

SUMMER INTERNSHIP PROGRAM

at

Grant Thornton Bharat LLP

From 12 May 2025 to 26 July 2025

A REPORT BY

Smridhi Gupta

Master of Business Administration

Healthcare Analytics

0025

2024-26

under the Mentorship of

Dr. Sarthak Sen Gupta

Assistant Professor, School of Digital Health



05 August 2025

Grant Thornton Bharat LLP

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Experience Letter

This is to certify that Ms. Smridhi Gupta did her summer internship with Grant Thornton Bharat LLP from 12 May 2025 to 25 July 2025.

We wish her all the very best in all her future endeavours.

For Grant Thornton Bharat LLP

eSigned using DSC (Leegality.com -
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Satya Nand Jha

Date: Wed Aug 06 10:40:37 IST 2025

Satya Jha
Partner

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Smridhi Gupta** of the academic year 2024-26 **School of Digital Health** has prepared a poster with respect to his summer internship held during May-July 2025.

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

Date: 29/07/2025

A blue ink signature of Dr. Sarthak Sen Gupta, consisting of a stylized 'S' and 'G'.

Dr. Sarthak Sen Gupta

Assistant Professor

IIHMR University, Jaipur

Name of organization: Grant Thornton Bharat LLP
Presented by: Smridhi Gupta
Stream : MBA Healthcare Analytics
Roll Number: 025
University Mentor : Dr. Sarthak Sen Gupta
Organization Mentor: Mr. Ankur Bharti

ORGANISATION PROFILE

The organisation has a history rooted in India's growth story, evolving from a small assurance and tax services firm to a leading professional services provider. The firm, now with over 10,000 people across 18 locations, has expanded its services to include advisory.

Grant Thornton provides healthcare consulting services in the following specialized areas:

- Public Health Transformational Consulting
- Digital Health Consulting

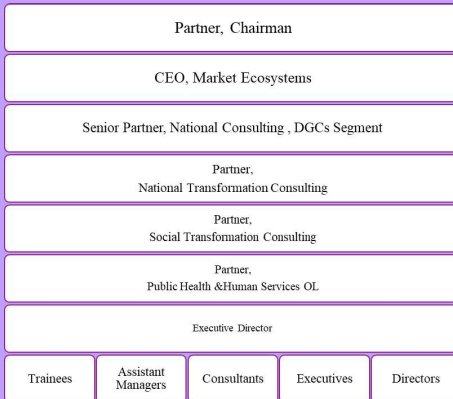
VISION

Grant Thornton Bharat's vision is to shape a vibrant and sustainable India by enabling businesses to thrive, governments to innovate, and communities to prosper.

MISSION

Their mission is to be a leading business advisor, helping clients unlock their potential for growth, providing impactful solutions, and fostering a people-centric culture.

ORGANISATIONAL STRUCTURE



The organization follows a non-hierarchical structure, the above mentioned structure is for approval of deliverables and support through experience of seniors.

OBJECTIVES

- To design a multi-phased evaluation framework to ensure a structured Analysis.
- To conduct a structured assessment of proposals through the feasibility framework.
- To conduct a multi-dimensional evaluation of shortlisted ventures.

METHODOLOGY

- Project type: Feasibility Analysis
- Project Duration: The project covered data collected in phases in 10 months (August 2024 to June 2025)
- Data Set: 1113 entries
- Sampling Technique: Simple Random Sampling
- Data Collection Method:
 - Phase 1: Voluntary Entries
 - Phase 2: Questionnaire

WORKFLOW

Phase 1: Initial Screening

- Email Categorization
- Proposal Identification
- Proposal Screening

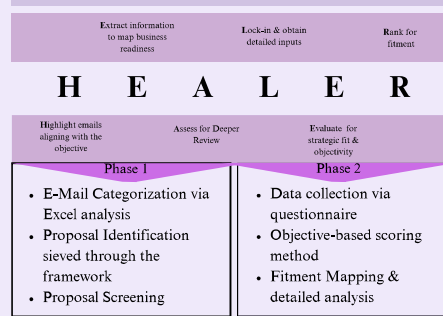
Phase 2: Detailed Evaluation

- Data Collection Via Questionnaire
- Objective-Based Scoring Method
- Fitment Mapping & Detailed Analysis

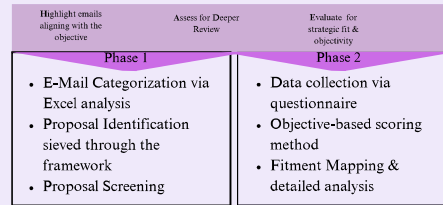
Final Touchdown

- Ensuring the proper identification of prime participants, through each check-point of the multi-phased feasibility framework.
- Preparing deliverables for client review.

