



LEVEL 7 ASSESSMENT SPECIFICATION

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HKBM7012 – Marketing Management

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Executive Summary

This report aims to evaluate the marketing opportunities of the healthcare industry in terms of products, markets, and consumers. UMP healthcare limited has been selected as a case study to analyse its current marketing activities and management in primary healthcare industries. Their products are mainly delivered to people with incidental needs through outpatient services.

UMP is a clinic chain in HK. Its major competitor is Quality Healthcare Management service (QHMS). UMP has over 30 years of experience whereas QHMS was established in year 1998 and acquired by Bupa Insurance in year 2013. UMP and QHMS are both major panel doctor networks to serve the insurance companies and the major corporates, which form the business-to-business (B2B) segment. On the other hand, QHMS has more outlets and invests in technology to digitalize its business model in recent years. This makes QHMS more competitive in engaging the B2C segment with an enhanced patient journey. On the contrary, UMP is lack of marketing strategy to develop the B2C area as their marketing plan was not able to differentiate B2B from B2C.

This report would provide an analysis of UMP current situation and marketing issues followed by discussing how technology can enable the firm to further develop its Business to Customer (B2C) segment. The recommendation on marketing plan would be provided to effectively distinguish B2B and B2C marketing strategies through brand extension. Digital marketing plays a key role for UMP to tap the opportunities for new products and markets in B2C.

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1. Introduction

Marketing is more effective if it is planned and implemented at an organisational level rather than one single function (Grönroos, 2006). Marketing Management has shifted from the firm to the customer, from the products to services, from making revenue to building customer relationships (Elrod and Fortenberry, 2018). In this report, we are going to appraise the key marketing activities and management in the healthcare industries.

1.1 Industrial background

Healthcare industries are separated into medical service and biotechnology sectors. Medical service could be further separated into outpatient clinic and inpatient hospital, while biotechnology sector focus on medical products etc (HKTDC, 2022). The total health expenditures have increased twice from the year 2009/10 to 2019/20 (Hong Kong's Domestic Health Accounts (DHA), 2021). Besides, Hong Kong has the highest life expectancy in the world. The portion of elderly people aged 65 or above is expected to increase from 20% in 2021 to 33.3% in 2029 (HKTDC, 2022). The demand for medical services is expected to further increase. Primary healthcare is the first contact point for the patient to access medical services and is worth having proper marketing. The patients obtained the benefits of consultation, health advisory continuously for disease cure, and disease management (FHB website, n.d.). It is worth focusing on primary care as medical services for analysis.

1.2 Company background

UMP healthcare holdings limited (stock code: 722.HK) is one of the leading primary medical and healthcare providers. Established in 1990, UMP becomes a corporate healthcare solution provider to insurance companies and direct corporate. Its B2B business model has increased

medical visits since 1990s (UMP Website, n.d.). However, there was a drop of 23% in patient visits and a 4% turnover from the UMP's B2B scheme business in the fiscal year 2021. The B2C business segment would be a way out.

One of UMP major competitor, Quality HealthCare Medical Services also known as QHMS focuses on primary care in the healthcare ecosystem. They both operated as clinic chains. QHMS is owned by Bupa Insurance companies with more synergy with the insurance business. In this report, we will evaluate the way they apply technology to their marketing plan for B2C.

1.3 Scope and objective of study

There are lots of push factors for the primary healthcare provider to focus more on the B2C business model. Before recommending the development opportunities, we would perform situation analysis to understand UMP's market segmentation, positioning and market mix strategy for healthcare medical service delivery. The objective is to get to know the as-is situation to determine the most effective way to new marketing plan. Furthermore, evaluation of the technology throughout B2C business market development would be explored. The goal of the market plan is to recommend how to develop B2C to fulfil the UMP's growth strategies.

2. Situation Analysis for UMP

In the report, we will compare the marketing activities for UMP and QHMS whenever applicable.

