

An Organization Study Report of
FORTIS HEALTH CARE

Submitted by
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1CR19MBA53

Submitted to
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In partial fulfillment of the requirement for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

Under Guidance of

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CERTIFICATE BY THE INSTITUTION

This is to certify that **Ms. NEEDHI TIWARI** bearing **USN 1CR19MBA53** is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report on **FORTIS HEALTH CARE** is prepared by her under the guidance of **Mr. Manjunatha S**, Assistant Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.

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DECLARATION

I, Ms. Needhi Tiwari bearing USN 1CR19MBA53 hereby declare that the organization study conducted at Fortis health care. Is record of independent work carried out by me under the guidance of Mr. Manjunath M faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

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Date:**

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Ms. Needhi Tiwari
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Executive Summary

The healthcare sector is the sector of the economy made up of companies that specialize in products and services related to health and medical care. The healthcare sector includes publicly-traded companies that power all dimensions of the healthcare industry. It comprises of providers of diagnostic, preventive, remedial, and therapeutic services such as doctors, nurses, hospitals and other private, public, and voluntary organizations. It also includes medical equipment and pharmaceutical manufacturers, health insurance firms.

Fortis Healthcare Ltd is one of the largest private healthcare companies in India. The company is having a network of Hospitals, Satellite Centres and Heart Command Centres. These hospitals include multispecialty hospitals as well as super-specialty centres providing tertiary and quaternary healthcare to patients in areas such as cardiac care, orthopaedics, neurosciences, oncology, renal care, gastroenterology and mother and child care. Fortis Healthcare Ltd. is one of the largest private healthcares. . The Indian healthcare market is one of the prominent contributors to the country's Gross Domestic Product (GDP) having attracted large number of players- domestic as well as International during the past few years

McKinsey 7s model is a tool that analyses firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives. Porter's Five Forces is a business analysis model that helps to explain why various industries are able to sustain different levels of profitability. A SWOT analysis is designed to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of an organization, its initiatives, or an industry. Using these models we have analysed fortis health care.

CHAPTER 1: INTRODUCTION ABOUT THE ORGANIZATION & INDUSTRY

INTRODUCTION TO THE STUDY

This report provides an introduction to health care organization, practice and policy, presenting an overview of healthcare that emphasizes the interplay between science, society, and individuals. It aims to develop understanding of how health care organizations shape the practices of professionals working within them.

Fortis Healthcare Limited is a leading integrated healthcare delivery service provider in India. The healthcare verticals of the company primarily comprise hospitals, diagnostics and day care specialty facilities. Currently, the company operates its healthcare delivery services in India, Dubai and Sri Lanka with 36 healthcare facilities (including projects under development), approximately 9,000 potential beds and over 415 diagnostics centres. Fortis Healthcare Limited is one of India's topmost healthcare providers which provide a wide gamut of the hospital and related services. The services provided by Fortis include hospital, diagnostics, healthcare support and hospital care comprising of a number of specialties.

The company that is headquartered in Gurgaon has around 45 hospitals under its umbrella. The hospital group has to its credit around 10,000 beds and has quality accreditations from NABH and JCI for quality healthcare. The hospital is amongst the top 30 healthcare providers in the world and its research wing Fortis Memorial Research Institute' (FMRI) is ranked at No.2 in a worldwide survey. The revenue for the year 2017 is 710 million USD and around 51,000 employees.

OBJECTIVES OF THE STUDY

The main objective of this study is to study the organisation of various departments, the origin growth and development of the industry and organisation, the present status of the industry future prospects of the industry as well as the organisation.

The overall objectives of the study:-

- To study the organization structure.
- To know about its products and service activities.
- To know the different functions of all the departments.
- To analyse the organization using SWOT analysis.

INDUSTRY PROFILE:

The healthcare sector is the sector of the economy made up of companies that specialize in products and services related to health and medical care. The healthcare sector includes publicly-traded companies that power all dimensions of the healthcare industry. Examples of these companies include, but are not limited to, biotechnology companies, health insurance providers, pharmaceutical companies, and companies that manage clinics and hospitals. Companies that produce professional and home health products (for example, blood-pressure monitors, Elastoplast's, Orthopaedic devices, and surgical supplies) are also included in this sector. It comprises of providers of diagnostic, preventive, remedial, and therapeutic services such as doctors, nurses, hospitals and other private, public, and voluntary organizations. It also includes medical equipment and pharmaceutical manufacturers, health insurance firms. The modern health care sector is divided into many sub-sectors, and depends on interdisciplinary teams of trained professionals and paraprofessionals to meet health needs of individuals and populations. The health care industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of Gross Domestic Product (GDP) of most developed nations, health care can form an enormous part of a country's economy. The health care industry is typically divided into several areas.

The sector comprises hospital and allied sectors that include: a. Medical care providers that includes physicians, specialist clinics, nursing homes and hospital b. Diagnostic service centres and pathology laboratories c. Medical equipment manufacturers d. Contract research organizations and pharmaceutical manufacturers e. Third party support service providers This third party involves activities of, or under the supervision of, nurses, midwives, physiotherapists, scientific or diagnostic laboratories, pathology clinics, residential health facilities, or other allied health professions, e.g. in the field of optometry, hydrotherapy, Medical massage, yoga therapy, music therapy, occupational therapy, speech therapy, chiropody, homeopathy, chiropractic's, acupuncture, etc...

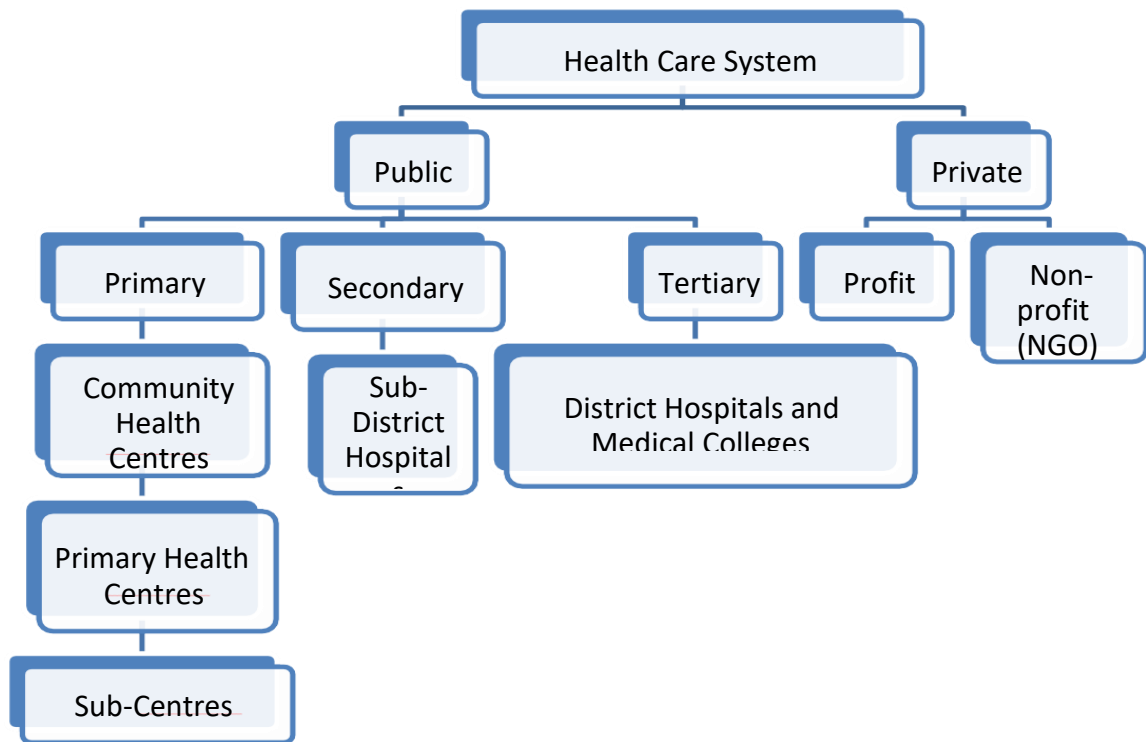
Healthcare Industry in India

Healthcare in India features a universal health care system run by the constituent states and territories of India. The Constitution charges every state with "rising of the level of nutrition and the standard of living of its people and the improvement of public health as among its primary duties". The National Health Policy was endorsed by the Parliament of India in 1983 and updated in 2002. However, the government sector is understaffed and underfinanced; poor services at state-run hospitals force many people to visit private medical practitioners, Government hospitals, some of which are among the best hospitals in India, provide treatment at taxpayer expense. Most essential drugs are offered free of charge in these hospitals. Government hospitals provide treatment either free or at minimal charges. For example, an outpatient card at AIIMS (one of the best hospitals in India) costs a onetime fee of rupees 10 (around 20 cents US) and thereafter outpatient medical advice is free. In-hospital treatment costs depend on financial condition of the patient and facilities utilized by him but are usually much less than the private sector. For instance, a patient is waived treatment costs if he is below poverty line. Another patient may seek for an air-conditioned room if he is willing to pay extra for it. The charges for basic in-hospital treatment and investigations are much less compared to the private sector. The cost for these subsidies comes from annual allocations from the central and state governments. Primary health care is provided by city and district hospitals and rural Primary Health Centres (PHCs). These hospitals provide treatment free of cost. Primary care is focused on Immunization, prevention of malnutrition, pregnancy, child birth, postnatal care, and treatment of common illnesses. The Indian healthcare market is one of the prominent contributors to the country's Gross Domestic Product (GDP) having attracted large number of players- domestic as well as International during the past few years. According to a report, The Indian healthcare market is currently estimated at US\$103 billion and is expected to reach US\$120 billion by 2015 and US\$150 billion by 2017. Highly qualified doctors and scientists, state-of-the-art technology and low costs have helped India become an attractive global destination for medical tourism, clinical studies, and research and development (R&D) programs.