FRAMEWORK USED

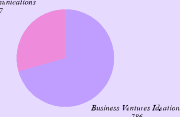


HEALER

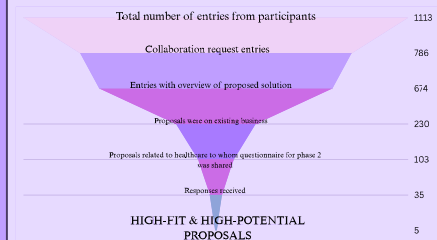


FINDINGS AND RESULTS

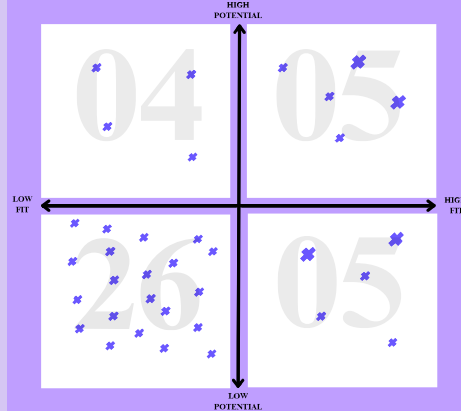
There was a total of 1113 entries from across the world, out of which 327 appeared to be random communication and 786 business ventures and ideas were fit for analysis.



PROPOSAL IDENTIFICATION - Funnel Chart



FITMENT-POTENTIAL MATRIX



Category	Number of Solutions	%
High Fit-High Potential	5	13%
High Fit-Low Potential	5	13%
Low Fit-High Potential	4	10%
Low Fit-Low Potential	26	65%

THEORETICAL KNOWLEDGE

I learned about the foundation of Analytics and statistics, academic aspects of healthcare. Performed group projects & learned the skills of teamwork & collaboration. Learned tools such as PowerBI, Tableau & Microsoft excel.

PRACTICAL KNOWLEDGE

Applied analytics to datasets, industry specific business development task, hands on primary & secondary research for clients. Created & conducted surveys & mapping exercises. Used data analysis to create presentations, developed real-time deliverables.

TOWS ANALYSIS

INTERNAL FACTORS

STRENGTHS	WEAKNESSES
- Using the multi-phased framework to develop dashboards via analytical tools. - Usage of objective scoring to include the various aspects into proposal evaluation.	- Using the framework to address data privacy in the evaluation. - Implementation of objective methods to ensure minimized presence of biases.
- Improvement in the Phase 1 data collection by using AI or automated tools. - Incorporation of AI techniques for proposal filtering to reduce potential biases.	- Minimize imbalanced scoring by AI enhanced standardization. - Protecting data by avoiding excessive manual use or using tools which retain the data.

EXTERNAL FACTORS

OPPORTUNITIES

THREATS

SWOT ANALYSIS

STRENGTH

- It has a Structured Multi-Phased design.
- Objective scoring makes it standardized hence ensures reliable outcomes.
- Both quantitative & qualitative data collection ensures improved robustness.

WEAKNESS

- It might have a potential selection bias in phase 1.
- Projects limited depth in initial screening.
- Manual evaluation in phase 2 may limit scalability.
- Questionnaire data quality might cause inaccuracy.

OPPORTUNITY

- Use of analytics tools for screening.
- Integration of various social metrics, increases knowledge.
- Various dashboards are created which helped increase proficiency.

THREAT

- Evaluation fatigue might happen by evaluators.
- Bias in objective scoring according to personal choice.
- Irregular data collection because of data privacy issues.

