

# Medical Tourism



SUNNY SURGERY

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## **1. Executive Summary**

The modernization and globalization has reduced the distances and world seems to be a small place for living. With the advancement of medical facilities in developing economies, the medical tourism is on rise. The medical tourists can attain similar and sometimes even better medical facilities in other countries and at the same time carry out tourism activities (Demicco and Cetron, 2006).

This report is based on the market study for a Medical Tourism Agency named Sunny Surgery which wants to commence its operations in India, UK and Ukraine. The report will study the market environment of all the three countries so that effective marketing strategies for Sunny Surgery can be formulated to provide it market success.

This report has conducted the secondary research on the medical tourism industry especially in context of India, UK and Ukraine. The environmental factors that affect the medical tourism industry are ascertained. The research has conducted PEST analysis on all the three countries to identify the factors that affect the medical tourism industry. The report also analyzes how the difference in environmental factors in India, UK and Ukraine will affect the strategies of Sunny Surgery for its business operations.

## **2. Introduction**

### **2.1 Medical Tourism**

Burge et al. (2004) Medical tourism is also known as health tourism or wellness tourism and it is the phenomenon of rise in the travel of people across the world to have medical, surgical or dental care. The medical tourism provides the opportunity of getting the medical facilities to patients and at the same time take the opportunity of travel and tourism. Medical tourists can undergo treatment and while recovering they can visit the tourist destinations of the country. The new medical technologies such as stem cell treatment and other medical treatments such as knee replacement, kidney transplant and other surgical operations can be done in developing economies at very less cost compared to developed economies and hence is a key driving factor for medical tourism (Bates et al., 2006).

### **2.2 Organization background: Sunny Surgery**

Sunny Surgery is a medical tourism agency which wants to commence its operations in countries India, UK and Ukraine. The organization will focus on providing affordable and safe medical facilities to its various customers and patients across the globe. The organization will provide facilities such as pre treatment and pre medical consultation along with helping the medical tourist to select the right surgeon and right hospital to avail medical facilities. The organization also looks forward to provide its customer the facility of pick up from airport at arrival and drop to airport at departure. The local conveyance facilities for medical tourists during their stay in the country will also be provided by the organization. The organization will also ensure that the medical tourists can contact their family members abroad and also interact with their surgeons and doctors to avoid communication problems. The organization will also provide assistance in getting the foreign exchange and local currency in the country where medical facilities will be availed by the medical tourists. The organization will also provide the medical tourists assistance in availing the visa for the country where they wish to avail the medical tourism facility.

### **2.3 Aims and Objective:**

The research will aim to find the market conditions and internal and external environmental factors that are important for the business activities of Sunny Surgery in countries of India, UK and Ukraine.

The aims of the research are as identified below:

- ✓ To evaluate the medical tourism markets of India, UK and Ukraine
- ✓ To analyze the environmental factors that affects the medical tourism in countries India, UK and Ukraine
- ✓ To find the market potential of countries UK, India and Ukraine for medical tourism business of Sunny Surgery
- ✓ To define the marketing strategies of Sunny surgery for establishment of medical tourism business in India, UK and Ukraine

The objective of the research is to carry out a detailed investigation of the environmental factors of each country India, UK and Ukraine for medical tourism and find the differences in the environmental factors in these countries. This will help in framing effective marketing strategies for the organization to ensure that the business operations of the organization are successful.

### **2.4 Research Problem**

The research question for the research is “What are the market conditions and external environment factors that affect the medical tourism in India, UK and Ukraine and what marketing strategies need to be implemented by Sunny Surgery for business success?”

## **2.5 Rationale for Research:**

The rationale for the research is that it will help me to learn about the medical tourism industry. The completion of the report will help me realize the benefits of medical tourism. The research will also help in identifying the drawbacks of medical tourism such as involve complex legal and ethical issues that need to be handled very carefully. It will also help in understanding how to form an effective marketing strategy and operational strategy for a medical tourism sector organization.

## **2.6 Scope of the study**

The study will be constrained to the study of medical tourism industry in countries India, UK and Ukraine. The research work will primarily focus on medical tourists who travel to these countries for medical treatment. The data collection is done in hospitals of these three countries. Convenience sampling technique is employed for the research and sample population which can be easily assessed is used for the research work. The researcher focuses on understanding the market conditions for medical tourism in these three countries and establishing the marketing strategies for the company Sunny Surgery in these countries for the success of their business.

### **3. Literature review:**

The literature review will be done on the environmental factors of India, UK and Ukraine. This will help the organization Sunny Surgery in determining the factors that will affect the business activities of Sunny Surgery.

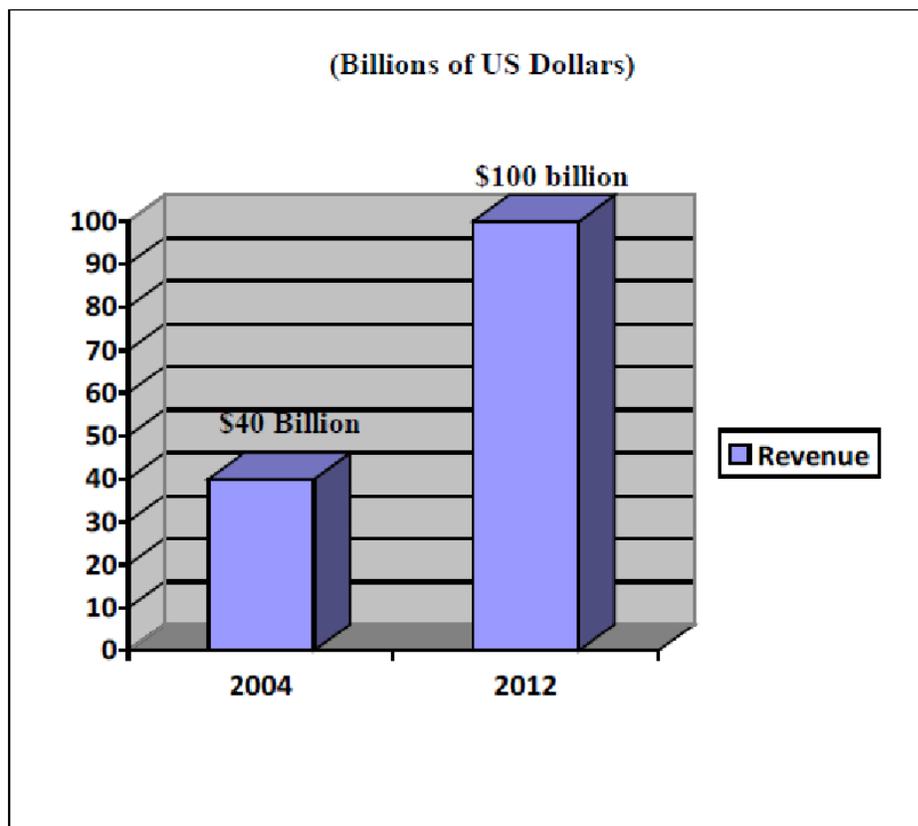
#### **3.1 What is Medical Tourism**

The movement of the patients especially from the developed economies to developing economies and other region of the world in order to find cheap medical care, surgical care is known as medical tourism (Frechtling, 1997). For example the cost to get a liver transplanted in USA is approximately 0.3 million US Dollars and the same liver transplant can be done in India and other developing economies at the fractional cost of 70,000 US Dollar and hence providing the patient huge cost savings. The report presented by McKinsey stated that the medical tourism from countries such as USA and European countries is expected to grow up to 10 times in a period of ten years. The report also stated that in the year 2011 more than 3.5 million US citizens availed the benefits of medical tourism (Ehrbeck et. al, 2012).

