

INTERNSHIP REPORT ON FORTIS HOSPITAL LIMITED

Submitted by

MOHAMMED ISHAK

4AL21BA045

Submitted to



VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

Internal Guide

Johnson Fernandes

Assistant Professor

External Guide

Mr. Saravanan

Unit Head Purchase



ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

MIJAR, MOODBIDRI,

2022-23



Fortis Hospitals Limited

154/9, Bannerghatta Road,
Opp. IIT B, Bangalore - 560 076
Tel: +91 80 6621 4444, 2254 4444
Fax: +91 80 6621 4242
care.ling@fortishealthcare.com
CIN No. U93000DL2009PLC222166

18th November 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Mohammed Ishak**, MBA Student of Alva's Institute of Engineering & Technology, Moodbidri has successfully completed his "**Internship in Supply Chain Management Department**" at Fortis Hospital Ltd, Bangalore from 20th October 2022 to 18th November 2022.

We wish Mr. Mohammed Ishak all success in his future endeavors.

For Fortis Hospital Limited

Sharath H
Deputy Manager- HR



24*7  **EMERGENCY HELP LINE 96860 96860**



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Accredited by NBA (CSE & ECE)

DATE: 30/01/2023

CERTIFICATE

This is to certify that **MOHAMMED ISHAK** bearing USN **4AL21BA045**, is a bonafide student of Master of Business Administration program of the Institute (2021-23) affiliated to Visvesvaraya Technological University, Belagavi.

The Internship report on "**FORTIS HOSPITAL LTD., BANGALORE**" is prepared by him under the guidance of **Mr. Johnson Fernandes**, Assistant Professor, PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

Mr. Johnson Fernandes
Internal Guide

Mrs. Priya Sequeira

DEAN
Dept. of Business Administration
Alva's Institute of Engg. & Technology
MIJAR - 574 225

Dr. Peter Fernandes
Principal

PRINCIPAL
Alva's Institute of Engg. & Technology,
Mijar, MOODSIDRI - 574 225, D.K

Shobhavana Campus, Mijar, Moodbidri -574225, Mangalore, Karnataka, India

☎ 08258-262724 (O), 262725 (P) ✉ principalaiet08@gmail.com 🌐 www.aiet.org.in

DECLARATION

I **Mohammed Ishak**, hereby declare that this internship conducted at **Fortis Hospital** is a record of independent work carried out by me under the guidance of **Mr. Johnson Fernandes, Assistant Professor, MBA department, Alva's Institute of Engineering & Technology, Mijar.**

I also declare that this internship is towards the partial fulfilment of the university regulation for the award of the degree of **Master of Business Administration by Visvesvaraya Technological University, Belagavi.**

I have undergone an internship for a period of four weeks. I further declare that this internship is based on the original study undertaken by me and has not been submitted for the award of any degree from any other University/Institution.

Date: 08-03-2023

Place: Mijar

student



Signature of

ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere gratitude to all those who have helped me throughout this internship. It gives me immense pleasure to acknowledge all those who have encouraged and supported the successful completion of this work.

I would like to express my sincere thanks to Principal **Dr. Peter Fernandes**, AIET, Moodbidri. And I express my deep sense of gratitude to my internal guide **Mr. Johnson Fernandes, Assistant Professor of the MBA department**, his for constant support and encouragement to carry out my report successfully without much difficulty. I express my heartfelt thanks for their constant encouragement and support during the entire report.

I extend my sincere thanks to my external guide for their guidance.

Finally, I express my sincere thanks to my parents, family, friends, and all the staff of the MBA department, whose support and encouragement kept me going in times of need. My deepest thanks to all. They are all indeed the reason for the successful completion of this report.

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EXECUTIVE SUMMARY

As a part of curriculum this organization study was carried out under MBA course offered by VTU, Belagavi.

The internship was done in FORTIS HOSPITAL LIMITED for a period of 4 weeks in order to get exposure of industry and its areas. This internship report describes the background, vision, mission, growth prospects and financial position of the organization. The report gives us the brief knowledge about the core concepts of organization and how it can be applied in real environment in order to achieve the organization goals. The internship report entitled FORTIS HOSPITAL LIMITED has been undertaken with the objective of studying organization as whole. The main objective of the study was to understand their working culture and to know their work flow model.

The Chapter 1 of the internship reports gives brief introduction about the organization and the industry. This organization study report consists of background, nature of business, ownership pattern, SWOT Analysis, McKinsey 7s model, Porter's 5 forces etc. In order to know the strengths, weakness, threats and opportunities that an organization faces SWOT Analysis is done. Porter's five forces analysis is carried out to analyse the operating environment of a competition of a business. These forces include the number and power of a company's competitive rivals, potential new market entrants, suppliers, customers, and substitute products that influence a company's profitability. The McKinsey 7s model identifies seven elements that help organizations to achieve goals and implement change. This organization report also includes analysis of financial statement. It consists of balance sheet and profit and loss statement for 5 years. With the help of financial statement, ratio analysis is done, which includes current ratio, absolute liquid ratio, debt equity ratio etc.

With this view an effort has been made to find out the effectiveness of working culture in an organization. The study on working culture of the organization gives us a brief idea of applying theoretical knowledge in real work environment.

CHAPTER 1
INTRODUCTION ABOUT
ORGANISATION AND INDUSTRY

INDUSTRY PROFILE

Healthcare has become one of India's largest sectors, both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment.

The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services, and increasing expenditure by public as well private players. India's healthcare delivery system is categorised into two major components - public and private. The government, that is the public healthcare system, comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of primary healthcare centres (PHCs) in rural areas.

The private sector provides a majority of secondary, tertiary, and quaternary care institutions with major concentration in metros, tier-I and tier-II cities. India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asia and western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe. The low cost of medical services has resulted in a rise in the country's medical tourism, attracting patients from across the world.

Moreover, India has emerged as a hub for R&D activities for international players due to its relatively low cost of clinical research.

India's healthcare sector is extremely diversified and is full of opportunities in every segment, which includes providers, payers, and medical technology. With the increase in the competition, businesses are looking to explore the latest dynamics and trends which will have a positive impact on their business. India is a land full of opportunities for players in the medical devices industry. The country has also become one of the leading destinations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of the population. Besides, Indian medical service consumers have become more conscious towards their healthcare upkeep. Rising income levels, an ageing population, growing health awareness and a changing attitude towards preventive healthcare is expected to boost healthcare services demand in the future. Greater penetration of health insurance aided the rise in healthcare spending, a trend likely to intensify in the coming decade.

As of August 23, 2022, more than 210.31 crore COVID-19 vaccine doses have been administered across the country. As of August 8, 2022, India has exported 24.24 crore vaccine doses. In August 2022, Edelweiss General Insurance partnered with the Ministry of Health, Government of India, to help Indians generate their Ayushman Bharat Health Account (ABHA) number. The healthcare and pharmaceutical sector in India had M&A activity worth US\$ 4.32 billion in the first half of 2022. As of July 2022, the number of medical colleges in India stood at 612.

In July 2022, the Indian Council of Medical Research (ICMR) released standard treatment guidelines for 51 common illnesses across 11 specialties to assist doctors, particularly in rural regions, in diagnosing, treating, or referring patients in time for improved treatment outcomes. In July 2022, the National Pharmaceutical Pricing Authority (NPPA) fixed the retail prices for 84 drug formulations, including those used for the treatment of diabetes, headache, and high blood pressure.

Major initiatives taken by the Government of India to promote the Indian healthcare industry.

In the Union Budget 2022-23:

- Rs. 86,200.65 crore was allocated to the Ministry of Health and Family Welfare.
- Pradhan Mantri Swasthya Suraksha Yojana (PMSSY) was allocated Rs. 10,000 crores.
- Human Resources for Health and Medical Education was allotted Rs. 7,500 crores
- National Health Mission was allotted Rs. 37,000 crores
- Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB-PMJAY) was allotted Rs. 6,412 crores.
- The Government of India approved continuation of the ‘National Health Mission’ with a budget of Rs. 37,000 crores.
- Rs. 5,156 crore was allocated to the newly announced PM-ABHIM to strengthen India’s health infrastructure and improve the country’s primary, secondary and tertiary care services.

CHAPTER 2
ORGANISATION PROFILE
(Fortis Healthcare Limited)

Fortis Healthcare Limited – an IHH Healthcare Berhad Company – is a leading integrated healthcare services provider in India. It is one of the largest healthcare organisations in the country with 36 healthcare facilities (including projects under development), 4000 operational beds and over 400 diagnostics centres. Fortis is present in India, United Arab Emirates (UAE) & Sri Lanka. The Company is listed on the BSE Ltd and National Stock Exchange (NSE) of India. It draws strength from its partnership with global major and parent company, IHH, to build upon its culture of world-class patient care and superlative clinical excellence.

Fortis employs 23,000 people (including SRL) who share its vision of becoming the world's most trusted healthcare network. Fortis offers a full spectrum of integrated healthcare services ranging from clinics to quaternary care facilities and a wide range of ancillary services.

History

Fortis Healthcare has presence in Dubai Mauritius and Sri Lanka SRL Limited a subsidiary of FHL is primarily involved in providing diagnostics services and is amongst the leading diagnostics chains in India with a significant market share in the organised diagnostics segment. It had a network of 356 laboratories and 5245 collection points as of FY17. FHL currently owns a fully diluted stake of 56.6% in SRL. Fortis Healthcare Ltd was incorporated on February 28 1996.

The company commenced their commercial operation by setting up the Fortis Heart Institute and Multi-Speciality Hospital at Mohali in the year 2001. In December 2002 International Hospital Ltd became aboard controlled subsidiary of the company. In August 2003 Fortis Hospital in Amritsar was inaugurated.

In October 2003 the company executed an agreement with Seth Jessa Ram and Bros Charitable Hospital Trust for the operation and management of Jessa Ram Hospital New Delhi and Fortis Hospital in Noida was commissioned in August 2004. In September 28 2005 the company acquired 90% interest in Escorts Heart Institute & Research Centre Ltd that owns

and operates three hospitals in north India and operates a fourth hospital in collaboration with the Government of Chhattisgarh. In January 2006 the company signed an agreement with Sunrise Medicare Private Ltd for the operation and management of Fortis La Femme New Delhi.

They also signed an agreement with Khalil Public Welfare Trust for the operation and maintenance of Khyber Medical Institute Srinagar. In March 20 2006 the company acquired 99.86% interest in International Hospital Ltd and 100% interest Oscar Bio-Tech Private Ltd from the Promoter Group for total consideration of Rs 301.5 million and Rs 30.5 million respectively. In February 14 2007 the company acquired 100% interest in Hiranandani Healthcare Pvt Ltd for consideration of Rs 10 million.

Hiranandani Healthcare Pvt Ltd had an agreement with Navi Mumbai Municipal Corporation to develop a super-specialty hospital in West India. During the year 2007-08 the company successfully completed an initial public offer of 45996439 equity shares of Rs 10 each at a premium of Rs 96 per share. International Hospital Ltd and Oscar Investments Ltd acquired 48.83% and 13.34% stake respectively in Malar Hospitals Ltd for a total consideration of approx. Rs 35 crore. Also, they launched Fortis Escorts Hospital in Jaipur which focus on Cardiac Sciences Neuro Sciences Renal Sciences and Gastrointestinal diseases. During the year 2008-09 Fortis Healthcare International Limited (FHIL) was incorporated as a wholly owned step-down subsidiary of the company.