Evolution of health care sector

Prehistory	The knowledge of the medicinal value of plants and other substances and their uses goes back to the time of the earliest settlers. Medical knowledge evolves through trial and error and exchange of know-how between diverse communities and regions.
Traditional medicine period	Ayurveda the science of life has been the traditional system of healthcare in India for more than 5000 years. This medical system is well-established around 2500 to 600 BC, when it evolves into 2 schools: the School of Physicians and the School of Surgeons.
1600–1947	British colonial period. East India Company is established. Many British physicians assume broader scholarly roles and European medicine comes to be looked upon as the dominant medical knowledge system. British official colonial policy marginalizes indigenous medicine to secondary status. Notwithstanding European medicine becomes the official health care system, Ayurvedic colleges are still created. Ayurveda education becomes integrated with western concepts of healthcare.
1947 onward	Post-independence period. The government of India makes efforts to recognize Ayurveda, Siddha and Unani as being on par with scientific medicine. Nevertheless, the general trend increasingly complies with the norms of modern medicine. In traditional medical schools the vocabulary and diagnostic tools of modern medicine replace traditional terms and techniques, and students increasingly become unfamiliar with classical references and methodologies.
1980 onward	Numerous government subsidies allow the introduction of private health providers. Also opening up of the market in the 90s further gives impetus to the development of the private health sector in India. Immunization programs increase.
21st century	Today, the health status of India is still on a developing level. The private sector is the dominant healthcare provider. Private chains of healthcare providers are innovating very rapidly, offering high quality treatment at very low cost. As India incorporates world class technology and training, and low cost of service, a trend of medical tourism develops and strengthens in the 2010s.

STRUCTURE OF HEALTH CARE SYSTEM IN INDIA



INDUSTRY STRUCTURE:

National level - The organization at the national level consists of the Union Ministry of Health and Family Welfare.

State Level - The organization at State level is under the State Department of Health and Family Welfare in each State headed by Minister and with a Secretariat under the charge of Secretary/Commissioner (Health and Family Welfare) belonging to the cadre of Indian Administrative Service (IAS).

Regional level - Each regional/Zone set-up covers three to five districts and acts under authority delegated by the State Directorate of Health Services.

District Level - The district level structure of health services is a middle level management organisation and it is a link between the State as well as regional structure on one side and the peripheral level structures such as PHC as well as sub-centre on the other side.

Sub-divisional/Taluk level - At the Taluk level, healthcare services are rendered through the office of Assistant District Health and Family Welfare Officer (ADHO).

Community level - one Community Health Centre (CHC) has been established for every 80,000 to 1, 20,000 population, and this centre provides the basic specialty services in general medicine, paediatrics, surgery, obstetrics and gynaecology.

PLAYERS IN THE MARKET:

Apollo Hospitals Enterprise Limited- Provides healthcare services primarily in India, Mauritius, Bangladesh, and Kuwait. The company's healthcare facilities offer treatment for acute and chronic diseases in primary, secondary, and tertiary care sectors. Its tertiary care hospitals provide care in approximately 50 specialties, including cardiac sciences, oncology, radiology and imaging, gastroenterology, neurosciences, orthopaedics, and critical care services, as well as specialize in minimally invasive surgeries and transplantation.

Fortis Healthcare Limited - owns, operates, and manages multi-specialty hospitals. Its healthcare facilities offer a range of specialty medical services, such as cardiac care, orthopaedics, neurosciences, metabolic diseases, renal care, oncology, and mother and child care, as well as other services, such as cosmetic surgery, ophthalmology, ear nose throat care, and dermatology.

Max Healthcare Institute Limited - operates healthcare facilities with indoor and outdoor patient care in India. It provides services in the areas of cardiology, orthopaedics and joint replacement, cancer, neurosciences, paediatrics, obstetrics and gynaecology, aesthetics and reconstructive plastic surgery, internal medicine, eye and dental care, endocrinology, diabetes, obesity, ENT, mental health and behavioural sciences, physiotherapy and rehabilitation, and nuclear medicine, as well as minimal access, metabolic, and bariatric surgery.

Columbia Asia -is an international healthcare group operating a chain of modern hospitals across India, Malaysia, Vietnam and Indonesia. The company's highly skilled medical experts deliver care in hospitals specifically designed for the needs of patients and built for maximum comfort and efficiency. Columbia Asia Hospitals Pvt.Ltd. is one of the first healthcare companies to enter India through 100% Foreign Direct Investment (FDI) route.

CURRENT SCENARIO:

The healthcare ecosystem in India is at an inflection point. While the outlook for the health care industry is optimistic, there is a need to move towards an integrated healthcare delivery system, which leverages technology and has the patient at its centre.

Growing population, increasing affordability, comparative cheaper treatment costs as opposed to the west and medical tourism thereof, increased health insurance penetration, increased patient awareness, out-of-the-box unconventional thinking by the healthcare players for better operations, government opening up its arms to PPP and even providing tax holidays will be the key factors to look out for which would drive the future of healthcare in India. Customers are growing more aware of their health needs, demand quick response, less waiting times, and above all - demand nearness of the healthcare unit to them.

In five to six years from now India would require about 600,000 to 700,000 beds implying an investment opportunity of US\$ 25-30 billion. Given this demand for capital, the number of transactions in the healthcare space is going to surge in the near future. The average investment size by private equity funds in healthcare chains has already risen to US\$ 20-30 million from US\$ 5-15 million. These numbers reflect the significant scope and penetration potential of healthcare services from all quarters and are compounded by the rising healthcare spending as a percentage of GDP. Rural India, which accounts for over 70 per cent of the population, is set to emerge as a potential demand source for secondary and tertiary healthcare delivery. Most of the private investments in healthcare delivery have till now been focussed primarily in the urban regions for super-speciality and quaternary care, with high cost of capital and concentrated competitive environment leading to shrinking margins and this has been challenging the rationale for these investments. While a lot of optimism was placed on medical tourism primarily due to the cost competitive edge of India in terms of highly trained and capable medical professionals, the market lacked in reaching potential due to operational insufficiencies and non-clinical service standards. This learning from the medical tourism market that is now being translated on the ground also holds the next promise for growth. The medical tourism industry currently pegged at US\$ 3 billion per annum is expected to reach US\$ 6 billion by 2018, with more or less 230,000 estimated tourist arrivals.

Market Size

The healthcare market can increase three-fold to Rs 8.6 trillion (US\$ 133.44 billion) by 2022. Indian medical tourism market is growing at 18 per cent y-o-y and is expected to reach US\$ 9 billion by 2020. There is a significant scope for enhancing healthcare services considering that healthcare spending as a percentage of Gross Domestic Product (GDP) is rising. The Government's expenditure on healthcare sector has grown to 1.6 per cent of the GDP in FY20BE from 1.3 per cent in FY16.

Health insurance is gaining momentum in India. Gross direct premium income underwritten by health insurance grew 17.16 per cent y-o-y to Rs 51,637.84 crore (US\$ 7.39 billion) in FY20.

Investment

Hospitals and diagnostic centres attracted Foreign Direct Investment (FDI) worth US\$ 6.72 billion between April 2000 and March 2020, according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT). Some of the recent investments in the Indian healthcare industry are as follows:

- In May 2020, Jubilant Generics Ltd entered into a non-exclusive licencing agreement with US-based Gilead Sciences Inc. to manufacture and sell the potential COVID-19 drug Remdesivir in 127 countries, including India.
- In May 2020, Carlyle Group acquired 74 per cent stake in animal health focused pharmaceutical company, Sequent Scientific Ltd, for about Rs 1,580 crore (US\$ 224.15 million).
- In April 2020, first COVID-19 sample collection mobile lab of the country, namely 'Mobile BSL-3 VRDL Lab', was launched, which can process more than 1,000 samples in a day and enhance country's capabilities in fighting COVID-19.
- The value of merger and acquisition (M&A) deals across hospitals jumped by a record 155 percent to Rs 7,615 crore (US\$ 1.09 billion) in FY19.
- In August 2019, Microsoft India and Apollo Hospitals Group entered in agreement to set up a National Clinical Coordination Committee for AI-powered Cardiovascular Disease Risk Score API
- In January 2019, National Company Law Tribunal (NCLT) approved Tri-County Premier Hearing Services Inc.'s planned to acquire Bhilai Scan and Research Pvt Ltd (BSR) Diagnostics Ltd for Rs 67 crore (US\$ 9.29 million).

- India and Cuba signed a memorandum of understanding (MoU) to increase cooperation in the areas of health and medicine, according to Ministry of Health and Family Welfare, Government of India.
- Fortis Healthcare approved the de-merger of its hospital business with Manipal Hospital Enterprises. TPG and Dr Raman Pal could invest Rs 3,900 crore (US\$ 602.41 million) in Manipal Hospital Enterprise.

