



## **INSTITUTE OF MANAGEMENT, NIRMA UNIVERSITY**

*Summer Internship Report*

*For*

**Nephroplus**



*On*

***“New Initiatives in Dialysis for FY 20-21”***

*Submitted to*

**Prof. Chetan Jhaveri**

*Submitted By*

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**MBA – FT (2019-2021)**

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<b>Purpose of the project</b>	New Initiatives in Dialysis for FY 20-21

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## Declaration

I hereby declare that this project titled “New Initiatives in Dialysis for FY 20-21” at Nephroplu is an original work done by me under the guidance of Mr. Vijayraghavan S. This report is being submitted to Institute of Management, Nirma University, Ahmedabad, at the organization in partial fulfilment of academic requirement for the award of degree of Master of Business Administration (MBA). I also declare that this project has neither been submitted to any other universities nor done by any other student earlier for the award of degree, diploma, associate ship or any other similar title.

DATE: 05 July 2020

PLACE: Indore

Abhishek Nirgun

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MBA (FT): 2019-21

Institute of Management, Nirma University

## Acknowledgment

An effective venture can never be set up by the single exertion or the individual to whom undertaking is doled out, however it likewise requests the assistance and guardianship of some familiar individual who helps in the undersigned effectively or latently in the culmination of fruitful task.

I acknowledge my deep sense of gratitude to **Mr. Vijayraghavan S** [Zonal Head (BD) – South India] & **Ms. Dipali Pallai** (Sr. HR Manager) for providing me their valuable guidance and constant co-operation at every step of the project. This project was indeed the outcome of his clear vision and helpful attitude. Without their help and support, the fruitful culmination of this undertaking would not have been conceivable.

I would like to thank the **entire BD team of NephroPlus** who supported and helped me with my queries and guided in understanding the functioning of the company. Their significant suggestions and collaboration helped me to acquire an incentive and values from the internship program.

Lastly, I would like to express my sincere thanks to my Faculty mentor from Institute of Management, Nirma University, **Prof. Chetan Jhaveri** for providing me with the necessary guidance before the start of my internship as well during the course of internship.

## Executive Summary

The summer internship project was to find out about “New Initiatives of Dialysis for FY 20-21”. The project was under business development domain, and there were six different verticals on which the business development team was working on over the course of two months. The six different verticals were CSR Consulting companies, Independent CSR Consultants, Public Sector Enterprises and Large Public Sector entities (LPSE), Rotary and Lions Club International and HDFC 200 Companies.

The report gives us insights about how healthcare industry, dialysis industry in particular is doing currently. What NephroPlus, being the largest dialysis service provider of this country is doing to have a leap ahead of the competition and how businesses expand in service industries like health care.

In this report we also discussed what was the approach behind going for business development in all six verticals, what is the progress until now and how this project can be taken further.



## Industry Profile

### 1.1 Industry Classification

HEALTH CARE SECTOR
DIALYSIS SERVICE INDUSTRY

**Healthcare** has become one of high and biggest sectors - both in terms of revenue and employment. The Indian healthcare sector is growing at a fast pace because of its strengthening coverage, services and increasing expenditure by public as well private players. And also in the era of COVID-19, Indian healthcare industry have expanded exponentially.

Nearly 10% of India's 1.3 billion people suffer from chronic kidney disease (CKD) which comes from End Stage Renal Disease (ESRD), a disease in which the functions of the kidney slows down leading to kidney failure. one 2013 survey found that more than 15 percent of urban Indians have the disease, with rates almost 50 percent in some cities.

The increase in the number of ESRD or CKD patients eventually increases the size of **Indian dialysis market**. It increased in value to more than \$150 million in 2012, from \$100 million in 2007. Indian dialysis is increasing at a rate of 31 percent, which is very high if you compare it with the rest of the world. In the US it is 6% and 8% in the rest of the world.<sup>1</sup>

### 1.2 Industry structure

#### 1.2.1 General nature of competition

##### **LOCAL EXPANSION**

India's top leaders in healthcare such as Apollo and Fortis Healthcare have been upping their dialysis centres numbers and expanding their scope of dialysis services. In 2011, for example, Fortis announced plans to establish 50 standalone dialysis centres by 2014. All new set of centres shall feature the best state-of-the-art technology, from specialized chairs to water test ing in advanced stage. Unclean water has forced dialysis centres across India to cancelled some of their treatment in the past. Additionally, the

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<sup>1</sup> <https://www.pacificbridgemedical.com/publication/high-rates-of-chronic-kidney-disease-lead-to-medtech-opportunities-in-india/>

Fortis centers will hold educational sessions to help CKD patients better manage their conditions.

## **FOREIGN COMPANIES IN INDIA**

The increasing rate of Chronic kidney disease (CKD) and ESRD eventually led to high investments in dialysis sector in India. Fresenius (a German company), for example, increased its sales by 30% from year 2006. The German firm controls one third of the dialysis market from foreign companies in India, followed by Baxter. Nephroplus is eyeing for the acquisition of Indian operations of Baxter in the near future. Smaller foreign medical device companies, like Nipro Diagnostics, are experiencing double digit growth in their sales of medical equipment which are made in India.

The challenge far more bigger for these companies is keeping the prices of per dialysis sessions low. Because many Indian nationals cannot afford expensive dialysis sessions at high rates coupled with low government reimbursement rates. Subsequently, the ever so defined budgets which are small for many public hospitals are subject to decrease in the funding by government in the centre. In the month of May 2013, for ex., local plans for a public dialysis centre in the southern city of Madurai had to be scrapped after the central government withheld its funding.

### **1.2.2 Economic policy & its impact**

As per the index dated in 2007 by the upper house, that is the Rajya Sabha, the per capita income in India is Rs 26434 yearly. The total population is 130 crore of which 26% live below the poverty line (BPL) where the daily earning is Rs 9, in comparison, the international standard BPL is more than US \$1 per day if we calculate it substantially which comes down as Rs.45 per day in Indian currency. By this parameter, 72% of the population in India would be BPL. The government spends barely US \$8 per capita on health with priorities more on infectious disease, sanitation, nutrition etc<sup>2</sup>

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<sup>2</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2845186/>

## Company Profile – (Part A)



### 2.1 Introduction

NephroPlus is India's largest dialysis service network and also 8th largest network in the World in terms of dialysis volume. Starting with the 1st centre in 2010, it has grown every year to become a Pan India network of 206 centres spread across 120 cities in 18 States. It currently delivers 130,000 dialysis sessions per month for 15,000+ Guests. The company was co-founded by **Mr. Kamal Shah, a person over dialysis for 22+ years**, and backed by reputed investors like IFC (World Bank venture arm), Bessemer Venture Partners, and SeaLink Capital Partners.

