



**heart-net**  
caring for the heart

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



**IIHMR UNIVERSITY**

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**

```
graph TD;
    Board[Board of Directors] --> CEO[CEO];
    CEO --> Tech[Head of Technology];
    CEO --> Ops[Head of operations];
    CEO --> Bus[Head of Buisness Deveopmentt];
```

**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**

```
graph TD;
    A[Dispatch of the machine] --> B[Customer Onboarding];
    B --> C[Installation of the device];
    C --> D[Training/Usage];
    D --> E[Subscription Payments];
```

**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**

| Challenge                        | Number of Customers |
|----------------------------------|---------------------|
| IND A PRIVATE SPACE WHERE THE... | 1                   |
| INTERFACE OF THE APP SHOULD...   | 1                   |
| INFRASTRUCTURAL ISSUES           | 1                   |
| ING AN AREA WWHERE THERE IS...   | 1                   |
| CULTY IN ARRANGING A PHYSICAL... | 1                   |
| REGISTERING AN ACCOUNT           | 2                   |
| UNDERSTANDING INSTRUCTIONS       | 4                   |
| UNLOADING/INSTALLING THE APP     | 7                   |
| INTERNET CONNECTION              | 10                  |

**Top Suggestions for Improving User Satisfaction**

| Suggestion                                | Percentage |
|-------------------------------------------|------------|
| HARDWARE-COMPACT AND PORTABLE             | 12.50%     |
| ABILITY TO OPERATE IN OFFLINE MODE        | 29.16%     |
| IMPROVING THE RESPONSE TIME OF THE DEVICE | 25.00%     |
| IMPROVING THE USER INTERFACE              | 16.66%     |
| SATISFACTORY RESPONSE                     | 16.66%     |

**Qualitative Insights: Positive and Negative User Experiences**

| Insight                                                              | Percentage |
|----------------------------------------------------------------------|------------|
| PORTABILITY OF THE PRODUCT                                           | 10.52%     |
| ALERTS FOR INCORRECT LEAD PLACEMENT                                  | 10.52%     |
| THE SYSTEM HANGS OCCASIONALLY                                        | 31.57%     |
| PROMPT REPORTING BY CARDIOLOGISTS                                    | 26.31%     |
| SATISFACTORY PERFORMANCE AND ITS EXCLUSIVE USAGE IN HEALTH CAMPAIGNS | 21.05%     |

**Strengths**

- 1.Portability
- 2.Remote-Connectivity
- 3.Real time reporting
- 4.Emergency alerts

**Weakness**

- 1.Internet dependance
- 2.Not for home use
- 3.Complex Interface

**Opportunities**

- 1.Corporate Health & Wellness Camps
2. International Expansion
- 3.Language Customizations

**Threats**

1. Rising Competition
- 2.User-training dependency
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.