

A PROJECT REPORT

ON

Healthcare Industry – AIIMS, Apollo, Fortis

Business Strategy

A report is submitted in partial fulfilment of the requirements of MBA Program of

IBS Hyderabad



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AIIMS



About the company –

Jawaharlal Nehru's vision for an independent India included fostering a scientific culture, with a significant focus on establishing a leading center for medical excellence. His ambition was to create a model institution that would advance medical education and research in India and Southeast Asia. This vision was strongly supported by his Health Minister, Rajkumari Amrit Kaur.

In 1946, the Health Survey and Development Committee, led by Sir Joseph Bhore, recommended the creation of a national medical center to address the growing need for skilled healthcare professionals. Nehru's vision and the committee's recommendations aligned, leading to a proposal that received backing from the New Zealand government. Thanks to a generous grant under the Colombo Plan, the foundation stone for the All India Institute of Medical Sciences (AIIMS) was laid in 1952. AIIMS was officially established in 1956 through an Act of Parliament as an autonomous institution designed to spearhead excellence in healthcare.

AIIMS was founded with several core objectives: to set high standards for undergraduate and postgraduate medical education across all disciplines, to centralize top-tier educational facilities for training health personnel, and to achieve self-sufficiency in postgraduate medical education.

The institute is equipped with extensive facilities for teaching, research, and patient care. AIIMS conducts medical and paramedical education at both undergraduate and postgraduate levels, awarding its own degrees. It operates across 42 disciplines, leading in medical research with over 600 publications annually. The institute also runs a College of Nursing, offering B.Sc. (Hons.) Nursing post-certificate degrees.

AIIMS operates twenty-five clinical departments, including four super specialty centers, managing a wide range of medical conditions. However, it does not handle burn cases, dog-bite cases, or infectious diseases. Additionally, AIIMS oversees a 60-bed hospital at the Comprehensive Rural Health Centre in Ballabgarh, Haryana, providing healthcare to approximately 250,000 people through its Centre for Community Medicine.

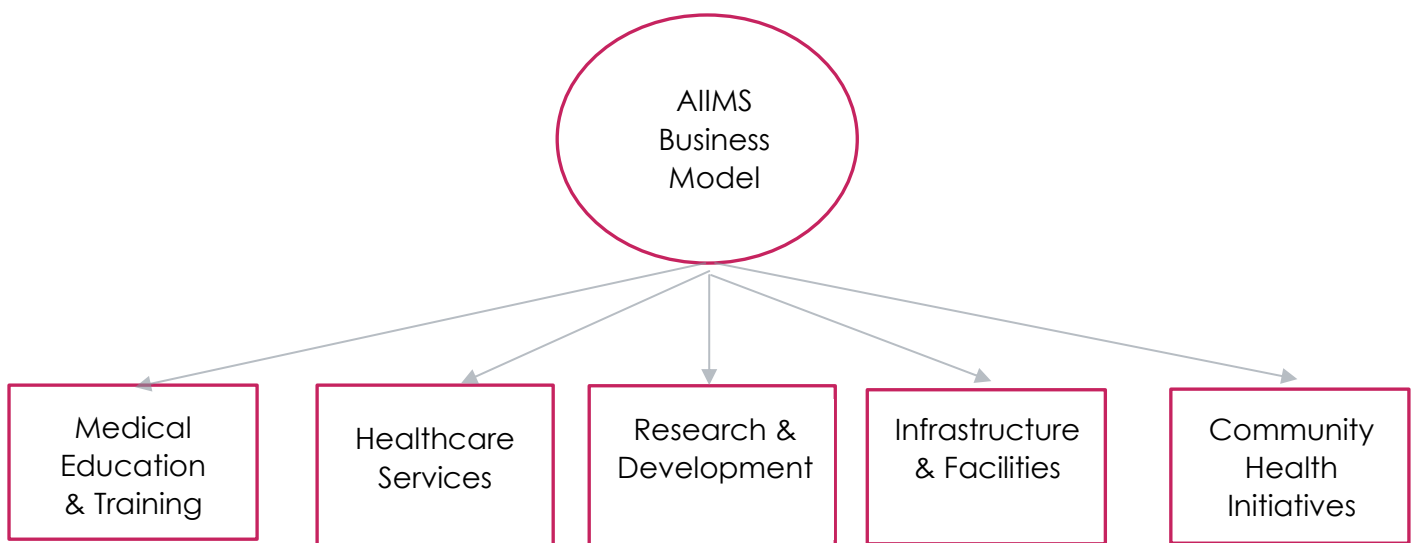
Objectives of AIIMS

1. To establish and maintain high standards in undergraduate and postgraduate medical education across all fields.
2. To centralize top-quality educational facilities for training in various health-related disciplines.
3. To achieve self-sufficiency in postgraduate medical education.

Functions of AIIMS

1. **Teaching:** Providing education in medical and related physical and biological sciences at undergraduate and postgraduate levels.
2. **Nursing and Dental Education:** Offering specialized training in nursing and dental fields.
3. **Educational Innovations:** Implementing innovative practices in medical education.
4. **Medical Teacher Training:** Preparing medical educators for the country.
5. **Research:** Conducting advanced research in medical and related sciences.
6. **Healthcare:** Delivering comprehensive preventive, promotive, curative, and primary, secondary, and tertiary care.
7. **Community-Based Teaching and Research:** Engaging in research and education focused on community health.

AIIMS Business Model



Medical Education and Training

- Programs: Offers undergraduate, postgraduate, doctoral, and specialized courses in medicine, nursing, and paramedics.
- Revenue: Funded through government allocations, grants, and tuition fees.

Healthcare Services

- Services: Provides comprehensive outpatient and inpatient care, diagnostics, and treatments.
- Revenue: Generated from patient fees, government support, and insurance reimbursements.

Research and Development

- Activities: Conducts extensive medical research resulting in publications and scientific advancements.
- Revenue: Secured through government research grants, industry partnerships, and project funding.

Infrastructure and Facilities

- Facilities: Equipped with advanced labs, libraries, research centers, and clinical facilities.
- Revenue: Funded by government budgets, grants, and public-private partnerships.

Community Health Initiatives

- Programs: Delivers preventive and primary care services to rural and underserved populations.
- Revenue: Supported by government allocations, specific grants, and NGO partnerships.

