HOSPITAL LAUNCH

Soft launch or hard launch? Decide on evidence

It is a bet about readiness, not a matter of style. The marketing plan follows the decision, never makes it.

Swipe →

Gaurav Phogat
gauravphogat.com



TWO BETS

Each has its own failure mode

HARD LAUNCH	Everything live on one date, maximum awareness from day one
SUITS	Known brand, proven team, a competitor opening nearby
SOFT LAUNCH	Limited flow, limited services, announce later
SUITS	New team, new city, complex systems, brand that cannot stumble

Gaurav Phogat
gauravphogat.com



WHAT SOFT TESTS

Real patients test what drills cannot

- The full chain: registration to consult to diagnostics to billing to discharge
- The front door: calls, maps, parking, signage, insurance desk
- First patients: staff families, joining doctors' patients, nearby residents
- An owner capturing issues, a daily review, a closure rule

  Without that discipline, a soft launch is just a quiet opening

Gaurav Phogat
gauravphogat.com



READINESS EVIDENCE

Seven questions, a few weeks before opening

1. Has the full patient chain run end to end at realistic volume?
2. Are named doctors confirmed, schedules loaded in the system?
3. Are key insurers and TPAs empanelled, cashless tested?
4. Is the contact centre staffed, trained and tested from outside?
5. Are HIS, billing and pharmacy stable under load?

Also: are listings, signage and directions consistent, and can emergency handle arrivals from day one?

Gaurav Phogat
gauravphogat.com



THE USUAL ANSWER

"

Open in phases by service: OPD and diagnostics first, then day care and planned admissions, then complex specialties.

Every message must say what is open now and what is coming. Never a hard launch message with soft launch operations.

Gaurav Phogat
gauravphogat.com



What each choice does to spend

HARD	Spend converges on one window, judged on enquiry and footfall rise
SOFT	Low-cost channels first, judged on issues closed and early conversion
PHASED	Spend split by service, every rupee points at a ready service
ALWAYS	Keep a reserve. Openings rarely go to plan.

Gaurav Phogat
gauravphogat.com



RISKS OFF THE DECK

What nobody puts in the slides

- A soft launch that never ends and drifts into half-open
- Hard launch problems become reviews that sit on top for months
- Listings and website not switched on the day each phase goes live
- A chief guest date that bends readiness to fit the calendar

  Separate the ceremony from the operational opening

Gaurav Phogat
gauravphogat.com



DECISION MEETING

One meeting, well ahead, evidence not assurance

- Readiness questions sent in advance to ops, clinical, IT, commercial
- Two costed launch plans brought: hard and phased or soft
- A trigger to pull a hard launch back to phased
- Exit criteria for the soft launch set before it begins

If the evidence is not there by the meeting, that is the answer.

Gaurav Phogat
gauravphogat.com



READ THE FULL GUIDE

Soft launch or hard launch, in full

- Choosing and debriefing soft-launch patients
- When a hard launch earns its noise
- The digital switches in the launch runbook
- gauravphogat.com/soft-launch-or-hard-launch-hospital

Gaurav Phogat
gauravphogat.com