Nephroplus is differentiated by unwavering focus on patient centric care, due to the co-founder's unique insights in dialysis care, and its world-class protocols, in-house training academies, and clinical innovations enable them to provide the best quality dialysis in India.

over the years, NephroPlus has grown to be associated with India's foremost private healthcare brands like Max Hospitals, Medanta, Fortis Memorial Research Institute, Ruby Hall Clinic, Jehangir, SPS-Ludhiana and PSRI to name a few. They operate Country's largest dialysis PPP program with the state of Andhra Pradesh and we also operate PPPs with State of Uttarakhand, organizations such as ESIC and few Coal PSUs like Neyveli and Singareni. Further, they operate India's largest dialysis centre with 100 machines delivering 6500 treatments per month at Sri Venkateswara Institute of Medical Sciences (SVIMS – Tirupathi). All these partnerships have been possible only because of our unwavering commitment to attain best clinical outcomes, patient-centric care and operational excellence in India.

## 2.2 Products and Service

Nephroplus have always given priority to the patients (they call them guests) first. The comfort of guests at Nephroplus centers is given utmost importance. There are wide range of dialysis services that company provides so that to ease the comfort of their guests –

### 1. In-center Hemodialysis

Each center of NephroPlus has state-of-the-art machines from world leaders in Hemodialysis. The company use only brand new machines. Their Reverse osmosis plants are also from the best manufacturers in the market. All their dialysis consumables are also of the highest quality. All this is to ensure that your dialysis session is entirely risk - free and of the highest quality as possible.



*Figure 1 NephroPlus dialysis centre of Hyderabad*

### 2. Home Hemodialysis

Hemodialysis can be done at home too! The following are the advantages of doing Hemodialysis at home:

- Dialysis at your own convenience
- No need to adhere to center schedules and timings
- Be completely independent
- Get better dialysis

The following are the equipment Nephroplus provide to set up guest's Hemodialysis at home –

- Hemodialysis machine
- Reverse osmosis water treatment plant
- Additional wiring and plumbing

one major benefit of dialyzing at home is that you can dialyze more frequently with ease. Research shows that hemodialysis, when done more frequently, over longer durations and more gently is much better for the body overall in terms of both short term and long term outcomes.

It is hardly practical to go to a hospital or center every day of the week for long hours. This is much easier when done at home. So, this kind of ‘optimal dialysis’ is much more doable if people dialyze at home.

### 3. Peritoneal Dialysis

Peritoneal Dialysis is a great treatment modality, especially for those who want to get treated at home and can take good care of themselves.

NephroPlus has tied up with the market leaders in Peritoneal Dialysis to offer world-class, end-to-end Peritoneal Dialysis Services for its patients. The company realized that there is no one-size-fits-all approach to PD and they will customize the best possible treatment accordingly.

Peritoneal Dialysis exchanges are usually done by patients themselves. Patient training becomes very important in this therapy. NephroPlus has trained, certified clinical coordinators who teach patients how to do their exchanges and exit site dressings and to use aseptic techniques and proper hand-washing method to ensure that they get long years of services from their peritoneal cavities.

### 4. Holiday Dialysis

This is for the patients who want to go for a holiday and enjoy the sightsees around the country. Nephroplus arranges everything regarding the dialysis on the holiday destination, from cabs to hotels to appointments in their local dialysis centers.



*Figure 2 Currently the option of holiday Dialysis is available in 11 holiday locations in the country*

## 2.3 Who are the Customers

The customers are those who suffering from End Stage Renal Disease (ESRD) End stage renal disease (ESRD) is the last stage (stage five) of chronic kidney disease (CKD). This means kidneys are only functioning at 10 to 15 percent of their normal capacity. When kidney function is this low, they cannot effectively remove waste or excess fluid from your blood. Kidneys are also responsible for other functions that support the body, such as balancing electrolytes and producing certain hormones. When chronic kidney disease develops into ESRD, dialysis or a kidney transplant is necessary to stay alive. and require dialysis and kidney care. The company takes a good care of their patients (they call them guests) and have a good vision and mission for the company.

### 2.3.1 Vision:

To enable people on dialysis across the world lead long, happy and productive lives.

Current dialysis care in India is plagued by challenges of

- **Unaffordability** of treatment - High treatment cost at Hospital run centres
- **Poor Access** to treatment - Centres mainly located in major cities
- **Poor Quality** of treatment - No standard treatment protocols, Unqualified staff

NephroPlus seeks to bridge these gaps by its

- **Affordable** care - Reduction in cost as we operate at large scale
- **Extensive** reach of **network** – 200+ centres in 120+ cities including tier 2 and tier 3 cities
- **Qualified Staff** And Quality **Protocols**. Introduction of Zip Kits, 56 Step Dialysis process. Only dialysis provider to employ BONENT certified technicians; Runs technician training academy 'Enpidia

## 2.4 Market and Competition

Nearly ten percent of India's 1.24 billion people suffer from chronic kidney disease (CKD), a disease in which the kidney slowly loses function and fails. one 2013 survey found that more than 15 percent of urban Indians have the disease, with rates almost 50 percent in some cities.

As the number of CKD patients goes up, so has the size of the Indian dialysis market. It increased in value to more than \$150 million in 2012, from \$100 million in 2007. India's demand for dialysis is growing at a rate of 31 percent, compared to 6 percent in the US and 8 percent in the rest of the world<sup>3</sup>

India's market for home based care has until recently been quite small, but it is growing. More and more middle class Indians are able to afford automated peritoneal dialysis machines, which filter a patient's blood during their sleep. Foreign medical device companies such as **Fresenius and Baxter sell this kind care equipment in India**, usually at substantial discounts to patients. These companies also offer rental options and graduated payment plans to finance the initial cost of home care equipment.

In spite of the recent growth in home care, all but 10 percent of dialysis in India still takes place in public hospitals and clinics. Hospitals in large Indian cities purchase more than 90 percent of all hemodialysis machines. This purchasing takes place at the central level, as opposed to a hospital by hospital basis.

There are a total of 3300 hospitals (private/ government/ NGo's/ nursing homes and other dialysis chains) that provide dialysis in India. Indian healthcare providers such as Apollo and Fortis Healthcar are increasing their number of dialysis centers and expanding their range of dialysis services. Nephroplus however leads the pack with over 200 dialysis centres in the country having about 20% of market capitalization followed by DaVita and Fresenius which have about 10% market share combined.

