

SUMMER INTERNSHIP PROGRAM

at

Medtronic, Mumbai

From 15th May 2025 to 15th July 2025

A REPORT BY

Dr. Ritika Chaturvedi

Master of Business Administration

Hospital and Health Management

Roll no: 2060

2024-26

Under the Mentorship of

Dr. Piyusha Majumdar

Associate Professor,

IIHMR University,

Jaipur



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14 July 2025

Dear Sir/Madam,

This is to confirm that the below mentioned was an intern of the India Medtronic Pvt. Ltd.

Full Name	:	Ritika Chaturvedi
Employee ID	:	641745
Duration of Employment	:	15 May 2025 to 15 July 2025
Designation	:	Intern: MBA

If you require any further information, please do not hesitate to contact us at
AskHR@Medtronic.com.

Yours Sincerely,

For India Medtronic Pvt. Ltd



Himanshu Kapila

Director - Human Resources

India & Commercial Excellence - APAC

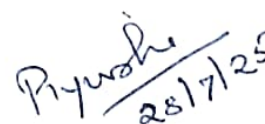
HRC5481530

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Ritika Chaturvedi** of academic year 2024-26 of **Institute of Health Management Research** has prepared a poster with respect to her summer internship held during May-July 2025.

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

Date : 28/07/2025

A handwritten signature in black ink, appearing to read 'Piyusha', with the date '28/7/25' written below it.

Dr. Piyusha Majumdar

Associate Professor

Faculty Mentor: Dr. Piyusha Majumdar

Presented By: Dr. Ritika Chaturvedi(2060) Batch: HM-29

Organisation Mentor: Indraneel Sinha

1. HISTORY & DESCRIPTION OF ORGANISATION

Medtronic is a global medical technology leader with a strong cardiovascular portfolio. It is a market leader in many medical devices. Founded in 1949 in Minneapolis Earl Bakken and Palmer Hermundslie as a medical device repair shop. They made the world's 1st battery powered pacemaker.

2. VISION & MISSION

Inspiring the Extraordinary to

- Alleviate Pain
- Restore Health
- Extend Life

Medtronic aims to transform healthcare through bold innovation, improving outcomes, expanding access, and delivering life-restoring technologies that enhance lives globally

3. ORGANISATION STRUCTURE



4. THEORY VS. PRACTICAL EXPOSURE

STP Framework (Segmentation, Targeting, Positioning)	Applied STP question to design an actionable survey questionnaire to shortlist hospitals
Business Communication	Collaborated across sales, clinical, and vendor teams to align project deliverables
Consumer Behaviour & Motivation (HR/OB)	Developed incentive models and dashboards to drive field team engagement and timely inputs
	Applied MECE framework for the questionnaire designing.
	Strategic Planning & Sales Pitch Formation
	Conflict Resolution & Negotiation

KEY ACTIVITIES OF INTERNSHIP

- About the project: **Project Cardio Cure Connect** is a Medtronic initiative aimed at transforming hypertension care in India by partnering with leading hospitals.
- It drives awareness of resistant hypertension (rHTN) and Renal Denervation (RDN) as advanced treatment options to improve early detection and outcomes.
- Through structured pathways and physician engagement, it enables hospitals to become Centers of Excellence.

Objective 1: To Provide Implementation Support in MoU Signed Hospitals

Met with vendors to set clear expectations

Divided projects into smaller tasks

Set a timeline for each task

Reviewed and edited Standee creatives

Helped design the website layout and content

Adapted Risk Stratification Survey from an internationally approved format

Finalised Patient counselling content

Objective 2: To shortlist next 10 hospitals for MoUs

Data Collection

- Hospital survey questionnaire
- 3 pillars: Infrastructure 40%, IVC Interest 35%, Management Attitude 25%

Data Entry & Software Tools

- Data gathered on Google forms
- Analysed on Excel sheet

Scoring & Analysis

- Weighted scoring formula applied vis Excel (0-100 score)
- Priority buckets: High(>80), Medium (65-80), Low (50-65), Not Suitable (<50)