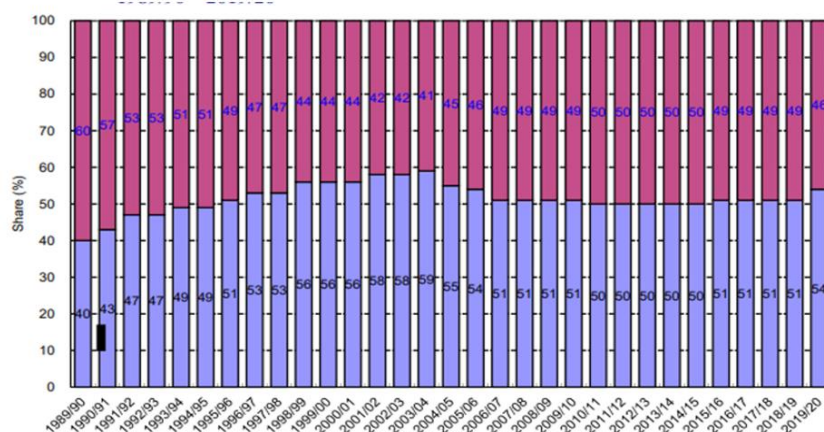
2.1 External marketing environment

There are lots of external factors impacting UMP. To systematically identify the changes and effects affecting UMP's strategy in the ecosystem, it is recommended to perform a PEST analysis. PEST defines four areas of change: Political, Economic, Social and Technological. The steps in PEST analysis include identifying PEST factors, analysing possible effects on the firm and then categorising them into opportunity and threat in SWOT analysis (Sammut-Bonnici and Galea, 2014). In this section, we are going to identify PEST factors and analyze the effects on UMP.

2.1.1 PEST Analysis

P	i. Public healthcare service is overflow. More public-private partnerships (PPP) would be a solution to relieve public healthcare demand In figure 2.1.1.1, it shows that the ratio of public health expenditure (54%) in the year 19/20 is higher than that previous 4 years (51%). It further proves that the consumption of public service in Hong Kong was relatively higher during the COVID-19 pandemic period. There are opportunities to shift the demand from public healthcare.
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Figure 2.1.1.1 public and private sharing on total health expenditure in Hong Kong



Source: Hong Kong's Domestic Health Accounts (DHA) from Food and Health Bureau (Ho Kong's Domestic Health Accounts (DHA), 2021, page 4)

- ii. To relieve the public hospital burden and encourage citizens to utilize private hospitals, the government promoted a health insurance scheme (Government Press Release, 2018). The Hong Kong Voluntary Health Insurance Schedule (VHIS) has been launched on 1 April 2019 for Hong Kong citizens with tax deductions to encourage the individual customer to self-finance their healthcare demands.

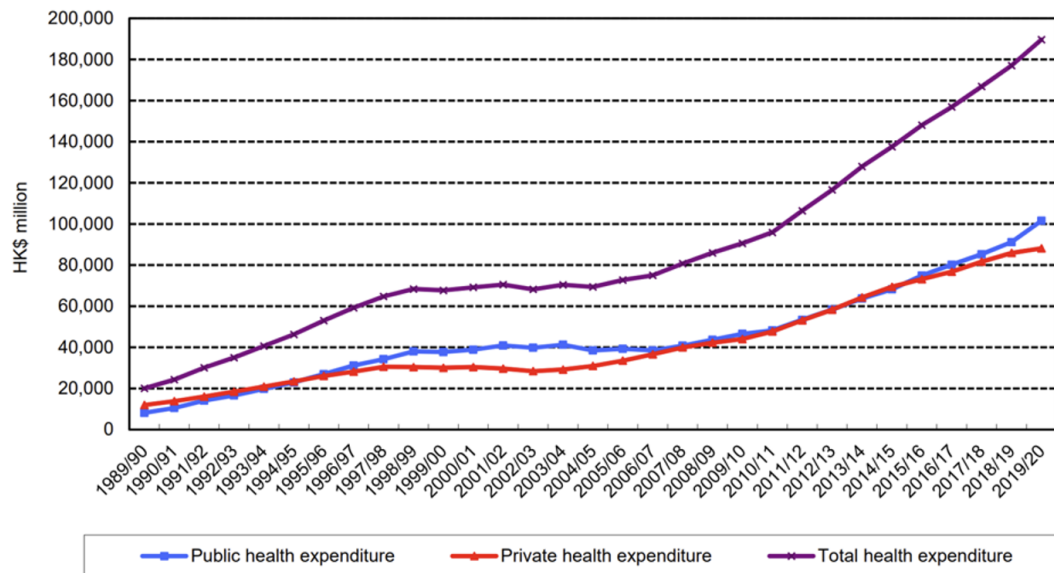
E iii. Costs for healthcare professionals are increasing

The COVID-19 pandemic has been a crisis for healthcare providers. Extra work has been done by healthcare professional (Mckinsey, 2021). On the other hand, some of the professionals, such as nurses, and doctors, are found to be leaving HK. This threatens the supply of healthcare professionals (RTHK, 2021). This urge to adopt technology to streamline clinic flow and to reduce manual work from healthcare professionals.