The facilities of medical tourism is availed by the patients for cardiovascular treatment, health screenings, weight loss, cosmetic surgery, reproductive treatment, scans, cancer treatment and sometimes to get second opinion. Hence, medical tourism provides the medical tourist opportunities to choose from a vast range of medical services (Rough, 2009).

The medical tourist generally also seeks for the services of complex surgeries such as cardiac surgery. The patients having rare disorders related to genes also may travel to other countries where the disease is better understood for treatment. In general all

kinds of health care such as convalescent care, psychiatry, alternative treatment etc. are availed by the medical tourists. More than fifty countries across the world have recognized medical tourism as their national industry. For example in India, it is expected that the medical tourism will provide \$2 billion revenue by 2012 and hence has the potential for becoming a key success driver for economies such as Indian economy. The revenue of medical tourism industry has grown worldwide from 40 billion USD in 2004 to 100 billion USD in 2012 according to McKinsey report (Ehrbeck et. al, 2012).



Source: McKinsey & Company and the Confederation of Indian Industry

Medical tourism has a very lucrative future prospective for countries such as India, UK and Ukraine. Most of the medical tourists belong to developed nations such as United States, Western Europe and some countries of Middle East. However, with the growing popularity of the medical tourism, citizens of more countries are going for medical tourism so that they can avail the medical facilities at low cost and enjoy their vacations (Eggertson,2006).

The international media has a very important role to play in the development of the medical tourism worldwide. The media news and videos of people of developed nations getting hip resurfaced, knee replacement, dental works in countries such as India, UK and Ukraine at prices that are fractional as compared to the prices of the same medical facility in the home country.

Hence, many medical tourism agencies have come forward to help the medical tourists in their venture of medical tourism. These medical tourism agencies and companies have provided medical tourists the facility to avail the medical and health care at cheaper costs and at the same time provide the medical tourists an opportunity to visit the tourist destinations in the country (Henderson, 2003).

Connell, (2008) stated that the medical tourism also provided the opportunities to the patients to avail the medical facilities fast when the waiting time for medical facilities in their country is long and medical facility is required on urgent basis. The better transportation facilities, good communication systems and increased medical facilities in developing economies have further promoted to the cause of medical tourism.

Cormany & Baloglu (2010) pointed that the government of the various developing countries has also promoted the cause of medical tourism by reducing the regulations and constraints on the visit of the medical tourist in the country. The better and efficient medical facilities, good technical facilities and sound knowledge of surgeons and doctors, small waiting time period, better transportation and conveyance facilities, low costs have promoted the medical tourism. The government bodies as well as the private sector bodies of countries such as India, UK and Ukraine are looking forward to make joint PPP (Public Private Partnership) investment to develop the infrastructure required to support the medical tourism. The countries who want to promote their medical tourism are making certain that the best quality services and treatment is provided to the patients at low cost and at the same time transparency is maintained. It is also important that the hospital, medical facility centers of these nations are committed to meet the compliances laid down by international accreditation. The presence of doctors and surgeons that are well trained and have international exposure along with ability to cater to the needs and requirements of international patients in the developing

economies have further promoted the medical tourism in these countries. However, it is important that the medical and healthcare sectors of these nations develop the state of art healthcare and medical facilities and state of art hospitals to provide good medical facilities to meet the requirements of the medical tourists (Smith and Forgione, 2008)

### **3.2 Medical Tourism Promotion:**

The most important driving factor that promotes the medical tourism is the cost effectiveness associated with the medical tourism along with the packaging of tourist activities in the tourist destination places in the destination country. The difference in the cost associated with availing medical facilities in developed economies and developing economies is significant. Sometimes the cost difference in medical facilities in developing economies and developed economies is twenty times, i.e. the cost of availing medical facility in developing economies is twenty times less than in developed economies. It is important that the government agencies, tourism department, medical healthcare department of the countries join hands together to promote the medical tourism in the country. For instance, in India the state of Kerala has taken the initiative to promote its medical tourism. The Kerala Tourism Development Corporation (KTDC) has joined hands with Amrita Institute of Medical Sciences and also with Intersight tours. A Memorandum of Understanding is signed between the three parties so that the synergies of tourism and medical facilities can be combined. In this consortium Kerala will be promoted as a medical tourism destination and the treatment of the medical tourists will be provided at Amrita Institute of Medical Sciences and the package for holiday will be provided by KTDC and the logistic part of travel will be taken care by Intersight tours (Runckel, C, 2007).

### **3.3 E-marketing for Medical Tourism**

Dillon et al. (1994) cited that E-marketing has a vital role to promote the medical tourism for the country. The e marketing can target a large audience and reaches to the potential customers directly without the requirement of the middlemen and hence can help in reducing the cost of medical tourism. The e marketing of the medical tourism also provides the opportunity to provide the customized medical tourism facilities to the clients to cater to their unique needs. E marketing can also help the medical tourists to interact with the surgeons and doctors for pre medical consultation and get acquainted to the medical facilities available at the destination (Smith and Forgione, 2008).

### **3.4. Medical Tourism Risks and Barriers**

#### **3.4.1 Medical Issues**

According to Geddes et al. (2008) medical tourism provides the medical facilities at the cheap rates along with the value addition of foreign trip and visiting the tourist destination, however the medical tourism also exposes the medical tourist to various risks. For instance, the destination country has different environmental conditions which may not suit to the medical tourists. The country where the medical tourist decided to avail medical facilities may have various epidemic and endemic diseases which can affect the medical tourists. For example medical tourists from America and Europe visiting India, Thailand, and Singapore etc may have greater risk to be affected by various infections in these countries. This is because the medical tourist may lack in natural immunity to these infections and diseases and may be affected by the diseases such as tuberculosis and influenza that may be transmitted through mosquitoes. English et al. (2006) opined that the quality of the medical facilities available in the medical tourism destination country is also a concern issue and hence it becomes important that the medical tourists assess the medical facilities available in the medical tourism destination country before availing treatment. The long distance travel from home country to destination country while going to avail medical facility may increase

the complication risk. Even, while returning from the medical tourism destination country to home country may be risky as it may hamper in the recovering stage. For instance long flight routes and constrained mobility during travelling can develop apulmonary embolism. Also, medical tourism has risk that if the complications develop in the country where medical care is taking place, then the patient may have to stay in the foreign country for period longer than planned and cannot return home. It becomes difficult for the family members as well to trace the condition of the patient and provide help from home country. The differences in health care policies and health care standards in various counties is also a potential barrier to medical tourism. (Eggertson,2006)

Also York (2008) pointed that it has been found that the medical tourism that is based on the stem cell treatment many times lack the scientific rationale and may be fraudulent in nature and raises the serious issue related to the safety of the patient. With the rapid growth in the realms of medical tourism and medical technologies in developing economies, many new therapies and unproven therapies are applied on the medical tourism in the name of medical innovation which may in fact exploit the safety concern of the medical tourists.

