

SUMMER INTERNSHIP PROGRAM

at

Heartnet Pvt. Ltd.



From 12-05-2025 to 19-07-2025

A REPORT BY

Devanshi Thakur

Master of Business Administration

(Hospital & Health Management)

1936

2024-26

under the Mentorship of

Dr. (Col) Mahender Kumar

Professor





INTERNSHIP EXPERIENCE LETTER

Date: 19-07-2025

To Whomsoever It May Concern

This letter is to certify that **Dr. Devanshi Thakur** (Roll No: 1936) 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 "Bridging Gaps in Cardiac Care Delivery: Operational Challenges and Driving Innovative Solutions."

During this time, Devanshi 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. Devanshi Thakur**, of academic year 2024-26, of the 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.

(Signature of Faculty Mentor)

Date: 26/07/25


Name: Dr. (Col) Mahender Kumar

Designation: Professor



Bridging Gaps in Cardiac Delivery: Operational Challenges and Driving Innovative Solutions



Name- Devanshi Thakur
Roll No.- 1936 (MBA-HM'29)
University Mentor-Dr. (Col) Mahender Kumar
Organization Mentor- Kanishk Bedi

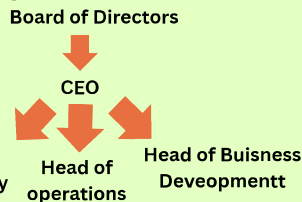
About Heartnet

Heartnet India, incorporated in March 2017 and headquartered in Bengaluru, is a privately held cardiac healthcare technology company focused on early diagnosis, real-time monitoring, and preventive cardiac care. It develops and delivers innovative IoT-enabled ECG devices and telehealth platforms that allow remote cardiac screening, expert teleconsultations, and AI-powered data analytics for timely and accessible heart care.

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

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

Organizational Structure



Practical Vs. Theoretical Exposure

Theory: Gained knowledge of target market identification, product positioning, and operational workflows.

Practical: Identified potential target markets through field visits, conducted competitor analysis, and collaborated with the technical team to understand organizational operations.

PROJECT

Aim: To evaluate the operational workflow and identify challenges in ECG device delivery and usage at HeartNet Pvt. Ltd., and to recommend workable solutions to enhance efficiency and user satisfaction.

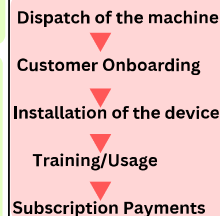
Objective: To study the workflow processes and consumer challenges in the dispatch, Customer Onboarding, and Installation, etc., at HeartNet Pvt. Ltd., analyze user feedback, and recommend workable solutions to enhance operational efficiency and user experience.

Methodology: The study was conducted at **HeartNet Pvt. Ltd.**, focusing on regions where ECG devices are dispatched and used.

- It followed a **descriptive cross-sectional design over 2 months** (May 22 – July 22, 2025).
- Using purposive sampling, **feedback forms were shared with 40 customers** who had received and used the ECG devices
- 25 responses** were collected and analyzed to assess workflow efficiency and consumer delight.

Results:

Operational workflow

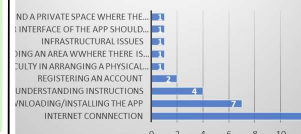


Proposed Solutions

- 1) Set up regional inventory hubs in different geographic zones.
- 2) Offer training videos via QR code with a machine
- 3) Signal Boosters or Mobile Hotspots.
- 4) Usage Analytics for training support.
- 5) Auto-generate ticket numbers for support issues
- 6) Offer monthly quizzes via Heartnet app with rewards for completion.



Challenges faced during the initial setup of the device Vs. Number of Customers



Top Suggestions for Improving User Satisfaction



Qualitative Insights: Positive and Negative User Experiences



Strengths	Weakness
1. Portability	1. Internet dependance
2. Remote-Connectivity	2. Not for home use
3. Real time reporting	3. Complex Interface
4. Emergency alerts	
Opportunities	Threats
1. Corporate Health & Wellness Camps	1. Rising Competition
2. International Expansion	2. User-training dependency
3. Language Customizations	3. Subscription Drop Off

Challenges Faced

- Difficulty in collaborating with distant team members.
- had to quickly adapt to new concepts and methodologies
- dealt with a monotonous work profile

Suggestions for Improvement: Better coordination amongst the team members.