Collaborations and Partnerships

- Activities: Engages in joint research, training programs, and knowledge exchange.
- Revenue: Derived from research funding, consultancy services, and shared resources.

Business Model Canvas for AIIMS

| | | | | |
|--|---|---|--|---|
| KEY PARTNERS <ul style="list-style-type: none">• Government of India• Medical Research Institutions• Pharmaceutical Companies• Healthcare Technology Providers• NGOs and Health Foundations | KEY ACTIVITY <ul style="list-style-type: none">• Medical Education and Training• Healthcare Services• Research and Development• Public Health Initiatives• Patient Care | VALUR PROPOSITION <ul style="list-style-type: none">• World-Class Medical Education• Affordable Healthcare• Advanced Medical Treatments• Innovative Research• Public Health Leadership | CUSTOMER RELATIONSHIP <ul style="list-style-type: none">• Patient-Centered Care• Alumni Network• Collaborative Research• Community Engagement | CUSTOMER SEGMENT <ul style="list-style-type: none">• Medical Students and Professionals• Patients• Government and Public Health Bodies• Research Community• Global Medical Community |
| | KEY RESOURCE <ul style="list-style-type: none">• Highly Skilled Medical Staff• State-of-the-Art Facilities• Government Funding• Medical Equipment• Patient and Research Data | | CHANNEL <ul style="list-style-type: none">• Direct Patient Services• Educational Programs• Research Publications• Digital Health Platforms• Public Health Campaigns | |
| COST STRUCTURE <ul style="list-style-type: none">• Operational Costs• Research and Development• Educational Programs• Infrastructure Maintenance• Public Health Programs | | | REVENUE STREAMS <ul style="list-style-type: none">• Government Funding• Medical Services Fees• Educational Fees• Research Grants• Pharmaceutical Collaborations | |

Digital Strategies in AIIMS:

All India Institute of Medical Sciences (AIIMS) has been at the forefront of adopting digital health solutions to enhance patient care, research, and administrative efficiency. Here's a brief overview of some key digital strategies employed by AIIMS:

1. **Electronic Health Records (EHRs)** - AIIMS has implemented comprehensive EHR systems to digitize patient records, improving accessibility, accuracy, and data-driven decision making. EHRs enable seamless information sharing among healthcare providers, leading to better coordination of care.
2. **Telemedicine and Teleconsultation** - Leveraging technology, AIIMS offers telemedicine services to bridge geographical gaps and provide healthcare accessibility to remote areas. Teleconsultation platforms facilitate virtual consultations, reducing patient burden and improving access to specialized care.
3. **Digital Health Records (DHRs)** - Beyond EHRs, AIIMS is exploring the potential of DHRs, which encompass a broader range of health data including genomic information, wearable device data, and lifestyle factors. DHRs enable a more holistic view of patient health and support precision medicine initiatives.
4. **AI and Machine Learning** - AIIMS is harnessing the power of AI and machine learning to analyse vast amounts of medical data for disease prediction, drug discovery, and personalized treatment plans. These technologies also aid in medical image analysis, improving diagnostic accuracy.
5. **Mobile Health Applications** - AIIMS has developed mobile applications to facilitate patient engagement, appointment booking, health monitoring, and medication reminders. These apps enhance patient experience and support self-management of chronic conditions.
6. **Digital Infrastructure** - Robust digital infrastructure, including high-speed internet connectivity and secure data centres, is essential for the successful implementation of digital health initiatives. AIIMS has invested in upgrading its IT infrastructure to support these advancements.
7. **Data Analytics and Business Intelligence** - AIIMS utilizes data analytics tools to extract valuable insights from healthcare data. This information helps in identifying trends, optimizing resource allocation, and improving operational efficiency.

APOLLO HOSPITALS

About the Company

Apollo Hospitals, established in 1983 as India's first corporate hospital by **Dr. Prathap C Reddy**, has evolved into the leading integrated healthcare services provider. Over the years, it has expanded its footprint across hospitals, pharmacies, primary care clinics and diagnostic centres.



Vision & Mission

Vision - 'Touch a Billion Lives'

"Mission is to bring healthcare of international standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity"

With a commitment to preventive healthcare, Apollo introduced '**ProHealth**,' a personalized 3-year preventive health program, and '**Apollo 24/7**,' a digital health platform. Emphasizing clinical excellence and technology adoption, Apollo stands out in the Indian healthcare industry.

The opening of the **Apollo Proton Cancer Center** in Chennai underscores its commitment to cutting-edge clinical outcomes. Apollo's patient-centric approach, encapsulated in "Tender Loving Care" (TLC), has garnered trust from over 200 million patients across 150 countries. As a responsible corporate citizen, Apollo focuses on educating Indians about preventive healthcare, particularly for NonCommunicable Diseases (NCDs). Dr. Prathap C Reddy's "Billion Hearts Beating Foundation" contributes to heart health awareness.

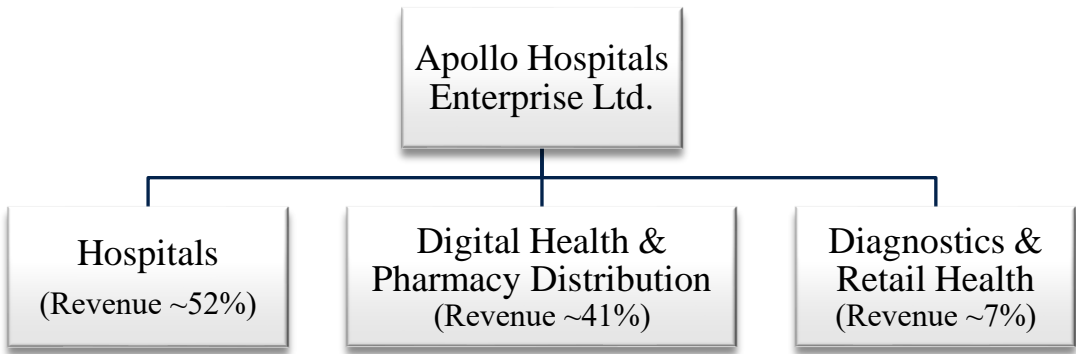
Since its inception, Apollo Hospitals has continued to contribute to society by launching numerous social initiatives to help the underprivileged sections of the society and to facilitate healthy development of the society as a whole. These include initiatives like 'Save a Child's Heart Initiative' (SACHi), 'Society to Aid

the Hearing Impaired’ (SAHI), and the CURE Foundation for cancer care, benefitting the underprivileged. ‘Total Health,’ Apollo’s flagship CSR initiative, integrates health and happiness into everyday life, exemplified by a holistic healthcare model in Andhra Pradesh’s Thavanampalle Mandal. Recognized by the Government of India, Apollo has been honored with commemorative stamps for milestones such as India’s first successful liver transplant and 25 million health checks.

