

If IndiGo Ran Your Hospital

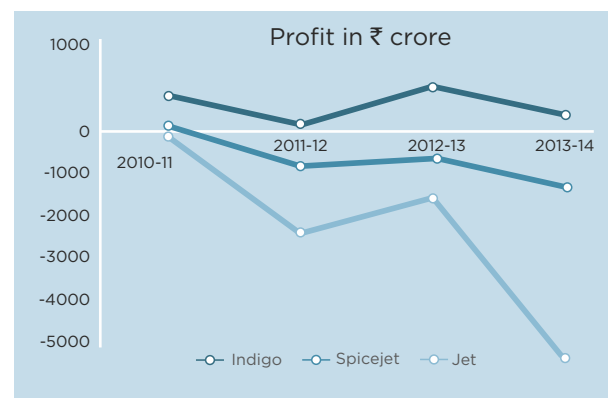
Ratan Jalan

Thanks to Aditya Ghosh, IndiGo's President & Executive Director, I was able to look under the hood and get a peek into this widely acclaimed airline's secret sauce. This article is not aimed at providing a ready-to-implement toolkit of 'things you can do'. It is meant to provoke and facilitate a different way of thinking. If it helps you feel somewhat disturbed, but with a tinge of optimism and possibilities, I would have achieved my objective. I am grateful to Rohini Duvvuri for her painstaking editorial inputs and Rajesh Nambiar for the excellent design.

Pictures relating to various facets of IndiGo are used to illustrate the point being made.

Frankly, you'll have nothing to complain if IndiGo ran your hospital. It would procure state-of-the-art equipment, offer consistently superior clinical outcome at relatively lower prices and employ extremely competent physicians, nurses and other staff. It would also ensure that all the stakeholders – ranging from patients, employees and vendors to investors, government and the society at large – are more than happy with its performance.

I am constantly amazed by IndiGo's trailblazing performance in an industry, which is notorious for its loss making capabilities and has witnessed many corporate casualties. In India alone, the cumulative losses for airlines over the last seven years have crossed ₹ 65,000 crore. IndiGo, on the other hand, has been the lone profit-maker and has posted six straight years of profits against the backdrop of vicious fare fights. The airline is reportedly expecting to record a net profit of up to ₹ 2,200 crore in 2014-15 partly on account of

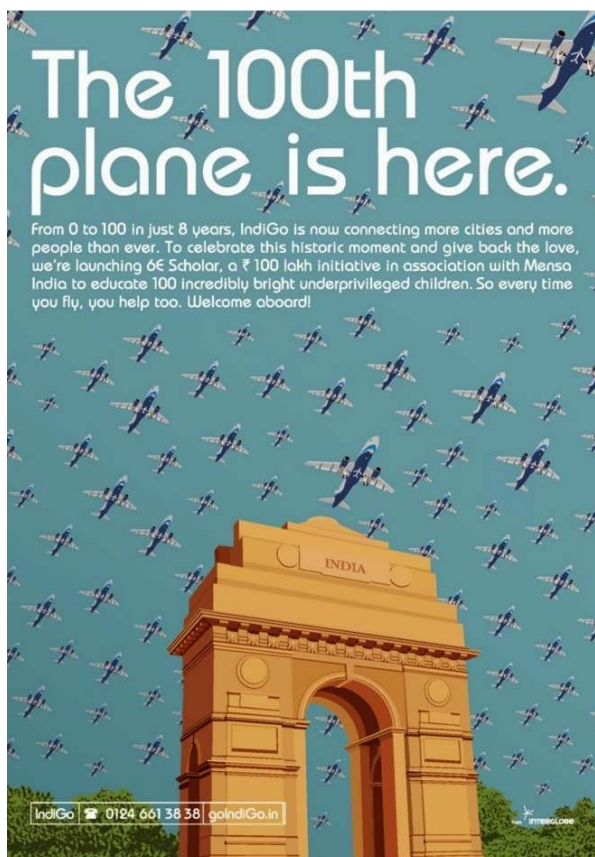


low crude oil prices and is targeting for ₹ 2,500 crore IPO in the next couple of quarters to fund expansion. Not surprisingly, it has won numerous awards for its service, and has captured the hearts of millions. "IndiGo has completely changed the concept of what a budget airline should be. Low cost need not mean low quality. I'm a huge fan," says Deep Kalra, founder of MakeMyTrip Inc. And such an iconic success story justifies why healthcare, which is also talked about as a 'difficult' industry (though for somewhat different reasons), could benefit from getting to know a bit of IndiGo's secret sauce.

It is not about low price; it is about low cost.