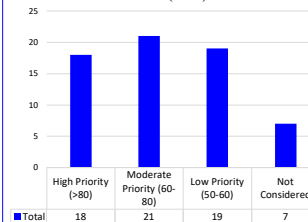
Final Shortlisting

- Scores from survey data analysis
- Based on stakeholders inputs & procedure volumes

Objective 3: To Prepare Sales Pitch Deck for the Prospective Hospitals Selected



Count of Hospitals Based on Selection Criteria (N=65)



Rank Shortlisted Hospitals

1	HN Reliance Hospital
2	Ruby Hall Clinic
3	Apollo Hospital Greams Lane
4	Aster Medcity
5	Metromed International Cardiac Centre
6	MAX Superspeciality Hospital
7	Amrita Hospital
8	AIG
9	Apollo Hospital
10	RHL Hospital

6. SWOT ANALYSIS

Strengths

- Strong brand presence & clinical credibility.
- Data-driven hospital selection methodology.
- Multi-disciplinary collaboration.

Weaknesses

- Initial lack of standardized selection methods.
- Internal conviction & clarity gaps in customer-facing teams
- Vendor delays & fragmented approvals

Opportunities

- Capability to expand
- Scaling to new MoU sites.
- Patient financing & India-specific clinical data.
- Digital patient journey tracking

Threats

- High procedural cost and affordability barrier.
- Competitive landscape & awareness gaps
- Multi-stakeholder clinical approvals slowing roll-outs

5. TOWS ANALYSIS

- S-O:** Leverage Medtronic's brand and framework to scale, backed by India-specific data and KOL endorsements.
- W-O:** Bridge internal gaps with sales training and stronger vendor SLAs; add financing to boost adoption.
- S-T:** Use cross-functional strengths to streamline the patient journey and reduce drop-offs.
- W-T:** Set clear timelines, ownership, and feedback loops to manage delays and execution risk

7. CHALLENGES FACED

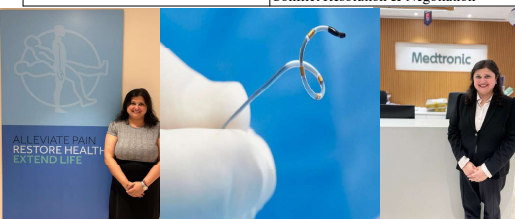
- Low Internal Alignment:** Field teams lacked clarity on project goals and conviction in execution.
- Limited Local Relevance:** Pitch lacked India-specific data and credible endorsements.
- Fragmented Patient Journey:** No seamless flow from awareness to treatment; high drop-off risk.
- Execution Delays:** Vendor issues and slow approvals hampered timely rollout.
- Weak Initial Engagement:** Low sales team participation improved after incentive and dashboard rollout

8. LEARNINGS

- Structured stakeholder management (Sales, RDN, Vendor, Clinical) is the difference between plan and progress.
- A/B testing & data loops accelerate creative and messaging effectiveness.
- Patient journey orchestration is as critical as hospital onboarding.
- Scaling impact requires clarity, credibility, and financing pathways—not just a good clinical idea.
- How to translate classroom frameworks into execution tools (questionnaire, scoring model, dashboards, incentive plan).

9. SUGGESTIONS

- Enable Sales Teams with structured RDN training and field-ready tools.
- Streamline Vendor Workflow with clear Scope of Work
- Strengthen Coordination via cross-functional sync-ups, structured handovers
- Accelerate patient financing solutions with insurers/financial partners.
- Enrich pitch decks and brochures with India-specific data and KOL endorsements.