- iv. Up growing trend in total health expenditure in Hong Kong

In figure 2.1.1.2, it shows that the health market is expanding. This is favourable to UMP to have organic growth for the revenue

Figure 2.1.1.2 public, private and total health expenditure (at current market price)



Source: Hong Kong's Domestic Health Accounts (DHA) from Food and Health Bureau (2021), page 4)

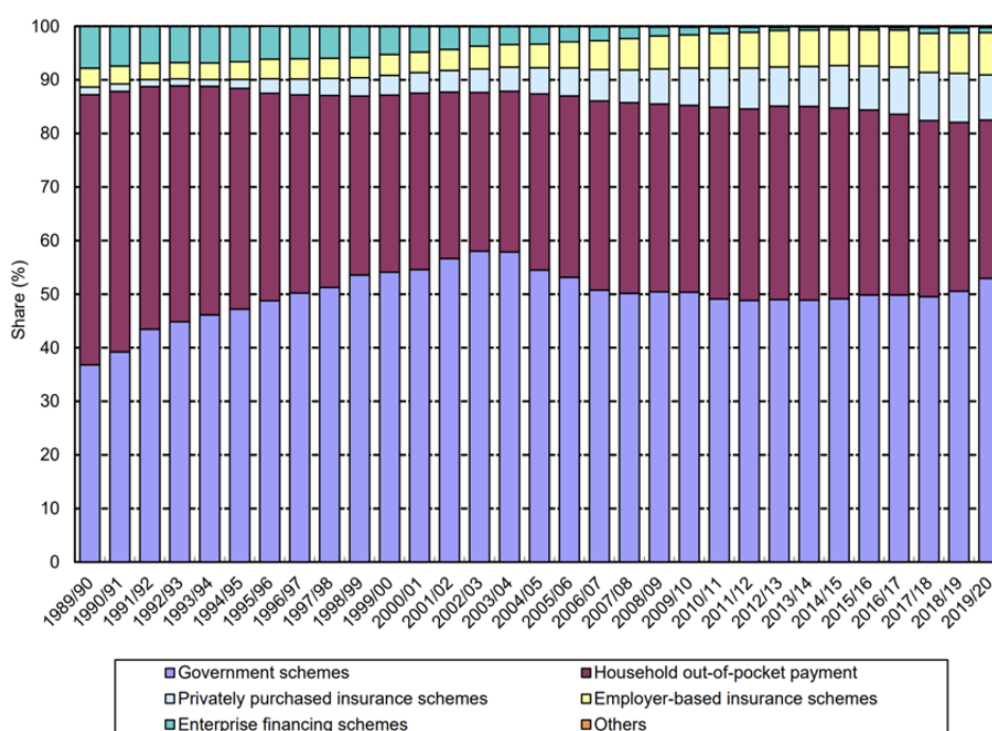
S v. COVID-19 pandemic: Increase awareness of healthiness that led to change on needs and wants over primary care service

Digitalization of the patient journey becomes the key. Virtual care has become a game-changer in healthcare industries to provide convenience service and to reduce social distancing.

vi. Growing demand for privately purchase insurance schemes to finance the health expenditure

In figure 2.1.1.3, it shows a trend of an increasing portion of health expenditure being financed by private insurance. It outreached employer-based insurance scheme. There is a potential B2C market if UMP can deliver products/services that suit this customer segment

Figure 2.1.1.3 Health expenditure shared by financial scheme in Hong Kong



Source: Hong Kong's Domestic Health Accounts (DHA) from Food and Health Bureau (Hong Kong's Domestic Health Accounts (DHA), 2021, page 5)