Government Initiatives

Some of the major initiatives taken by the Government of India to promote Indian healthcare industry are as follows:

- In Union Budget 2020-21, Rs 35,600 crore (US\$ 5.09 billion) has been allocated for nutrition-related programmes.
- The Government has announced Rs 69,000 crore (US\$ 9.87 billion) outlay for the health sector that is inclusive of Rs 6,400 crore (US\$ 915.72 million) for PMJAY in Union Budget 2020-21.
- The Government of India aims to increase healthcare spending to three percent of the Gross Domestic Product (GDP) by 2022.
- In February 2019, the Government of India established a new All India Institute of Medical Sciences (AIIMS) at Manethi, District Rewari, Haryana at a cost of Rs 1,299 crore (US\$ 180.04 million).
- The Union Cabinet approved setting up of National Nutrition Mission (NNM) with a three-year budget of Rs 9,046 crore (US\$ 1.29 billion) to monitor, supervise, fix targets and guide the nutrition related interventions across ministries.
- On September 23, 2018, Government of India launched Pradhan Mantri Jan Arogya Yojana (PMJAY), to provide health insurance worth Rs 500,000 (US\$ 7,124.54) to over 100 million families every year.
- In August 2018, the Government of India approved Ayushman Bharat-National Health Protection Mission as a centrally sponsored scheme contributed by both centre and state Government at a ratio of 60:40 for all States, 90:10 for hilly North-eastern States and 60:40 for Union Territories with legislature. The centre will contribute 100 per cent for Union Territories without legislature.

CHAPTER 2: COMPANY PROFILE



TYPE OF BUSINESS ENTITY	PRIVATE
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INDUSTRY	HEALTHCARE
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FOUNDED	2001
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HEAD QUARTERS	GURGAON, INDIA
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KEY PEOPLE	ASHUTOSH RAGHUVANSHI, CEO, MR.RAJEEVKUMARDUA WHOLE-TIMEDIRECTOR
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REVENUE	RS 4560 CRORES(US\$640 MILLION)(2018)
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AREA SERVED	INDIA, SINGAPORE, MALAYSIA, UAE, VIENTAM, AUSTRALIA, HONG KONG
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WEBSITES	www.fortishealthcare.com
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CHAPTER 2.1: BACKGROUND

Fortis healthcare was established in 1996 by the promoters of Ranbaxy laboratories, among the world's top companies, also India's largest pharma company. Integral to the objective of creating a world class healthcare system is the need to educate and train high quality medical manpower in institutions that provide a nurturing and enabling environment. In pursuit of this vision, Fortis healthcare has very successfully achieved critical mass and credibility and is now widely recognized as a healthcare institution of excellence in the delivery arena so as to offer superior services to the community. Whilst continuing to grow and excel in healthcare delivery Fortis healthcare is now putting additional effort to setup institutions in medical & healthcare education which would include doctors, nurses, technicians, paramedics and healthcare Management personnel.

Fortis hospital, Mohali with super-specialty in heart was the first flagship hospital started in 2001. In a short period of last 6 years Fortis with a compliment of 13 hospitals, has achieved a dominant position in the sector especially in north India. It is today the second largest healthcare provider network in the country amongst the private sector players. Fortis put the patient at the centre of their endeavours in healthcare delivery. The centricity of patient provides the highest stature to doctors, nurses and other manpower who work in their institutions. With the acquisition of Escorts heart institute & research centre in 2005, Fortis has the unique distinction of being amongst the world's largest cardiac care providers. With four large projects currently under execution and dialogue with various state governments for setting up infrastructure for healthcare delivery and medical & healthcare education, Fortis group has emerged as the fastest growing healthcare delivery organization of India.

Fortis group comprises of a host of other companies which are primarily to associated and / or allied functions of healthcare sector. Apart from Ranbaxy laboratories limited, other companies include: SRL Ranbaxy- India's largest laboratory medicine company with 18 laboratories and 550 collection centres across the entire country; Religare enterprises- amongst India's largest financial services provider company; Fortis clinical research limited, Fortis health world- which has recently launched a string of retail health stores and Fortis medical university which trains nurses for overseas placement; is envisaged to encompass and roll out the medical & healthcare education. Fortis group over the last 6 years has emerged as the second largest health delivery company of

India with impeccable quality credentials. Synonymous to Fortis Group has been the patient centricity, the hallmark of its existence which is now broadening its horizons by making a foray in medical & healthcare education with a similar commitment to its key stakeholder – ‘the student’. In line with its commitment, Fortis group will continue to engage with the State of Rajasthan to strengthen and expand the healthcare delivery network, improve the quality of health services and augment medical & healthcare education infrastructure for teaching & training of quality health manpower. -class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.

The Fortis healthcare logo defines their very persona- to achieve excellence in healthcare delivery, equivalent to world standards and the human values that govern every facet of their business. The two hands that fuse seamlessly with a human form, express their reassuring approach to healthcare. A constant reminder to all that patient-centric care is fundamental to their ethos. Green is a colour of healing and is symbolic of their steadfast focus: to ensure the health and well-being of those they minister to. And red, expressive of the dynamic zeal with which they strive to make it a reality. The Fortis healthcare logo is the indelible assurance that their expertise will always be tempered with humanity.

They never forget that the wellness of human lives is their raison d'être. Network the Fortis hospital network is central to the mission of making quality healthcare services widely available to the community at large. Within 8 years, Fortis healthcare has grown as one of the largest and internationally recognized healthcare chain. Recent acquisition of the Escorts healthcare puts the Fortis-Escorts cardiac system today ranks among the largest cardiac networks in the world.

In 2018, Manipal Hospitals and TPG Capital acquired Fortis Healthcare Limited as part of a deal for Rs 3900 crore. In 2019, Fortis Healthcare announced that it has completed the acquisition of RHT Health Trust (RHT) assets for an enterprise value of Rs 4,650 crores. In 2019, Fortis Healthcare reported a consolidated net profit of Rs.78.01 Crore for the Quarter ended June 30.

The Fortis healthcare network encompasses 27 running hospitals (including 12 satellite/heart command centres) with several more already in the pipeline.

10 Few places at which Fortis has its hospital situated are mentioned below:

- Fortis Hospital, MOHALI
- Fortis Hospital, NOIDA
- Fortis Jessa Ram Hospital, NEW DELHI
- Fortis Rajan Dhall Hospital, Vasant Kunj, NEW DELHI
- Escorts Heart Institute and Research Centre Limited, NEW DELHI
- Fortis Escorts Hospital, FARIDABAD
- Fortis Escorts Hospital, AMRITSAR
- Fortis Escorts Hospital, RAIPUR
- Fortis La Femme, NEW DELHI
- Fortis Escorts Hospital, JAIPUR
- Fortis Malar Hospital, CHENNAI
- Fortis Modi Hospital, KOTA
- Fortis Seshadripuram Hospital, BENGALURU
- Fortis Clinique Darne, MAURITIUS
- Fortis -Wockhardt Hospital - MUMBAI
- Fortis Wockhardt Hospital - BANGALORE

CHAPTER 2.2: VISION, MISSION, QUALITY POLICY

VISION:

"To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care"

"To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care."

MISSION:

"To make quality healthcare services widely available to the community at large"

"Saving & Enriching Lives"

THE BRAND

The Fortis brand with its distinctive logo is a synthesis of human values of trust, ethics and service and quality healthcare. We project clinical excellence, distinctive patient care, transparency in actions & high level of integrity and excellence in all that we do. Our logo projects these very values. The integration of the hands (in a distinctive 'green' with a 'red dot') and the human figure is completely seamless and is representative of 'Fortis' responsive approach to healthcare. The green colour of hands is representative of health, wellbeing, compassion, nurturing and generosity while the red dot gives an immediate association to our Indian roots, while it also represents energy, spirituality, courage and symbol of good luck. At Fortis, they intrinsically believe that excellence is not a destination – but a journey.

Group companies or investor

Stellant Capital Advisory Services Private Limited (SCASPL) is SEBI Registered Category I Merchant Banker engaged in providing Investment Advisory Services including but not limited to the business as Security Broker, Finance and Investment Broker, underwriters, Managements Consultants, Merchant Bankers on all aspects of Corporate Financing and to act as money changer, buyer and sellers of all foreign currencies. SCASPL is a Wholly-owned Subsidiary of Fortis Hospitals Limited a Fortis Group Company.

Board of directors

Mr.RajeevKumarDua

Whole-Time Director

Mr. Rajeev Kumar Dua is the Whole-Time Director of the Company. He has been associated with the Fortis group since year 2002 and serving as Head-Growth & Business development.

Mr.RaviBhatia

Ravi is a Commerce Graduate from Delhi University and a Post Graduate from Agra University. In addition, he also holds a Post Graduate Diploma in Finance from Institute of Management Technology, Ghaziabad. He has a total experience of over 27 years in the areas of accounts, finance, MIS and costing and has worked with organizations like Apollo Healthcare, Jubilant Organises Limited, Berger Paints India and DLF Industries Limited. He joined January 2014 and is responsible for overseeing the finance function for all facilities in NCR Region.

Mr.RajneeshMittal

Rajneesh is a Commerce Post Graduate from Agra University. He also holds an additional degree in LLB (Taxation) from Agra University. He has an experience of over 28 years and has previously worked with organisations like Penam Laboratories Ltd. And Globus Agronics Ltd. He joined the Finance team at Fortis Healthcare in July, 2000.