Reporting Format (Week 1)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 1

From: 15th May 2025 to 16th May 2025

Activity Done	• 15th: Induction, orientation, IT formalities, and onboarding • 16th: Study material provided to get a background on the work to be done during the Internship. A rough overview was given of the project. An introduction to the reporting manager and a briefing in detail about the project will be provided next week.
Linking theory (Classroom learning) with practice at your organization	--
Gaps identified on the working area.	--
Suggestions for improvement	--
Plan for the next week	1) Complete going through the study material already provided 2) Introduction to the reporting manager 3) Get details about the project to be handled 4) Prepare a timeline based on the objectives of the project

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 2)

Name of the Organization: Medtronic, Mumbai

**Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing –
Project CardioCure Connect**

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 2

From: 19th May 2025 to 23rd May 2025

Activity Done	1) Completed study of literature and relevant documents related to Project CardioCure Connect 2) Received an official introduction to the reporting manager 3) Project objectives were defined as follows: • Implementation support for Project CardioCure Connect at Apollo Indore and KIMS-Sunshine Hospital, Hyderabad • Identification of 10 new potential sites for expansion by June 30th in collaboration with the sales team • Pitch to the top 5 identified sites by July 15th 4) Initiated meetings with the others involved in the Project CardioCure Connect 5) Set up calls with Country, zonal, and regional sales managers to gather insights and input for identifying potential sites.
Linking theory (Classroom learning) with practice at your Organization	1) Applied business communication skills to collaborate with the sales team and project stakeholders 2) Combined clinical knowledge with communication skills to conduct relevant discussions 3) Used STP concept of marketing to define criteria for site selection
Gaps identified on the working area.	--
Suggestions for improvement	--
Plan for the next week	1) Continue follow-up calls with the remaining zonal and regional sales heads 2) Compilation of potential sites according to the segmentation criteria 3) Coordinate with the implementation teams at Apollo Indore and KIMS Sunshine Hyderabad to understand the materials and requirements of the project, and for the on-ground project insights. 4) Preparation of a rough draft for the pitch to the hospitals

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 3)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 3

From: 26th May 2025 to 30th May 2025

Activity Done	1) Conducted meetings with key people connected with the Project CardioCure Connect 2) Formed a rough draft for the selection criteria of hospitals for the project after input from the sales managers and the other people in the project 3) Understood and examined the material created for the project implementation at the project sites
Linking theory (Classroom learning) with practice at your Organization	1) Combined clinical knowledge with business communication skills to conduct relevant discussions with the sales team and project stakeholders 2) Applied segmentation concept of marketing to create a rough draft for site selection
Gaps identified on the working area.	--
Suggestions for improvement	--
Plan for the next week	1) Collect relevant information from the sales team to begin forming the primary list for the potential sites, as per discussions this week 2) Compilation of the first list of potential sites according to the segmentation criteria 3) Coordinate with the implementation teams at Apollo Indore and KIMS Sunshine Hyderabad to decide a timeline for the project implementation.

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 4)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 4

From: 2nd June 2025 to 6th June 2025

Activity Done	1) Reviewed the Hospital selection criteria with my manager and the zonal managers 2) Finalized the hospital selection criteria for the project, incorporating feedback from the zonal managers and the key people in the project 3) Developed a structured questionnaire based on the finalized segmentation criteria, to be administered by the sales team to help in hospital selection
Linking theory (Classroom learning) with practice at your Organization	1) Applied concepts of marketing, segmentation, and stakeholder analysis in refining the segmentation criteria for developing the questionnaire 2) Used concepts of data collection tools to design an actionable and relevant questionnaire.
Gaps identified in the working area.	• Limited integration of field insights into central planning during the initial stages
Suggestions for improvement	• Establish a feedback loop where the field team can share insights to refine the criteria further.
Plan for the next week	1) Finalize the questionnaire 2) Pilot the questionnaire with the sales team and gather initial feedback 3) Analyze responses for consistency and relevance 4) Plan out the activation of the project with the design and research team 5) Create a motivation strategy for the sales team to facilitate research for the selection of hospitals

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Reporting Format (Week 5)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 5

