Summer Internship Report

on

Medical Tourism

Undertaken at

Fortis Escorts Hospital, Jaipur

(A Unit of Escorts Heart and Super Speciality Hospital Limited)

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Submitted by

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PREFACE

Classroom teaching helps the student by making conceptual base clear, but on the job training is the practical way, which helps the students to get the practical knowledge of the concept. Normally the students are not aware of actual requirement in the practical field keeping in view this fact, a system of summer training is has been established to make the students aware of actually difficulties that come in the way of practical field, which is not taught in classroom teaching so, the students are given practical training in the course of their education.

Summer training at Fortis Escorts Hospital, Jaipur, has given me a great learning experience. I prepared a training report on the topic “Medical Tourism”. The staff of finance and accounts department helped me a lot to prepare this report. I have tried my best to prepare this report during the very short training period of Eight weeks.
ACKNOWLEDGEMENT

This report is the result of efforts put in by many people who contributed to it by offering valuable guidance, support for literature, critical reviews and encouraging advice.

I would like to thank Fortis Escorts Hospital, Jaipur for providing me with an opportunity to work on my summer project.

I would like to thank my project guide Mr. Sanjeev Bhargava (Financial Controller) for providing me continuous guidance & support and for his valuable inputs during the course of my project.

The staff at Fortis Escorts Hospital, Jaipur was very co-operative and helped me a lot by providing required information whenever I needed it.

I would like to thank our Director Dr. Rajesh Kothari for the help he gave in identifying the company, where I underwent the training.

And finally I would like to thank the entire faculty at R.A.Podar Institute of management, Jaipur.
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Executive Summary

Medical tourism happens when patients go to a different country for either urgent or elective medical treatment or procedures. This phenomenon is becoming a worldwide, multibillion-dollar industry. Foreign patient triggers linkages between service providers like medical tour operators, hospitals, insurance companies, travel agents, local tour operators, local guides, local hotels, local marketers, independent medical referral companies, Government & policy makers, these service providers interact with each other to create value by serving foreign patients.

Medical Tourism is highly profitable service of medical care combined with tourism in which India is currently considered as a market leader. It has been a known fact for past many decades that Indian doctors are highly skillful in their given field. All around the world most hospitals have doctors of Indian origin. India is now considered as the golden spot for treating patients mostly from the developed countries. India not only offers low prices for medical treatments but the waiting time is almost negligible. This is due to the outburst of the private sector which comprises of hospitals and clinics with the latest technology and best practitioners.

Lack of adequate infrastructure is the biggest problem that India faces, inefficient aviation industry, poor sanitation, worse road condition, old railways system. As a result foreigners still think of India as a country ridden by poverty, superstition, and diseases with snake charmers and sadhus at every nook and cranny.

More proactive role from the government of India in terms of framing policies, allowing entry of more multinational companies into the country giving us a global perspective and greater opportunities to attract foreign patients.

Political turbulence within India in Kashmir and Gujarat has also reduced tourist traffic. Not only have that feared of epidemics such as for malaria, cholera, dengue, plague etc are foremost in the mind of European and America patient’s. Aggressive strategies adopted by other countries like Australia, Singapore in promoting tourism are increasing international competition.

As the medical tourism industry is growing exponentially, government and the private players need to join hands in order to act as a catalyst to build infrastructure for hospitals, create specialty tourist packages to include medical treatment, promote
accreditation and standardisation, enable access and tie-ups with insurance companies, provide state of art facilities and improve quality of in-patient care and service to meet the requirements of foreign patients and to attain sustainable competitive advantage.

One of the primary drivers of medical tourism is the fact that medical services can be purchased at very affordable prices in other countries. A major reason for this affordability is the disparity in the level of economic development between a patient’s country of origin and the destination where care is provided. A high value “strong” currency is ideal when one is in the buyer’s position; a strong currency is a serious disadvantage when one is in the seller’s position.

Medical Tourism Sample Surgery Cost Chart compare price of different surgeries in different countries and help in knowing that India offer medical services at less cost then United states of America and United Kingdom, but face competition from Jordan, Colombia, Thailand and Singapore. Low price and no waiting time are main attraction of Indian medical and health care industry but other countries also offers low price medical packages but waiting time is more then India.

SWOT analysis of FEHJ help in finding that- FEHJ has favorable environmental conditions for attracting foreign patients and has strength to serve them with speciality and care. FEHJ have developed infrastructure, offers better facilities at economical and affordable price, doctor specification, fluent English speaking hospital staff, hygienic, healthy and tasty food, use of different mode of payment of bill like credit card, wire transfers, travellers cheques or cash are strengths of FEHJ. Lack of JCI accreditation, no significant linkage with any medical tour operator and lack of international marketing are main issues that FEHJ has to answer to increase number of foreign patients.
Objectives of the Study

After the silicon rush India is now considered as the golden spot for treating patients mostly from the developed countries. India is also aggressively promoting medical tourism in the current years -and slowly now it is moving into a new area of "medical outsourcing," where subcontractors provide services to the overburdened medical care systems in western countries.

As we know that medical tourism comes under service industry so we can not apply the same value chain of manufacturing concern for analysis of medical tourism. This report tries to make an attempt to analyze the value chain of medical tourism industry.

The aim of this project is to put a finger on the highly profitable service of medical care combined with tourism in which India is currently considered as a market leader. It has been a known fact for past many decades that Indian doctors are highly skillful in their given field since all around the globe mot hospitals have doctors of Indian origin. Therefore it became almost natural that this trend extended to India.

This project also aims to show why India is attracting medical tourists, is it really a secure destination and how India can promote and develop this particular activity in the coming years so as face competition given by other Asian and African options.

And this project also aims to find the scope of medical tourism for Fortis Escorts Hospital, Jaipur, by analysis of its strengths, weakness, opportunities and threats in services provided by it to foreign patients. Price of medical treatment, infrastructure, facilities, doctor specification, hygiene, food, payment of bill, position in medical tourism network and other factors are important factors for attracting the foreign patients. Project tries to suggest some useful suggestion for Fortis Escorts Hospital, Jaipur.
About the Company

Introduction

Fortis healthcare was established in 1996 by the promoters of Ranbaxy laboratories, among the world's top companies, also India's largest pharma company. Integral to the objective of creating a world class healthcare system is the need to educate and train high quality medical manpower in institutions that provide a nurturing and enabling environment. In pursuit of this vision, Fortis healthcare has very successfully achieved critical mass and credibility and is now widely recognized as a healthcare institution of excellence in the delivery arena so as to offer superior services to the community. Whilst continuing to grow and excel in healthcare delivery Fortis healthcare is now putting additional effort to setup institutions in medical & healthcare education which would include doctors, nurses, technicians, paramedics and healthcare Management personnel.

Fortis hospital, Mohali with super-speciality in heart was the first flagship hospital started in 2001. In a short period of last 6 years Fortis with a compliment of 13 hospitals, has achieved a dominant position in the sector especially in north India. It is today the second largest healthcare provider network in the country amongst the private sector players. Fortis put the patient at the centre of their endeavors in healthcare delivery. The centricity of patient provides the highest stature to doctors, nurses and other manpower who work in their institutions. With the acquisition of Escorts heart institute & research centre in 2005, Fortis has the unique distinction of being amongst the world’s largest cardiac care providers. With four large projects currently under execution and dialogue with various state governments for setting up infrastructure for healthcare delivery and medical & healthcare education, Fortis group has emerged as the fastest growing healthcare delivery organization of India.

Fortis group comprises of a host of other companies which are primarily to associated and / or allied functions of healthcare sector. Apart from Ranbaxy laboratories limited, other companies include: SRL Ranbaxy- India’s largest laboratory medicine company
with 18 laboratories and 550 collection centers across the entire country; Religare enterprises- amongst India’s largest financial services provider company; Fortis clinical research limited, Fortis health world- which has recently launched a string of retail health stores and Fortis medical university which trains nurses for overseas placement; is envisaged to encompass and roll out the medical & healthcare education.

Fortis group over the last 6 years has emerged as the second largest health delivery company of India with impeccable quality credentials. Synonymous to Fortis Group has been the patient centricity, the hallmark of its existence which is now broadening its horizons by making a foray in medical & healthcare education with a similar commitment to its key stakeholder – ‘the student’. In line with its commitment, Fortis group will continue to engage with the State of Rajasthan to strengthen and expand the healthcare delivery network, improve the quality of health services and augment medical & healthcare education infrastructure for teaching & training of quality health manpower.

**Mission**

“To make quality healthcare services widely available to the community at large.”

**Vision**

“To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.”

Late Dr. Parvinder Singh

Founder Chairman, Fortis Healthcare Ltd.

**Core values**

Vision: Imbibe and share the vision.

Integrity: Lead through honesty and integrity.

Respect: Earn respect

Trust: Gain patient trust.

Understanding: Commit to compassion, care and understanding.
Own: Own quality excellence.
Uphold: Uphold innovation and continuous improvement.
Share: Develop and share success.

**Logo**

Every entity human or corporate has a hallmark, a signature that identifies it. The Fortis healthcare logo defines their very persona - to achieve excellence in healthcare delivery, equivalent to world standards and the human values that govern every facet of their business.

The two hands that fuse seamlessly with a human form, express their reassuring approach to healthcare. A constant reminder to all that patient-centric care is fundamental to their ethos.

Green is a color of healing and is symbolic of their steadfast focus: to ensure the health and well-being of those they minister to. And red, expressive of the dynamic zeal with which they strive to make it a reality.

The Fortis healthcare logo is the indelible assurance that their expertise will always be tempered with humanity. They never forget that the wellness of human lives is their raison d'être.

**Network**

The Fortis hospital network is central to the mission of making quality healthcare services widely available to the community at large. Within 8 years, Fortis healthcare has grown as one of the largest and internationally recognized healthcare chain. Recent acquisition of the Escorts healthcare puts the Fortis-Escorts cardiac system today ranks among the largest cardiac networks in the world.