Through this subsidiary the company acquired 28.89% stake in Medical and Surgical Centre Ltd a company that owns Mauritius's largest private hospital 'Clinique Darne' which was rechristened as 'Fortis Clinique Darne. In January 2009 the company became a majority stake holder in Lalitha Healthcare Pvt Ltd Bangalore consequent to conversion of preference capital and fresh infusion of equity capital and the subsidiary company was renamed as Fortis Hospital Seshadripuram. In June 18 2009 the company incorporated a wholly owned subsidiary viz. Fortis Hospitals Ltd.

The main objects the subsidiary includes purchase lease or otherwise acquire establish maintain operate run manage or administer hospitals Medicare healthcare diagnostic health aids and research centre. In August 24 2009 the company through a wholly owned subsidiary

Fortis Hospitals Ltd entered into a 'Business Transfer Agreement' with Wockhard Hospitals Ltd for acquisition of 10 Hospitals (including two under construction) for an aggregate sum of Rs. 90900 lakhs.

They completed the acquisition of 10 Hospitals (including 2 under construction) together with the acquisition of 10250 equity shares of Kanishka Housing Development Company Ltd on December 17 2009 from Wockhardt Hospitals Ltd on a going concern basis. International Hospital Ltd a wholly owned subsidiary of the company increased their shareholding from 49.86% to 50.02% in the equity share capital of Malar Hospitals Ltd (MHL) by purchase of 30000 equity shares of MHL from open market thereby making MHL as a subsidiary.

International Hospital Ltd with effect from October 01 2009. In March 11 2010 the company entered into a definite agreement with TPG Capital one of the leading private investment firms for acquiring the 23.9% stake in Parkway Holdings Ltd Singapore one of the Asia's healthcare service providers. During the financial year 2012-13 Fortis Healthcare launched two new hospitals in India one in Kangra Himachal Pradesh and the other in Dehradun Uttarakhand. In May 2013 the Issue Committee of the Board of Directors of Fortis Healthcare allotted 34993030 equity shares of the company at an issue price of Rs. 92 per equity share aggregating to Rs. 3219.4 million under the institutional placement programme (IPP) undertaken by the company.

2.1 BACKGROUND OF ORGANISATION:

Fortis Healthcare Limited (FHL) is an Indian multinational chain of private hospitals headquartered in India. Fortis started its health care operations from Mohali, Punjab, where the first Fortis hospital was started. The Fortis Memorial Research Institute (FMRI) hospital at Gurgaon is the headquarter and flagship hospital of Fortis healthcare with all the major facilities at the hospital. It was named as the 23rd smart hospital in the world for the year 2021. FMRI was also named as 22nd best hospital in the country for the year 2022 by Newsweek.

Apart from Fortis Escorts Okhla, & FMRI, Fortis healthcare has other units in Delhi NCR as well which includes Fortis Hospital Faridabad, Noida, Vasant Kunj, Shalimar Bagh (Delhi) and at several other places in the country. Currently, the company operates its healthcare delivery services in India, Dubai and Sri Lanka with 36 healthcare facilities. Malaysia's IHH Healthcare became the controlling shareholder of Fortis Healthcare Ltd by acquiring a 31.1% stake in the company. Fortis Healthcare also appointed four persons from IHH Healthcare to its board in a meeting held at Mohali. The board approved the allotment of over 230 million shares through preferential issue to Northern TK Venture Pte Ltd, a wholly owned indirect subsidiary of IHH Healthcare, at ₹170 per share of ₹10 face value.

In 2018, Manipal Hospitals and TPG Capital acquired Fortis Healthcare Limited as part of a deal for ₹ 39,000 million. In 2019, Fortis Healthcare announced that it had completed the acquisition of RHT Health Trust (RHT) assets for an enterprise value of ₹ 46,500 million. In the same financial year, Fortis reported a consolidated net profit of ₹ 780.10 million for the quarter ended 30 June. Fortis is also a component of the S&P BSE 500.

2.2 NATURE OF BUSINESS

Fortis Healthcare Ltd provides integrated healthcare delivery services in India. The company manages healthcare centres including hospitals, diagnostics, and day care specialty facilities. The company's most prominent specialty in its hospital business is cardiac sciences.

2.3 VISION, MISSION AND QUALITY POLICY

MISSION:

To become a globally respected organisation known for clinical excellence & distinctive patient care.

VISION

"Saving and Enriching lives"

QUALITY POLICY

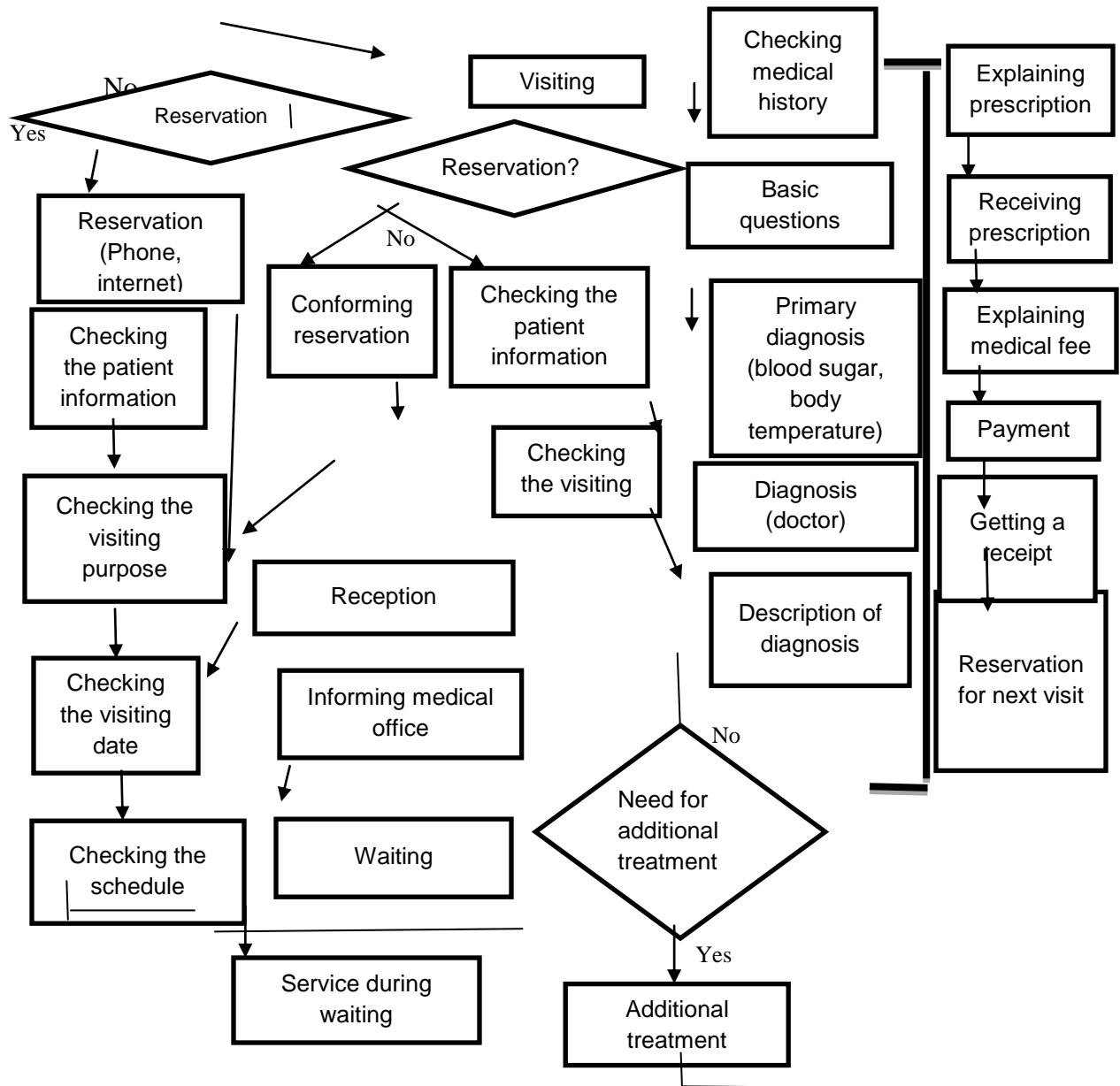
At Fortis they ensure to deliver high-quality, compassionate care to all patients across our health system. By providing privilege and confidentiality, the quality & patient safety department creates a secure environment where clinicians and health care organisations can use common formats to collect, aggregate, and analyse data that can improve quality by identifying and reducing the risks and hazards associated with patient care.

Fortis is committed to treat all patients and caregivers with compassion, integrity, teamwork and honesty. They endeavour to achieve high standards of medical care through a quality improvement system. They continuously strive to improve and sustain patient satisfaction, patient safety and clinical outcomes.

Fortis was accredited in June 2015 by NABH. They measure, monitor and analyse 64 indicators (Clinical and Non-Clinical Indicators). Besides we have defined Process Audits for Service and Clinical Parameters under Fortis Operating System and Medical Operating System respectively.

Regular monthly audits are also done and data presented in the Validation meetings. We check our compliance to high-risk medicines and maintain a Medication safety Scorecard, Compliance Scorecard for consents. Safe surgery checklist and mortality are also maintained. They have a committee framework of 18 committees (Infection Control, Pharmacy and Therapeutic, Safety Committee, HR Committee, Quality and Patient Safety Committee etc.) to ensure protocols are adhered and action taken whenever there is deviation.

2.4 WORKFLOW MODEL



In the above workflow model shows that patient needs to have reservation first. If they don't, they have to make it through phone or internet after reservation is made then the doctor will check medical history of the patient and they will make primary diagnosis includes blood sugar test, body temperature test then doctor will do diagnosis and doctor will let patient to know whether he need additional treatment or not. If he need doctor will do additional treatment later doctor will explain prescription and give it in prescription sheet. After that they

will explain medical fees later patient will do payment procedure and after payment will get receipt then if patient need further treatments, he will do the necessary reservation.

2.5 PRODUCT/SERVICE PROFILE:

- Over 25 years, they have been committed to the cause of getting people back to their lives faster and stronger.
- The last 25 years, they have provided the best cardiac care in India with many lifesaving breakthroughs to their credit.
- Mainly Expert evaluation of spinal problems by a dedicated team of experienced Spine Surgeons, Rheumatologists, Neurologists, Physicians and Physiotherapists.
- 20 years of unmatched expertise has put Fortis at par with the best International Centres globally.
- Their department provides a full range of General and Gastrointestinal surgeries and features some of the leading doctors in the field of General and Minimal Access Surgeries.
- The Orthopaedic team at Fortis Hospitals, Bangalore, feature some of the leading doctors in the field, with decades of experience of having catered to some of the most challenging cases.
- And the Backed by specialists from multiple disciplines, specialises in handling high risk pregnancies.
- Amongst the leading hospital operators in India with 3,700 operational beds and total potential bed capacity of over 10,000 beds

- Leadership across key specialties in tertiary care like Cardiac Sciences, Neurology, Ortho, etc. Leader in the organised diagnostics segment.

