

# TANJAI KAPOOR

**P&L • Marketing • Communications • Turnaround • IIM Alumnus • LinkedIn Top Voice**

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## PROFILE

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- ✓ **Seasoned professional** with 30+ years of cross-functional experience strategizing and executing marketing initiatives, budgeting, operating plans and driving profits for leading brands in India
- ✓ **360° Skills in Profit Centre management (P&L)**, Marketing strategy (B2C and B2B), Business Development, Brand Strategy, Digital marketing, Pricing, Marketing & Corporate Communications, Media & PR, Celebrity Events, Product Development & Launch, Market Research, Lead generation
- ✓ Delivered **INR 6050 million revenue**, for 25 super-specialty JCI / premium hospitals and 40 healthcare & wellness clinics, multi-specialty tertiary care services, telecom, motorcycles, consumer & industrial goods
- ✓ Spearheaded innovative marketing strategies, product launches and media events with partners, patients, investors and external stakeholders, with data-driven decision-making, utilizing analytics and performance metrics to identify opportunities, and scale impactful growth levers
- ✓ Digital competencies: Digital marketing (18 years), E-commerce (4 years) strategy, SEO, SEM, social media marketing, website development, lead generation, web analytics, CRM, Data Analytics (Google certified)
- ✓ Corporate communications & directing PR agencies (*Good Relations, Perfect Relations, Tatva PR, Enright PR, Concept PR, Roger Pereira*); launch events with celebrities (*Chief Minister Devendra Fadnavis, Dr Shashi Tharoor, Karishma Kapoor, Boman Irani, Manisha Koirala, Shabana Azmi, Dino Morea, John Abraham, Sachin Tendulkar, Dr Abdul Kalam, Dr Rela, Dr John Adler, Dr Prathap Reddy, Dr David Hayes*)
- ✓ Strong educational foundation (MBA), coupled with an entrepreneurial mindset, thriving in complex and dynamic healthcare environments across India

## CAREER HIGHLIGHTS

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### 1. BUSINESS TURNAROUND STRATEGY FOR 232-BED SUPER-SPECIALTY PARAS HOSPITALS PANCHKULA

Intensive on-ground strategy for physician-connect, community programs, district outreach and brand visibility led to profitable operations and better patient satisfaction at 3-year-old **Paras Hospitals** Panchkula

- **Milestones:** INR 510 million revenue Q1 FY23 (108% of budget) on track for **INR 2050 million FY23**

### 2. LAUNCH AND REVENUE RAMP-UP OF 500-BED SUPER-SPECIALTY APOLLO HOSPITALS MUMBAI

**Annual Marketing Plan** (digital and offline), Branding & high-profile launch strategy for tertiary care services for swift ramp-up of new 500-bed **Apollo Hospitals Navi Mumbai** and swift **JCI** accreditation

- **Milestones:** Successful launch of hospital services, 95% occupancy, break-even on track within 18 months of launch and **INR 2760 million revenue** FY18 (127% budget achievement)

### 3. 1<sup>ST</sup> IN INDIA COLLABORATION WITH MAYO CLINIC USA AND AIG HOSPITALS, LAUNCH & EXPANSION

Accomplished **87% growth** in annual **revenue to INR 6000 million**; grew occupancy by **128%**

- **Milestones:** National media & ATL launch of **Mayo Clinic** collaboration; AIGLIVE international conference, Launch of Cardiac sciences specialty; International patient acquisition

### 4. MARKETING, REPOSITIONING AND LAUNCH OF CYBERKNIFE FOR 18 HCG CANCER UNITS

Orchestrated and executed Marketing strategy, corporate repositioning and launch of CyberKnife radiosurgery for 18 cancer hospital group - **HCG Enterprises** - and CyberKnife cancer project with **P&L responsibility**

- **Milestones:** Attained **160%** of CyberKnife **revenue** budget, EBITDA ~35% and payback in 2 years (vs. planned 3 years), revenue growth of ~55% to **INR 1850 million**

<https://www.linkedin.com/pulse/repositioning-corporate-hospital-case-specialty-oncology-kapoor/>

