

**INTERNSHIP AT
GRANT THORNTON BHARAT LLP
DELHI, INDIA**

Internship Report Submitted to



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for the partial fulfillment for the award of the degree of
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by

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Internship Report

1. Introduction

The healthcare sector in India is being reshaped by rising demand, structural capacity constraints, and the steady entry of data and technology into both private care delivery and public health planning. Professional services firms have come to play a meaningful role in this shift, advising hospitals, specialty providers, and governments on how to plan, fund, and operate new services. This internship, undertaken at the Delhi office of Grant Thornton Bharat LLP, was situated within that advisory environment and focused on the practice of healthcare and life sciences consulting in a live, client-facing setting.

The internship moved from formal onboarding and organisational induction into project work across feasibility assessment, concept development, government healthcare strategy, and business development support. The engagements drew substantially on analytical methods, including detailed financial and data analysis in Excel, competitive benchmarking, structured decision frameworks, and secondary research, as well as on the applied use of artificial intelligence and machine learning within strategic advisory documents. Alongside the technical work, the internship placed clear emphasis on professional development, exposure to stakeholders across the organisational hierarchy, and structured learning on workplace conduct and self-awareness.

This report sets out the objectives of the internship, profiles the organisation and its services with particular attention to healthcare advisory, outlines the principal activities and projects undertaken outside the dissertation, and reflects on the key learnings drawn from the experience.

2. Objectives of the Internship

- To understand how a large, integrated professional services firm structures, staffs, executes, and delivers advisory engagements in a real consulting environment.
- To apply and strengthen analytical competencies, including financial and data analysis, market and competitive benchmarking, decision frameworks, and secondary research, within healthcare and life sciences work.
- To learn how core healthcare advisory deliverables, such as feasibility studies, concept notes, and approach-and-methodology documents, are conceived and built for hospitals, specialty providers, and public health systems.
- To develop professional and interpersonal capabilities through interaction with stakeholders across the firm's hierarchy and the wider healthcare ecosystem.
- To build communication, executive presentation, and behavioural awareness through the firm's structured learning and development programmes.

3. Organizational Profile

Grant Thornton Bharat LLP is among the leading professional services firms in India and serves as the Indian member firm of Grant Thornton International, a global network of independent assurance, tax, and advisory firms operating across more than 140 markets. The Indian entity, formerly Grant Thornton India LLP, is constituted as a limited liability

partnership, with its registered office at Connaught Place in New Delhi and a substantial operating presence across the Delhi NCR region.

The firm describes itself as Indian in character yet globally connected, working with both private enterprises and government across a wide range of industries. It has grown into a large organisation employing several thousand professionals across offices in most major Indian cities, including Delhi, Gurgaon, Noida, Mumbai, Bengaluru, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Chandigarh, and Kochi.

A distinguishing feature of the firm is its sector-led operating model, under which work is organised through focused programmes in priority sectors that include Healthcare and Life Sciences, alongside Financial Services, Automotive, Consumer Products, Media and Entertainment, and Real Estate. The firm's stated philosophy emphasises a people-over-profit orientation, client-centricity, and a commitment to creating and preserving value in support of a stronger national economy. It holds Great Place to Work certification, which is reflected in the considerable investment made in induction, mentorship, and continuous learning.

4. Services Provided by the Organization

The firm delivers end-to-end solutions across the business lifecycle through several integrated service lines that operate across its sector programmes.

- **Assurance Services:** Audit and related attestation work that supports regulatory compliance and strengthens stakeholder confidence in financial information.
- **Tax and Regulatory Services:** Advisory on direct and indirect taxation, transfer pricing, GST, and foreign exchange regulation, supported by regular tax intelligence publications.
- **Advisory and Consulting Services:** Strategy and management consulting, transaction and deals support, valuations, risk advisory, forensic services, and growth and operational consulting.
- **Digital and Technology Transformation:** Technology modernisation, data and analytics, automation, and the integration of artificial intelligence into client solutions.
- **Healthcare and Life Sciences Advisory:** A dedicated sector practice providing strategic guidance, operational support, and regulatory advisory to healthcare organisations. Its clients span hospitals and primary and secondary care providers, medical device companies, pharmaceutical and biotechnology firms, and healthcare distributors, and its services range from feasibility and business-case development to operational improvement, market entry, transaction support, and risk management. The practice also engages with government and development bodies on public health, and publishes sector research such as its periodic tracker of deal activity across Indian pharma and healthcare. The internship was situated within this practice.