T vii. Fierce competition in private healthcare sector offering primary care services using technology

In the year 2020, QHMS launched a new mobile app to provide a series of new virtual initiatives. This includes e-ticketing, e-booking and in-app virtual consultation functions

	(Marketing Interactive, n.d.). QHMS is more ready to support the B2C business model to engage the walk-in customer to become a regular clients. This threatens UMP to catch up with technology to uplift the patient journey. viii. Digital marketing on healthcare services/products The healthcare industry is behind other industries in digital marketing (Grbic et al., 2019). There is room for development in UMP to tap into the B2C channel for youngsters.
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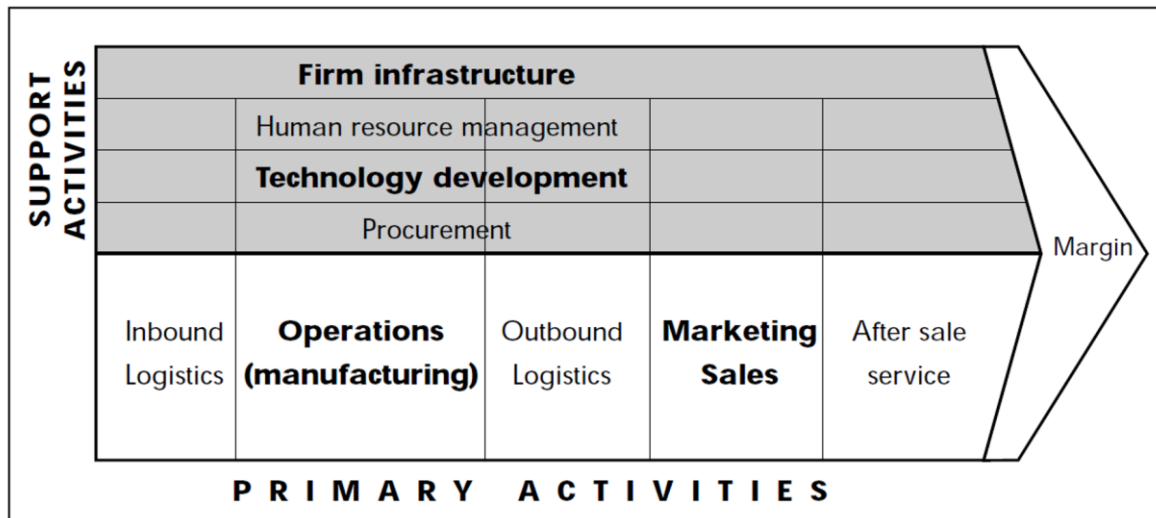
2.2 Internal marketing environment

To evaluate UMP's internal environment, it is required to understand more about how UMP perform activities and the approach to implementing its strategy. It is recommended to adopt Porter's value chain.

2.2.1 Porter's Value Chain

In figure 2.2, there are 4 main areas of support activities and 5 main areas of primary activities.

Figure 2.2 Porter's value chain



Source: Design management journal (Mozota, 2010)

Three support activities firm infrastructure, Human resources management, technology development and two primary activities: Operation & marketing would be picked up for internal factors analysis.

Support activities:

1. Firm Infrastructure - Strong panel doctor partner network and B2B partnership with insurance companies

To ensure the company is attractive to insurers, UMP had a union with panel doctors to form a network with over 1100 service points. Through B2B partnership with panel doctors, UMP has continued to record more than one million annual patient visits and insurance policy members in the fiscal years 2020 & 2021 (UMP, 2021). Compared to one of the biggest competitors, QHMS has recorded 3 million annual patient visits but it only provided 1500

service points (QHMS, 2020). It shows that UMP has better leveraged a broad range of associate partners to achieve accessibility to insurer members.

UMP successfully partnered up with over 20 insurance companies and maintain a high market share in this area. These become major sources of income that could be reinvested in other corporate marketing development.

2. Human resource management

UMP has expanded its senior management team during the year 2020/21 by onboarding professional with significant experience and knowledge in clinic chain management, information technology, finance, legal and HR (UMP, 2021).

The uplift of internal capability paves the way to go for the digitalized B2C market similar to what QHMS has been developing since the year 2020.