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## PROFESSIONAL EXPERIENCE

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### SP MEDIFORT HOSPITAL

Thiruvananthapuram, India

#### Chief Marketing Officer

February 2024 – Present

- Launch of brand-new **475-bed** multi-specialty **JCI-accredited** hospital in south Kerala
- Built a strong brand identity for SP Medifort with a mix of ATL, BTL & Digital communication, events and strategic promotions for various specialties (Robotic Surgery, Cardiology, Oncology, Neuroscience, Pulmonology, Pediatrics, Gastro, Dental, Ophthalmology, Health checks)
- Grew **OP footfall to over 15000 p.m.**, occupancy >100 beds, and revenue > **INR 160 million p.m.**
- Established marketing and customer facing processes for enhancing brand salience, EBITDA and footfall
- Launched centers of excellence with events, PR, media coverage, digital marketing esp. social media <https://www.facebook.com/spmediforthospital/>
- Conducted >400 outreach events & camps across public places, corporates, residences
- **Social media** presence - Facebook 55k+ followers, 200+ videos published, LinkedIn #1 ranked, ~480 Meta ads with **115 million impressions, 13.5-million-page engagements** in 15 months with CPM of just INR 10
- Executed large events e.g., Oncology launch with **Dr Shashi Tharoor**, Gastro launch with Dr Augustine, Doctors' Day with Dr Baraiya, Laser Angioplasty launch with Dr Wacinski, 1<sup>st</sup> EV-wheelchairs for Zomato riders, Release of 3 Post Office My Stamps, Stroke walkathons, etc.

### PARAS HEALTH

Panchkula, India

#### Head Marketing and Sales

January 2022 – August 2022

*A reputed chain of super-specialty hospitals in North India with a 3-year-old 250-bed multi-super-specialty hospital in Panchkula that was struggling with declining topline, hired me to revamp marketing*

- Accomplished **48% growth** in revenue and turned around from EBITDA loss in Jan 2022 to **profitable growth** by March 2022, and achieved highest-ever **INR 180 million** monthly revenue
- Achieved Q1 FY23 topline over budget at **INR 510 million**, with **highest-ever outpatient (OP) footfall** and extensive reach across districts of north India
- Executed Brand campaigns and media conferences for medical services and unique cases

### HELLO LUNGS

Hyderabad, India

#### Chief Operating Officer

July 2020 – December 2021

*A Pulmonology virtual clinics startup founded during the pandemic with founders in the US and the UK*

- Developed a go-to-market strategy, online business model and homecare services

### AIG HOSPITALS

Hyderabad, India

#### Head Marketing and Sales

June 2019 – June 2020

*The famous 25-year-old Asian Institute of Gastroenterology and PE investors Quadria Capital hired me to set up the marketing department, launch the new 800-bed super-specialty JCI hospital and the collaboration with Mayo Clinic US, reporting to Chairman Dr D Nageshwar Reddy.*

- Accomplished **87% growth in annual revenue to INR 6000 million** with **78% growth in inpatient volume**
- Spearheaded marketing, brand communication and corporate image strategy for super-specialty services, that grew occupancy by **128% to 340+ beds**
- Launched a major collaboration with **Mayo Clinic, US - 1st in India** - with ATL and online brand campaigns, media launch with US team, boosting **monthly footfall to 23,000+** outpatients for profitable growth
- Strategized international marketing and HCF tie-ups that generated over 300 patients monthly from 28+ countries such as Ethiopia, Yemen, Somalia, Kenya, Tanzania, Sudan, Qatar, Saudi Arabia, Bangladesh
- Formulated digital marketing strategies for prospect generation, micro sites, social media, Facebook webinars, blogs and YouTube content that garnered **25x ROI and INR 224 million topline**
- Established a full-fledged cardiology department with Dr Soma Raju and 27 cardiologists, resulting in **INR 280 million** revenue, aided by national press coverage
- Social Media Strategy developed and executed aligned with brand objectives, target audience, and goals
- Planned Paid Social Campaigns to increase reach and drive footfall through platforms such as Facebook, Instagram, Twitter, LinkedIn, etc., with engaging and relevant content

## AMRI HOSPITALS

Kolkata, India

### Group Vice President Growth and Development

December 2018 – June 2019

*AMRI is a reputed 1000-bed chain of 4 super-specialty hospitals and one medical polyclinic in Eastern India.*

*Reporting to Group CEO, I was hired to develop innovative marketing for the stagnating business.*

