

LEVERAGING MEDICAL TOURISM FOR AFFORDABLE EYE CARE

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Pharmaceutical Management

by

Sainee Ashish Bansidhar

Under the Supervision and Guidance of

Dr. Sudhinder Singh Chowhan

2025



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

We wish him all the best for future endeavours


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This is to certify that dissertation titled “**LEVERAGING MEDICAL TOURISM FOR AFFORDABLE EYE CARE** ” is a record of the research work undertaken by **Sainee Ashish Bansidhar** in partial fulfillment of the requirements for the award of the degree of MBA (Pharmaceutical Management) from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific, and analytical.

A handwritten signature in blue ink, likely belonging to Dr. Sudhinder Singh Chowhan.

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School Dean: Dr. Saurabh Kumar Banerjee
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Date: 17/06/2025

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **LEVERAGING MEDICAL TOURISM FOR AFFORDABLE EYE CARE** is the Bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.


SAINEE ASHISH BANSIDHAR

Date 17/06/2025

ABSTRACT

1. **TITLE:** Leveraging Medical Tourism for Affordable Eye Care
2. **AUTHOR NAME:** Sainee Ashish Bansidhar
3. **ADVISOR NAME:** Mr. Ranjithkumar, Business Development Manager, and Mr. C Gnanasekaran, Head Business Services, Sankara Eye Foundation.
4. **KEYWORDS:** Medical Tourism, Ophthalmology, Eye Care, Affordable Healthcare, International Patients, Sankara Eye Hospital, India, Healthcare Marketing
5. **BACKGROUND:** Medical tourism has grown into a global healthcare trend, driven by rising treatment costs in developed countries and increasing patient demand for affordable, high-quality care. India is emerging as a hub for ophthalmic medical tourism due to its advanced infrastructure, experienced professionals, better connectivity through air, water travel and competitive pricing, particularly in specialized eye care procedures with good quality standards.
6. **OBJECTIVE:** The objective of this study is to explore how Sankara Eye Hospital can leverage medical tourism to attract international patients seeking affordable and quality eye care, while supporting its motto of world class eye care with a social impact.
7. **METHODOLOGY:** This research adopted a mixed-method approach using primary data collected through interviews and observations at Sankara Eye Hospital, along with extensive secondary research from academic journals, government reports, and market insights. Comparative analysis and case study evaluation were employed to identify trends, gaps, and strategic opportunities.
8. **RESULTS/FINDINGS:** Findings reveal that international patients are primarily motivated by affordability, access to skilled surgeons, advanced technology, and a trustworthy reputation. Sankara Eye Hospital has significant potential to scale its medical tourism operations by addressing gaps such as digital visibility, networking with travel and tourism sector, and international patient support systems.
9. **CONCLUSIONS:** India holds a strong position in the global medical tourism landscape, particularly in ophthalmology. Institutions like Sankara Eye Hospital can boost their international appeal by implementing targeted strategies, ethical practices, and patient-

centric models. This will not only improve global access to eye care but also enhance India's healthcare brand internationally.

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As I Approaching Completion of My Project Report, I Would Like to Take This Opportunity to Acknowledge the Invaluable Contributions to My Study, I Am Grateful While Expressing My Gratitude and Appreciation to My Esteemed Guide **Mr. Ranjithkumar, Business Development Manager, and Mr. C Gnanasekaran, Head Business Services, Sankara Eye Foundation.** His Unwavering Support, Encouragement and Guidance Have Been Instrumental Incompletion of My Dissertation. Throughout The Dissertation, His Guidance, Discipline, Foresightedness, Insights and Work Ethic Were a Great Source of Inspiration On me.

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Date-

SAINEE ASHISH BANSIDHAR

Place-Jaipur

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ACRONYMS

SEH: Sankara eye hospital.

IOL: Intraocular lenses.

SEF: Sankara Eye Foundation.

MTI: Medical Tourism Index.

WTTC: World Travel & Tourism Council.

FRRO: Foreigners Regional Registration Officer.

NABH: National Accreditation Board for Hospitals & Healthcare Providers.

ISO: International Organization for Standardization.

FICCI: Federation of Indian Chambers of Commerce & Industry.

IJRSS: International journal of research in social sciences.

MTA: Medical tourism association.

ICRIER: Indian council for research on international economic relations.

CII: Confederation of Indian industry.

KIIT: Kalinga institute of industrial technology.

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CHAPTER 1
INRODUCTION

Introduction

In recent years, medical tourism has increased dramatically as individuals look outside of their country for better, more inexpensive healthcare. Ophthalmic medical tourism has emerged as a critical sector due to the increasing prevalence of vision-related disorders and the excessive cost of specialized treatments in developed nations. Patients travel internationally to receive eye care procedures such as cataract surgery, LASIK, corneal transplants, and retinal treatments at lower costs while benefiting from advanced medical technologies and skilled professionals. This Research explores data to provide insights into the economic, technological, and patient-driven factors influencing medical tourism for affordable eye care in SEH.