3. Technology development

UMP invested in telemedicine right after the COVID-19 outbreak. This provided unique service offers to insurance companies like AIA and AXA.

Management is prepared to invest HK 50 million for clinic system digitalization and expansion projects in 2022. The board of directors strives to execute a growth strategy (UMP, 2021).

Primary activities

1. Operations: Growth in imaging and laboratories business through acquisition

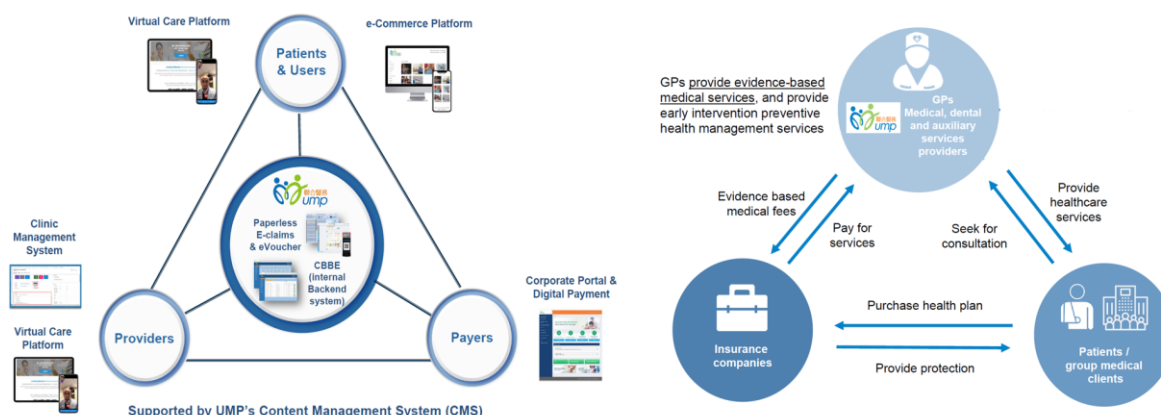
UMP group has completed the acquisition of Flash mover MRI centre and investment in PET-CT centre in AXON. All of these have been integrated with ProCare medical imaging and laboratory centre as one single brand under the UMP healthcare group. Revenue has increased by 50% year-on-year growth in 2021 (UMP, 2021). This has enhanced service operation coverage.

2. Marketing and sales

UMP establishes another brand, WeWell healthcare, in the year 2022 (WeWell Healthcare, 2022). This brand target the B2C healthcare market. Online sales are also available.

All the above are the key evaluations using on Porter's value chains. In figure 2.2a, it summarized the current UMP business model B2B with insurance companies, its infrastructure and the technology platform to support the value chain.

Figure 2.2a: UMP Internal value chain – business model, firm infrastructure and technology operation model



Source: 2020 UMP annual report, constructed by author (UMP, 2020)

However, there are still two weaknesses identified below.

1. Profits margin relies too much on B2B business model

The major income, around 40%, is from corporate healthcare solution services (UMP, 2020). Insurance companies are expected to tighten cost control due to significantly higher medical trends over the next three years. One way is to reduce the claims loss ratio (Willis Towers Watson, 2021). As such, the doctor agreed fee for the medical network provider would be further reduced. This will place a severe strain on the profit margin of the medical network provider.

2. Lack of strategy for marketing B2C sectors

Although there is a 54% increase in patient visits for primary care, it relies heavily on immigration medical examination (IME) (UMP, 2021). IME business segment has significantly increased in the year 2021 due to the recent growing trend of emigration (The