The Fortis healthcare network encompasses 27 running hospitals (including 12 satellite/heart command centers) with several more already in the pipeline.
Few places at which Fortis has its hospital situated are mentioned below:

- Fortis Hospital, MOHALI
- Fortis Hospital, NOIDA
- Fortis Jessa Ram Hospital, NEW DELHI
- Fortis Rajan Dhall Hospital, Vasant Kunj, NEW DELHI
- Escorts Heart Institute and Research Centre Limited, NEW DELHI
- Fortis Escorts Hospital, FARIDABAD
- Fortis Escorts Hospital, AMRITSAR
- Fortis Escorts Hospital, RAIPUR
- Fortis La Femme, NEW DELHI
- Fortis Escorts Hospital, JAIPUR
- Fortis Malar Hospital, CHENNAI
- Fortis Modi Hospital, KOTA
- Fortis Seshadripuram Hospital, BENGALURU
- Fortis Clinique Darne, MAURITIUS
- Fortis -Wockhardt Hospital - MUMBAI
- Fortis-Wockhardt Hospital - BANGALORE

FORTIS ESCORTS HOSPITAL, JAIPUR (FEHJ)
FEHJ is the first amongst the proposed multi super speciality hospitals to be set up in Rajasthan, with the mission to bring quality medical care at doorstep. It is envisaged that FEHJ will form the integral part of the medical & healthcare education hub proposed in Jaipur. FEHJ will establish itself as an institution that provides world-class healthcare with a high focus on medical excellence, compassionate patient care and health education on preventive measures.

The multi specialty services include – anesthesia, critical care, dental, cosmetic & plastic surgery, dermatology, diabetes & endocrinology, dietetics, ENT, general surgery, gynecology & obstetrics, internal medicine, ophthalmology, orthopedics & joint replacement, pediatrics & neonatology, physiotherapy and preventive health check, psychiatry, pulmonary medicine, radiology.

The super specialty services include - cardiac sciences, neurosciences, renal sciences, GI diseases (Gastro-Intestinal) and 24 hour services provided by FEHJ include ambulance, dialysis, emergency, laboratory, pharmacy, and radiology.

FEHJ also does community outreach programmes which are an initiative to fulfill their corporate social responsibility towards the society.

Team FEHJ organizes

- Free outstation OPDs.

- Free cardiac & multi-specialty camps.

- Public awareness lectures.

- Continuous medical education programs for fraternity.
Research Methodology

Objectives of Study

- To study the medical tourism value chain.
- To conduct cost comparison of different medical procedures between India and other countries.
- To do a comparative study of FEHJ medical services price with average Indian medical services price.
- Mapping up scope of Medical Tourism for FEHJ.

Data Collection

Data has been collected through secondary approach.

Data Sources

The research involved gathering Secondary data. Secondary data regarding revenue of FEHJ figures, price of different medical treatments and other related expenses was collected from the company’s own records. Data of prices offered by different countries for different surgeries is collected from websites of medical tourism providers. Data related to foreign exchange rate is also collected from website (x-rate.com).

Scope of the Study

Secondary data has been used for the study. To present a broad view so far the purpose of the analysis and to make it easy to understand the concept of medical tourism network diagram is used, few graphs and tables are also presented for price comparison. In each chapter, the analysis has been compared with actual management practices of the company under study.

Limitation of the Study
The present study is limited to one company i.e. Fortis Escorts Hospital, Jaipur and covers a period from 2007 to 2009 due to limitation of accessibility to data base. The authenticity of the suggestions and recommendations depend upon the rationality of the data collected. Executives are not ready to part with the information beyond a limit.
Medical Tourism Trend and Statistics

Ten years ago, medical tourism was hardly large enough to be noticed. Today, more than 250,000 patients per year visit Singapore alone-nearly half of them from the Middle East. It was estimated that, approximately half a million foreign patients will travel to India for medical care in 2009, whereas in 2002, the number was only 150,000. In monetary terms, experts estimate that medical tourism could bring India as much as $2.2 billion per year by 2012. Argentina, Costa Rica, Cuba, Jamaica, South Africa, Jordan, Malaysia, Hungary, Latvia and Estonia all have broken into this lucrative market as well, or are trying to do so, and more countries join this list every year.

Some important trends guarantee that the market for medical tourism will continue to expand in the years ahead. By 2015, the health of the vast Baby Boom generation will have begun its slow, final decline, and, with more than 220 million Boomers in the United States of America, Canada, Europe, Australia and New Zealand, this represents a significant market for inexpensive, high-quality medical care.

Medical tourism will be particularly attractive in the United States of America, where an estimated 43 million people are without health insurance and 120 million without dental coverage-numbers that are both likely to grow. Patients in Britain, Canada and other countries with long waiting lists for major surgery will be just as eager to take advantages of foreign health-care options.
Reasons of Growth of Medical Tourism

Medical tourists have good cause to search care beyond their countries for many reasons. In some countries of the world medical facilities are not available and in other countries, the public health-care system is so overburdened that it can take years to get the needed care. In Britain and Canada, for instance, the waiting period for a hip replacement can be a year or more, while in Bangkok or Bangalore, a patient can be in the operating room, the next morning after getting off a plane.

For many medical tourists the main attraction is price. The cost of surgery in India, Thailand or South Africa can be one-tenth of what it is in the United States of America or Western Europe. Saving of money is good, but on medical treatment one would not like to bargain upon. Inferior medical care would not be worth having at any price and some skeptics warn that third world surgery cannot possibly be as good as that available in the United States of America.

Usually the hospitals and clinics that cater to the tourist market often are among the best in the world and are staffed by physicians trained at major medical centers in the United States of America and Europe.

Bangkok’s Bumrundgrad hospital has more than 200 surgeons who are board-certified in the United States of America and one of Singapore’s major hospitals is a branch of the prestigious Johns Hopkins University in Baltimore. In a field where experience is as important as technology, Escorts heart institute and research center in Delhi and Faridabad, performs nearly 15,000 heart operations every year and the death rate among patients during surgery is only 0.8 percent-less than half that of most major hospitals in the United States of America. In some countries, clinics are backed by sophisticated research infrastructures as well. India is among the world’s leading countries for biotechnology research, while both India and South Korea are pushing ahead with stem cell research at a level approached only in Britain. In many foreign clinics, the doctors are supported by more registered nurses per patient than in any western facility and some clinics provide single-patient rooms that resemble guestrooms in four-star hotels, with a nurse dedicated to each patient 24 hours a day.
Add to this the fact that some clinics assign patients a personal assistant for the post-hospital recovery period and throw in a vacation incentive as well and the deal gets even more attractive. Additionally, many Asian airlines offer frequent-flyer miles to ease the cost of returning for follow-up visits.

Medical Tourism World Over

Medical tourism happens when patients go to a different country for either urgent or elective medical procedures. This phenomenon is fast becoming a worldwide, multibillion-dollar industry.

The reasons of foreign patients for opting medical tourism vary country to country. Many medical tourists from the United States of America are seeking treatment at a quarter or sometimes even a 10th of the cost at home. From Canada, it is often people who are frustrated by long waiting times. From Great Britain, the patient can't wait for treatment by the National Health Service but also can't afford to see a physician in private practice. For others, becoming a medical tourist is a chance to combine a tropical vacation with elective or plastic surgery. And moreover patients are coming from poorer countries such as Bangladesh where treatment may not be available and going for surgery in European or western developed countries is expensive.

It is a concept which is actually thousands of years old. In ancient Greece, pilgrims and patients came from all over the Mediterranean to the sanctuary of the healing god, Asculapius, at Epidaurus. In Roman Britain, patients took a dip in the waters at a shrine at Bath, a practice that continued for 2,000 years as it was believed that the waters had a healing property. From the 18th century wealthy Europeans traveled to spas from Germany to the Nile. In the 21st century, relatively low-cost jet travel has taken the industry beyond the wealthy and desperate.

Countries that actively promote medical tourism include Cuba, Costa Rica, Hungary, India, Israel, Jordan, Lithuania, Malaysia and Thailand. Belgium, Poland and Singapore are now entering the field. South Africa specializes in medical safaris-visit the country
for a safari, with a stopover for plastic surgery, a nose job and a chance to see lions and elephants.

**Thailand**

India has attracted patients from Europe, the Middle East and Canada. Thailand has been the goal for Americans. India initially attracted people who had left that country for the West; Thailand treated western expatriates across Southeast Asia. Many of them worked for western companies and had the advantage of flexible, worldwide medical insurance plans geared specifically at the expatriate and overseas corporate markets. With the growth of medical-related travel and aggressive marketing, Bangkok became a centre for medical tourism. Bangkok's international medical centre offers services in 26 languages, recognizes cultural and religious dietary restrictions and has a special wing for Japanese patients. The medical tour companies that serve Thailand often put emphasis on the vacation aspects, offering post-recovery resort stays.

**South Africa**

South Africa also draws many cosmetic surgery patients, especially from Europe, and many South African clinics offer packages that include personal assistants, visits with trained therapists, and trips to top beauty salons, post-operative care in luxury hotels and safaris or other vacation incentives. Because the South African rand has such a long-standing low rate on the foreign-exchange market, medical tourism packages there tend to be perpetual bargains as well.

**Argentina**

Argentina ranks high for plastic surgery and Hungary draws large numbers of patients from Western Europe and the U.S.A. for high-quality cosmetic and dental procedures that cost half to patients.
**Dubai**

Dubai is known as a luxury vacation paradise. It is scheduled to open the Dubai healthcare city by 2010. Situated on the Red Sea, this clinic will be the largest international medical center between Europe and Southeast Asia. Slated to include a new branch of the Harvard Medical School, it also may be the most prestigious foreign clinic on the horizon.