- Upgrading and automating the operational workflow.
- Expansion of advertising channels.

Major Learnings

- Developed Collaboration and Negotiation skills through field visits.
- Got an on field exposure of Marketing Management studies.
- Exposure to a multidisciplinary work environment.

Weekly Report-1

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (operations)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA- HM

Week no: 1

From: 12-05-25 to 17-05-25

Activity Done	1) Participated in an orientation covering the company's vision, mission, and solution offerings. 2) Listened to the discussion around the weekly tasks and deliverables to achieve project objectives. 3) Learned how the Heartnet ASAAN ECG device works and the pricing model. 4) Conducted a review of Tricog's website and looked at their product offerings, services, and customer segments as part of competitor research. 5) Completed a comparative evaluation between conventional ECG machines and the Heartnet ASAAN ECG device to highlight key differences. 6) Engaged in discussions to finalize the project subject matter and scope. 7) Conducted field visits to clinics and diagnostic centres to gather customer feedback, understand their needs, and better understand the marketplace needs.
Linking theory (Classroom learning) with practice at your organisation	1) Marketing management • Understanding the product mix and market requirements. • Carrying out Competitor analysis. 2) Financial management • Understanding the pricing of the product. 3) Digital Health • Understanding the use of IoT devices in healthcare delivery. • Understanding about IoT devices.
Gaps identified on the working area.	The requirement of the internet for the operation of the machine results in a lack of acceptability in tier-2 and 3 cities.
Suggestions for improvement	Value-added services should be provided along with the product to improve its value.

Plan for the next week	1) Working on the assigned project that includes preparing the questionnaire. 2) Preparing the market plan to enlist customers and stakeholders. 3) Understanding the machine's technical operations.
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Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report-2

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA- HM

Week no: 2

From: 19-05-25 to 24-05-25

Activity Done	1) For the designated project, I progressed with the process of designing and drafting the devices' questionnaires for both the technical team and the end-users. 2) I drafted a market plan to recognize the possible customers and key stakeholders during the market engagement period. 3) I learned about the technical functionality by completing the ASAAN ECG Device's hands-on learning aspects and through discussions. 4) Through clinic and diagnostic center field visits, I obtained scalability information regarding their needs, expectations, and workplace environment. 5) I completed the discussion with the identification of the new market segment of ASAAN ECG within occupational health centers and gyms.
Linking theory (Classroom learning) with practice at your organisation	4) Marketing management - Preparing a market plan, enlisting customers and stakeholders. - Exploring different market segments. 5) Business communication - Inter- and Intradepartmental communication skills with different teams based at multiple locations in a start-up. 6) Principles of Management - Displaying leadership skills in the office setup and negotiation skills while dealing with customers. - Receiving feedback from customers.
Gaps identified on the working area.	Patient footfall is less in diagnostic centres and clinics, leading to reduced acceptance of the device.
Suggestions for improvement	1) Custom pricing can be provided wherein a 3-month subscription can be an optional feature, and short-duration installations are also provided.

Plan for the next week	1) Working on the project, which involves circulating the questionnaires and getting insight from the technical team. 2) Preparing an informative presentation after discussing the topic with the mentor. 3) Field visits to Occupational health centres and gyms.
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Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report-3

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA- HM

Week no: 3

From: 26-05-25 to 31-05-25

Activity Done	1) Investigated additional market segments with occupational centers that employ over +200 people and fitness centers/gyms. 2) Conducted field visits in a newly opened territory to collect consumer information and assess potential. 3) Evaluated and summarized consumer feedback information derived from field visits. 4) Reviewed and approved the consumer questionnaire. 5) Set up a meeting with the technical team to get a better knowledge of the product and technical functions. 6) Conducted a rigorous review of pediatric cardiac care, including trends and challenges. 7) Attended a review meeting with the CEO to present research, develop updates, and discuss possible next steps.
Linking theory (Classroom learning) with practice at your organisation	Marketing Management • Exploring a new market segment for the product to analyse its effectiveness and use. • Acquiring customer feedback through a questionnaire. Research methodology • Preparing a questionnaire for gathering customer feedback and acquiring responses from the technical team. • Reviewing the literature on “Paediatric cardiac care”. Business communication • Inter- and Intradepartmental communication skills with different teams based at multiple locations in a start-up.
Gaps identified on the working area.	During the field visits, most diagnostic centers have a well-established ECG monitoring setup, including Holter monitoring and a Tricog ECG machine. They also had their cardiologists for reporting.

