

SUMMER INTERNSHIP PROGRAM

at

Ernst & Young , New Delhi

From 1st May to 30th June 2024

A REPORT BY

Anika Nehra

Master of Business Administration

Hospital and Health Management

2023-25

under the Mentorship of
Mr. S.P. Chattopadhyay, Assistant Professor



Internship Certificate

01-Jul-2024

Dear Anika,

This is to confirm the successful completion of Anika Nehra's internship with us from 01-May-2024 to 30-Jun-2024.

During the internship period, Anika worked on the project titled, Digital plus Market, and was assigned to the Business Design function in Business Consulting PI.

She showed willingness to expand her knowledge and worked enthusiastically on the project.

We wish Anika continued success in her academic pursuits and professional journey.

Warm Regards,



Anand Parab
Authorised Signatory

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Anika Nehra** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESEARCH** has prepared a poster with respect to her summer internship held during **May-June 2024**.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 22/07/2024

A handwritten signature in blue ink, appearing to read 'S.P. Chattopadhyay', written over a light blue circular stamp.

(Signature of Faculty Mentor)

Name: **Mr. S.P CHATTOPADHYAY**

Designation: Assistant Professor

EY: Empowering PE Investors with Commercial Due Diligence & Business Process Transformation

ABOUT ERNST & YOUNG

Ernst & Young Global Limited, trade name EY, is a multinational professional services partnership. EY is one of the largest professional services networks in the world. It is considered one of the Big Four accounting firms. “EY Parthenon” is the healthcare arm of EY. It provide deep strategic, financial, operational, tax, turnaround and restructuring advice to help solve business issues in critical and complex situations and reshape for a better future. Partnership formed in 1989 by merger of 2 firms, Ernst & Whinney and Arthur Young & Co.

PURPOSE OF EY

Purpose : EY exists to *build a better working world*, helping to create long-term value for clients, people and society, and to build trust in the capital markets. Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

COMMERCIAL DUE DILIGENCE

Benefits

- Analyze the market potential
- Identify risks
- Forecast sales potential
- Understand the target company's position
- Gain holistic insights
- Make informed decisions

COMMERCIAL DUE DILIGENCE

Focus areas

- Market assessment
- Pricing strategy
- Strategy development
- Business landscape analysis
- Profitability analysis
- Competitor profiling
- Trend forecasting

CHALLENGE

Cross city collaboration

Data acquisition

SUGGESTION

Leverage Collaborative Platforms

Maintain Open Communication

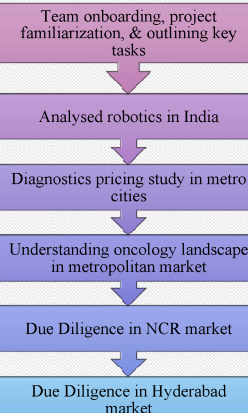
ORGANOGRAM



BENEFIT OF INTERNSHIP



KEY ACTIVITIES OF INTERNSHIP



KEY TAKEAWAY & CONTRIBUTION

- 01** **Market Research Skills:** Applied theoretical knowledge in primary data collection, competitor analysis, benchmarking, and market assessment.
- 02** **Stakeholder Engagement:** Attended meetings, recorded minutes, and understood consultancy workflows.
- 03** **Challenge Resolution:** Developed strategies to overcome cross-city collaboration and data acquisition challenges.
- 04** **Financial Analysis:** Analysed healthcare costs to understand profitability during market research.
- 05** **Communication Skills:** Improved communication through client and team interactions.
- 06** **Client Communication:** Prepared presentations and interacted with clients to discuss progress

PUTTING THEORY INTO PRACTICE

THEORY APPLIED & PRACTICAL SKILLS DEVELOPED

- | | |
|--|---|
| ✓ Healthcare cost analysis, providing valuable data for market research. | ✓ Communication: I collaborated effectively with a geographically dispersed team, fostering clear and efficient communication across locations. |
| ✓ I collected data, using primary research methods to gather insightful information. | ✓ Market Research: I actively conducted interviews, analyzed cost structures, and performed pricing studies, showcasing my market research skills. |
| ✓ Decision-Making Frameworks: By analyzing data and competitor trends. | ✓ Project Management: I participated in team onboarding and task outlining, demonstrating my ability to contribute to project organization and execution. |
| ✓ Market Study Techniques: I employed competitor analysis techniques like benchmarking and market assessments to gain a understanding of the healthcare landscape. | |