#### **3.4.2 Legal Issues:**

Eysenbach et al. (2002) stated that the medical tourism also has various legal issues and concerns that must be properly addressed. Today with a rise in medical tourism activities in many developing economies, these countries are striving to pose themselves as attractive places for medical tourism. However, these countries must ensure that the legal issues related to medical tourism are properly regulated and the legal issues of the medical tourists are properly addressed. It is the responsibility of the legal system of the countries to safeguard the interest of the medical tourists in the country. For example, medical tourists must be provided proper insurance cover before medical facility is provided to them. If the medical treatment provided by the surgeons and doctors in the country are inefficient and cannot provide satisfactory result, then the medical tourist may fail to avail the financial damages due to inefficient insurance cover and lack of proper medical indemnity (Smith and Forgione, 2008).

For instance, in case the operation or the medical care facility taken in the foreign country goes wrong, then the patient will become dissatisfied. He/she may lodge a case against the doctors and hospitals to pay for the damages incurred by the patient. In such situations, the case becomes very complex and typical to handle. Smith and Jenner (1998) said that however, the benefits of medical tourism are far more than the disadvantages for example a US resident can get a liver transplant in the countries such as India in one tenth of cost along with same facilities and no waiting time. Hence, medical tourism is a boon for the patients of developed as well as developing nations in the future.

### **3.4.3 Ethical Issues:**

Stephano & Samuels (2012) said that medical tourism also needs to address various ethical issues. For example recently it has been reported that countries such as India and China have various cases where the illegal tissues and organs purchase have been made to promote the medical tourism activity during the year 2010. Due to greater opportunities to make money from medical tourists, the doctors of various hospitals and medical centers stop paying attention to the needs of local patients. Also, the medical tourism may increase the cost of availing the medical facilities for the resident citizens of the nation; hence they may not be able to afford increased cost of availing the medical tourism. Hence medical tourism activities must be conducted in a regulated way and should be regulated by the government bodies of the country. For instance in Indian context some people believe that the policy of medical tourism for classes and missions of health for the general masses may lead to healthcare inequity in the country (Eggertson,2006).

#### **3.4.4 Barriers to medical tourism**

Yin (2010) identified that the medical tourism also faces the major problem of proper image of the developing economies in the mind of medical tourism patients from developed economies. It is believed by the medical tourists of developed economies that the developing economies may have poor medical facilities and poor facilities for accommodation of the medical tourists. Hence, it is important that the developing economies seeking the opportunity of medical tourism develop proper infrastructure to support the medical tourism and at the same time ensure that proper brand image of the country as medical tourism destination is formed in the minds of potential medical tourists for the country (Shaywitz, & Ausiello, 2002).

#### **3.5 Industries and Specialized Personnel required for Medical tourism**

The growth of the medical tourism in medical tourism destination countries requires various trained professional and entrepreneurs in these medical tourism destination countries. Some of the job opportunities and entrepreneurial opportunities created and required by the medical tourism are as listed below:

Specialized Travel Intermediation Services:

There is vast scope for travel agents to provide specialized travel services to the medical tourists. These travel agents must do a proper market survey on the medical tourism for their country and design, develop and sell the services that cater to needs of medical tourists. They can provide specialized services to the medical tourists by providing them pre treatment consultation services, registration at the medical care center, aiding in visa requirement, providing assistance in foreign exchange, guidance in language translation, providing help in booking the rooms of hotels and ensuring effective accommodation facilities to the medical tourists. These specialized travel agencies can also aid the medical tourist in arrangement of the local sightseeing, planning excursions, providing the goods required by the medical tourists such as wheel chares and other products related to healthcare (Pennings, 2007),.

#### Staff Trainers:

Krasner (2012) also stated that medical tourists look for the top class hospital facilities and top class hospital staff. Hence, it is important that proper training is provided to the medical staff of the hospital including nurses, doctors, technicians, hospital front desk staff, pharmacists so that they can interact with the medical tourists with proper decorum. The staff trainers are required to train the hospital staff to meet the requirements of the medical tourists. The staff trainers must know the aspects and factors that provide satisfaction to the medical tourists and the staff of the hospital must be trained to meet these aspects to ensure satisfaction of the medical tourists. Suitable training and development program for the staff of the hospital and medical care centers can help the hospitals in meeting the requirements of medical tourism.

#### Software Developers for Medical Tourist Management:

Ledger et al. (2006) stated that there is a great requirement to develop the software for medical tourism management in developing economies. The professionals who have expertise in both the domain of software development as well as medical tourism can develop the customized software that can cater to the medical tourism management. The software can be related to online booking of the medical tourists, automated administration of the hotel and software for maintaining the data base of the medical tourists.

#### Medical Tourism Consultants:

Medical tourism is a sun rising sector which has various issues and problems which need to be addressed. Hence, there is a requirement of trouble shooters who have proper academic training and exposure to sector and can play the role of medical tourism consultants (Pafford, 2009).

#### Rejuvenation Centers and alternative Medical Care Facilities:

Ratner (2012) said that many of these medical tourism destination countries have their own traditional therapies for the treatment of diseases. For example India has the therapy of ayurveda for the treatment of various diseases. There is a great scope for the medical tourism destination countries to promote the traditional therapies and provide these facilities to the medical tourists. These alternative medical care centers and rejuvenation centers can be started at very low cost and can provide an alternative to the existing medication from allopathy to medical tourists.

Brokers of Medical tourism brokers:

The ever increasing demand of the medical tourism has resulted into the creation of various medical brokers who aid medical tourists in availing the medical facilities in the medical tourism destination countries.

Lunt et al. (2011) hence identified that the sector hence can provide a lot of opportunities of job and entrepreneurship to the people of the medical tourism destination country. Hence the proper development and support of the medical tourism by the government of these countries can help in providing job opportunities to the people of country. Also, the medical tourism sector can make significant contribution to the GDP of the country.

### **3.6 Scope for improvement for Medical Tourism of various countries**

The various scope of improvement for the medical tourism industry of developing economies which can aid to promote these countries as global destination for healthcare are as identified below

#### **Engineer the revolution for image:**

The healthcare, travel industry and the government of these countries need to work together to ensure that the proper image of the country can be formed in the minds of the potential medical tourists as well as the countries which have high number of medical tourists. The doctors of these countries must be properly trained and the information about the availability of the trained doctors shall be provided to the potential medical tourists. The general public of the nation must have a welcome attitude towards the medical tourists. Karuppan & Karuppan (2010) stated that the proper hygiene must be maintained in the hospitals and medical care centers so as the medical tourist do not face any issues related to cleanliness. The infrastructure of the country must also be developed to support the medical tourism activity. The transportation and conveyance facilities also need to be developed to cater to requirements of medical tourists.

