

Study on Analysis of Query Conversion Rate to Develop
Effective Medical Tourism Business Model for Kenyan
Patients (Arabia Holdings)

By

Dolly Asopa

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2017-2019



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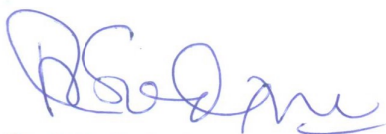
TO WHOMSOEVER MAY CONCERN

This is to certify that **Dolly Asopa** student of MBA Health and Hospital Management from The IIHMR University, Jaipur has undergone internship training at **Arabia Holdings , Dubai (UAE)** from **10th February 2019 to 10th May, 2019.**

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Dr. P.R. Sodani
Pro- President
The IIHMR University, Jaipur



Dr. Monika Chaudhary
Professor, Guide
The IIHMR University, Jaipur

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The certificate is awarded to

Dolly Asopa

In recognition of having successfully completed her

Internship in the department of

Healthcare Division

and has successfully completed her Project on

A study on analysis of query Conversion Rate and effectiveness of Business Model in Kenya(Arabia Holdings)

From

10/02/2019 to 10/05/2019

Trans Middle East Management Consultancy,

A division of Arabia Holdings Ltd. Dubai (UAE)

She comes across as a committed, sincere & diligent person who has a strong drive and zeal for learning

We wish her all the best for future endeavors



Training & Development

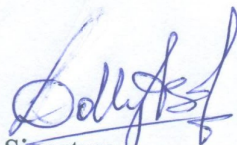


Zonal Head-Human Resources

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on Analysis of Query Conversion Rate to Develop effective Medical Tourism Business Model for Kenyan Patients submitted Dolly Asopa Enrolment No- **IIHMR-U /01/2017-19 /0563** under the supervision of Dr Monika Chaudhary Professor The IIHMR University, Jaipur for award of MBA in Hospital and Healthcare Management of the University carried out during the period from February 10, 2019 to May 10, 2019 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



Signature

ACKNOWLEDGEMENT

I would like to show my gratitude towards **Arabia Holdings , Dubai** for giving me the opportunity to work on my dissertation .

I am thankful **to Mr PSM Habibullah(Managing Director) , Mr Zabi (CEO – Healthcare Division), Ms HumaSethi , Assistant General Manager (Healthcare Division) and my mentor in organization)** for always guiding me for the project and giving me constant support.

I am very grateful to Col. Dr. Ashok Kaushikfor giving me opportunity to elevate my skills. My sincere thanks to Dr.Monika Chaudhary for her constant support and guidance.

The staff and Colleagues of Arabia Holdings Dubai who was very co-operative and helped me in gathering information whenever required.

And above all, I thank God Almighty, without whose blessings nothing can come to pass.

ABSTRACT

Title: A STUDY ON ANALYSIS OF QUERY CONVERSION RATE TO DEVELOP EFFECTIVE MEDICAL TOURISM BUSINESS MODEL FOR KENYAN PATIENTS (ARABIA HOLDINGS).

Name of Author – Dolly Asopa

Background- Leads are generally a Person or an entity (Business) which are interested in purchasing our products and services .

Leads are converted into Sales

In this study Leads are referred as queries received from Person / Insurance Companies / Agents for seeking quality treatment at affordable prices.

Medical Tourism – Going to other countries for seeking medical treatment .

Objectives –

- To analyse and study the query conversion rate of the queries in Kenya.
- To calculate Turn Around Time for revert of queries from Hospitals .
- To analyse effectiveness of business model in terms of profitability.
- To identify key disease ailments.

Method – The study is Quantitative and Descriptive in nature. The study was performed using secondary research, for this, MIS (Management Information System) and query tracker were referred Customer details, like name, age, etc. From the month of JULY 2018 to MARCH 2019

Conclusion –

1. If we see Conversion ratio of leads / Queries it is very good and we can say that Business model is profitable , As 8 % (<https://marketinginsidergroup.com/content-marketing/lead-conversion-rates-average/>) Conversion ratio is considered good for healthcare industry that too good in a time period of 9 Months (July 2018 to March 2019) , But if we see according to a report by a Kenya Newspaper It says almost 10,000 Patients Travel to India annually and end up Spending Sh10Billion for the same (<https://www.the-star.co.ke/news/2017-05-22-116-travelled-to-india-for-treatment-from-january-to-march-moh/>).
2. TAT for query revert is quite good as 80% Hospitals took 24 hours to revert for Query.
3. Key diseases in Kenya comes under speciality of Cardiology and Oncology and conversion of these cases are also high.
4. Conversion of queries takes so much time like from receiving queries from person to travelling of that patient to the hospitals.
5. Revenue size depends on the Speciality for which query received Such as Stem Cells Therapy has generated a revenue of \$ 22000 alone than Oncology and Cardiology. So, Focus should be more on Stem Cells Therapy.

Key Words – Query, Conversion rate , Leads , Sales

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ABBREVIATIONS

AH – Arabia Holdings

BMT – Bone Marrow Transplant

TAT – Turn Around Time

1. INTRODUCTION

ARABIA HOLDINGS

Arabia Holdings is a joint venture, between Sheikh Majid Al Qassimi from the ruling Family of Sharjah and Mr Habibulla from Chennai in India.

With over 15 years in existence and approximately 46 companies under its umbrella, Arabia Holdings is one of the fastest growing conglomerate in UAE, with an Employee strength of more than 12,000 .