Suggestions for improvement	Try covering Tier-2 and Tier-3 cities, including newly established diagnostic centers that initially want to have an ECG machine on a subscription basis and then purchase it at a later stage.
Plan for the next week	1) Visiting Gurugram for gathering consumer insights. 2) Meeting with the purchasing head of Jaguar to pitch our product. 3) Meeting with the Technical head to understand operations.

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report-4

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM (29)

Week no: 4

From: 2-06-25 to 7-06-25

Activity Done	1) Attended a demo day of the ASAAN ECG device to gain a working knowledge of its features and how it works. 2) Had a conversation with the technical team about identifying and understanding operational inefficiencies and problems associated with the product. 3) Modified the consumer questionnaire based on feedback from the technical team to improve the relevance and accuracy of data collection. 4) Completed some field visits in a new target market area (Gurugram) to get a consumer perspective and the possibility of acceptance and reception. 5) Visited occupational centres to understand their specific needs and expectations of the application and benefits of the ASAAN ECG device. 6) Created an extensive questionnaire for corporate employees to measure stress levels, awareness, and attitudes towards regular health check-ups.
Linking theory (Classroom learning) with practice at your organisation	Research Methodology • Preparing a questionnaire to understand the attitude, behaviour of the corporate employees. Marketing Management • Understanding consumer expectations and carrying out market research. Business Communication • Inter and Intradepartmental communication with different teams operating in different locations pan India.
Gaps identified on the working area.	Technicians often face difficulty operating the machine even after multiple training sessions due to hardware inefficiencies.

Suggestions for improvement	Continuous and rigorous training sessions should be provided by the marketing team to the technicians, nurses working at the healthcare facility.
Plan for the next week	1) Engaging in conversation with the General Manager of the Jaquar (Sanitary fittings) at Bhiwari to circulate the questionnaire amongst the employees to analyse the stress levels and attitude towards healthcare services. 2) Meeting with the technical team to carry comprehensive discussion about the product inefficiencies. 3) Giving a Presentation on “Paediatric care: Challenges and Technological Developments”

Signature of the Student: Devanshi

Approved by the IIHMR University’s Mentor

Weekly Report -5

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM (29)

Week no: 5

From: 9-06-25 to 16-06-25

Activity Done	1) Received approval for the <i>Employee Wellness Questionnaire</i> and successfully circulated it among corporate employees, including those at Jaquar Bhiwadi, to assess their attitudes and behaviors toward regular health check-ups. 2) Obtained approval from the CEO for the <i>Consumer Feedback Form</i>. 3) Delivered a presentation on <i>Pediatric Care: Challenges and Technological Advancements</i>. 4) Collaborated with the technical team to identify operational gaps and prepared a detailed presentation on the findings. 5) Conducted field visits in Rohini and engaged with medical personnel for insights and feedback.
Linking theory (Classroom learning) with practice at your organisation	1) Organizational Behaviour: Developing actions based on employee attitudes and organizational culture. • Understanding organizational hierarchies and decision-making processes. 2) Marketing Management: Gathering consumer insights to improve product features and satisfaction. 3) Communication Planning and Management: Drafting formal communication for CEO approval. • Creating and delivering an effective health-related presentation.
Gaps identified on the working area.	Lack of acceptability of the product in a well-established market due to apprehensions about patient onboarding.
Suggestions for improvement	Periodic sessions can be arranged for the potential consumers to improve building trust and thereby improve patient outcomes.
Plan for the next week	1) Analysing the data received by the <i>Employee Wellness Questionnaire</i> and drawing comprehensive insights and information.