Nephroplus is considering acquiring Indian operations of Davita. <sup>4</sup>

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<sup>3</sup> <https://www.pacificbridgemedical.com/publication/high-rates-of-chronic-kidney-disease-lead-to-medtech-opportunities-in-india/>

<sup>4</sup> <https://www.asianhbm.com/articles/is-dialysis-the-next-big-opportunity-in-indian-healthcare>

## MARKET SHARE OF DIALYSIS PLAYERS IN INDIA

■ NephroPlus ■ Private Hospitals ■ Davita ■ Fresnious ■ Others

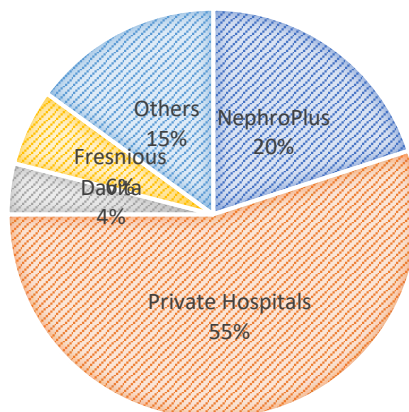


Figure 3 Market Share of Dialysis players in India

## 2.5 Financial Performance

The financial performance of the company is not available for public. The information is subject to confidentiality and hence is not disclosed from company as per their norms.

### 2.5.1 Pricing

Actual costing of Dialysis

Consumables	Rs 350
Electricity	Rs 50
Water, telephone, Insurance	Rs10
Annual Maintenance - dialysis machine RO plant, premises	Rs 20
Repairs & wear & tear	Rs 20
Depreciation	Rs 100
Honorarium to nephrologist	Rs 100-200



Staff Salary	Rs 100-200
Total	Rs 750-950

#Interest on capital Expenditure - Variable

## **Project Work – (Part B)**

### **3.1 Introduction**

#### **3.1.1 Nature of the Problem**

Global dialysis market was valued over \$86,000 million in 2016, and is estimated to reach over \$120,000 million by the end of 2023 registering an average CAGR of around 4% from 2017 to 2023. Our Asia pacific region alone constitute a CAGR of over 7% from 2017 to 2023. Which means there is incredible scope of expansion in our markets.

Thus, the problem is to establish positive prospects and partnerships in various verticals for NephroPlus to expand its dialysis services in the country.

#### **3.1.2 Objectives of Project**

To expand in different verticals as a part of new initiatives for Business Development under dialysis for FY 20-21.

#### **3.1.3 Expected Benefits**

The expected outcomes/benefits are as follows –

- Increasing in the number of dialysis centres in the country.
- Less hassle for people who travel a lot for dialysis which is done twice or thrice a week.
- Expanding mobile dialysis services in the country.
- The company will be able to expand its horizon into new verticals through partnerships with organizations willing to contribute in healthcare sector.

### **3.2 Literature Review**

#### **3.2.1 Burden of CKD in India**

The exact burden of CKD (Chronic Kidney Disease) in India still remains undefined with only limited data from the three population-based studies addressing this issue.

It is hoped that the CKD registry, recently established by the Indian Society of Nephrology, may provide useful epidemiological data in the future. In the prevention study done in Chennai, the prevalence at the community level is 8600 per million population (pmp) in the study group and 13900 pmp in the control group. [\[1\]](#) The Second study from Bhopal revealed an incidence of 151 pmp suffering from end stage renal disease (ESRD). The studies say that

it is evident given the numberd of CKD cases growing in India, there is a rise in burden of CKD in India.

### 3.2.2 State wise RRT of India

The following situation gives us the zone wise break up of situation of the country

Zone	No of Dialysis centres	No. of Dialysis Machines	No. of dialysis per month	Cost of dialysis per session	No. of transpl ant centers	No. of transplant per month
North	229	1106	50,560	1250	26	85
South	306	1453	85,440	1100	88	117
East	108	430	27,050	1350	15	25
West	175	1000	90,000	1000	37	71

### 3.2.3 Economics Behind one dialysis sessions

The table below gives the idea of economics behind dialysis sessions

Zone	Cost of dialysis (Rs) per session
North	1250
South	1100
East	1350
West	1000
Delhi	1600
Mumbai	750
Chennai	1200
Calcutta	1100

### 3.3 Methodology

The methodology refers to systematic series of steps, methods or techniques whose used is administrated by a process that is superimposed on a whole.

#### 3.3.1 Verticals for business development

There were six different verticals of business development which were targeted as a part of summer trainee. These six verticals include the top CSR consulting companies of this country, International clubs like Rotary and Lions club, Independent consultants and wealth managers of High Net worth Individuals of India, PSUs and large private sector entities, religious institutions and the something which we spoke of last time, that is the Private companies coming under HDFC 200.

#### 3.3.2 Identification of verticals

The verticals were identified by the entire business development team. Mr. Rohit Singh who is the VP of business development of Nephroplus identified CSR as a field where Nephroplus can try to penetrate and get into B2B partnerships. Later the entire team chipped in and the idea was, if we are targeting CSR, then we shall do it in every possible angle. That was the agenda behind going for expansion of verticals which later added individual CSR consultants and Religious institutions.

### 3.4 Verticals description

#### 3.4.1 CSR Consulting Companies

**Corporate Social Responsibility (CSR)** is a type of international private business self-regulation that aims to contribute to social goals of a philanthropic, activist, or charitable nature by engaging in or supporting volunteering or ethically-oriented practices. While once it was possible to describe CSR as an internal organisational policy or a corporate ethic strategy, that time has passed as various international laws have been developed and various organisations have used their authority to push it beyond individual or even industry-wide initiatives. While it has been considered a form of corporate self-regulation for some time, over the last decade or so it has moved considerably from voluntary decisions at the level of individual organisations, to mandatory schemes at regional, national and international levels.

Companies across the country are looking for social initiatives and grassroots partners for their CSR projects. Foundations are looking to promote their awards/grants and partner with

NGOs to implement their programs. NGOs spend an average of 250 days a year trying to raise funds and garner resources for their programs. This is where these CSR Consulting Companies come into picture.

**The CSR Consulting companies** provides a credible platform and thought leadership to enable NGOs, companies, donor agencies, individuals, philanthropists, foundations and researchers to achieve their specific goals and make informed decisions that translate into purposeful action and large-scale social impact.

There are many CSR Consulting companies in India. Apart from big consulting firm like Ernst & Young (EY), KPMD, Deloitte, PWC, Kearney, we also have Indian companies like **Samhita, Soulace, Aspire PR, Sattva** etc. who are into CSR Consulting.

### **3.4.2 Rotary and Lions Club**

**Rotary International** is an international service organization whose stated purpose is to bring together business and professional leaders in order to provide humanitarian service and to advance goodwill and peace around the world. It is a non-political and non-religious organization open to all. There are over 35,000 member clubs worldwide, with a membership of 1.2 million individuals, known as Rotarians

**Lions Clubs International** (LCI) is an international non-political service organization established originally in 1917 in Chicago, Illinois, by Melvin Jones. It is now headquartered in oak Brook, Illinois. As of January 2020, it had over 46,000 local clubs and more than 1.4 million members (Lions & LEO) in more than 200 countries around the world.

