

SUMMER INTERNSHIP PROGRAM

At



HEARTNET INDIA Pvt Ltd

From 12 May 2024 to 19 July 2025

A REPORT BY

Dr. VAISHNAVI JOSHI PT

Master of Business Administration

Hospital and Health Management

IIHMR-U/01/2024-26/1969

2024-26

under the Mentorship of

Dr. Tripti Bisawa, Professor





INTERNSHIP EXPERIENCE LETTER

Date: 19-07-2025

To Whomsoever It May Concern

This letter is to certify that **Dr. Vaishnavi Joshi** (Roll No: 1969) of IIHMR University, Jaipur, has successfully completed her internship program of 10 weeks with Heartnet India Pvt Ltd as a Management Intern. Her internship tenure was from 12/05/2025 (12th May 2025) to 19/07/2025 (19th July 2025). During the internship, she was actively & diligently involved in the project "From Deployment to Compliance: A Comprehensive Analysis of ECG Device Post-Sales Operations."

During this time, Vaishnavi demonstrated a keen willingness to learn and collaborate within a team. She approached her work with enthusiasm, hard work and a positive mindset.

We wish her the best in her future endeavours.

Arindam Sen
CEO and Director
Heartnet India Pvt. Ltd.



Heartnet India Private Limited

Neil Tower of Neil Rao Towers, #6CS, 6th Floor, Plot No. 117,
Road No. 3, EPIP Phase I, Whitefield, Bangalore - 560066, India. CIN:

U85100KA2017PTC101536

www.heartnetindia.com

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Vaishnavi Joshi** academic year 2024-26 **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 blue ink, appearing to be 'Tripti Bisawa', written over a horizontal line.

Dr. Tripti Bisawa

Professor

From Deployment to Compliance: A Comprehensive Analysis of ECG Device Post-Sales Operations.

Name : Vaishnavi Joshi
Roll no. 1969
Organization Mentor : Raja Narayan BV
College Mentor : Dr. Tripti Biswa

ABOUT

Heartnet India, established in 2017 and based in Bengaluru, is a healthtech company dedicated to enhancing cardiac care accessibility across India through innovative technology solutions.

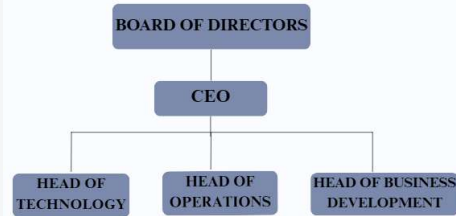
VISION

Empowering India to fight the rising burden of cardiovascular diseases through comprehensive cardiac care with innovative technology and clinical expertise.

MISSION

Heartnet India aims to provide equitable access to high-quality cardiac care by prioritizing early diagnosis and offering cost-effective treatment solutions.

ORGANISATION STRUCTURE



AIM

To enhance ECG device post-sales operations by analyzing turnaround time (TAT) data and identifying inefficiencies.

OBJECTIVE

- Evaluate workflows from deployment to compliance.
- Identify delays through TAT analysis.
- Recommend data-driven improvements.

METHODOLOGY

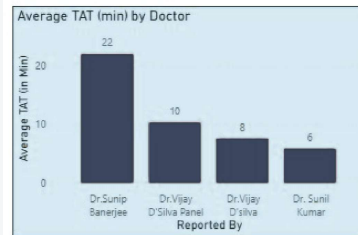
Collected TAT reports, conducted field visits, performed competitor analysis, and collaborated with technical teams.

OUTCOME

Identified high TAT segments, proposed workflow optimizations, and strengthened coordination between field operations and compliance management.

SUGGESTIONS

- Automate TAT tracking & follow-ups to minimize delays.
- Leverage customer feedback to improve service quality.