**Other countries**

Other countries interested in medical tourism tended to start offering care to specific markets but have expanded their services as the demand grows around the world. Cuba, for example, first aimed its services at well-off patients from Central and South America and now attracts patients from Canada, Germany and Italy. Malaysia attracts patients from surrounding Southeast Asian countries; Jordan serves patients from the Middle East. Israel caters to both Jewish patients and people from some nearby countries. One Israeli hospital advertises worldwide services, specializing in both male and female infertility, in-vitro fertilization and high-risk pregnancies. South Africa offers package medical holiday deals with stays at either luxury hotels or safaris.
Effect of change in Foreign Exchange Rate on Medical Tourism

Foreign Exchange rates refer to the prices paid for one currency, in terms of another currency in the foreign exchange market. There are several exchange rates that can be used to relate the value of two given currencies. For the purpose of understanding the medical tourism marketplace, we need a measure that accounts for the fact that a patient changes US dollars into the currency of another nation and then purchases services with that currency. The appropriate rate for this situation is the market exchange rate (MER).

One of the primary drivers of medical tourism is that medical services can be purchased at very affordable prices in other countries. A major reason for this affordability is the disparity in the level of economic development between a patient’s country of origin and the destination where care is provided. Medical tourism is greatly influenced by the global economic environment.

Let’s take an example of American patient who is planning to have medical care in another country. This patient lives, works, earns money, spends, saves and invests in the United States. Every aspect of her life has been planned and built in dollars. She understands her financial life in terms of dollars. On the other hand, the physicians in the country where she is planning to have care live, work, earn, spend, save and invest in the currency of their own country. Even though these providers may understand the dollar, their lives are planned and built on baht, colones, pesos, ringgits etc. Similarly, hospitals acquire capital, buy equipment and supplies, and pay employees in their own local currency. Therefore, even if providers quote prices for services to American patients in US dollars, they must actually establish these charges in the context of their own currency. It is important to recognize that even if a patient makes payment to a medical tourism agent in US dollars, the providers will want to repatriate some or all of the money into their own country. Before travelling to other countries travelers exchange currency at their local bank or at a kiosk in an airport.

Exchange rates are determined by demand and supply of different currencies in the FOREX market, a huge currency market where central banks, large commercial banks,
large multinational companies, brokers and speculators buy and sell various currencies — just like the stock market. With electronic transactions 24 X 7, baht, dollars, euros, pesos, pounds, rupees, yen, etc. are continually bought and sold. The prices that participants are willing to pay or accept in one currency in order to buy or sell a different currency determine market exchange rates. The FOREX has global transactions in excess of US$ 3 trillion daily. There are numerous reasons why one currency becomes more or less valued in terms of another, including monetary policies, relative interest rates, and the nations’ debts and holdings of foreign currency reserves. Because a free-floating exchange rate exposes a nation’s currency to the risk of volatile changes in value, central banks in some countries have established a “fixed” exchange rate, whereby they “peg” their exchange rate to the currency of another country (or group of countries). This measure limits volatility but it also reduces market flexibility.

Effect of strong currency or weak currency on medical tourism depends on one’s position in the global marketplace. A high value “strong” currency is ideal when one is in the buyer’s position. An importer has substantial purchasing power when buying goods and services from nations with a low-value “weak” currency. This is the main reason why American patients can buy medical care in a developing country at very low rate. But, a strong currency is a serious disadvantage when one is in the seller’s position. For example, an exporter’s products become very expensive in the international marketplace when customers are buying with currency that is relatively weaker. American exports have recently increased as a consequence of the weakened US dollar. The point to remember is that a strong currency is advantage for the buyer (importer) and weak currency is an advantage to the seller (exporter).

Let’s consider a hypothetical American patient who has been considering cosmetic surgery in a medical tourism destination. In December 2005 she investigated several possible destinations and received a price quote of 110,000 baht from a provider in Thailand, equal to US$ 2683 at that time (12/14/2005 exchange rate = 41.005 baht per US$). She decided to delay having surgery for two years because she did not want to be away from her art business. In December 2007, she requests another quote and is delighted to know that the price of her procedure had not changed. She can still get surgery for 110,000 baht. But when she does the currency conversion, she is shocked to
realize that her procedure will now cost US$ 3625 (12/14/2007 exchange rate = 30.349 baht per US$). The patient is upset that the provider has “increased charges” by US$ 942, or 35%, in just 24 months. She has to spend more money because the dollar has weakened relative to the Thai baht. The value of the baht has increased by 35% relative to the US dollar. Now the patient is uncertain if she will be able to afford surgery. She is encouraged by the fact that her business has been doing very well lately as a result of growing exports to Asia. She wonders if this might also be related to the weak US dollar.

By analyzing below given graph and table we see that rates of Indian rupees to 1 USD is strong in September 2009 then March 2009, this change in exchange rate will increase the cost of medical treatment for an American patient in India in September 2009 then march 2009 even if the charges are same in Indian rupees.

Change in exchange rate will also affect the other charges like hotel rent, taxi fair, food etc, but these charges done not affect the travelers at macro level because net affect of these charges is low on tour.

![Exchange rate in 2009 - Indian Rupees to 1 USD](image)

<table>
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<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
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<td>Average Rates</td>
<td>48.73</td>
<td>49.19</td>
<td>51.20</td>
<td>50.05</td>
<td>48.54</td>
<td>47.74</td>
<td>48.43</td>
<td>48.33</td>
<td>48.40</td>
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Reference: x-rate.com

Above graph and table show the average rates of Indian Rupees to 1 USD

Average rates are of 21 to 23 days.
Change in value of dollar effect the medical tourism and there is positive relationship between changes in value of dollar to effect on medical tourism i.e. if value of dollar decrease in terms of Indian rupees then number of U.S.A patient travelers to India will also decrease.
Diagram of value chain of medical tourism

- Foreign Patients
  - Medical Tour Operators
    - Hospitals
      - Doctor and support staff
        - Operated Foreign Patients
          - Transportation facilities
            - Hotels
              - Communication services
                - Insurance services
                  - Local tour operator
                    - Banking facilities
                      - Government policies
                        - Margin
                          - Primary activity
                            - Medical Treatment
                              - Supporting activities
                                - Government policies
Value chain of medical tourism industry

Value chain is a linked set of value-creating activities beginning with basic raw materials coming from suppliers, moving on to a series of value-added activities like processing, marketing, distribution of final product help in analysis of value chain of manufacturing concern. The purpose of value chain analysis in this project is to examine medical tourism industry. As we know that medical tourism comes under service industry so we can not apply the value chain of manufacturing concern for analysis of medical tourism. This report tries to make an attempt to analyze the value chain of medical tourism industry.

The important activities in value chain of medical tourism are primary activity and supportive activities. Medical treatment of foreign patients is primary activity of medical tourism value chain. Foreign patient triggers linkages between service providers like medical tour operators, hospitals, insurance companies, travel agents, local tour operators, local guides, local hotels, local marketers, independent medical referral companies, Government & policy makers, these service providers interact with each other to create value by serving foreign patients.

Medical tourism value chain start when foreign patients do not get proper medical care in their country. The reasons of foreign patients for opting medical tourism vary country to country like treatment may not be available, expensive medical treatment, long waiting time etc.

Foreign patients have two options- they can contact medical tour operator or can contact hospital directly. There are plenty of advantages and disadvantages with both options. Medical tourism companies take a lot of the stress, uncertainty and legwork out of the process and charges a premium for their services. It’s not difficult for a well educated and aware foreign patient to arrange medical holiday for him/her, but it would be difficult particularly if patient is ill.
The number of medical tourism companies has boomed in recent years as the medical tourism industry has similarly expanded. This is a boon for customers, as the competition results in lower prices, greater flexibility and more service options. But it also means there are more incompetent operators in market, its easy for unscrupulous companies to take advantage of naive customers. Research and preparation are essential to finding the best company. Medical tour operators provide different services common services are comprehensive package or the choice of services. A comprehensive package should include insurance for health and travel, legal liability of anything go wrong while medical tour in abroad, visa arrangements, and travel arrangements. The company will book your flights, hotel, hospital and tour operator. Medical tour operator will also handle medical arrangements such as forwarding medical records, vetting medical staff, and advising patient on treatment options. In short we can say that Medical tour operator act as an interface or agent for foreign patients to arranging medical tour and add value in initial phase of value chain.

If foreign patients arrange medical tour by their own than they have to do all the above work and risk and uncertainty will be there in medical tour. Foreign patients can go for choice of services and can avail selected services only. With the popularity of online and electronic bookings most of the people wishes to book and travel themselves according to their convenience and budget. Foreign patient can also contact independent medical referral companies that review the individual's medical history and then recommend a doctor and hospital best suited for that particular patient. These medical referral companies use their knowledge of the medical community and institutions to ensure that the patient goes to a reliable medical facility with a proven track record of treating foreign patients. They also provide a complete service offering: visa and ticketing assistance, local transfers, complete coordination of treatment and recuperation, holidays in host country.

Once the destination is decided by foreign patient by own or with the help of medical tour operator, supporting organizations add value by providing services to foreign patient like aviation and transport services, banking, insurance, visa arrangement etc. The foreign patients travel to host country and give opportunity to host country to earn valuable foreign exchange. On arrival in host country, foreign patient or medical tour
operator will informs the hospital of arrival of patient and engages in discussions with the hospital where patient is to be treated.

The availability of qualified medical practitioners and world class services with JCI accreditation are important assets for a hospital which serves foreign patients. There arises the need to define minimum standards at national level, compulsory registration and adoption of these standards by all providers and regular monitoring and enforcing of such standards at the local level. Quality assessment should combine evaluation of infrastructure as well as outcomes, but doctor efficiency and efficacy are also important. Doctors are responsible for the use of resources and supervision of colleagues for specific care guidelines and coordinated healthcare system.