Multifarious business activities ranging from manufacturing to trading to real estate etc. In Middle East, Africa and India, with our Head quarter in Dubai.

From Transportation to food and beverages Company is into various multifarious activities

1. Largest private taxi operators in UAE with a fleet of more than 8,000 taxis on ground,
2. Company is into hospitality industry with more than 15 restaurants like Annapoorna, Calicut Notebook, fruit punch etc.
3. Company manages the Airport lounges at 3 airports in India, like Mumbai, Bangalore and Hyderabad as Well.
4. Joint venture with Mahindra defence for Armouring of vehicles, we have a factory in RAK
5. Leased mines in Oman and Port Sudan,
6. Euro part Middle East is a Joint Venture between Euro part of Germany, the biggest trader of Spare parts for heavy commercial trucks and trailers,
7. Company is into trading of commodities,
8. Export sale of new vehicles,
9. Facility Management
10. one of the biggest freight forwarding companies in UAE,
11. Company is into manufacturing and trading of perfumes
12. Landscaping and many other activities.

1. TRANSPORTATION

Company is into various kinds of taxi services with more than 8000 taxis and 20 luxurious buses in 7 emirates of UAE which are named as

2. ENGT(Emirates National General Trading)

Located in Dubai ,UAE .It is involved in Auto spare parts , mineral trade , auto trade and general training . ENGT is a training hub connecting Africa ,CIS Europe and Gulf countries .

3. Auto Services

Established in 2006 for providing quality services to the fleet of Arabia Taxi . Al Arabia having qualified and experienced technical quality controllers and Road testers .

Services Provided by Al Arabia -

- Preventive Maintenance Services.
- Mechanical Maintenance and Repair Services.
- Electrical System Repair Services.
- Electronic Diagnosis Services.
- Air Conditioning Services.
- Engine Overhaul Services.
- Transmission Overhaul Services.
- Major Accident Frame Repair Services.
- Body Denting Services.
- Body Painting Services.
- Tyre and Wheel Services.

4. LOGISTICS

Freight International LLC developed and implemented a quality management system to demonstrate its ability to provide consistently a services to customer and applicable regulatory requirement to address customer satisfaction through the effective application of the system which includes continual improvement and the prevention of non-conformity.

5. INDUSTRIES

EMICHEM (Emirates National chemical Industries) was established by respected and renowned business entrepreneurs with the drive to maintain high international standards of excellence through quality, technology and innovation. Its excellent infrastructure coupled with a vast experience in the field make EMICHEM a highly successful supplier catering to the industries around the globe.

6. IT SOLUTIONS

Mobisat is an Information Technology arm of Arabia Holdings group. Mobisat is involved in supplying of Taxi Meters, GPS System, GPS Based solution for Taxi operation, thorough Fleet

Management solutions, Security (CCTV) Systems, Cabling, Networking, System assembling, Web portal development, ERP Solutions etc.

XTREME INTELLIGENCE TECHNOLOGIES

XTREAME ERP Suit

7. Advertisement and Branding

Synergy Arabia Having the exclusive rights of advertising on the Arabia Holding's Public Transport Inventory i.e. Arabia Taxi – Dubai, Arabia Taxi – Ajman, Arabia Taxi – Abu Dhabi, Arabia Taxi RAK, Hamra Taxi RAK, City Taxi – Sharjah, Union Taxi Sharjah and Al Hamra Bus Service company consider themselves the specialist in transit media in the UAE.

8. Beverages

Group named Habeebee Food group having multiple restaurants named

- **Calicut Notebook**
- **Fruit Punch**
- **Annapoorna**
- **Arabian Hut in Chennai**

1. Irrigation and Agriculture

Pearl Garden mission is to fulfill the vision of peaceful, enjoyable and functional outdoor spaces for U.A.E and Middle East. They strive to achieve this mission through the careful selection of plants, appropriate soil preparation techniques, most efficient irrigation system and creative applications, coupled with expert design and customized service. The guiding principal is the utilization of environmentally sound landscaping practices that create landscapes which are water-efficient, require lower maintenance and reduce the use fertilizer and other chemicals.

HEALTHCARE DIVISION

Almost 4 years back, the group ventured into the field of healthcare and started as a Medical tourism company which has gradually been transformed into a Patient Management Division, wherein the division not only cater to the health cycle of the patient and his treatment but also take care of the complete logistics and other statutory requirements for a patient to seek treatment locally or internationally. They align themselves with the interests of the local, regional and national initiatives taken by the governments to benefit the seekers ultimately.

Further to the above, Division currently have a panel of almost more than 4000 hospitals in our network with India being the highest strength; through with they provide members with an access to the following:

- High Quality Healthcare
- Fair Pricing with reasonable cost expenditure for treatment especially with Indian hospitals
- High levels of member safety and satisfaction
- Logistics Management
- Reduction of administrative burden
- Medical and financial management and regular updates along with the cost containment.

Currently managing almost 40-50 patients a month from various insurance and TPA's in UAE namely Dubai Insurance, Whealth, Takaful, Buhaira, Oman insurance, Pentacare etc. They have successfully helped these insurance companies to cut their costs to a great extent.