Strengths

- Skilled Technical Team
- Defined SOPs
- Access to TAT & Service data

Automation

- SLA Optimization
- Predictive Maintenance

Opportunities

Weaknesses

- Delayed Escalations
- Limited Field feedback documentation
- Manual Tracking

Adult non-compliance risk

- Miscommunication Delays
- Competitor Advantage

Threats

THEORETICAL EXPOSURE

- Learned methods for identifying target markets.
- Studied strategies for effective product positioning.
- Understood organizational operational workflows.

PRACTICAL EXPOSURE

- Conducted field visits to pinpoint potential target markets.
- Performed competitor analysis to assess market positioning.
- Collaborated with the technical team to grasp operational processes.

MAJOR LEARNING

- Acquired insights into market research within the healthcare technology sector.
- Analyzed Turnaround Time (TAT) data to pinpoint post-sales operational gaps.
- Recognized the critical role of backend coordination in ensuring service efficiency.
- Developed proficiency in data analysis using Excel.
- Understood the importance of competitor analysis in identifying market positioning and strategic opportunities.

CHALLENGES

- Incomplete TAT data and manual tracking due to tools.
- Delays in service updates and field operations.
- Challenges in standardizing processes across regions.
- Limited access to reliable competitor insights.
- Coordination gaps between cross-functional teams

WEEKLY REPORT

WEEK - 1

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/ Project of Summer Internship Program: Operation and business development

Name of the Student: Vaishnavi Joshi

Roll no: 1969

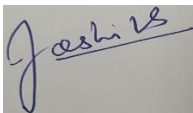
Stream: Hospital & Health Management

Week no: 1

From: 12th May to 17th May

Activity Done	Learned about ECG machine – working, monitoring, analysis, workaround with patients. Principle of marketing- understanding customer needs and wants, marketing segmentations, Branding and brand management.
Linking theory (Classroom learning) with practice at your organisation	Principles in marketing
Gaps identified on the working area.	Human resource for TAC monitoring in operations department
Suggestions for improvement	Automation is required for operations
Plan for the next week	Market research, Data analysis

Signature of the Student



Approved by the IIHMR University's Mentor

WEEK -2

Name of the Organisation: Heart net India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

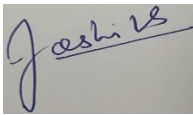
Week no: 2

From: 19TH MAY To 24th MAY

Activity Done	This week included a field visit for market research and presenting our product's value proposition. I started working on a PowerPoint presentation on use of ECG in Cardio Physiotherapy rehab. I also explained the ECG machine functionality to a colleague, Nishant, and supported mapping the field for potential market segments. Monitored TAT for 1 day.
Linking theory (Classroom learning) with practice at your organisation	Applied classroom concepts of market research, healthcare marketing, and physiotherapy to real-life fieldwork and internal training. The use of presentation and communication skills directly supported practical execution.
Gaps identified on the working area.	• No standard toolkit or structure for presenting our product to clients.
Suggestions for improvement	• Develop a standardized presentation template for consistent client communication. • Work on pricing and validity of product Subscription to increase the Market Acquisition.

Plan for the next week

- Finalize and deliver the PowerPoint on Cardio Physiotherapy.
- Conduct another field visit in a new area.
- Support the team in refining the market segmentation strategy.
- Compile and analyse field feedback to enhance our value proposition and outreach approach.

Signature of the StudentA handwritten signature in blue ink, appearing to read "Jasbir", is written over a horizontal line.**Approved by the IIHMR University's Mentor**

WEEK – 3

Name of the Organisation: Heart net India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

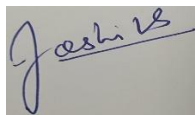
Week no: 3

From: 26th MAY To 31st MAY

Activity Done	• Covered 10 clinics as part of a market research field visit focused on women's cardiac health. • Presented our product's value proposition to healthcare professionals. • Worked on a presentation highlighting ECG use in Cardio Physiotherapy rehab. • Assisted in mapping market segments and monitored TAT for 1 day.
Linking theory (Classroom learning) with practice at your organisation	• Applied theoretical knowledge of healthcare marketing and communication strategies during real-time outreach and internal discussions. • Used presentation and interpersonal skills developed in class to support product demonstration and market research.
Gaps identified on the working area.	• Gynaecologists are not fully understanding the importance of ECG in women's cardiac health, indicating a need for targeted awareness.
Suggestions for improvement	• Create a standardized presentation format for more effective client engagement. • Review and improve pricing models and subscription validity to boost market penetration.