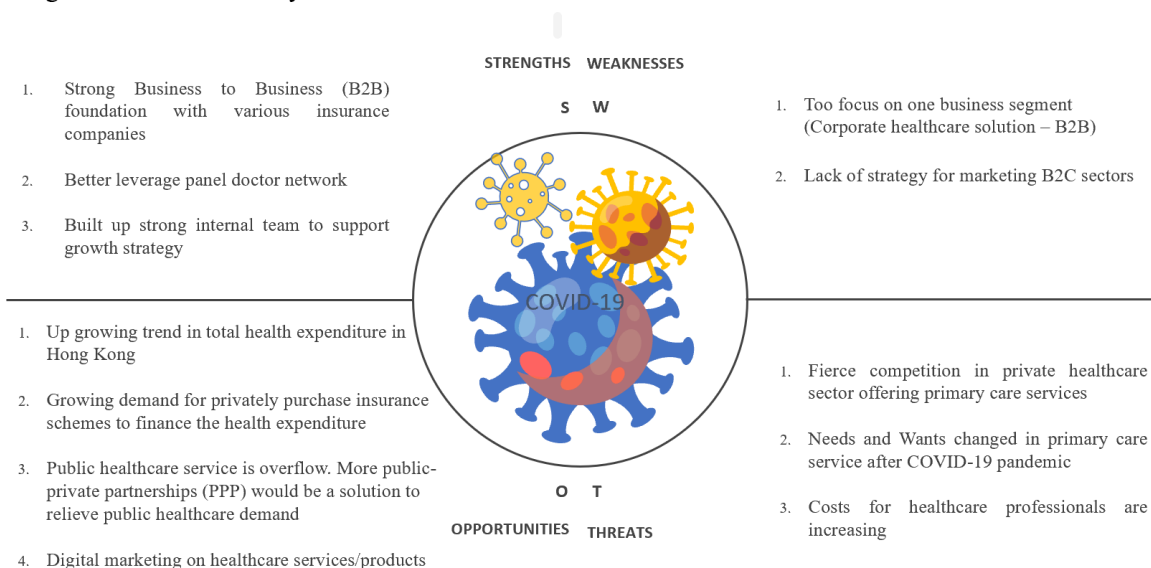
Standard, 2021). The growth engine is not sustainable once the IME business slows down. On the contrary, QHMS already well developed their digital platform in the year 2020 to capture the B2C market

This factor creates an urgency for the management team to develop the B2C market.

2.3 SWOT analysis

This SWOT analysis combines internal & external views. Strengths and weaknesses represent the good and bad side of the internal view while opportunities and threats correspond to the positive side and negative issues that existed in the external environment (HKU, n.d.). Based on the external and internal factors analyzed in the previous section, SWOT analysis could be summarised in figure 2.3 below.

Figure 2.3: SWOT analysis



Source: Constructed by Author

3. Segmentation, Targeting and Positioning (STP)

In this section, it's going to analyze the segmentation, targeting and positioning (STP) UMP currently adopted.

3.1 Segmentation

Marketing segmentation is the process by which a market is divided into distinct subsets of general customers with similar needs and characteristics. It could be by demographic variable, social class or psychographic variables (Datta, 1996). UMP focus on two business segments. 1. B2B corporate scheme management. 2. B2C clinical service offerings

B2B segmentation includes

1. Group insurance contract from the insurance company
2. Individual insurance contract from the insurance company
3. Corporate healthcare solutions are offered directly through UMP (UMP website, n.d.).

B2C segmentation refers to the services delivered to the patients. Clinic service segmentation would be based on personal health conditions and characteristics. The objective is to divide the population into homogeneous groups based on similar needs for the service. Five segments related to primary care are listed below (Brommels, 2020).

1. Healthy Person
2. Persons with incidental needs, e.g common cold
3. Persons with Chronic disease
4. Persons with multiple health problems and illnesses (usually elderly and needed a case manager)
5. Persons need precise elective interventions

3.2 Targeting

For B2B marketing, the company focuses mainly on the insurance business with group insurance business (UMP, 2019).

For B2C clinic service offering, UMP target immigration examination service. This is the kind of product that address persons with incidental needs – e-migration.

3.3 Positioning

UMP's vision is "to give everyone access to trusted and affordable care so that everyone can freely pursue their dreams without worrying about their health" (UMP Website, n.d.). UMP positioned price against quality as medium and with lower price.

4. Marketing Mix Strategy

The common way to analyze marketing mix strategy is by using the 4P framework: Product, Price, Place, Promotion (Constantinides, 2006). Below is the marketing mix to measure the effectiveness of UMP's target.

4.1 Product

UMP delivered a wide spectrum of primary healthcare outpatient services. Services include general practitioners, specialist practitioners, dental, physio, day surgery and endoscopy (UMP website, n.d.). Those are services that cater persons with incidental needs covering the mass market for B2B group insurance package

UMP standalone its brand in laboratory and imaging as ProCare medical imaging and laboratory centre (UMP website, n.d.).