### **3.4.3 Independent CSR Consultants**

Independent CSR Consultants are those individuals who are not associated with any organization, CSR Consulting companies or any other firms as such. They are wealth managers of high net worth individuals, who use mostly their personal contacts to get in touch with these HNIs and consult them.

### **3.4.4 HDFC 200 Companies**

This is a list of top 200 privately and publicly owned private companies. HDFC compiles a list of top 200 companies in India, based on various factors, their market share, company turnover, debt etc.

### 3.4.5 Religious Institutions

This is a tricky vertical, it includes NGOs around the country who are investing into healthcare. Other religious institutions like “Jain Samajh” etc, who are into healthcare. There are other charitable trusts which are also into contribution into health care.

### 3.4.6 PSUs and LPSE

A state-owned enterprise in India is called a **public sector undertaking** (PSU) or a public sector enterprise. Those companies are owned by the union government of India or one of the many state or territorial governments or both. The company stock needs to be majority-owned by the government to be a PSU. PSUs strictly may be classified as central public sector enterprises (CPSUs, CPSEs) or state level public enterprises (SLPEs). In 1951 there were just five enterprises in the public sector in India, but in March 2019 this had increased to 348. These enterprises represent total investment of 16,40,628 cr as on 31st March, 2019. Total paid up capital as on 31 March, 2019 stands at 2,75,697. CPSE's have earned revenue of 25,43,370 during financial year 2018-19. They are administered by the Ministry of Heavy Industries and Public Enterprises.

The **Large Private Sector Entities** are the ones which are owned by certain private companies which are township like in structure and house a good number of worker and employees working in the organization. Our list of LPSE include the likes of Jamnagar Refinery, Kochin Shipyard, Tata Institute of Fundamental Research (TIFR) among few others.

## 3.5 The agenda

The common agenda was to get these companies and institutions get onboard by partnering with Nephroplus. So our agenda with **CSR Consulting companies** was to target top 15 CSR consulting firms of the country, know about their modus operandi and clients, and develop a Model communique telling them **recommending Nephroplus to their CSR clients in “health care”**

Agenda with **the PSUs and LPSEs** was to **approach to the hospitals run by PSUs also hospitals that are in upcoming stage, establishing point of contact with key decision makers (KDM).**

Agenda with **Independent Consultant** was identification of consultants who are actively involved in wealth management of High Net Worth Individuals of India and to **establish a point of contact with them so that they recommend us to their clients.**

**With Religious Institutions and International Clubs like Rotary and Lions Club,** we were trying for them to start various projects by establishing dialysis centres across the country. The following were the details

- NephroPlus will establish dialysis centres as per quality standards in accordance to the guidelines of International Society of Nephrology (ISN) with the help of funding from the respective organization
- The company will also partner with the organization to operate the functional dialysis units located in hospitals/standalone centers across the country through partnership model.

The agenda for this vertical include identification of Rotary Districts & Lion Districts in each Zone, Investments made by Rotary & Lion clubs into hospital and other standalone diagnostic centers and Contact info and details of SPOC whom we could write a mail

### **3.5.1 Business Development Team**

The business development team consisted of Rohit Singh, who was the Senior manager or the Vice President of the BD team. Then we had Zonal Managers of all four zones, that is ZMs in east, west, north and south. Followed by area sales managers (ASM). There were two to three ASMs in each zone depending on the size of the market in that zone.

### **3.6 Contribution across verticals**

The contribution differed sector wise. The work was simultaneously being handled across all the sectors.

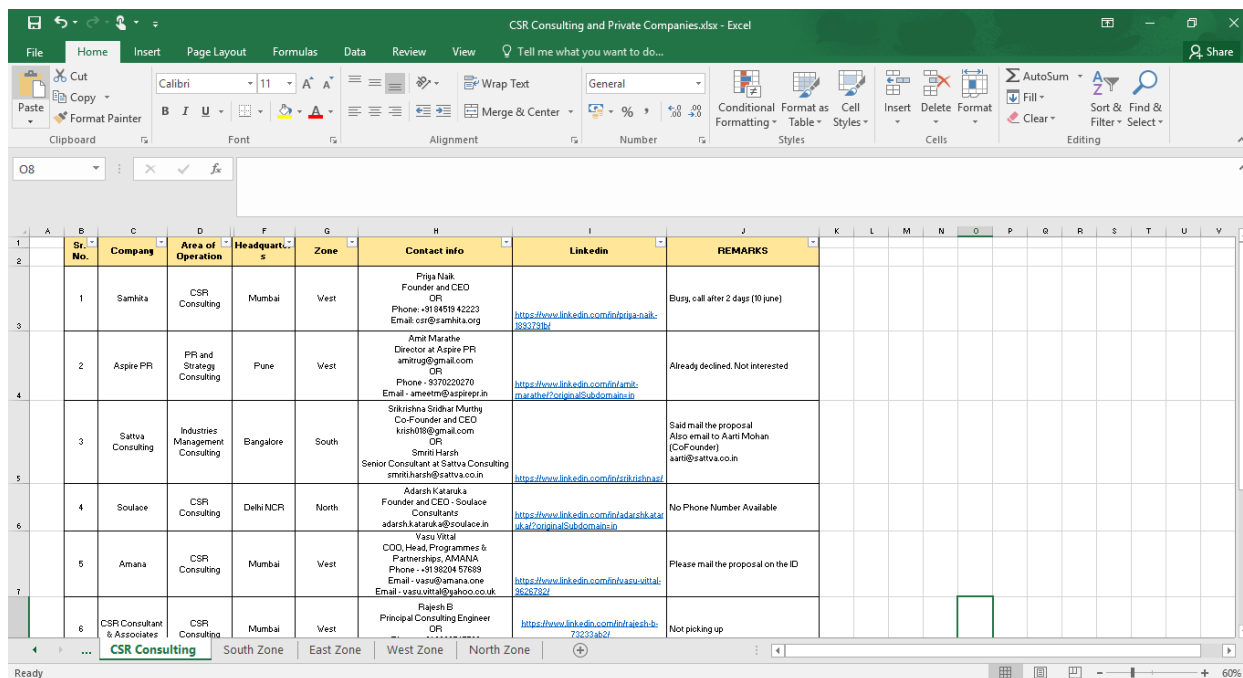
**CSR Consulting Companies** – First we top 10 companies who are into CSR Consulting, their areas of operation and current clients they are working with. The top 10 CSR Consulting companies initially in our list were EY, PWC, KPMG, Deloitte, AT Kearney, Mckinsey, Samhita, Aspire PR, Sattva Consulting, Soulace. We then identified about their current clients and with whom they are working with. We also found out contact details of head of CSR which included their phone and emails. We then shared communication letter with these companies. Which was followed up with phone calls.

