

**INTERNSHIP AT
ICHELON CONSULTING GROUP, GURUGRAM,
INDIA**

Internship Report Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree
of Master of Business Administration (MBA)

in

Healthcare Analytics

by

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Under the Supervision and Guidance of

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2026

1. INTRODUCTION

My internship at Ichelon Consulting Group (ICG) has been one of the most hands-on experiences I've had through this MBA programme. ICG is a boutique consulting firm that works primarily with healthcare and wellness businesses, helping them with brand strategy, patient analytics, and growth planning. I joined as a Business Consulting Analyst and Project Coordinator for the period February 25 to June 09, 2026, based out of Delhi-NCR.

The reason this internship was particularly relevant for me is the client mix — ICG works extensively with dermatology clinics and aesthetic healthcare practices. Given my background in B.Pharma and my MBA focus on healthcare analytics, it felt like a natural fit. I got to work directly with client teams, handle real data, and deliver actual outputs — not just shadow someone through it.

Over the course of about fifteen weeks, I worked across multiple clients — DermaClinix, Berkowits, Kayakalp Global, and The Dental Hub — picking up a decent understanding of how healthcare consulting actually works at the ground level, which is quite different from what the textbooks describe.

2. OBJECTIVES OF INTERNSHIP

Before joining, I had a broad set of things I wanted to get out of this internship, and most of them were shaped by the gap I felt between my academic training and the kind of work I'd eventually want to do professionally. The specific objectives I set for myself were:

- i. To apply healthcare analytics tools and techniques on live client data rather than classroom datasets.
- ii. To understand how a consulting engagement works end to end — from a client brief to a delivered output — and what the intermediate steps look like in practice.
- iii. To build hands-on experience in patient data analysis, brand strategy, and digital intelligence for healthcare clients.
- iv. To develop the ability to communicate analytical findings to non-technical stakeholders, which is a skill that doesn't get enough attention during coursework.
- v. To connect my internship work to my dissertation research, so that the two reinforced each other rather than running in parallel as completely separate activities.
- vi. To build a consulting portfolio — actual documents and outputs — that I could use to demonstrate capability to future employers.
- vii. Most of these got addressed through the work I ended up doing, which I've described in more detail in the sections that follow.

3. ORGANISATIONAL PROFILE

Ichelon Consulting Group (ICG) is a healthcare-focused management consulting firm operating out of Delhi-NCR. The firm works with small to mid-sized healthcare businesses — primarily specialty clinics, aesthetic healthcare providers, dental practices, and wellness brands — helping them with strategy, marketing analytics, patient experience, and operational growth planning.

ICG's core philosophy is that most healthcare providers in India are clinically strong but commercially under-equipped. The firm bridges this gap by bringing business consulting practices — structured strategy, data-driven decision-making, brand positioning — into a sector that has traditionally been slow to adopt them.

The team at ICG is lean and works in a very project-based structure. Consultants are typically embedded into client work, which means there's a lot of direct client interaction rather than purely internal analysis work. During my time here, I was working simultaneously across two or three client engagements at any given point, which kept things fairly dynamic.

The firm's client base during my internship included dermatology chains (DermaClinix, Berkowits, Kayakalp Global) and a dental practice (The Dental Hub, Sector 62, Gurugram). The common thread across all of these was that they were established practices looking to grow more intentionally — either by improving patient retention, strengthening their digital presence, or understanding their patient data better.

4. SERVICES PROVIDED BY THE ORGANISATION

ICG offers a focused set of services, all oriented around helping healthcare businesses grow in a more structured, evidence-informed way. Based on what I observed and contributed to during my internship, the firm's key service areas are:

Brand Strategy and Positioning

ICG helps clients define and articulate what they stand for — what makes them different, who their target patient is, and how to communicate that consistently across channels. This involves market research, competitor mapping, and the development of brand decks, messaging frameworks, and 90-day growth plans.

Patient Analytics and Data Mapping

For clinic clients that have accumulated patient data across appointment systems, billing records, and treatment histories, ICG helps make sense of that data. This can mean building structured Excel trackers, identifying patterns in appointment-to-conversion rates, or analysing review and feedback data for service quality signals.

Digital Intelligence

A significant part of ICG's analytics work involves the digital footprint of clients — specifically their Google My Business presence and their paid advertising performance on Meta and Google. ICG analyses GMB review data to understand patient sentiment and service gaps, and audits ad campaign data to understand which patient segments are converting and which aren't.

Website and Content Development

For some clients, ICG also supports the development of digital assets — including strategy documents formatted for client use, and in some cases, website builds. This is more execution-oriented than advisory, but it sits within the broader brand and growth strategy work.