2.6 OWNERSHIP PATTERN

The Shareholding Pattern page of Fortis Healthcare Ltd. presents the Promoter's holding, FII's holding, DII's holding, and Shareholding by the general public.

Share holding pattern

Promoters	- 31.17%
Foreign Institution.	- 30.59%
Retail and others.	- 18.31%
Mutual funds	- 16.89%
Other domestic institutions	- 3.4%

BOARD OF DIRECTORS

NAME	DESIGNATION
Mr. Ravi Rajagopal	Chairman
Dr. Ashutosh Raghuvanshi	Managing Director & CEO
Mr. Dilip Kadambi	Non-Executive Director
Dr. Farid Bin Mohamed Sani	Non-Executive Director
Mr. Indrajit Banerjee	Independent Director
Mr. Joe Sim	Non-Executive Director
Mr. Joerg Ayrlle	Non-Executive

	Director
MS. Shailaja Chandra	Independent Director

2.7 AWARDS AND ACHIEVEMENTS

Fortis Hospital, Bannerghatta Road, Bengaluru, It was named the 'Best Hospital - Urology' in its region. Fortis Memorial Research Institute, Gurugram, was recognised as the 'Best Hospital - Oncology' in its region.

- NABH Accredited Hospital.
- NABL Accredited Lab.
- NABH Certified Nursing Excellence.
- NABH Accredited Blood Bank.

SOME OTHER AWARDS & ACCOLADES

- Fortis Group won four awards in various categories at the Economic Times Health world Hospital Awards 20.
- Fortis won the 'Best Hospital Chain' and the 'Best Hospital for Patient Care' titles nationally.
- Fortis Hospital, Bannerghatta Road, Bengaluru, was named the 'Best Hospital - Urology' in its region.
- Fortis Memorial Research Institute, Gurugram, was recognised as the 'Best Hospital - Oncology' in its region. FICCI Medical Travel Value Awards 2019
- Fortis Healthcare bagged 10 awards in various categories at the FICCI Medical Travel Value Awards 2019. The awards, instituted by the Federation of Indian Chambers of Commerce & Industry (FICCI), were presented at the Advantage Health Care India - 2019 Summit.
- Excellence in Cardiac Sciences
- Fortis Escorts, Okhla, New Delhi, was honoured with 'Award for Excellence in Cardiac Sciences' at 5th ABP Healthcare Leadership Awards.
- Joint Commission International (JCI) accreditation

- Fortis Hospital, Mohali and Fortis Hospital, Bannerghatta Road, Bengaluru, earned the JCI Gold Seal for the fifth consecutive time while Fortis Memorial Research Institute (FMRI), Gurugram also attained the prestigious JCI accreditation.
- National Award for Excellence in Energy Management, 2019
- Fortis Hospital, Mohali, was honoured with the ‘The National Award for Excellence in Energy Management, 2019’ instituted by the Confederation of Indian Industry (CII).
- Best Hospital to Work For
- Fortis Hospital & Kidney Institute (FHKI), Kolkata, was recognised as the ‘Best Hospital to Work For’ by the Association of Healthcare Providers – India (AHPI). This is the third consecutive year when FHKI has won the honour.
- International Patient Safety Congress
- Fortis Hospital, Mulund, won two awards at the 8th International Patient Safety Congress for two projects, namely, ‘Infection Control Prevention - Central Line-associated bloodstream Infection (CLABSI)-free Hospital’ and ‘Beyond Scalpels and Surgeons,’
- Quality Beyond Accreditation
- Fortis Hospital, Anandpur, Kolkata, received the AHPI Award 2019 for ‘Quality Beyond Accreditation.’
- Rastriya Prernadoot Award
- Fortis CSR Foundation was honoured with the prestigious ‘Rastriya Prernadoot Award’ for social work. The award was presented by Shri Thawar Chand Gehlot, Hon’ble Minister of Social Justice and Empowerment, Govt. of India.
- Best Brand in Diagnostics

2.8 FUTURE GROWTH AND PROSPECTS

The Fortis Healthcare aims to add around 1,500 beds over the next five years to enhance its presence in existing locations, according to its Annual Report for 2021-22. The company said it expects to continue to strengthen its existing specialities and build new medical programmes. It plans to focus on enhancing emergency response through better medical infrastructure and focused training of ER staff.

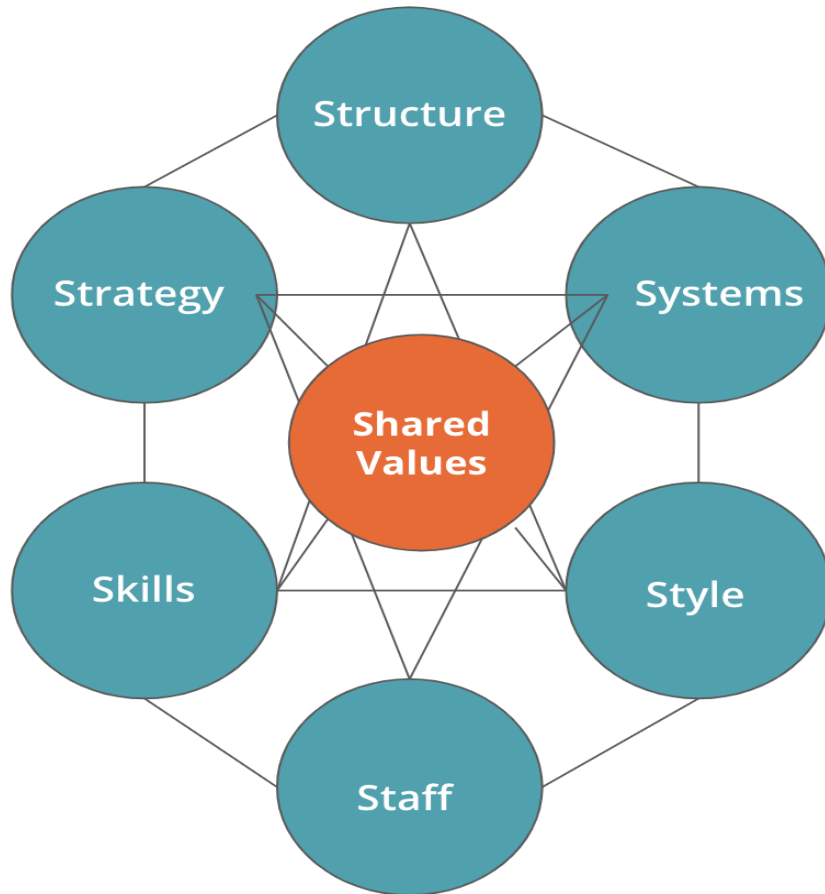
Fortis efforts to drive revenues via more focused sales and marketing efforts towards large payor mix segments, an increasing focus on medical tourism and pricing reviews across medical offerings and facilities.

CHAPTER-3
MICKANSEY'S 7S FRAMEWORK AND
PORTER'S 5 FORCE MODEL

MCKINSEY'S 7S FRAMEWORK

First introduced by Tom Peters and Robert Waterman in their best-selling book “In search of excellence”, the 7 S framework is a strategic tool to better understand and analyse the complexity of an organization.

The McKinsey' 7S model provides a multidimensional framework to analyse the current state of an organization and where it can make changes to achieve the desired objectives. In essence, McKinsey's 7S framework is a strategic planning tool.



1. Strategy

Fortis Healthcare needs to build a balance between short run cost savings and protecting its core competitive advantage. Customers perceive Fortis Healthcare products and services to deliver ‘value for money’ proposition plus a bit extra. In its zest to gain more market share through competing on prices, Fortis Healthcare should avoid cutting costs that can result in inferior product and service delivery.

The strategy of the institute is to achieve recognition globally as a destination in healthcare industry. The institute is providing global standards in healthcare to the public through quality services, professional expertise with special focus on patient’s safety and the main strategy of Fortis Hospital is to provide 24/7 service and satisfying the customer.

➤ Preventive Healthcare

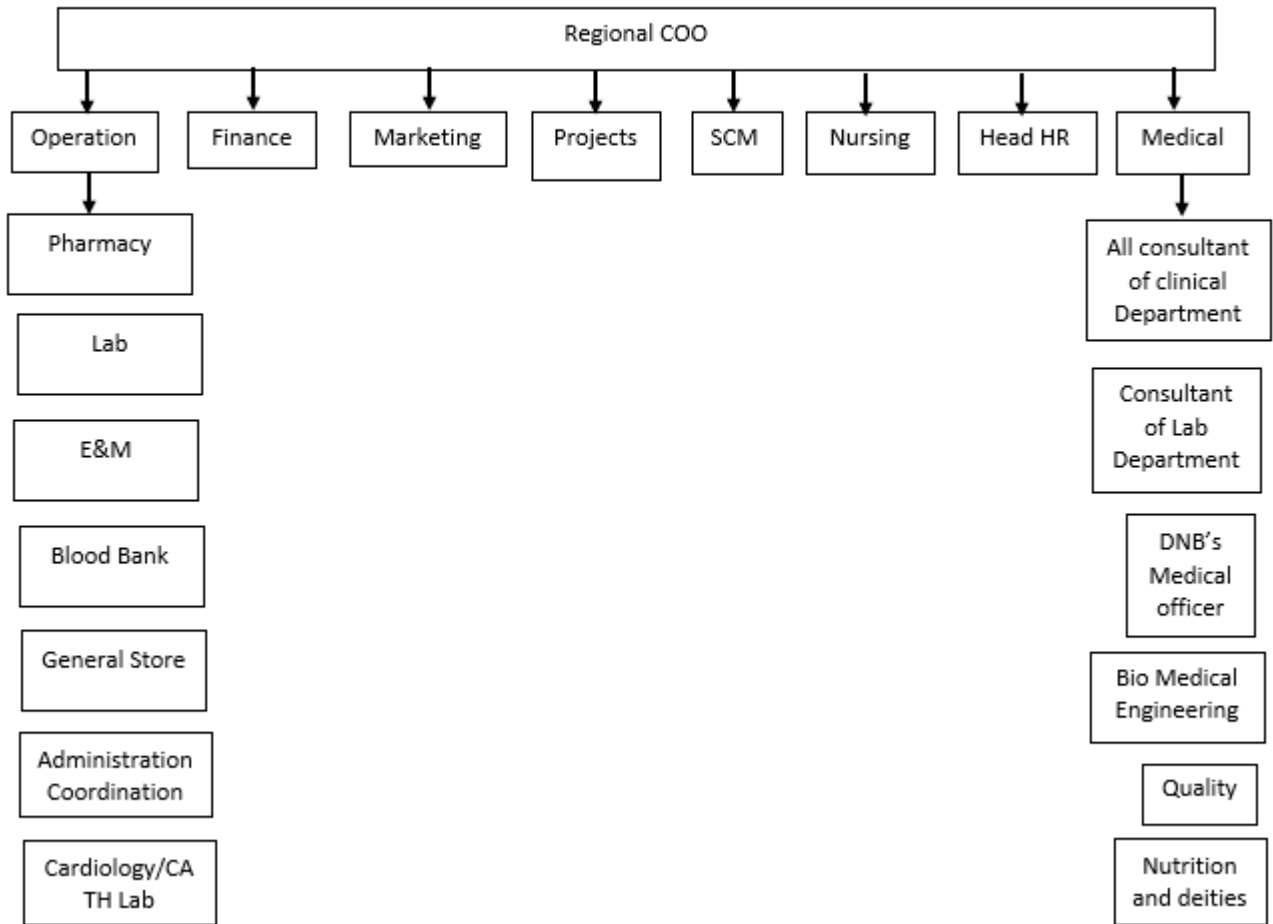
- Medical excellence with a human touch
- Generating awareness

2. Structure

Organization structure is a system of relationship that governs the activities of the people who are dependent upon each other for achieving the common objectives. For the purpose of easy and effective administration all the activities of fortis Hospitals have been broadly assigned to the following parts: Chairman and vice- chairman.