The results and the responses were not as we observed so we hosted on **business development meeting** and the team suggested that we should only go for India based CSR consulting companies so our final list of companies which we targeted for partnerships are –

- a) Samhita

- b) Aspire PR
- c) Sattva Consulting
- d) Soulace
- e) mana
- f) CSR Consultant & Associates
- g) Avad India CSR Advisory Services LLP
- h) Finnovation
- i) WEDGE CONSULTING
- j) Kommune
- k) India is Us
- l) KarmaKconnect

The datasheet of workings and status updates of CSR companies is show in the figure below –



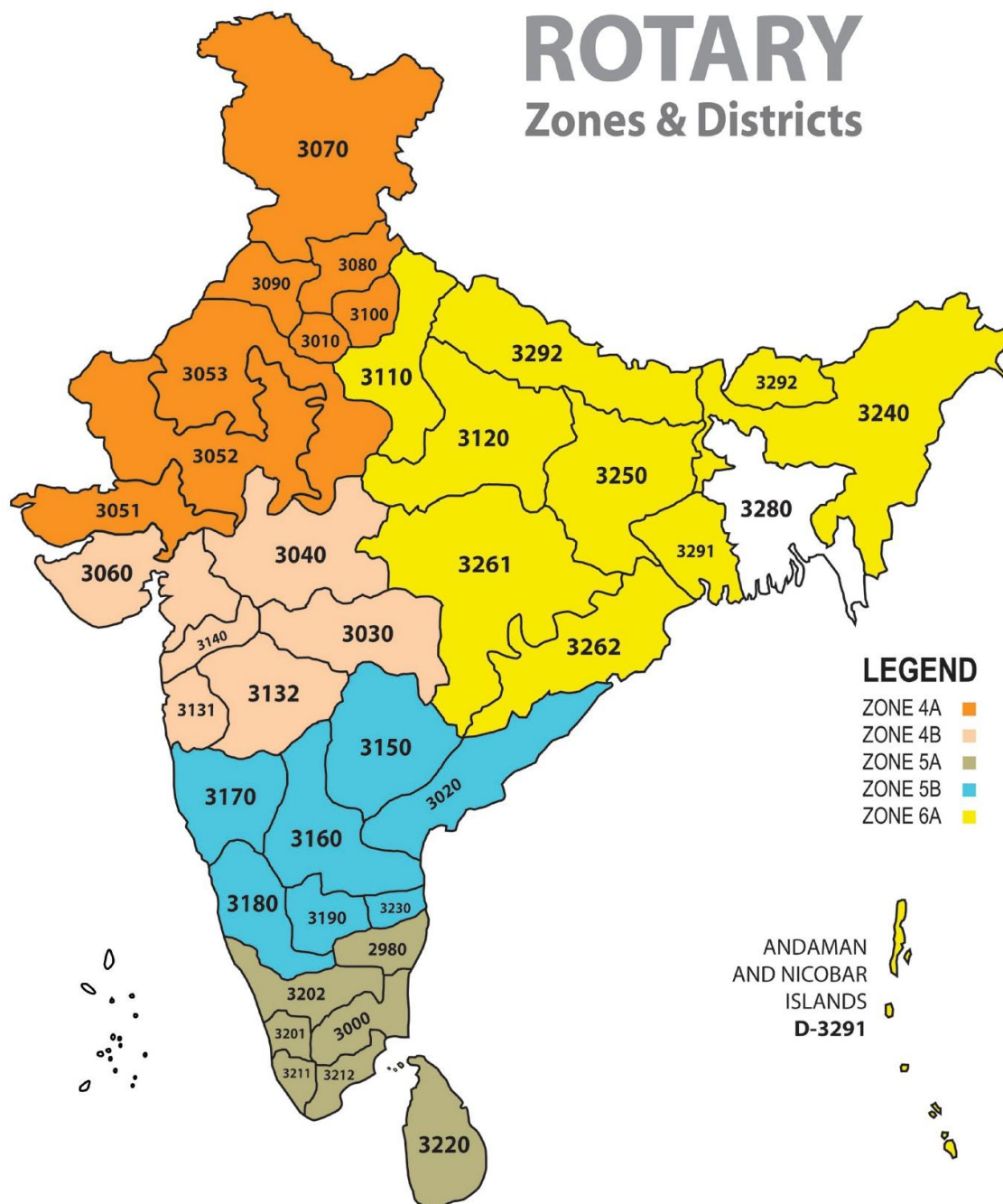
Sr. No.	Company	Area of Operation	Headquarters	Zone	Contact info	LinkedIn	REMARKS
1	Samhita	CSR Consulting	Mumbai	West	Priya Naik Founder and CEO OR Phone - 9194539 42223 Email: ccr@samhita.org	<a href="https://www.linkedin.com/in/priya-naik-869279b1/">https://www.linkedin.com/in/priya-naik-869279b1/</a>	Busy, call after 2 days (10 June)
2	Aspire PR	PR and Strategy Consulting	Pune	West	Amit Marathe Director at Aspire PR amr@aspirepr.com OR Phone - 9370220270 Email - ameer@aspirepr.in	<a href="https://www.linkedin.com/in/amit-marathe7originalSubdomainin/">https://www.linkedin.com/in/amit-marathe7originalSubdomainin/</a>	Already declined. Not interested
3	Sattva Consulting	Industries Management Consulting	Bangalore	South	Srikritika Sidhar Murthy Co-Founder and CEO krish08@gmail.com OR Smiti Harsh Senior Consultant at Sattva Consulting smiti.harsh@sattva.co.in	<a href="https://www.linkedin.com/in/srikritikamurthy/">https://www.linkedin.com/in/srikritikamurthy/</a>	Said mail the proposal Also email to Amit Mohan (CoFounder) aam@attva.co.in
4	Soulace	CSR Consulting	Delhi NCR	North	Adarsh Karanika Founder and CEO - Soulace Consultants adarsh.karanika@soulace.in	<a href="https://www.linkedin.com/in/adarshkaranika47originalSubdomainin/">https://www.linkedin.com/in/adarshkaranika47originalSubdomainin/</a>	No Phone Number Available
5	Amana	CSR Consulting	Mumbai	West	Vasu Vitral COO, Head, Programmes & Partnerships, AMANA Phone - +91 96204 57639 Email - vasu@amana.one Email - vasu.vitral@ajaho.co.uk	<a href="https://www.linkedin.com/in/vasu-vitral-8626782/">https://www.linkedin.com/in/vasu-vitral-8626782/</a>	Please mail the proposal on the ID
6	CSR Consultant & Associates	CSR Consulting	Mumbai	West	Rajesh B Principal Consulting Engineer OR 73223ab27	<a href="https://www.linkedin.com/in/rajeshb-73223ab27/">https://www.linkedin.com/in/rajeshb-73223ab27/</a>	Not picking up

Figure 4 CSR Consulting companies daasheet

**Rotary and Lion's Club** – We researched extensively how rotary and lions club operate in India. Rotary has over 35 districts coming under 6 zones. There are more than 20,000 of rotary clubs all over the country. We identified and listed the contact details of either a district governor, or a district secretary or someone who is involved in decision making for the approval of such project. It was evident that Rotary club has made contributions towards preventive healthcare in the past and Lions club has focussed more on Education and women empowerment. So we did research extensively about Rotary club. We observed that Rotary



Club was divided zone-wise throughout the world. And there are six zones that fall in Indian region. The picture below shows all the Rotary zones of India.