Dr. Prathap C Reddy’s Padma Vibhushan Award in 2010 further highlights the group’s significant contributions to healthcare. This comprehensive overview reflects Apollo Hospitals’ journey, values, and impact on healthcare and society.

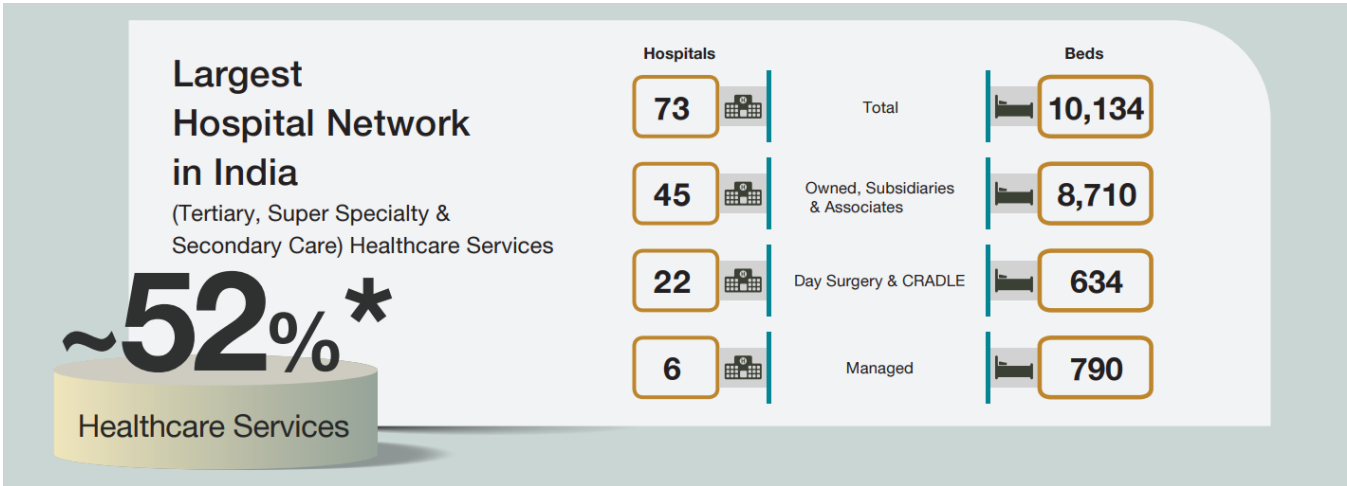
Business Model

The Apollo Hospitals’ healthcare services segment consists of hospitals and projects and consultancy services.



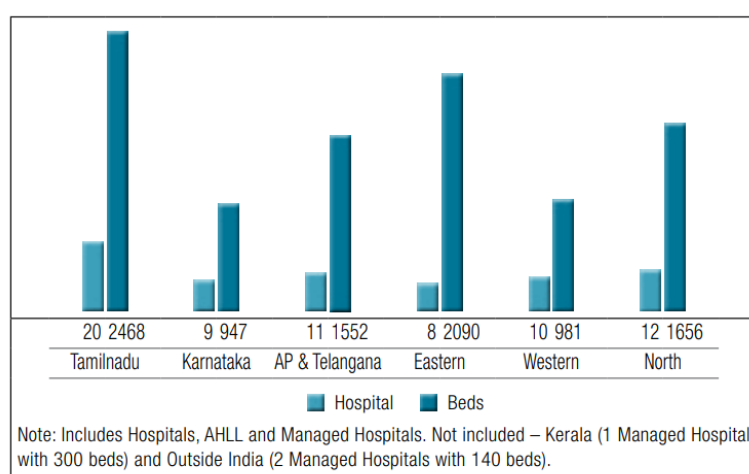
Hospitals

As of March 31, 2024 had a capacity of 10,134 beds in 73 hospitals located in India and overseas. Of the 10,134 beds, 8,710 beds are located in 45 owned hospitals, 363 beds in 11 cradles, 271 beds in 11 daycare/ short surgical stay centres and 790 beds are in 6 hospitals under our management through operations and management contracts.



Source: Annual Report FY24

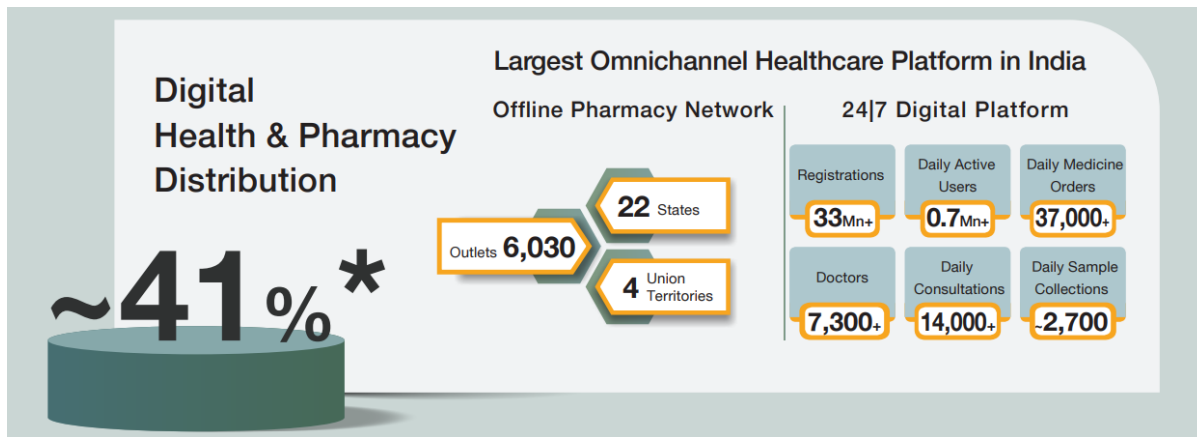
Distribution of hospitals and beds across various regions in India under Apollo Hospitals Enterprise Ltd., Tamil Nadu leads with 20 hospitals and 2,468 beds, highlighting its significant healthcare capacity. The Eastern region, despite having only 8 hospitals, has a substantial bed capacity of 2,090, indicating larger facilities. Andhra Pradesh & Telangana, Western India, and Northern India have a balanced distribution, with 11, 10, and 12 hospitals respectively, and bed capacities ranging from 947 to 1,656. Karnataka has the fewest hospitals and beds among the regions shown. This distribution underscores Apollo Hospitals' strategic focus on establishing a strong presence in key regions, optimizing healthcare delivery through a mix of hospital numbers and bed capacities.