CHALLENGES FACED

- Fast paced work environment, with extended working hours.
- Getting relevant information for the poster and report due to confidentiality issues.
- The travel time added to the daily hours making it more extensive.

MAJOR LEARNINGS

Document Creation & Drafting

- Questionnaire development
- Context Document Building
- Tender Document Development
- Credential Review
- Thought Leadership Paper Writing / ToL Development

Team Collaboration & Meetings

- Discussion
- Meeting Updates
- Collaboration

Analysis & Research

- CV Analysis
- Secondary Research / Secondary Analysis
- Literature Reviewing
- Competition Analysis
- Categorical Analysis
- Healthcare Event
- Data Benchmarking
- WASH-health Analysis

RFP & Proposal-Related Work

- RFP Analysis
- RFP Tasks
- Proposal Planning

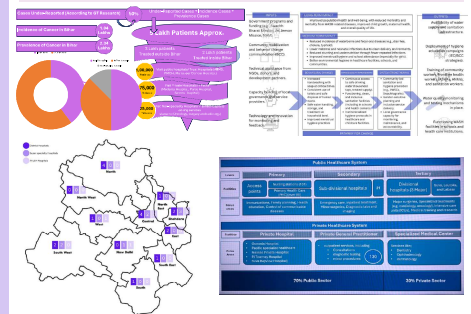
Data Handling & Visualization

- Excel Analysis
- Data Mapping
- Data Validation
- Infographic Development
- Data Collection
- Data Structuring

Area-specific healthcare market review of the following areas:

- El Salvador
- Fiji
- India (Various states)

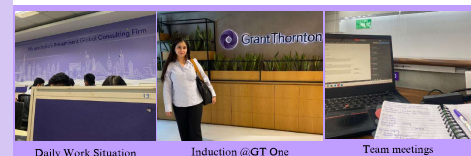
VISUALISATIONS MADE DURING THE INTERNSHIP



SUGGESTIONS FOR THE ORGANISATION

- Structured internship programme can be carried out.
- Weekly mentoring sessions can help in tracking progress to track gaps.
- Better utilization of time, to have improved output about the various tasks.
- Work-Life balance can be maintained, and late night work calls and meetings can be avoided.

IMMERSION EXPERIENCES



Report Week 1

Name of the Organization: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 Stream: MBA Healthcare Analytics

Week no:1 From: 12 May 2026 to 16 May 2026

Activity Done	- Induction at the GT One Office with a whole day of consulting and discussions around how does the firm works, their regulations & functioning. - Developed a context document for a project, to build an understanding of the whole focus area. - Developed 12 Creds, modulated their time frames, and differentiated them based on their thematic areas. (Re-structuring) - Analyzed an RFP-Request for proposal documents, for a Carrabin country, developed an excel having Brief, PQ, TQ, Team Details, Proposal Tracker as sheets. - Reviewed 45 Creds to discuss their usage for a project.
Linking theory (Classroom learning) with practice at your organization	- Used excel on a day-to-day basis to better understand the analyze all the different specifications that were to be addressed for different projects. - I interacted with numerous co-trainees and learned about the whole organizational structuring, encouraging the application of organizational behavior practices. - Practiced & applied the different frameworks learnt during principles of management lectures. - Did secondary research about the healthcare infrastructure of different areas for project. - Statistical tool and theories- Null Hypothesis and Alternative Hypothesis for eliminating creds to be used during review.
Gaps identified on the working area.	- A lack of proper credential differentiation for ease in use as when required for a project. - No proper explanation about tasks, repeated questions are to be asked. - The lifecycle of a proposal was not discussed, to have an enhanced understanding of the whole working,
Suggestions for improvement	- A cred repository can be developed to have better differentiation of creds, to be used as & when required. - Tasks can be explained better by utilizing the time of team meetings.

	- Proposal Lifecycle should be explained because as a new-comer, the working spectrum should be known.
Plan for the next week	- Finalizing and working on summer internship project. - Getting more in-depth knowledge of how consulting works.