*Figure 5 Rotary Zones and districts of India*

We then identified investments made by Rotary Lion clubs into hospital and other standalone diagnostic centers and Contact info and details of SPOC whom we could write a mail. The excel that we compiled for Rotary Club looked something like this –

Rotary and Lions Club.xlsx - Excel														
File Home Insert Page Layout Formulas Data Review View Tell me what you want to do...														
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F36														
</														

Figure 6 Datasheet of Rotary and Lions Club

**Independent CSR Consultants** – Identified few independent consultants working for HNIs in India through online data available on internet. The conclusion that came out from this was that these CSR consultants are very few in number and it is very difficult to find people working in this field. So going forward with this vertical was a bit challenging,

**PSUs and LPSE** – This was probably the first vertical on which our BD team started working on. We first divided the companies by Maharatna, Navratna, Miniratna.

A	B	
<b>Company Name</b>	<b>Address</b>	<b>M</b>
<b>Maharatna, Navratna and Miniratna CPSEs</b>		
<b>Maharatna CPSEs</b>		
Bharat Heavy Electricals Limited	Coal India Limited	
GAIL (India) Limited	Indian Oil Corporation Limited	
NTPC Limited	Oil & Natural Gas Corporation Limited	
Steel Authority of India Limited	Bharat Petroleum Corporation Limited	
<b>Navratna CPSEs</b>		
Bharat Electronics Limited	Container Corporation of India Limited	
Engineers India Limited	Hindustan Aeronautics Limited	
Hindustan Petroleum Corporation Limited	Mahanagar Telephone Nigam Limited	
National Aluminium Company Limited	National Buildings Construction Corporation Limited	
NMDC Limited	Neyveli Lignite Corporation Limited	
Oil India Limited	Power Finance Corporation Limited	
Power Grid Corporation of India Limited	Rashtriya Ispat Nigam Limited	
Rural Electrification Corporation Limited	Shipping Corporation of India Limited	
<b>Miniratna Category - I CPSEs</b>		
Airports Authority of India	Antrix Corporation Limited	
Balmer Lawrie & Co. Limited	Bharat Coking Coal Limited	
Bharat Dynamics Limited	BEML Limited	
Bharat Sanchar Nigam Limited	Bridge & Roof Company (India) Limited	
Central Warehousing Corporation	Central Coalfields Limited	
Chennai Petroleum Corporation Limited	Cochin Shipyard Limited	
Dredging Corporation of India Limited	Kamarajar Port Limited	
Garden Reach Shipbuilders & Engineers Limited	Goa Shipyard Limited	
Hindustan Copper Limited	HLL Lifecare Limited	
Hindustan Newsprint Limited	Hindustan Paper Corporation Limited	
Housing & Urban Development Corporation Limited	India Tourism Development Corporation Limited	
Indian Rare Earths Limited	Indian Railway Catering & Tourism Corporation Limited	
Indian Renewable Energy Development Agency Limited	India Trade Promotion Organisation	
IRCON International Limited	KIOCL Limited	
Mazagaon Dock Limited	Mahanadi Coalfields Limited	
Manganese Ore (India) Limited	Mangalore Refinery & Petrochemical Limited	
Mishra Dhatu Nigam Limited	MMTC Limited	
MSTC Limited	National Fertilizers Limited	
<b>Data</b>	<b>Maharatnas</b>	<b>Navaratnas</b>
<b>Miniratna-I</b>		

Figure 7 Segregation of PSUs

Then we identified the hospitals which are either completely run or invested or empanelled by these PSUs. This was an exhausting process as there are more than 20 hospitals that are independently or privately run by Maharatna companies. The list comprised of the information of KDMs of more than 1000 hospitals.

Sno	Company	Hospital 2	Hospital 3	Hospital 4	Hospital 5	PSU Run Health Schemes Covering Dialysis	CSR Di
1	Bharat Heavy Electricals Limited	B.H.E.L Main Hospital, Haidwar Phone - 01334 285 225				No	No
2	GAIL (India) Limited	Dhanwantri Hospital GAILGaon, Dibiypur					
3	NTPC Limited	NTPC Hospital Korba	NTPC Hospital Ramgundam	NTPC Hospital Uchahar and Dadri	NTPC Hospital Vindhyannagar	No	No
4	Steel Authority of India Limited	Hospital: Ispat General Hospital, Rourkela, Orissa 1. KDM - Dr Sudhanshu Sekhar Pati (Director & I/C) 2. Contact - 0661-2642703, Email - director.medical@sailrsp.co.in 3. Session-120-150 4. Machines-4 5. Price -2000 INR for non-employee	Hospital: Bokaro General Hospital, Bokaro, Jharkhand 1. KDM -Dr A K Singh(Director & I/C) 2. Contact - 8986875556, Email - directorbgh@sailbsl.in 3. Session-230 4. Machines-3 5. Price -	Hospital: Durgapur Steel Plant Hospital, Durgapur, West Bengal 1. KDM -Dr Samir Paul(Director)/Dr Ajit Kamakari(Nephrologist) 2. Contact - 9434791651, Email - samirpaul61@gmail.com 3. Session-450			
5	Coal India Limited					No	No