Source: Annual Report FY24

Digital Health & Pharmacy

Apollo HealthCo's offers a diverse range of pharmaceuticals, hospital consumables, and health products, complemented by value-added services such as home deliveries and loyalty programs. The Pharmacy Platform has demonstrated robust growth, with revenues growing at a healthy 20% CAGR from fiscal 2018 to fiscal 2024, alongside a 12% CAGR in the number of physical pharmacies. Additionally, the Apollo 24/7 app extends the Pharmacy Platform's reach by facilitating online pharmacy services, further contributing to revenue growth, margin expansion, and enhanced return on capital employed.



» Diagnostics and Retail Health (AHLL)

Apollo Health & Lifestyle Limited (AHLL) was established to broaden Apollo's reach in retail health while transitioning away from conventional hospital settings. Its mission is to make healthcare more accessible by bringing services closer to homes and communities through multiple touch points. AHLL's diverse offerings aim to position Apollo Hospitals as the preferred family healthcare partner, blending comprehensive clinical capabilities with local care accessibility. This approach has positioned AHLL as a national multi-brand platform directly engaging with patients across various medical needs.



Source: Annual Report FY24

Business Model Canvas for Apollo

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| KEY PARTNERS <ul style="list-style-type: none">• Medical Equipment Suppliers• Pharmaceutical Companies• Health Insurance Providers• Technology Providers• Government and Regulatory Bodies• International Healthcare Providers | KEY ACTIVITY <ul style="list-style-type: none">• Healthcare Services• Medical Tourism• Health and Wellness Programs• Medical Education and Training• Digital Health Solutions• Pharmacy Services | VALUR PROPOSITION <ul style="list-style-type: none">• Comprehensive Healthcare• Quality and Safety• Accessibility• Innovation in Healthcare• Patient-Centered Care• Medical Tourism Leader | CUSTOMER RELATIONSHIP <ul style="list-style-type: none">• Patient Care Services• Health and Wellness Programs• Loyalty Programs• Digital Engagement• Medical Tourism Support | CUSTOMER SEGMENT <ul style="list-style-type: none">• Patients• Medical Tourists• Corporate Clients• Health Insurance Providers• Healthcare Professionals• Wellness-Conscious Individuals |
| | KEY RESOURCE <ul style="list-style-type: none">• Medical Expertise• Advanced Medical Facilities• Brand Reputation• Technology Infrastructure• Pharmacy Network• Strategic Locations | | CHANNEL <ul style="list-style-type: none">• Hospitals and Clinics• Digital Platforms• Pharmacy Outlets• Health Camps and Wellness Programs• Medical Tourism Facilitators | |
| COST STRUCTURE <ul style="list-style-type: none">• Operational Costs• Technology Investment• Marketing and Branding• R&D and Innovation• Infrastructure Costs• Patient Care | | | REVENUE STREAMS <ul style="list-style-type: none">• Medical Services Fees• Pharmacy Sales• Health Insurance Payments• Medical Tourism• Digital Health Services• Corporate Healthcare Services | |

Digital Strategies of Apollo

Apollo Hospitals uses a variety of digital strategies to reach patients, promote services, and build their brand:

1. Website and SEO

An informative, user-friendly website that's optimized for search engines helps patients find information and improves visibility.

2. Social media

Apollo Hospitals uses platforms like Facebook, Twitter, Instagram, YouTube, and LinkedIn to share health tips, engage with patients, and promote services. They use each platform's strengths to create tailored content, and regularly post informative stories, reels, memes, and polls.

3. Content marketing

Apollo Hospitals creates regular blogs, videos, and webinars on health topics to educate patients and establish themselves as an authority in healthcare.

4. Email marketing

Apollo Hospitals sends personalized email campaigns to patients for follow-ups, health tips, and promotional offers.

5. Influencer marketing

Apollo Hospitals partners with healthcare professionals, bloggers, or celebrities who have a strong social media presence to promote their services and reach a wider audience. They make sure the influencers align with their brand values and target demographic.