IndiGo started its very existence in 2005 with an order of 100 Airbus A320 family aircraft, worth over \$6 billion, which was the largest order ever given by an Indian aviation company. As a co-founder of the Company, Rakesh Gangwal, an aviation industry veteran and a former CEO and Chairman of US Airways, played a pivotal role in driving a hard bargain. Some even claim every aircraft for IndiGo comes \$3-4 million cheaper than the price at which others get them. Such an audacious start not only demonstrated IndiGo's foresight and aggressive growth strategy, but also ensured a significant cost advantage for all time to come. Staying true to its vision, it took the delivery of the 100th plane a few months back. Meanwhile, the airline had taken even more audacious bets by ordering 180 A-320neos in 2011 and another 250 A320net jets last year.

Rahul Bhatia, the other co-founder, is legendarily tight-fisted. “We keep asking ourselves: What other cost can we remove without losing a single customer? This is our religion,” says Bhatia. There are a host of cost-cutting moves at the operational level. To start with, there is exceptionally smart route planning. IndiGo with its fleet of 94 aircraft (To ensure lower maintenance cost, it returns older aircraft and maintains a young fleet) flies to only 38 destinations. SpiceJet, in comparison, with just 35 aircraft, flies to 43. As each destination requires new investments (rentals, staff, ground-handling, equipment et cetera), this strategy helps contain costs and, in fact, helps garner larger market share for flights originating from that destination. With the help of meticulously thought-through vendor contracts for maintenance, IndiGo ensures better aircraft availability at lowest costs. Moreover, with less than 100 employees per aircraft, it has the lowest manpower ratio (compared to 130 for Jet Airways and 260 for Air India). Unlike other airlines, its crew doesn’t stay in five-star hotels. And to achieve considerable savings in fuel costs, it prefers to buy fuel-efficient aircraft and encourages its pilots to follow certain guidelines, which get prepared based on close scrutiny of a typical flight path. Last but not the least, its profit record has meant that it has impressive creditworthiness, which, in turn, results in lower financing costs for its aircraft.



In comparison, how often do we come across hospitals having such an impressive cost containment strategy? Aravind Eye Hospitals, though a not-for-profit entity, has been one of the rare exceptions. Despite offering free care to almost half its patients, and at cost to another 20%, it generates substantial surplus. Its no-frills infrastructure and single-minded focus on streamlining operations to achieve multifold increase in efficiency is so akin to IndiGo’s strategy. Setting up an in-house intraocular lens manufacturing facility of global standards to ensure significant savings in material costs was no less prudent than IndiGo’s first aircraft order.

There are myriad ways hospitals around us can choose to reduce cost. Majority of the hospitals strangely still choose to own rather than lease space despite the high cost of real estate and investors’ preference for asset light models. A few such as Global Hospitals, Rainbow Children’s Hospitals and Cloudnine Hospitals have stayed away from this practice. Dr. Ramesh Kancharla, Chairman at Rainbow says succinctly, “I would rather invest in healthcare.” Matrix Partners, a leading investment firm, has significant presence in healthcare in companies like Cloudnine, Centre for Sight, Mewar Orthopedics and Meditrina Hospitals. Asish Mohapatra, Director at Matrix’s Mumbai office says, “None of our investee companies in healthcare own real estate. You simply don’t get valued for what you invest in land and building. Moreover, property owners today are more than willing to lease large spaces on a long-term basis at fairly attractive rentals, since they get steady fixed income.”

Moreover, an aggressive growth strategy could also help a player in making huge savings in equipment cost, the way Dr Devi Shetty at Narayana Health has done. Likewise, I had ensured a 20-25% savings in the overall project cost when I set up the large network of Apollo Clinics. At the operational level, resource productivity continues to be an area, which hasn’t been fully exploited. An expensive resource like the operation theatre complex, for example, unfortunately doesn’t get used for more than 50 hours in a week! It’s the same with some high-end diagnostic equipment that hospitals procure, but don’t use optimally. Reducing material cost tends to be on the top of the agenda as soon as a venture capital firm invests in a hospital. To contain physician costs, a few players have moved towards a salaried model. Hospitals like Medanta Medicity in Gurgaon, on the other hand, have leveraged outsourcing options – the way they tied up with Guardian for their pharmacy operations – to

reduce costs without sacrificing returns. Some others have outsourced diagnostics and at times, services like dialysis, ophthalmology or even the entire gamut of oncology services. Fortis, at some of its hospitals, has managed to achieve remarkable reduction in energy costs by focusing on efficiency of the air-conditioning system and reducing wastage in lighting.

Define your promise. And then deliver on that promise.

Low price, as we know, is often associated with some 'understandable' trade-offs in quality. IndiGo therefore realized from the very start that in addition to low price, it must offer another unique strength to be a long-term winner. Its in-depth research revealed, not so surprisingly, that travellers, both business and leisure, put punctuality somewhere on the top as a criterion while choosing an airline. And unlike some other frills such as in-flight entertainment, gourmet meals or wider seats, travellers really 'valued' on-time performance.