	2) Field visits in a new territory to explore consumer insights. 3) Arranging a meeting with the CEO to get a list of the existing consumers, so that the <i>consumer feedback form</i> can be circulated.
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Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report-6

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM (29)

Week no: 6

From: 16-06-25 to 21-06-25

Activity Done	1) Got the approval for the <i>Consumer feedback form</i> and circulated it amongst customers. 2) Field visits were done to understand the potential market. 3) A comprehensive competitive analysis of the Heartnet ASAAN ECG device has been conducted to assess its market positioning, features, pricing, and differentiation from key competitors.
Linking theory (Classroom learning) with practice at your organisation	Marketing Management • Carrying out competitive analysis to understand the market positioning and scope for improvement. • Understanding the market for our product through field visits. Research methods • Gathering consumer insights with the help of a Questionnaire.
Gaps identified on the working area.	Often, it has been seen that there is a delay in the dispatch of the device due to multiple reasons.
Suggestions for improvement	Establishment of local regional inventories in different cities.
Plan for the next week	1) Gathering responses on the <i>Employee Wellness Questionnaire</i> and analysing the data. 2) Analysing the responses derived through the <i>Consumer Feedback form</i>. 3) Understanding the Operational gaps and finding feasible solutions, and proposing them to higher authorities. 4) Presenting the PPT on Competitor Analysis to the CEO. 5) Carrying out field visits to understand the market.

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report- 7

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM (29)

Week no: 7

From: 23-06-2025 to 28-06-2025

Activity Done	1) Analysed the data for the Employee wellness Questionnaire and prepared a detailed, comprehensive dashboard about the same. 2) Collected responses of the existing customers to gain meaningful insights about the Heartnet ASAAN ECG. 3) Showcased a presentation on the competitive analysis of the product. 4) Detailed Root Cause Analysis of the Operational gaps and finding potential workable solutions. 5) Carried out field visits in a new territory (South Delhi) to explore potential customers and their insights.
Linking theory (Classroom learning) with practice at your organisation	Research Methods Designing a questionnaire, analyzing data, and interpreting data are related to research methodology. Essentials of Health Economics Employee wellness impacts productivity and long-term healthcare costs. Analyzing this data helps make economically sound wellness interventions. Marketing Management Understanding and analyzing customer feedback allows product positioning, satisfaction, and ultimately strategy refinement.
Gaps identified on the working area.	There should be more focus on delivering quality care with the latest updates in the product.
Suggestions for improvement	There should be technical updates in the product for better efficiency.
Plan for the next week	1) Analysing the consumer feedback data and deriving meaningful insights. 2) Preparing a dashboard of the Employee Wellness Questionnaire. 3) Preparing a presentation on the Operational gaps and solutions. 4) Designing the standard operating procedures based on the operational gaps.