5. Key Works Undertaken During the Internship

- **Onboarding and Induction:** The internship commenced with formal onboarding, including the issue of equipment and access credentials, followed by a structured induction covering the organisation's values, sector-focused operating model, and internal workflows. Early interaction with colleagues across the full hierarchy, from assistant and senior managers through associate directors and directors to partners, established the collaborative tone of the engagement.

- **Feasibility Study - Eyecare Hospital, Delhi NCR:** A feasibility assessment was conducted for a proposed eyecare hospital, supported by detailed Excel-based analysis and a competitive scoring model built around metrics identified through structured secondary research. A Multi-Criteria Decision-Making (MCDM) framework was applied to weigh and integrate these metrics into a reasoned, defensible view on viability.
- **Concept Note - IVF Centre, Delhi:** A concept note was developed for a proposed in-vitro fertilisation centre, providing exposure to the structure and purpose of this advisory deliverable and requiring the sourcing and synthesis of market, clinical, and competitive information into a coherent rationale.
- **Stakeholder Engagement and Business Development:** The internship involved interaction with a broad range of external stakeholders, from junior consultants to senior government officers, including IAS officers, alongside participation in meetings and face-to-face engagements with senior hospital directors in a business development context.
- **Approach and Methodology Document - State Government Healthcare Programme:** A significant engagement involved preparing an approach-and-methodology document for a major government healthcare project at the state level. The work included detailed data analysis, the design of chevron-based and other infographics to communicate the proposed approach, and the incorporation of artificial intelligence, machine learning, and deep learning use cases into the recommended methodology, supported by a dedicated learning session on the application of these techniques in a healthcare context.
- **Presentation Development and Learning Exercises:** Multiple presentation decks were prepared over the course of the internship, strengthening the ability to structure and communicate analysis for senior audiences. Participation in several learning and development sessions covered organisational culture, individual working styles, and the behavioural dynamics of workplace collaboration.

6. Key Learnings from the Internship

- **The Structure of Advisory Work:** Core advisory deliverables follow distinct conventions and serve distinct audiences, and producing them well requires combining rigorous analysis with clear, persuasive communication. The credibility of a recommendation rests as much on the transparency of the method behind it as on the conclusion itself.
- **Applied Analytical Capability:** Analytical techniques become valuable when they translate into decision-relevant output. The engagements reinforced the importance of structured tools such as Excel modelling, benchmarking, and Multi-Criteria Decision-Making, and demonstrated how artificial intelligence and machine learning can be embedded meaningfully within a strategy rather than treated as superficial additions.
- **Understanding the Healthcare Advisory Domain:** Exposure across private specialty-care feasibility and large public-system strategy showed how a consistent analytical discipline adapts across very different settings, and how commercial viability, clinical context, and policy realities must all be weighed in a credible healthcare recommendation.
- **Stakeholder Engagement and Communication:** Effective advisory work requires the ability to communicate appropriately across very different levels of seniority and authority. Reading the audience, framing insight accordingly, and engaging confidently with senior decision-makers proved as important as technical competence,

while business development exposure illustrated the central role of trust and relationships in the commercial dimension of the profession.

- **Professional Self-Development:** The firm's development sessions clarified the value of self-awareness, professional conduct, and the behavioural dimension of teamwork in a high-performing environment.
- **The Value of a Sector-Led Firm:** Working within a large, integrated organisation that leads with sector knowledge while drawing on cross-disciplinary capability in analytics, technology, and strategy offered a clear model of how rigorous, multidisciplinary advice is delivered in practice.

Overall, the internship at Grant Thornton Bharat LLP proved a highly valuable experience, connecting academic preparation in healthcare analytics with the realities of professional advisory practice and contributing materially to both technical and professional development.