

## The Reddy Sisters have India's Apollo Hospitals Covered Four Ways

Apollo Hospitals group is going for a major expansion plan of adding 2685 beds across 13 new hospitals over the next three years at an estimated cost of \$400 million. Many of the new hospitals will come up in tier two and tier three cities of India. In the next 18 months, Apollo also plans to add five cancer and heart specialty hospitals that will cost another \$90 million.

The four daughters of Dr. Prathap C. Reddy, the founder of Chennai based healthcare provider, spearhead different managerial functions at the group. The eldest daughter, Preetha Reddy leads the company. Suneetha, the second daughter, is the joint managing director in charge of finance. The third daughter, Shobana, manages the group's pharmacies and insurance businesses. Sangitha, the youngest, manages the group's clinics, education and telemedicine businesses. The sisters joined the business about three decades ago when their father was setting up the group's first hospital in Chennai in 1983 with 150 beds. Since then, the group now manages a capacity of 8420 beds across 51 hospitals in India and is among the top healthcare services providers in Asia.

The family council of the group is drawing up a succession plan that will equally divide the business responsibilities among the four sisters. Unlike many other business families that are ridden with disputes, the Apollo Hospitals group stands out when it comes to family unity. Kavil Ramachandran, Chair Professor of Family Business and Wealth Management at the Indian School of Business, says, *"I've known this family for some time and am convinced that they have a shared clarity of purpose and family goals. They communicate very frankly and very regularly."*

The sisters do go through rounds of arguments and differences of opinion. However, they have defined rules for resolving conflict. *"We have this pact that we won't sleep over a fight,"* explains Preetha. The sisters also ensure that they provide space to each other and do not encroach each other's operational domain.

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