- Achieved **INR 6050 million topline** FY19 and 46% QoQ EBITDA growth, with innovative marketing strategy
- Strengthened the sales channels of 120+ Corporates and 9000+ trade physicians, leading an 82+ team and maximizing revenue to INR 3650 million from these customer segments
- Crafted a high-decibel communication and promotion strategy for medical services and diagnostics that enhanced monthly footfall to 35,000 outpatients and 4800 inpatients
- Developed digital marketing strategy: social media (40+ YouTube videos, 800+ posts), Google ORM – resulted in 45k+ Facebook fans, 135% web traffic growth, INR 42 million monthly revenue, 40x ROI
- Accomplished **7 innovative projects** - Cancer Centre launch, NRI Loyalty cards, patient support forum, Bike ambulances (1st in Odisha), Specialty clinics (Tripura, Bangladesh), Mobile app - adding INR 475 million
- Revamped international marketing programs for Bangladesh, Myanmar, Nepal and Bhutan (Telemedicine, OPD clinics, Camps, CMEs, branding) that acquired 357 inpatients and 4800+ outpatients

## APOLLO HOSPITALS ENTERPRISE LTD.

Mumbai, India

### Head Marketing and Sales

April 2016 – March 2018

*Apollo is a leading healthcare group with 71 hospitals. A greenfield 500-bed unit was commissioned in Navi*

*Mumbai in 2016. I was hired to set up the marketing department and launch the multispecialty JCI hospital.*

- Conceived a product-market strategic blueprint for achieving **FY18 INR 2760 million revenue** (127% of budget) and 95% occupancy for EBITDA break-even
- Partnered with **1450 physicians and enlisted 180+ corporates**, contributing to 75% of 19200 inpatients
- Implemented impactful B2C neighborhood promotions for **210,000+ customer registrations** in 15 months
- Conducted **inaugural ceremony** with Chief Minister on a 9-day schedule and on budget, with 4500+ guests
- Transformed the healthcare landscape in Mumbai with intensive print, radio, digital communication and OOH advertising brand campaigns, driving **101,500 OP footfall**
- Unveiled **Apollo Cancer Care** brand with celebrities, medical conference, media and PR mega-blitz for TrueBeam STx product launch, tripling sales to INR 240 million as per P&L objectives
- Digital marketing strategy included askapollo.com e-commerce, PPC campaigns, social media and email marketing, that enabled 4000+ consults, 14,500+ health checks and 230,000 prospects on MS Dynamics, converting to INR 370 million
- Penetrated **30+ international markets** in Kenya, Ethiopia, Zambia, Rwanda, Yemen, Nigeria, Oman, Saudi Arabia, Ecuador, China supported by healthcare facilitators, embassy diplomats, for INR 205 million sales

## GATHER HEALTH

Bengaluru, India

### Head of India Operations

January 2015 – April 2016

*Gather, an MNC Health Tech start-up, pioneered a virtual 24/7 diabetes care model for patients on mobile apps and SaaS EMR platform. I was hired by the founders to lead all-India operations, sales and marketing.*

- Orchestrated go-to-market strategy, hired B2B sales team and health coaches, digital strategy, BTL activation, concept selling, enlisted KOL and in-clinic patient acquisitions, winning 8700+ app subscribers
- Collaborated with technical team in Hong Kong for Product launch, Partner development, Mobile App features and UX/UI design that increased customer retention to 70%, across 5 major cities  
<https://www.linkedin.com/pulse/healthcare-mobile-apps-connected-patient-tanjai-kapoor>

## TRIVEDI GLOBAL INC.

Bhopal, India

### Chief Marketing Officer

September 2013 – February 2014

*A spiritual wellness start-up in Las Vegas, US hired me to lead the offshore digital marketing team in India.*

- Revitalized e-commerce business with 5 websites produced in 2 months, weekly webcasts, testimonials, social content boosting revenue to **INR 300 million**
- Quadrupled customer base to 55,000+ in 5 months (US, Canada, UK) through Affiliates, PPC campaigns, SEM, SMM and a new positioning and brand identity based on secondary research and scientific evidence
- Supervised a team of 16 digital marketing managers, web designers and developers