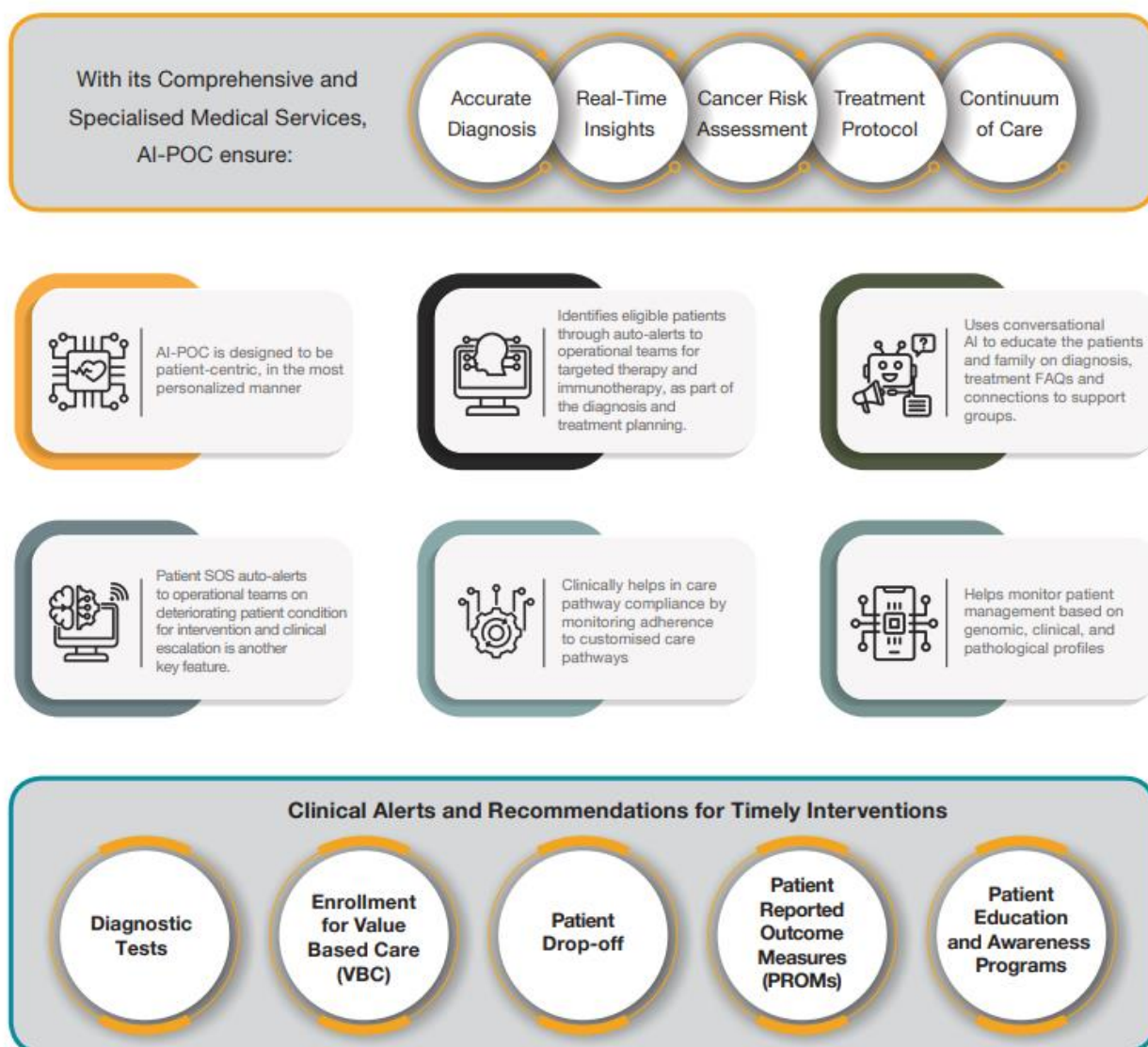
6. Digitizing processes

Apollo Hospitals uses the Nutanix Cloud Platform to migrate their HIS application, which speeds up patient flows. Patients can enter their details at kiosks at the hospital entrance, and the data is sent to the main registration desk so that all registration work is completed before the patient arrives.

7. Integrated data platform

Through our integrated digital platform, Apollo 24|7, we have enabled access to the entire network of services offered by Apollo, through the mobile device. This innovative platform combines Apollo's rich legacy of clinical excellence and research with the latest technology, ensuring a superior healthcare experience for all.

It offers home delivery of genuine medicines within 2 hours in over 19,000 pin codes, virtual consultations with the best of Apollo specialists and superspecialists: guaranteed consults within 15 minutes for emergencies, and home collection of diagnostics samples with a strong phlebotomy network. Above all, the platform hosts a strong Electronic Medical Record (EMR) which serves as a digital health vault for the individual. With over 33 million registered users and a 360-degree offering, Apollo 24|7 is a unique eco-system of care



Annual Report 2023-24

Challenges in Digital Transformation

1. Data Security and Privacy

Ensuring the security and privacy of sensitive patient data is paramount. Apollo Hospitals employs robust cybersecurity measures to mitigate risks.

2. Integration of Systems

Integrating diverse digital systems, including EHRs, patient portals, and other applications, presents significant challenges.

3. Training and Adoption

Effective training programs are essential for healthcare staff to fully utilize digital tools and embrace the digital transformation.

4. Digital Literacy

Bridging the digital divide and ensuring patient access to digital platforms require addressing digital literacy issues.

5. Regulatory Compliance:

Evolving Regulations: The healthcare landscape is constantly evolving, with new regulations and guidelines being introduced.

Apollo must stay updated with these changes to ensure compliance and avoid penalties.

6. Cost and Return on Investment (ROI):

Initial Investment: Implementing digital strategies can be costly, requiring significant investments in technology, infrastructure, and training.

Measuring ROI: Quantifying the benefits of digital initiatives can be challenging, making it difficult to justify the initial investment and secure funding for future projects.

FORTIS HOSPITAL

About the company

Fortis Healthcare Limited (FHL) is a privately-owned, for-profit hospital network based in Gurgaon, India. It began its healthcare operations in Mohali, Punjab, where it established its first hospital. Over time, Fortis expanded its reach by acquiring the healthcare division of the Escorts group, which helped the hospital chain grow significantly across India.

One of the key acquisitions was the Escorts Heart and Research Centre in Okhla, Delhi, which became an important part of Fortis's network. This centre is known for its specialized cardiac care and has played a pivotal role in the careers of several prominent medical professionals, including Dr. Naresh Trehan, who is currently the Managing Director of Medanta, another major healthcare institution in India. The growth and development of Fortis through such strategic acquisitions have solidified its position as a leading healthcare provider in the country.

Fortis Healthcare Limited is a major healthcare provider in India, affiliated with IHH Healthcare Berhad, a global healthcare group. It operates a large network of healthcare facilities, including hospitals and diagnostic centers, both in India and internationally, in countries like the UAE, Nepal, and Sri Lanka. The company is publicly traded on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) of India.

Fortis Healthcare is recognized for its extensive and integrated healthcare services, which cover everything from basic outpatient clinics to highly specialized quaternary care (the highest level of medical care). It also offers various additional healthcare-related services. The organization employs around 23,000 people who are dedicated to providing high-quality patient care and achieving clinical excellence.

The company's strong connection with its parent company, IHH Healthcare Berhad, which is a significant player in the global healthcare industry, further enhances Fortis's ability to deliver top-notch healthcare services. Fortis aims to be known as the most trusted healthcare network in the world.