ABOUT FORTIS HOSPITAL BANNERGHATTA



The hospital situated in Bannerghatta Road is known for providing an extensive range of surgical and medical services for patients in Bangalore City and surrounding suburbs and forms a part of Fortis Healthcare. With a capacity of 276 beds it is one of the largest of its kind in the area the dedicated staff work round the clock within this state-of-the-art facility to provide the patients with 24/7 care. The professional team comprises of caring and progressive individuals who enjoy what they do at work and embrace a positive spirit to get things done. In regard, they have on board, a dedicated group of specialists and staff always on hand to attend to the patients' needs while also ensuring their safety, comfort and wellbeing. Recognized for excellence and cutting-edge prowess in a wide number of areas, Fortis's Healthcare facility in Bannerghatta Road has enabled locals to benefit from their world-renowned experience and expertise.

They provide quick assessment, intervention and outstanding treatment for several common and complex medical issues and conditions. The patients customized and personalized care is a factor that has played a role in making Fortis the hospital of choice for GPs, consultants and patients alike. They are 100 percent dedicated and committed to taking care of their patients and are proud of the high standards of medical care that they provide. In a bid to ensure the services provided are always up to the mark, they depend on continuous feedback from all patients. The feedback, whether it's negative or positive, is closely monitored and accordingly, used to help build knowledge and enhance the standards and overall quality of care.

The hospital is fully accredited through the Joint Commission International (JCI), National Accreditation Board for Hospitals & Healthcare Providers (NABH) and the Medical Travel Quality Alliance (MTQQA) which ensures the services provided are of highest standards. Patient health, safety, and comfort are the main concerns and the world-class facility at Bannerghatta Road

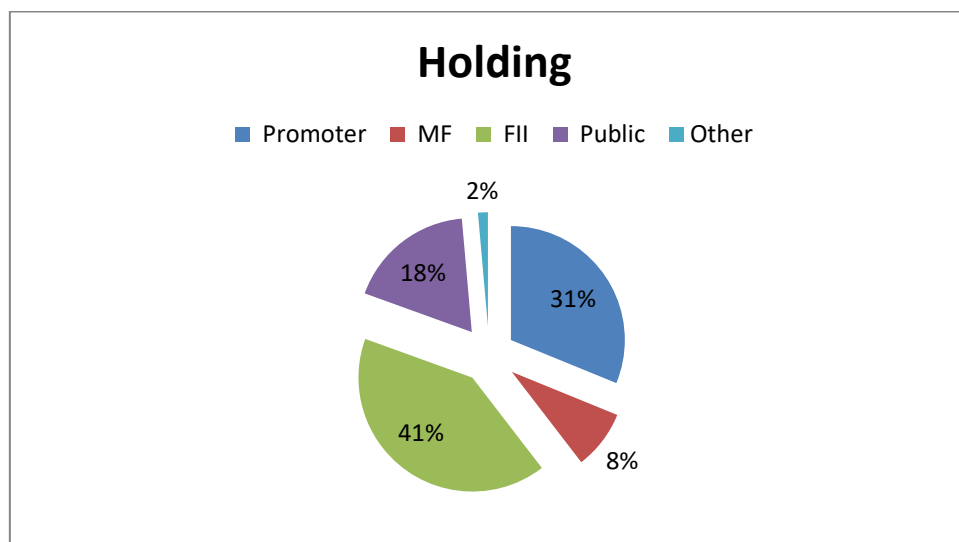
continually monitors and evaluates its performance to achieve this outcome. As a matter of fact, the Bannerghatta Road facility holds the distinction of not only being the first and only hospital set-up in Karnataka to be accredited by Joint Commission International (JCI) – the Gold Standard in global healthcare standards – but also famed at being the first one to be reaccredited in the year 2008.

CHAPTER 2.3: SERVICE PROFILE **SERVICES**

- The hospital also has a long-standing reputation for providing a broad range of top-notch inpatient and outpatient services all of which are located on-site especially for the convenience of the patients. All the staff is highly qualified and experienced in their field while undergoing regular and extensive training. This, in turn, goes a long way in ensuring the highest standards of care, thus helping our patients with quicker recovery times as well.
- Cardiac Care.
- Bone & Joint Care.
- Gastro Care.
- Obstetrics & Gynaecology.
- Neuro & Spine Care.
- Liver Care.
- Urology & Kidney Care. Robotic Partial Nephrectomy. Nerve Sparing Radical Retro pubic Prostatectomy. Robotic Sacral Colpopexy. Day-care RAVH (Robotic Assisted Vaginal Hysterectomy) Robotic Radical Cystectomy. ...
- Haematology.
- Thereon, they are proud to have some of the latest and advanced medical, surgical and diagnostic technology equipment with highly skilled surgeons, doctors, and physicians they able to ensure that their patients have unparalleled access to the very best medical and surgical care.

CHAPTER 2.4: OWNERSHIP PATTERN

Latest Shareholding pattern of Fortis Healthcare Ltd.

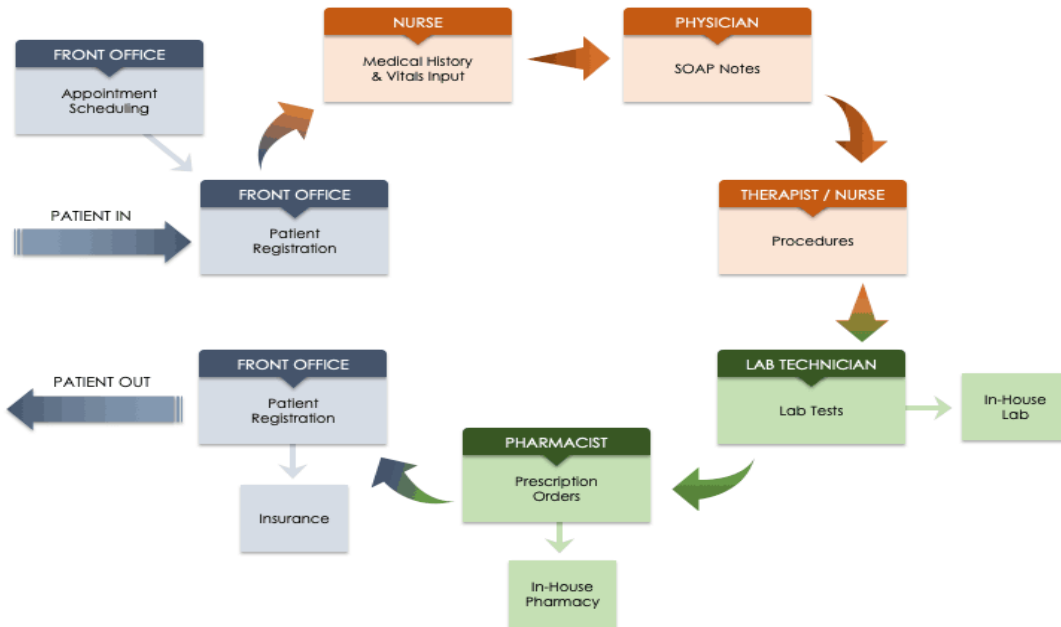


TYPES	Holding
Promoter	31.2
MF	8.4
FII	41
Other Institutions	1.4
Public	18.1

Its authorized share capital is INR 928.00 cr and the total paid-up capital is INR 754.96cr

Malaysia's IHH Healthcare Bhd has become the controlling shareholder of Fortis Healthcare Ltd by acquiring a 31.1% stake in the company. Fortis Healthcare also appointed four persons from IHH Healthcare to its board in a meeting held at Mohali. The board approved the allotment of over 230 million shares through preferential issue to Northern TK Venture Pte Ltd, a wholly owned indirect subsidiary of IHH Healthcare, at ₹170 per share of ₹10 face value.

CHAPTER 2.5: WORKFLOW MODEL



Admission Process:

The front office staff at the reception will assist you during the admission process. They will generate a Unique Identification Number (UID) for the patient and all the medical records will be maintained and stored by the hospital for all future reference. They will also draw out an estimate and guide you for selecting the relevant category of room.

As a patient or attendant, you are responsible:

- For keeping appointments, being on time for appointments, and calling your doctor/hospital if you cannot adhere to the appointment timing.
- For providing complete and accurate information, including your full name, address, telephone number, date of birth, particulars of next-of-kin and insurance company/TPA/employer, past illness, and medication details wherever required.
- For actively participating in your treatment plan and to keep your doctors and nurses informed of the effectiveness of your treatment.
- For your valuables. Please leave your at home and only bring necessary items.

- For treating all hospital staff, other patients and visitors with courtesy and respect; abide by the hospital rules and safety regulations; be considerate of noise levels, privacy and number of visitors; and comply with the 'No Smoking' policy.
- For understanding all instructions before signing the consent forms.

Discharge process

The nurse will assist you in the discharge process which may take few hours to complete the process. Once your final bill is generated, you are expected to clear your dues by paying cash or by a credit/debit card. The nurse will hand over your discharge summary and belongings (like thermometer, urinal bedpan, etc. - used during the course of your stay). She will also explain the medications you need to continue after your discharge and any other follow-up instructions. In case you need a medical ambulance to drop you at your home, then please inform your nurse and she will make the necessary arrangement.

CHAPTER 2.6: ACHIEVEMENTS & AWARDS

ACHIEVEMENTS

- Fortis Hospital, Kalyan, receives prestigious Nursing Excellence Certificate from NABH
- Fortis Hospital, Mulund, Mumbai wins three recognitions at the Asian Hospital Management Awards (AHMA) 2016
- Fortis managed hospitals in Uganda and Nigeria win prestigious '2016 Best International Hospital' awards
- Fortis S. L. Raheja Hospital, Mahim, Mumbai wins three Golden Star Six Sigma Awards

Milestones in Specialities

Brain and Spine

- First time in South India to perform Brain Tumour surgery through Endoscopic Trans-nasal approach (removal of brain tumour through nasal cavity)
- Micro surgical techniques for the most complex brain & spine surgeries
- Equipped with state of art neuro navigation and endoscopic facilities
- One of the first to have the most advanced operating 3D microscope in the use of neurosurgery. Intraoperative angiogram during neurosurgery possible now.