#### **Raising the standards of quality**

McKelvey et al. (2009) opined that the perception of the medical tourists can be made positive with the aid of proper marketing and branding strategies, but what is more important is to solve the problems that really exist as barriers for the medical tourism. These countries must ensure that they meet the international accreditation standards for the quality of medical facilities. The medical tourists find it difficult to ascertain the quality of the medical facilities provided by various medical tourism destinations hence it is important these countries adhere to the internationally renowned and recognized quality control standards for the medical facilities.

## **Improving the infrastructure**

According to Gill et al. (2008) it is important that the proper emphasis is laid on the development of the infrastructure by these countries. It is really pathetic to watch that wealthy foreigners can avail the facilities of the medical tourism in these countries whereas the poor people of these countries are dying from hunger and lack of access to medical facilities.

According to Illes et al. (2004) the healthcare facilities of these countries hence need to be upgraded as well as scaled at the same time. For example these countries can upgrade the facilities by using latest machines for imaging instead of X ray machines and at the same time the up scaling can be done by increasing the number of beds in hospitals. It is important that apart from medical tourists, the poor people of these countries can also avail medical care to avoid ethical issues and provide equality and right to medical care.

## **Simplification of procedures**

Goodrich and Goodrich (1990) pointed out that there are many medical procedures in these countries which can be standardized, automated and hence simplified. For example the medical care centers in these countries must improve their information systems such as the hospitals must keep electronic records of the past data of the patients so that medical procedures can be simplified. Sometimes patients in these countries have to spend hours just to complete the formalities before they can avail the medical facilities. There are also issues of travel formalities for medical tourists. The

government bodies of these medical tourism destination countries must ensure that norms for visa are eased for medical tourists and they are provided better conveyance facilities in the country. This can be done by commencing special medical tourism visa if possible so that medical tourists do not find difficulty in availing visa even to just get treatment in the country.

### **Providing quick legal remedies:**

Heung et al. (2010) opined that It is important that the legal infrastructure of these countries must be geared up to litigations that are related to medical tourism. The countries must ensure that the time for redressal of these cases is not long so that medical tourist do not suffer further who are not satisfied by the medical facilities availed.

## **4. Analysis and Case studies**

### **4.1 Introduction: Analysis of Environmental Factors for Ukraine, UK and India**

It is of significant use to understand the global medical tourism industry as well as the prevailing medical tourism industry in UK, Ukraine and India. Sunny Surgery must analyze the various environmental factors that affect the Medical tourism industries for the countries Ukraine, UK and India. The environmental factors of these countries will be analyzed with the aid of PEST analysis. The PEST analysis will help to have an overview of the macro environmental factors for the medical tourism sector in these countries. PEST analysis is a strategic tool which helps in ascertaining the market condition. PEST analyzes the market conditions such as social factors, economical factors political factors and technological factors. These factors affect the external environment for the business. The political factors include the analysis of the government in the economic activities such as labor laws, trade restrictions, taxation policies etc. The infrastructure of the country is also maintained largely by the government of the various countries. Economic factors that affect the businesses are exchange rates, growth rate, interest rate and inflation rate as they directly affect the operations of the business, for example high growth rate promotes growth of the business for all industries. The social factors such as the population growth rate, attitude towards career and safety, age distribution are also have impact on the business operations of any organization. Technological factors are factors such as advancements in technology, innovation which helps in improving the business activities and performance of the organizations.

As there are three countries involved, the PEST analysis and environmental factor analysis for the medical tourism industry in each country is divided country wise. The sections below will hence do the PEST analysis for countries such as Ukraine, UK and India where the organization wants to commence its business activities.

## **4.2 Medical tourism in Ukraine:**

The Ukraine has also emerged as a significant destination for patients across the globe for medical tourism. The advantage of Ukraine is that it is very near to the European nations and has natural beauty to provide various tourist destinations. The unique culture of the country also allures a lot of tourists. The medical facilities provided by the medical centers at Ukraine also very cost effective and at the same time match the world class standards. Hence, these factors promote the Ukraine as a very good destination for the medical tourism for patients of European countries and USA (Runckel, C, 2007).

For Sunny Surgery it is important that the environmental factors for the Ukraine are studied. The environmental factors of a country have strong implications for any business operating in the country.

## **UKRAINE AS A TARGET MARKET FOR SUNNY SURGERY**

### **PEST Analysis for Ukraine**

#### **Political factors**

Ukraine has a system of residential parliamentary where all the branches such as executive, legislative and judicial is separate. The foreign ministry and defense ministry, chiefs for state security service and prosecutor general are nominated by the president of the nation. The parliament of Ukraine is formed by coalition and hence the prime

minister is nominated who chooses the candidates for other ministries. The labor code of Ukraine defines the labor law for the country which defines and regulates the relations between the employees and employers. The labor code of Ukraine is more supportive to the employees to safeguard their interest. The foreign natives working in Ukraine essentially need to have work permits and must obtain the work permits from the government. The work permit by a foreign company must be taken before the starting the operations, however the foreign employees shall be paid the salary when application for work permit is provided for consideration of government (Smith and Forgione, 2008).

The organization Sunny Surgery hence needs to ensure that all the non Ukraine employees of its organization working in country have work permits. All the rules and regulations laid down by the country for labor laws and work permits must be met by the organization.

## **Economic Factors**

Cormany & Baloglu (2010) also stated that the Ukraine is a free market which is the phase of emergence. The GDP of the country fell sharply for first ten years after its independence and then there was a rapid growth in the GDP of nation. The economy of Ukraine was greatly affected by the recession of 2008 which led to decrease in the GDP of the nation by more than 15 percent. The inflation rate of the country also rose significantly and reached to 22 percent in the year 2008. However, the economy of Ukraine has started recovering since the first quarter of the year 2010.

Hence, all the foreign organizations entering the Ukraine markets need to ensure that the analysis and evaluation of Ukraine inflation and its market and economic factors is done effectively.

## **Social factors**

The social factors for the Ukraine include workforce, culture and population which need to be understood for analysis of social environmental factors.

### **Workforce:**

Ukraine has a workforce which is low cost and is highly educated. The average salary for each month in the year 2011 was \$ 242 for the employees of Ukraine. The variations in salaries of the rich and the poor are huge. Rich people are heavily paid whereas poor people have average salary much below the average salary.

### **Population:**

The Ukraine can be divided into two ethnic groups. Approximately 80 percent of the population is Ukrainian and the rest of the population is Russian. The country has a population of 45 million people. However, the country has a high mortality rate when compared to low birth rates. Hence the population of the country is shrinking by 0.15 million people every year.