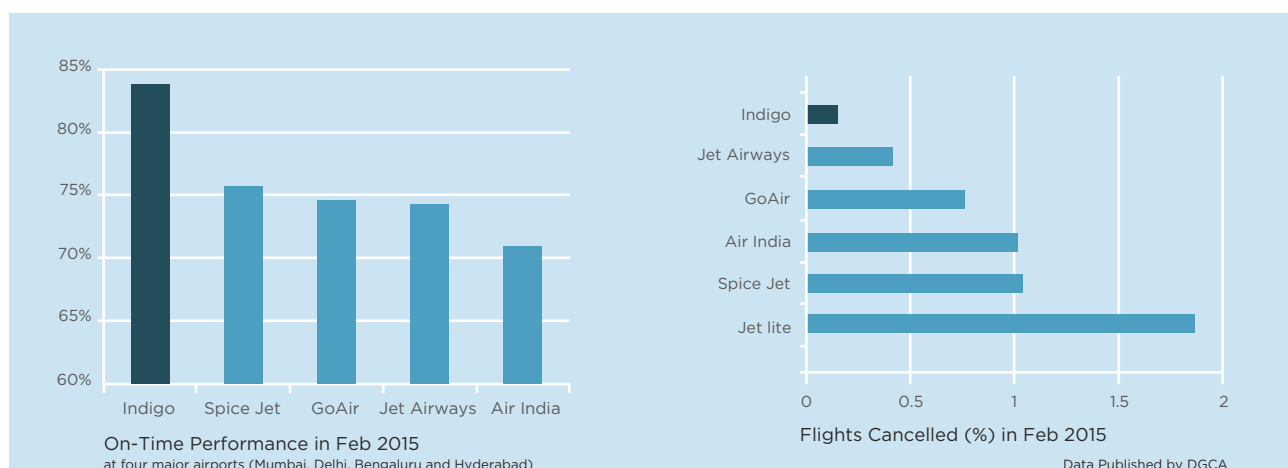


It was decided that punctuality was going to be IndiGo's hallmark. And it went all out to achieve that. Look at its innovative ramps. Leave aside the ease of carrying your suitcase or pushing a passenger in wheel chair, the ramp is estimated to save the airline 8-10 seconds per passenger, which translates to significant savings in time since a flight can have up to 180 passengers. IndiGo's ramps carry a simple message, "You can tell a lot about an airline by its ramp" – so very true.

Interestingly, it is the only airline, which would send an SMS urging you to be there at the airport at least two hours prior to departure. Invariably its buses will also get you to the aircraft for boarding a little earlier than you may prefer with an apology for inconvenience caused, in case the aircraft is getting ready. To ensure a quick turnaround time, IndiGo requests you to help keep the aircraft clean for the next flight by handing over trash to flight attendants. All these measures have helped IndiGo pull off this seemingly impossible feat of offering the best on-time performance month-after-month since its inception. The fact that it has only A320 in its fleet has its own advantages. In case of a last minute change, for instance, the same crew and pilots can fly any other flight. What some of us may not know is that IndiGo also has the lowest rate of cancellations in the industry!

The airline has spared no efforts to ensure that its incredible on-time performance is etched in our mind forever – be it the way it talks about IndiGo Standard Time or the way its website and ad campaigns constantly reinforce its track record. While one of its print ads spoke about 'late being a four letter word', its TV commercial emphasized how IndiGo, being on time helps you achieve your goals! Such a feat does not necessarily require additional capital; it just requires an uncompromising mindset. Aditya Ghosh, its President & Executive Director, shared with me, how punctuality for IndiGo is not limited to flights, but has become the airline's DNA. Everything at IndiGo, he said, be it employee appraisals or a routine meeting, must happen on time.

Let's get back to hospitals. Can a low-price hospital, leave alone a large corporate hospital, deliver better performance on an attribute, which patients value? The attributes, for example, could range from waiting time or transparency in billing to infection control or surgical outcome. And like IndiGo, can it deliver the superior performance in clear quantifiable terms, and on a continuous basis? I firmly believe that it can, but not without adopting that no-negotiation-on-this-count-attitude. When IndiGo can manage a turnaround time of about 30 minutes for its flights with



Driving Infection Control like On-Time Performance

With hospital acquired infections impacting over 10% of inpatients in even the best hospitals, infection control is a critical issue for any hospital. A hospital could pick infection control, amongst many other options, as a key differentiator-the way IndiGo chose on-time performance. When it comes to infection control, antibiotic resistance, immunocompromised patients, increasing work pressures and never-ending visitors continue to be the challenges often spoken about. The biggest challenge however is the lack of adequate concern. There is this belief that since there has been no catastrophe, 'we must be doing ok'. The reality unfortunately is far from true. There is scope to achieve significant reduction in infection rate in almost all hospitals, big or small.