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report- 8

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no. : 1936

Stream: MBA-HM'29

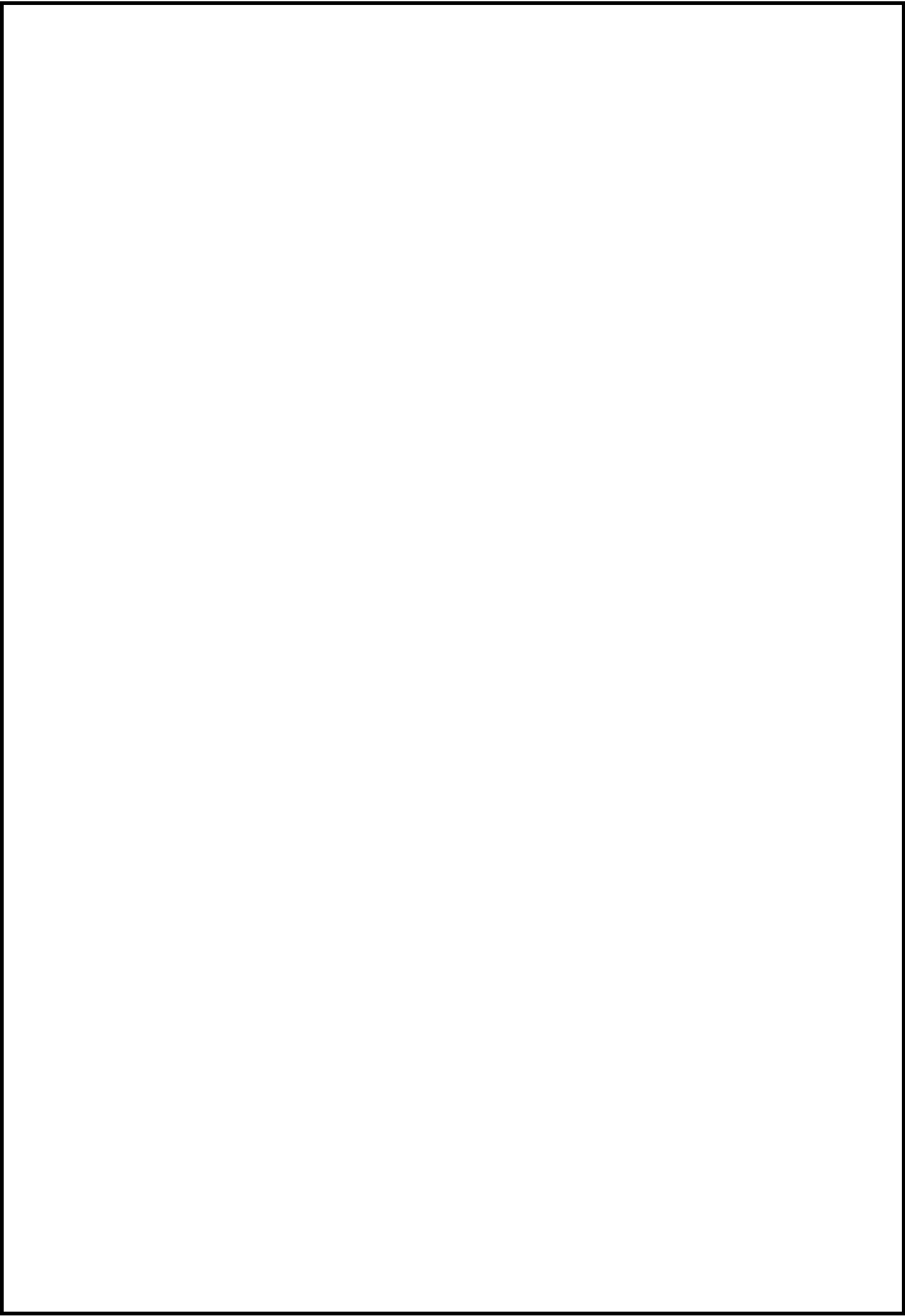
Week no: 8

From: 30-06-2025 to 4-06-2025

Activity Done	1) Derived valuable insights from the analysed data of the Employee Wellness questionnaire. 2) Analyzed the consumer feedback data and derived meaningful insights. 3) Prepared a detailed presentation about the Operational challenges and their solutions. 4) Conducted field visits to gather consumer insights.
Linking theory (Classroom learning) with practice at your organisation	Marketing Management • Understanding patient/customer needs and satisfaction. • Field visits aid in primary research and market analysis. Research Methodology • Collecting and analysing qualitative data through field visits. Human Resource Management (HRM) • Wellness of healthcare employees directly ties into HR and organizational effectiveness.
Gaps identified on the working area.	The turnaround time is exceeded occasionally due to technical faults.
Suggestions for improvement	It can be easily overcome by establishing certain Standard Operating Procedures that apply to the technical team as well as the empaneled Cardiologists.
Plan for the next week	1) Will be conducting field visits. 2) Designing Standard Operating Procedures. 3) Presenting the Operational challenges and their potential solutions, along with the competitive analysis to the CEO.

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor



Weekly Report-9

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Management intern (Operations and Business Development)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM'29

Week no: 9

From: 06-07-25 to 11-07-25

Activity Done	1) Carried out field visits in Rohini to gather consumer insights and understand the market potential. 2) Designed the Standard Operating Procedures. 3) Started with the Poster preparation and made necessary alterations as suggested by the mentor. 4) Prepared a report about the Jaquar unit-2 visits
Linking theory (Classroom learning) with practice at your organisation	Marketing Management • Understanding patient/customer needs and satisfaction. • Field visits aid in primary research and market analysis. Research Methodology • Collecting and analysing qualitative data through field visits. Human Resource Management (HRM) • Wellness of healthcare employees directly ties into HR and organizational effectiveness.
Gaps identified on the working area.	Delays in resolving the customer issues and queries.
Suggestions for improvement	Suggested providing a ticket number to each customer via WhatsApp chatbots, for timely response, and for improving the transparency of the process for the customers.
Plan for the next week	1) Presenting a compiled presentation to the CEO. 2) Preparing the final poster and reports. 3) Compiling the entire data and deriving meaningful inferences.