SWOT ANALYSIS

MARKET STUDY ON USE OF ROBOTICS IN INDIA

Strength Clear project goals Proactive team member	Weaknesses Cross-city collaboration challenges Limited device access
Opportunities Lucrative Robotics Market in India Acceptance and demand for technological advancement like robotic surgery	Threats Competitive Landscape Data Acquisition Challenges

Presented By: Anika Nehra

MBA Hospital & Health Management, Batch: 28

Roll Number: 1676

Faculty Mentor: Mr. S.P. Chattopadhyay

Organization Mentor: Dr. Eisha Anand (Manager - Business Consulting Healthcare, EY)

Name of the Organisation: Ernst & Young , New Delhi

Project of Summer Internship Program: Market Study on use of Robotics in India.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 1

From: 1st May to 5th May 2024

Activity Done	The onboarding week focused on team introductions, project familiarization with key jargons, and outlining key tasks through team meetings to ensure a clear understanding of project objectives.
Linking theory (Classroom learning) with practice at your organisation	Financial management and research methodology subject have been relevant to me a market research analyst while assessment of data on various financial and qualitative aspects.
Gaps identified on the working area.	I'm happy to report there haven't been any major concerns yet, and I'm committed to being a valuable and supportive team member. However, cross city collaboration with team to deliver project milestones timely is a gap.
Suggestions for improvement	In spite to the stringent company requirement and regulation to work on own device , utilizing collaborative platforms for file sharing and project management would be ideal to ensure timely report submission.
Plan for the next week	The next step is to leverage the market research and data analysis to formulate conclusions regarding investment opportunities within the healthcare sector.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: Market Study on use of Robotics in India.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 2

From: 6th May to 12th May 2024

Activity Done	In a productive week, the team held a series of meetings to tackle the week's key tasks. Coordinated with the EY Mumbai office to ensure alignment on project progress. To gain a deeper industry understanding, team conducted phone interviews with representatives from leading robotic companies. I meticulously documented their key features and subsequently analysed the cost structures associated with robotic surgery for each company, creating a clear picture of the financial landscape.
Linking theory (Classroom learning) with practice at your organisation	By applying decision-making frameworks, I tackled key tasks. Analysing cost structures (healthcare financing) from competitor interviews (competitor analysis) helped us understand the robotic surgery market (market study).
Gaps identified on the working area.	I'm happy to report there haven't been any major concerns yet, and I'm committed to being a valuable and supportive team member. However, cross city collaboration with team to deliver project milestones timely is a gap.
Suggestions for improvement	In spite to the stringent company requirement and regulation to work on own device , utilizing collaborative platforms for file sharing and project management would be ideal to ensure timely report submission.
Plan for the next week	Next week marks the final push for our "Market Study on Use of Robotics in India" project. We'll be diving deep into the analysis of our findings and have a comprehensive conclusion summarizing the potential benefits of robotic surgery in the Indian market and best company for robotics in India.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: Pricing Study for Apollo Diagnostics.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 3

From: 13th May to 19th May 2024

Activity Done	This week, we embark on a strategic challenge in the dynamic diagnostics market. We conducted a pricing study for laboratory diagnostic tests offered by Apollo and other industry leaders. This strategic analysis will equip us with valuable insights to optimize pricing and achieve a competitive advantage. This strategic pricing approach can enhance Apollo's profitability, attract new patients, and strengthen its competitive edge in the diagnostic market.
Linking theory (Classroom learning) with practice at your organisation	We analysed pricing for diagnostic tests, considering competition, costs, and market trends which is linked to the market analysis learning from Marketing subject taught in 1 st year of MBA.. This analysis will identify opportunities to optimize pricing for profitability and market share.
Gaps identified on the working area.	I'm happy to report there haven't been any major concerns yet, and I'm committed to being a valuable and supportive team member.
Suggestions for improvement	In spite to the stringent company requirement and regulation to work on own device , utilizing collaborative platforms for file sharing and project management would be ideal to ensure timely report submission.
Plan for the next week	We're on track to finalize the pricing study next week. Then, the Digital Market Plus project – the one from my internship approval letter! I'm thrilled to collaborate and see what we can accomplish together on this.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: Understanding the landscape of oncology in major metropolitan markets.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 4