Signature of the Student

Signature of the Mentor

Report Week 2

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:2 **From:** 19 May 2026 to 23 May 2026

Activity Done	- RFP Analysis for a bidding opportunity, included (Brief, PQ, TQ, Team Details, Proposal Tracker). - Developed a document for a tender according to team leads reviews, by developing visualisations using Power BI. - Had numerous team meetings for rigorous reviews by the senior management. - Presented in front of the whole team for reviewing. - Analysed& developed CVs to be made fit for attaching to a project proposal. - Credential mapping for the project to demonstrate relevant experience.
Linking theory (Classroom learning) with practice at your organisation	- Excel Based Analysis for RFP, developed graphs and tables using the same. - Secondary research to develop presentation & for RFP Analysis. - Report writing, which was learnt during previous semesters was used while working on a proposal to submit the updates of the proposal. - Presented Infront of the team, to review for the Pharma consultancy project. - Secondary research for the proposal to understand about the whole universe of the proposal. - Interpersonal communication usage to interact within & cross departments to track the progress of the projects. - Thematic Analysis for Credential mapping for enhanced focus on particular topics.
Gaps identified on the working area.	- Lack of field visits, a lot more of desk oriented and team work for trainees - Re-assignment of tasks priory done by other trainees, might enhance accuracy, but causes a lot of confusion, a proper protocol might improve outcomes.

	- Credentials should be better structured to differentiate between, medical device, pharmaceutical, hospital, public health, private healthcare related credentials.
Suggestions for improvement	- Including field visits/project visits to the internship curriculum. - Enhanced work delegation to ensure timely deliverables. - Proper Credential maps to have them as a reference.
Plan for the next week	- Work on summer project. - Learn more about various types of consulting & developing a credential repository.

Signature of the Student

Signature of the Mentor

Report Week 3

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:2 **From:** 26 May 2026 to 30 May 2026

Activity Done	- Completed I-learns of 8 different subjects. - Proposal Comprehension to understand, what will the project entail, read about different frameworks. - Project Review with the co-interns to develop the boundaries and understand the whole universe of the project. - Secondary Research for the project & about the client to better understand what exactly they might want. - Categorization of the entries for the project (comprehended 187 entries) - Shortlisted from those 187 entries to come down to 78 entries. - Updated the excel, colour coded essential entries. - Reviewed the excel, with the team and identified the gaps. - Screened the entries on the basis of - Founder name, product name, company name, Product Description, Healthcare-related, Thematic Areas, Wellness/Payor/Provider, Product Type-Digital/Physical, Phygital, start year, women-led, women-centric solution, Target User-HCP/Public, Certifications, Achievements - Researched for a healthcare-based award event, India was the target area.
Linking theory (Classroom learning) with practice at your organisation	- Co-ordinated with a team of 10+ employees for project preparation. - Qualitative analysis & Quantitative analysis, for the feasibility analysis project. - Cybersecurity, finance & other modules were learned specific to the organisation's structuring. - Natural language processing usage to read through & shortlist the entries. - Excel Analysis for the project.
Gaps identified on the working area.	- Some irrelevant I-learns had to be completed which occupied around 4+ hours, only relevant learnings should be made compulsory. - In-departmental tasks should have progress tracking sheets to have enhanced output.

	- Timesheet updates were halted due to hinderance in project updates.
Suggestions for improvement	- Inclusion of relevant I-learns. - Progress tracking sheets development for inter-departmental updates. - Proper timesheet updates.
Plan for the next week	- Work on summer project. - Learn more about various types of consulting & developing a credential repository.

Signature of the Student

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Report Week 4

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 2 June 2026 to 6 June 2026

Activity Done	- Screening entries for the project. - Finalization of the excel to have the review meeting. - Entry listing with colour coordinates & fitment potential guesstimates. - Business differentiation for numerous entries on the basis of pre-revenue, revenue & profit generating. - Context document development for a healthcare award function. - Secondary research for a proposal for a medical language application proposal. - Developed an evaluation framework presentation. - Mapped categories for a project. - Evaluation questionnaire development for feasibility analysis project. - Questionnaire review meetings & team progress meetings.
Linking theory (Classroom learning) with practice at your organisation	- Performed data cleaning and preprocessing, wherein I removed the irrelevant data, which would not help in the project subsequently. - Did data management and clean reporting by using excel. - Categorical data presentation is one of the major tasks performed, also alternatively predictive modelling was employed wherein fitment was mapped. - Healthcare economics is also demonstrated as cos-benefit analysis was performed. - Data categorization and organization have been performed.
Gaps identified on the working area.	- Quantitative data analysis was not employed appropriately this week. - Advanced Analytical tools are not used.
Suggestions for improvement	- Quantitative analysis should be employed where Large datasets should be analysed. - Advanced analytical tools such as power bi, tableau, etc, should be practiced.

Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basics of healthcare consulting.
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Signature of the Student

Signature of the Mentor

Report Week 5

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 9 June 2026 to 13 June 2026

Activity Done	- Developed the basic understanding of the thought leadership paper. - Topic framing around the health nexus to have a carving of the whole universe of the topic. - Analysed pre-existing data related to the WASH-Health nexus to map out the results & derive visualisations from them. - Cross reviewed with the team & assessed the gaps that could be present in the developments - Referred global data to make insights and hence develop an ideation about the paper. - Chart & map creation for inclusion in the paper, using power BI - Filtering information to map down only relevant parts. - Listed data backed information for the presentation. - Reviewed questionnaire for the project.
Linking theory (Classroom learning) with practice at your organisation	- Connects health policy and global health frameworks, to research methodology. - About topic framing in health nexus, systematic thinking in healthcare is relative as to understand the interdependence. - Secondary data analysis is performed using existing data sets of DHS, JMP & WHO. - Developed an understanding of evidence based public health. - GIS Mapping & infographics for healthcare accessibility.
Gaps identified on the working area.	- Real time data is not used in the development of the paper, all the data used is pre-existing. - Data security is an essential aspect which is not addressed herein.
Suggestions for improvement	- Real time data should be used which helps enhance analytical reasoning. - Data security and privacy should be monitored.
Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basics of healthcare consulting.

Report Week 6

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 16 June 2026 to 20 June 2026

Activity Done	- Thought Leadership paper writing. - Proposal Analysis for a project using secondary research. - Educational research analysis to list down companies which work in this specific thematic area. - Usage of health surveillance data to identify the Wah-Linked disease burdens across various age groups, drawing graphs & tables. - Analysed NFHS & Census data to map out inter-state & inter-group gapping in Wash. - Applying statistical analysis to assess and visualise various outcomes for the paper. - Developed 5 different sections of the thought leadership paper.
Linking theory (Classroom learning) with practice at your organisation	- Applied statistical analysis to health data matched what's being taught in the classroom. - Use of NFHS Data to develop analysis which basically implies the usage of public health dataset, which is a great example of healthcare analytics. - Drawing graphs and tables using visualization tools & practicing the art of data presentation.
Gaps identified on the working area.	- Lack of field research. - Improper usage of time in terms of delegation of work, business development tasks took a lot more time as compared to project related tasks. - The structuring of internship needs to be improved.
Suggestions for improvement	- Field research should be included. - There should be proper usage of time, both business development and project related tasks should be managed.
Plan for the next week	- Learn more about healthcare consulting, the projects being undertaken and how to perform the consulting tasks. - Work on the summer project, develop report.

Report Week 7

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 23 June 2026 to 27 June 2026

Activity Done	- Thought leadership paper writing, the further sections. - Document analysis for a proposal to understand the project and what are the requisite requirements to participate in the bidding process. - Market research for the proposal to understand the basics of the project & what is the target market size for the project. - Team meetings & discussions to track progress. - Secondary research for the Thought leadership paper. - Indian state specific proposal analysis - Infographic creation for the paper.
Linking theory (Classroom learning) with practice at your organisation	- Proposal analysis links to principles of management in terms of project planning & the project lifecycle. - Market sizing is another mother key performance indicator which is analysed so to relate the major competitors. - Infographic creating which is a form of story telling which is being taught in the data visualization module. - Secondary research was performed which directly links to research methodology.
Gaps identified on the working area.	- Communication gaps between the team members. - Repeated assignment of work leading to confusion. - Primary research is not carried out.
Suggestions for improvement	- Communication gaps should be resolved through improved planning and implementation of tasks. - Repeated assignment should be avoided or should unfold into stages to avoid confusion. - Primary research should be incorporated to enhance outcomes.
Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basics of healthcare consulting.