An accreditation form international agency is necessary. This will ensure transparency in the way a hospital performs and everything from the operating to the cleaning procedures will be monitored, audited and recorded. Many corporate hospitals in India are looking to international agencies such as JCAHO/JCI for accreditation. Accreditation will even make tie ups with overseas health insurance agencies such as BUPA and CHUBS easier to route patients to host country. Hospitals and medical establishments have realized the potential of niche market of foreign patients and have begun to tailor their services for foreign visitors. Many Indian hospitals are offering medical tourism facilities. Leading hospitals in India offering medical tourism facilities are:

- Apollo Hospitals, Chennai
- All India Institute of medical Sciences (AIIMS), New Delhi
- Arvind Eye Hospitals, Madurai
- B. M. Birla Heart Research Centre, Kolkata
- Breach Candy Hospital, Mumbai
- Escorts Heart Institute and Research Centre Limited, New Delhi
- Fortis Hospital, Chandigarh
• Indraprastha Apollo Hospital, New Delhi
• Jaslok Hospital, Mumbai
• Mallya Hospital, Bangalore
• Manipal Heart Foundation, Bangalore
• Narayana Hrudayalaya, Bangalore
• PD Hinduja National Hospital and Medical Research Centre, Mumbai
• Sankara Nethralaya, Chennai
• Tata Memorial Hospital, Mumbai
• Wockhardt Chain of Hospitals

With an estimated 1.7 lakh foreigners already flying to India for medical treatment annually, the country is poised to capture the fast-growing market for health care and help solve the crisis of surging medical costs in the developed world. Indian hospitals provide army of doctors and nurses with sophisticated care at minimal cost. The Indian hospitals have all the latest Western kit with machines identical to those in top American and British hospitals. A study by the Confederation of Indian Industry forecast that medical tourism will reach $2.3 billion dollars a year by 2012 and could further rise significantly.

The insurance companies are a vital link in the medical tourism value chain, especially in case of medical interventions that are of major type. The patients prefers getting himself insured before undergoing the operation to be on the safe side considering the high cost of the major operations. While companies specializing in arranging trips for medical tourists are flourishing, insurers have been slow to adapt to this new market. Insurance companies in India are offering cover to the patients who need major medical interventions and the doctors too are supportive to their cause. The processing of the papers and settlement of the bills is also done by the insurance companies. In certain cases, the medical tourist needs to check with their insurance provider whether
treatment at an internationally recognized hospital in India is covered by their policy. If not, the patient will have to bear the expense of their treatment.

The travel agents are contracted by the major medical tour operators or hospitals that treat the medical tourist and then send him to recuperate in some serene, quite and picturesque locale which many times help in the early recuperation. This also helps the medical tourist to visit beautiful locations rather than convalescing inside the hospital. There are few travel agents who have got strong networks with medical tour operators or reputed hospitals that offer medical/health tourism package. Most of the travel agencies do not want to deal in medical tourism mostly due to the big liability issue involved. Foreign patient can visit tourist places before or after medical treatment as per his/her wish and doctor suggestion. Other supporting organizations like insurance companies, travel agents.

Amazing tourist destinations and a range of tourism options add value in medical tourism value chain. India offers culture and history, adventure and wildlife, beaches and mountains, mediation and festivity, Ayurveda to modern medical treatment, busy cities and quite backwaters and provide foreign patient with amazing tourist destinations and a range of tourism options. The State governments of tourism have an important role to play in ensuring that tourism in their region receives a boost. This can be done by making suitable policy changes, providing better infrastructure and upgrading the already existing tourist facilities to world standards.

The local tour operators add value in medical tourism value chain when the medical tourist visits the local tourist destinations. They provide facilities like the vehicles for the safari ride and guest house/resort facilities. As they are conversant with the place, they also offer a day or half a day trips to the scenic locales of the local tourist regions and they also offer facilities of a local guide and in some cases, facilities of translators/interpreters. For providing the facilities of translators/interpreters, the tour operator has to be a major player as he will need to specially recruit people who are conversant with the foreign languages.
The guide can be an independent person who has taken up this profession as a means of livelihood or he can also be attached to the local tour operator or be an employee of the state government, because in many tourist places, the governments have introduced the facility of local government guides. The local guide add value to the foreign patient’s medical tour as he tells them tales associated with the monuments, place, etc, which makes the entire experience very enriching. The guide can also be of help to the patient in making local purchase by suggesting the specialty of the place to take back home as well as help him in getting a good bargain and prevent him from paying more. These things may seem trivial, but can make a big difference in the entire experience of the tourist being enjoyable to unpleasant and help in value addition.

The local hotels play an important part in providing accommodation and other hospitality to the foreign patient, including food. The local hotels play an important role in value addition by generating secondary employment in the local region as they employ many people for the various chores of the hotel from good house keeping, room attendants, laundry facilities, cooks, etc. The telecommunication facilities available in the hotels help the foreign patient to be in touch with his native place.

The local markets in the important tourist destinations for selling the specialty of the region like- handicrafts, textiles, jewelry and decorative articles made out of marble, wood, etc. Most of the foreign patients who visit these markets buy these articles to take home as found memories of their trip.

The Government of India has recognized the economic potential of medical tourism. The Ministry of Tourism (MOT) has introduced the Mvisa and MXvisa. Mvisa or medical visa was introduced specifically to facilitate inbound medical tourism. Mvisa was earlier valid for six months but now the validity has been extended to three years, provided the tourist can furnish a recommendation and sanction for the same from the doctor. According to an official from the MOT, the ministry of external affairs (MEA) has communicated to the embassies of 18 countries informing them of this new development and also stated that the Mvisa procedures will now be completed within 48 hours. The Mvisa and MXvisa which is for attendant / family members accompanying the patient were introduced to provide further impetus to the inbound medical tourism
sector. MXvisa is granted to the spouse/children or blood relations of the patients. Not more than two attendants will be granted miscellaneous visas at a time. Foreign patients and their attendants availing this visa are also required to get themselves registered with the local FRROs/FROs within 14 days of arrival.

In addition, the Government has also introduced policy measures such as the National Health Policy which recognizes the treatment of international patients as an export, allowing private hospitals treating international patients to enjoy the benefits of lower import duties, an increase in the rate of depreciation (from 25 per cent to 40 per cent) for life-saving medical equipment and several tax sops. The Health Ministry has agreed to give fast track visa clearance (within 48 hours) to the medical patients on arrival in India. Efforts are also being made to launch campaigns in the overseas markets that further project India as the attractive medical tourism destination. Supporting government policies helps in value addition in medical tourism value chain. Foreign patient and all service providers interact directly or indirectly with each other to create and add value.
What India Offers

AYURVEDA

India has a rich heritage in the areas of traditional and natural medicines. The earliest mention of Indian medical practices can be found in the Vedas and Samhitas of Charaka, Bhela and Shusruta. A systematic and scientific approach was adopted by the sages of the time leading to the development of a system that is relevant even today. India is the land of Ayurveda. It believes in removing the cause of illness and not just curing the disease itself. It is based on herbals and herbal components without having side effects.

Ayurveda considers that the base of life lies in the five primary elements; ether (space), air, fire, water and earth. And the individual is made up of a unique proportion of the five elements in unique combinations to form three doshas (vata, pita and kapha). When any of these doshas become acute, a person falls ill. Ayurveda recommends a special life style and nutritional guidelines supplemented with herbal medicines. If toxins are abundant, then a cleaning process known as Panchkarma is recommended to eliminate those unwanted toxins and revitalize both mind and body. Ayurveda offers treatments for ailments such as arthritis, paralysis, obesity, sinusitis, migraine, premature aging and general health care. Kerala is a world tourist destination and part of the reasons lies with the well-known stress-releasing therapies of famed Ayurvedic research centers. The climate along with the blessing of nature has turned Kerala into the ideal place for ayurvedic, curative and rejuvenating treatments.

SPA TREATMENT

Most of the other parts of the world have their own therapies and treatment that are no doubt effective in restoring wellness and beauty. New kinds of health tours that are gaining popularity in India are spa tours. Spas offer the unique advantages of taking the best from the west and the east combining them with the indigenous system and offering best of the two worlds. In hydropathy, Swedish massages work with the Javanese Mandy, aromatherapy, reflexology and traditional ayurveda procedures to help keep the tourist healthy and enhance beauty. Combining these therapies with
meditation, yoga and pranayama make the spa experience in India a new destination for medical tourism. The spas are very useful for controlling blood pressure, insomnia, cure tension, depression, paralysis and number of other deadly diseases. Ananda resort in Rishikesh, Angsana resort, golden palm spa and ayurgram in Bangalore offer ayurveda, naturopathy, and yoga and meditation packages (Gaur Kanchilal) allopathy.

India has made rapid strides in advanced health care systems, which provides world-class allopathic treatment. This has become possible because of the emergence of the private sector in a big way in this field. More and more foreign tourists are realizing that India is an ideal place for stopover treatment. Indian Multi-specialty hospitals are providing world class treatment at an amazingly economical cost as compared to the west. Quality services and low price factor primarily go in favor of India. The cardio care, bone marrow transplantation, dialysis, kidney transplant, neuron–surgery, joint replacement surgery, urology, osteoporosis and numerous diseases are treated at Indian hospitals with full professional expertise. Apollo hospital group, Escorts in Delhi, Jason Hospital, Global Hospital, and Max Health Care are catering to medical care for international patients in the areas of diagnostic, disease management, preventive health care and incisive surgeries.