Vision

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

Mission

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

Our Values

1) Patient Centricity

Commit to 'best outcomes and experience' for our patients.
Treat patients and their caregivers with compassion and care.
Our patients' needs will come first.

2) Integrity

Be principled, open and honest.
Model and live our 'Values'.
Demonstrate moral courage to speak up and do the right things.

3) Teamwork

Proactively support each other and operate as one team.
Respect and value people at all levels with different opinions, experiences and backgrounds.
Demonstrate moral courage to speak up and do the right things.

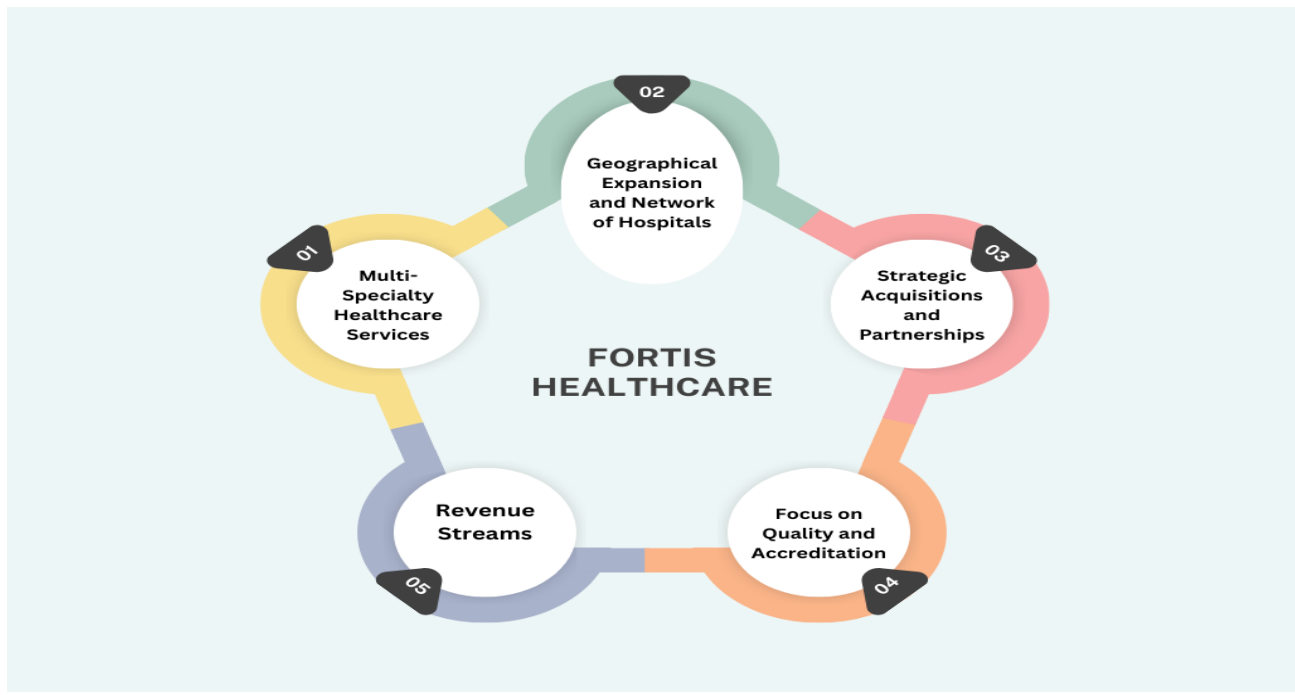
4) Ownership

Be responsible and take pride in our actions.
Take initiative and go beyond the call of duty.
Deliver commitment and agreement made.

5) Innovation

Continuously improve and innovate to exceed expectations.
Adopt a 'can-do' attitude.
Challenge ourselves to do things differently.

Business Model



1. Multi-Specialty Healthcare Services

Fortis provides a wide range of healthcare services, including cardiology, orthopedics, neurology, oncology, nephrology, and gastroenterology, among others. This diversified service offering attracts a broad patient base. They invest in advanced medical technology and equipment to provide high-quality care, ensuring better diagnostic accuracy and treatment outcomes.

2. Geographical Expansion and Network of Hospitals

Fortis has a wide network of hospitals across various regions in India with its first hospital in Mohali, Punjab. Apart from India, it also has its presence in UAE and Srilanka. This geographical expansion helps in catering to a larger population base and increases brand visibility and trust. Fortis attracts a significant number of international patients due to its reputation for quality healthcare services and relatively lower costs compared to Western countries, contributing to its revenue.

3. Strategic Acquisitions and Partnerships

Fortis often expands its network through acquisitions of existing hospitals or healthcare chains, which helps in scaling operations quickly and effectively. Fortis Healthcare has acquired Medeor Hospital in Manesar, India. In April 2023, the company entered a definitive deal with the VPS Group to buy the hospital for Rs2.25 billion (\$27.23 million).

Recently in 2024, Fortis Healthcare Launches Mental Health Vertical with AI-Powered Solutions. The vertical has been launched in exclusive partnership with United we care and Adayu - an AI powered holistic mental health app.

They collaborate with other healthcare providers, technology companies, and educational institutions to enhance service offerings and introduce innovative treatments and practices. Fortis Healthcare partners with RED.Health to provide ambulances in 10-30 minutes in June 2023.

4. Focus on Quality and Accreditation

Fortis hospitals focus on maintaining high standards of care and quality. Many of their hospitals are accredited by national and international bodies such as NABH (National Accreditation Board for Hospitals & Healthcare Providers) and JCI (Joint Commission International). The emphasis on clinical excellence ensures high success rates for various procedures and treatments, building trust among patients.

5. Revenue Streams

Revenue is generated from inpatient services (surgeries, hospital stays) and outpatient services (consultations, diagnostics). The Company's key medical specialties viz. oncology, orthopaedics, renal sciences, gastroenterology, neurosciences and cardiac sciences witnessed a growth of 14% in revenues versus the previous corresponding quarter. Within this, the Oncology and Gastro Sciences specialties witnessed a growth of 34% and 26%, respectively. The combined revenue contribution of these six specialties stood at 63% similar to Q1FY23. (Data as per FY 2024 Q1).