Orthopaedics

- Performed India's first Birmingham hip resurfacing Credited with performing the largest number of tissue preserving joint replacement surgeries.
- Asia's first to perform Custom Fit Knee Replacement Surgery.
- Highest number of Persona implants performed in Karnataka.
- First in Karnataka to implement 3-day Fast Track recovery program for Bilateral Total Hip Replacement surgeries.
- Highest number of simultaneous bilateral Total Knee Replacement surgeries in Karnataka.
- Highest number of joint replacements in a single month – 103

Cardiology

- First in Asia to do “abdominal CABG” via sub xiphoid approach.

Urology

- One of the first to have LEONARDO 200 for fast & safe recovery in prostate treatment.
- 99% success rate in Kidney Transplants.
- Highest number of laser TURP in India.
- Milestones in Quality & Accreditation

Medical Travel and Tourism Quality Alliance

- Fortis Hospital has been Ranked No 4 amongst the best hospital in the World for Medical Tourism – MTQUA (Medical Travel and Tourism Quality Alliance). This accreditation

shows how we excel in taking care of our international patients. Fortis hospital is very well known across the world for its care towards international patients.

- Fortis Hospital is accredited by JCI (Joint Commission International) in February 2008. This accreditation is considered the gold standard in global health care. At Fortis hospital, consultants are the most skilled and experienced in the industry.
- Fortis diagnostics is accredited by NABL (National Accreditation Board for Testing and calibration laboratories) in 2011. NABL is a Constituent Board of Quality Council of India, which was established with the objective to provide third-party assessment of the quality and technical competence of testing and calibration laboratories.
- Fortis also accredited by NABH (National Accreditation Board for hospitals & Healthcare) in February 2012. NABH is established to enhance health systems and promoting continuous quality improvement and patient safety at International level.
- Fortis Hospital is the first hospital in the South India to obtain NABH Safe I (National Accreditation Board for hospital & healthcare providers) in January, 2015. This accreditation shows that we excel in quality of health service that we provide as well as patient safety.

Awards

- STARS Group presented “HEALTHCARE & FITNESS Leadership Awards” - Awarded for the Best Hospital for Obstetrics and Gynaecology & Paediatrics on 20th February 2016
- ABP News presented “HEALTHCARE Leadership Awards” - Awarded for the Best Quality Initiative in Healthcare for “Mission Perfect Consent” on 26TH November 2015
- Breastfeeding Promotion Network of India (BPNI) presented - Certificate of Appreciation for “Contribution towards celebration of World Breastfeeding week in August 2015
- PDSA - Project sustained and presented at 5th International Congress on Patient Safety Received Special Appreciation Award in October 2015
- SAFECONT - A 5-year project on contrast safety done by radiology team in 2015 and received award at National Healthcare Leadership awards
- SAFECONT - A 5-year project on contrast safety done by radiology team in 2015 -received award at Asian healthcare leadership awards (Singapore)

- AHPI presented Award for “Nursing Excellence” on Feb 2016
- National Awards for Excellence in Healthcare presented an award for the Best Quality Clinical Service Improvement Project (Lean Project – Express ER) on 24th July 2015
- Received Award at International patient safety conference for “Project Normothermai” at Calcutta in 2014 September.

CRITINEXT BENEFITS

Benefits for Patients

- Able to stay & get treated in peripheral set-ups more often
- Avoid expensive/dangerous transfers
- Geography/Weather Challenges

Benefits for Hospitals

- Lower mortality (50-60%)
- Fewer complications (30-40%)
- Better bed utilization - Reduced ALOS (30%)
- Better patient care : real time, 24/7
- Extended Horizons

Benefits for Staff on Site

- CNS system – which use sophisticated algorithms to detect and advise E-ICU clinicians to important trends and changes in the patient's condition, enabling more proactive care with fewer complications
- Physician/Nursing Satisfaction
- Information Centre Only a phone call away

Extending benefits beyond the health system

- Outreach enables leveraging referral patterns
- Generating new revenue streams & increasing market penetration
- Electronic Medical Records Solution enable the extension of benefits that could not realize them otherwise e.g.

- Solidify market dominance
- Create market insulation
- Improve marker awareness
- Enhance reputation
- Leverage existing infrastructure, procedure & practices
- Expand geographic footprints
- Help unaffiliated healthcare entities improve performance & save more lives

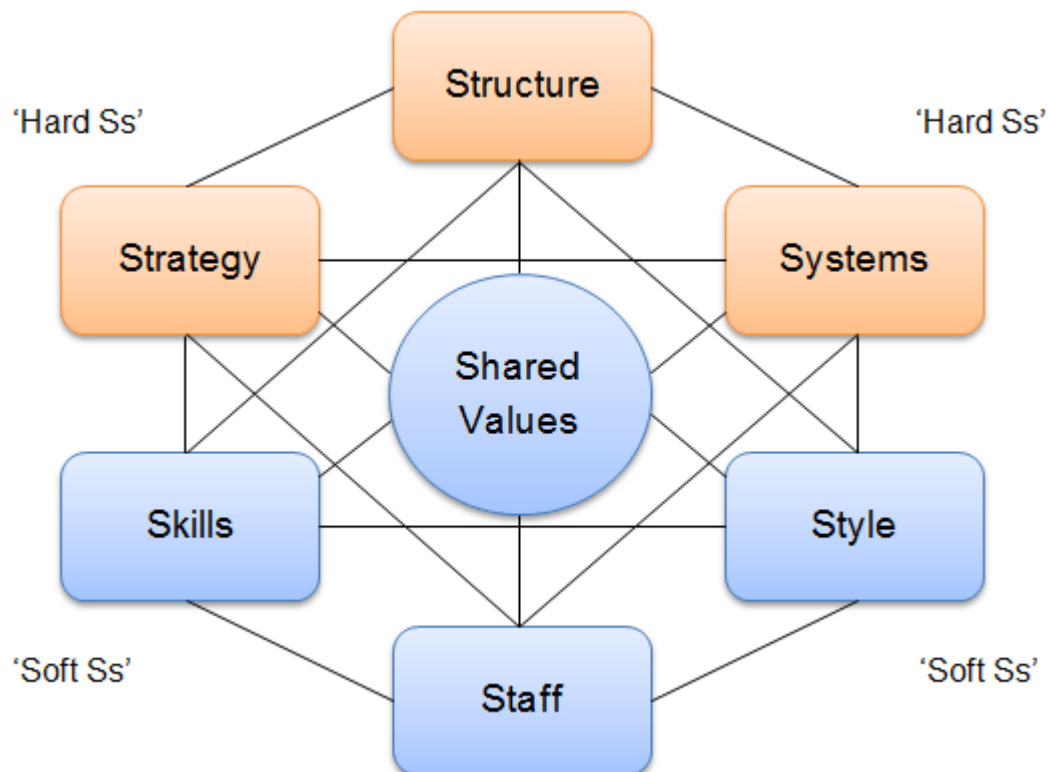
CHAPTER 3

CHAPTER 3.1: McKinsey 7s model

McKinsey 7s model is a tool that analyses firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives.

Since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to show how 7 elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively.

Below you can find the McKinsey model, which represents the connections between seven areas and divides them into 'Soft Ss' and 'Hard Ss'". The shape of the model emphasizes interconnectedness of the elements.



The model can be applied to many situations and is a valuable tool when organizational design is at question. The most common uses of the framework are:

- To facilitate organizational change.
- To help implement new strategy.
- To identify how each area may change in a future.
- To facilitate the merger of organizations.

STRATEGY: The strategies are developed analysing the internal and external environment. Consequently the values, preferences, attitude towards risk have been carefully examined while formulating strategies. Business strategy is the choice of direction and action that the company adapts to achieve its objectives and goals in a competitive situation. Strategies that forties Hospitals used to serve their customers are

- Preventive healthcare
- Medical excellence with a human touch
- Generating awareness

STRUCTURE: Organization structure is a system of relationship that governs the activities of the people who are dependent upon each other for achieving the common objectives. For the purpose of easy and effective administration all the activities of fortis Hospitals have been broadly assigned to the following parts: Chairman and vice- chairman. The chairman is the supreme authority to take decisions with the consent of the vice chairman. Under the control of vice chairman there are Sr. Vice president, associate vice president, financial controller, associate VP (marketing) and General Manager (HR). Under them there are the medical director, deputy medical director, and various departmental heads.

SYSTEMS: The system refers to formal and informal procedures that govern everyday activity, covering everything from management information systems to the systems at the point of contact with the customer. **Recruitment:** It is the process of searching for prospective applicants and simulating them to apply for job in an organization. The recruitment system flow as per the process given below:

- Review of the Requirement
- Preparation of the Position Profile i.e. Resource Requisition Justification
- Sourcing (i.e. advertisement, referrals, recruitment consultants, web posting etc.)