The tourism department has devised websites in order to provide information. Many Ayurveda health resorts that are owned and run by traditional Ayurveda Institutes have come up. Ayurgram is a novel concept that not only offers heritage accommodation but also offers a whole range of ayurvedic treatments and rejuvenating packages. Similarly hotels have also included these types of packages in their holidays. Some of the tour operators have worked out all-inclusive medical treatment package that include treatment, accommodation, food, airport transfers, post operation recuperative holidays, along with a host of other facilities. 328 This in fact shows our product offers true value for money for service. Many world-class state-of-the-art furnishing and equipment are being added to our Ayurveda Resorts to welcome international guests. Along with these hospitals there are many centers which offer not just physical but emotional and spiritual healing to patients. With all these India is going to be one of the leading medical health care destinations in the near future.
YOGA

If Ayurveda is the science of body, yoga is the science of the mind. Practiced together they can go a long way in making an individual fit. The word yoga means to join together. The ultimate aim of yoga is to unite the human soul with the universal spirit. Yoga was developed 5000 years ago and the base of yoga is described in the Yoga Sutra of Patanjali. This describes eight stages of yoga. These are Yam (universal moral commands), Niyam (self purification), Asana (posture), Pranayama (breathing control), Prathyahara (withdrawal of mind from external objects), Dharana (concentration), Dhyana (meditation), and Samadhi (state of super consciousness). To get the benefits of yoga, one has to practice Asana, Pranayama and Yoganidra. With the regular practice of asanas one can control cholesterol level, reduce weight, normalize blood pressure and improve cardiac performance. Pranayama helps to release tensions, develop relaxed state of mind and Yoganidra is a form of meditation that relaxes both physiological and psychological systems. Today, yoga has become popular in India and abroad and in a number of places including urban and rural areas yoga is taught and practiced.

SPIRITUAL TOURISM

Globally people are increasingly mentally disturbed and looking for solace in spiritual reading, meditation and moments of divine ecstasy. Our country has been known as the seat of spiritualism and India’s cosmopolitan nature is best reflected in its pilgrim centers. India is not only known as a place rich in its culture with varied attractions but also for many places of worship, present itself as embodiments of compassion where one get peace of mind. Thus India has been respected as a destination for spiritual tourism for domestic and international tourists. Spiritual tourism is also termed as religious heritage tourism.

ADVENTURE TOURISM

India has been an attraction for travellers from all over the world for adventure tourism. Although in the field of international tourism, the segment of adventure tourism in India is getting only a fraction of such traffic. The trend has been showing an increased
movement year after year with the development of facilities and greater awareness about adventure tourism options.

Indian tourism offers both international and domestic adventurers a wide choice of adventures. Water sports, elephant safari, skiing, yachting, hail-skiing, gliding, sailing, tribal tours, orchid tours, scaling the high peaks of Himalayas, trekking to the valley of flowers, riding the waves in rapids, and camel safari in the deserts are breath taking opportunities for adventure tourism. Laddakh, the Garwal hills, the Himachal hills, Darjeeling, Goa, Lakshadweep, Andaman and Nicobar, Jaisalmer and wildlife sanctuaries and reserves are some of the places that offer adventure tourism.

**RURAL TOURISM**

Rural tourism has been identified as one of the priority areas for development of Indian tourism. Rural tourism experience should be attractive to the tourists and sustainable for the host community. Indian villages have the potential for tourism development. With attractive and unique traditional way of life, rich culture, nature, crafts, folk-lore and livelihood of Indian villages are a promising destination for the tourist. It also provides tourism facilities in terms of accessibility, accommodation, sanitation and security.

**SWOT analysis of Indian medical tourism**

Tourism will expand greatly in future mainly due to the revolution that is taking place on both the demand and supply side. The changing population structure, improvement in living standard, more disposable income, fewer working hours and long leisure time, better educated people, ageing population and more curious youth in the developed as well as developing countries, all will fuel the tourism industry growth.

The arrival of a large number of customers, better educated and more sophisticated, will compel the tourist industry to launch new products and brands and re-invents traditional markets. The established traditional destinations founded on sun-sea-sand products will have to re-engineer their products. They must diversify and improve the criteria for destinations and qualities of their traditional offers. Alongside beach tourism, the tourism sector will register a steady development of new products based on natural rural
business, leisure and art and culture. Thus the study of new markets and emerging markets and necessity of diversified products are the basis of our strategy, which can enhance and sustain, existing and capture new markets. 

It is India’s vastness that challenges the imagination: the sub-continent, 3200km (2000 miles) from the mountainous vastness of the Himalayas in the north to the tropical lushness of Kerala in the south, is home to one sixth of the world’s population, a diverse culture and an intoxicatingly rich history. Desert in Rajasthan, tropical forests in the north eastern states, and arid mountains in the delta region of Maharashtra and Karnataka and vast fertile planes in northern states of Uttar Pradesh, Haryana etc are just some of the geographical diversity that can be observed. We have a wealth of archeological sites and historical monuments. Manpower costs in the Indian hotel industry are one of the lowest in the world. This provides better margins for any industry which relies on man power.

One of the fascinations of India is the juxtaposition of old and new; centuries of history – from the pre-historic Indus civilization to the British Raj – rub shoulders with the computer age.

**Strengths**

There is significant cost differences exist between India and other countries in medical treatments, and very Low waiting time is also a factor which is strength for India.

We can see in cost comparison section of report, significant cost differences exist between United Kingdom and India when it comes to medical treatment. Accompanied with the cost are waiting times which exist in United Kingdom for patients which range from 3 months to over months. India is not only cheaper but the waiting time is almost negligible and reason is the private sector which comprises of hospitals and clinics with the latest technology and best practitioners.

Internationally accredited medical facilities using the latest technologies, highly qualified Physicians/Surgeons and hospital support staff, significant cost savings compared to foreign private healthcare. Medical treatment costs in India are lower by at least 60-80% when compared to similar procedures in North America and the United Kingdom. No waiting lists, fluent English speaking staff, options for private room, translator, private chef, dedicated staff during your stay and many other tailor-made
services, can easily be combined with a holiday/business trip are some advantages of Indian medical tourism which attract foreign patients.

**Weaknesses**

Lack of adequate infrastructure is the biggest problem that India faces. The aviation industry in India is inefficient and does not provide even the basic facilities at airports. The visitors are appalled by the poor sanitation in the public restrooms at the international airports. The road condition in India is very worse. The population has grown exponentially since 1947 but we still use the same rail system constructed by the British.

The government of India spends very little amount on proper marketing of India’s tourism abroad. As a result foreigners still think of India as a country ridden by poverty, superstition, and diseases with snake charmers and sadhus at every nook and cranny. Case in point Thailand; where in spite of the huge problem of bird flu disease the tourists arrival only dropped by less then 15% where as in India when cases of plague started occurring in Surat in 1994 the arrival of foreign tourists in India decreased by almost 36%.

**Opportunities**

More proactive role from the government of India in terms of framing policies, allowing entry of more multinational companies into the country giving us a global perspective and greater opportunities to attract foreign patients.

Growth of domestic tourism provides advantage that domestic tourism and international tourism can be segregated easily owing to the different in the period of holidays.

**Threats**

Terrorist attacks on different part of country and Political turbulence within India in Kashmir and Gujarat has reduced tourist traffic. Not only that fear of epidemics such as for malaria, cholera, dengue, plague etc are foremost in the mind of European and America patients, Aggressive strategies adopted by other countries like Australia, Singapore in promoting tourism are also not helping.
Scope for India in Medical Tourism

India's massive population is a trouble for public health care system. Specialized services can not be provided by Government hospitals as they are busy in controlling communicable diseases, National rural health mission and child immunization against measles, polio and other life-threatening illnesses. Health services are almost negligible in many parts of the country, especially in rural India. Clinics are badly maintained and equipped. India needs hundreds of thousands more doctors and more than a million more nurses. Current staff often doesn’t turn up for work. It is a well-recognized fact that the system of public delivery of health services in India today is very poor. High absenteeism, low quality in clinical care, low satisfaction with care and rampant corruption are main problems of public health care system. Less number of beds in public hospitals sometimes forces patients to share beds. Emergency and outpatient departments are in problem, the crowd of visiting relatives is as thick and suffocating as the heady fug of chloroform and the sounds of children screaming, creates a horror scene. Generally in these conditions it's very hard to maintain cleanliness also. If we compare private hospitals with government hospitals, private hospitals are like five-star hotels. Government hospitals can never match them because of population overload.

These problems in the public system helped private operators to grow at a faster pace. 80% of all the spending on health care in India is private, many large companies insuring their staff, by non-governmental groups running health programs, and rich Indians uses the best private facilities but many poor rural Indians skip doctors and rely on advice from local chemists, who too often prescribe cough syrup or tablets that do nothing good. Because only one in 10 Indians has any form of health insurance, out-of-pocket payments for medical care amount to 98.4% of total health expenditures by households, according to the PricewaterhouseCoopers study, which estimates that 20 million people in India fall below the poverty line each year because of indebtedness due to health-care needs. In Brazil and China, countries with which India often compares itself with, the public share of health-care spending is around 40%, while the average for G7 countries is 70%. In India it is just 17%.
Private hospitals have great opportunity for medical tourism in India because government hospitals are not able to serve even the local patients.

Tourism and healthcare, being an integral part of many economies services industry are both important sources of foreign exchange. Globalisation has promoted a consumerist culture leading to the mushrooming of corporate healthcare settings seized with the necessity to maximize profits and expand their coverage. However, the constraint lies in the fact that these services can be afforded by a relatively small size of population in developing countries.

Low insurance penetration, lack of standardization of services, poor information base, ineffective monitoring leading to low quality, high levels of fraud and corruption, misallocation of investments and low efficiency of existing hospitals have impeded effective performance leading to a stagnation of the healthcare sector. In this scenario, corporate interests in the medical care sector are looking for opportunities beyond the national boundaries.

The term medical tourism refers to the increasing tendency among people from the United Kingdom, the United State of America and many other third world countries, where medical services are either very expensive or not available, to leave their countries in search for more affordable health options, often packaged with tourist attractions.

Long waiting lists, decline in public spending and rise in life expectancy and non-communicable diseases that require specialist services are some of the factors directing a wave of medical tourists to more affordable healthcare destinations. Most countries are tapping the health tourism market due to aggressive international marketing in conjunction with their tourism industry. Thailand, Malaysia, Jordan, Singapore, Hong Kong, Lithuania and South Africa have emerged as big healthcare destinations.