From: 9th June 2025 to 13th June 2025

Activity Done	1) Coordinated with the zonal and regional sales managers, CSM, and RDN Consultants for the smooth execution of the hospital selection survey across zones. 2) Successfully rolled out the questionnaire finalized to the sales team after detailed discussions with the sales head. The deadline for survey completion was fixed at 15 days. 3) Proposed a performance-based incentive for the sales team to ensure relevant and prompt data collection. The proposal is under managerial review. 4) Followed up with the sales team to ensure timely data collection and encouraged compliance with the form-filling process. 5) Conducted a meeting with the executing vendor to enhance the design and messaging of the creative materials to be installed on-site at KIMS Sunshine Hospital, Hyderabad.
Linking theory (Classroom learning) with practice at your Organization	1) Used motivation (incentives) and principles of interpersonal communication to enhance timely and accurate form filling. 2) Applied concepts of research methodology to design the questionnaire to ensure the validity of the data collected. 3) Used principles of designing IEC material and leveraged my clinical experience and patient interaction to refine the creative on-site materials
Gaps identified in the working area.	1) Approval of clinical creatives for on-site installation is time-consuming due to multiple levels of scanning, approvals, and the sensitivity of the data used. 2) Due to a recent restructuring in the organization, there is a lack of clarity on the responsibilities and the allocation of duties. 3) Uneven response from the sales team in the field in the first week of form roll-out.

Suggestions for improvement	1) Develop a pre-approved design template for future creatives to shorten approval timelines. 2) A structured handover of duties in case of future transitions to ensure the continued smooth functioning of the projects.
Plan for the next week	1) Push for formal approval of the incentive proposed and communicate it to the sales force for timely and appropriate completion of the survey and data collection. 2) Intensify follow-up with the sales manager to ensure timely progress and provide support and clarification for timely form submission. 3) Begin collecting early responses and conducting a preliminary evaluation for completeness of data and alignment with the goals. Make corrections if needed. 4) Follow up with the executing vendor for corrections suggested and re-review of creatives. Also, ensure compliance and mandatory guidelines are adhered to. 5) Get the necessary forms and clinical material cross-verified by the clinical practitioner involved in the partnership.

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 6)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 6

From: 16th June 2025 to 20th June 2025

Activity Done	1) Successfully secured approval of the proposed incentive structure from the CSM and formally rolled it out to the sales team to enhance motivation and form submission 2) Intensified follow-up with the sales team through region-wise calls and personalized messages to ensure timely, accurate, and maximum form completion. 3) Reviewed initial responses from the survey and made necessary corrections to improve form clarity and ensure more valid data collection moving forward. 4) Designed and launched a daily dashboard to track and display region-wise form submission status. This was shared with the senior members of the sales team to increase visibility and push for timely form submissions. 5) Compiled, cleaned, and analyzed the submitted data; presented the preliminary results in a tabular form to the project managers for review and discussion next week. 6) Followed up with the executing vendor to ensure implementation of suggested corrections in the creative assets to be installed at KIMS Sunshine Hospital, Hyderabad. A re-review is scheduled based on their revised submission.
Linking theory (Classroom learning) with practice at your Organization	1) Applied consumer behaviour concepts of marketing (incentives and dashboards) to encourage participation of the sales team, improving engagement with the project. 2) Used concepts from motivation theories to reinforce team behaviour through feedback and recognition 3) Effectively used persuasive and data-driven business communication while engaging with the sales team to promote clarity and responsiveness 4) Leveraged my clinical knowledge and effective communication skills to coordinate with the external vendor for appropriate and timely delivery of creative materials.

Gaps identified on the working area.	1) Continued delays and subpar revisions from the existing vendor may result in delays with the campaign. 2) Inconsistencies in field-level data interpretation during form filling, addresses through edits
Suggestions for improvement	• Set a deadline for approval of creatives. If unmet, escalate and suggest replacement with a more reliable vendor.
Plan for the next week	1) Continue using the dashboard to track form submissions daily. 2) Present and discuss the preliminary analysis with the core project team to evaluate alignment with selection objectives. 3) Start preparing a shortlist of potential hospitals for the next phase of the project. 4) Coordinate with the external vendor to resolve discrepancies and ensure the creatives align with the project objectives; if unresolved, initiate replacement of the content person.

