

RAMAN GUPTA

Healthcare & MedTech Strategy, Transactions & Value Creation Leader

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EXECUTIVE PROFILE

Director at Monitor Deloitte with 14 years of post-MBA experience across Healthcare and MedTech strategy, transactions and commercial transformation. Advises corporates, healthcare businesses and investors on growth, commercial due diligence, portfolio strategy, market entry, inorganic opportunities and potential value-creation levers. Brings sector depth across medical devices, diagnostics/IVD, healthcare services, hospitals and health-tech, with cross-border experience across India, the Middle East and other international markets. Track record includes senior client relationships, origination, multidisciplinary team leadership and practice building.

CORE EXPERTISE

Healthcare & MedTech Strategy | Commercial Due Diligence & Investment Assessment | Growth & GTM | Commercial Transformation | Portfolio Strategy | Inorganic Growth & Corporate Development | Value-Creation Assessment | Partnerships

SELECTED LEADERSHIP & COMMERCIAL IMPACT

- Led a significant portfolio of strategy and transactions advisory delivery and contributed to business development through client origination, proposal shaping and cross-practice mobilisation.
- Originated a cross-border transaction advisory opportunity involving a hearing-care platform and mobilised Strategy, Corporate Finance and Tax teams through conversion and execution.
- Led two cross-border healthcare strategy and operating-model programmes in Saudi Arabia, coordinating senior stakeholders and multi-country teams across strategy, partnerships and implementation.
- Managed staffing and resourcing governance for 100+ consultants and built capability through coaching and training across diligence, strategy, storyboarding, stakeholder management and responsible GenAI use.

PROFESSIONAL EXPERIENCE

Monitor Deloitte, Deloitte India | Director

Sep 2019 - Present | Director: Jun 2026 - Present | Associate Director: Jun 2023 - May 2026 | Manager: Jun 2020 - May 2023 | Senior Consultant: Sep 2019 - May 2020

- Lead Healthcare and MedTech strategy and transaction engagements for corporates and investors, with responsibility for senior client relationships, origination, team leadership and engagement outcomes.
- Advise private equity funds, strategic investors and management teams on market attractiveness, business-plan achievability, competitive positioning, growth strategy, commercial transformation and inorganic opportunities.
- Develop investor-oriented POVs across diagnostics, IVD, radiology and healthcare services to support senior PE conversations, opportunity origination and diligence proposition development.

Selected Transactions & Investment Assessment

- Led buy-side commercial diligence of an ambulatory-care platform for a private equity investor, testing market scalability, site economics, hospital-partner model and business-plan achievability, and identifying potential post-investment growth and EBITDA improvement levers.
- Led buy-side commercial diligence of a corporate-wellness and health-tech platform for a private equity investor, assessing market attractiveness, enterprise-client demand, monetisation model, competitive differentiation, scalability and key downside risks.
- Led competitive and catchment assessment of a mother-and-child healthcare target for a global private equity fund, benchmarking positioning, local market dynamics and growth headroom.

Selected Growth, Corporate Strategy & Commercial Transformation

- Developed a five-year India growth agenda for a global renal-care leader, identifying portfolio, channel and market-development levers to support a double digit growth ambition versus the underlying market trajectory.
- Led government-sales acceleration for a global MedTech company, prioritising 12 states and key institutional accounts and redesigning segmentation, account coverage, channel approach and performance management across business units.
- Designed a global medical-device entry strategy for a listed Indian technology company, including market prioritisation, acquisition-target screening, synergy assessment and banker outreach.
- Won a mandate with an Indian healthcare/pharmaceutical company to build the financial model for a planned mother-and-child hospital and evaluate multiple O&M operator bids, supporting operator selection and commercial structuring.
- Led provider selection, partnership-model design and operating-model development for a preventive-care offering within a major Saudi development programme, linking partner economics and governance to implementation priorities.

PwC India | Senior Consultant, Strategy & Commercial Due Diligence

Mar 2016 - Sep 2019 | Gurugram

- Advised healthcare and MedTech clients and investors on commercial due diligence, investment feasibility, market assessment and growth strategy across hospitals, diagnostics, medical devices and life-sciences businesses.
- Developed hospital investment and feasibility cases covering demand, competitive intensity, ramp-up, operating assumptions and commercial viability; built specialty-level revenue, cost and profitability analyses for management and board decisions.
- Supported MedTech and IVD clients on five-year growth outlooks, market entry, portfolio prioritisation, hospital engagement models and commercial strategy.

CRISIL, an S&P Global company | Senior Research Analyst

May 2013 - Jan 2016 | Gurugram

- Produced investment-oriented sector research across pharmaceuticals/biopharma, diagnostics, airports and airlines, translating market data and industry developments into decision-relevant perspectives for senior corporate and investor audiences.
- Built market-sizing, forecasting, competitive-landscape and benchmarking frameworks to assess sector attractiveness, structural trends, risks and catalysts.

EARLIER EXPERIENCE

Independent Business Consultant, Pharmacy Retail | Jun 2008 - Apr 2011 | Supported revenue growth, procurement, inventory and cost improvement initiatives contributing to c.25% three-year CAGR.

Eli Lilly India | Quality Assurance Officer | Aug 2007 - Jun 2008 | Supported insulin manufacturing quality oversight, GMP/CAPA and cross-functional quality actions with a contract manufacturing partner.

EDUCATION & RECOGNITION

T.A. Pai Management Institute (TAPMI) | PGDM, Finance & Marketing | 2011 - 2013 **Hindu College of Pharmacy | Bachelor of Pharmacy | 2003 - 2007**

Selected recognition: Deloitte South Asia CEO Award (India Lapel Pin); Deloitte Consulting President's Award; multiple Live the Dot recognitions; CRISIL Analytical Excellence Award; Client Excellence Award for a global MedTech engagement.