India is unique, it offers holistic healthcare addressing the mind, body and spirit. With yoga, meditation, ayurveda, allopathic and other Indian systems of medicine, India offers medical services combined with the cultural warmth that is difficult to match by
other countries. India offers clinical outcomes with the world’s best centers, besides having internationally qualified and experienced specialists. CII believes that India should capitalize on its inherent strengths to become a world player in medical tourism. According to a CII-Mc Kinsey study, medical tourism in India could become a USD 1 billion business by 2012. Instead of adopting a segmental approach of targeting a few states such as Maharashtra, Kerala, Andhra Pradesh, Chennai, efforts are now being made to project “Destination India” as a complete brand ideal for medical tourists. Countries from where people head for India are the United Kingdom, United States of America, Bangladesh, Oman, Sri Lanka, Indonesia, Mauritius, Nigeria, Kenya, Pakistan, etc.

Foreign patients from the west and Middle East find Indian hospitals very affordable. The existing market for medical tourism in India is small. It can grow rapidly if the industry reorients itself to lure foreign patients from all potential regions such as SAARC, Central Asia, Middle East, Africa, Europe, OECD besides the United Kingdom and the United States of America. The annual health bill of people from Afro-Asian countries seeking treatment outside their countries is USD 10 billion. If India can even tap a fraction of that market, the potential is enormous. The price advantage is however offset today for patients from the developed countries by concerns regarding standards, insurance coverage and other infrastructure.

India can become an international destination in healthcare by serving dissatisfied foreign patient of other countries medical care system. There arises the need to define minimum standards at national level, compulsory registration and adoption of these standards by all providers and regular monitoring and enforcing of such standards at the local level. Quality assessment should combine evaluation of infrastructure as well as outcomes. An accreditation form international agency is necessary. This will ensure transparency in the way a hospital performs and everything from the operating to the cleaning procedures will be monitored, audited and recorded. Many corporate hospitals in India are looking to international agencies such as JCAHO/JCI for accreditation. Accreditation will even make tie ups with overseas health insurance agencies such as BUPA and CHUBS easier to route patients to India.
As the medical tourism industry is growing exponentially, government and the private players need to join hands in order to act as a catalyst to build infrastructure for hospitals, create specialty tourist packages to include medical treatment, promote accreditation and standardisation, enable access and tie-ups with insurance companies, provide state of art facilities and improve quality of in-patient care and service to meet the requirements of foreign patients and to attain sustainable competitive advantage.

Proper planning and strategies are needed to make India as a major healthcare destination, but also to create a system to conduct proper market research and feasibility studies in order to quantify the “How many”, “From where”, “To where”, and most importantly the “How” of medical tourism. Only then can we leverage and channelize all efforts in the right direction. With good planning and implementation, medical tourism besides being an economy booster can surely help India maintain good cross border and trade relations, exchange of manpower and technology among countries.
Price Comparison Overview

Low price of medical treatment and no waiting time are the main strengths of Indian Hospitals; following price comparison shows the difference in price of different treatments of different countries and compares them with India.

PRICE COMPARISON – INDIA VS UNITED STATES OF AMERICA (USA)

Significant cost differences exist between U.S. and India when it comes to medical treatment. India is not only cheaper but the waiting time is almost negligible. This is due to the outburst of the private sector which comprises of hospitals and clinics with the latest technology and best practitioners.

<table>
<thead>
<tr>
<th>Procedure</th>
<th>United States (USD) Approx</th>
<th>India (USD) Approx</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bone Marrow transplant</td>
<td>2,50,000</td>
<td>69,200</td>
</tr>
<tr>
<td>Liver Transplant</td>
<td>3,00,000</td>
<td>69,350</td>
</tr>
<tr>
<td>Heart Surgery</td>
<td>30,000</td>
<td>8,700</td>
</tr>
<tr>
<td>Orthopedic Surgery</td>
<td>20,000</td>
<td>6,300</td>
</tr>
<tr>
<td>Cataract Surgery</td>
<td>2,000</td>
<td>1,350</td>
</tr>
<tr>
<td>Smile Designing</td>
<td>8,000</td>
<td>1,100</td>
</tr>
<tr>
<td>Metal Free Bridge</td>
<td>5,500</td>
<td>600</td>
</tr>
<tr>
<td>Dental Implants</td>
<td>3,500</td>
<td>900</td>
</tr>
<tr>
<td>Porcelain Metal Bridge</td>
<td>3,000</td>
<td>600</td>
</tr>
<tr>
<td>Porcelain Metal Crown</td>
<td>1,000</td>
<td>100</td>
</tr>
<tr>
<td>Tooth Impactions</td>
<td>2,000</td>
<td>125</td>
</tr>
<tr>
<td>Root Canal Treatment</td>
<td>1,000</td>
<td>110</td>
</tr>
<tr>
<td>Tooth Whitening</td>
<td>800</td>
<td>125</td>
</tr>
<tr>
<td>Tooth Colored Composite</td>
<td>500</td>
<td>30</td>
</tr>
<tr>
<td>Fillings / Tooth Cleaning</td>
<td>300</td>
<td>90</td>
</tr>
</tbody>
</table>
In the above graph we can see that India offer medical treatment at very low price than United State of America. Significant differences exist in price offered by India and United State of America. Patient can save around 60% to 80% in medical surgeries in India.
Price Comparison of medical procedure charges -INDIA VS UNITED KINGDOM (UK)

Significant cost differences exist between U.K. and India when it comes to medical treatment. Accompanied with the cost are waiting times which exist in U.K. for patients which range from 3 months to over months. India is not only cheaper but the waiting time is almost negligible. This is due to the outburst of the private sector which comprises of hospitals and clinics with the latest technology and best practitioners.

<table>
<thead>
<tr>
<th>Medical Procedure</th>
<th>United Kingdom (USD)</th>
<th>India (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Heart Surgery</td>
<td>18,000</td>
<td>4,800</td>
</tr>
<tr>
<td>Cranio-Facial surgery and skull base</td>
<td>13,000</td>
<td>4,500</td>
</tr>
<tr>
<td>Neuro- surgery with Hypothermia</td>
<td>21,000</td>
<td>6,800</td>
</tr>
<tr>
<td>Complex spine surgery with implants</td>
<td>13,000</td>
<td>4,600</td>
</tr>
<tr>
<td>Simple Spine Surgery</td>
<td>6,500</td>
<td>2,300</td>
</tr>
<tr>
<td>Simple Brain Tumor -Biopsy -Surgery</td>
<td>4,300</td>
<td>1,200</td>
</tr>
<tr>
<td><strong>Parkinsons</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Lesion</td>
<td>6,500</td>
<td>2,300</td>
</tr>
<tr>
<td>- DBS</td>
<td>26,000</td>
<td>17,800</td>
</tr>
<tr>
<td>Hip Replacement</td>
<td>13,000</td>
<td>4,500</td>
</tr>
</tbody>
</table>
Table of Medical treatment price comparison of different countries (amount in USD)

<table>
<thead>
<tr>
<th>Surgery</th>
<th>USA</th>
<th>Colombia</th>
<th>Costa Rica</th>
<th>India</th>
<th>Jordan</th>
<th>Korea</th>
<th>Mexico</th>
<th>Singapore</th>
<th>Thailand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heart Bypass</td>
<td>144,000</td>
<td>14,630</td>
<td>25,000</td>
<td>8,500</td>
<td>10,000</td>
<td>24,000</td>
<td>20,000</td>
<td>13,500</td>
<td>24,000</td>
</tr>
<tr>
<td>Angioplasty</td>
<td>57,000</td>
<td>7,106</td>
<td>13,000</td>
<td>8,500</td>
<td>5,000</td>
<td>19,600</td>
<td>16,000</td>
<td>7,500</td>
<td>7,000</td>
</tr>
<tr>
<td>Heart Valve</td>
<td>170,000</td>
<td>10,450</td>
<td>30,000</td>
<td>1,200</td>
<td>12,000</td>
<td>36,000</td>
<td>30,000</td>
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<tr>
<td>Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hip Replacement</td>
<td>50,000</td>
<td>8,360</td>
<td>12,500</td>
<td>8,000</td>
<td>8,000</td>
<td>16,450</td>
<td>13,125</td>
<td>11,100</td>
<td>14,000</td>
</tr>
<tr>
<td>Hip Resurfacing</td>
<td>50,000</td>
<td>10,500</td>
<td>12,000</td>
<td>8,000</td>
<td>8,000</td>
<td>20,900</td>
<td>12,800</td>
<td>12,100</td>
<td>16,000</td>
</tr>
<tr>
<td>Knee Replacement</td>
<td>50,000</td>
<td>7,106</td>
<td>11,500</td>
<td>7,000</td>
<td>7,000</td>
<td>17,800</td>
<td>10,650</td>
<td>10,800</td>
<td>12,000</td>
</tr>
<tr>
<td>Spinal Fusion</td>
<td>100,000</td>
<td>14,500</td>
<td>15,000</td>
<td>12,000</td>
<td>10,000</td>
<td>17,350</td>
<td>7,000</td>
<td>18,300</td>
<td>11,000</td>
</tr>
<tr>
<td>Dental Implant</td>
<td>10,000</td>
<td>1,672</td>
<td>1,000</td>
<td>700</td>
<td>500</td>
<td>3400</td>
<td>910</td>
<td>2,900</td>
<td>3,000</td>
</tr>
<tr>
<td>Lap Band</td>
<td>30,000</td>
<td>6,500</td>
<td>8,500</td>
<td>7,500</td>
<td>5,000</td>
<td>9,500</td>
<td>8,430</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Breast Implants</td>
<td>10,000</td>
<td>2,600</td>
<td>3,500</td>
<td>4,500</td>
<td>3,000</td>
<td>11,000</td>
<td>8,000</td>
<td>5,400</td>
<td>3,700</td>
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<tr>
<td>Rhinoplasty</td>
<td>8,000</td>
<td>1,677</td>
<td>5,500</td>
<td>3,500</td>
<td>2,500</td>
<td>4,000</td>
<td>4,165</td>
<td>2,700</td>
<td>3,400</td>
</tr>
<tr>
<td>Face Lift</td>
<td>15,000</td>
<td>3,305</td>
<td>5,900</td>
<td>7,000</td>
<td>3,000</td>
<td>3,000</td>
<td>7,200</td>
<td>4,000</td>
<td>6,600</td>
</tr>
<tr>
<td>Hysterectomy</td>
<td>15,000</td>
<td>1,845</td>
<td>5,500</td>
<td>5,500</td>
<td>2,500</td>
<td>9,000</td>
<td>6,675</td>
<td>4,000</td>
<td>5,000</td>
</tr>
</tbody>
</table>

Note: Prices do not reflect PPO discounts. Prices will vary based on zip code, region, provider, and other factors. Prices are an estimate and do not include airfare or hotel accommodation for the patient or a companion. Travel costs, including air fare and hotel will vary depending on country and also the length of stay for recovery.