4.2 Price

The price is relatively low because the UMP brand has been well known as a panel doctor network provider to the insurance companies. As such, the walk-in price could not be too expensive to remain competitive.

Pricing for immigration examination in UMP (UMP Website, n.d.) is also cheaper than QHMS (QHMS Website, n.d.).

4.3 Place

The number of UMP-owned outlet integrated centres is 43 (UMP Website, n.d.). The coverage is far less than its competitor QHMS, which has over 100 self-owned centres in HK (QHMS Website, n.d.). It is less accessible when compared to QHMS.

4.4 Promotion

LinkedIn is a popular channel for professional networking and career development. UMP only focus on the LinkedIn channel to approach corporate client, which is an effective way. In figure 6, UMP's LinkedIn exposure in this channel is comparable to QHMS. On the contrary, QHMS has done a good job to make use of social media, Facebook, to promote the brand. UMP has been far behind in these areas. That explained why the B2C coverage is far behind QHMS

Figure 6: Comparison of promotion with the competitors (figures captured as of July 1, 2022)



01 - Digital social media promotion		Number of followers / Subscribers	
• Facebook		92	36610
• LinkedIn		2562	3022
• Youtube		1260	196
• Whatsapp (chatbot)		14	x

Source: 2020 UMP annual report, constructed by author (UMP, 2020)

5. Future Developments in the Area of Marketing

Management should encourage its staff to view themselves from the perspective of the client (Elrod and Fortenberry, 2018). This is to ensure that the marketing proposition can deliver customer value and increase loyalty to the brand.

To enhance the patient journey with care and support, it is recommended to apply technology to create customer value. It is suggested to build up the membership program with mobile applications. Add-on convenience services such as booking, in-app virtual consultation, and health tips to share the update with the members. This is not only to develop customer relationships but also to compete with digital service offerings from its major competitor QHMS.

For the product side, AI could be applied to imaging and diagnostic service, customer should be educated the value-added benefits with more accurate diagnosis and timely examination report generation. As such, the pricing for these products could be higher to attract customers with high income segment.

For the promotion approach, there are over 6.44 million social media users in 2021 in HK (Kemp, 2021). It is suggested to utilize more Facebook, Instagram and WhatsApp to promote the brand and its service offering.

6. Conclusion and Recommendation

In this report, UMP's weakness to develop B2C is identified. They rather focus on B2B which has more experience. From the situation analysis, STP and marketing mix, it is revealed that the existing area of marketing is not effective to develop B2C. However, there is an urgent demand to develop B2C marketing in healthcare. Although social media

platforms and mobile applications may further develop UMP marketing, a more comprehensive marketing plan is required to tap into the B2C business segment.

The recommendation would consist of 4 main steps.

1. Revise marketing position and target market for B2C

As mentioned in the situation analysis, there are increasing private expenditures on healthcare with the support of health insurance. This could switch customer demands to have a healthy lifestyle and preventive healthcare (Cangelosi, Ranelli and Markham, 2009).

It is suggested to change the target market in B2C from the person with an incident need to a healthy lifestyle. For B2B, the target market could still stick with the person with an incident need. As a result, both the target market and the marketing mix could be differentiated from B2B.