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Weekly Report -10

Name of the Organisation: Heartnet Pvt. Ltd. (Branch-Delhi)

Area/ Department/ Project of Summer Internship Program: Heartnet Pvt. Ltd. (Branch-Delhi)

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM'29

Week no: 10

From: 13-07-25 to 19-07-25

Activity Done	1) Presented a compiled presentation to the CEO. 2) Prepared the final poster and reports. 3) Compiled the entire data and derived meaningful inferences. 4) Carried out field visits in Rohini.
Linking theory (Classroom learning) with practice at your organisation	Essentials of Hospital Services • Focuses on effective communication and leadership skills required in hospital settings for negotiation. Managerial Communication: • Reflects formal presentation skills, stakeholder engagement, and executive reporting. Research Methodology and Biostatistics: • While summarizing findings and presenting data visually in reports/posters.
Gaps identified on the working area.	At times, there is a delay in reporting by the cardiologists.
Suggestions for improvement	Standard Operating Procedures should be devised to ensure timely reporting by the cardiologists and improve the turnaround time.
Plan for the next week	NA

Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: Devanshi Thakur

Area/ Department/ Project of Summer Internship Program: Operations and Business Development

Name of the Student: Devanshi Thakur

Roll no: 1936

Stream: MBA-HM'29

Activity Done	• Summary of Activities: During my internship/project with Heartnet India, I had the opportunity to experience a variety of strategic, analytical, and field-based activities related to the Heartnet ASAAN ECG device. I gained knowledge of how to use it in practice, a view of those development activities in action, an awareness of what is involved in market research regarding the ASAAN ECG device, and a sense of the complexities and challenges it takes to support healthcare delivery in the real world. • Orientation and Background Information Attended orientation to learn of the vision, mission, and product suite of the company, which provided greater awareness of the long-term goals and intentions of the organization. I was provided with background information about the Heartnet ASAAN ECG device - its technical functionality and pricing model, as well as how it might be used in various healthcare service delivery modes. Participated in internal meetings that established the weekly deliverables and how they would contribute to the project's overall goals. • Market and Competitor Analysis Conducted a full review of each competitor, and in particular Tricog's website, products, services, and customers, to examine their competitive advantages, or infer gaps. Conducted comparative analysis of traditional ECG machines with the ASAAN ECG device and highlighted the unique features, price, and usability of the device. Identified and had preliminary conversations to explore new market segments for the ASAAN ECG- we identified medical sites like occupational health centers (200 + employees) and fitness centers/gyms as potential adopters. • Fieldwork and Engagement with the Market Conducted site visits to diagnostic
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	Undertook numerous field visits to different diagnostic centers, clinics, and corporate wellness units (Jaquar Unit-2). Travelled to several new regions, including Rohini, Gurugram, and South Delhi, to explore the market. Interacted with stakeholders from health providers to consumers to gain some first-hand insights into the feedback they received from their customers, their expectations for this product, and its general uptake by consumers. Used a mix of observation, structured interviews, and operational feedback to gain valuable data and insights on scalability for our operations. Questionnaire Design & Development Developed and refined numerous questionnaires for various stakeholders: 1) Consumer feedback form 2) Employee wellness questionnaire Successfully circulated the approved forms to various consumers and retailers and collected some structured data to be a planning and operational tool. Technical Collaboration & Operational Perspectives Worked closely with the technical team to identify and record operational inefficiencies and input, and to contribute to the design of how some of these operational provisions and changes can improve operational efficiencies. Attended discussions to scope the project work, identify outputs, and plan going forward with key customer groups. Conducted a case review of pediatric cardiac care – trends and challenges. Data Analysis & Creation of Dashboards Sampled data collected using tools such as Power BI, and generated dashboards for: Employee wellness questionnaire data - summary of insights Consumer feedback data - understanding and interpretation.
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Linking theory (Classroom learning) with practice at your organisation

1. Marketing Management

- I applied the concepts of product mix, market segmentation, and consumer behaviors when interacting with customers and during site visits.
- I conducted competitive analysis and market research to situate our products correctly in the market.
- Developed and executed market plans regarding new market segments (e.g., gyms, occupational health centers) and publicly available data.
- I gained customer insight through the acquisition and analysis of customer feedback to confirm product utility and satisfaction.

2. Financial Management

- I realized the aspects related to market pricing (medical devices) and took into consideration cost-benefit in real market conditions.