5. KEY ACTIVITIES AND PROJECTS UNDERTAKEN (OTHER THAN DISSERTATION)

Below are the main projects I worked on during the internship. The Kayakalp Global GMB analysis, which I also used as the basis for my dissertation, is excluded from this section as it is covered separately in the dissertation report.

5.1 The Dental Hub — Brand Strategy and Website

This was one of the more comprehensive projects I worked on. The Dental Hub is a dental clinic in Sector 62, Gurugram, that was looking to build a stronger identity and patient acquisition strategy. I contributed to:

1. Developing a full brand strategy document covering positioning, target patient segments, competitive differentiation, and a 90-day growth action plan.
2. Conducting a GMB intelligence review — analysing the clinic's existing patient reviews for sentiment themes, identifying service gaps and strengths, and translating this into actionable recommendations for the client.
3. Building an HTML website for the clinic, which involved structuring the content architecture, writing copy aligned with the brand positioning, and developing the front-end page.

This project gave me a full view of what a consulting engagement looks like from start to finish — from intake and diagnosis to strategy and execution.

5.2 DermaClinix and Berkowits — Brand Strategy Work

For both DermaClinix and Berkowits, I contributed to brand strategy development work. This involved:

1. Researching the dermatology and aesthetic skincare market in Delhi-NCR to understand the competitive landscape and patient expectations.
2. Supporting the development of brand strategy decks for each client, including messaging frameworks and positioning recommendations.
3. Conducting preliminary GMB review analysis to understand patient perception and flag recurring feedback themes.

These engagements were more advisory in nature compared to The Dental Hub project, but they helped me get comfortable with how consulting recommendations are structured and presented.

5.3 Lead Cluster Analysis — Meta and Google Ads

Across the dermatology client base, I worked on analysing paid advertising data from Meta (Facebook/Instagram) and Google campaigns. The objective was to understand which patient segments were responding to which ad creatives and targeting parameters, and whether the leads being generated were converting into appointments.

1. Pulled and cleaned campaign performance data from Meta Ads Manager and Google Ads.
2. Segmented leads into clusters based on demographics, intent signals, and campaign source.
3. Identified high-converting clusters and low-performing spend areas, and prepared a summary of findings for the strategy team to inform future campaign adjustments.

This was useful in showing me how digital marketing data and healthcare patient analytics overlap in practice.

5.4 Patient-Appointment-Payment Data Mapping

For one of the dermatology clients, I was asked to build a structured data mapping exercise in Excel. The client had patient data sitting across multiple systems — appointment records, billing entries, and treatment notes — that weren't connected in a usable way.

1. Designed an Excel-based framework to map patient IDs across the appointment, payment, and treatment dimensions.
2. Cleaned and standardised the data to enable basic funnel analysis — looking at drop-off between consultation booking, actual consultation, treatment initiation, and payment completion.
3. Flagged patterns and gaps in the data that the client could use to tighten their patient journey workflow.

It sounds straightforward but working with messy, real-world clinical data is a very different experience from working with clean academic datasets, and that gap is something no course really prepares you for.

6. KEY LEARNINGS FROM INTERNSHIP

Looking back at the last fifteen weeks, a few things stand out as genuinely useful — not just as checkboxes ticked but as things that changed how I think about work.

Real data is always messier than you expect

Every project I worked on involved some version of cleaning, restructuring, or making sense of data that wasn't in good shape. Whether it was the patient appointment records or the GMB review corpus, the first step was always getting the data into a state where you could actually analyse it. That grunt work doesn't show up on slide decks but it's where a lot of the analytical thinking actually happens.

Clients want clarity, not complexity

The most useful feedback I got at ICG was to keep outputs simple and actionable. There's a tendency in an MBA programme to demonstrate knowledge by layering in frameworks and models — and while those have their place, what a clinic owner actually needs is: what is the problem, what do I do about it, and in what order. Simplifying without dumbing down is harder than it sounds.

Healthcare consulting has a very specific empathy requirement

Working with healthcare clients is different from working with, say, a retail brand. Patients are not customers in the conventional sense, and the way you talk about patient data, patient experience, and clinical quality matters. I became more careful about the language I use when presenting findings — framing things in terms of patient outcomes rather than just business metrics.

The dissertation and internship reinforced each other

Because my dissertation was built on Kayakalp Global data — a client I was working with through ICG — the two activities weren't in competition for my time. The consulting work gave me context for interpreting the GMB data, and the dissertation research gave me a more rigorous framework for the consulting analysis. That cross-pollination made both pieces of work stronger.

End-to-end delivery builds confidence

Working on The Dental Hub project from brief to website gave me a sense of what it feels like to see a full engagement through. The moments where a client responds positively to something you built from scratch are genuinely motivating, and they make the long hours feel worth it. I came into this internship wanting to be useful — and by the end, I think I was.

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