Division manages 12,000 employees of the group manage the complete healthcare portfolio ranging from their insurance plan to local and overseas treatment plan keeping into considerations, good quality treatment and patient satisfaction as well as monitoring the utilization for the benefit of the organization.

healthcare portfolio of the group employees who are majorly covered through various insurance plans in UAE and their home countries along with other nationalities from areas like Kenya, Uganda, Sudan, Saudi, Oman etc through company offices which cater to the needs of patients seeking treatment outside their home countries. Currently managing almost 40-50 patients a month ranging from own company employees and almost a similar number from other countries in Africa and middle east,

SERVICES WHICH HEALTHCARE DIVISION PROVIDES

- Treatment options across the globe
- Free Second Opinions
- Selection of Best Doctors
- Visa Assistance
- Travel Assistance
- Transportation, Accommodation and International Cuisines , .
- Forex and other Concierge Services
- Wellness Travel Package

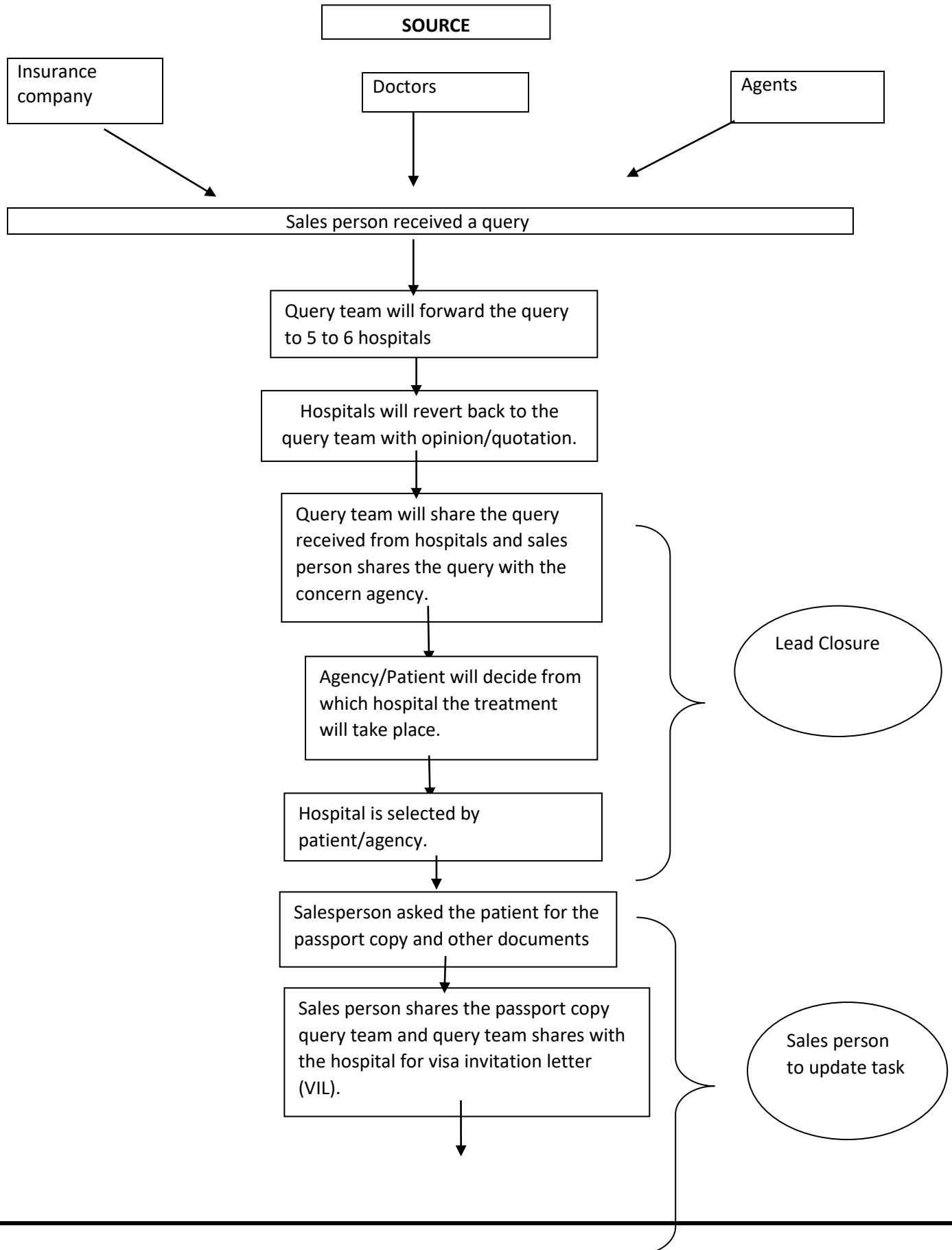
Office in Kenya

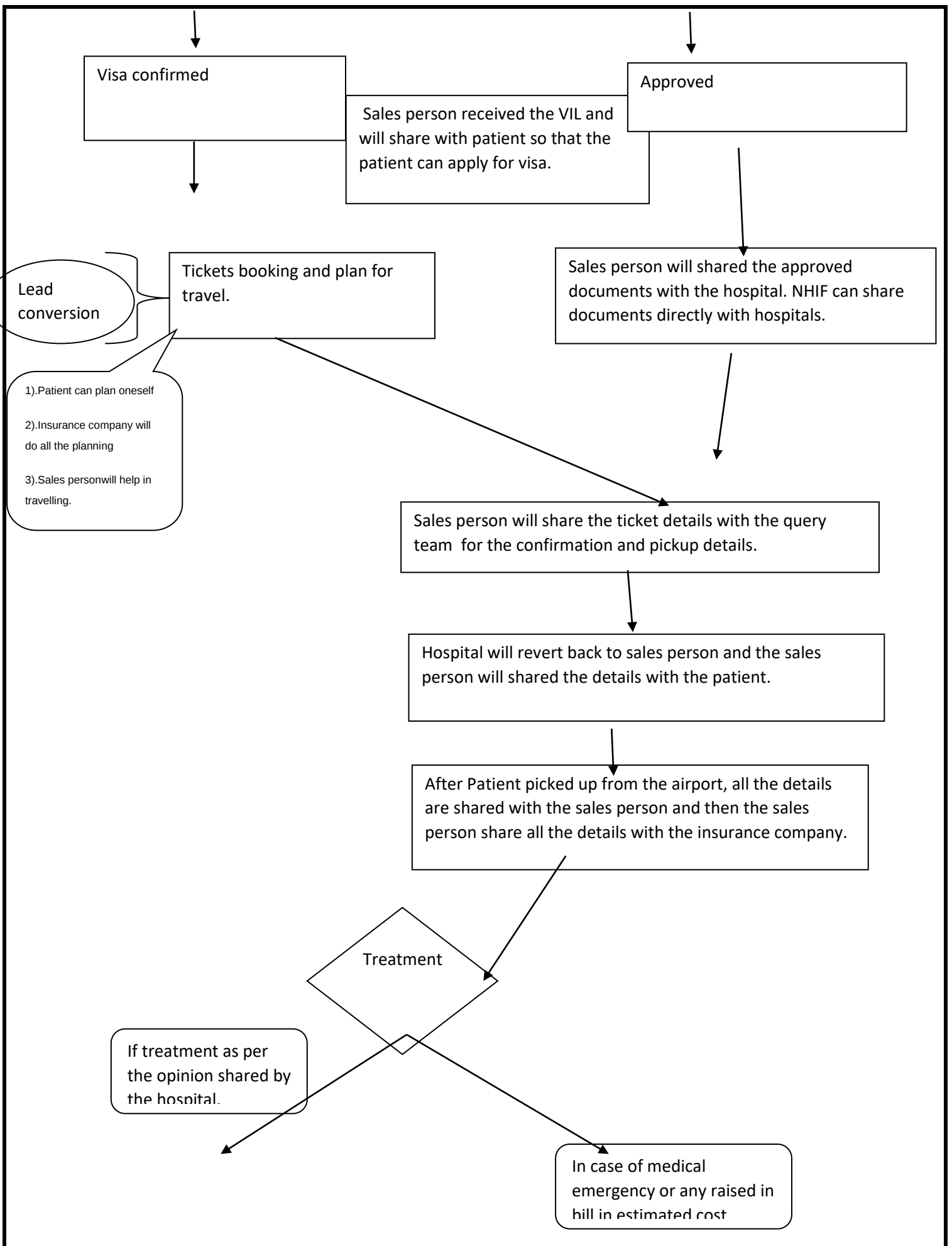
They are a healthcare management company with their office in Nairobi. AH Medical Assistance is unit of Arabia Holdings Ltd Dubai.

Currently the company has an association with the county government of Kiambu, Kenya wherein they have agreed to help the county government on the following:

- ☐ Knowledge and skills transfer
- ☐ Access to fellowship and observer ship to healthcare staff of the County Government
- ☐ setting up Telemedicine Port / Conduct Onsite Surgeries through the hospitals in panel
- ☐ Organizing Medical outreach programs
- ☐ Patient Management and referral within the country and outside whenever necessary
- ☐ any other areas of mutual interest and competence of both Parties.

PATIENT MANAGEMENT CYCLE





After the treatment, hospital shares the bills with query team and sales person shares the bills with insurance company with claim forms and it will take around 45 to 60 days.

Insurance company can direct pay to the hospital if they have a direct contact with them, if not payment will be done through the us.