The chairman is the supreme authority to take decisions with the consent of the vice chairman. Under the control of vice chairman there are Sr. Vice president, associate vice president, financial controller, associate VP (marketing) and General Manager (HR). Under them there are the medical director, deputy medical director, and various departmental heads.

They are following formal structure in the organisation.



3. Systems

Fortis Healthcare needs to focus on the following areas – Improve internal processes, such as risk management, Customer Relationship Management (CRM), web app optimization, and data visualization across the organization.

Fortis Healthcare needs to put in place robust system for “work from home” employees so that there can be greater interaction among the employees both online and in physical environment. It will not only improve productivity but also increase the data security and cyber security.

The system refers to formal and informal procedures that govern everyday activity, covering everything from management information systems

Recruitment: It is the process of searching for prospective applicants and simulating them to apply for job in an organization. The recruitment system flow as per the process given below:

- Review of the Requirement
- Preparation of the Position Profile i.e. Resource Requisition Justification
- Sourcing (Advertisement, referrals, recruitment consultants, web posting etc.)
- Screening
- Functional Assessment
- HR Assessment
- Offer Other systems
- Appointment register
- Initial assessment forms
- Investigation log register
- Consultation register
- Report dispatch register Training and Development system
- Reference Check
- Pre -Employment Medical Check
- Offer Confirmation
- Travel & Stay

4. Style/ Leadership

The leadership styles required in the physical location and in remote scenario are completely different. In a physical environment manager can stop by a chat, provide inputs and go through the work. But in the remote location employees have to work in far more isolated environment. To improve the workflow – leaders should pursue collaborative and inclusive form of leadership. Leaders should build smaller teams as part of larger teams.

Style refers to the employees shared and common way of thinking and behaving –written norms of behaviour and thought. Fortis hospitals have a paternalistic form of management style.

However, decisions take into account the best interests of the employees as well as business. The leader explains most decisions to the employees and ensures that their social and leisure needs are always met. This can help balance out the lack of worker motivation due to the autocratic management style. Communication is again generally downwards but feedback to the management is encouraged to maintain morale.

- Autocratic style
- Transformational leadership
- Servant leadership

5. Skills

Fortis Healthcare can build a structured training and development program for people working from remote locations.

Fortis Healthcare can hire fresh talent as more and more people are leaving their existing jobs because they are not challenging them enough

Skills refer to the capabilities and competencies that exist within the company. A skill captures a company's crucial attributes or capabilities. Fortis Hospitals has good skilled labour force and well-equipped latest facilities and technologies. Some of the skills that the employees should possess are leadership, talented, sincere, generous, attentive, resourceful, hospitable, alert, efficient, patient, infallible and observant.

- Medical knowledge
- Technical skills
- Communication skills
- Emotional intelligence
- Team work
- Attention to detail
- Time management

6. Staff

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

In the beginning some of the steps Fortis Healthcare can take in to improve the human resources are

Recruitment and remote onboarding – Because of the pandemic, a lot of employees are working from remote locations. To make the environment more inclusive for the new employees, Fortis Healthcare should build system for remote onboarding such as – catalogue of short videos, small group interaction, technical demonstrations. Open chats for the people to approach people at various levels in the hierarchy. It will not only help the top management to directly interact with the people below but also help in building an open and transparent culture.

- Physicians
- Nurses
- Medical assistants
- Technologists
- Pharmacists
- Administrative staff
- Custodial staff
- Purchase team
- Fire and safety staff

7. Shared Values

The organization has built a successful business model based on its core values, vision and mission. It doesn't have to change much in the shared values segment. One area where it can focus more is – sustainability. Investors are putting a lot of stress on Environmental, Societal, and Governance issues, so it can bring more transparency by using the Triple Bottom Line concept in its ESG and financial reporting.

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

PORTER'S 5 FORCE MODEL

Porter's Five Forces is a notion in business analysis that explains why different industries might benefit in different ways. Michael E. Porter's book "Competitive Strategy: Techniques for Analysing Industries and Competitors" initially suggested the concept in 1980.

The Five Forces model is a well-known method for analysing the industry structure and corporate strategy of a corporation. Porter used certain criteria to define five indisputable forces that shape every sector and business on the earth. The five forces are often used to assess an industry's or market's competitiveness, attractiveness, and profitability.

1. Bargaining Power of Buyers

Bargaining power of buyers of Fortis Healthcare and Healthcare sector – If the buyers have strong bargaining power then they usually tend to drive price down thus limiting the potential of the Fortis Healthcare to earn sustainable profits

- In the hospital buyers are typically patients or their insurance providers.
- Patients have limited bargaining power due to urgent and need for medical care
- Insurance providers have greater bargaining power due to their ability to negotiate reimbursement rates.

2. Rivalry Among Existing Competitors

Rivalry among existing players in Healthcare Facilities industry – If competition is intense then it becomes difficult for existing players such as Fortis Healthcare to earn sustainable profits.

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

3. Bargaining power of suppliers

Bargaining power of suppliers in Healthcare Facilities – If suppliers have strong bargaining power then they will extract higher price from the Fortis Healthcare. It will impact the potential of Fortis Healthcare to maintain above average profits in Healthcare Facilities industry.

- Suppliers in the hospital include medical equipment, manufacturers, pharmaceutical companies and medical staff often have limited bargaining power over suppliers due to their specialized equipment and medications.

4. Threat of new entrants

Threat of new entrants in Healthcare Facilities industry – if there is strong threat of new entrants in the Healthcare Facilities industry then current players will be willing to earn lower profits to reduce the threats from new players.

- Hospital has higher barrier to entry due to the significant capital investment required To establish and a operate a hospital.
- The need for specialized medical equipment, skilled medical professionals and regulatory compliance further increases the difficulty of entry.

5. Threat of substitute products and services

Threat of substitute products and services in Healthcare Facilities sector – If the threat of substitute is high then Fortis Healthcare has to either continuously invest into R&D or it risks losing out to disruptors in the industry.

- The threats of substitute is low, as medical care is typically a necessity rather than a luxury.
- Alternative care such as telemedicine or home care services may become more popular as technology continues to advance and patients become more comfortable with virtual care options

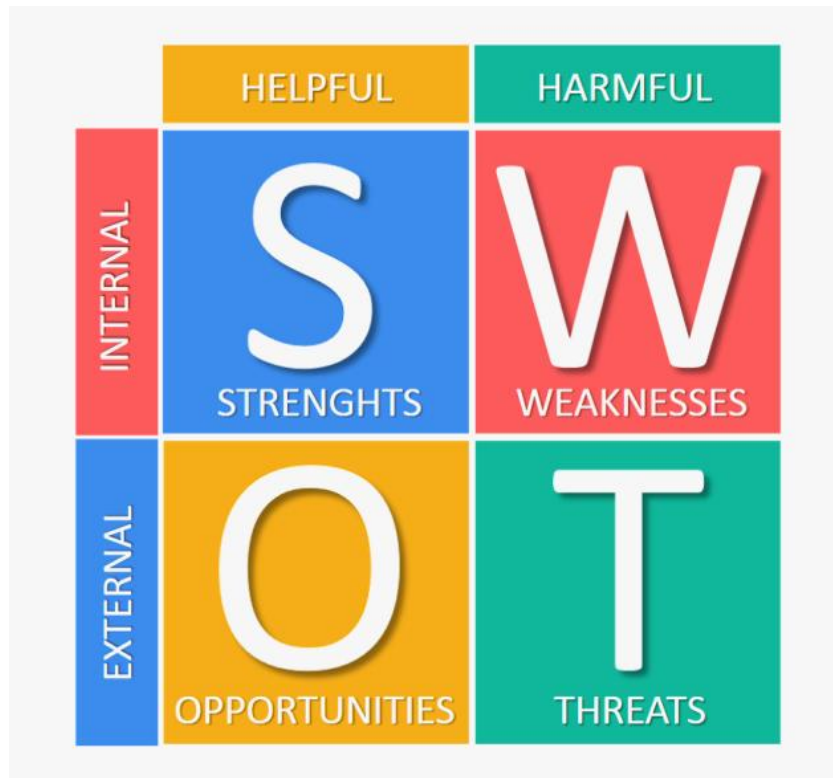
CHAPTER 4

SWOT ANALYSIS

SWOT ANALYSIS OF

SWOT analysis is a framework for identifying and analysing an organization's strengths, weaknesses, opportunities, and threats. These words make up the SWOT acronym. The primary goal of SWOT analysis is to increase awareness of the factors that go into making a business decision or establishing a business strategy.

SWOT is made of two parts i.e. strengths and weaknesses refer to the internals of the company whereas, opportunities and threats are external to the company and exist in the environment.



Strengths of Fortis Healthcare

- Strengths are the firm's capabilities and resources that it can use to design, develop, and sustain competitive advantage in the marketplace
- Wide geographic presence - Fortis Healthcare has extensive dealer network and associates network that not only help in delivering efficient services to the customers but also help in managing competitive challenges in Healthcare Facilities industry.

- High margins compare to Healthcare Facilities industry's competitors - Even though Fortis Healthcare is facing downward pressure on profitability, compare to competitors it is still racking in higher profit margins.
- Track record of innovation - Even though most players in the Healthcare strive to innovate, Fortis Healthcare has successful record at consumer driven innovation.
- Success of new product mix - Fortis Healthcare provides exhaustive product mix options to its customers. It helps the company in catering to various customers segments in the Healthcare Facilities industry.
- Talent management at Fortis Healthcare and skill development of the employees - Human resources are integral to the success of Fortis Healthcare in Healthcare Facilities industry.

Weaknesses of Fortis Healthcare

- It can either be absence of strengths or resources of capabilities that are required but at present the organization doesn't have. Decision makers have to be certain if the weakness is present because of lack of strategic planning or as a result of strategic choice.
- Low investments into Fortis Healthcare's customer-oriented services - This can lead to competitors gaining advantage in near future. Fortis Healthcare needs to increase investment into research and development especially in customer services-oriented applications.
- Niche markets and local monopolies that companies such as Fortis Healthcare able to exploit are fast disappearing. The customer network that Fortis Healthcare has promoted is proving less and less effective.
- Extra cost of building new supply chain and logistics network - Internet and Artificial Intelligence has significantly altered the business model in the Healthcare industry and given

the decreasing significance of the dealer network Fortis Healthcare has to build a new robust supply chain network. That can be extremely expensive.

