

# LOCATION STRATEGY FOR AN UPCOMING CHAIN OF DAY CARE HOSPITAL

SITUATION	SECTOR
<p>An upcoming chain of day-care centres wanted to select the best locality for starting their first day-care hospital in Mumbai</p>	<p>Healthcare Delivery</p>
<p><b>KEY ISSUES</b></p>	<ul style="list-style-type: none"> <li>▪ The client wanted to select one location out of 16 shortlisted locations</li> <li>▪ The client wanted to understand the competitive landscape and market dynamics in the 16 areas</li> </ul>
<p><b>APPROACH</b></p>	<ul style="list-style-type: none"> <li>▪ Three key parameters were taken for decision-making process: Demographics, Competition and Availability of Surgeons; these were further broken down into sub-parameters</li> <li>▪ A modeler was created based on Analytical Hierarchy Process (AHP) to give weightages to each parameter</li> <li>▪ Each locality was given a rating for all sub-parameters</li> <li>▪ Clear recommendations were given to the client</li> </ul>
<p><b>RESULT</b></p>	<ul style="list-style-type: none"> <li>▪ The client has finalized the property in the recommended area and looking to start the operations in the next couple of months</li> <li>▪ A database of surgeons and hospitals was also given to the client as a part of exercise</li> </ul>

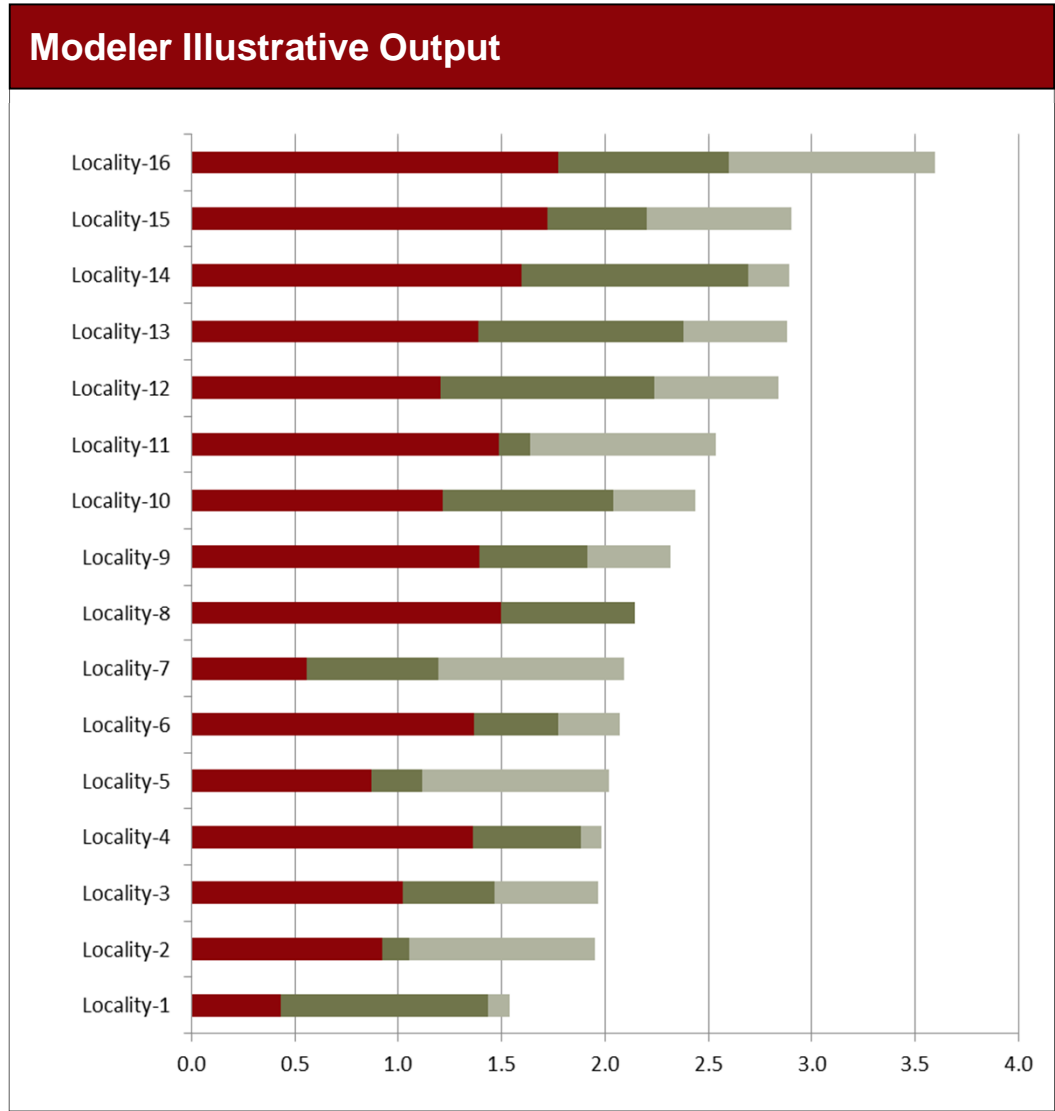
# REDSEER MODELER (ILLUSTRATIVE)