- Screening
- Functional Assessment
- HR Assessment
- Offer Other systems
- Appointment register
- Initial assessment forms
- Investigation log register
- Consultation register
- Report dispatch register Training and Development system:
- Reference Check
- Pre -Employment Medical Check
- Offer Confirmation
- Travel & Stay

SHARED VALUES: It refers to the fundamental values that are widely shared in the organization and serve as guiding principle that are important. These values have great meaning because they focus attention and provide a broader sense of purpose. Values of Fortis Hospitals are:

- **Quality patient care:** Delivering quality patient care is the core of our activities.
- **Customer Focus:** Our focus is to serve our customers to their satisfaction.
- **Teamwork:** We have a multi-disciplinary unified approach in developing healthcare solutions.
- **Embracing change:** We insist on change to help us succeed in our Endeavour.
- **Operational Efficiency:** We strive for efficient and effective delivery of services.
- **Respect for individual:** We recognize and value individuals, and protect their interest
- **Research leadership:** We continuously seek new ways to demonstrate our leadership role in research
- **Teaching excellence:** We seed to uphold the highest standards in training the healthcare professionals.

SKILLS: Skills refer to the capabilities and competencies that exist within the company. A skill captures a company's crucial attributes or capabilities. Fortis Hospitals has good skilled labour force and well equipped latest facilities and technologies. Some of the skills that the employees

should restrain are leadership, talented, sincere, generous, attentive, resourceful, hospitable, alert, efficient, patient infallible and observant.

STYLE: Style refers to the employees shared and common way of thinking and behaving – written norms of behaviour and thought. Fortis hospitals have a paternalistic form of management style. However, decisions take into account the best interests of the employees as well as business. The leader explains most decisions to the employees and ensures that their social and leisure needs are always met. This can help balance out the lack of worker motivation due the autocratic management style. Communication is again generally downwards but feedback to the management is encouraged to maintain morale.

STAFF: The organization has developed and always looked into its people, their background and competencies. Staff also includes the organization approaches recruitment, selection and specialization. The employees are recruited from all over World. It includes both technical and non-technical employees. Manpower is the main strength of any organization. Fortis hospitals have highly skilled and well experienced employees who are capable of doing the task efficiently.

CHAPTER 3.2: Porter's Five Forces

Porter's Five Forces is a business analysis model that helps to explain why various industries are able to sustain different levels of profitability. The model was published in Michael E. Porter's book, "Competitive Strategy: Techniques for Analysing Industries and Competitors" in 1980. The Five Forces model is widely used to analyse the industry structure of a company as well as its corporate strategy. Porter identified five undeniable forces that play a part in shaping every market and industry in the world, with some caveats. The five forces are frequently used to measure competition intensity, attractiveness, and profitability of an industry or market.

Porter's five forces are:

1. Competition in the industry
2. Potential of new entrants into the industry
3. Power of suppliers
4. Power of customers
5. Threat of substitute products

Fortis Healthcare a Porter's Five Forces

Fortis Healthcare a Porter five forces reflects the competitive environment of an industry. It is a strategic tool that is used to avoid or minimize the risk of losing the competitive edge that the organization has and to ensure the profitability of the products in the long run. The company holds its vision closely as it allows them to orientate its innovation in terms of choices regarding the investment and strategies. Within the industry the businesses profitability is dependent upon the following forces:

- Competitive rivalry
- Threats of new entrants
- Threats of substitute
- Bargaining power of suppliers
- Bargaining power of customers

Competitive rivalry:

The competitions among the firms help in identifying the lucrativeness of an industry where companies are competing hard in order to maintain their power within the industry. The Fortis Healthcare a competition is moreover on basis of diversity, the development within the sector and the barriers related to entrance in the market. The competitive rivalry is the analysis of the brands and the product, its strengths and weakness along with the strategies, competitors and the share in the market.

Threat of new entrant:

It is in the favour of the companies that exist in the market to create barriers for the new entrants to prevent them from entering into the industry. The organizations could be the new companies or the

companies that are planning to diversify itself in the market. The barriers can be both industrial and legal. Apart from this the size and the reputation of the companies that are already operating in the market also play an important. Furthermore the cost related to the entry, access to raw materials, barriers related to culture and technical standards also play a major role and can affect the decision of the new entrants in the market.

Threat of substitute products:

The Fortis Healthcare substitute products are alternatives that are available in the market at comparatively better prices. Such products prevail due to the technological and innovative advancement. Due to which the products being produced by the companies that are already existing in the market and is using the same technology are than replaced by the other company's products that are comparatively better in terms of price and quality and are being produced from sectors with significant profits. The substitute products are dangerous as the companies are under constant threat of being replaced.

High threat of substitute leads to low profitability as it limits the industry profits by placing a price ceiling due to the fear of being substituted by other product. Apart from this it also affect the growth potentials of the industry as a whole but reducing the profitability margins.

Bargaining power of suppliers:

Powerful suppliers possess more power to capture significant value for themselves by demanding high prices while limiting the quality and the quantity of the product or services or by transferring the cost on the participant of the industry. Many condition imposed by the suppliers generally include the increase in price while compromising the quality and quantity.

A bargaining power of a supplier in the market is strong if:

- It is more concentrated than the industry it is selling to.
- It is not heavily relying on the industry for its profits
- If the participants in the industry have to incur high cost for switching suppliers or the firms are located adjacent to the suppliers manufacturing facilities.
- The product being offered by the suppliers are highly differentiated.
- And when there is no close substitute available for the products being supplied by the suppliers.

Bargaining power of customers:

The buyers having strong bargaining power can highly influence the profitability of the suppliers operating in the market by imposing condition that are not much favourable for the suppliers in terms of price, quality or service. Therefore choosing clients often become crucial for the organizations as to avoid the situation of being highly depended on the buyers. The level of interest and concentration of buyers toward the product gives them more or less power.

Powerful buyers could flip the side of the powerful supplies by forcing the prices to move downwards and by demanding high quality and services by creating a competition between the participants in the industry on the basis of price and quantity. Fortis Healthcare A Customer are deemed strong if they contain negotiating leverage specifically if the industry is sensitive to price, the buyers can pressure suppliers for further price reductions.

The customers are assumed to have strong buying power in case:

- If the number of buyer are limited or each of the buyer purchases large quantity relative to the size of the suppliers.
- The products in the industry are standardized or are undifferentiated.
- The cost of switching is comparatively low.

Limitations of Fortis Healthcare a Porter's five forces

Though the model from a strategic point of view is an important tool but there is certain limitation associated with the application of the porter five forces model. The framework uses a classic perfect market and relatively a static structure of market i.e. it only incorporates the aspects of the present day and only incorporates the events that took place within the short term period. Fortis Healthcare an Apart from the model only provides the overview of the environment and does not define the industry clearly. As it can be difficult to group the companies having similar business lines and to call it an industry. Therefore Porter framework due to its limitation is too inert to be depending upon outside the short term to medium, term objectives. It emphasizes more on external factors and ignores the specific factors that are more specially related with the firm. The model doesn't incorporate new business model and the changing dynamics of the market and the impact of globalization. Moreover it does not consider non-market forces.

CHAPTER 4: SWOT ANALYSIS

Strengths in the SWOT analysis of Fortis:

Strengths are defined as what each business does best in its gamut of operations which can give it an upper hand over its competitors. The following are the strengths of Fortis Healthcare Limited:

- **Focus on continuous improvement:** The Fortis Hospitals Group looks at services across various specialty areas in medicine and the healthcare provider focuses on continuous improvement in all aspects of its services giving paramount importance to research and development.
- **Well trained and qualified professionals:** Fortis has a very good system for recruitment and selection and it takes all possible steps to ensure that doctors who work with them are the best in their disciplines. Their support staffs like the nurses, pharmacists, lab staff and others are also highly qualified. The hospital gives importance to training and offers regular training sessions to all its employees.
- **Patient care:** Fortis understands the importance of patient care and right from the design of its facilities such as emergency, trauma care and even entry and exit to, doctors and support staff and specialized and advanced services the need of the patient is considered and given maximum attention. Patients are made comfortable at every instant and all staff is asked to display high levels of sensitivity.
- **Quality Accreditations:** The hospital ensures that all its systems and facilities are in tune with industry benchmarks and state of the art. In order to ensure this, the hospital has taken certifications like NABH and JCI. This ensures standardization in the delivery of services by qualified professionals.
- **A wide network of hospitals:** The Fortis group has a wide network of hospitals across most leading cities of India. The hospital chain also has plans to expand into Tier 2 and Tier 3 cities.

Weaknesses in the SWOT analysis of Fortis:

Weaknesses are used to refer to areas where the business or the brand needs improvement. Some of the key weaknesses of Fortis are:

- **The decision to focus on India:** From being an international brand the company has decided to focus completely on India since the country shows a lot of promise in healthcare and is likely to figure big on the global healthcare landscape. However, there is a strong likelihood that conditions may change in the future.
- **Expensive services:** Fortis Hospitals are perceived as a very expensive player in the market and many customers feel that they charge higher than the market average for many of their services. For this reason many look at Fortis as suitable for foreign customers.
- **Increase in the number of beds:** The latest strategy of Fortis Healthcare is to exploit the available space to the maximum extent possible and they are trying to increase the number of bed size without increasing the size of the hospital. This may prove to be a disastrous move for the company in the long run.

Opportunities in the SWOT analysis of Fortis:

Opportunities refer to those avenues in the environment that surrounds the business on which it can capitalize to increase its returns. Some of the opportunities include:

- **Growing health concerns:** With more and more information available over the Internet, people are highly conscious of their health today. They are also aware that after 40 they need to keep track of the signals that their body gives them. This is making people approach specialists even for small ailments providing a plethora of opportunities for hospitals.
- **Corporate Tie-ups:** Business houses and corporates are concerned today about the health and wellbeing of their employees. This makes them enter into tie-ups with hospitals for regular health check-ups for employees. This is an opportunity for healthcare service providers to capitalize on.
- **Medical Tourism:** India is popular globally not just for the quality of its healthcare but also for the quality of the professionals who provide them. The nurses of India are wanted globally for the prowess. The healthcare facilities in India are also relatively cheaper. All this makes India a prime target for medical tourism.