## BIRLA WELLNESS & HEALTHCARE

Mumbai, India

### Senior VP Marketing

December 2010 – August 2013

*Birla Wellness hired me to lead marketing, sales and operations for 2 companies – Birla Pacific Medspa, Birla Kerala Vaidyashala - and new business lines of sports nutrition and fertility clinics.*

- Guided the P&L for Evolve retail cosmetology services (skin, dental, cosmetic surgery, hair transplant, weight-loss, slimming) and designed the Birla IVF fertility clinic brand, for break-even in 6 months
- Showcased Birla Kerala Vaidyashala as a modern chain of 27 Ayurveda wellness spa and therapy clinics, chairing operations, developing 50+ private label Ayurveda products, growing 70% to INR 200 million sales
- Expedited the launch of BCUBE imported sports nutrition CPG through sales channels such as e-commerce sites, 125+ retailers, trainers, gyms and fitness center customers
- Developed Marketing & Sales strategy, center branding, positioning for the new business line of **Birla IVF**

## BGS GLOBAL HOSPITALS

Bengaluru, India

### Senior VP Marketing

January 2010 – December 2010

*A 500-bed tertiary care hospital, now part of Parkway Pantai Group, hired me to drive sales and marketing for the loss-making unit and launch new premium tertiary care services.*

- Restructured business development to focus on keyhole CTVS, orthopedics, bariatrics, pinhole spine surgery, liver transplants (with Guinness record holder Dr Mohamed Rela) for turnaround in 8 months
- Tripled occupancy to 225 beds, earning **INR 760** million revenue, core surgical cases growing 108%, OP volume >400% with targeted B2B and B2C marketing for network physicians, corporates, districts
- Acquired patients from 6 African countries, initiating international marketing with HCFs, online marketing

## HEALTHCARE GLOBAL ENTERPRISES LTD.

Bengaluru, India

### Senior VP Marketing

January 2009 – January 2010

*HCG is India's largest oncology hospital chain. I was hired to lead the sales and marketing function for 18 cancer units pan-India and launch a unique CyberKnife project while reporting to Chairman Dr BS Ajaikumar.*

- Repositioned HCG Enterprises as South Asia's largest cancer care provider, garnered international brand recognition and culminated in annual **revenue growth of ~55% to INR 1850** million in annual sales
- Strategized a comprehensive patient-focused B2C launch strategy with **P&L responsibility for CyberKnife radiosurgery division**, surpassing sales budget by 160%, EBITDA ~35%, reducing payback period by 50%
- Ranked No. 1 nationally with celebrity TVC, national print, radio communication, online brand building, international patient reviews, product launch events and developed a new unified HCG corporate identity
- Worked closely with PE investors Azimji Premji Trust and IDFC for planning and execution of initiatives

## LINDE INDIA (ex-PRAXAIR INDIA)

Bangalore, India

### National Marketing Manager

February 2005 – August 2007

*Praxair India, (100% subsidiary of Praxair Inc., a \$13 billion US Fortune 300 MNC in 2005) hired me to establish a marketing communications and product management department, later also manage the CO2 SBU P&L.*

- Conceptualized B2B corporate communication programs, PR for technology wins, marketed premium products, modeled margin pricing and “solution selling” based on customer requirements
- Surpassed **70% sales growth to INR 8000** million for medical and industrial gases, medical devices (oxygen concentrators, O<sub>2</sub> cylinders, BiPAP, CPAP) with **235% EBITDA growth** for 36% market share
- Turned around loss-making carbon-dioxide SBU in-charge of P&L operations and sales to INR 400 million

## SHANTHA BIOTECHNICS LIMITED

Hyderabad, India

### Product Manager

November 2002 – February 2005

*Shantha is the pioneer of modern biotech in India with successful vaccines and r-DNA biologics worldwide*

- Revived sinking topline with product launch of in-licensed private label branded chemo-therapeutics, to INR 500 million revenue with 54% growth for vaccines and pharmaceuticals
- Expanded vaccines portfolio with DPT+H combination and hepatitis-B vaccines for 60% sales growth
- Increased revenue by INR 150 million with launch of branded streptokinase, erythropoietin and interferon recombinant (rDNA) biologics and new line of nutraceuticals and supplements with beta-carotene API