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 7)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 7

From: 23rd June 2025 to 27th June 2025

Activity Done	1) Compiled, cleaned, and analyzed the survey data received from sales representatives across regions; presented the preliminary results in a structured tabular form to the project managers for review. 2) Prepared a tentative list of the top 10 hospitals to be shortlisted for the project to be reviewed and finalized next week, post discussion with the RDN team. 3) Created a detailed incentive distribution sheet based on the submitted forms to ensure fair allocation of incentive points as committed earlier. 4) Organized a face-to-face meeting with the external vendor, ensuring participation of all stakeholders, including the RDN team, to resolve design-related issues and ensure smoother execution of deliverables. 5) Followed up with the vendor to decide clear timelines and expectations regarding the creative assets, ensuring alignment with project objectives. 6) Started development of the sales pitch deck for the shortlisted hospitals.
Linking theory (Classroom learning) with practice at your Organization	1) Used concepts from human resources in designing a fair performance-based incentive sheet depicting transparency and accuracy in reward distribution. 2) Facilitated conflict resolution and ensured collaboration between multiple stakeholders during the vendor meeting, demonstrating assertive communication
Gaps identified on the working area.	• Slight delay in vendor responsiveness due to lack of a defined deliverable timeline, now addressed through an in-person meeting

Suggestions for improvement	• Break down deliverables into smaller milestones and track them individually.
Plan for the next week	1) Conduct a joint meeting with the RDN project stakeholders and senior sales managers to finalize the top 10 hospitals for project roll-out. 2) Finalize the artwork standees and cut-outs for installation at the hospital with the vendor 3) Collaborate with the vendor to complete and finalize other key project components like the patient website, risk stratification questionnaire, and education material. 4) Complete the sales pitch deck, integrating feedback from the managers and aligning it with the hospital engagement strategy.

Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 8)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 8

From: 30th June 2025 to 4th July 2025

Activity Done	1) Submitted the first draft of the hospital-facing sales pitch deck to the managers for feedback and review, in alignment with the project goals. 2) Followed up closely with the external vendor to track progress on the artwork creatives, website development, and the digital patient survey tool. 3) Helped finalize the patient survey questions in the project using internationally approved and validated tools. 4) Did A/B testing of the artwork to finalize the versions that best align with the project messaging and appeal. 5) Worked closely with the external vendor together to streamline deliverables and work in a coordinated fashion 6) Conducted a meeting with the managers and RDN team to decide the appropriateness and feasibility of the selected hospital sites for implementing Project CardioCure Connect. Took feedback for further discussion next week.
Linking theory (Classroom learning) with practice at your Organization	1) Applied concepts of Marketing and Behaviour Change Communication, like positioning and message testing, to finalize the creatives and test their impact 2) Used Research Methodology learnings while adapting patient survey tools.
Gaps identified in the working area.	1) Lack of clarity about the finer points of the project among the RDN team members 2) Multiple facets of the project need review at the same time
Suggestions for improvement	1) Conduct a joint meeting with all members of the team and address their doubts for better clarity 2) Break down deliverables into smaller milestones and track them individually.

Plan for the next week	1) Finalize the creative content for standees and artwork, for final review by the doctor on site 2) Launch a trial of the patient survey for pilot testing and improvements. 3) Conduct a second meeting with the RDN team and managers to finalize the hospital site selection. 4) Work on pitch deck feedback and prepare the final version. 5) Follow-up on the website development process.
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Signature of the Student: Ritika Chaturvedi

Reporting Format (Week 9)