- High cost of replacing existing experts within the Fortis Healthcare. Few employees are responsible for the Fortis Healthcare's knowledge base and replacing them will be extremely difficult in the present conditions.
- High turnover of employees at the lower levels is also a concern for the Fortis Healthcare . It can lead to higher salaries to maintain the talent within the firm.
- Loyalty among suppliers is low - Given the history of Fortis Healthcare coming up with new innovations to drive down prices in the supply chain.

Opportunities Of Fortis Hospital

- In Online Space - Increasing adoption of online services by customers will also enable Fortis Healthcare to provide new offerings to the customers in Healthcare Facilities industry.
- Accelerated technological innovations and advances are improving industrial productivity, allowing suppliers to manufacture vast array of products and services. This can help Fortis Healthcare to significantly venture into adjacent products.
- Trend of customers migrating to higher end products - It represents great opportunity for Fortis Healthcare, as the firm has strong brand recognition in the premium segment, customers have experience with excellent customer services provided by Fortis Healthcare brands in the lower segment. It can be a win-win for the company and provides an opportunity to increase the profitability.
- Lowering of the cost of new product launches through third party retail partners and dedicated social network. Fortis Healthcare can use the emerging trend to start small before scaling up after initial success of a new product.

Threats To Fortis Hospital

- These are factors that can be potential dangers to the firm's business models because of changes in macro- economic factors and changing consumer perceptions. Threats can be managed but not controlled.
- Trade Relation between US and China can affect Fortis Healthcare growth plans - This can lead to full scale trade war which can hamper the potential of Fortis Healthcare to expand operations in China.
- Changing political environment with US and China trade war, Brexit impacting European Union, and overall instability in the middle east can impact Fortis Healthcare business both in local market and in international market.
- Growing technological expertise of local players in the export market - One of the biggest threat of tie-up with the local players in the export market for Fortis Healthcare is threat of losing IPR. The intellectual property rights framework is not very strong in emerging markets especially in China.
- Increasing government regulations are making it difficult for un-organized players to operate in the Healthcare Facilities industry. This can provide Fortis Healthcare an opportunity to increase the customer base.
- Saturation in urban market and stagnation in the rural markets - For Fortis Healthcare this trend is an ongoing challenge in the Healthcare Facilities segment. One of the reasons is that the adoption of products is slow in rural market. Secondly it is more costly for Fortis Healthcare to serve the rural customers than urban customers given the vast distances and lack of infrastructure.
- Distrust of institutions and increasing threat of legal actions for Fortis Healthcare - As the WTO regulations and laws are difficult to enforce in various markets. Legal procedures

have become expensive and long drawn process. It can lead to less investment into emerging markets by Fortis Healthcare thus resulting in slower growth.

CHAPTER 5

STATEMENT OF FINANCIAL

ANALYSIS

FINANCIAL STATEMENT:

Financial statement is the written records which provide the complete information about the financial position, performance of the company to make the good decision to earn more profit in the future days.

Financial statement of the company includes balance sheet, Income statement, cash flow statement and Statement of shareholder's equity. This statement not only helps the company for economic decision but also to know the performance of the company for the outsiders like investors, banks, publics and etc.

BALANCE SHEET ANALYSIS OF FORTIS HOSPITAL LIMITED

This balance sheet includes all the asset, liabilities, capitals, debt etc of the company. The 5 year balance sheet of the company provides easy to compare in which year the company was doing really well.

BALANCE SHEET OF FORTIS HEALTHCARE (in Rs. Cr.)	MAR 22	MAR 21	MAR 20	MAR 19	MAR 18
	12 months	12 months	12 months	12 months	12 months
EQUITIES AND LIABILITIES					
SHAREHOLDER'S FUNDS					
Equity Share Capital	754.96	754.96	754.96	754.95	518.66
TOTAL SHARE CAPITAL	754.96	754.96	754.96	754.95	518.66
Reserves and Surplus	5,423.28	5,362.93	5,902.41	5,822.11	3,543.07
TOTAL RESERVES AND SURPLUS	5,423.28	5,362.93	5,902.41	5,822.11	3,543.07
TOTAL SHAREHOLDERS FUNDS	6,178.24	6,119.81	6,661.09	6,600.80	4,061.72
Minority Interest	830.01	598.00	544.50	511.69	1,255.23
NON-CURRENT LIABILITIES					
Long Term Borrowings	779.10	967.73	954.05	637.08	948.13
Deferred Tax Liabilities [Net]	381.22	288.73	311.61	480.81	143.12
Other Long Term Liabilities	2,332.03	1,859.77	222.04	64.04	14.99
Long Term Provisions	114.71	87.61	75.61	65.86	64.47

TOTAL NON-CURRENT LIABILITIES	3,607.06	3,203.84	1,563.30	1,247.79	1,170.70
CURRENT LIABILITIES					
Short Term Borrowings	186.57	179.63	362.55	1,230.74	452.29
Trade Payables	660.93	548.20	597.63	753.52	762.76
Other Current Liabilities	353.54	412.09	1,539.65	1,528.05	853.16
Short Term Provisions	68.39	93.12	79.09	78.67	65.82
TOTAL CURRENT LIABILITIES	1,269.43	1,233.04	2,578.93	3,590.98	2,134.04
TOTAL CAPITAL AND LIABILITIES	11,884.75	11,154.69	11,347.82	11,951.27	8,621.69
ASSETS					
NON-CURRENT ASSETS					
Tangible Assets	4,950.26	5,015.37	5,020.53	4,694.16	2,848.98
Intangible Assets	342.23	62.00	61.06	61.80	94.26
Capital Work-In-Progress	193.43	163.14	188.84	420.85	194.01
FIXED ASSETS	5,485.97	5,242.29	5,285.34	5,205.74	3,169.32
Non-Current Investments	103.60	186.03	174.54	190.31	1,396.86
Deferred Tax Assets [Net]	369.11	370.23	392.88	465.33	295.12
Long Term Loans And Advances	0.29	29.90	30.03	29.47	19.45
Other Non-Current Assets	669.30	567.72	803.79	673.07	410.62
TOTAL NON-CURRENT ASSETS	10,751.48	10,117.88	10,407.34	10,284.69	7,340.18
CURRENT ASSETS					
Current Investments	0.00	0.00	0.00	79.29	335.06

Inventories	122.90	76.76	78.18	56.53	66.63
Trade Receivables	512.17	389.89	458.78	542.42	470.19
Cash And Cash Equivalents	412.70	416.58	265.95	855.85	219.67
Short Term Loans and Advances	1.49	13.69	17.39	21.10	31.96
Other Current Assets	84.01	139.87	120.17	111.40	158.00
TOTAL CURRENT ASSETS	1,133.27	1,036.80	940.48	1,666.58	1,281.51
TOTAL ASSETS	11,884.75	11,154.69	11,347.82	11,951.27	8,621.69
OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	0.00	1,936.37	1,880.31	1,594.33	1,397.26

CASH FLOW STATEMENT OF FORTIS HOSPITAL

Cash flow shows that how the Fortis Hospital manages the cash inflows and outflows during the last 5 years. It shows how the cash is generated or used by the company in the given period.

Particulars	Mar 22	Mar 21	Mar20	Mar 19	Mar 18
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Net Profit Before Tax	-8.99	24.13	620.68	179.65	-60.29
Net Cash From Operating Activities	76.49	31.94	99.92	-61.26	-14.78
Net Cash (used in)/from Investing Activities	237.74	28.40	810.04	-4688.01	244.88
Net Cash (used in)/from Financing Activities	-319.83	5.91	-971.53	4792.33	-292.00
Net (decrease)/increase In Cash and Cash Equivalents	-5.60	66.26	-61.57	43.07	-61.90
Opening Cash & Cash Equivalents	-14.16	-80.42	-18.85	-61.91	-0.01
Closing Cash & Cash Equivalents	-19.75	-14.16	-80.42	-18.85	-61.
Net Profit Before Tax	-8.99	24.13	620.68	179.65	-60.29
Net Cash from Operating Activities	76.49	31.94	99.92	-61.26	-14.78
Net Cash (used in)/from Investing Activities	237.74	28.40	810.04	-4688.01	244.88
Net Cash (used in)/from Financing Activities	-319.83	5.91	-971.53	4792.33	-292.00
Net (decrease)/increase In Cash and Cash Equivalents	-5.60	66.26	-61.57	43.07	-61.90

INCOME STATEMENT OF FORTIS HOSPITAL

Income statement of Fortis Hospital shows revenue and the expenses incurred by the company during the last 5 years. This shows how the company is performing for the last 5 years.

Particulars	2018	2019	2020	2021	2022
Revenue	4561	4469	4632	4030	5718
Revenue from operations	4561	4469	4632	4030	5718
Other revenue	NA	NA	NA	NA	NA
Expenses	5372	4687	4252	3903	4643
Selling, General and administrative expenses	3073	3107	2842	2425	3063
Total operating Expenses	2299	1579	1410	1478	1579
EBITDA	-811.09	-217.54	380.49	127.16	1075
EBIT	-1047	-449.35	88.76	-163.44	774.22
Profit before tax	-911.77	-110.10	239.36	43.30	987.79
Net profit	-1009	-298.94	57.94	-109.76	555.12

RATIO ANALYSIS OF FORTIS HOSPITAL

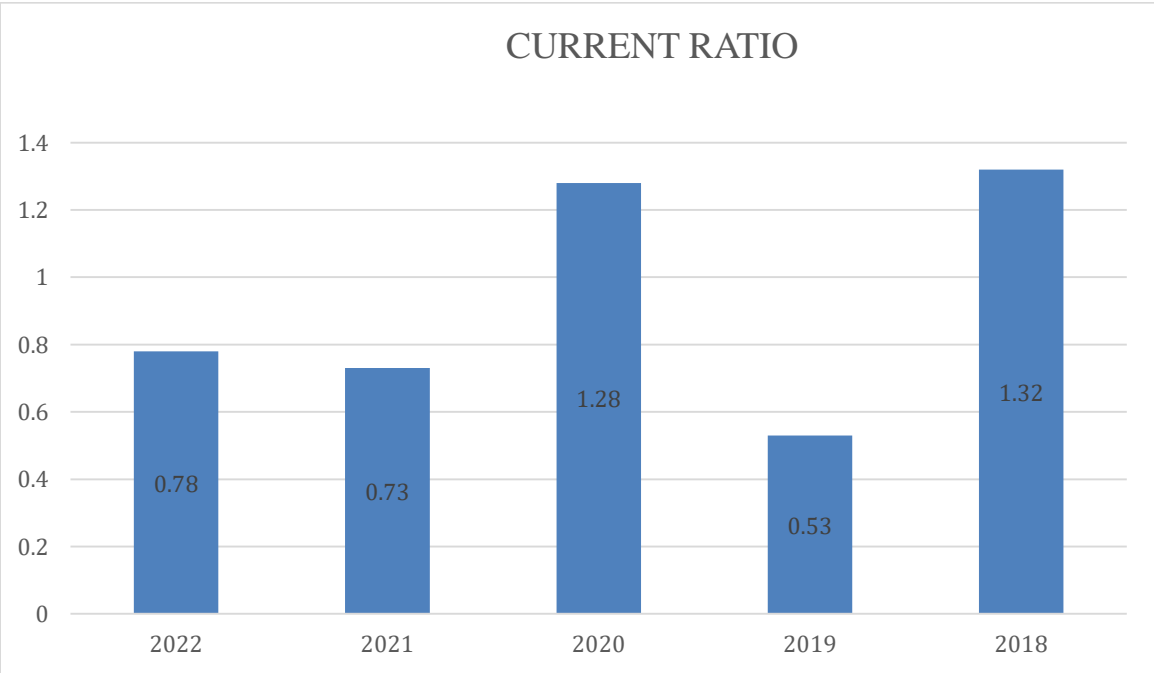
Ratio analysis is calculating financial performance of the company, its financial position, liquidity, profitability, risk, solvency, proper utilization of the resources by studying the financial statement of the company like balance sheet and income statement.