Plan for the next week	• Complete and deliver the PowerPoint on ECG in Cardio Physiotherapy. • Conduct field visits in a new target area. • Help refine the team's market segmentation strategy. • Gather and evaluate field feedback to fine-tune our outreach approach.

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Approved by the IIHMR University's Mentor

WEEK – 4

Name of the Organisation: Heart net India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

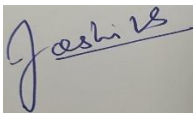
Week no: 4

From: 02nd JUNE To 07th JUNE

Activity Done	• Weekly team meeting • Current market segment is not giving potential output, so discussed about other market with mentor and team which yield results. • Covered 8 clinics as part of a market research field visit focused on women's cardiac health. • Worked on a presentation highlighting ECG use in Cardio Physiotherapy rehab. • Assisted in mapping market segments and monitored TAT for 1 day.
Linking theory (Classroom learning) with practice at your organisation	• Applied theoretical knowledge of healthcare marketing and communication strategies during real-time outreach and internal discussions. • Used presentation and interpersonal skills developed in class to support product demonstration and market research.
Gaps identified on the working area.	• Gynaecologists are not aware of this process and don't want to get involved in cardiac screening sections.
Suggestions for improvement	• Create a standardized presentation format for more effective client engagement. • Review and improve pricing models and subscription validity to boost market penetration.

Plan for the next week	• Refine the team’s market segmentation based on customer analysis. • Evaluate field feedback to improve outreach strategies. • Finalize and deliver the ECG presentation for cardio physiotherapy. • Conduct field visits in newly targeted areas for market insights.

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Approved by the IIHMR University’s Mentor

WEEK - 5

Name of the Organisation: Heart net India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

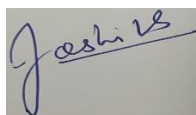
Week no: 5

From: 09th JUNE To 13th JUNE

Activity Done	• Started working on project • Weekly team meeting • Went to check the installation of machine • Meeting with client • Help client with all the queries • Covered 8 clinics as part of a market research field visit focused on women's cardiac health. • Assisted in mapping market segments and monitored TAT for 1 day.
Linking theory (Classroom learning) with practice at your organisation	• Applied theoretical knowledge of healthcare marketing and communication strategies during real-time outreach and internal discussions. • Used presentation and interpersonal skills developed in class to support product demonstration and market research.
Gaps identified on the working area.	• Gynaecologists are not aware of this process and don't want to get involved in cardiac screening sections.
Suggestions for improvement	• Automation can be use for supporting queries. It will be useful for faster processing between teams. • Create a standardized presentation format for more effective client engagement.

	• Review and improve pricing models and subscription validity to boost market penetration.
Plan for the next week	• Continue the project work. • Refine the team's market segmentation based on customer analysis. • Evaluate field feedback to improve outreach strategies. • Finalize and deliver the ECG presentation for cardio physiotherapy. • Conduct field visits in newly targeted areas for market insights.

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WEEK - 6

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

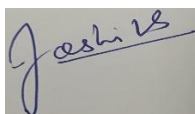
Week no: 6

From: 16th June To 21st June

Activity Done	• Visited 8 clinics this week as part of ongoing field outreach. • Started working on a post-sales operations project aimed at optimizing the ECG installation-to-usage journey. • Collaborated with a colleague to draft the Standard Operating Procedure (SOP) for the post-sales operations department. • Monitored Turnaround Time (TAT) for key milestones in the post-sales process.
Linking theory (Classroom learning) with practice at your organisation	• Applied theoretical knowledge of healthcare operations, service delivery workflows, and process optimization during the post-sales project. • Utilized communication, collaboration, and problem-solving skills learned in class while working with a colleague to draft SOPs. • Leveraged classroom concepts of operational efficiency and customer journey mapping to monitor TAT and suggest improvements.
Gaps identified on the working area.	• Lack of structured post-sales processes leading to delays in first ECG usage after installation.