Report Week 8

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 30 June 2026 to 4 July 2026

Activity Done	- Thought Leadership paper writing for the rest of the parts. - Questionnaire scoring for the feasibility analysis project. - Using power bi to develop visualisations to be included in the paper. - Analysing the digital health infrastructure and initiatives in Uttar Pradesh to develop a presentation. - Cv development to be attached to a RFP and a bidding proposal.
Linking theory (Classroom learning) with practice at your organisation	- Rigorous quantitative scoring for the feasibility analysis project. - Visualisation creation using Power BI, which helps in the presentation of the data as the best possible measure. - Learning about the ground level health infrastructure of the state of Uttar Pradesh. - Developing content to support reports.
Gaps identified on the working area.	- Lack of proper orientation of the thought leadership paper, because of hindrance in approvals. - Ground level health infrastructure was learned, but the tertiary level was missing.
Suggestions for improvement	- Proper orientation of the paper can be ensured, and approvals should be timely. - Tertiary level health infrastructure should be
Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basics of healthcare consulting.

Signature of the Student

Signature of the Mentor

Report Week 9

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 07 July 2026 to 11 July 2026

Activity Done	- Identification of gaps in the healthcare system of Fiji for a proposal. - Learned about the healthcare system of Fiji in detail - Analysed the major healthcare delivery of Fiji's healthcare - Further worked on developing the ToL to work on the next part - Mapped gaps and healthcare services that are provided in the town of Vrindavan. - Listed through all the hospitals present in the area - Assessment for major footfall in the area & assessed the market to develop a better approach. - For feasibility analysis project, made excel with summaries, scoring for each product - Did word-to-word textual analysis, colour coded each for scoring - Developed the ToL further - Made a skeletal framework for the PowerPoint presentation
Linking theory (Classroom learning) with practice at your organisation	- Healthcare system analysis, building an understanding of different healthcare systems of different areas. - Market assessment to analyse the market size, the number of players & the capital involved currently, to measure the chances of saleability. - Textual analysis & scoring, using excel for scoring and building a tracker.
Gaps identified on the working area.	- Lack of usage of automated tools such as NVivo or excel macros to do textual analysis rather manual analysis was performed. - Mentor meeting did not happen to track the feedback & areas of improvement during the internship.
Suggestions for improvement	- Automated tool usage should be enhanced to improve the outcomes and resist the various types of bias that can follow manual analysis. - Mentor feedback meeting should be carried out on a day-to-day basis to learn about gaps and make space for improvement.

Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basic of healthcare consulting.
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Signature of the Student

Signature of the Mentor

Report Week 10

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025 **Stream:** MBA Healthcare Analytics

Week no:4 **From:** 07 July 2026 to 11 July 2026

Activity Done	- Re-evaluated the presentation for gaps. - Corrected the gaps for better visualisation. - Excel re-evaluation to identify any major gaps. - Developed 4 questionnaires for a brand perception survey project. - Developed a PowerPoint presentation for approach & methodology of the brand perception survey. - Mapped the whole Delhi for the presence of district hospitals, public & private hospitals. - Did secondary research for Hospital Operations project.
Linking theory (Classroom learning) with practice at your organisation	- Questionnaire development and developing a framework to assess this questionnaire. - Hospital mapping and revising about the healthcare systems to enhance the questionnaires to be made. - Presentation preparation, along with various visualisations in them.
Gaps identified on the working area.	- Team meetings were not happening due to field work for the senior management. - The trainees did not get exposure to field work. - 8-10 questionnaire revision meetings making it rigorous & time-taking to get approvals for the questionnaires.
Suggestions for improvement	- Team meetings can be organised through remote applications. - Trainees should be made to work on the field. - Review meetings can be cut short, so as to avoid any hiccups in the timeline of the project.
Plan for the next week	- Work on summer project. - Learning in detail about the project lifecycle and the basics of healthcare consulting.