### **Culture**

The most dominant religion for the country is Christianity and the religion has a great impact on the culture and lives of people. The culture of Ukraine is dominated by Christianity traits and parents and grandparents play an important role in framing the personal and professional lives of children (Runckel, C, 2007).

The organization Sunny Surgery must develop its business operations in the country Ukraine keeping in mind the demographics of workforce, population and culture.

## **Technological factors**

The government of Ukraine needs to lay focus on advancement in the realms of technology and science. The Ukraine government has not laid much emphasis on research and development and development of new innovative technologies. The transfer of knowledge, scientific and technical exchanges take place but with the intervention of the central government. There is also a technical lack in the usage and implementation of software for the purpose of public administration. However, government took the initiative to solve the problem by signing a long term agreement with Microsoft to provide software assistance to government bodies at approximately one third of the prices in market. The country has high literacy rate, but computer literacy is low. It is because only 50 percent of the secondary school has computers and merely 15 percent of the schools have an access to the internet facilities (Smith and Forgione, 2008).

Ukraine government also put it efforts to develop an e health services for the country. Hence, the Donesk Institute of Traumatology and Orthopaedics developed a telemedicine website for the nation. This website has information for the various online pharmacies, e consultation and telemedicine centers of the nation.

Ukraine as a country lacks in technological advances, this factor can be used by the organization as an opportunity. The organization can promote itself as a medical tourism organization driven by technical advancements.

The organization Sunny Surgery can use the services of telemedicine website which has information about e health services. This will help the organization in understanding the medical and health care sector of the country and develop its business plan according to the current scenario of the medical sector in country.

### **4.3 Medical tourism in UK:**

At present UK have more outbound medical tourists than inbound medical tourists. It is because the Asian countries and developing economies can provide medical facilities at much cheaper rates than in UK. Patients in UK are more willing to go to India, Singapore, Thailand and other developing economies for medical tourism rather than people coming to UK for medical tourism. However, there are various factors that can help the country in providing the medical tourism. The country has well developed and world renowned tourist destination which are visited by vast number of tourists. The medical facilities and hospitals in UK are unmatched in quality and the five star and seven star facilities that are available in country are the USP (Unique Selling Proposition) for the medical tourism in the country. Hence, the country can become as the medical hub to cater to the needs and requirements of European countries and if the promotion is done effectively then the country has potential to attract medical tourists from Asian countries (Henderson, 2003). It has been estimated that approximately 65000 medical tourists visit the country for inbound tourism. The hospitals of London generate approximately 20 percent of their total revenue and profits from the overseas patients.

Ledger et al. (2006) stated that England is a country which has a healthcare system that is publically funded. National Health Service is the biggest single healthcare payer that exists in the world. NHS gets majority of its funds from taxation. A legal resident of UK can avail all the medical facilities for free. All the UK citizens as well as the legal immigrants of the country can avail the free medical services without paying anything from their pockets. Tourists that come to visit UK may also have a limited access to the free medical services. However, NHS has ensured that rules and regulations are laid down to prevent free health tourism to country and bear huge expenses. There are few

conditions in which tourists can avail the free medical facilities of NHS. For example emergency treatment for the visitors is free. In case a tourist meets an accident or suddenly required medical treatment, the treatment can be provided by the NHS free without consideration of the nationality of the medical facility is availed in GP office, primary care facility or emergency room of hospital. Visitors are also provided free medical services for family planning services, psychiatric treatment that are compulsory and treatment against infectious diseases. Also, the visitors of EU nationality have higher and easier access to the facilities of NHS. Employees of NATO and voluntary workers or some organization are also provided free access to the medical services of NHS. Apart from these situations and circumstances, tourists need to pay for the medical facilities and services that are availed in the country. This is done to ensure that no free medical tourism activity takes place in the country(Runckel, C, 2007).

Sunny Surgery wants to open its new operations in UK as well. Hence, it is important that the organization studies the environmental factors present in UK with the aid of PESTLE analysis.

## **UK AS A TARGET MARKET FOR SUNNY SURGERY**

It is important that Sunny Surgery analyzes the environmental factors for the business before creating its business plans for the country. Hence, it becomes important for Sunny Surgery to do the environmental factor analysis of UK markets. Here below an analysis of the environmental factors of UK are done so that Sunny Surgery can ascertain the various environmental factors which will affect its operation in the country.

### **Political factors**

It is important to understand the structure and influences of the UK government. There has been a significant change in the political structure of the nation as the country has become a member of European Union and there are many regulations and directives of

EU which the country has to adopt and implement mandatorily. The EU has led to the freedom of trade and movement between the various countries of EU and hence has increased the movement of people and competition within EU (Smith and Forgione, 2008).

Hence, UK needs to make efforts to promote itself as a health and wellness destination in Europe and promote the medical tourists from various countries such as USA to UK. The policies and regulations of NHS also can be reviewed and restructured in wake of regulations of EU. This will help in ensuring that the inbound medical tourists to the country increases and more than outbound medical tourists for the country.

The organization Sunny Surgery need to properly understand the political structure of the country and the medical and healthcare industries policies lay down by the NHS and government of UK.

### **Social factors:**

Cormany & Baloglu (2010) stated that the tastes, behavior and the lifestyles of the people constitute the social factor for a nation. The behavior of the consumers is also an important aspect which must be considered. The structure of the population and their age group is also an important factor which must be analyzed. Presently, UK has an ageing population. The understanding of these social factors can help the organizations to form their business strategies to cater to the social factors of the country.

The increased popularity of foreign travel is leading to a boom in demand for Medical Tourism in UK.

The organization Sunny Surgery hence need to analyze the age structure of the country in general and health condition of people of UK in different age groups. This will help the organization Sunny Surgery to take care of the outbound medical tourism activities of the country.

**Legal factors:**

In UK the laws are continuously updated in the realms of environmental legislation, safety and health law implementation, consumer protection etc. Hence, it is important for the organizations to make sure that they are aware of the recent changes and can respond to the changes in proactive way rather than in reactive way (Shaywitz, & Ausiello, 2002).

The government of UK is making stiff rules for the Medical Tourism Industry that exists in UK. The government of UK is looking forward for the implementation of effective legal rules for Medical Tourism Industry, so that the interest of the Medical Tourists can be safeguarded and at the same time it can be ensured that unfair advantage of free services of NHS are not availed by tourists.

**Economic factors:**

The changes in the economic factors of the UK are closely associated to the social changes. The UK economy has gone through fluctuations of both booms and slumps. Interest rate, inflation rate and wages rate are the various important economic constituents which form the economic factors for the country (Ehrbeck et. al, 2012).

Lower interest rates, increased income, cheaper air travel, low cost associated with medical tourism in UK have ensured that people have more opportunity to take the medical tourism as a viable option for their medical requirements.

### **Technological factors:**

There have been significant changes in the technologies in UK in the post millennium world. The country today has one of the most efficient technologies for communication. The existence of huge and appropriate data base have helped the various companies in the country to share the information easily and hence has led to cost reduction and at the same time improve the services. It is important for the organizations having business operations in the country that they are aware of the technological advancements and looks for innovation (Rough, 2009).