	• Absence of clearly defined SOPs causing inconsistencies in service delivery. • Limited visibility on TAT across different post-installation steps.
Suggestions for improvement	• Finalize and implement SOPs for post-sales operations to streamline clinic onboarding. • Introduce a tracking system for post-sales TAT to identify and resolve delays proactively. • Train internal teams on standardized post-sales workflows to ensure consistency.
Plan for the next week	• Conduct field visits to 5 clinics for post-sales follow-up. • Finalize SOP draft and share for internal review. • Start pilot implementation of SOP at selected clinics. • Set up a basic tracker to monitor TAT during post-sales journey.

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WEEK -7

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

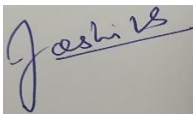
Week no: 7

From: 23 June To 28th June

Activity Done	• Visited 6 clinics for post-sales outreach and feedback. • Assisted in preparing a competitive analysis of ECG services. • Created a post-sales operations workflow presentation. • Helped draft SOPs for the post-sales process. • Tracked Turnaround Time (TAT) for key milestones.
Linking theory (Classroom learning) with practice at your organisation	• Applied classroom learnings in operations strategy, benchmarking, and service workflows. • Used teamwork, communication, and presentation skills during fieldwork and documentation tasks.
Gaps identified on the working area.	• No structured post-sales communication tools. • Lack of real-time tracking for post-installation stages.
Suggestions for improvement	• Regular competitor benchmarking. • Use presentations for clearer client onboarding. • Implement a basic TAT tracking system.

Plan for the next week

- Visit 5 clinics for follow-up.
- Share SOP and competitive analysis for review.
- Begin pilot of SOP at selected clinics.
- Start building a simple TAT tracker.

Signature of the StudentA handwritten signature in blue ink, appearing to read "Jasbir", written on a light-colored background.**Approved by the IIHMR University's Mentor**

WEEK - 8

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

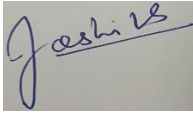
Week no: 8

From: 30th June to 5th July

Activity Done	• Updated post-sales PowerPoint presentation and operations SOP. • Sent ECG sales proposals to three clinics. • Conducted client meetings to discuss ECG solutions. • Monitored Turnaround Time (TAT) metrics over two days.
Linking theory (Classroom learning) with practice at your organisation	• Operations management : SOP & TAT optimization • Sales: Proposal drafting • Communication skills : Client interactions • Data: TAT analysis • Strategy: Competitive insights
Gaps identified on the working area.	• Experienced delays in receiving feedback from some clinics. • Faced initial difficulties in interpreting TAT data.

Suggestions for improvement	• To work on analysis of ECG data and find additional challenges faced by operations team.
Plan for the next week	• Analyse ECG data to identify patterns and insights. • Meet with the CEO to discuss operations SOP improvements. • Refine the post-sales operations PowerPoint presentation. • Conduct a competitive analysis of ECG solutions in the market.

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WEEK - 9

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

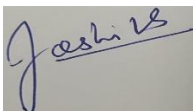
Week no: 9

From: 7th July to 12th July

Activity Done	• Conducted meeting with CEO regarding operations PowerPoint presentation. • Worked on recommendations suggested by the manager to improve workflow and content. • Monitored Turnaround Time (TAT) metrics for two consecutive days. • Collaborated with colleague to start building a dashboard for operations tracking. • Continued with ECG data analysis to identify key insights and patterns.
Linking theory (Classroom learning) with practice at your organisation	• <u>Operations Management:</u> SOP review and operations dashboard development. • <u>Strategic Management:</u> CEO-level presentation and refinement based on leadership feedback. • <u>Communication Skills:</u> Coordination with team and CEO, peer collaboration. • <u>Analytics:</u> TAT monitoring and ECG data analysis. • <u>Organisational Behaviour:</u> Working on manager feedback and peer engagement.