Figure 8 Hostpitals run by PSUs

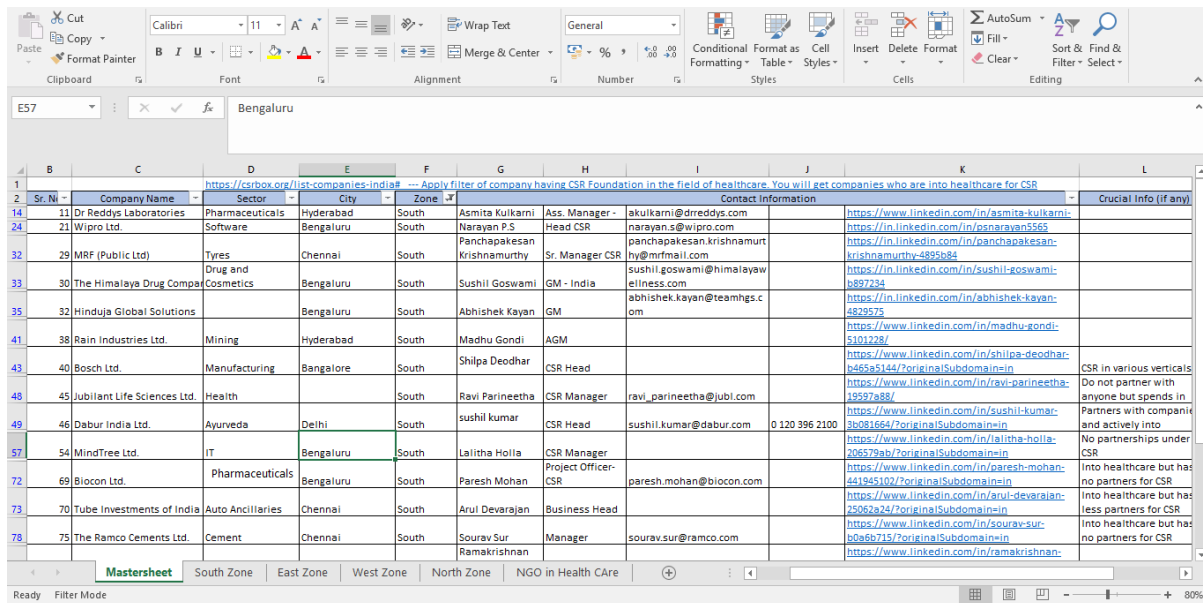
We then identified India's biggest Large Public Sector Enterprise

**Religious Institutions** – Religious institutions are the communities which are into religious gatherings and also invest in betterment of society. So we identified institutions like **Jain Samajh** who are into preventive healthcare, Allen Green charitable trust located in greater Noida, Sai baba foundation from Shirdi are one of the few once which we contacted and sent a mail proposal for partnering with Nephroplus to work for Dialysis under healthcare.

**HDFC 200** – To expand our prospects, the first initial idea from the team was to go for top 50 private firms coming under NIFTY 50. But there were problems with it, firstly there were many public sector entities which we already covered under PSU list, secondly there were many companies who were investing in other diverse field as a part of their CSR. So we expanded the scope from top 50 private companies to top 200 private companies. Thus, we took the help from HDFC 200 list of companies plus some other companies who had a history of investing in preventive healthcare as a part of their CSR. We then made a list of these top 200 companies and identified the contact details of head of CSR initiatives. We had their names, designation, emails and phone number in most cases. We then made divisions of the company zone wise. So the companies were divided zone wise viz north, west, east and south zones.

The idea with private companies was to send connection requests to the CSR heads first on LinkedIn first followed by sending them communication mails once we had developed some interaction with them. The Area sales managers (ASM)s were responsible for making all the LinkedIn connections and sending communication mails. My task here was to coordinate with

all the ASMs on regular basis. I had maintained a master sheet, where in regular follow ups were recorded on regular basis and the sheet was updated.



Sr. No.	Company Name	Sector	City	Zone	Contact Information	Crucial Info (if any)
11	Dr Reddys Laboratories	Pharmaceuticals	Hyderabad	South	Asmita Kulkarni, Ass. Manager - akulkarni@drreddys.com	
21	Wipro Ltd.	Software	Bengaluru	South	Narayan P.S. Head CSR, narayan.s@wipro.com	
29	MRF (Public Ltd)	Tyres	Chennai	South	Panchapakesan Krishnamurthy, Sr. Manager CSR, panchapakesan.krishnamurthy@mrfmail.com	
30	The Himalaya Drug Company	Drug and Cosmetics	Bengaluru	South	Sushil Goswami, GM - India, sushil.goswami@himalayawellness.com	
32	Hinduja Global Solutions		Bengaluru	South	Abhishek Kayan, GM, abhishek.kayan@teamhgs.com	
38	Rain Industries Ltd.	Mining	Hyderabad	South	Madhu Gondi, AGM	
40	Bosch Ltd.	Manufacturing	Bangalore	South	Shilpa Deodhar, CSR Head	
45	Jubilant Life Sciences Ltd.	Health		South	Ravi Parineetha, CSR Manager, ravi_parineetha@jubil.com	
46	Dabur India Ltd.	Ayurveda	Delhi	South	Sushil Kumar, CSR Head, sushil.kumar@dabur.com	0 120 396 2100
54	MindTree Ltd.	IT	Bengaluru	South	Lalitha Holla, CSR Manager	
69	Biocon Ltd.	Pharmaceuticals	Bengaluru	South	Paresh Mohan, Project Officer-CSR, paresh.mohan@biocon.com	
70	Tube Investments of India	Auto Ancillaries	Chennai	South	Arul Devarajan, Business Head	
75	The Ramco Cements Ltd.	Cement	Chennai	South	Sourav Sur, Manager, sourav.sur@ramco.com	

Figure 9 Master sheet of HDFC 200 Companies

## 3.7 Method of Data Collection

### 3.7.1 New tools

#### a) Clear-Bit for Gmail

Clearbit is the marketing data engine for all customer interactions. The application deeply understands customers, identify future prospects, and personalize every single marketing and sales interaction.

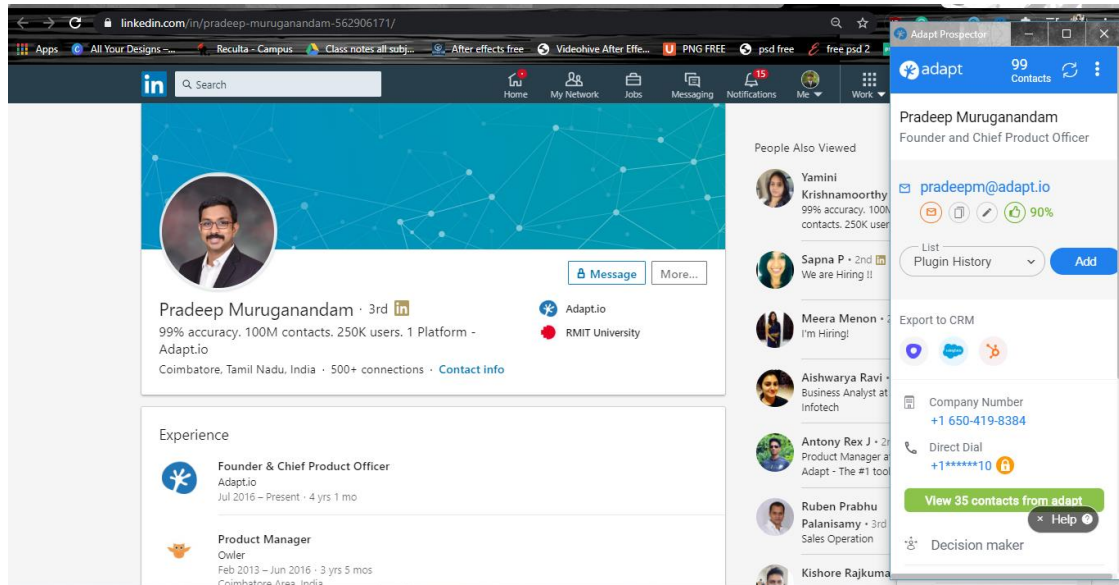
Combining over 250 public and private data sources and sorting through millions of data points, ClearBit provide business intelligence from a variety of sources: social presence, company websites, legal filings, crowdsourcing, and many more. The company source all data and don't rely on any of the traditional downstream data providers.