Such an exercise will involve conducting baseline and end line assessments, defining protocols, training of nurses and other staff, ensuring compliance, and on-going collection of surveillance data. Becton, Dickinson and Company (BD), a globally renowned medical technology firm, in fact, has launched a program, called SAFE-I, to provide support to hospitals, particularly the smaller ones, to improve their infection control practices. Varun Khanna, MD of BD's India operations, says, "Inevitably, it is all about focus, inculcating

the right culture within your hospital's team and not giving up." Poor adherence, as the experts in the field routinely point out, to a habit as simple as washing hands with a proper antiseptic solution, both before and after coming in physical contact with a patient, is enough to cause havoc.



A typical poster within the hospital to convey infection control performance to different stakeholders

Though the quality of infection control is 'invisible' to a patient or to his relatives, any achievement in this area needs to be suitably leveraged through different channels of communication.

Chennai-based MIOT Hospital in one of its ads, I recall, boasts about its strict protocols for visitors in the ICU as one of the means to control infection and achieve 99% success rate in surgeries.

literally hundreds of activities happening during that brief interval, have you ever wondered why hospitals still take four hours, on an average, to discharge a patient?

Keep it simple, Stupid.

Contrary to popular belief, it is a lot more complex to keep things simple. "Innovation is about saying no to 1000 things," said Steve Jobs. IndiGo has one kind of aircraft and one class of passengers. It has no frequent flyer programmes, no airport lounges and no in-flight entertainment. Other than low fares and on-time performance, hassle-free is the other pillar in its promise. Its masterly route planning has helped IndiGo focus on frequency and connectivity as the mantra to gain higher market share. Given the fact that the flights between Delhi and Mumbai account for almost half the traffic in the country, IndiGo operates as many as 32 flights on this sector. Having a flight at the time you want has helped them attract and retain passengers. Connectivity is another aspect. For instance, IndiGo has connecting flights to five destinations from Ranchi: Delhi, Patna, Mumbai, Kolkata and Bangalore. It now wants to

add a few more to the list. This strategy ensures that a traveller from Ranchi will not have to look at a non-IndiGo flight to go to any of these destinations. So he becomes a loyal customer and IndiGo gets a larger share of the Ranchi market.

Other airlines outsource their route planning to big name consultants and pay them millions to 'do a relatively poor job!' "When you start needing consultants to tell you where to fly, you may as well stop flying", argues an industry veteran. IndiGo, on the other hand, does a splendid job and does it on its own. While it flies to some close foreign destinations, it plans to remain largely a domestic airline. "It might be sexy to see the IndiGo tail in Los Angeles, but we're doing pretty well right here," says Ghosh.

In healthcare, however, complexity seems to be the norm. It reaches its peak more because a hospital typically aims to treat every possible ailment or organ and does that for patients from almost any income segment. I have rarely come across hospitals rationalizing services or simplifying the frustrating maze of procedures a patient or his relatives go through. Even for a

Straight From Ghosh's Mouth



Aditya Ghosh(on the right)

What prevents other airlines from achieving comparable on-time performance?

Unlike them, we are focused on just three things: cost, on-time performance and convenience. And that focus, we believe, helps us immensely. For us, punctuality is not just about our flights. It is in our DNA. We are fanatic about it in every aspect, be it day-to-day meetings, appraisals, increments, training sessions or anything else. Other airlines have many more things to fuss about: different classes, food they serve, color of the carpet, airport lounge, frequent flyer programs and alliance partners. We just don't have these things. Fortunately, our customers value what we, as an airline, offer and continue to fly IndiGo.

Pilots, a bit like surgeons in a hospital, are rare commodities. Does it require special skills to retain them?

You have to understand everyone differently. A pilot is not an engineer, an engineer is not a flight attendant and a flight attendant is not someone else. Understand what is a pilot's dream, what does he want to do after he retires, what are his fears? For example, if he loses his flying license for some reason, he is lost since he doesn't know anything else. You have to help fulfill his dreams and in ways he appreciates. You have to address his unique fears. If you do that, you create a win-win relationship.

Why do you have wigs for flight attendants?

As you can guess, it helps achieve consistency in appearance. What you may not know however is, when time is at a crunch, it is a lot easier to wear a wig than do your hair. It is one of the many things, which helps us achieve our on-time performance.

You manage your costs ruthlessly. What helps you focus on even the pennies on a day-to-day basis?

It is about what you learn in your school - not just in moral science classes - but a deep sense of empathy - the ability to look at someone else's point of view. We think of what would high fare mean to a student, who needs to fly from Guwahati to Bangalore or someone, who needs to fly to a distant location to attend to his ailing mother. And in fact, these are the things that drive us all the time to keep our costs low, so that we can offer lower fares and yet, be profitable.

What's your vision for IndiGo?

We must be 'boringly consistent'. We must continue to perform exactly the same way in keeping our promise, as we scale up our operations. Our worst fears are that we would get complacent or arrogant. That would be suicidal.