Following graphs show comparison in price of different surgeries in different countries, Indian price is less in most procedures. Red color is used to show highest price offering country, green color is used to show least price offering country and pink color is used to show bar of India’s offer price of medical treatment.
In the following graph we can see that India offers lowest Price for heart bypass in comparison to other countries, Jordan is at second position.

Jordan offers least cost of USD 5000 for angioplasty, Thailand, Colombia and Singapore also offers less price than India.

India offers heart valve replacement at very low cost in comparison to other countries. Indian offer price is only 11.5% of Colombia’s offer price.

India and Jordan both offer same price of USD 8000 for hip replacement and followed by Colombia with very little difference of USD 360.
India and Jordan both offer same price for knee replacement which is very low in comparison to United States of America.

Mexico offers least price for spinal fusion, India’s offer is more then Jordan and Thailand.

Dental implant in Jordan is very cost effective for patients & India is the next best option as per low cost.
Lap band is also very cost effective for patients in Jordan, and then Colombia is next option and India come at third position as price comparison.

India stood at fifth place in breast implants price comparison, Colombia offers least price.

Rhinoplasty is also offered by Colombia at least cost and India is at fifth place.
India offer comparative high price for face lift then other countries, but less then Mexico and USA.

Colombia offer lowest price for hysterectomy, followed by Jordan, Singapore, Thailand and India & Costa Rica.

By comparing cost of medical procedures we can conclude that India offer medical services at less cost then USA and UK, but faces competition from Jordan, Colombia, Thailand and Singapore. Low price and no waiting time are main attraction of Indian medical and health care industry but other countries also offers low price medical packages but waiting time is more then India.
In short we can conclude the comparison in following equation:-

Excellent Medical Treatment + Tour of India \(\leq\) Cost of treatment in The USA/UK

### Comparison table of surgery packages average price in India with price offered by FEHJ

<table>
<thead>
<tr>
<th>Surgery Packages</th>
<th>Average Price in India</th>
<th>Price in Fortis Escort Hospital, Jaipur</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Twin Sharing</td>
<td>Deluxe</td>
</tr>
<tr>
<td>Valve surgery (AVR/MVR)</td>
<td>5000</td>
<td>2900</td>
</tr>
<tr>
<td>Coronary Artery Bypass Graft (CABG)</td>
<td>7500</td>
<td>3000</td>
</tr>
<tr>
<td>Patent Ductus Arteriosus Closure (PDA)</td>
<td>4000</td>
<td>2800</td>
</tr>
<tr>
<td>Aortic Valve Replacement + CABG</td>
<td>8400</td>
<td>3300</td>
</tr>
<tr>
<td>Coronary Artery Bypass Graft (CABG)</td>
<td>900</td>
<td>390</td>
</tr>
<tr>
<td>Hip Replacement</td>
<td>8000</td>
<td>1500</td>
</tr>
<tr>
<td>Knee Replacement</td>
<td>7000</td>
<td>2900</td>
</tr>
<tr>
<td>Daycare Angiography</td>
<td>-</td>
<td>200</td>
</tr>
<tr>
<td>Coronary Angiography</td>
<td>-</td>
<td>250</td>
</tr>
<tr>
<td>E P Study</td>
<td>-</td>
<td>260</td>
</tr>
<tr>
<td>Double Chamber Pacemaker</td>
<td>-</td>
<td>700</td>
</tr>
<tr>
<td>Balloon Mitral Valvuloplasty</td>
<td>-</td>
<td>800</td>
</tr>
<tr>
<td>Gastroenterology (ERCP)</td>
<td>-</td>
<td>170</td>
</tr>
<tr>
<td>Normal Delivery</td>
<td>-</td>
<td>360</td>
</tr>
<tr>
<td>Caesarean Section</td>
<td>-</td>
<td>500</td>
</tr>
<tr>
<td>Laproscopic Hysterectomy</td>
<td>2500</td>
<td>850</td>
</tr>
</tbody>
</table>

* Actual estimate will be based on medical condition of the patient.

From the above table we can analyses that FEHJ offers Surgery Packages at more affordable prices than Average price in India.

Fortis Escort Hospital, Jaipur total revenue for year 2007-08 (for 9 months i.e. 18.06.07 to 31.03.08) is Rs. 146,980,952. And in year 2008-09 is Rs. 339,502,981. FEHJ is growing fast, revenue is increasing, but number of foreign patients is very low, only 131 foreign patients availed medical facilities in 2008-09 form FEHJ.

Description of Number of Foreign patients treated in Fortis Escort Hospital, Jaipur in 2008-09
<table>
<thead>
<tr>
<th>Nationality</th>
<th>IPD</th>
<th>OPD</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFGHANS</td>
<td>-</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>AMERICANS</td>
<td>7</td>
<td>26</td>
<td>33</td>
</tr>
<tr>
<td>AUSTRALIANS</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>AUSTRIANS</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>BRITISHERS</td>
<td>7</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>CANADA</td>
<td>-</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>CHINESE</td>
<td>-</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>FILIPINOS</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>FRANCE</td>
<td>-</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>GERMANS</td>
<td>5</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>INDONESIANS</td>
<td>-</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>IRANIANS</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ISRAELIS</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ITALIANS</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>NEW ZEALANDERS</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>NIGERIENS</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>OTHERS</td>
<td>7</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>PORTUGUESE</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>SINGAPOREANS</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>SOUTH AFRICANS</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>SPANISH</td>
<td>1</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Grand Total</td>
<td>33</td>
<td>98</td>
<td>131</td>
</tr>
</tbody>
</table>

In patients department had served only 33 patients and out patients department had served 98 patients, we can say that planned visit of foreign patients are very low then unplanned visit. Main reason is FEHJ has no linkage or alliance with any medical tourism agency and did not give emphasis for attracting foreign patients.
Number of patients from America and Britain is more than other countries, variation occurs due to differences in cost of medical treatment.
### SWOT analysis of FEHJ

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualified medical practitioners, doctors and supporting staff. First NABH accredited hospital in Rajasthan. Part of international health group. Fluent English speaking hospital staff. Use of different mode of payment of bill. Economical and affordable pricing.</td>
<td>No alliance or linkage with any medical tourism agency. Lack of proper international marketing strategy for attracting foreign patients. Lack of JCI accreditation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Country advantages Location advantages Low competition Medical tourism industry is in the growth phase in India. Supporting government policies.</td>
<td>Terrorist attacks in India. Increase in competition in future. Entrance of new players.</td>
</tr>
</tbody>
</table>

**Strengths**

Fortis Escorts Hospital, Jaipur has a large pool of doctors, nurses, and support staff ensuring individualized care. The highly skilled personnel, with wide experience and international exposure excel in anesthesia, critical care, dental, cosmetic & plastic surgery, dermatology, diabetes & endocrinology, dietetics, ENT, general surgery, gynecology & obstetrics, internal medicine, ophthalmology, orthopedics & joint
replacement, pediatrics & neonatology, physiotherapy and preventive health check, psychiatry, pulmonary medicine, radiology, The Super specialty services includes- cardiac sciences, neurosciences, renal sciences, GI diseases (Gastro-Intestinal). The 24 hour services provided by FEHJ include, ambulance, dialysis, emergency, laboratory, pharmacy & radiology.

Fortis and Escorts group has brand name and speciality in heart related medical services. FEHJ is the first NABH (National Accreditation Board for Hospitals and Healthcare Providers) accredited hospital in Rajasthan. Being a part of a health group FEHJ has more resources in terms of human resource, finance, knowledge, technology, marketing and greater scope in medical tourism. One of the hospital of Fortis healthcare group, has an exclusive cosmetic/plastic surgery department headed by a United States of America Board Certified Surgeon. 3 of hospitals of Fortis healthcare- Fortis Mohali, Wockhardt-Fortis Bangalore, Wockhardt Fortis Mumbai are JCI accredited, ensuring that patients get the best in class medical care, equivalent to the best hospitals in the United States of America. In fact the Fortis-Wockhardt Hospital at Bangalore has been rated as the world’s no. 1 for medical tourists. The Fortis healthcare group has made an exclusive alliance with Recover Discover Healthcare. There Alliance hospitals are-

- Fortis Hospital - Mohali, Chandigarh - A JCI accredited facility.
- Escorts Heart Institute & Research Centre - Delhi - currently undergoing JCI Accreditation procedures.
- Fortis Hospital - Noida (in the Delhi region).
- Fortis Flt. Lt Rajan Dhall Hospital – Delhi.
- Fortis-Wockhardt Hospital - Bangalore - A JCI accredited facility.
- Fortis - Wockhardt Hospital - Mumbai - A JCI accredited facility.