Threats in the SWOT analysis of Fortis:

Threats are those factors in the environment which can be detrimental to the growth of the business.

Some of the threats include:

- **Competition:** Fortis Healthcare faces a lot of competition from Apollo Hospitals and other leading local players like Hinduja, Narayana Healthcare etc.
- **Prohibitive healthcare costs:** The cost of healthcare is growing and this means that people may find it difficult to afford quality healthcare. However, healthcare professionals may find it difficult to bring down the expenses and thus may suffer losses if they have to reduce the prices.

CHAPTER 5: FINANCIAL ANALYSIS

PROFIT AND LOSS STATEMENT:

Consolidated Profit & Loss account	----- in Rs. Cr. -----				
	Mar 20	Mar 19	Mar 18	Mar 17	Mar 16
	12	12	12	12	12
	months	months	months	months	months
INCOME					
Revenue From Operations [Gross]	4,506.87	4,386.87	4,500.25	4,511.51	4,136.01
Revenue From Operations [Net]	4,506.87	4,386.87	4,500.25	4,511.51	4,136.01
Other Operating Revenues	125.45	82.49	60.56	62.20	62.88
Total Operating Revenues	4,632.32	4,469.36	4,560.81	4,573.71	4,198.89
Other Income	52.64	92.40	139.73	166.00	153.50
Total Revenue	4,684.96	4,561.75	4,700.54	4,739.72	4,352.38
EXPENSES					
Operating And Direct Expenses	985.49	918.14	1,004.08	999.86	910.47
Changes In Inventories Of FG,WIP And Stock-In Trade	-21.65	10.09	-5.06	-2.30	31.20
Employee Benefit Expenses	916.03	913.59	899.11	905.41	818.38
Finance Costs	205.06	336.83	257.79	229.44	133.05
Depreciation And Amortisation Expenses	291.73	232.92	238.96	222.18	225.10
Other Expenses	2,143.55	2,402.31	2,389.56	2,317.86	2,234.83
Less: Amounts Transfer To Capital Accounts	0.63	0.00	0.00	0.00	0.00
Total Expenses	4,519.59	4,813.89	4,784.43	4,672.45	4,353.02
Profit/Loss Before Exceptional, Extraordinary Items And Tax	165.36	-252.13	-83.90	67.27	-0.64
Exceptional Items	61.83	-222.38	-881.03	-1.64	-40.14
Profit/Loss Before Tax	227.19	-474.51	-964.93	65.63	-40.77
Tax Expenses-Continued Operations					
Current Tax	243.60	151.63	92.90	93.26	80.98
Deferred Tax	-95.73	-38.02	-70.25	-20.86	-88.99
Total Tax Expenses	147.87	113.61	22.65	72.40	-8.02
Profit/Loss After Tax And Before Extraordinary Items	79.32	-588.13	-987.58	-6.77	-32.76
Profit/Loss From Continuing Operations	79.32	-588.13	-987.58	-6.77	-32.76
Profit Loss From Discontinuing Operations	0.00	0.00	0.00	0.00	2.33
Total Tax Expenses Discontinuing Operations	0.00	0.00	0.00	0.00	0.27
Net Profit Loss From Discontinuing Operations	0.00	0.00	0.00	0.00	2.06
Profit/Loss For The Period	79.32	-588.13	-987.58	-6.77	-30.70
Minority Interest	-33.55	-75.22	-74.79	-57.62	-23.35
Share Of Profit/Loss Of Associates	12.17	364.41	53.16	486.06	72.47
Consolidated Profit/Loss After MI And Associates	57.94	-298.94	-1,009.22	421.66	18.42
OTHER ADDITIONAL INFORMATION					
EARNINGS PER SHARE					
Basic EPS (Rs.)	1.00	-4.00	-19.00	9.00	0.00
Diluted EPS (Rs.)	1.00	-4.00	-19.00	9.00	0.00
DIVIDEND AND DIVIDEND PERCENTAGE					
Tax On Dividend	0.00	0.00	0.00	0.50	0.62

- The company's operating profit decreased by 22.6% YoY during the fiscal. Operating profit margins witnessed a fall and stood at 6.0% in FY18 as against 7.7% in FY17.
- Depreciation charges and finance costs increased by 7.6% YoY and 12.4% YoY, respectively.
- Other income declined by 15.8% YoY.
- Net profit for the year declined by 295.0% YoY.
- Net profit margins during the year declined from 10.1% in FY17 to 19.9% in FY18.

CASH FLOW STATEMENT:

Consolidated Cash Flow	----- in Rs. Cr. -----				
	Mar '20	Mar '19	Mar '18	Mar '17	Mar '16
	12	12	12	12	12
	months	months	months	months	months
Net Profit Before Tax	239.36	-110.10	-911.77	479.29	31.70
Net Cash From Operating Activities	171.54	-178.53	492.90	966.45	194.67
Net Cash (used in)/from Investing Activities	60.42	-3322.74	-335.37	-1001.63	112.77
Net Cash (used in)/from Financing Activities	-861.61	4256.61	-672.05	259.37	-354.29
Net (decrease)/increase In Cash and Cash Equivalents	-626.59	707.84	-514.52	224.19	-46.85
Opening Cash & Cash Equivalents	633.70	-74.14	349.47	123.34	188.78
Closing Cash & Cash Equivalents	7.11	633.70	-165.06	347.54	141.94

- FORTIS HEALTHCARE's cash flow from operating activities (CFO) during FY18 stood at Rs 6 billion on a YoY basis.
- Cash flow from investing activities (CFI) during FY18 stood at Rs -3 billion on a YoY basis.
- Cash flow from financial activities (CFF) during FY18 stood at Rs -7 billion on a YoY basis.
- Overall, net cash flows for the company during FY18 stood at Rs -5 billion from the Rs 2 billion net cash flows seen during FY17.

CAPITAL STRUCTURE:

Capital Structure								
Period		Instrument	--- CAPITAL (Rs. cr) ---		- P A I D U P -			
From	To		Authorised	Issued	Shares (no's)	Face Value	Capital	
2018	2019	Equity Share	928	754.95	754954948	10	754.95	
2017	2018	Equity Share	600	518.66	518657231	10	518.66	
2016	2017	Equity Share	600	517.73	517727631	10	517.73	
2015	2016	Equity Share	600	463.13	463129994	10	463.13	
2014	2015	Equity Share	600	462.81	462805414	10	462.81	
2013	2014	Equity Share	600	462.79	462786314	10	462.79	
2012	2013	Equity Share	600	405.21	405207335	10	405.21	
2011	2012	Equity Share	600	405.18	405179715	10	405.18	
2010	2011	Equity Share	600	405.1	405103475	10	405.1	
2009	2010	Equity Share	600	317.32	317323609	10	317.32	
2008	2009	Equity Share	600	226.67	226666533	10	226.67	
2007	2008	Equity Share	322	226.67	226666533	10	226.67	
2006	2007	Equity Share	272	180.67	180670094	10	180.67	
2005	2006	Equity Share	198	170	169999900	10	170	

FINANCIAL RATIOS:

Consolidated Key Financial Ratios ----- in Rs. Cr. -----

	Mar '20	Mar '19	Mar '18	Mar '17	Mar '16
Investment Valuation Ratios					
Face Value	10.00	10.00	10.00	10.00	10.00
Dividend Per Share	--	--	--	--	--
Operating Profit Per Share (Rs)	8.07	2.98	5.27	6.82	4.41
Net Operating Profit Per Share (Rs)	61.36	59.20	87.93	88.34	90.66
Free Reserves Per Share (Rs)	--	--	--	--	--
Bonus in Equity Capital	--	--	--	--	--
Profitability Ratios					
Operating Profit Margin (%)	13.15	5.03	5.98	7.71	4.85
Profit Before Interest And Tax Margin (%)	6.78	-0.16	0.72	2.75	-0.48
Gross Profit Margin (%)	6.86	-0.17	0.74	2.85	-0.50
Cash Profit Margin (%)	6.60	-2.91	2.81	4.57	5.34
Adjusted Cash Margin (%)	6.60	-2.91	2.81	4.57	5.34
Net Profit Margin (%)	1.25	-6.68	-22.12	9.21	0.43
Adjusted Net Profit Margin (%)	1.23	-6.55	-21.47	8.89	0.95
Return On Capital Employed (%)	4.64	1.00	3.18	4.17	2.26
Return On Net Worth (%)	0.87	-4.54	-24.84	8.19	1.00
Adjusted Return on Net Worth (%)	0.26	-5.56	-2.62	-0.09	0.17
Return on Assets Excluding Revaluations	95.39	93.90	102.51	121.89	98.31
Return on Assets Including Revaluations	95.39	93.90	102.51	121.89	98.31
Return on Long Term Funds (%)	4.86	1.17	3.47	4.62	2.48