I met Aditya Ghosh and his senior team on Friday, the 30th Jan 2015 at their Learning Academy, called ifly, in Gurgaon. While I was there, he invited me to attend the Graduation Ceremony of a batch of flight attendants passing out that day.

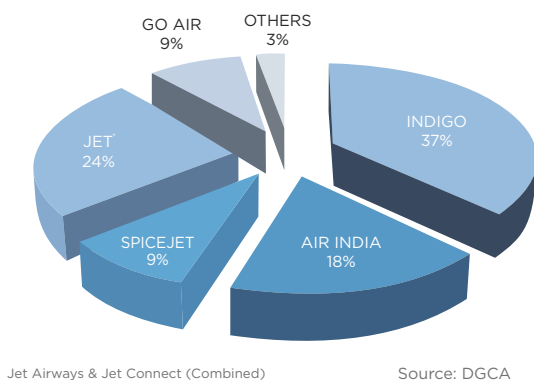


The flight attendants go through a grueling three months' training, which covers hundreds of aspects including how do you evacuate 180 passengers in less than 90 seconds in case of emergency and if required, have enough medical skills to deliver a baby on board! IndiGo encourages the family members to come for the ceremony and witness their young girls, as Ms Summi Sharma, VP (Learning Academy) says, turning into proud air-hostesses.

Aditya, who addresses each of the graduating class, told the girls "You have a dream. And it doesn't have to do with IndiGo. Follow your dreams. It is not about competing with your colleagues or someone else around you; you need to compete with yourself. And get better each and every day. And I am sure you will get closer to your dream. Now, go touch the sky."

I was thinking to myself if there is some learning for hospitals; it could be in the way we deal with our nurses.

Market Share in Feb 2015



simple outpatient visit, which may involve a physician consultation, a couple of diagnostic tests and buying some medicines, a patient, to his utter frustration, is required to make multiple visits to different cash counters and service locations; and often without much guidance. The Birthplace, a boutique birthing centre in Hyderabad, is one possible exception in my mind. It is fanatic about offering incomparable patient experience and makes everything incredibly simple. For an outpatient visit, you are required to make payment in the end and only once; it normally has one-line invoices since its package price includes everything and it has done away with admission procedure completely. People have been amazed with their experience and find to their great relief that the home-like hospital has hardly any dos and don'ts.

A CEO, like a diamond, is forever.

Ask any industry veteran if there is anything more damaging to an organization than frequent changes in its CEO. As they say, GE, despite its mammoth size and diversified operations, has had fewer CEOs in its history of over 120 years than the Vatican has had Popes! Unlike almost all other airlines in the country, which have been plagued with frequent CEO changes, IndiGo has had Ghosh at the helm almost from the beginning. It simply wouldn't have been possible, unless there was a clear understanding about role definition between him and the promoters. "I've got two owners, who let me do my job," Ghosh says. Not only that, given his young age and the fact that he is a lawyer by qualification, and therefore an outsider to the industry, Ghosh was far more inclined to 'do the impossible'. Not surprisingly, he has continued to deliver a stellar performance.

Let's look at Indian hospitals. At virtually every big-name hospital chain, the CEOs, particularly at the group level, have changed almost as frequently as the Chief Ministers in Jharkhand. The average duration for a CEO is probably less than two years. In my opinion, it largely has to do with no clear delineation of the roles between the professionals and the promoter. In such places, a

'visiting' CEO rarely focuses on building a sense of purpose and culture. Columbia Asia Hospitals has been a pleasant exception, and is strangely similar to IndiGo. Tufan Ghosh (no relation of Aditya, I am sure) has been with the hospital since the beginning and had also brought in an immensely valuable outsider's perspective given his 18 years' stint with Oberoi Hotels prior to joining Columbia. He and Dr. NandKumar Jairam, Chairman and Group Medical Director, have been performing in perfect harmony given their mutual understanding and clear role definitions. Wockhardt Hospitals, before it got acquired by Fortis, had been another impressive example on this count. Vishal Bali had been at the helm almost since its inception. During the uninterrupted span of almost 20 years, Bali played a pivotal role in masterminding its growth. More importantly, anyone, who has worked with Columbia or Wockhardt Hospitals, would vouch for their unique culture. A clear sense of transparency, professionalism and performance-orientation appears to be the common thread in their culture, something you wouldn't easily come across in any other large hospital.

People come first. Period.

As anyone, who is familiar with any of the iconic service brands, shall tell you, it's all about people. Howard Shultz, Chairman and CEO at Starbucks, goes as far as saying, "We are not in the coffee business serving people. We are in the people business serving coffee." And it's not just upmarket brands like the Taj Hotels, Louis Vuitton or Singapore Airlines; it is the same for McDonald's, Reliance Fresh or Airtel. It's no surprise that IndiGo understood it more than anyone else. It has quite consistently managed to stay at the top in "Best Places to Work" surveys. In the year 2009, for example, it ranked 12th among "Top 25 Best Companies to Work" (across all industries) in the country.

