



# Strategy and Revenue Roadmap for Pranaam Hospitals

# Agenda

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- **Company Profile**
- Executive summary
- Revenue roadmap
- Key activities and work plan
- Digital marketing
- Next steps

## Company Profile

Company overview		
Name of the company	Pranaam Hospitals	
Year of Establishment	2002	
Location	Hyderabad	
Name of Owner	XXX	<b>Key Highlights</b>  No of Beds: 125 Revenue in 2021: 3cr to 5cr Revenue in 2020: NA TAM : 2.96 *10^-13 cr Beds Occupancy 35%
Designation	Medical Director	
Company Type	Healthcare Pvt. Ltd	
No of Employees	NA	
No of Fulltime Doctors	NA	
Doctors on contract basis	NA	
Growth Aspiration by FY'23		Efficiency / Productivity
Achieve Revenue growth at 8cr by FY'23e		<ul style="list-style-type: none"><li>• Increase capability in human resource --- marketing head, business development, nursing, OT technician, operations, KOL doctors, training and development of employees</li><li>• Get an effective ERP to have dashboards to monitor daily operations and financials</li></ul>
Increase beds occupancy from 35% to +50% by FY'23		
Increase ARPOB from > 20K		
Increase conversion from opd to ipd 8% to 10%		
Increase revenue contribution in cardiology and orthopedics 15%		
Increase revenue growth from OBGYN 15%		

# Executive Summary of Overall Recommendations

## Specialty Mix Strategy

- Increase Revenue contribution from
  - Mother and Child Head
  - Cardiology
  - Orthopedics
  - Cosmetic Healthcare
- **Improve operational excellence** in
  - Bed occupancy
  - Increasing ARPOB
  - Asset utilization
- **Divest or observe**
  - Low performing areas

## Key Competitor and Axis of Competition

**M&C :** Motherhood Fertility Hospital, Apollo Cradle, Fernandez hospital, Sudhir Children hospital, srikara hospitals

**Cardiology :** Sidarth Hospital, Dr Murali Heart care, Srikara Hospitals

**Ortho :** Tanika Trauma and Ortho centre  
Srikara Hospitals

## Patient Segment Mix Strategy

- Focus on patient segments
  - Women in age group (15 to 49 yrs)
  - Neonates and children (0 to 14 yrs)
  - Elderly (60+ years)
- Patient acquisition strategy
  - Organic growth through digital marketing campaigns to create awareness
  - Inorganic growth- new birthing unit and new specializations
  - Inorganic growth- paid digital marketing

## Key Capability Development Agenda

- **Physician/ specialists:** Enhance branding around key specialists
- **Para medical staff:** Training and development of nursing in birthing suites, counselors in labor rooms and post-natal care
- **Infrastructure:** User friendly for women, children and elderly
- **Acquisition of patients:** Organic growth through digital, conversion from referrals, paid digital campaigns
- Capacity augmentation
  - IPD: New IPD patients from added bed capacity in IVF, new birthing hospital, cath lab and surgical beds in cardio and onco, conversion from existing pool
  - OPD: Increasing conversion to 10% - 15%
  - Trauma: Improving bed management
- **Digital Transformation:** Use digital medium to give end to end patient experience
- **KPI Dashboards/ Data Management/ Analytics/ AI**
- **Human resources:** Training and development
- **Financial:** Improve margins in services
- **Fund Ask:** TBD