1. Liquidity Ratio: Liquidity ratio is the tool which is used to examine the ability of the company to pay its short-term loans. It shows the richness of the company.

➤ **Current Ratio:** The current ratio commonly referred to as the working capital ratio, determines the company’s capacity to pay the short term debt that is due within a year. The weight of total current assets compared to total current liabilities taken into ratio.

$$\text{CURRENT RATIO} = \text{CURRENT ASSTES} / \text{CURRENT LIABILITIES}$$

RATIO	2022	2021	2020	2019	2018
CURRENT RATIO(x)	0.78	0.73	1.28	0.53	1.32



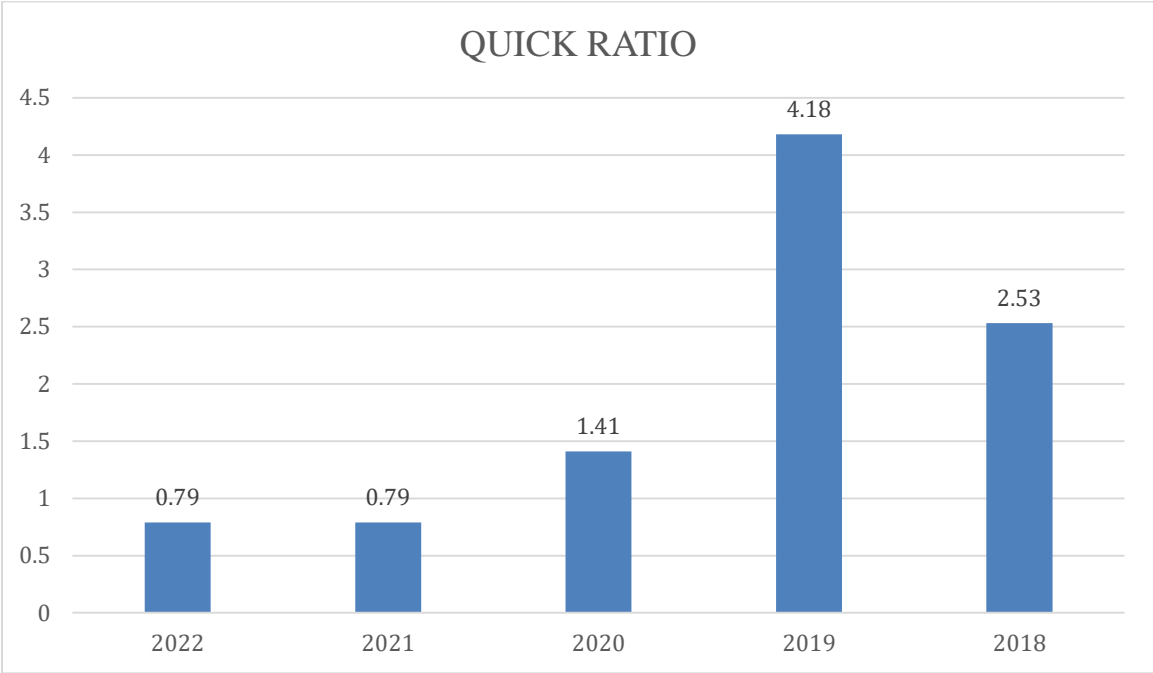
Analysis: The above table & graph shows the current ratio of the firm, when comparing the five years of ratio 2020 is having the highest ratio of 1.28 which is a very good sign for the firm, where the liquidity position of the firm increased to a good extent.

➤ **Quick Ratio**

The Quick Ratio sometimes referred to as the Acid Test or Liquidity Ratio, assesses a company's capacity to fulfil its short-term obligations by looking at its ability to quickly convert its assets into cash. Cash, marketable securities, and accounts receivable are the assets. Because they may be easily convertible into cash, these assets are referred to as "quick" assets.

Quick Ratio: Quick Assets/Quick Liabilities

RATIO	2022	2021	2020	2019	2018
QUICK RATIO(x)	0.79	0.79	1.41	4.18	2.53



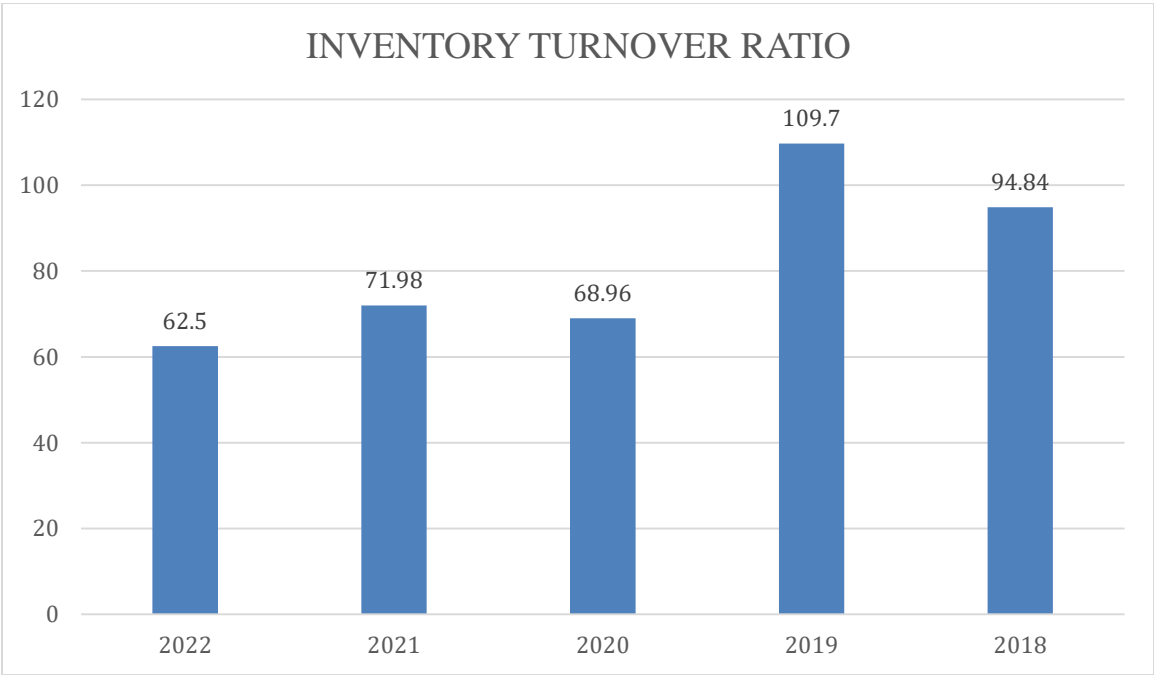
Analysis: The above table & graph shows the quick ratio of the firm, when comparing the five years of ratio 2019 is having the highest ratio of 0.9 which is an indication that the firm is liquid and has the ability to meet its current or liquid liabilities in time.

2. Turnover Ratio: The turnover ratio is the percentage of mutual fund holdings which have been replaced in a fiscal year.

➤ **Inventory Turnover Ratio:** Inventory turnover measures how efficiently a company uses its inventory by dividing the cost of goods sold by the average inventory value during the period

Inventory Turnover Net Sales/Average Inventory At Selling Price

RATIO	2022	2021	2020	2019	2018
Inventory Turnover Ratio	62.5	71.98	68.96	109.7	94.84

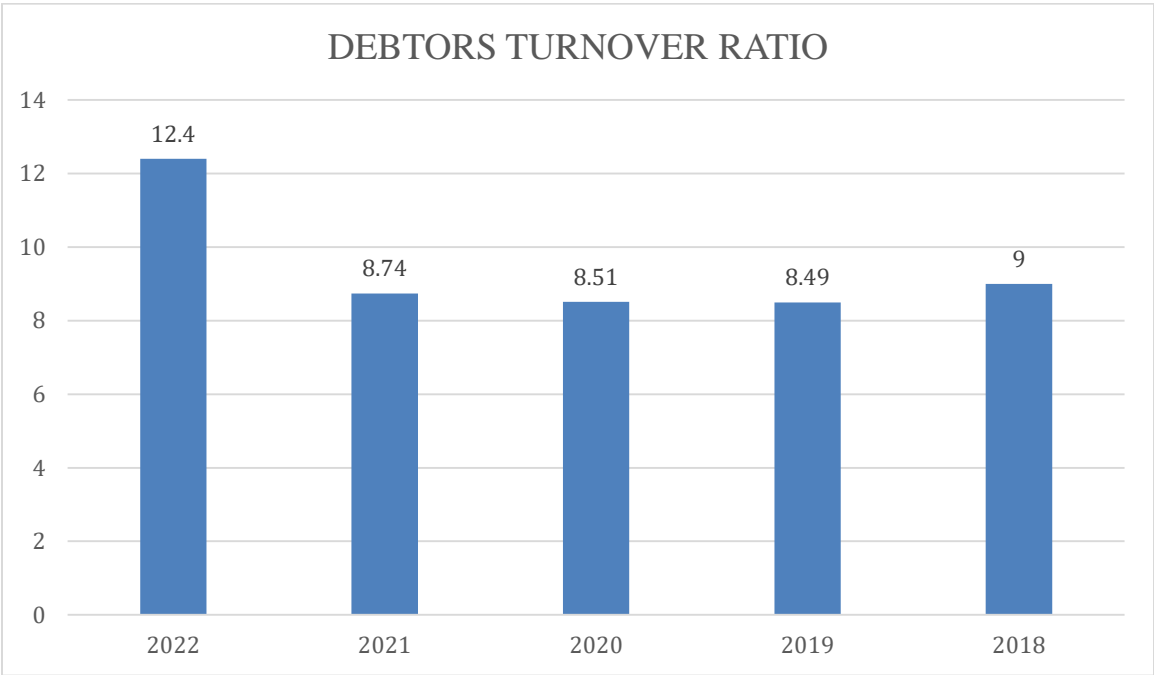


Analysis: The above table & graph show the inventory turnover ratio of the firm, when comparing the five ears of ratio 2019 is having the highest ratio of 109.7. The higher ratio the higher the net income for the company. The higher ratio shows how the company is more effective in managing its assets to produce greater amounts of net income

➤ **Debtors Turnover Ratio:** Accounts Receivables Turnover ratio is also known as debtors turnover ratio. This indicates the number of times average debtors have been converted into cash during a year. This is also referred to as the efficiency ratio which measures the company's ability to collect revenue.