As more complications occurred and the GOP received is not enough for the treatment plan, hospital will confirm with the patient or sales person will ask to the insurance company for the additional guarantee of payment.

Once the payment is received by the hospitals as an agency (AH Medical Assistance) we will raise our invoice for our incentives. We already have agreements with the hospitals for the referral fees.

After the bill raise sales person have to follow up for the payment (within 30 to 45 days)

Payment received

Patient management cycle closed

2. BACKGROUD

Leads are generally Person or an entity (Business) which are interested in purchasing our products and services .

There are 2 types of Leads -

Hot Lead and Cold Lead

Hot Lead – The person is more interested in purchasing .

Cold Lead – The person not interested or needs more convincing power , So Hot leads are more powerful and Valuable .

Leads are converted into Sales

In this study Leads are referred as queries received from Person / Insurance Companies / Agents for seeking quality treatment at affordable prices.

Conversion – It measures numbers of purchases done , Knowing the conversion rate is the first step in knowing how our Business is doing , Return on Investments .

Conversion Rate and how we calculate it ?

It is Total no of Sales divided by total no. of Leads multiplied by 100 .

For eg. If we receive 20 queries and 2 of them got converted than Converted rate would be –

$2/20 \times 100 = 20\%$ will be the conversion rate.

Business model is how a company sell their Product or services and earns money .According to Rappa (2001) business model is the method of doing business by which a company can sustain itself.

3. Healthcare in Kenya



Kenya is one of the most dynamic and advanced in Sub Saharan Africa .Private healthcare and companies are the only source for getting Quality treatment Even for the poor people . There are Private clinics which are easily accessible than Government and non-profit facilities , According to World Bank report 20% of the sick people uses Private healthcare facility when there child is sick .