Gaps identified on the working area.	• Lack of real-time operational visibility due to the absence of a structured dashboard. • Delay in implementing manager's recommendations due to unclear prioritization. • Manual TAT monitoring is time-consuming and prone to error. • Communication gaps while coordinating on dashboard creation with team members.
Suggestions for improvement	• Prioritize and schedule implementation of feedback received from management. • Develop a standardized operations dashboard to improve efficiency and tracking. • Explore basic automation tools to ease manual tracking of TAT and other metrics.
Plan for the next week	• Finalize the operations dashboard with support from the colleague. • Continue refining ECG data analysis to extract actionable insights. • Research dashboard automation options and data visualization tools.

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Approved by the IIHMR University's Mentor

WEEK – 10

Name of the Organisation: Heartnet India Pvt Ltd

Area/ Department/: Operations and Business Development

Name of the Student: Vaishnavi Joshi

Roll no:1969

Stream: Hospital & Health Management

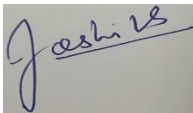
Week no: 10

From: 14th July to 19th July

Activity Done	• Created a comprehensive operations dashboard. • Compiled and submitted all internship findings related to market research. • Monitored Turnaround Time (TAT) metrics for two consecutive days. • Developed the final presentation summarizing all tasks completed during the internship and delivered it to the mentor.
Linking theory (Classroom learning) with practice at your organisation	• <u>Operations Management:</u> Designed and finalized the operations dashboard; monitored TAT metrics. • <u>Strategic Management:</u> Consolidated internship findings to support data-driven strategic decisions. • <u>Communication Skills:</u> Prepared and presented the final internship presentation to the mentor and internal team. • <u>Analytics:</u> Summarized insights from ECG data and market research for reporting. • <u>Organisational Behaviour:</u> Reflected on teamwork, adaptability, and implementing feedback.

Gaps identified on the working area.	• Limited clarity on applying collected data for strategic decisions. • Occasional delays in collaboration during dashboard development due to overlapping tasks.
Suggestions for improvement	• Conduct routine evaluations to ensure data is used effectively in decision-making.
Plan for the next week	• Internship completed.

Signature of the Student



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COMPILED REPORT

Activity Done	• Conducted field visits across 70+ clinics to promote ECG services. • Created and presented ECG-related PowerPoints for client awareness. • Created power point presentation (Recommendations and solutions of operations & Competitive Analysis) • Drafted Standard Operating Procedures (SOPs) for post-sales operations. • Analysed ECG and TAT data to identify operational inefficiencies. • Designed and finalized a dashboard for real-time operations tracking.
Linking theory (Classroom learning) with practice at your organisation	• Applied healthcare marketing and segmentation strategies during field visits. • Used operations management concepts to streamline post-sales processes. • Implemented service quality and client handling skills from OB and communication modules. • Used data analysis concepts in Excel for TAT and ECG tracking. • Connected strategic management principles while presenting to leadership.
Gaps identified on the working area.	• No structured SOP for post-sales ECG implementation. • Lack of awareness among certain specialties (e.g., gynaecologists) about cardiac screening. • Manual tracking of TAT caused errors and delays.

	• Delay in feedback from clinics and unclear task prioritization. • Limited use of collected data for decision-making.
Suggestions for improvement	• Implement automation for TAT tracking and query resolution. • Finalize and circulate standard SOPs across teams. • Create a structured dashboard for operational visibility. • Conduct awareness campaigns tailored to target specialties. • Regularly review data to guide decision-making.
Key Learnings	• Understood real-world challenges in healthcare operations. • Gained experience in SOP development and project planning. • Improved client communication and presentation skills. • Learned to apply classroom theories in practical situations. • Developed analytical thinking through ECG and TAT data interpretation.