2. Brand expansion to distinguish WeWell as a B2C brand from traditional UMP B2B image

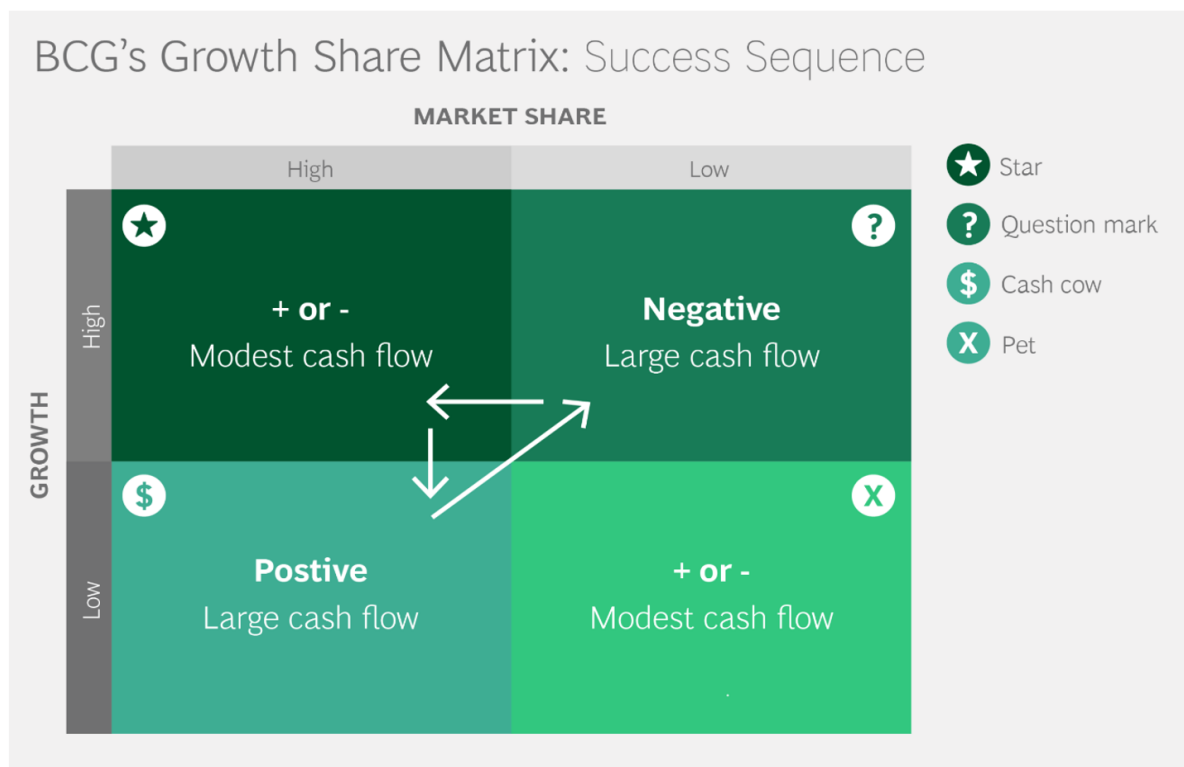
UMP has given an image to the customer that they are focusing on the B2B panel network provider. To distinguish the position, brand extension to promote the new brand WeWell targets a healthy lifestyle.

More efforts on brand building to relate WeWell brand to customers' feelings, experiences, perceptions and beliefs (Ambler et al., 2002). Brand assets on WeWell could be matched to customer demands with a healthy lifestyle by extending new product areas and new customers, e.g nutritious advisory service. A healthcare case manager could be to follow up on personalized needs. As such, it will not only follow the customer's heart and mind but also educate how the clients use the preventive healthcare services (Grönroos, 2006). It would be a key foundation to perusal the customer to join the membership program and to develop CRM for repetitive consumption.

3. Developing WeWell brand with UMP financial support

In the situation analysis, the UMP B2B segment does not have market growth but with relatively high market share, while healthcare B2C exposure is of high growth potential but still under low market share when compared to QHMS. According to the Boston Consulting Group (BCG) portfolio model, those corporate portfolios could be divided into 4 categories by using market share and growth (Henderson, 2022). In figure 6 below, UMP's traditional B2B segment could act as the cash cow to fund WeWell for the B2C developments as a question mark.

Figure 6 – cash flow across business line using BCG portfolio model



Source: BCG analysis (Henderson, 2022)

The existing strength in laboratory and imaging under “ProCare Imaging” could deliver some high-end check-up products to WeWell VIP customers under the membership program. WeWell could then leverage UMP firm infrastructure as illustrated by Porter’s value chain before.

4. Digital marketing developed for B2C business

Digital touch points such as WhatsApp chatbot could be made available on the e-commerce platform, WeWell website and social media to encourage customer enquiry and interaction. Data collected from the WhatsApp chatbot could be used to identify the target market (healthy lifestyle people).

According to Cangelosi, Ranelli and Markham (2009), it is suggested that age, gender, education, marital status, income, and health insurance are the key demographic characteristics to seek preventive healthcare services. Direct marketing could be performed through electronic Direct Mail where products and promotions could be delivered to the selected target customers.

Those are the recommendations to help resolve UMP's current marketing issue.

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