There are not special laws made for rights of Patient Doctors and Hospitals Administration as a result workers frequently being subjected to verbal, emotional and physical attacks .

Half of the Kenyan lives below Poverty line There are so many cases of Preventable Diseases like HIV , Malaria , Pneumonia , Diarrhoea.

Despite of many achievements in health sector , Kenya Still faces many challenges . That is the reasons most of the people in Kenya Choose different place for seeking medical treatment and that is India , India is the most preferred place for seeking better and quality treatment at a very affordable cost .

For example Cancer treatment costs \$25000 in India rather than \$ 70000 in US , while in Kenya it is 125000 in Kenya , Other reasons can be Lack of Staff , overcrowding and poor infrastructure and limited service provision .

According to reports India is the most preferred medical travel destination . Insurance plays a major role in helping people in getting these treatments , most of the middle income countries are adopting Universal Health Coverage(UHC) . By 2020 Kenya made an commitment to achieve Universal health Coverage , NHIF , Minet Kenya , AON are the major insurance companies from which NHIF (National Hospital Insurance Fund) established in 1966 for providing

insurance to Formal sector employees But in 1998 It expanded and Covered informal Sector workers also .

Health insurance coverage in Kenya is generally low (19%). The NHIF is the main health insurer in Kenya, covering 16% of Kenyans, whereas the 32 private health insurers collectively cover a mere 1% of the Kenyan population.

Except These schemes in Kenya *Harambee* in Swahili means all pull together is a Community tradition which is a self help events such as Fund raising .This helps a lot of Kenyan people who wanted to seek medical treatment and were not covered under any of the insurances .

AIM OF THE STUDY

The aim of the study is to see conversion rate of queries which are received by our company and the leads that converted into sales, Turn Around time for revert of queries from Hospitals , Reasons why the rest of the queries not converted into sales , How much profit business model in Kenya is making and the major diseases for which we received maximum queries . The Business model in Kenya is for the benefit of the local residents for getting them best and quality treatment which is not possible there due high cost . One more advantage is that it not only provides quality treatment but manages patient management cycle and from visa assistance to stay in a hotel everything is managed by the company .

OBJECTIVES OF THE STUDY

The study tries to address following objectives

- To analyse and study the query conversion rate of the queries in Kenya.
- To calculate Turn Around Time for revert of queries from Hospitals .
- To analyse effectiveness of business model in terms of profitability.
- To identify key disease ailments.

OUTLINES OF THE STUDY

The study was performed using secondary research, for this MIS (Management Information System) and query tracker were referred Customer details, like name, age, etc. From the month of JULY 2018 to MARCH 2019 The data collected from above mentioned were analysed to reach a conclusion How much is our conversion rate , How much profitable our business model and key disease ailments .

LIMITATIONS OF SYUDY

- Some data was missing from MIS which made it difficult at some point to analysedata .
- It may not really help company with decision making .

4. METHODOLOGY

The study was conducted as a dissertation program in Trans middle East Management Consultancy, Arabia Holdings , Dubai (UAE)

RESEARCH QUESTION

Following Research Questions Formed on the basis of study -

- What are the factors responsible for a query Converting into lead for Kenyan Patients ?

RESEARCH DESIGN

Descriptive design was used for this Study

DURATION – 3 months

DATA COLLECTION

The Study included collection of Secondary data followed by analysis in Excel .

- MIS (Management Information System)
- Patient Query Tracker

5. REVIEW OF LITERATURE

- One of the most important issues about business model is making money. When it comes to business profitability, Afuah (2004) argued that there are mainly two determinants of business profitability, which are industry factors and firm-specific factors (positions, activities, and resources). These two determinants could construct a simple form of business model.

- Marketing and sales model
 1. The certified trainers act as the marketing promoter.
 2. Limited direct marketing is arranged by the case company.
 3. The product demonstration organized every month is targeted to the potential trainers

- Nayak et al. (2007) discussed the main domains of business architecture for a service-oriented enterprise, which are also representing some of the elements in business model concept, including: business value, structure, behaviour, policy, and performance.

6 .RESULTS

The study was aimed at addressing following objectives

- To analyse the query conversion rate of the queries in Kenya.
- To calculate Turn Around Time for revert of queries from Hospitals.
- To analyse effectiveness of business model in terms of profitability.
- To identify key disease ailments.

The MIS and Patient query tracker consists of 145 Queries / Leads received from patients / Agents / Insurance Companies from July 2018 to March 2019 .

After Analysing the data in Excel the results are as Follows –

1. Conversion Rate

It is No .of Queries (Leads)converted / Total No. of Leads *100

Status		% of Conversion
Converted	49	33.79
Pipeline / Rejected	96	66.2
Total Queries Received	145	100%

Table 1.1 No. Of Queries Converted

INTERPRETATION

From this data ,its clearly visible that 49 % of queries converted into leads and rest are in Pipeline .