3. Digital Health

- I benefited from hands-on access to IoT-based healthcare devices (ASAAN ECG) and how they function in remote diagnostics and digital health delivery.

4. Business Communication

- I practiced inter-department and intra-department communications across geographical distances.
- I engaged in formal communication with leadership, including a presentation to the CEO and report writing.
- I designed effective communication for stakeholder engagement.

5. Research Methodology

- I created and distributed structured questionnaires for clients and technical teams.
- I conducted literature reviews (e.g., pediatric cardiac care).
- I received, analyzed, and created visual reports and dashboards for quantitative data and qualitative data using Power BI.

6. Organizational Behavior

- I understood the organizational structure of the business, the workflow, and employee dynamics in the start-up ecosystem.

	- I was able to use the knowledge derived from employee wellness, quantitative data to suggest evidence-based interventions to improve culture and productivity. 7. Human Resource Management in Healthcare - I explored the relationship between employer and employee as it relates to human resources
Gaps identified on the working area.	- Requirement of internet for the operation of the machine, resulting in a lack of acceptability in tier-2 and 3 cities. - Patient footfall is less in diagnostic centers and clinics because of a lack of acceptability for the product. - During the field visits, most of the Diagnostic centers have a well-established ECG monitoring setup up like Holter monitoring and Tricog ECG machine. They also had their cardiologists for reporting. - Technicians often face difficulty operating the machine even after multiple training sessions due to hardware inefficiencies. - Lack of acceptability of the product in a well-established market due to apprehensions about patient onboarding. - Often, it has been seen that there is a delay in the dispatch of the device due to multiple reasons. - There should be more focus on delivering quality care with the latest updates in the product. - Delays in resolving the customer issues and queries. - At times, there is a delay in reporting by the cardiologists.
Suggestions for improvement	- Value-added services should be provided along with the product to improve its value. - Custom pricing can be provided wherein a 3-month subscription can be an optional feature, and short-duration installations are also provided. - Try covering the Tier-2 and Tier-3 cities, including newly established diagnostic centers that want to have an ECG machine on a subscription basis initially, and buy at a later stage. - Continuous and rigorous training sessions should be provided by the marketing team to the technicians, nurses working at the healthcare facility. - Periodic sessions can be arranged for the potential consumers to improve building trust and thereby improve patient outcomes. - Establishment of local regional inventories in different cities. - There should be technical updates in the product

	for better efficiency. • It can be easily overcome by establishing certain Standard Operating Procedures that apply to the technical team as well as the empaneled Cardiologists. • Suggested providing a ticket number to each customer via WhatsApp chatbots, for timely response, and for improving the transparency of the process for the customers. • Standard Operating Procedures should be devised to ensure timely reporting by the cardiologists and improve the turnaround time.
Key Learnings	• Gaps in Workflow Identified in Key Stages: There were operational concerns across various stages, including determining how to dispatch the machine, customer onboarding, installing the device, and training /usage of the device. • Customer Experience was Not Consistent: The qualitative feedback revealed a mixed range of positive and negative user experiences. The most likeable features were 'the responsiveness of the system' and the 'reporting by the cardiologist'; the most unliked features were 'technical difficulties'. • Training and Support is Valuable: Many customers commented that they had issues in understanding how to use the device, which reflects the benefit of having structured training - e.g., usage analytics, QR-based videos, app-based quizzes, periodic checks, etc. • Connectivity and Infrastructure exist but can be resolved: Frequent comments could suggest the opportunity for solutions (mobile hotspot, signal booster, and offline features), but connectivity issues (weak internet signal) and the lack of future-proof features, e.g., real-time support, were mentioned. • Customer Engagement can Enhance Satisfaction: Examples of how to engage with users include in-app rewards, proactive communication with customers regarding device usage, and gamified learning can be used to help support long-term engagement and satisfaction. • Decentralization in Dispatch and Inventory management is Necessary: Delivery delays, differences in time to dispatch a machine for a customer's order, suggest regional inventory hubs are needed to reduce turnaround and improve responsiveness. • Significance of Feedback Loops: Collecting and analyzing user feedback (25 responses)

	helped target customer recommendations for areas of improvements.
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Signature of the Student: Devanshi

Approved by the IIHMR University's Mentor