From: 20th May to 26th May 2024

Activity Done	This week, I wrapped up the final compilation for pricing study project and transitioned to a new initiative: analysing the oncology landscape in major metropolitan markets.
Linking theory (Classroom learning) with practice at your organisation	These projects involved tasks like primary data collection from major market players and then analysing the arranged data to benchmark performance against competitors , market assessment and capability assessment.
Gaps identified on the working area.	Data acquisition from diverse sources can be a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	While data procurement across various sources can present challenges, I leverage my communication and collaboration skills to ensure comprehensive data collection.
Plan for the next week	I'll be continuing work on the oncology landscape analysis project next week. Then, the Digital Market Plus project – the one from my internship approval letter! I'm thrilled to collaborate and see what we can accomplish together on this.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: Analysis of hospital pricing for medical services in the NCR Region (Faridabad & Gurgaon).

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 5

From: 27th May to 1st June 2024

Activity Done	This week, as part of the due diligence process, I began a market study in the NCR region. This involved analysing pricing strategies for medical services and bed charges offered by leading hospitals in Faridabad and Gurgaon. The goal was to gain insights into the competitive positioning of these hospitals within the market.
Linking theory (Classroom learning) with practice at your organisation	We analysed pricing for medical services and bed charges, considering competition, costs, and market trends which is linked to the market analysis learning from Marketing subject taught in 1 st year of MBA.
Gaps identified on the working area.	Data acquisition from diverse sources can be a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	While data procurement across various sources can present challenges, I leverage my communication and collaboration skills to ensure comprehensive data collection.
Plan for the next week	We'll be continuing with the project for the following week as well to draw a conclusion.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: A Comparative Analysis of Hospital Pricing for Medical Services in Hyderabad: Investment Considerations.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 6

From: 3rd June to 9th June 2024

Activity Done	This week, as part of the due diligence process, I began a market study in Hyderabad. This involved analysing pricing strategies for medical services and bed charges offered by leading hospitals in Hyderabad market. The goal was to gain insights into the competitive positioning of these hospitals within the market.
Linking theory (Classroom learning) with practice at your organisation	We analysed pricing for medical services and bed charges, considering competition, costs, and market trends which is linked to the market analysis learning from Marketing subject taught in 1 st year of MBA.
Gaps identified on the working area.	Data acquisition from diverse sources can be a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	While data procurement across various sources can present challenges, I leverage my communication and collaboration skills to ensure comprehensive data collection.
Plan for the next week	We'll be continuing with the project for the following week as well to draw a conclusion.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: A Comparative Analysis of Hospital Pricing for Medical Services in Hyderabad: Investment Considerations.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 7

From: 10th June to 16th June 2024

Activity Done	This week, we continued with the due diligence process including a market study in Hyderabad. This involved analysing pricing strategies for medical services and bed charges offered by leading hospitals in Hyderabad market. The goal was to gain insights into the competitive positioning (L1 & H1) of these hospitals within the market.
Linking theory (Classroom learning) with practice at your organisation	We analysed pricing for medical services and bed charges, considering competition, costs, and market trends which is linked to the market analysis learning from Marketing subject taught in 1 st year of MBA.
Gaps identified on the working area.	Data acquisition from diverse sources can be a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	While data procurement across various sources can present challenges, I leverage my communication and collaboration skills to ensure comprehensive data collection.
Plan for the next week	We'll be analysing the organising data to close the project in the following week.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Name of the Organisation: Ernst & Young, New Delhi

Project of Summer Internship Program: A Comparative Analysis of Hospital Pricing for Medical Services in Hyderabad: Investment Considerations.