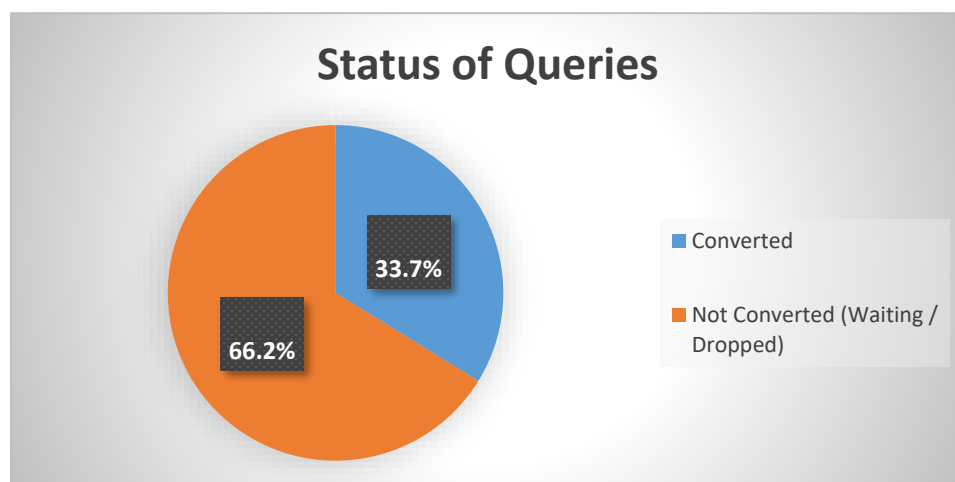


Figure 1.2 Queries Converted

- 2 TAT (Turn around Time) For the revert of queries / Leads we received.
It is the time which is taken by concerned person to send to different hospitals and receive the revert from hospitals .

Query Revert Turn Around Time

TAT Time(hours)	No. Of queries	% of queries
0-24 hours	116	80.00%
24-48 hours	20	13.80%
More than 48 hours	9	6.21%
	145	100%

Table 2.1 TAT for Query Revert

INTERPRETATION

Query TAT for revert within 0- 24 hours is highest at 80 % and for 24 – 48 hours and more than 48 hours it is 13.80 % and 6. 21 % respectively.

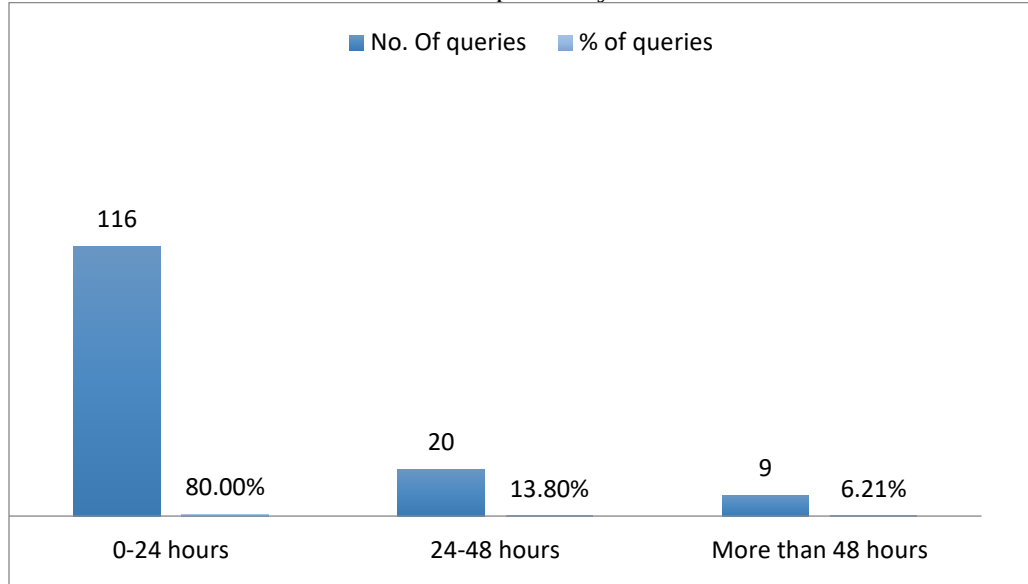


Figure 2.1 Query Revert Time

3. Queries Received for specialities

S.No.	Specialities	No. Of Queries Received
1	Oncology	27
2	Cardiology	31
3	Neurosurgery	12
4	Nephrology	12
5	Paediatrics	6
6	Orthopaedics	14
7	ENT	7
8	Bone Marrow Transplant	13
9	Ophthalmology	1
10	General Surgery	7
11	Dermatology	1
12	Gynaecology	4
13	Gastroenterology	5
14	Rehabilitation	1
15	Review	3
16	Medical Management	1

Table 3.1 Queries For Specialities

INTERPRETATION

Query received for Specialities is highest for Cardiology and Oncology .