Fortis has been focusing on key strategic clusters by divesting non-core assets and enhancing its presence in specific regions. It recently sold its hospital business in Vadapalani, Chennai to streamline its operations.

Fortis has leveraged digital platforms to improve revenues. Revenues from digital channels such as websites, My Fortis app and online campaigns increased 48% (as per FY 2024 Q1) over Q2 FY22 and 11% over Q1 FY23. Digital revenues contribution to overall hospital revenues stood at 22.6% (Q2 FY22: 16.7% and Q1 FY23: 23.8%).

Business Model Canvas for Fortis

| | | | | |
|---|---|--|--|---|
| KEY PARTNERS <ul style="list-style-type: none">• Medical Equipment Suppliers• Pharmaceutical Companies• Health Insurance Providers• Technology Providers• Government Bodies• Medical Institutions• Third-Party Service Providers | KEY ACTIVITY <ul style="list-style-type: none">• Healthcare Services• Specialized Care• Medical Education and Training• Medical Research• Digital Health Services• Patient Support Services | VALUR PROPOSITION <ul style="list-style-type: none">• Comprehensive Healthcare Solutions• Quality and Patient Safety• Specialized and Advanced Treatments• Patient-Centric Approach• Accessibility and Affordability• Digital Health Integration | CUSTOMER RELATIONSHIP <ul style="list-style-type: none">• Patient Care Services• Health and Wellness Programs• Loyalty Programs• Community Engagement• Digital Health Engagement• International Patient Services | CUSTOMER SEGMENT <ul style="list-style-type: none">• Patients• Health Insurance Policyholders• Medical Tourists• Corporate Clients• Healthcare Professionals• Research Institutions |
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Fortis Healthcare: Digital Strategies

Fortis, a leading multinational financial services company, has established itself as a key player in the industry with a strong foundation and impressive track record. The company's commitment to innovation and excellence has propelled its growth, enabling it to maintain a competitive edge in the market. Through strategic marketing efforts, Fortis has effectively reached its target audience, built brand awareness, and solidified its position as an industry leader. In this blog post, we will delve into the various marketing strategies employed by Fortis that have played a crucial role in its success. Join us as we explore the key tactics and initiatives that have made Fortis a marketing powerhouse in the financial services sector.

Marketing Strategies Used by Fortis

Influencer Marketing

Influencer marketing is one of the key strategies used by Fortis to reach their target audience. This strategy involves partnering with popular influencers in the industry to promote their products or services. Fortis has successfully implemented this strategy by collaborating with well-known fitness influencers to endorse their energy supplements. One example of this is their partnership with a popular fitness guru who promoted Fortis protein bars on her social media platforms. The results of this influencer marketing campaign led to a significant increase in sales for Fortis, as well as heightened brand awareness among the fitness community.

Content Marketing

Content marketing is another effective strategy used by Fortis to engage with their audience. This strategy involves creating valuable and relevant content, such as blog posts, videos, and social media posts, to attract and retain customers. Fortis implemented this strategy by sharing informative articles on nutrition and health tips on their website and social media channels. By providing valuable content to their audience, Fortis was able to position themselves as a trusted authority in the fitness industry. This, in turn, led to increased website traffic, higher engagement rates, and improved brand recognition for Fortis.

Social Media Advertising

Fortis has also utilized social media advertising as a key marketing strategy to drive sales and increase brand visibility. This strategy involves running targeted ads on platforms like Instagram and Facebook to reach a specific audience. For example, Fortis launched a social media advertising campaign promoting their new line of workout apparel, targeting fitness enthusiasts aged 18-35. The results of this campaign showed a significant increase in sales for Fortis, as well as a boost in brand awareness among their target demographic. By employing these marketing strategies effectively, Fortis has been able to achieve

remarkable success in the competitive fitness industry. Their innovative approaches to influencer marketing, content marketing, and social media advertising have set them apart from their competitors, making them a go-to brand for fitness enthusiasts worldwide.

Digital Campaigns of Fortis

Fortis has a substantial social media presence on Twitter, YouTube, Facebook, and Instagram and implemented digital campaigns during the pandemic. They created a strong image across with effective campaigns. Some of those campaigns are;

- All is well
- Covid expert group
- Health Tips
- Attack the Attack

All is Well

All is well India, #AlliswellMumbai or #AlliswellChennai is a social media campaign launched by Fortis at the beginning of the year, predominantly on Instagram and Twitter. The new year saw an upsurge in Covid'19 cases. Metros like Mumbai and Chennai witnessed a significant peak. The fear of Omicron was driving people into their shells, and the atmosphere was panic-ridden. At this point, Fortis launched #AllisWell with the city.

The campaign was to ensure people that they need not panic. The messaging of the campaign focused on how prepared the city and its healthcare system were to serve its people with all required services.

By taking on the role as an industry leader, the people received this campaign well.

Covid Expert Group

Covid Expert Group is a campaign on Instagram where they started publishing a series of short videos of experts from Fortis unfolding various aspects of Covid19. The experts broke the myths regarding Covid and also threw light on the following topics:

- Various precautions to be taken during the pandemic to stay safe.
- Benefits of vaccinations and how vaccines help decrease the severity of Covid infections.
- The importance of adhering to safety protocols during the pandemic.
- The importance of wearing double masks to avoid the contraction of Covid.

By being a thought leader, Fortis is becoming a go-to healthcare provider in people's minds

Health Tips

Health tips is the relatively new series of posts by the healthcare giant that provides users with necessary information regarding various medical conditions. The posts are published on platforms like Instagram, Twitter, and Facebook.

The posts cover a range of topics, including terminal illnesses like cancer, obesity, dental hygiene, diet plans, heart conditions, kids' well-being, and more.

Fortis understood that it was important to look beyond their services and focus on the people's general health. While many healthcare providers put up a post once in a while, Fortis ran an entire campaign around it, thus addressing the whole healthcare ecosystem

Attack the Attack

Attack the Attack was launched in 2016, spearheaded by Fortis's leading cardiologists and singer-musician, Raghu Dixit. In the first phase of the campaign, a survey was conducted to check the preparedness of Mumbai citizens to identify a heart attack and how to tackle it. It was conducted between July and August.