➤ **Credit Sales/Average Debtors**

RATIO	2022	2021	2020	2019	2018
Debtors Turnover Ratio	12.4	8.74	8.51	8.49	9

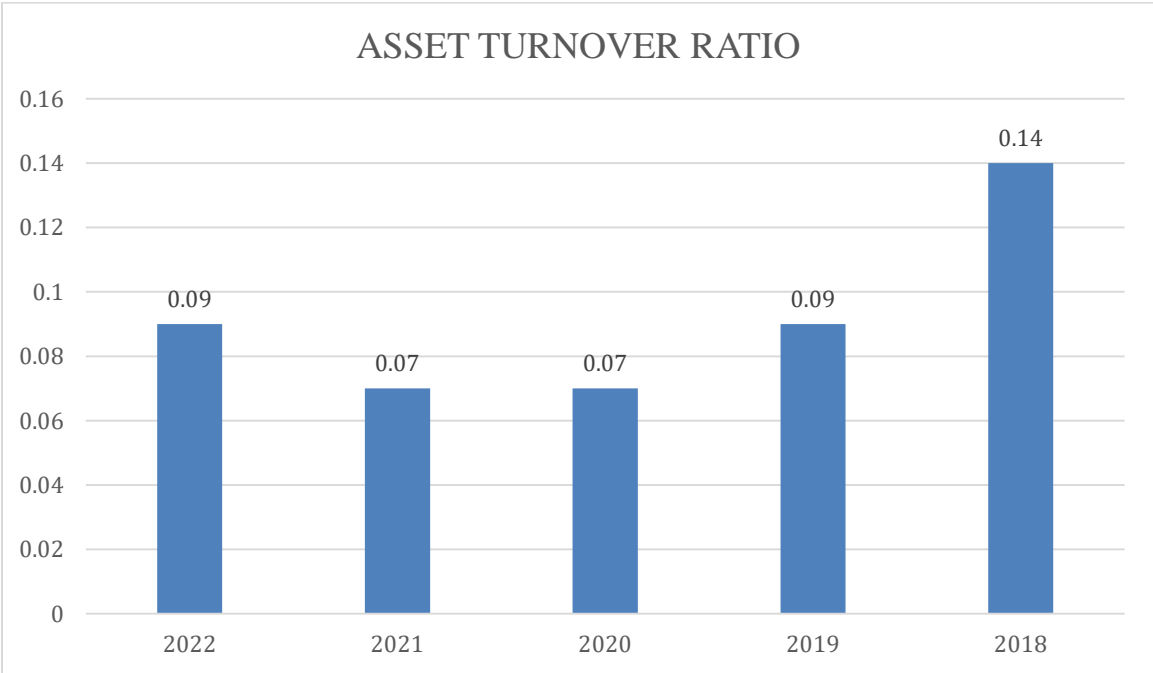


Analysis: The above table & graph show the debtors turnover ratio of the firm, when comparing the five years of ratio 2022 is having the highest ratio of 12.4 The higher ratio the higher the net income for the company. The higher ratio shows how the company is more effective in managing its assets to produce greater amounts of net income.

Asset Turnover Ratio: The asset turnover ratio measures the efficiency of a company's assets in generating revenue or sales. It compares the dollar amount of sales (revenues) to its total assets as an annualized percentage. Thus, to calculate the asset turnover ratio, divide net sales or revenue by the average total assets.

➤ **Assets Turnover Ratio: Sales/Total Assets**

RATIO	2022	2021	2020	2019	2018
Asset Turnover Ratio	0.09	0.07	0.07	0.09	0.14



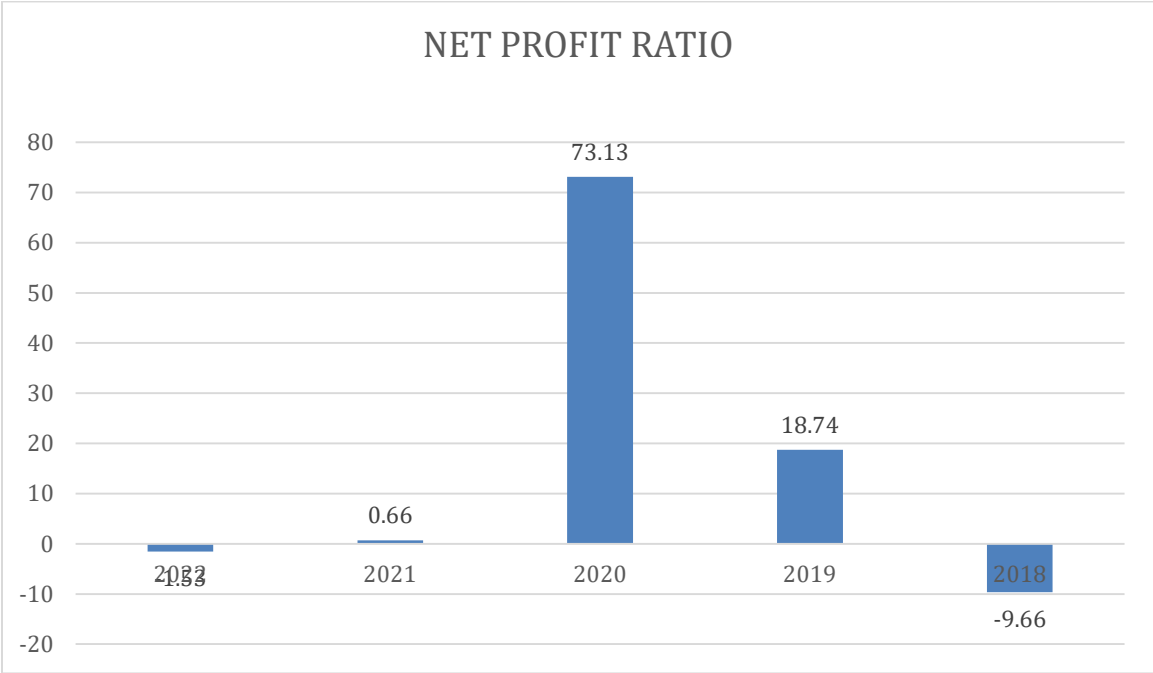
Analysis: The above table & graph show the assets turnover ratio of the firm, when comparing the five years of ratio 2019 is having the highest ratio of 0.14 The higher ratio the higher the net income for the company. The higher ratio shows how the company is more effective in managing its assets to produce greater amounts of net income.

3. Profitability Ratio: Ratio that shows the firm's ability to measure the overall efficiency of the firm in generating returns for its stakeholders.

Net Profit Ratio: Net Profit Ratio, also referred to as the Net Profit Margin Ratio, is a profitability ratio that measures the company's profits to the total amount of money brought into the business.

Net Profit: Net Profit/ Sales*100

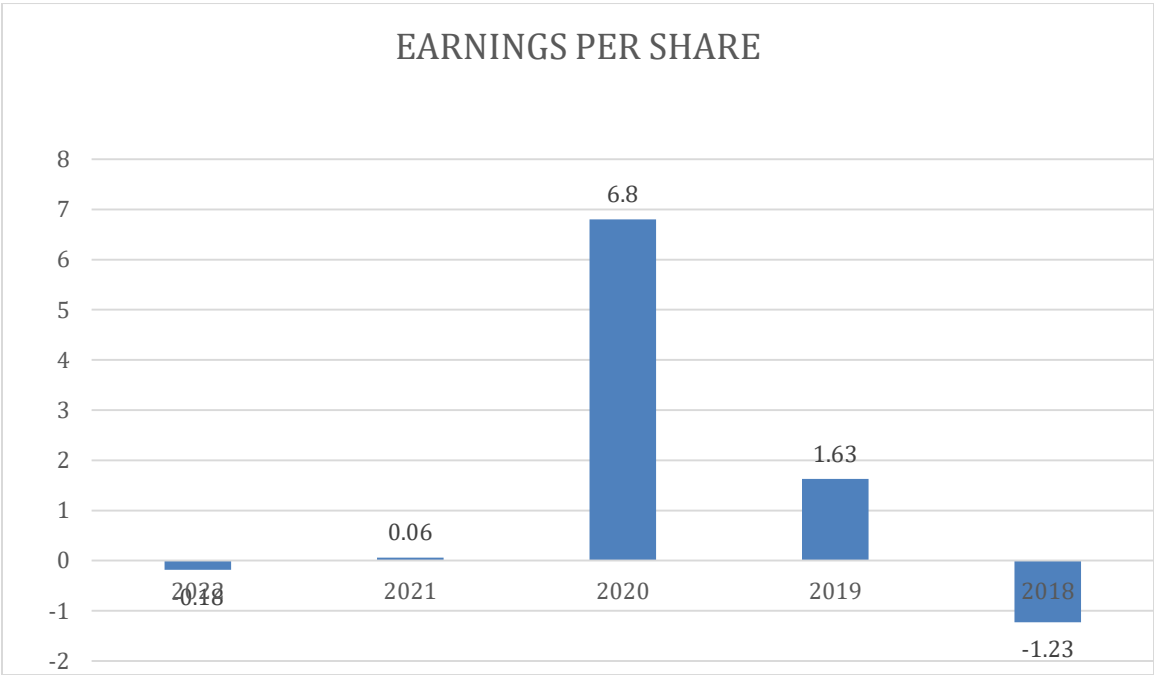
RATIO	2022	2021	2020	2019	2018
Net Profit Ratio	-1.53	0.66	73.13	18.74	-9.66



Analysis: The above table & graph shows the net profit ratio of the firm, when comparing the five years of ratio 2020 is having the highest ratio of 73.13 which shows the earning profit of the firm is high. A high percentage means that the firm did well in managing its expenses. But it gradually decreased in the next year which shows the firm has not managed its expenses

Earnings per Share: Earnings per share is calculated by net profit by No. of equity shares. It indicates the profitability of a company. It is a tool that market participants use frequently to gauge the profitability of a company before buying its shares. It is a term that is of much importance to investors and people who trade in the stock market.