Liquidity And Solvency Ratios					
Current Ratio	0.61	0.51	0.60	0.86	0.95
Quick Ratio	0.60	0.75	0.69	1.28	1.63
Debt Equity Ratio	0.20	0.28	0.34	0.38	0.40
Long Term Debt Equity Ratio	0.14	0.10	0.23	0.25	0.28
Debt Coverage Ratios					
Interest Cover	1.81	0.25	0.67	1.29	1.00
Total Debt to Owners Fund	0.20	0.28	0.34	0.38	0.33
Financial Charges Coverage Ratio	3.23	0.94	1.60	2.26	2.69
Financial Charges Coverage Ratio Post Tax	2.71	0.80	-1.99	3.81	2.83
Management Efficiency Ratios					
Inventory Turnover Ratio	59.25	79.06	68.45	74.29	69.94
Debtors Turnover Ratio	9.25	8.83	9.67	9.98	9.62
Investments Turnover Ratio	0.58	0.53	68.45	74.29	69.94
Fixed Assets Turnover Ratio	0.78	0.82	1.35	1.37	2.60
Total Assets Turnover Ratio	0.98	0.86	1.00	0.79	1.05
Asset Turnover Ratio	0.53	0.57	0.61	0.63	0.69
Average Raw Material Holding	--	--	--	--	--
Average Finished Goods Held	--	--	--	--	--
Number of Days In Working Capital	131.07	-80.41	-76.29	-10.59	-18.69
Profit & Loss Account Ratios					
Material Cost Composition	--	--	--	--	--
Imported Composition of Raw Materials Consumed	--	--	--	--	--
Selling Distribution Cost Composition	--	--	--	--	--
Expenses as Composition of Total Sales	--	--	--	--	--
Cash Flow Indicator Ratios					
Dividend Pay-out Ratio Net Profit	--	--	--	0.11	3.35
Dividend Pay-out Ratio Cash Profit	--	--	--	0.07	0.25
Earning Retention Ratio	100.00	--	--	109.65	91.62
Cash Earning Retention Ratio	100.00	--	100.00	99.78	99.74
Adjusted Cash Flow Times	4.26	--	10.58	9.03	5.93

- **Solvency Ratios**

Current Ratio: The Company's current ratio improved and stood at 0.6 as during FY18, from 0.9 as during FY17. The current ratio measures the company's ability to pay short-term and long-term obligations.

Interest Coverage Ratio: The Company's interest coverage ratio deteriorated and stood at 0.7 as during FY18, from 1.3 as during FY17. The interest coverage ratio of a company states how easily a company can pay its interest expense on outstanding debt. A higher ratio is preferable.

- **Profitability Ratios**

Return on Equity (ROE): The ROE for the company declined and down at -23.0% during FY18, from 9.3% during FY17. The ROE measures the ability of a firm to generate profits from its shareholders capital in the company.

Return on Capital Employed (ROCE): The ROCE for the company declined and down at -13.1% during FY18, from 12.2% during FY17. The ROCE measures the ability of a firm to generate profits from its total capital (shareholder capital plus debt capital) employed in the company.

Return on Assets (ROA): The ROA of the company declined and down at -7.8% during FY18, from 7.3% during FY17. The ROA measures how efficiently the company uses its assets to generate earnings.

BALANCE SHEET:

Consolidated Balance Sheet	----- in Rs. Cr. -----				
	Mar 20	Mar 19	Mar 18	Mar 17	Mar 16
	12 months	12 months	12 months	12 months	12 months
EQUITIES AND LIABILITIES					
SHAREHOLDER'S FUNDS					
Equity Share Capital	754.96	754.95	518.66	517.73	463.13
Preference Share Capital	0.00	0.00	0.00	0.00	300.00
Total Share Capital	754.96	754.95	518.66	517.73	763.13
Reserves and Surplus	5,902.41	5,822.11	3,543.07	4,625.76	3,698.03
Total Reserves and Surplus	5,902.41	5,822.11	3,543.07	4,625.76	3,698.03
Employees Stock Options	3.72	23.74	0.00	0.00	0.00
Total Shareholders' Funds	6,661.09	6,600.80	4,061.72	5,143.48	4,161.16
Minority Interest	544.50	511.69	1,255.23	1,167.28	391.65
NON-CURRENT LIABILITIES					
Long Term Borrowings	954.05	637.08	948.13	1,278.70	866.86
Deferred Tax Liabilities [Net]	311.61	480.81	143.12	128.87	0.33
Other Long Term Liabilities	222.04	64.04	14.99	17.07	18.32
Long Term Provisions	75.61	65.86	64.47	55.11	43.40
Total Non-Current Liabilities	1,563.30	1,247.79	1,170.70	1,479.75	1,228.92
CURRENT LIABILITIES					
Short Term Borrowings	362.55	1,230.74	452.29	680.34	511.56
Trade Payables	597.63	753.52	762.76	588.66	561.41
Other Current Liabilities	1,539.65	1,528.05	853.16	592.85	333.50
Short Term Provisions	79.09	78.67	65.82	64.60	43.99
Total Current Liabilities	2,578.93	3,590.98	2,134.04	1,926.45	1,450.47
Total Capital And Liabilities	11,347.82	11,951.27	8,621.69	9,716.97	7,232.19
ASSETS					
NON-CURRENT ASSETS					
Tangible Assets	5,020.53	4,694.16	2,848.98	2,973.99	1,425.53
Intangible Assets	61.06	61.80	94.26	119.18	123.87
Capital Work-In-Progress	188.84	420.85	194.01	235.38	202.63
Intangible Assets Under Development	14.91	28.93	32.06	32.74	23.14
Fixed Assets	5,285.34	5,205.74	3,169.32	3,361.29	1,775.17
Non-Current Investments	174.54	190.31	1,396.86	1,486.27	882.98
Deferred Tax Assets [Net]	392.88	465.33	295.12	233.14	225.33
Long Term Loans And Advances	30.03	29.47	19.45	17.49	61.69
Other Non-Current Assets	803.79	673.07	410.62	518.09	780.18
Total Non-Current Assets	10,407.34	10,284.69	7,340.18	7,942.14	5,817.46
CURRENT ASSETS					
Current Investments	0.00	79.29	335.06	391.60	568.95
Inventories	78.18	56.53	66.63	61.57	60.04
Trade Receivables	458.78	542.42	470.19	472.94	444.06
Cash And Cash Equivalents	265.95	855.85	219.67	546.50	167.23
Short Term Loans And Advances	17.39	21.10	31.96	86.93	52.40
Other Current Assets	120.17	111.40	158.00	215.30	122.06
Total Current Assets	940.48	1,666.58	1,281.51	1,774.83	1,414.73

Total Assets	11,347.82	11,951.27	8,621.69	9,716.97	7,232.19
OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	1,880.31	1,594.33	1,397.26	1,408.24	941.08
BONUS DETAILS					
NON-CURRENT INVESTMENTS					
Non-Current Investments Quoted Market Value	0.00	0.00	0.00	1,266.35	1,326.20
Non-Current Investments Unquoted Book Value	0.00	0.00	467.17	493.70	22.15
CURRENT INVESTMENTS					
Current Investments Unquoted Book Value	0.00	79.29	335.06	391.60	568.95

- The company's current liabilities during FY18 stood at Rs 21 billion as compared to Rs 19 billion in FY17, thereby witnessing an increase of 10.8%.
- Long-term debt down at Rs 9 billion as compared to Rs 13 billion during FY17, a fall of 25.9%.
- Current assets fell 28% and stood at Rs 13 billion, while fixed assets fell 8% and stood at Rs 52 billion in FY18.
- Overall, the total assets and liabilities for FY18 stood at Rs 86 billion as against Rs 97 billion during FY17, thereby witnessing a fall of 11%.

Current Valuations for FORTIS HEALTHCARE

- The trailing twelve-month earnings per share (EPS) of the company stands at Rs -18.0, a decline from the EPS of Rs 9.3 recorded last year.
- The price to earnings (P/E) ratio, at the current price of Rs 146.0, stands at -7.2 times its trailing twelve months earnings.
- The price to book value (P/BV) ratio at current price levels stands at 2.2 times, while the price to sales ratio stands at 1.9 times.
- The company's price to cash flow (P/CF) ratio stood at -9.0 times its end-of-year operating cash flow earnings.

CHAPTER 6: LEARNING EXPERIENCE

Fortis health care is one of the leading hospitals in India. The organizational study helped me To know the working process of the hospital its financial details its strategies and how it has Become one of the leading hospitals in India .the mission and vision of this organization is Focused on patience. It helped me to learn about the hospital sector and it's important in our Economy. By applying McKensy's 7s framework & porter's five force model I was able to Get an idea about this frame work and it helped me to understand the organization strategy. The swot analyses helped me to know the the strength and weakness of the organization. This Study overall give me a practical knowledge more than theoretical knowledge .it was a great Opportunity to be able to work on this internship report because of my own interest I was Able to know things and understand in a clear manner. It gave me a good experience in Gathering the information related to the organizational report.

Finally, I would like to thank my college and MBA department for giving me this great Opportunity to work on internship report.

Annexure

WEEKLY PROGRESS REPORT

Student Name	NEEDHI TIWARI
USN	1CR19MBA53
Title of the Study	Organization study on fortis health care
Organization	Fortis health care
WEEK-1	
Duration (start date - End date)	6.8.2020 - 12.8.2020
Chapter's covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
WEEK-2	
Duration (start date - End date)	13.8.2020 - 18.8.2020
Chapter's covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
WEEK-3	
Duration (start date - End date)	19.8.2020 - 26.8.2020
Chapter's covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
WEEK-4	
Duration (start date - End date)	27.8.2020 - 30.8.2020
Chapter's covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography



Signature of the Student



Signature of the Guide

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