## EDUCATION

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- **Indian Institute of Management (IIM)**, Lucknow, India  
**Master of Business Administration (PGDBM) Degree**  
Double Majors - **Marketing, Information Systems**; CGPA 7.5, full time, category topper
- **Assam Engineering College (AEC)**, Guwahati, India  
**Bachelor of Engineering - Electronics & Telecom**; CGPA 78%, Gauhati University Rank 5, Honors

## AWARDS

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- **Dun & Bradstreet Healthcare Excellence Award** at Apollo Hospitals in 2017
- **AsiaSpa Award** - Best Spa – for Birla Kerala Vaidyashala in 2012

## SKILLS

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▪ Strategic Planning	▪ Marketing Strategy	▪ Profit Centre Management
▪ Corporate Identity	▪ Services marketing	▪ Corporate Communications
▪ Physician Referral Marketing	▪ Brand Strategy and Launch	▪ International marketing
▪ Web Content Management	▪ SEO / SEM / PPC	▪ Social Media Marketing

### **P&L Management, Strategic Planning, Revenue generation and Budgeting**

- **P&L and Clinic Operations** for 2 divisions of Birla Wellness – Birla Pacific Medspa and Birla Ayurveda
  - ✓ Birla Pacific (cosmetology clinics) raised INR 650 million IPO; achieved **break-even in 6 months**
  - ✓ Birla Ayurveda profitable after 10 months with 70% growth, total revenue INR 200 million
  - ✓ Managed teams of 60+ marketing, sales, front office, counsellors, customer care, clinic managers
- **P&L, Marketing and Unit Operations** for CyberKnife oncology business unit with HCG Enterprises - revenue INR 270 million (160% of budget) in FY10, **EBITDA >35%** and payback < 2 years
- Turnaround of **Praxair's CO<sub>2</sub> division**, accountable for **P&L**, revenue and bottom-line **profitability**: turned **EBITDA +ve** in 1 year, revenue INR 650 million in FY07
- Set center-level performance targets and monitored weekly, monthly, quarterly KPI with all stakeholders
- Driving unit-level profitability with tight cost control, optimal manpower resource utilization, incentives
- Marketing Budgets of ~ INR 220 million, **topline of INR 6050 million**

### **Marketing strategy, Digital communications and Brand building**

- Diverse **functional expertise** in Marketing, Branding, Strategy, Network expansion, **Profit center management**, medical promotion, ATL / BTL communications, Media buying, PR
- Domestic and **International Marketing** of tertiary care Hospital services e.g., CTVS, Orthopedics & Spine, bariatric surgery, Oncology, Neuroscience, liver transplants, complex eye surgeries, and critical care
- **Business development** and **networking** with referring physicians (partner model), Corporate engagement (health talks / camps), Insurance / TPAs (preferred partners), medical travel facilitators
- **Digital marketing** (15 years) and E-commerce experience (4 years) including SEO, SEM, social media, website development, mobile app marketing, lead generation and conversion

### **Customer satisfaction, CRM and loyalty management**

- Design and monitoring of Voice of Customer scores and feedback through online channels (website, social media, Google reviews) analyzed department-wise to identify root cause and process improvements
- Researched customer satisfaction levels to gain competitive advantage and improve loyalty scores
- Patients and prospects managed through CRM for nurturing, regular communication and conversion

### Leadership and Team Building

- Entrepreneurial style of leadership – independent, hands-on, focused on business results, motivating team members and guiding on the path of a common goal
- Excellent communicator – logical thinker with the acumen to get things done through cross-functional facilitation, delegation, attention to detail, and strong presentation skills
- Positive mindset – tenacious in the face of adversities with a burning desire to win fairly
- Flexible and adaptive team leader with multi-cultural teams, Gen Y, startups, clinicians, consultants
- Team recruitment (marketing, sales, doctors, support) and development – goal setting, performance management, sales training and mentoring

### Data Analytics and Quality of services

- Exposure to **JCI and NABH certification** process, clinical protocols, safety standards, medico-legal
- Six Sigma Green belt certified, Quality Improvement Process Management (IQL), TQM
- Website design, CRM (*Infusionsoft, Zoho, Practo*), Microsoft Office PowerPoint, Excel, Word, BI tool (Cognos), Tableau visualization, BigQuery SQL, R programming, Google Analytics, Mixpanel