The above mentioned hospitals of Fortis health group provides special services to their international patients like- doctor-care coordination before and after treatment, flight arrangements.
and extensions / visa assistance, airport transfer service, scheduling of all medical appointments, coordination of the admissions process, cost estimates for anticipated treatment, processing of medical second opinions, booking of hotel or apartments, special dietary needs or religious arrangements, providing news & information of patient's relatives, remote consultations via telemedicine, local sightseeing, foreign exchange and insurance services. Weak position in medical tourism network is acting as a big hurdle in attracting foreign patients. FEHJ has no alliance or linkage with any foreign tour operator or medical tourism agency and did not give emphasis for attracting foreign patients.

FEHJ has favorable environmental conditions for attracting foreign patients and has strengths to serve them with speciality and care. As we have compared average price of surgery packages in India with price in Fortis Escort Hospital, Jaipur we can say that prices are economical and affordable, FEHJ has developed infrastructure, offers better facilities, doctor specification, fluent english speaking hospital staff, hygienic, healthy and tasty food, use of different mode of payment of bill like credit card, wire transfers, travellers cheques or cash are strengths of FEHJ.

**Weaknesses**

Low number of foreign patients shows the lack of proper international marketing strategy.

FEHJ has only NABH certificate which is not sufficient to ensure foreign patients that they get the best in class medical care, equivalent to the best hospitals in the developed countries, FEHJ need JCI accreditation.

**Opportunities**

India is a leading player in the medical tourism - medical value travel industry. It is increasingly emerging as the destination of choice for a wide range of medical procedures. In 2008, the size of the industry was estimated at Rs 1,500 crore and it would grow into an Rs 9,500 crore business by 2015, with an annual growth rate of 30 percent. About 1.8 lakh foreigners visited India for treatment in the first eight and half months of the 2008-09 and their number would increase by 22 percent to 25 percent in the coming years. Main reasons of this growth are:
• Medical treatment costs in India are lower by at least 60-80% when compared to similar procedures in America and the United Kingdom.

• No waiting lists.

• Highly qualified physicians/surgeons and hospital support staff.

• Internationally accredited medical facilities using the latest technologies- JCI Accredited.

• Fluent English speaking staff.

India is renowned for ancient alternative therapies such as ayurveda, yoga and meditation, and therapeutic massage. India is an exotic tourist destination offering everything like beaches, mountains, cosmopolitan cities, quaint villages and pilgrimages to suit every palate. Rich in history and culture, India has proved to be an oasis in the modern world, providing complete health and well being, while providing the latest in technology.

The most popular treatments sought in India by medical tourists are alternative medicine, bone-marrow transplant, cardiac bypass, eye surgery and hip replacement. India is known in particular for heart surgery, hip resurfacing and other areas of advanced medicine. India provides world-class medical facilities with hospitals and specialized multi-specialty health centers.

Jaipur provide FEHJ with location advantage. Jaipur is also popularly known as the Pink City. During the British rule in India, Jaipur was the capital of the princely state of Jaipur. Jaipur was founded on November 18, 1727 by Maharaja Sawai Jai Singh II, the ruler of Amber. Jaipur is the first planned city of India, located in the semi-desert lands. The architecture of Jaipur resembles the taste of the Rajputs and the Royal families. At present, Jaipur is a major business centre with all requisites of a metropolitan city.

Jaipur is a famous tourist place, lot of people visit Jaipur to view the various forts and monuments which reflect its glorious past. Tourism is a significant part of Jaipur's economy. Some of the world's best hotels are located here, many tourist sports like Hawa Mahal, Jantar Mantar, City Palace and S.M.S. II Museum, Ishwar Lat, Central Museum, Dolls Museum, Birla Planetarium, Jalmahal, Gaitor, Jaigarh Fort, Nahargarh...
Fort, Galta Ji, Motidoongari, Laxmi Narayan Temple, Maharani Ki Chhatri, Sisodia Rani Garden, Vidhyadhar Garden, Kanak Vrindavan, Amer etc are main attractions. Elephant Festival, Gangaur, Teej, Makar Sankranti, Shitla Ashtami and Donkey Fair also attract tourists.

Jaipur is the capital of Rajasthan and is centrally located. National highway No.8 links Delhi to Mumbai, and national highway No.11 links Bikaner to Agra, passes through Jaipur district.

Jaipur railway station is the headquarters of the north western railway zone of the Indian railways. It has direct trains on the broad gauge network to all major cities in Rajasthan and India such as Delhi, Mumbai, Kolkata, Chennai, Hyderabad, Bangalore, Ahmedabad, Pune, Indore, Bhopal, Gwalior, Jabalpur, Nagpur, Lucknow, Kanpur, Varanasi, Patna, Trivendrum etc. and metre gauge network to Sri Ganganagar, Churu and Sikar. One of India's most famous and luxurious trains the Palace on Wheels, also makes a scheduled stop in Jaipur.

Jaipur International Airport is situated in its Sanganer and offers sporadic service to Muscat, Sharjah, Bangkok and Dubai. Jaipur also has well connected domestic air links with Jodhpur, Udaipur, Aurangabad, Delhi, Hyderabad, Kolkata, Goa, Chennai, Ahmedabad, Indore, Bangalore, Mumbai, Surat, Bhopal, Lucknow, Gorakhpur and Jabalpur.

There are 301 hospitals and 132 nursing homes in Jaipur including FEHJ. Competition level is low in Jaipur in medical tourism industry, biggest hospital of Jaipur- Santokba Durlabhji Memorial Hospital is a standalone hospital and other chain hospitals serve local patients and also do not have big and established supportive brand name.

FEHJ is the first NABH accredited hospital in Rajasthan. Ministry of Tourism India (MOT) is planning to extend its Market Development Assistance (MDA) scheme to cover Joint Commission International (JCI) and National Accreditation Board of Hospitals (NABH) certified hospitals. A policy announcement of this effect is likely soon and the Indian government is taking steps to address infrastructure issues that hinder the country's growth in medical tourism.

Medical tourism is in growth phase in India, Government of India is also supporting it, Jaipur provides FEHJ with location advantage and low cost in comparison to metro cities, brand name of Fortis healthcare group, NABH certificate, fluent English
speaking staff, use of different mode of payment of bill, economical and affordable pricing, developed infrastructure, better facilities and doctor specification as highly qualified physicians/surgeons and hospital support staff.

**Threats**

Jaipur provide FEHJ location advantage and also threat of terrorist attacks. On May 13, 2008 Jaipur was thrilled by a series of seven bomb blasts that took place within a span of 12 minutes at various locations in Jaipur, eighth bomb were found and defused. According to the reports, more than 60 died and 150 people were injured. The bombs went off near historic monuments at the busiest time of the day. One of the bombs exploded close to Jaipur's most famous landmark, the Hawa Mahal (Palace of winds). Terrorist activities have an adverse effect on tourism. Jaipur got a negative and unsafe place image in the view of foreign tourists.

Opportunities in medical tourism will attract new entrants and will also motivate existing hospitals to develop strategy for getting benefits of the medical tourism opportunities.
Conclusion and Suggestions

Conclusion
Following are the main reasons of growth of medical tourism in India-

- Medical treatment costs in India are lower by at least 60-80% when compared to similar procedures in America and the United Kingdom.
- No waiting lists.
- Highly qualified physicians/surgeons and hospital support staff.
- Internationally accredited medical facilities using the latest technologies- JCI accredited.
- Fluent English speaking staff.

Private hospitals have great opportunity for medical tourism in India because government hospitals are not able to serve even the local patients. This is due to the outburst of the private sector which comprises of hospitals and clinics with the latest technology and best practitioners.

The tables and charts given above compares prices of different surgeries in different countries and helps in knowing that India offers medical services at less cost than United States of America and United Kingdom, but face competition from Jordan, Colombia, Thailand and Singapore. The combined cost of travel and treatment in India is still a fraction of the amount spent on the medical treatment alone, in many western countries. The price comparison table of average prices of surgery packages in India with prices offered by Fortis Escort Hospital, Jaipur shows that FEHJ offers more economic and affordable prices.

Medical tourism industry is in the growth phase in India. The supporting Government policies, low competition, country advantages and location advantages are opportunities for FEHJ but terrorist attacks in India is a big threat. Entrance of new players will increase the competition in future.

FEHJ has strengths like- qualified medical practitioners and doctors and supporting staff, fluent English speaking hospital staff, it is the first NABH (National Accreditation...
Board of Hospitals) accredited hospital in Rajasthan, FEHJ is a part of International health group and has the support of established brand name, it uses different mode of payment of bills, offers economical and affordable prices.

But weaknesses like no alliance or linkage with any medical tourism agency, lack of proper international marketing strategy for attracting foreign patients, lack of JCI accreditation are some of the reasons for the less number of foreign patients in FEHJ.

FEHJ has NABH certificate only, which is not a sufficient condition to ensure foreign patients that they will get the best medical care, equivalent to the best hospitals in the United State of America or other developed countries, no significant linkage with any medical tour operator and lack of international marketing are main issues that FEHJ has to answer to increase number of foreign patients.

Suggestions

With the support and guidance of the top management of Fortis healthcare group, FEHJ can apply for Joint Commission International (JCI) accreditation and can become a part of the exclusive alliance of Fortis healthcare group with Recover Discover healthcare (medical tourism company) or can enter into an agreement with any other tour operator or FEHJ can arrange special services for international patients by its own like booking of hotel/service apartments, providing local sightseeing, foreign exchange facility, insurance services and other tailor-made services like consultation services for treatment and holiday/business trip combination, flight arrangements and extensions, visa assistance, airport transfer service and FEHJ will need a lot of specific dedicated resources, if FEHJ do not enter into an agreement or alliance with medical tourism company. FEHJ should also consider following points which can add more value to the primary activity (medical treatment) for patients like doctor-care coordination before and after treatment, facility of translator, special dietary needs / religious arrangements, private chef, dedicated staff during stay, Wi-fi enabled hospital with 24 X 7 tele conferencing, scheduling of all medical appointments in advance, coordination of the admission process, cost estimates for anticipated treatment etc. By implementing the above suggestions FEHJ can perform better.
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