

SHOE HOSPITAL: HEALING FOOTWEAR, BUILDING FUTURES

A Case Study Prepared by *Management Ind-Academia*

In the quiet lanes of West Bengal, a unique kind of hospital began to take shape—one with no doctors, no patients in gowns, and no ICU. Instead, this hospital treats worn-out soles, breathes life into broken leather, and restores dignity to something as simple and powerful as a pair of shoes.

The story of **Rajdoot Shoe Hospital Pvt. Ltd.** begins not with a business idea, but with a son watching his father suffer. The founder **Tej Pratap Singh's** father, a fashionable man who adored shoes, was a diabetic. His health slowly declined due to poorly chosen footwear—an affliction that led to the amputation of one leg and the deformation of the other. For more than a decade, his son traveled with him across cities, consulting hospitals, experts, and therapists, desperately seeking solutions. But what stayed with him wasn't just the pain—it was the realization that most people buy shoes based on how they look, rarely thinking about how they feel or what they do to the body.

And thus, an idea was born. A place that doesn't just fix shoes, but educates people on wearing shoes that suit their body type and lifestyle. A place where style meets science. He called it the Shoe Hospital.

The Market No One Was Looking At

In India, footwear is a ₹60,000 crore industry. Shoes are everywhere, and yet, shoe aftercare is nowhere. Once sold, most brands wash their hands off their products, leaving customers to rely on roadside cobblers for any repair needs. But these cobblers—though often talented—lack the tools and technology to fix the new generation of machine-made shoes.

This was the gap Shoe Hospital stepped into—not with patchwork fixes, but with a mission to elevate shoe repair into a professional, technology-driven, and health-conscious service.



Mr. Tej Pratap Singh, the Founder of **Rajdoot Shoe Hospital Pvt. Ltd.**

While manufacturers focused on selling more, Shoe Hospital asked a different question: What if we helped people use what they already have, for longer?

The founder noticed a cultural nuance, too: people in Bengal, and in much of India, prefer to preserve rather than discard. Why, then, had no one modernized shoe repair into a business that respected this instinct?

Inside the Operating Room

At Shoe Hospital, shoes don't go directly to a craftsman with a needle and thread.

They undergo a process that mimics medical triage. First comes cleaning—dust and dirt are vacuumed out using specialized equipment. Then, technicians inspect the shoe for damage and prepare a factsheet outlining the required repairs. It's not guesswork; it's diagnosis. From there, the shoes travel through a conveyor-style system.

Rajdoot

F O O T W E A R



Logo of *Rajdoot Shoe Hospital Pvt. Ltd.*

Pasting technicians apply advanced adhesives. Stitching specialists reinforce structure. A finishing expert—referred to as the “makeup man”—restores the shoe’s appearance. Finally, the pair undergoes a stress test using machines that simulate foot pressure and wear. Only after passing quality control is the shoe approved, packed, and returned to the customer.

It’s a process that combines the art of craftsmanship with the precision of technology. German repair techniques, modern heat-pasting machines, leather softeners, and spray systems all come together to make an old shoe feel new again.

Educating the Consumer: More Than Just Repairs

The Shoe Hospital doesn’t sell repairs. It sells awareness. When overweight customers walk in with pointed, narrow shoes, they’re gently advised to switch to broader styles. When style-conscious youth ask for heel repairs, they’re educated on posture, body balance, and the long-term impact of poor choices. Through this model, Shoe Hospital has redefined the conversation around footwear. Its message—“Why buy shoes when you can repair?”—resonates with customers who are not only budget-conscious but also increasingly eco-aware and health-conscious.

Initially, skepticism was a hurdle. So, the team offered a trial: bring just one pair. If you’re satisfied, bring more. The results were transformative. Customers came back not with just more shoes, but with friends and family. Today, the business enjoys a 15–20-day waitlist, entirely driven by word of mouth and digital buzz.

Social Media as the New Salesman

In a world obsessed with speed and convenience, Shoe Hospital uses social media not just to advertise, but to educate. The team runs targeted campaigns on Facebook and WhatsApp, promotes testimonials on YouTube, and engages directly with customers through Google reviews. Their SEO efforts ensure that if someone types “shoe repair near me,” they’re one of the first names to pop up.

This isn’t accidental. It’s a carefully designed growth engine that uses digital storytelling to build trust in a category that traditionally lacks it. It’s also what helped the brand grow from a ₹40,000 monthly turnover to a ₹40-lakh annual revenue—with a year-on-year growth rate of over 30%.

Business with a Conscience

Beyond business metrics, Shoe Hospital is building a movement. In collaboration with brands like Adidas, Bata, and Khadim, it collects unsold or defective shoes, refurbishes them, and distributes them via NGOs to children and elders in underserved communities. And it doesn’t stop there. They are creating a donation network for the general public, where anyone can give away gently used shoes. Shoe Hospital takes care of the rest—cleaning, repairing, and passing them on.

It’s a sustainable, circular model that reduces waste, saves money, and restores dignity.

Challenges on the Road Ahead

Despite its success, Shoe Hospital isn’t without hurdles. Logistics remains a major bottleneck. Repairing shoes from other states means customers must ship them at their own cost, which isn’t always feasible.

Challenges on the Road Ahead

To scale, the company is exploring franchising, logistics partnerships, and even launching a Shoe Hospital app for pickup and tracking. There's also a vision to launch a training institute—where new technicians will be taught the science and technique of modern footwear repair.

This slow and steady growth isn't accidental—it's intentional. "We don't want to grow just fast," the founder says, "we want to grow right."

Lessons for the Modern Entrepreneur

For MBA students and aspiring founders, Shoe Hospital is a rich case of purpose-led entrepreneurship. It demonstrates how emotional insight, when combined with strategic execution, can create not just a brand—but a category. It also reminds us that innovation doesn't always lie in invention. Sometimes, it lies in reimagining the ordinary—in this case, a broken shoe—as the start of something extraordinary.

Final Thought

At Shoe Hospital, every pair tells a story. A story of second chances, not just for footwear, but for a business model that repairs what the market forgot: the value of care.

In a world racing toward the new, Shoe Hospital walks at a different pace—restoring, reusing, and reminding us that sometimes, the smartest step forward is to step back and fix what we already have.



"Why buy shoes when you can repair?"



"Fix, do not discard. Give your shoes a second sole."