathore et al., 2019). PROs should be open to receive any criticism that could impact consumer satisfaction (Islam & Luqman, 2022).
5. Sophisticated technological expertise must be adopted and state-of-the-art machinery must be acquired by hospitals to attract business. Facilities available in hospitals must be described adequately and patients must be able to access the facilities easily (Akp, 2021).
6. Word of mouth remains the best form of promotion for healthcare (Vujadinovic, 2020), suitable for India as well as other countries (Jaleel & Kumar, 2018; Renu, 2021; Yadav & Dabhade, 2013). Subsequently, patients' satisfaction should be prioritized (Rathore et al., 2019). The hospital staff should be motivated and dedicated toward patient care (Rathore et al., 2019; Sreenivas et al., 2013). Appropriate healthcare habits and behavior must be inculcated among PROs to improve the doctor-patient relationship. The hospital management should reduce the pressure enforced as a part of two-way communication between health institutions and the public.
7. Officials associated with PR must possess efficient public speaking skills and should create a contributive environment for patients and their relatives. PROs must ensure that information about the ailment and its cure is conveyed explicitly to patients and their family members (Akp, 2021).
8. PROs should utilize various social media platforms, such as Instagram, Facebook, Twitter, etc., to engage consumers (Ganiem & Agustina, 2023). However, the genuineness of informatory messages should be verified before posting. Misleading and faulty messages could potentially induce distrust toward medical institutions among consumers. Therefore, verification of authenticity of information is essential in PR strategies as the pattern of healthcare has shifted from being paternalistic to consumeristic (Rathore et al., 2019; Sreenivas et al., 2013).

## V. CONCLUSION AND DIRECTIONS FOR FUTURE STUDIES

PR is an essential component of the healthcare industry as it provides a win-win situation for all stakeholders (Guy et al., 2008). Achieving efficient PR requires a complex understanding because consumers' perception is evolving progressively. Public relations work way beyond the transmission of relevant information (Rathore et al., 2019). PR activities should primarily focus on developing sustainable relationships that would be useful in the long run (Gergi et al., 2022). Thus, PR builds the reputation and creates a brand image for medical institutions (Rathore et al., 2019).

Even though it has been realized that PR plays a crucial role in the field of healthcare, it is not fully functional in a developing country like India, where public hospitals face major financial and operational constraints (Akp, 2021). Other challenges faced during healthcare marketing include deficient medical infrastructure (especially in rural areas), consideration of health insurance as a business opportunity, disruption caused by bad reputation, and lack of customized marketing (Gergi et al., 2022). Social media can be used as a public relations tool

as it provides updates about healthcare institutions in an interactive manner and holds the attention of youth (Akp, 2021; Jaleel & Kumar, 2018). Unfortunately, social media comes with an unwanted probability of patients' confidentiality being jeopardized and information being misused. Studies that can elucidate the essential concepts in healthcare marketing were found to be lacking by Popa et al. (2022); consequently, a scope for future research is apparent in this area.