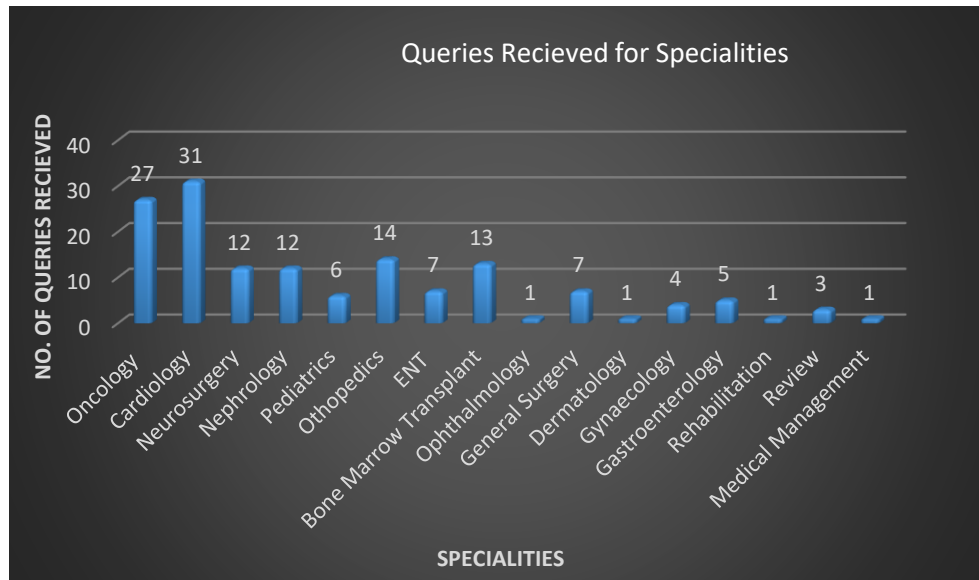


Figure 3.1 Maximum Queries for Specialities

3.1Query conversion according to Speciality

S.No.	Specialities	Conversion
1	Oncology	8
2	Cardiology	10
3	Neurosurgery	7
4	Nephrology	3
5	Paediatrics	
6	Orthopaedics	1
7	ENT	2
8	Bone Marrow Transplant	2
9	Ophthalmology	
10	General Surgery	3
11	Dermatology	
12	Gynaecology	1
13	Gastroenterology	1

14	Rehabilitation	
15	Review	3
16	Medical Management	
		49

Table 3.1.1 Specialities of Query Converted

INTERPRETATION

Query Converted for specialities is maximum for Cardiology and Oncology .

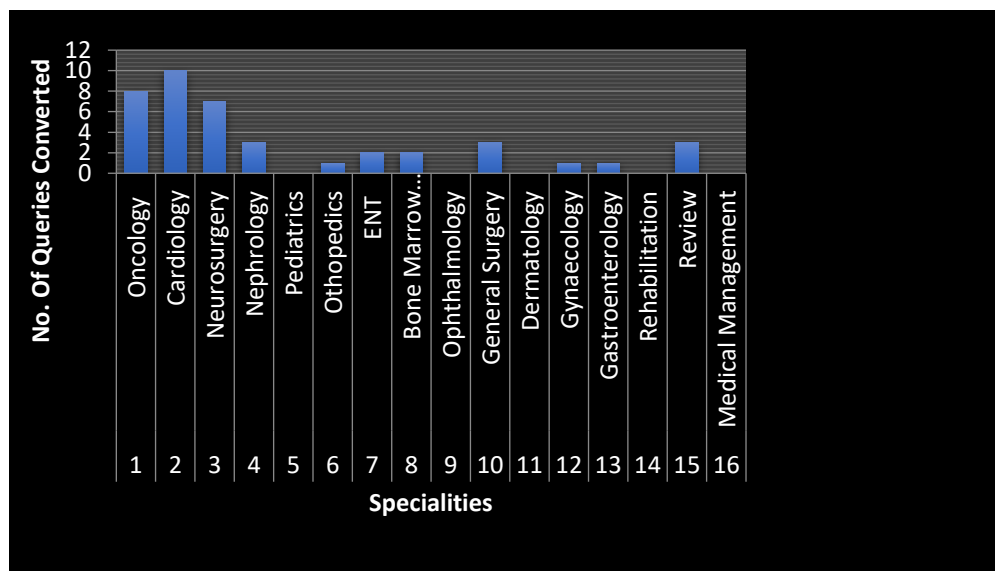


Figure 3.1.1 Specialities of Converted Queries

4. Average No. of days For Conversion of Query

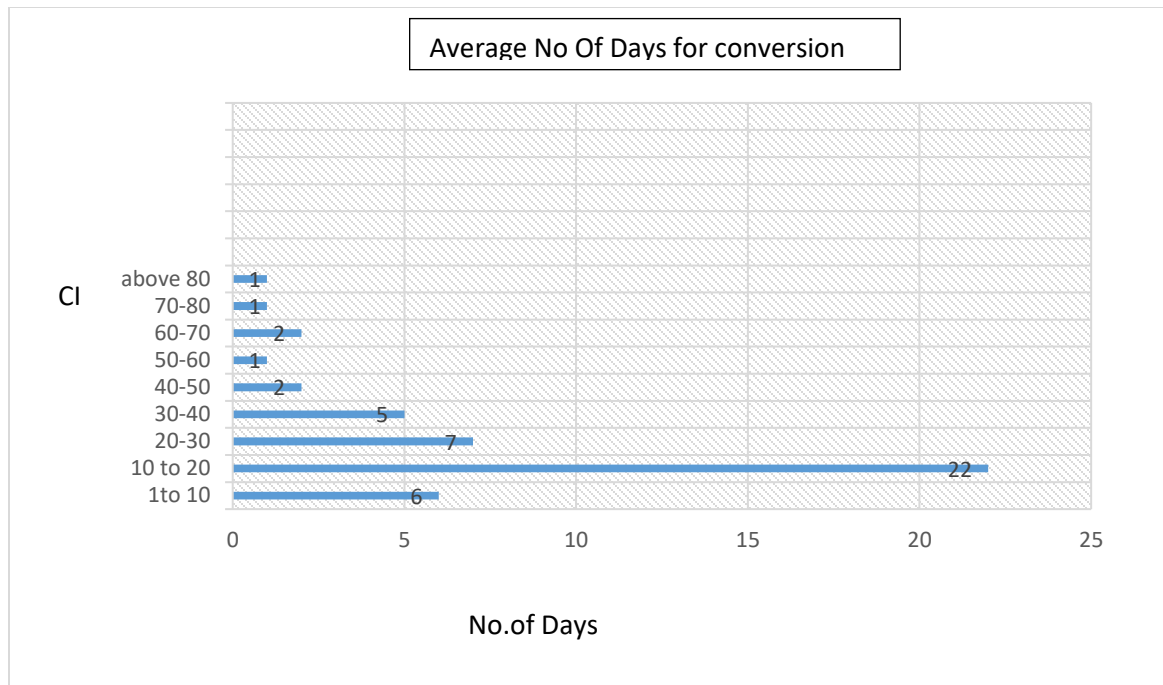


Figure 4.1 Average No. Of Days for Conversion

INTERPRETATION

Mean Of 49 Converted Queries taken for calculating average days for conversion and it is 22Days .