RATIO	2022	2021	2020	2019	2018
Earnings Per Share	-0.18	0.06	6.8	1.63	-1.23



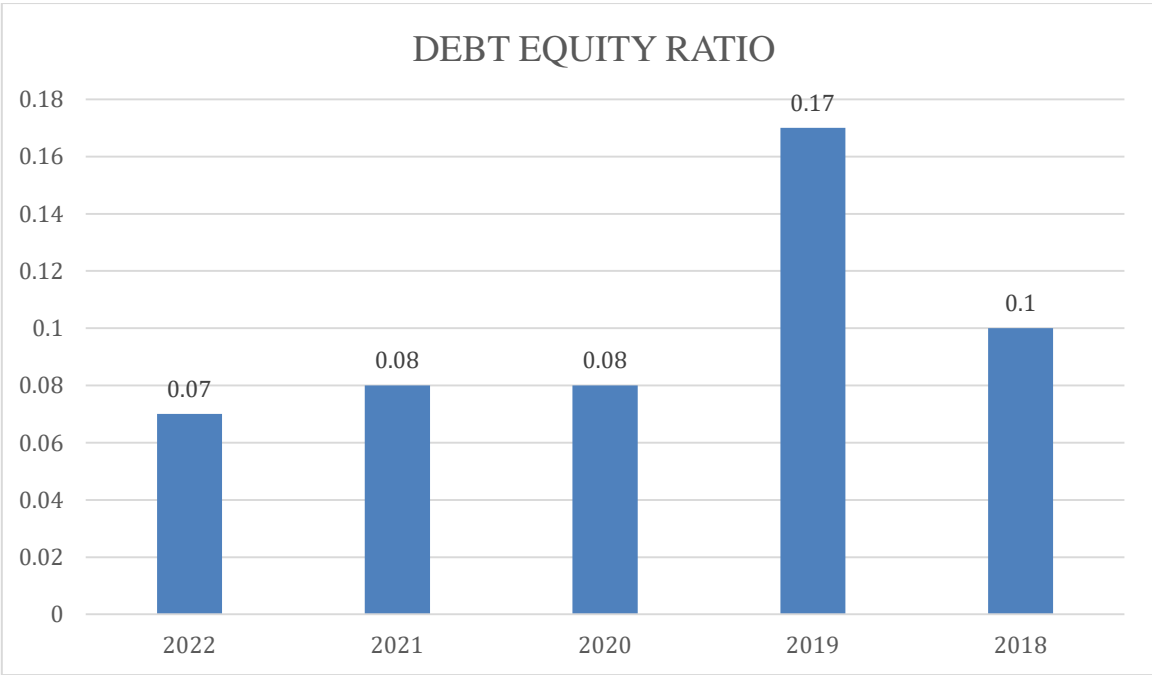
Analysis: The above table & graph shows the earnings per share of the firm, when comparing five years of ratio 2020 have the highest ratio of 6.8 respectively which shows the higher EPS, higher EPS is always better than a lower ratio because this means the firm is more profitable and the firm has more profits to distribute to its shareholders.

4. Solvency Ratio: A solvency ratio is a key metric used to measure an enterprise's ability to meet its long-term debt obligations and is used often by prospective business lenders. A solvency ratio indicates whether a company's cash flow is sufficient to meet its long-term liabilities and thus is a measure of its financial health.

➤ **Debt-Equity Ratio:** The debt-to-equity ratio measures your company's total debt relative to the amount originally invested by the owners and the earnings that have been retained over time.

Debt Equity Ratio: Total Debt/ Total Share-holders Equity

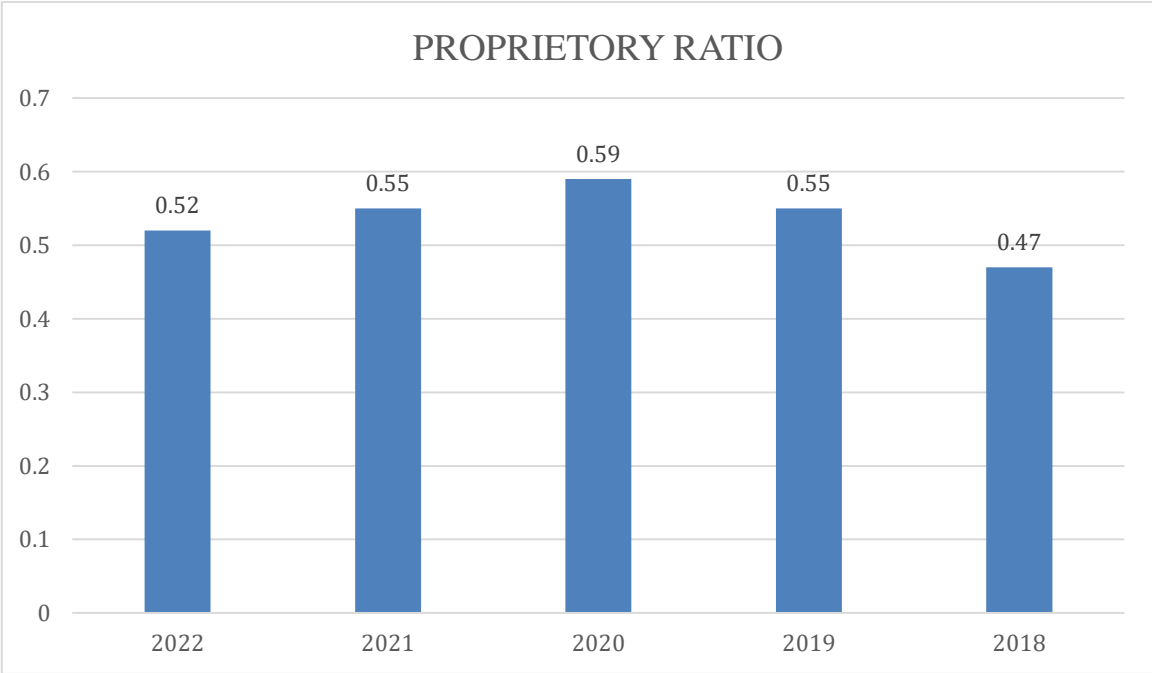
RATIO	2022	2021	2020	2019	2018
Debt Equity Ratio (x)	0.07	0.08	0.08	0.17	0.1



Analysis: The above table & graph shows the Debt Equity Ratio of the company, when comparing the five years of ratio 2019 is having the highest ratio of 0.17 which shows a high debt-equity ratio indicates that a company is borrowing more capital from the market to fund its operations.

➤ **Proprietary Ratio:** A proprietary ratio is a type of solvency ratio that is useful for determining the amount or contribution of shareholders or proprietors towards the total assets of the business. It is also known as the equity ratio or shareholder equity ratio or net worth ratio.

Proprietary Ratio: Shareholders Fund/Total Assets



Analysis: The above table & graph shows the Proprietary Ratio of the company, when comparing the five years of ratio 2020 is having the highest ratio of 0.59 which shows a high debt-equity ratio indicates that a company is borrowing more capital from the market to fund its operations.

CHAPTER-6
LEARNING EXPERIENCE

Internships are one of the best ways one can experience the workforce without all the extra responsibilities or commitments. I have done my internship report on Fortis Hospital. It was a very good experience. This is a unique experience and gave me a good opportunity to learn and explore myself and also to understand various aspects of the company.

I acquired a thorough understanding of how an organization operates as well as knowledge of its history, profile, growth, vision, and mission through internship. And this one-month project allowed me the opportunity to assess the company's progress. The report's goals were to gain practical experience, provide organizations with detailed knowledge of their job responsibilities, compare the real situation to the lessons learned in college, and complete the MBA program's requirements.

Fortis Hospital is a chain of hospitals headquartered in India, with a presence in other countries as well. The organization has a strong focus on patient care, clinical excellence, and medical research. Fortis Hospital offers a wide range of medical services, including cardiology, neurology, oncology, orthopaedics, and many more. Fortis Hospital provides training and development opportunities for its employees to enhance their skills and

knowledge. The organization has a dedicated learning and development team that designs and delivers various training programs for its employees, including clinical training, leadership development, and soft skills training.

This internship period, also helped to judge myself whether I would be able to adjust in the corporate environment or not is a top notching aspect of this study to me. There are many things one can take from an internship is what I got aware off through my one-month organizational study. From learning more about oneself and how one can work with people to learning how to communicate, to understanding the goals and plans one have laid out for oneself.

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ANEXTURE

BALANCE SHEET ANALYSIS OF FORTIS HOSPITAL LIMITED

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TOTAL CAPITAL AND LIABILITIES	11,884.75	11,154.69	11,347.82	11,951.27	8,621.69
ASSETS					
NON-CURRENT ASSETS					
Tangible Assets	4,950.26	5,015.37	5,020.53	4,694.16	2,848.98
Intangible Assets	342.23	62.00	61.06	61.80	94.26
Capital Work-In-Progress	193.43	163.14	188.84	420.85	194.01
FIXED ASSETS	5,485.97	5,242.29	5,285.34	5,205.74	3,169.32

Non-Current Investments	103.60	186.03	174.54	190.31	1,396.86
Deferred Tax Assets [Net]	369.11	370.23	392.88	465.33	295.12
Long Term Loans And Advances	0.29	29.90	30.03	29.47	19.45
Other Non-Current Assets	669.30	567.72	803.79	673.07	410.62
TOTAL NON-CURRENT ASSETS	10,751.48	10,117.88	10,407.34	10,284.69	7,340.18
CURRENT ASSETS					
Current Investments	0.00	0.00	0.00	79.29	335.06
Inventories	122.90	76.76	78.18	56.53	66.63
Trade Receivables	512.17	389.89	458.78	542.42	470.19
Cash And Cash Equivalents	412.70	416.58	265.95	855.85	219.67
Short Term Loans and Advances	1.49	13.69	17.39	21.10	31.96
Other Current Assets	84.01	139.87	120.17	111.40	158.00
TOTAL CURRENT ASSETS	1,133.27	1,036.80	940.48	1,666.58	1,281.51
TOTAL ASSETS	11,884.75	11,154.69	11,347.82	11,951.27	8,621.69
OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	0.00	1,936.37	1,880.31	1,594.33	1,397.26

CASH FLOW STATEMENT OF FORTIS HOSPITAL

Particulars	Mar 22	Mar 21	Mar20	Mar 19	Mar 18
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Net Profit Before Tax	-8.99	24.13	620.68	179.65	-60.29
Net Cash From Operating Activities	76.49	31.94	99.92	-61.26	-14.78
Net Cash (used in)/from Investing Activities	237.74	28.40	810.04	-4688.01	244.88
Net Cash (used in)/from Financing Activities	-319.83	5.91	-971.53	4792.33	-292.00
Net (decrease)/increase In Cash and Cash Equivalents	-5.60	66.26	-61.57	43.07	-61.90
Opening Cash & Cash Equivalents	-14.16	-80.42	-18.85	-61.91	-0.01
Closing Cash & Cash Equivalents	-19.75	-14.16	-80.42	-18.85	-61.
Net Profit Before Tax	-8.99	24.13	620.68	179.65	-60.29
Net Cash from Operating Activities	76.49	31.94	99.92	-61.26	-14.78
Net Cash (used in)/from Investing Activities	237.74	28.40	810.04	-4688.01	244.88
Net Cash (used in)/from Financing Activities	-319.83	5.91	-971.53	4792.33	-292.00
Net (decrease)/increase In Cash and Cash Equivalents	-5.60	66.26	-61.57	43.07	-61.90

INCOME STATEMENT OF FORTIS HOSPITAL

Particulars	2018	2019	2020	2021	2022
Revenue	4561	4469	4632	4030	5718
Revenue from operations	4561	4469	4632	4030	5718
Other revenue	NA	NA	NA	NA	NA
Expenses	5372	4687	4252	3903	4643
Selling, General and administrative expenses	3073	3107	2842	2425	3063
Total operating Expenses	2299	1579	1410	1478	1579
EBITDA	-811.09	-217.54	380.49	127.16	1075
EBIT	-1047	-449.35	88.76	-163.44	774.22
Profit before tax	-911.77	-110.10	239.36	43.30	987.79
Net profit	-1009	-298.94	57.94	-109.76	555.12