Signature of the Student

Signature of the Mentor

Compiled Reporting Format

Name of the Organisation: Grant Thornton Bharat LLP

Area/ Department/ Project of Summer Internship Program: Healthcare Business Transformation

Name of the Student: Smridhi Gupta

Roll no: 0025

Stream: MBA Healthcare Analytics

Activity Done	- Attended induction sessions and gained an understanding of firm functioning, regulations, and consulting structure. - Analyzed multiple RFPs (Request for Proposals), including international bids like one for a Caribbean country, with detailed tracking in Excel. - Reviewed and restructured over 45 credentials (Creds) for project suitability, timeframes, and thematic relevance. - Mapped and shortlisted 187 entries down to 78 through extensive secondary research and screening using multiple parameters (e.g., healthcare theme, certifications, demographics). - Contributed to thought leadership paper writing on health nexus (WASH & Health), utilizing global databases like DHS, NFHS, JMP, and WHO. - Developed evaluation frameworks, project context documents, CVs, questionnaires, and thematic mappings for feasibility and brand perception surveys. - Created and revised multiple PowerPoint presentations and dashboards using Power BI. - Conducted in-depth healthcare system analyses for regions like Fiji, Uttar Pradesh, Delhi, and Vrindavan. - Built skeletal frameworks for consulting proposals, approached primary and secondary market research, and performed textual analysis for credential scoring. - Created infographics, conducted mapping of hospitals, and worked on a hospital operations project.
Linking theory (Classroom learning) with practice at your organisation	- Applied Excel and Power BI for data visualization, project tracking, and proposal analysis. - Incorporated principles from organizational behavior, research methodology, and project management into real-world consulting projects. - Used null and alternative hypotheses to eliminate credentials during reviews. - Applied health economics, market sizing, and systematic thinking frameworks to real-world feasibility analysis and healthcare system assessments.

	- Practiced data cleaning, categorization, and predictive modeling using structured datasets. - Connected GIS mapping, survey design, and statistical tools to public health analysis. - Practiced interpersonal communication, cross-functional coordination, and team-based reviews, aligning with OB and leadership modules.
Gaps identified on the working area.	- Lack of proper credential differentiation and structure made project matching less efficient. - Task delegation was sometimes unclear, leading to confusion and repetitive assignments. - Limited exposure to field work, which impacted contextual learning and real-world understanding. - Delayed approvals, especially for questionnaires and thought leadership content, led to project slowdowns. - I-learns included several non-relevant topics, occupying valuable time. - Advanced analytical tools (e.g., NVivo, Excel macros, Python) were underused. - Lack of consistent mentor feedback sessions and irregular team meetings. - Manual data scoring and analysis created inefficiencies and potential for bias.
Suggestions for improvement	- Create a centralized credential repository with clear categories and themes for quicker access during proposals. - Ensure better task briefing and role clarity during meetings to prevent repetition. - Include structured field visits and ground-level interaction as part of the internship experience. - Implement automated tools (Power BI, Tableau, NVivo) and provide relevant training. - Ensure timely approvals and streamlined review processes for deliverables. - Include only relevant e-learning modules, saving time and enhancing learning focus. - Introduce real-time mentor check-ins and inter-departmental tracking sheets to improve coordination.
Key Learnings	Over the 10-week internship at Grant Thornton Bharat LLP, I gained a deep and practical understanding of how healthcare consulting operates at a national and global level. The internship exposed me to a diverse range of consulting tools and methodologies — from proposal writing and credential mapping to data visualization and healthcare system evaluation. By working on real-time projects such as feasibility analysis, brand perception surveys, and RFP proposals for clients in locations ranging from India to Fiji, I was able to apply academic theories directly in practice. This experience enhanced my understanding of public health

frameworks, health economics, evidence-based reporting, and research analysis — critical pillars in healthcare analytics.

Another major learning was the significance of cross-functional collaboration and communication. Working with a dynamic team, I learned to navigate challenges such as unclear delegation, iterative reviews, and tight deadlines. While there were gaps — especially regarding field exposure and tool optimization — the experience fostered critical thinking, adaptability, and data-driven storytelling skills.

Overall, the internship has provided a well-rounded experience in consulting — bridging the gap between theory and practice, and giving me a clearer perspective on the project lifecycle, proposal development, and the nuances of healthcare transformation consulting.

Signature of the Student

Approved by the IIHMR University's Mentor