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Week no: 9

From: 7th July 2025 to 15th July 2025

Activity Done	1) Submitted the list of 10 shortlisted hospitals for the signing of MoUs for Project CardioCure Connect. 2) Finalized and submitted the final incentive distribution sheet for the form-filling activity across all regions. 3) Submitted the completed sales pitch deck after incorporating feedback from managers. 4) Submitted the final internship presentation along with all the supporting documents. 5) Followed up closely with the external vendor to track progress on pending deliverables - the artwork creatives, website development, and the digital patient survey tool. 6) Continued close coordination with the external vendor to streamline workflows, improve response time, and ensure cohesive project execution across all components.
Linking theory (Classroom learning) with practice at your Organization	• Used communication principles to manage multiple stakeholders to finalize the final presentation and in the handover of the work with the external vendor
Gaps identified on the working area.	1) The customer-facing teams lack deep project understanding 2) The current pitch lacks resonance due to a superficial inclusion of India-specific data and peer validation. 3) The high cost of the procedure is a significant, yet unaddressed, deterrent for the average Indian patient 4) The path from awareness to treatment is complex and has multiple points where a patient is likely to drop off.
Suggestions for improvement	1) Initiate mandatory training for the sales team to articulate the project's vision, operational flow, and value proposition to both physicians and hospital management with absolute confidence. 2) Revamp the awareness materials to prominently feature India-related data on resistant hypertension to make the problem more relatable.

	3) Feature video testimonials from Indian physicians who have successfully performed RDN –this voice is more powerful than any brochure. 4) Tackle the Affordability Issue: Proactively develop a multi-pronged affordability strategy -- explore EMI options with financial partners or initiate conversations with major Indian health insurance providers about creating coverage pathways. 5) Showcase Patient ROI: Frame the procedure's benefits through powerful success stories of Indian patients. Demonstrating long-term health improvements and a potential reduction in lifelong treatment costs can help justify the initial investment. 6) Smoothen the Patient Journey: Integrated a QR code on standees to directly link patients to the project website. Embedded the initial screening survey directly on the website to reduce clicks
Plan for the next week	• 15th July marks the last day of my internship. • Final presentation to be scheduled for a later date based on the availability of the panelists

Signature of the Student: Ritika Chaturvedi

Compiled Reporting Format

Name of the Organization: Medtronic, Mumbai

Area/ Department/ Project of Summer Internship Program: Cardiovascular Marketing – Project CardioCure Connect

Name of the Student: Dr. Ritika Chaturvedi

Roll no: 2060

Stream: MBA HM-29

Activity Done	1) Week 1: • Completed induction, orientation, onboarding, and IT formalities. • Received study material and a rough overview of the project. • Scheduled detailed project briefing with the reporting manager for next week. 2) Week 2: • Completed a comprehensive review of literature related to Project CardioCure Connect. • Officially introduced to the reporting manager. • Project objectives finalized: ○ Execution support at Apollo Indore and KIMS-Sunshine Hyderabad. ○ Identification of 10 MoU-ready hospitals by June 30. ○ Pitch to top 5 by July 15. • Initiated conversations with internal stakeholders. • Coordinated calls with country, zonal, and regional managers. 3) Week 3: • Conducted meetings with key internal stakeholders. • Drafted preliminary hospital selection criteria. • Continued discussions with zonal and regional heads. • Started preparing a pitching strategy framework. 4) Week 4: • Reviewed and finalized hospital selection criteria with manager and ZMs. • Designed a structured hospital assessment questionnaire for the sales team.
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5) Week 5:

- Coordinated with sales team, CSM, and RDN consultants to enable survey rollout.
- Finalized and launched the questionnaire with a 15-day deadline.
- Proposed a performance-based incentive plan for the sales team.
- Engaged with the external vendor for refinement of creative materials

6) Week 6:

- Received approval for and launched the sales team incentive structure.
- Created and shared a live dashboard to track survey submissions.
- Reviewed early survey responses, corrected data inconsistencies.
- Coordinated with vendor for creative revisions and implementation timelines.
- Compiled preliminary site data for analysis

7) Week 7:

- Completed compilation and analysis of sales team survey responses.
- Prepared a tentative list of 10 hospitals for project rollout.
- Developed a detailed incentive distribution sheet.
- Held a face-to-face vendor meeting to resolve creative delays.
- Initiated development of the sales pitch deck

8) Week 8:

- Submitted the first draft of the sales pitch deck for review.
- Finalized patient survey tools using validated global references.
- Performed A/B testing for creative design elements.
- Coordinated with vendor on all deliverables.
- Met with the RDN team to assess site feasibility.