Name of the Student: Anika Nehra

Roll no: 1676

Stream: MBA Hospital and Health Management

Week no: 8

From: 17th June to 23rd June 2024

Activity Done	This week as well, we continued with the due diligence process including a market study in Hyderabad. This involved checking for air connectivity of Hyderabad healthcare globally , expert interview to gain insight into the pricing strategies for medical services offered by leading hospitals in Hyderabad market.
Linking theory (Classroom learning) with practice at your organisation	We analysed pricing for medical services and bed charges, considering competition, costs, and market trends which is linked to the market analysis learning from Marketing subject taught in 1 st year of MBA.
Gaps identified on the working area.	Data acquisition from diverse sources can be a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	While data procurement across various sources can present challenges, I leverage my communication and collaboration skills to ensure comprehensive data collection.
Plan for the next week	The project continues however my internship tenure ends next week. I will be focusing on approval of final report and poster as well as completion of all important documentation required. I also had one to one meetings with seasoned players in the organization to get my performance feedback and understanding about the organization's work.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay

Compiled Reporting Format

Name of the Organisation: Ernst & Young , New Delhi

Projects of Summer Internship Program: Digital Plus Market :

- 1) **Market Study on use of Robotics in India.**
- 2) **Pricing Study for Apollo Diagnostics.**
- 3) **Understanding the landscape of oncology in major metropolitan markets.**
- 4) **Analysis of hospital pricing for medical services in the NCR Region (Faridabad & Gurgaon).**
- 5) **A Comparative Analysis of Hospital Pricing for Medical Services in Hyderabad: Investment Considerations.**

Name of the Student: **Anika Nehra**

Roll no: 1676

Stream: MBA Hospital and Health Management

Activity Done	Week 1: Team onboarding, project familiarization, & outlining key tasks. Week 2: Meetings to tackle key tasks, coordinated with EY Mumbai office, conducted interviews with robotic companies, documented key features, analysed cost structures for robotic surgery. Week 3: Conducted pricing study for laboratory diagnostic tests offered by Apollo and other industry leaders in major metro cities. Week 4: Wrapped up pricing study project, transitioned to analysing the oncology landscape in major metropolitan markets. Week 5: Due diligence process - market study in NCR region analysing pricing strategies for medical services and bed charges offered by leading hospitals in Faridabad and Gurgaon. Week 6: Due diligence process - market study in Hyderabad analysing pricing strategies for medical services and bed charges offered by leading hospitals. Week 7: Due diligence process - continued market study in Hyderabad, focusing on competitive positioning . Week 8: Due diligence process - continued market study in Hyderabad, included checking for air connectivity and expert interviews.
---------------	---

Linking theory (Classroom learning) with practice at your organisation	Financial Management: Understanding financial aspects of healthcare is crucial for market research analysis, especially when assessing costs and profitability. Research Methodology: The skills learned in research methodology are essential for conducting market research. This included <u>Primary Data Collection</u>: This skill is critical for market research, allowing to gather unique information directly from market players. Decision-Making Frameworks: Applying these frameworks helped me tackle key tasks efficiently. Market Study: Analysing cost structures through competitor interviews aligns with competitor analysis techniques learned in marketing. This included <u>Benchmarking & Market Assessment</u>: These practices are fundamental to market research, enabling me to compare target market with competitors and assess its overall health.
Gaps identified on the working area.	Cross city collaboration with team to deliver project milestones timely, was a gap. Our geographically dispersed team presents a challenge due to potential communication delays and limited face-to-face interaction. Data acquisition from diverse sources was a complex undertaking, requiring effective strategies to overcome data quality and accessibility issues.
Suggestions for improvement	Enhance Cross-City Collaboration: • Leverage Collaborative Platforms: Despite company regulations regarding personal devices, I proposed the use of secure, company-approved cloud-based platforms for file sharing and project management. This facilitate real-time collaboration, improve communication, and ensure timely report submission. Address Data Acquisition Challenges: • Maintain Open Communication: While I effectively utilize communication skills for data collection, consider proposing additional strategies to address potential data quality and accessibility issues across diverse sources.

Signature of the Student : Anika Nehra

Approved by the IIHMR University's Mentor : Mr. S P Chattopadhyay