Ghosh interviews each person that IndiGo hires, be it a mechanic, flight attendant or a pilot. And he is said to meet every member of the



workforce of about 9,000 at least once a year. Everyone I personally met at the airline spoke about Ghosh as someone, who is extremely self-effacing and ever approachable. Interestingly, IndiGo

also champions the cause of gender diversity. As much as 40% of IndiGo's workforce comprises of women. All the flight attendants and 20% of pilots are women too. The fact that a female, on an average,

weighs 10-15 kgs less would be bonus in the context of an airline! Most of IndiGo's senior team members have been with the airline since inception; some have risen through the ranks from trainee level. IndiGo, in fact, routinely showcases its employees on the cover of its in-flight magazine indicating the importance it gives to its human capital. 'I am the I in IndiGo' is a tag line its employees often talk about as the airline's philosophy. It even encourages its former employees to stay in touch through the IndiGo Alumni Portal called Forever 6E.

In my opinion, most of the hospitals haven't really got their act right on this one. Aspects like career planning, objective appraisals, transparency and continuous learning rarely go beyond lip service. Typically, you have physicians, who fight their own battles about how they get discriminated, don't get paid enough or don't get the support they want. And you have others – the non-clinical staff, who feel marginalized when compared to physicians. In my close interaction with different hospitals, Columbia Asia and Wockhardt Hospitals, primarily because of the long-serving CEOs narrated earlier, have come across as exceptions. Wockhardt, in its earlier avatar, was considered very employee-focused and had people (including a large number of senior physicians), who felt valued and stayed on for years. You also have Columbia Asia, where even a junior employee swears by the top management (rare, indeed). Narayana Health(NH) has managed to create somewhat of a missionary zeal, though it seems to be fading in pockets. I can recall my conversation with promoters of two different hospitals expanding in Kolkata and Bengaluru, who mentioned, "We rarely get people applying to us from Columbia or NH."

Finally, you must have a distinct identity.

You need to stand for something, which is differentiating enough in relation to others, both in terms of what you do and what you say. A strong brand identity makes it easier to stay at the top of mind with your target audience. And it must be continuously reinforced through every possible touch point. IndiGo has a very distinct and carefully crafted identity. In line with its focus on simplicity, its visual identity has a single colour (a shade of blue, which is more sober and businesslike than what some other



airlines have), a distinctive font and a logo depicting an aircraft with just a few dots. This simple, but high-impact, combination has been leveraged across all touch points such as ads, website, boarding passes, aircraft interiors, employee uniforms, ramps and buses. Today, we would know an IndiGo advertisement, even if it didn't have the logo. It also exudes confidence;

Success is all about people.



We believe that talent and work culture can be our sustainable differentiators. We constantly work towards ensuring that each of our team members is highly engaged with the organization. We conduct a rigorous

employee engagement survey every year covering both clinical and non-clinical teams and make significant investments in making concrete plans, based on the survey findings, to improve engagement. I don't have a separate

cabin, and sit with everyone else. Each of our general managers is as approachable as I am for anyone within the organization.

We believe that trust is the basis of all teamwork and a culture that fosters open communication without fear will always lead to better results. In an industry notorious for high attrition rates, Columbia's attrition rate for managers is as low as 8%. I am proud to say that we haven't lost any key members to competition. We even engage with our former employees. In the last couple of years, almost 175 of our former team members have re-joined us.

(Excerpts from Tufan Ghosh's interview in HealthCare Radius, a leading industry publication)

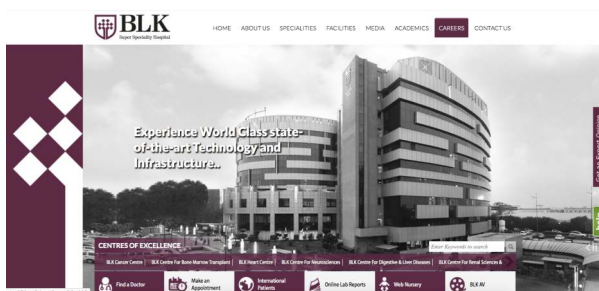
both through what it says (coining the expression Indigo Standard Time) and through what it does (starting with its first aircraft order).

And finally, while it embodies a no-nonsense business-like attitude, it has also managed to inject some fun in line with its stated 'no-frills chic' philosophy. Its airline code "6E"



(read again: sexy) and its in-flight magazine named "Hello 6E" set the stage. Its tongue-in-cheek approach gets visible in its advertising. With the headline *Let the bad times roll* it subtly reacted to the launch of the Kingfisher, but when you find it selling a t-shirt with the message, Drink Beer. Eat Spice. Fly Indigo., you just cannot miss the dig! Be its unique way of packaging the food it serves on the flight (remember reusable containers and the 'Nut Case') or something as mundane as a vomit bag with the 'Get Well Soon' message, it has always come up with memorable concepts, which stay with you forever.