The UK has great technical advancements and the hospital and medical care centers of the country are well equipped with the medical facilities. The communication and information technology systems of the country are also efficient. Hence, the medical tourism industry of the country can look forward to proper integration of promotional and marketing activities for country's medical tourism sector with the advanced technologies. This will help the country to provide better outbound medical tourism facilities to its citizens and at the same time increase the opportunity of inbound medical tourism for country.

### **4.4 Medical Tourism in India**

The reports of CII has stated that today India has developed significantly in the field of medical tourism and has the capability of providing holistic medical facilities to the medical tourist visiting the country. The meditation, yoga, allopathy, ayurveda and other medical facilities make a basket for medical facilities that have unique offering. India

today is world reputed for its well equipped doctors and surgeons and presence of the state of art world standard hospitals and medical centers to cater to medical tourist's needs and requirements. The McKinsey study conducted in the year 2012 identified that the medical tourism industry for the country has grown significantly and the net worth of the industry is Rs 10,000 Crore and provides the country an income of more than 2,000 Crore per year (Ehrbeck et al.,2012). The country today has various world class hospital and medical care centers such as Fortis, Tatas, Max, Wockhardt, Piramal and Escorts which have good medical facilities and world class technology and medical teams. These medical centers and hospitals today have state of art facilities to provide medical assistance. These hospitals and medical centers also provide the facility of boarding, lodging, transportation, and assistance in visa in order to promote the medical tourism (Todd, 2005).

The cost effectiveness of the medical treatment in India along with tourist attractions are the major motivators for medical tourist to chose India as medical tourism destination. The packaging of medical facilities along with traditional therapies and exotica of country helps the country to build proper promotional strategy for medical tourism. The various hospital and medical care centers who are seeking the opportunity of medical tourism have their representative across the globe to attract foreign patients. These hospitals have agents that represent the hospital in foreign countries and help the patients to take the decision of medical tourism in favor of the nation. These agents establish their relationship with doctors, local hospitals, embassies, insurers and corporations and various sponsors so as they can get leads of the patients who are interested in medical tourism. The participation of these hospitals and medical care center in various exhibitions, trade shows, training seminars aid these medical care centers to share the medical expertise available with them, also the exchanges of the physician and partnership with various medical colleges and universities can promote the medical tourism for the country (Smith and Forgione, 2008).

The private sector of the medical facilities in India has seen a significant growth. The major investment and contribution done by the private sector institutions in India is approximately 80 percent. The country is self sufficient in manufacturing of medicines and drugs and imports the drugs to more than 180 countries. The country today has medical centers for pediatric heart surgery, hip replacement, knee replacement, cosmetic surgery; open heart surgery, bone marrow transplants, cancer therapy and most of these medical centers are well equipped with modern medical diagnostic equipments. (Teh and Chu, 2005).

The various hospitals that lead the medical tourism in India are Escorts Heart Institute & Research Centre, Aravind Eye Hospitals, Wockhardt Hospitals, Apollo Hospitals, Fortis Healthcare, Manipal Hospital, NM Excellence, B.M.Birla Herat Research Centre, LV Prasad Eye Institute, PD Hinduja National Hospital & Medical Research Centre, Leelawati Hospital, Christian Medical College, Dr. Vivek Sagar's Dental Care & Cure Centre and Tata Memorial Cancer Hospital. Public sector hospitals such as AIIMS (All India Institute of Medical Sciences) also receive patients from more than 16 European countries and there has been rise in the number of medical tourists visiting India for complex surgical operations. The international healthcare system team launched by the AIIMS ensures that the care of the medical tourists is taken from their arrival till the departure keeping in all the aspects associated with medical tourism (Runckel, C, 2007).

### **Medical Tourism services available in India:**

The medical tourism in India has services of wellness, treatment and rehabilitation.

The wellness provide the services such as Herbal Treatments, Nature tourism, Lifestyle/Healthy vacations, Community Tourism, Spas, Resorts, Ecotourism and Complementary Healing. These services help the medical tourists to get well and recover after their treatment.

The treatment provide services such as Elective surgery, cardiothoracic services, Eye surgery, Cosmetic surgery, Joint replacement, Reproductive Treatment, Diagnostic

services, Cancer treatment and Delivery. The Indian medical tourism also provides the rehabilitation services which include the Counseling services, Addiction programs, Dialysis, Elderly care programs (Teh and Chu, 2005).

Apart from the allopathic systems, the country also has unique selling proposition of presence of therapies such as yoga, siddha and ayurveda to cater to the requirements of medical tourists. Various states of India such as Kerala have capitalized on the fact and attracted many medical tourists. These states have been able to attract medical tourists from America, Britain, Germany, France and Sri Lanka.

### **Medical Tourism trends in India**

There have been significant changes in the trends in the Medical tourism in India. There has been increased intervention by the government to regulate the medical tourism. The country in the recent past has seen growth in the joint ventures and private sector investment. There has been increase in the supply of products and services related to the medical tourism. There has been an increase in the role of tourism suppliers in marketing and packaging of the medical tourism in India. However, there have been issues regarding the agreements of the government on insurance coverage and payments for treatment abroad. Also there have been various ethical issues related to the medical tourism in India which has limited the growth of medical tourism in India (Pafford, 2009).

### **India as target market for Sunny Surgery**

#### **PEST Analysis for India:**

##### **Political factors**

The India markets are now open for FDI (Foreign Direct Investments). The government of India is stable and it has a strong legal system. The political risks in India are very low. These factors provide an environment conducive for the development of medical tourism in the country (Jackson, 2012).

However, there are various areas of improvement for the medical tourism sector as India can start the marketing strategies to tap medical tourists from various countries which may not be aware of the good medical tourism facilities in the country. The Indian government has a critical role to play in the ensuring that the medical tourism in India can attain new heights. As, the promotion of the IT services by the Government of India has ensured the phenomenal growth of Indian IT sector, similarly the medical tourism sector can foster and groomed by proper government support. It is important the various money swindlers and quacks that prevail in the medical tourism industry in India are removed by government intervention and the responsible and large players in the medical tourism industry in India are promoted and encouraged.

### **Economic factors**

Heung et al. (2010) pointed that the last decade has shown growth rate of approx eight percent for the nation and the workforce in the country is still cheap. The country is a constituent member of BRIC and is a highly developing nation and hence has a lot of opportunities for development.

Sunny Surgery can take the advantage of cheap doctors and surgeons that have global exposure to attract medical tourists for its operations in India.

### **Social Factors:**

The workforce in India is cheap but highly skilled. The country's infrastructure is improving fast. The country has standard labor laws to define relations between employee and employer (Jackson, 2012).

Sunny Surgery must use the advantage of cheap workforce to gain price advantages for its medical tourism business, however it must ensure that the various labor law issues are properly understood and followed.

## **Technological Factors:**

The technological advancements are taking place at a swift rate in country and a lot of focus is done on developing the infrastructure and technologies.

