HIRING

Hospital marketing interviews: what good answers show

Forty-plus questions grouped by area, what each group tests, and the red flags on both sides of the table.

Swipe →

Gaurav Phogat
gauravphogat.com



THE PRINCIPLE

02

"

Good hospital marketing interview questions test commercial thinking, not just channel skills.

Strong answers ask clarifying questions, involve doctors, build in compliance and measure honoured appointments.

Gaurav Phogat
gauravphogat.com



THE FORMAT

Four parts across two or three conversations

1. **Background and motivation**
   20 to 30 minutes: why healthcare, what they actually did
2. **Functional depth**
   45 to 60 minutes, questions matched to the role
3. **Case exercise**
   One realistic problem, 60 to 90 minutes
4. **Stakeholder conversations**
   A senior doctor and someone from operations or finance

Pick 12 to 15 questions and use the same core set for every candidate.

Gaurav Phogat
gauravphogat.com



WHAT EACH AREA TESTS

Ten areas, one thing each

STRATEGY	Commercial thinking about service lines and catchments
DIGITAL	Hands-on campaign skill and measurement beyond platform numbers
CRM, FUNNEL	What happens after the enquiry; all levels
PR, CRISIS	Judgement and privacy under pressure
DOCTOR RELATIONS	Influence without authority

Gaurav Phogat
gauravphogat.com



SAMPLE QUESTIONS

Questions that separate doers from report-readers

- Which three service lines would you grow first at a 200-bed hospital?
- Meta cost per lead is a third of Google's. Move budget?
- Enquiries rose 20% but appointments were flat. What do you investigate?
- We rank poorly for cardiologist near me. What do you check first?
- An angry-family video from the ED is trending. First two hours?

Gaurav Phogat
gauravphogat.com



STRONG ANSWERS

What a good answer contains

- Asks what happens after the lead: contact, booking, show rate
- Uses margin, capacity and catchment demand, not personal preference
- Checks Business Profile and doctor pages before writing new blogs
- Verifies facts, protects patient confidentiality, prepares a holding statement

Gaurav Phogat
gauravphogat.com



DOCTOR RELATIONS

The stakeholders who decide if you last

- **A surgeon insists on an ad that breaks the rules**
  Explain the risk, offer a compliant alternative, escalate if needed
- **Which doctors get featured**
  Service-line priority and capacity, applied as a transparent rule
- **A doctor says marketing sends the wrong patients**
  Take it seriously, review targeting with the doctor, adjust

Gaurav Phogat
gauravphogat.com



NMC UPDATE

Answers that would have passed before October 2026

- Requesting or sharing patient testimonials for promotion
- Before-and-after photos or promotional patient stories, even with consent
- Discounts or other inducements
- Superiority or guaranteed-outcome claims

NMC Guidelines on Ethical Advertising and Public Communication, in force since 6 October 2026.

Gaurav Phogat
gauravphogat.com



READ THE FULL GUIDE

Hospital marketing interview questions, in full

- All ten question areas with model answers
- The worked case exercise
- Questions candidates should ask the hospital
- gauravphogat.com/hospital-marketing-interview-questions

Gaurav Phogat
gauravphogat.com