After collecting the data, the campaign strategized on creating awareness to know specific heart attack symptoms and the urgency to acquire medical aid within the first hour of the heart attack.

The campaign was amplified on popular social media platforms and targetted a net-savvy audience.

Conclusion

Fortis Healthcare does an excellent job finding relevant campaigns to boost its social media presence. They successfully create great content and ensure it reflects their brand's vision and services.

There are crucial takeaways after looking at their different campaigns.

Firstly, they have designed various campaigns catering to their target audience, ensuring they address all chunks of the pie. Although the engagement of these campaigns was not as high as say campaigns of the retail industry would have received, it put Fortis on the map in the digital space.

However, it is also critical to think why even such a leading healthcare service provider isn't able to create a massive buzz continuously. They have minimal social media engagement otherwise. Secondly, there is a high possibility that these strategies get monotonous and quickly copied by their competitors. It is vital to get inventive and, more important, to add value-added content rather than tips.

What do you think of Fortis's digital campaigns? Do you think they are able to rise above the noise and reach their target audience with such strategies?

Do reach out to us if you want to create tailor-made campaigns that would amplify your brand's vision and build your audience's trust

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Comparison of all digital strategies

Commonalities:

- **Digital Infrastructure:** All three organizations have invested heavily in robust digital infrastructure to support their digital strategies. Apollo and AIIMS have focused on EHRs and integrated data platforms, while Fortis has created a strong presence on social media and digital campaigns.
- **Patient Engagement:** Each organization uses digital tools to engage patients. Apollo uses an integrated platform (Apollo 24|7) for virtual consultations and other services, AIIMS leverages telemedicine and mobile apps, and Fortis focuses on social media campaigns for patient education and awareness.
- **Use of AI and Data Analytics:** AI is used by all three for various purposes: Apollo's AI-Precision Oncology Centre for personalized cancer care, AIIMS for predictive analytics and personalized treatment, and Fortis for targeted social media advertising and campaign analysis.
- **Content Marketing:** All three organizations utilize content marketing to educate and inform patients. Apollo uses blogs, webinars, and social media content, AIIMS uses mobile apps and educational content, and Fortis focuses on health tips and informative campaigns.

Differences:

Scope and Integration:

- **Apollo Hospitals:** Has a highly integrated digital platform (Apollo 24|7) that offers a wide range of services, from teleconsultations to medicine delivery and electronic health records. This comprehensive ecosystem offers a more unified patient experience.
- **AIIMS:** While AIIMS also uses EHRs and telemedicine, its approach is more decentralized, focusing on enhancing specific areas like AI-driven diagnostics and DHRs.
- **Fortis Healthcare:** Fortis focuses more on digital marketing and patient engagement through social media, without a unified platform like Apollo's. Their strategies are more campaign-driven rather than integrated into a single digital ecosystem.

Focus on Social Media:

- **Fortis:** Puts significant emphasis on social media marketing and influencer campaigns. Their strategies are designed to increase brand awareness and patient engagement through campaigns like "All is Well" and "Attack the Attack."

- Apollo: Uses social media for engagement, but the emphasis is more on providing value-added services through its platform, with a less aggressive social media presence compared to Fortis.
- AIIMS: Uses social media and mobile apps primarily for educational purposes and to enhance patient services like appointment booking, with less focus on marketing.

Use of AI:

- Apollo: Uses AI for specialized healthcare services like oncology, focusing on precision medicine.
- AIIMS: Employs AI for broader healthcare applications, including predictive analytics and personalized treatment plans.
- Fortis: Utilizes AI mainly for targeted digital advertising and campaign management, rather than for core medical services.

Advantages:

Apollo Hospitals:

- Comprehensive Ecosystem: The Apollo 24|7 platform offers a one-stop solution for patients, enhancing convenience and accessibility.
- Advanced AI Applications: The AI-Precision Oncology Centre represents cutting-edge use of AI in healthcare.

AIIMS:

- Holistic Health Records: The focus on DHRs provides a more comprehensive view of patient health, enabling precision medicine.
- Geographical Reach: Telemedicine initiatives effectively bridge gaps in healthcare access, especially in remote areas.

Fortis Healthcare:

- Brand Visibility: Effective use of social media and influencer marketing has made Fortis a recognized name in healthcare.
- Engagement: The use of creative campaigns has helped Fortis maintain engagement with its audience, even during pandemics.

Disadvantages:

Apollo Hospitals:

- **Over-reliance on Technology:** The heavy focus on digital tools may alienate less tech-savvy patients.
- **Cost of Implementation:** The development and maintenance of an integrated platform like Apollo 24|7 require significant financial investment.

AIIMS:

- **Fragmented Approach:** While AIIMS has multiple digital strategies, the lack of integration across platforms may lead to inefficiencies.
- **Limited Marketing:** AIIMS's focus is more on healthcare delivery and less on brand-building through digital marketing, which could limit its reach.

Fortis Healthcare:

- **Lack of Integration:** Fortis's digital strategies are less integrated, which might lead to a fragmented patient experience.
- **Overemphasis on Campaigns:** The reliance on social media campaigns may lead to diminishing returns if not regularly refreshed with innovative content.

Conclusion

Apollo Hospitals excels in creating a holistic digital ecosystem that integrates various healthcare services, making it a leader in patient-centric digital healthcare. AIIMS's strength lies in its use of digital tools to enhance patient care and access, especially in remote areas. Fortis Healthcare, on the other hand, has made significant strides in digital marketing and brand awareness but may need to develop a more integrated digital platform to enhance patient experience. Each approach has its merits, and the choice of strategy should align with the organization's overall goals and target audience.

ANNEXURES

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Individual roles in the project

| Enrol. no | Name | Role |
|-----------|--------------|---|
| 0780 | G. Reeshmika | - AIIMS - About the company & Business model of the company - Project document compilation |
| 0841 | Mauboni | - AIIMA Digital strategies and Challenges |
| 0793 | Aaslay | - Apollo - About the company & Business model of the company |
| 0771 | Jaya Ram. U | - Apollo – Digital strategies and Challenges - Project document compilation |
| 0791 | Manasvi | - Fortis - About the company & Business model |
| 0816 | Aditya | - Fortis - Digital Strategies of the company & Business model diagram |