Hence, Sunny Surgery also needs to ensure that it has facilities that are compatible and competitive to the technological environment prevailing in the country so that it can compete with its competitors in the country.

### **4.5.1 Case Study on Apollo Hospitals**

Knickman & Snell (2002) pointed that Apollo Hospitals is one of the largest group of healthcare in India. It has more than 38 hospitals across the country and has more than 7000 beds. It has various hospital management colleges and diagnostic medical centers across the country. The Apollo hospital chains in India can be metaphorically stated as healthcare powerhouse. The hospital chain has a long history of medical success and it has unique resource management facility and hence is recognized as one of the best brands that provide medical care. The hospital chains is recognized for its various facilities such as hip replacement, knee replacement, orthopaedic processes etc. The hospital chain aims at ensuring excellence in the realms of research, education and medical facilities to benefit the humanity. The deregulation of the Indian economy in India removed the barriers of international trade and helped the organization to import various advance techniques and instruments for world class medical treatments. Indian expatriates were the first medical tourists who availed the facility of medical tourism with Apollo hospitals. Good medical services provided by the Apollo hospitals to Indian expatriates soon brought medical tourists from Middle East, Europe and Canada. The Apollo Hospitals provide the various facilities to medical tourists such as airport transfers, local conveyance, accommodation facilities, recuperation facilities, tourism

facilities etc. Apollo has stated that there are various strengths that have helped the organization to excel in medical tourism such as more than 70 percent of the doctors are either trained or have work experience in western countries. The organization is known for good clinical results and post treatment facilities. Apollo hospital chains use the latest technology and world class state of the art technologies to cater to needs of medical tourists. The Apollo hospital chains use the competitive pricing strategy and ensure that it provides best services to its medical tourists at an unmatched competitive price. The hospital uses the holistic approach for treatment where modern techniques and ancient healing approaches are integrated whenever required. The Apollo Hospitals also provides the facility of virtual patient visit which helps the kin and kith of medical tourists to have access to the progress of treatment from abroad as they may not be able to visit the patient physically. The capabilities of Apollo have received global acclaim and various medical tourism agencies are following the footsteps of Apollo hospitals to gain success. Presently, the Apollo hospitals is building relations with government authorities and healthcare groups in South Africa, Nigeria, Tanzania, Yemen, Mauritius, Bahrain, Thailand , Muscat, Vietnam, Malaysia and other neighborhood countries so that it can establish presence in clinical efficiencies of world class (Jeevan et al., 2011).

#### **4.5.2 Case study on GHT (Global Health Tours)**

GHT (Global Health Tours) is a medical tourism organization that is a UK based organization and it helps the people in planning medical treatment in foreign countries. The organization helps its customers to decide as well as manage their treatment in foreign countries. GHT ensure that its customers avail the services of internationally accredited hospitals so that its clients can avail the world class treatment in the medical tourism destination country. The organization provides a range of services such as providing medical care, arrangements for travel and accommodation. The employees of GHT are very cordial to support the medical tourists and they also greet the clients at airports and arrange their stay in the medical tourism destination country (Glinos et al., 2006).

#### **4.5.3 Analysis of Case Study on Apollo Hospitals and GHT**

The case study on Apollo Hospitals has identified various factors that are important for the success of medical tourism organization which must be followed and implemented by Sunny Surgery. For example Sunny Surgery must ensure that doctors and surgeons recommended by the organization must have a global exposure. The medical care centers and hospitals recommended by Sunny Surgery must have good clinical results in the past. The Sunny Surgery must use the world class state of the art technologies to support its medical tourism activities and must provide its services at very competitive prices. Also, the case study on GHT has identified that it is important that Sunny Surgery provides a holistic service package to its customers that includes facilities such as medical care, airport transfers, local conveyance and accommodation in the medical tourism destination country. The organization Sunny Surgery must also ensure that the employees of the organization are cordial and greet the clients with decorum.

## **5. Conclusions**

### **5.1 Opportunities for Sunny Surgery**

The globalization and internationalization have removed various barriers for the medical tourism Industry. The countries UK, India and Ukraine are looking forward to promote the medical tourism Industry in their countries. The organization Sunny Surgery needs to ensure that the various accreditations are followed and implemented while conducting its operation in these countries. The organization Sunny Surgery can also look forward to the partnerships with various other private institutes in these countries and look for ventures and mergers. This will help the organization to have synergies and bring in economies of scope. The organization Sunny Surgery must look forward to tie up with various hospitals and doctors in these countries. The organization Sunny Surgery also need to have tie ups with various health insurances so that the medical tourists can be provided health insurances when they take medication in the medical tourism destination.

The organization Sunny Surgery also needs to have proper marketing channels for the marketing and promotion of its operations in India, UK and Ukraine. The organization Sunny Surgery needs to do its marketing with the help of hospitals, doctors, surgeons and medical tourism agents present in these countries as well as other countries so that the promotion of the business activities of Sunny Surgery can be done.

Medical tourism is based on the trust worthiness and credence; hence it is important that the organization look forward to maintain good and long term relationship with its current and past customers to ensure that the business is sustainable. The organizations that are looking for one time business activity and do not focus on attaining the customer satisfaction is surely set to lose the medical tourist clients in future. Hence, it will be important for Sunny Surgery to ensure that it works for the customer satisfaction and the medical tourists are provided good medical facilities packaged with interesting tourism activities. The organization can foster with the spread of the positive word of mouth from already satisfied clients and medical tourists and are the biggest marketing assets for the organization (Todd, 2005).

## **5.2 Marketing Strategies for Sunny Surgery**

The Sunny Surgery needed to analyze the environmental factors of all the three countries where it wants to commence its operations India, UK and Ukraine. The report has analyzed the environmental factors of all the three countries with the aid of PEST analysis. It is important for Sunny Surgery that it ensures that it takes care of the requirements of medical tourists and at the same time ensures that the clinics and medical centers recommended or run by Sunny Surgery can cater to the needs and requirements of the medical tourists. Marketing strategies that are implemented by medical tourism organization Sunny Surgery has to be different for each country. The marketing strategy of the Sunny Surgery are hence bifurcated into two parts, the first part of the marketing strategy have common strategies for all the countries where Sunny Surgery will operate. The second part of the marketing strategy will have different marketing strategy for different countries in accordance to their environmental factors.

### **5.3 Global marketing strategy and operation strategy of Sunny Surgery**

There are various factors that the Sunny Surgery needs to ensure so that operations of the Sunny Surgery can be promoted not only in India, UK and Ukraine but across the world. Sunny Surgery needs to build good relations with the dentists, doctors, surgeons, hospitals, clinics, medical care centers etc in these countries (India, UK and Ukraine) as well in other countries. Good relations with these agencies in India, UK and Ukraine will ensure that the organization can recommend the medical care centers, doctors and surgeons to the medical tourists. The good relations with these above mentioned agencies in other countries apart for India, UK and Ukraine will help the organization to tab the outbound medical tourists from these countries.