## REFERENCES

- [1] Akp, J. (2021). Role of public relation in private healthcare institutions in Kerala. *International Journal For Technological Research In Engineering*, 8(5), 163–166.
- [2] Ayed, M. B., & El Aoud, N. (2017). The patient empowerment: A promising concept in healthcare marketing. *International Journal of Healthcare Management*, 10(1), 42–48. <https://doi.org/10.1080/20479700.2016.1268326>
- [3] Dahmani, H., & Tadj, P. M. (2023). The Healthcare Marketing and the Characteristic of Hospital Marketing. *Journal of Development Research and Studies*, 10(1), 620–634.
- [4] Elrod, J. K., & Fortenberry, J. L. (2020). Foundational elements of communication in health and medicine: avenues for strengthening the marketing communications mix. *BMC Health Services Research*, 20(Suppl 1), 1–6. <https://doi.org/10.1186/s12913-020-05604-9>
- [5] Fischer, S. (2014). Hospital Positioning and Integrated Hospital Marketing Communications: State-of-the-Art Review, Conceptual Framework, and Research Agenda. *Journal of Nonprofit and Public Sector Marketing*, 26(1), 1–34. <https://doi.org/10.1080/10495142.2014.870431>
- [6] Ganiem, L. M., & Agustina, A. (2023). Cyber Public Relations Strategies for Enhancing Public Engagement : A Case Study of Koja Hospital Instagram. *ATHENA: Journal of Social, Culture and Society Vol, 1*(3), 116–129.
- [7] Gergi, M., Sai, N., Madduri, C. U., & Rajasekhar, M. (2022). Challenges, Opportunities and Strategies in Marketing of Healthcare Services in India. *Central European Management Journal*, 30(4), 1902–1906. <https://doi.org/10.57030/23364890.cemj.30.4.192>
- [8] Grunig, J., & Hunt, T. (1984). *Managing of Public Relations* (T. – Wadsworth (ed.)).
- [9] Guy, B., Williams, D. R., Aldridge, A., & Roggenkamp, S. D. (2008). Approaches to organizing public relations functions in healthcare. *Health Marketing Quarterly*, 24(3–4), 1–18. <https://doi.org/10.1080/07359680802118969>
- [10] Hetherington, L. T., Ekachai, D., & Parkinson, M. G. (2001). Public relations in the healthcare industry. In *Handbook of public relations* (pp. 571–578).
- [11] Islam, K. R., & Luqman, Y. (2022). Tasks of Public Relations Officer at RSND during COVID-19 Pandemic. *Komunikator*, 14(1), 67–78. <https://doi.org/10.18196/jkm.13315>
- [12] Jaleel, N. A., & Kumar, B. B. (2018). A study on marketing strategies of health care services and patients' decision making regarding choice of a hospital. *International Journal of Research and Analytical Reviews*, 5(3), 33–41.
- [13] Kay, M. J. (2007). Healthcare marketing: What is salient? *International Journal of Pharmaceutical and Healthcare Marketing*, 1(3), 247–263. <https://doi.org/10.1108/17506120710818256>
- [14] Ki, E., Kang, D., & Huang, M. (2022). The state of health public relations: A content analysis of published articles in seven communication journals from 2001 to 2021. *Public Relations Review*, 48(5), 102255.
- [15] Kumar, P. N., Abijith, A., & Jacob, A. P. (2015). Study on Role of Print Media in Public Relation Activities of a Hospital. *International Journal of Health Sciences and Research*, 5(1), 156–164.
- [16] Oyeleke, A. (2020). Public Relations and Crisis Management in Federal Teaching Hospital Abakaliki and University of Nigeria Teaching Hospital , Enugu. *Ebonyi State University Journal of Mass Communication*, 7(1), 194–203.
- [17] Popa, A. L., Țarcă, N. N., Sasu, D. V., Bodog, S. A., Roșca, R. D., & Tarcza, T. M. (2022). Exploring Marketing Insights for Healthcare: Trends and Perspectives Based on Literature Investigation. *Sustainability (Switzerland)*, 14(17). <https://doi.org/10.3390/su141710499>
- [18] Rathore, V. S., Mathur, N., & Jain, K. (2019). Role of Public Relation in Health Care Industry of Bhopal. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 6(4), 519–524.
- [19] Renu, N. (2021). Innovative Healthcare Marketing Strategies during COVID-19. *Journal of Marketing Management (JMM)*, 9(2), 45–49. <https://doi.org/10.15640/jmm.v9n2a7>



- [20] Savitri, I., Trihapsari, C. M., & Cahyati, M. E. (2022). The Role of Cyber Public Relations In Health Campaign In Pandemic Times. *Kanal: Jurnal Ilmu Komunikasi*, 10(2), 56–62. <https://doi.org/10.21070/kanal.v10i2.1667>
- [21] Sreenivas, T., Srinivasarao, B., & Rao, U. S. (2013). An Analysis on Marketing Mix in Hospitals. *International Journal of Advanced Research in Management and Social Sciences*, 2(4), 187–207.
- [22] Tengilimoglu, D., Yesiltas, M., Kisa, A., & Dziegielewski, S. F. (2008). The role of public relations activities in hospital choice. *Health Marketing Quarterly*, 24(3–4), 19–31. <https://doi.org/10.1080/07359680802118993>
- [23] Thomas, R. K. (2008). Introduction to Healthcare Marketing. In *Health Services Marketing* (Issues ISBN978-0-387-73604–4, pp. 1–10). Springer, New York, NY. [https://doi.org/10.1007/978-0-387-73606-8\\_1](https://doi.org/10.1007/978-0-387-73606-8_1)
- [24] Tomic, Z., Lasic, D., & Tomic, T. (2010). Public Relations in Health Care. *Materia Socio Medica*, 22(1), 25–27. [www.kb-mostar.org](http://www.kb-mostar.org)
- [25] Udayai, K., & Kumar, P. (2013). Innovation in healthcare marketing strategies in India: Learning from non healthcare industry. *Innovative Journal of Business and Management*, 2(1), 22–25.
- [26] UN. (2023). *Sustainable Development Goals*. <https://sdgs.un.org/goals/goal3>
- [27] Vujadinovic, N. (2020). Communication and public relations in healthcare. In J. Mantas, R. Sendelj, I. Ognjanovic, P. Knaup, E. Ammenwerth, & O. Varga (Eds.), *Health Information Management: Empowering public health* (pp. 42–51). IOS Press.
- [28] Yadav, R. K., & Dabhade, N. (2013). Service Marketing Triangle and GAP Model in Hospital Industry. *International Letters of Social and Humanistic Sciences*, 8, 77–85. <https://doi.org/10.18052/www.scipress.com/ilshs.8.77>