5. Average Revenue / Ticket Size

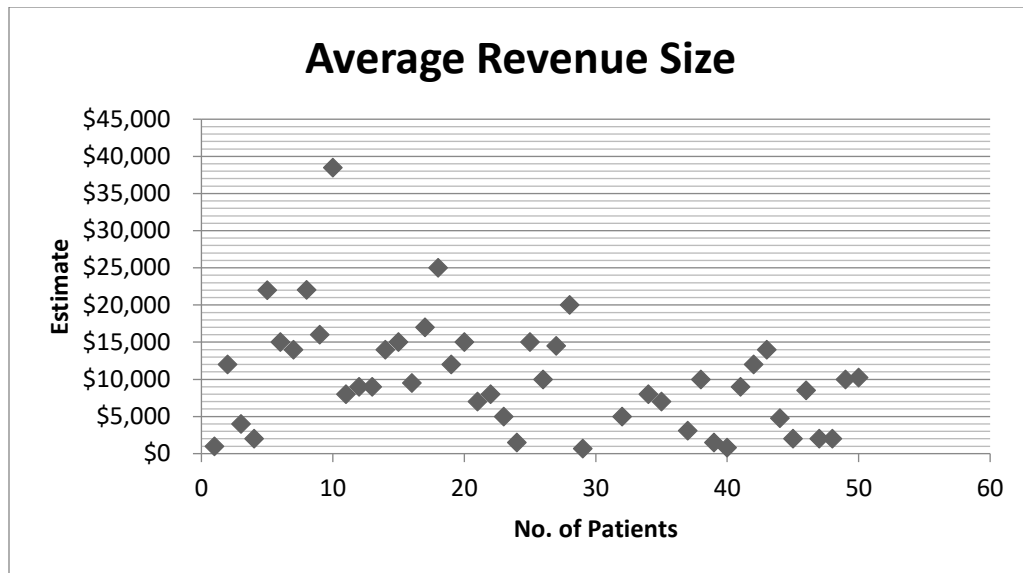


Figure 5.1 Average Revenue Size

INTERPRETATION

Revenue of Converted Queries were taken and average was calculated it is - \$10,253 .

7.DISCUSSION

Based on the results following inferences are made.

1. Conversion Ratio

After calculating Conversion Ratio , It was seen that 33.67% of the queries got converted into Sales and 66.3% are in Pipeline or Rejected , Reasons for non conversion can patient (Query)went with other Company(Patient Management)(, went to other Hospitals or died before taking treatment .

2. TAT

Query Revert from Hospital TAT

80% query revert came in 0- 24 Hours which is good time.

If a query revert comes after 48 hours it loses its probability of conversion Only 6.62% Queries Revert came after 48 hours .

3. According to Specialities

Maximum Queries received for Specialities Cardiology and Oncology that is 31(21%) and 27 (18%) respectively out of 149 Queries .

And if we see maximum conversion Of speciality it is same Cardiology and Oncology which are 20.4% and (16.3%) Respectively out of 49 Conversions.

Average No. Of Days for Conversion

4. Average No. of Days were Calculated for conversion it is seen that 22 days is the average time from receiving queries till travelling to hospitals .

Average Revenue / Ticket Size

5. Average (Ticket / Revenue) size of Converted queries is \$10,253 .

8.CONCLUSION

6. If we see Conversion ratio of leads / Queries it is very good and we can say that Business model is profitable , As Conversion ratio is considered good for healthcare industry that too good in a time period of 9 Months (July 2018 to March 2019) , But if we see according to a report by a Kenya Newspaper It says almost 10,000 Patients Travel to India annually and end up Spending Sh10Billion for the same (<https://www.the-star.co.ke/news/2017-05-22-116-travelled-to-india-for-treatment-from-january-to-march-moh/>).
7. TAT for query revert is quite good as 80%Hospitals took 24 hours to revert for Query .
8. Key diseases in Kenya comes under speciality of Cardiology and Oncology and conversion of these cases are also high .
9. Conversion of queries takes so much time like from receiving queries from person to travelling of that patient to the hospitals .
10. Revenue size depends on the Speciality for which query received Such as Stem Cells Therapy has generated a revenue of \$ 22000 alone than Oncology and Cardiology . So, Focus should be more on Stem Cells Therapy.

9. SUGGESTIONS

1. Right Positioning – In the mind of residents of Kenya .
2. Focused Marketing Strategy – Proper Marketing Strategy for developing Business in Kenya
3. Documenting Success Stories of Patients who already Travelled (Sharing them on Twitter, facebook page and Wats app , Use of Digital Marketing for Branding as it is gaming the world .
4. Collaborating with NGOs , Government Bodies , Insurance Companies , So that more business could be generated .
5. Business through local Doctors referral should be focused For e.g. making connections with Doctors who are stem cell transplants because this will generate more business .

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