Medical tourism is an industry that is based on credence and good word of mouth. Hence, it is important that the organization Sunny Surgery ensures that it keeps in mind the interests of the medical tourists and safeguards their interests. The organization Sunny Surgery must ensure that clinic or medical care center recommended to its clients is recognized and has trained medical staff to handle medical tourists. The clients of Sunny Surgery must be provided a comparison between the services (such as medical facilities, accommodation and tourism destination) and the cost effectiveness. . The organization must also lay emphasis on the e marketing strategies so that the medical tourists from far across nations can be attracted with low marketing costs to avail the facility of medical tourism rendered by the organization. The e marketing done by Sunny Surgery must be effective and the website of the organization must provide the information on the options available on tourism destination, medical facilities that can be availed, total cost of the complete medical tourism package so that it can help the potential medical tourism customers to make decision. The Sunny Surgery must develop an informative website for the clients so that medical tourists can assess the medical facilities available along with the prices. Sunny Surgery must discourage the practice of hidden cost associated with the medical tourism as hidden costs incurred by the medical tourists of the organization will bring a bad word of mouth. The medical

tourists of Sunny Surgery must be provided awareness of the cultural and language differences before they take up the opportunity of medical tourism. The organization Sunny Surgery must also provide the opportunity of travel insurance to the clients. The Sunny Surgery also needs to take care of the issue that if the medical tourism does not turn out successful for the client then what are the remedial solutions for the same. The organization must clearly identify and intimate the information regarding these remedial processes and inform who will bear the cost in case of failure of medical tourism facilities before the medical tourism activities are started. The Sunny Surgery must also inform its clients about the recuperation time required for medical care so that they can plan their stay in medical tourism destination country effectively. In case of surgery and operations it is better to ensure proper healing in the medical tourism destination country itself and same must be suggested and convinced by Sunny Surgery to its clients. The Sunny Surgery must build a proper system for insurance and legal issue to cater to the need of clients. The organization must maintain proper documentation of the medical facilities that are required by the medical tourists of the organization so that proper facilities and services can be provided to them. Sunny Surgery shall strive to recommend medical care centers and hospitals in the countries of India, UK and Ukraine which are approved by the hospital accreditation system. The organization Sunny Surgery needs to ensure that patients and medical tourists are provided proper information, clear provisions, and appropriate agreements before the commencement of medical tourism activity. The role and the responsibility of the organization Sunny Surgery does not end after the completion of medical tourism of the client, the clients must be provided the facility of after treatment follow up and medical procedures if any required.

The organization Sunny Surgery also needs to ensure that proper treatment and care of the medical tourists is taken in the medical care centers and hospitals. Sunny Surgery must coordinate with the hospital staff and surgeons to ensure that proper track record of the health status of medical tourist is maintained. The organization Sunny Surgery needs to act as a mediator between the medical tourists and the medical care center. Sunny Surgery must ensure that patients or their family members are made aware of

the complications and risks associated with the surgery or operation. It shall be the responsibility of Sunny Surgery to ensure that operation, surgeries or any medical facility required by the medical tourist is provided by the top notch and highly qualified doctors and surgeons. Full records of the surgeon, doctors and anaesthetist involved in a surgery or operation of medical tourist of Sunny Surgery shall be maintained for future reference in case of litigation or unsatisfactory results for the medical tourists. The Sunny Surgery must provide assistance in the accommodation of the medical tourists after they are discharged from the hospital, however may need medical attention anytime in hotels nearby to medical care center. The organization also needs to take special care of the patients that are vulnerable such as patients undergoing cosmetic surgery who have BDD (Body Dysmorphic Disorder) who are not happy with their appearance. These important factors will help the organization to make certain that the clients of Sunny Surgery can get best medical facility and best medical treatment. As, the previous clients are the most valuable marketing assets of the medical tourism organization, it becomes important that each client is well served and well attended. By taking care of these issues, Sunny Surgery will be able to provide best services to its clients and hence ensure that they can create a good word of mouth for the organization across the globe and recommend their friends and families to take up the medical tourism facilities if required by Sunny Surgery.

Apart from medical facilities that are required for the clients, tourism facilities are the unique aspects of medical tourism which motivates the medical tourists for the activity of medical tourism. Hence, it becomes important that organization Sunny Surgery also lays proper attention on this aspect of medical tourism. Hence medical tourists must be made aware of the various tourism destinations that are available in the country where the facility of medical tourism is availed by the client. The organization Sunny Surgery must provide full support to its various clients to have their own customized package to suit their medical requirements and at the same time meet their tourism desires. The organization must provide the facility of accommodation while medical facilities are availed as well as when tourism facilities are availed. All the aspects and requirements

of medical tourism for the medical tourists such as cultural issues, language issues and other issues must be taken by the organization Sunny Surgery.

It is quintessential that proper marketing strategy is employed by Sunny Surgery. At the same time, it is very important to make certain that the authentic and accurate information is provided by the organization to its prospective clients. Misleading and fallacious information may attract medical tourists for a time, however it will bring along a bad word of mouth for the organization in future. The marketing of the organization needs to be centered to the segment of medical tourism. The organization must appoint a medical representative in various countries which have high outbound medical tourism activities such as USA and European countries. These medical representatives must build strong business relations with doctors, surgeons, hospitals, medical care centers, patients that may require medical tourism facility. The good relations with these people will help the organization to identify the patients who can be the potential client for the organization and can plan for the medical tourism activity. The participation of the organization in the various medical events and healthcare events will increase the brand awareness of the Sunny Surgery and increase the clientele of the organization. The organization must establish relationship with various doctors, surgeons, hospitals, medical care centers across the globe so that they can get the reference of medical tourists from them. The organization must participate in the various global health summits to increase its popularity and brand awareness in the medical tourism sector. The organization also needs to implement proper e marketing strategies. E Marketing by the Sunny Surgery will help the organization to reach to greater global masses and people directly. Apart from having informative website for the organization, the organization must also make promotional activities on other website and avail the facility of SEO for various important keywords such as Medical Tourism, Global healthcare, medical tourists etc.

Hence, in nutshell it has been identified that the PEST analysis of these countries India, UK and Ukraine have provided the proper understanding of the environmental factors of these countries. The organization Sunny Surgery must form its marketing strategies keeping in mind the different environmental factors of these countries. The report has also identified the various medical, ethical and legal issues that are related to the medical tourism sector. Hence, Sunny Surgery must ensure that these legal, ethical and medical issues must be kept in mind while the operations of Sunny Surgery are done in these countries. Sunny Surgery also need to understand that the medical tourism industry is based on credence and it must ensure that medical tourist who are the customers of the organization are treated well and their needs are taken care properly. Customers are the kings for any organization and same applies to the organization Sunny Surgery. The organization Sunny Surgery must ensure that the medical tourists are provided the best medical facilities and cost effective prices. The organization Sunny Surgery must provide holistic services to its clients and provide best value added services such as accommodation and tourism facilities in the medical tourism destination country.

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