## Location Mix Strategy

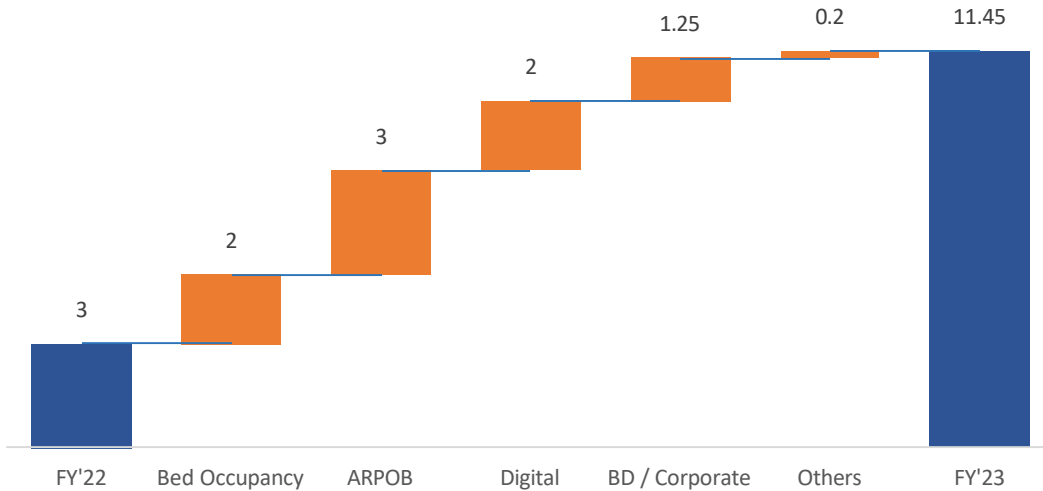
### **Home market Hyderabad**

- Increase market share in Hyderabad
- Analysis of demography of current patient traction
- What is the market share in the 10 Km radius
- Who are key competitors and how are they faring
- Set up referral centres in Kukatpally, Hi tech city, Somajiguda, Gachibowly through tie ups with diagnostic centres, opd clinics of KOL doctors
- Digital can be good option to increase the reach in greater part of Hyderabad and adjacent regions

## Key Performance Indicators (Metric) Goals

- **# of new patients:** +15%
- **# of Beds: FY'23** 150
- **ARPOB: FY'24** 25K
- **Feedback rating by patients** 4.8+
- **Internal conversion** >30%
- **Beds occupancy** > 45% to 50%
- **EBIDTA per bed** > 15%

# Revenue Roadmap



## Key Outcomes:

- The beds occupancy will add revenue of delta 25% to overall revenue delta
- The addition of beds in super specialty cardiology and orthopedics will result in 37.5% of delta
- Digital and BD will result in 25% and 16% of overall delta

## Key Assumptions:

- Overall revenue growth will be contributed by five factors---beds occupancy, ARPOB, digital, business development/ referral marketing and others
- Beds occupancy will involve activities to increase occupancy from internal conversion from opd, referral centers, addition of beds in super specialty like cardiology and orthopedics. It will grow from 35% to +50% by end of FY'23
- ARPOB will increase to +20K through addition of beds in super specialty like cardiology and orthopedics
- Digital marketing activities has been explained as a framework of recommendations which needs to be discussed internally.
- Activities in business development has also been explained as project framework with one year timeline

# SWOT Analysis

Dimension	Current Position (RAG status)
Laprascopy Surgery	Strong
Pediatrics	Strong
Beds Occupancy	Neutral
ARPOB	Weak
Digital	Neutral
Revenue performance	Weak
Operational excellence	Weak
Workforce excellence	Weak

**Strengths**

- Strong expertise in Laparoscopy Surgery and Pediatrics
- Good reputation owing to long existence in the field
- Have successfully grown from 20 beds to 125 beds in 18 years

**Opportunities**

- Strategic location of the hospital
- Increased government focus on healthcare
- Development of new specializations

**Weaknesses**

- No tracking of key KPIs to indicate the health of the organization
- Very low ARPOB which does not justify the current sales for 125 capacity hospital
- Beds occupancy is not at par with peers and industry trends

**Threats**

- Development of healthcare tourism by smaller cities
- Development of low-cost diagnostic services by small players

## Problem Statement

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**Objective:** Achieve revenue growth of about >3X by developing a suitable strategy

### Problem Statements/ Key Observations

1. The revenue growth is not as expected for a 125 bedded hospital
2. There workforce is not aligned with the vision and goals of the company
3. A long term vision with roadmap is missing
4. Revenue segmentation (revenue per department, per specialty etc.) needs to be studied further
5. Monetizing revenue as per new specialties added needs to be looked at

### Outcomes: (Annualized)

KPIs	Key Assumptions	Expected growth in one year	Expected Outcome needs to be Internally discussed
Revenue growth y-o-y	<ul style="list-style-type: none"><li>• Revenue will increase from different channels at high growth percentage as there is lot of scope to increase revenue internally</li></ul>	~3.6X	>3X