In comparison, it is sad to note that very few hospitals have created a unique brand identity for themselves – an identity that is distinctive, consistent and true to their character. Narayana Health would possibly be one of the exceptions.



The brand identity evident on their website is carried through different touch points at the hospital.

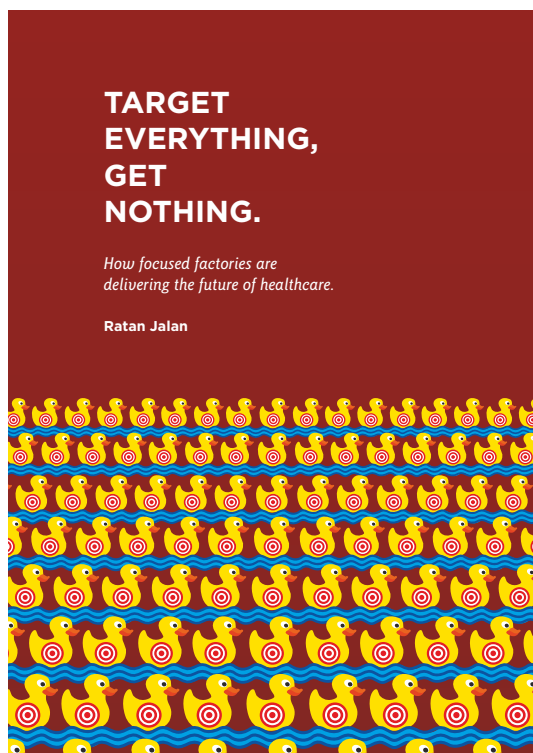
It has managed to create an identity (particularly in cardiology), which stands for affordability, high quality and innovation, though its visual identity is not as strong. On the other hand, during my visit to B L Kapur Memorial Hospital in Delhi recently, I was pleasantly surprised to notice the consistency with which its brand identity, at least visually, got conveyed through various touch points – signage,

brochures, forms, various displays, uniforms and even the furniture. Incidentally, some of the trust hospitals continue to enjoy a strong personality for their brands more as a result of their heritage. The likes of Gangaram Hospital in Delhi, Breach Candy in Mumbai or Woodlands Hospital in Kolkata are such examples. And these hospitals would also have to reinvent themselves and revisit their identity to protect their turf.

So next time you are flying IndiGo and are looking at the clouds outside the window, dare to dream differently. It is perfectly possible to create hospitals, which have a strong brand personality, are people focused, believe in simplicity, offer cheaper 'and' better care and are still profitable. The magic, as you would have realized, is in the execution.

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Earlier White Paper
December, 2014



Prof Regina Herzlinger at Harvard Business School and a globally renowned thought leader had introduced the powerful concept of 'focussed factories in healthcare'. Such organizations aim to do 'more of less'. High volumes of a limited range of activities help achieve excellent clinical outcome and also lower costs through economy of scale. Such concepts, since they are relatively smaller in scope, are easier to manage and their 'specialized' status enables them to gain quick customer franchise.

Aravind Eye Hospitals, Rainbow Children's Hospitals and the Birthplace in India and Shouldice Hospital in Canada are some of the successful examples. However, it takes clear strategy, relentless focus and meticulous execution to make this concept a success. The likes of Nova Specialty or Beams Hospitals failed since they could not assemble the parts to deliver the whole.

Limited copies of this White Paper are still available.
To get one, write to thought.leadership@med-ium.com

Thanks for sharing your excellent article. Great insights on the power of focus and differentiation in health care. One point I would amplify is that multiclinical hospitals can also be focused if they focus on cross disciplinary treatment for complex illnesses like the team approach that Mayo Clinic takes. It is the "department store" hospital that is going to be in trouble.

PROF MOHONBIR SAWHNEY
Kellog Business School

A provocative article. Relevant and well-articulated views.

DR AJIT SIGH
Independent Director, Max Hospitals Group

Thanks for you the thoughtfully-written analysis of healthcare delivery improvement. It is a real pleasure to see you combine your past experience with Apollo, your time as a consultant, and the wisdom you have gleaned from HBS faculty.