9) Week 9:

- Submitted final list of 10 shortlisted hospitals for MoUs.
- Finalized and submitted incentive distribution sheet.
- Completed & submitted the final version of the sales pitch deck.
- Submitted final presentation and all supporting documents.
- Followed up with the vendor on creatives, website, and survey tool progress.
- Ensured smoother coordination and workflow alignment with external partners.

Linking theory (Classroom learning) with practice at your Organization	1) Marketing & Consumer Behavior • Applied the STP (Segmentation, Targeting, Positioning) framework to identify and prioritize hospitals for partnership. • Used consumer behavior principles like motivation and incentives (e.g., performance-based rewards) to improve sales team engagement. • Incorporated message testing and positioning strategies in finalizing patient education creatives and hospital pitch decks. 2) Business Communication • Utilized persuasive and structured communication to align with stakeholders across functions, including sales, clinical, and vendor teams. • Effectively engaged with field teams through data-driven messaging, dashboards, and clear timelines. • Applied interpersonal and cross-functional communication skills to manage expectations and drive collaboration with external vendors and regional teams. 3) Clinical Knowledge Integration • Leveraged clinical background to inform discussions around RDN benefits. • Used insights from patient behavior and medical pathways to guide the design of educational creatives and screening tools. • Collaborated with healthcare professionals to ensure that clinical content was relevant and scientifically sound. 4) Research Methodology • Applied survey design principles to develop an actionable, valid, and exhaustive hospital assessment tool. 5) Human Resources & Organization Behaviour • Applied human resource principles in designing a fair and transparent incentive structure for sales performance. • Facilitated conflict resolution and assertive negotiation during vendor meetings to align deliverables with project objectives
Gaps identified on the working area.	1) Field Execution & Sales Team Alignment • Limited project understanding among field teams: Sales representatives were not fully aware of the nuances of Project CardioCure Connect, including its goals, clinical significance, and hospital engagement strategy. • Inconsistent survey responses: Early submissions revealed discrepancies and partial/inaccurate data due to varied interpretation of form questions.

	• Delayed or uneven participation: Some regions showed high form completion, while others lagged, affecting the uniformity of data collection 2) Content & Communication Gaps • Superficial messaging: Initial sales pitch decks lacked India-specific clinical burden data, weakening the local relevance of the message. • Limited local validation: Absence of testimonials or endorsements from Indian physicians reduced trust and credibility in the messaging 3) Patient-Centric Implementation Barriers • Affordability concerns unaddressed: High out-of-pocket cost for RDN was seen as a key deterrent for patients, with no structured financial support in place. • Fragmented patient journey: From awareness to decision-making, the process lacked seamless touchpoints, increasing the risk of patient drop-offs 4) Vendor Management Challenges • Delayed turnarounds: Creative vendors often missed deadlines due to unclear expectations and multi-level approval structures. • Lack of standardized formats: Revisions were frequent and time-consuming due to absence of pre-approved creative templates 5) Internal Coordination • Ambiguity in roles post-restructuring: Changes in reporting and responsibilities led to confusion during execution in some areas. • Insufficient cross-functional alignment: Parallel workstreams (e.g., sales, design, clinical) at times moved at different paces, causing bottlenecks
Suggestions for improvement	1) Strengthen Sales Team Enablement • Conduct structured training programs for sales representatives on resistant hypertension, the clinical value of RDN, and the CardioCure Connect workflow to ensure consistent messaging across all sites. • Provide field-ready communication aids like FAQs, objection-handling guides, and elevator pitches tailored for different hospital stakeholders (IVCs, nephrologists, management)

2) Refine Hospital Engagement Materials

- **Revamp sales pitch decks** to include India-specific resistant hypertension prevalence, patient case studies, and economic burden analysis.
- **Feature peer validation** by integrating video/testimonial endorsements from Indian KOLs (Key Opinion Leaders) who have performed RDN procedures.