Clearbit helped in finding email ID of key decision makers of various companies, so it helped me sending more communication mails to more companies.

#### b) ADAPT Prospector for LinkedIn

Adapt's chrome extension for LinkedIn enriches business profile with the objective of helping Sales and Marketing teams react faster, increase engagement and close more deals. Prospector works on both LinkedIn and Websites. No matter how the business needs change, adapt has the convenience and flexibility to grow with you. When

checking for the prospect's LinkedIn profile for additional details, prospector will help in enriching the profile with email, phone number and other firmographic data in just one click. It helps in identifying and qualify whether they are influencers or decision makers and reach out to them.



*Figure 10 ADAPT tool in action*

## Results and Observations

There are different observations and results that was seen on different verticals.

**CSR Consulting Companies** – The Zonal managers (ZM) were responsible for sending all the communication mails to CSR Consulting companies. The idea was to connect with them on LinkedIn first, which will create personalised impression. After the CSR manager is contacted over LinkedIn, formal emails are exchanged where Nephroplus proposes the CSR Consulting company to partner with them to recommend Nephroplus to their CSR Clients under healthcare. So in the span of two months, we were successful in identifying the companies we wanted to target in this segment, we then prepared modus operandi on how are we going to approach these companies, what are the timelines associated with it, we then sent out our modal communicate with a proposal digitally signed by ZM. The responses were recorded in a master sheet. There were three companies out of ten who immediately responded to have further meetings regarding the same. On other companies, we did a series of follow ups until we got some response from their side. The process is not something which is completed within a day or so. It will take a bit of time. The agenda will be to pitch to as many companies as we can to get the desired output.

**Rotary and Lions Club** - As said in the contribution section above, we first segregated different Rotary and Lions club either district wise or zone wise whichever was feasible. We then fetched the contact details of the SPOCS and we sent them the communication mails. So far, we were not able to get any positive responses from this vertical, but the BD teams is taking regular follow ups which is anchored throw me.

**HDFC 200 Companies** - This is a vertical where we had maximum prospects, we sent around 170+ mails to the companies in this vertical, this was during the end of my internship tenure, so the process has been taken care by the area sales **managers. So far we had thirteen companies who responded a go ahead with business meeting. The process was majorly slow due to lockdown in major parts of the country.**

**PSU and LPSE** - We did a lot of hard work in this sector. We were successful in locating 300+ hospitals managed directly or indirectly by these public and private sector entities. They were low key hospitals and we had to find out how many hospitals had dialysis units readily available with them. What is the average cost of dialysis in one session, and is there a way NephroPlus can contribute for making dialysis services reachable to different parts of the country through the help and funding of these PSs and Large private sector entities.



**Independent CSR Consultants** – These were very few in number, infact after searching for weeks, we were able to find only about 10 such people working in this field. Communication mails were sent by the BD team and the agenda should be working on populating the list more, developing communication to get to know about their clients and the area of their operation



## Learnings – (Part C)

### 5.1 Data Mining and Data Analysis

The fetching of data was one of the most tedious task that one has to face while going for business development. I was responsible for fetching all the relevant data about different verticals in the domain we were working on. Finding out a way for business development team to work in current situation of COVID-19 was challenging.

### 5.2 Business Communication

Effective business communication is how employees and management interact to reach organizational goals. Its purpose is to improve organizational practices and reduce errors.

The importance of business communication also lies in:

- Presenting options/new business ideas
- Making plans and proposals (business writing)
- Executing decisions
- Reaching agreements
- Sending and fulfilling orders
- Successful selling
- Effective meetings

### 5.3 Importance of Follow Ups

When it comes to the sales cycle, follow-up calls are one of the most important steps in this process. Unfortunately, they also can be one of the most challenging.

An effective follow-up call strategy helps to weed out business-to-business prospects who are not interested in what you are selling, saving time that is better used talking with prospects who have a higher likelihood of converting.

### 5.4 Impact of COVID-19 on Businesses

Coronavirus has brought many changes in healthcare industry. The healthcare industry have been advancing rapidly in pandemic situations as huge investments have been made in order to deal with the virus effectively. Nephroplus has also had to change itself, its modus operandi because of lockdown, it was difficult for guests to reach Nephrology centre. Nephroplus then came with a service, called **dialysis on wheels**. Mobile dialysis will help guest eliminate the hassle to travel for one place to another for getting dialysis sessions.

## Conclusion

Business development is a field where you cannot expect results instantly. The process takes time especially when it involves B2B partnership. We initially had a narrow vision ahead of us, we started focussing on one vertical, and as we progressed, new verticals started to emerge. From one vertical we moved on to few more verticals and eventually ended up targeting companies in eight different verticals.

The process yielded various positive results, the aim was to explore “New initiatives in Dialysis for FY 20-21”. And we ended up with various positive prospects and few business meetings lined up with these prospects.

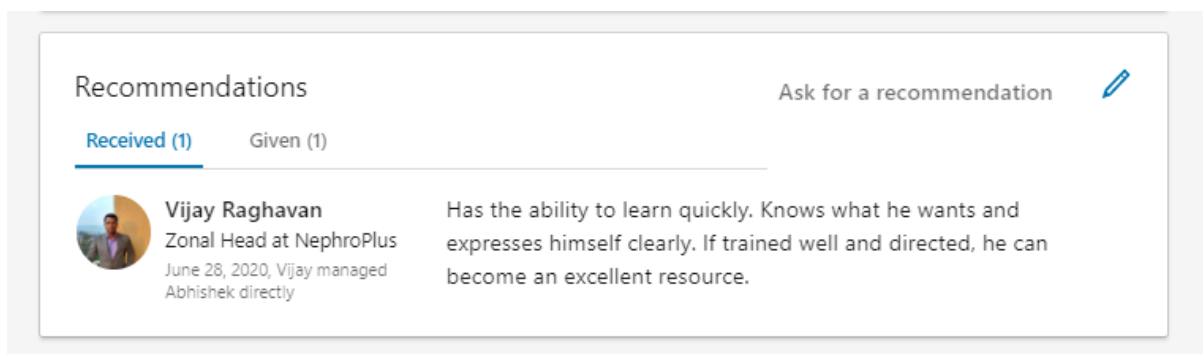


Figure 11 Endorsement from Organization guide

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