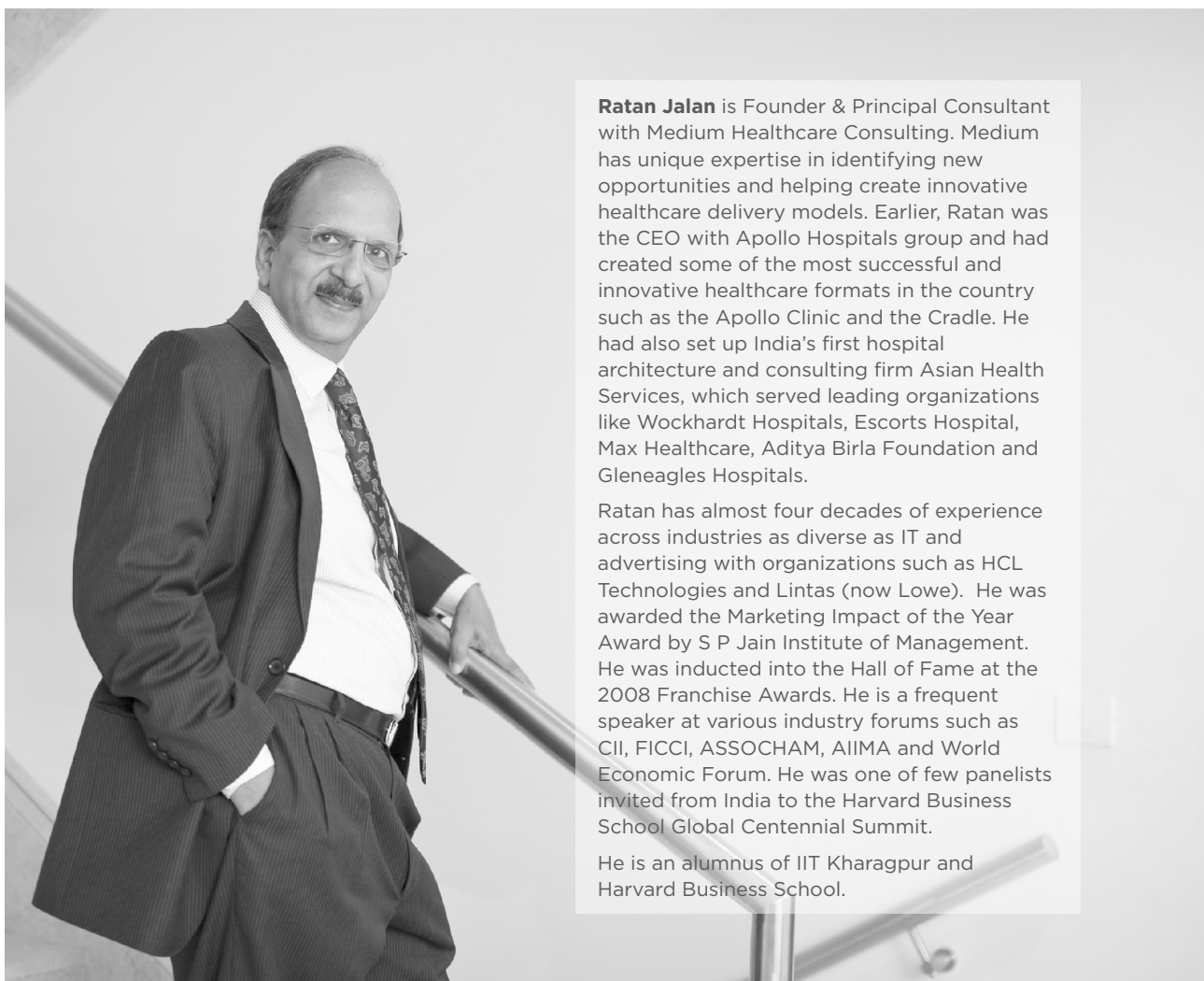
PROF NITIN NOHRIA
Dean, Harvard Business School

Really liked the article. Strategic. Thoughtful. Clear.

RAMA BIJAPURKAR
A well-known marketing consultant and author

The arguments are so compelling in the article. Wonder what makes people continue the status quo!

DR PADMANABH REDDY
A well-known neonatologist and CEO,
NICE Hospital Hyderabad



Ratan Jalan is Founder & Principal Consultant with Medium Healthcare Consulting. Medium has unique expertise in identifying new opportunities and helping create innovative healthcare delivery models. Earlier, Ratan was the CEO with Apollo Hospitals group and had created some of the most successful and innovative healthcare formats in the country such as the Apollo Clinic and the Cradle. He had also set up India's first hospital architecture and consulting firm Asian Health Services, which served leading organizations like Wockhardt Hospitals, Escorts Hospital, Max Healthcare, Aditya Birla Foundation and Gleneagles Hospitals.

Ratan has almost four decades of experience across industries as diverse as IT and advertising with organizations such as HCL Technologies and Lintas (now Lowe). He was awarded the Marketing Impact of the Year Award by S P Jain Institute of Management. He was inducted into the Hall of Fame at the 2008 Franchise Awards. He is a frequent speaker at various industry forums such as CII, FICCI, ASSOCHAM, AIIMA and World Economic Forum. He was one of few panelists invited from India to the Harvard Business School Global Centennial Summit.

He is an alumnus of IIT Kharagpur and Harvard Business School.

To get the conversation started, I urge you to share your feedback at ratjan.jalan@medium.com

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