## Modeler Illustrative Snapshot

	Relative Weightage	Absolute Weightage	Locality-1	Locality-2	Locality-3	Local
		Final Ratings	2.0	2.1	2.3	2.
<b>Demand</b>	<b>50%</b>		<b>2.0</b>	<b>3.0</b>	<b>2.8</b>	<b>2.</b>
<b>Existing</b>	<b>65%</b>		<b>2.9</b>	<b>3.5</b>	<b>2.9</b>	<b>3.</b>
Number of Relevant Households	45%	14.6%	5.0	4.5	4.5	4.
% of Cashless Surgeries in Relevant Hospitals	25%	8.1%	0.5	2.0	1.5	3.
OT utilization rate in relevant hospitals	15%	4.9%	1.0	4.5	1.5	4.
Support Parameters	15%		2.4	2.2	2.1	3.
Average Monthly Rent	50%	2.4%	2.5	1.0	1.5	3.
Number of Existing High-Rise Towers	35%	1.7%	2.5	3.5	3.0	3.
Number of High-end Restaurants	10%	0.5%	2.0	3.5	1.0	0.
Number of High-end Stores	5%	0.2%	0.5	3.0	3.0	0.
<b>Upcoming</b>	<b>35%</b>		<b>0.5</b>	<b>2.0</b>	<b>2.5</b>	<b>1.</b>
Number of Upcoming High-Rise Towers	100%	17.5%	0.5	2.0	2.5	1.
<b>Enablers</b>	<b>30%</b>		<b>1.5</b>	<b>2.2</b>	<b>1.8</b>	<b>3.</b>
<b>Consultants</b>	<b>90%</b>		<b>1.3</b>	<b>2.0</b>	<b>1.5</b>	<b>3.</b>
Number of Relevant Consultants attached to Relevant Corporate Hospitals	60%	16.2%	0.0	0.0	0.0	4.
Number of Relevant Consultants attached to Relevant Small Hospitals	30%	8.1%	3.0	5.0	3.5	2.
Number of Relevant Consultants attached to Relevant High-End Nursing Homes	10%	2.7%	3.5	5.0	4.5	2.
<b>GPs</b>	<b>10%</b>		<b>3.5</b>	<b>3.5</b>	<b>4.0</b>	<b>2.</b>
Number of GPs	100%	3.0%	3.5	3.5	4.0	2.
<b>Competition</b>	<b>20%</b>		<b>2.5</b>	<b>0.0</b>	<b>2.0</b>	<b>2.</b>

- The modeler was used to calculate weightages for each sub-parameter
- Each locality was given a rating (out of 5) for each sub-parameter

# OUTPUT (ILLUSTRATIVE)



### Discussion

- Based on the parameters, the best location was selected.
- Micro-analysis was conducted on top 3 properties available in the area to select the most appropriate location
- Qualitative interviews were done with surgeons and other experts in the selected locality.