## Key pointers for revenue growth

Transformation Milestones	M1	M2	M3	Q2	Q3	Q4
Self assessment to study the current maturity						
Identify areas and specialties for improvement						
Draw plan for existing and new beds/ specialties- OBGYN, Pediatrics, Cardiology, Ortho and Cosmetic Science						
Implement plan to increase bed occupancy in key performing areas---Lap and Pediatric surgery, OBG, general surgery, critical care						
Implement plan to increase ARPOB by adding beds in new specialties—cardiology, orthopedics and cosmetic science						
Create a one year roadmap with timelines						
Modulate strategy as the plan progresses						



Key activities

Key activities	Cumulative revenue increase (estimated)			
	Q1	Q2	Q3	Q4
Allocate budget for paid campaigns and marketing activities for the financial year				
Set up a robust CRM with call center (Knowlarity and IVR) to cater to all enquiry calls.		Timeline TBD internally		
Set up Dashboard through an effective ERP to monitor daily patient flow, beds occupancy and department performance. Analysis of reports to generate insights.				
Tie up with KOL gynecologist, individual practitioners in remote areas with limited facility to set up the hospital as referral base				
Tie up with local government agencies like CGHS, ESI, ASHA workers in rural areas to refer cases				
Set up system to engage organizations like Medtronic, GE etc. to establish supremacy in biotechnology advancements for key specialties like cardiology and orthopedics				
Increase internal conversion of patients by onboarding trained financial counselors and incentivize on targeted conversions				
Internal weekly huddle meetings with all clinicians to discuss critical cases and set up teaching and research base for key specialties				

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## Digital mapping – Brand positioning and communication strategy

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## Need to enhance visual imagery of all doctors

No Linkages with Social media handles

- Need to highlight achievements of all doctors
- Research achievements
- Awards etc
- Need to create an Active Presence of Doctors on Social media
- No Social media linkages on the website



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Sr Consultant Gastroenterologist

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**Dr. Ankita Harijee**

Consultant Plastic & Cosmetic Surgeon

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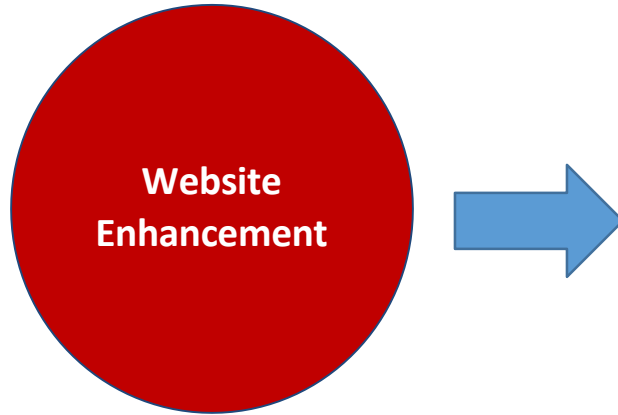
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- Base Website Hygiene & revamp
- Google Analytics based content planning
- Define UX flow
- Define the UI design
- Enhance the Web Content & Web Architecture
  - Enhancement of Blogs ( Common man orientation)
  - Case Studies
  - Team Engagements
  - Social Media Linkages
  - Security ( Captcha) for forms
  - Lead Capture on home page
- Standardization of Fonts / Colors / Webpage layout.
- Content re-orientation for SEO & Active SEO
- Photographs / Video Gallery for Cases
- Patient testimonials (Video preferred)
- Newsletter / Case study subscriptions
- Announcement / Press / Seminars / Corporate updates

# Digital Action Framework with Timeline

Transformation Milestones	M1	M2	M3	Q2	Q3	Q4
Website enhancement with redefining of vision and mission						
Communication strategy and brand redesign						
Photoshoot of doctors and key highlights in infrastructure, technology						
Explore Search Engine Optimization and social media strategy						
Explore options of pay per click						
Allocation of Budget and paid digital campaigns						
User friendly interface for online appointment booking						

Thank You

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