3) Improve Patient Awareness and Access

- **Embed QR codes** on all standees and print materials that lead directly to the project website.
- **Digitally host the screening tool** on the website home page to allow patients quick and easy self-assessment.
- **Create a multi-pronged affordability strategy** involving:
 - Collaboration with NBFCs for EMI-based payment models.
 - Discussions with Indian insurers to explore potential inclusion of RDN under health insurance.
 - Transparent cost-benefit framing of RDN as a long-term health investment.

4) Streamline Vendor Operations

- **Define deliverables with milestones and deadlines** in the SoW (Scope of Work) before vendor engagement.
- **Use pre-approved templates** for patient-facing creatives to reduce revision cycles and turnaround times.
- **Set escalation protocols** in case of repeated delays from vendors.

5) Enhance Internal Coordination & Governance

- **Initiate structured handover plans** during organizational transitions to avoid confusion in responsibilities.
- **Establish a cross-functional project review rhythm** (weekly sync-ups with sales, clinical, marketing, and design) to align timelines and reduce silos.
- **Build a central dashboard** to monitor the status of each project stream (creatives, survey, sales pitch, website, etc.) with visibility to all stakeholders.

Key Learnings

1) Healthcare Project Execution in a Multistakeholder Environment

- Gained a deep understanding of how a complex healthcare initiative like **Project CardioCure Connect** is rolled out across multiple geographies, involving both internal stakeholders (sales, clinical, marketing, and leadership teams) and external partners (hospitals and vendors).
- Learned to **navigate organizational hierarchies and manage interdependencies**, which are critical for ensuring smooth project progress in a matrixed MNC environment.

2) Strategic Marketing and Market Development

- Applied the **STP (Segmentation, Targeting, Positioning)** framework in a real-world healthcare setting to identify potential hospital partners for a niche, high-value therapy.
- Understood how **market education** is key in launching new technologies like RDN, and how **messaging must be tailored** to resonate with different stakeholders — clinicians, administrators, and patients.

3) Field Enablement and Stakeholder Engagement

- Learned the importance of **sales team motivation and empowerment** in driving grassroots-level execution. Designed and deployed performance-based incentive strategies that helped improve field engagement and data quality.
- Developed skills in **cross-functional collaboration**, including managing inputs from CSMs, ZMs, regional managers, external vendors, and clinical stakeholders

4) Communication and Content Development

- Sharpened my ability to translate complex clinical and technical information into **clear, compelling, and field-ready materials**, such as hospital pitch decks, awareness creatives, and patient education content.
- Understood how **local validation (India-specific data, Indian doctor testimonials)** increases message credibility and relevance in healthcare communication.

5) Research Methodology and Data Analysis

- Designed a hospital selection questionnaire using the **MECE framework**, ensuring clarity, non-redundancy, and exhaustive coverage.
- Applied concepts of **survey design, data cleaning, tabulation, and analysis** to generate actionable insights and shortlist hospitals for project rollout.
- Experienced the iterative process of improving data tools based on field feedback and testing

6) Problem-Solving and Innovation

- Identified **key barriers in patient adoption**, such as

	affordability and lack of awareness, and proactively proposed creative solutions like QR-linked patient journeys, insurance engagement, and EMI financing models. • Learned to approach challenges with a solution-oriented mindset, balancing project vision with on-ground realities. 7) Vendor and Workflow Management • Gained first-hand experience in managing external vendor relationships, including aligning expectations, tracking deliverables, negotiating revisions, and ensuring timely output. • Understood the importance of clear timelines, milestone tracking, and escalation mechanisms in avoiding project delays. 8) Presentation and Reporting Skills • Synthesized large volumes of information into succinct reports, presentations, and dashboards, which were regularly shared with the leadership team for decision-making. • Learned to present ideas using data-backed storytelling — integrating clinical impact, operational feasibility, and business potential to drive alignment. 9) Entrepreneurial Thinking in Healthcare • Took ownership of key project components, such as site selection and pitch strategy, and operated with a startup-like mindset within a structured corporate setting. • Identified ways to make the project scalable and sustainable — from standardizing templates to digitizing patient engagement journeys
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Signature of the Student: Ritika Chaturvedi

Approved by the IIHMR University's Mentor