Eye disorders, including cataracts, glaucoma, diabetic retinopathy, and refractive errors, affect millions worldwide, leading to partial or total vision impairment if untreated. However, disparities in healthcare costs and accessibility in different regions prompt many individuals to seek alternatives outside their home countries. Factors such as hospital accreditation, medical expertise, technological advancements, and supportive healthcare policies in medical tourism destinations have significantly influenced the choices of medical travelers. Secondary data from research studies, hospital reports, and patient testimonials reveal patterns in patient preferences, financial considerations, and satisfaction with ophthalmic care in foreign medical facilities.

Economic and Technological Drivers

Patients must investigate medical tourism as a feasible alternative for obtaining reasonably priced eye treatment due to the growing expenses of medical operations in high-income countries like the United States and the United Kingdom. Countries such as India, Thailand, Türkiye, Singapore, and South Korea have positioned themselves as leading hubs for ophthalmic medical tourism by offering high-quality treatments at reduced costs, often with innovative technology and internationally certified practitioners. Comparative cost analysis from secondary data sources demonstrates that eye surgeries in medical tourism destinations can be performed at a fraction of the price charged in developed nations, making them an attractive alternative for patients facing financial constraints.

Technological advancements have played a crucial role in enhancing the appeal of international eye care services. Innovations such as femtosecond laser-assisted cataract surgery, robotic surgery, and customized IOLs have allowed medical tourism hospitals to provide state-of-the-art treatments

comparable to those found in Western countries. Secondary data suggests that accredited hospitals offering these technologies attract a growing number of international patients seeking affordable, high-quality ophthalmic care. Additionally, telemedicine and virtual consultations enable medical tourists to assess their treatment options before traveling, reducing uncertainty, and enhancing trust in foreign healthcare providers.

Patient Motivation and Ethical Considerations

Secondary data highlights multiple motivating factors that drive patients to seek ophthalmic care abroad, including affordability, shorter waiting times, access to advanced technology, and specialized expertise unavailable in their home countries. While cost remains a predominant factor, cultural familiarity, language accessibility, and personalized patient experiences also contribute to medical tourists' choice of destination. Testimonials and reviews from past patients often serve as key indicators of hospital reputation and treatment quality, influencing new patients' decisions.

Despite the benefits, medical tourism for affordable eye care raises ethical and regulatory concerns. Some Research studies indicate potential risks such as lack of post-operative care continuity, limited legal recourse for medical malpractice, and variations in treatment standards across different regions. Additionally, patients must navigate challenges such as travel organization, insurance coverage, and understanding the accreditation of foreign medical institutions. This Research critically evaluates these ethical considerations using data to ensure a balanced perspective on the advantages and risks of medical tourism for affordable eye care.

Conclusion

Medical tourism for ophthalmic care continues to expand, offering promising opportunities for patients seeking high-quality, cost-effective eye treatment worldwide. By analyzing Research data, this Research explores the financial, technological, and patient-driven factors that contribute to the growth of this healthcare sector. Understanding these elements is essential for policymakers, healthcare providers, and patients alike to ensure safe, effective, and ethical medical tourism experiences.

CHAPTER 2

REVIEW OF LITERATURE

Introduction

The practice of crossing borders to obtain medical care, or medical tourism, has grown into a booming international industry. Despite having started off as a dentistry and cosmetic practice, it now encompasses specialty fields like ophthalmology. This synopsis combines the findings of two important literature reviews. While the second focuses on the fundamental reasons why patients choose to seek treatment elsewhere, the first examines the evolution of medical tourism in ophthalmology.

1. Medical Tourism in Ophthalmology:

Summary: This review outlines how ophthalmic medical tourism is growing due to technological advances and affordable, high-quality care in countries like India, Turkey, and Singapore. It emphasizes the gap in ophthalmology-specific literature and identifies opportunities for strategic growth through technology and digital marketing.

Key Points:

1. LASIK, cataract, and corneal transplant surgeries are popular among tourists.
2. Importance of marketing, accreditation, and patient testimonials.
3. Risks include inconsistent care standards and limited post-op support.

Source: [Romanian Journal of Ophthalmology \(2022\)](#)

2. Trends, Challenges and Opportunities in Indian Medical Tourism

Summary: This study explores India's rapid rise as a medical tourism destination, emphasizing strengths like affordability, skilled professionals, hospital accreditation, and cross-cultural compatibility. It also identifies operational and ethical challenges such as post-treatment follow-up, data privacy, patient vulnerability, and legal ambiguity. The study offers actionable insights for hospitals like Sankara Eye Hospital aiming to scale international patient services.

Key Points:

1. Highlights India's competitive edge in cost, technology, and skilled healthcare delivery.
2. Emphasizes the need for bundled packages, multilingual coordination, and telemedicine.
Recommends strong ethical, legal, and regulatory frameworks to protect international patients.

3. Stresses continuity of care and quality assurance for a globally trusted medical tourism model.

Source: [Medical tourism in India: Analyzing trends, challenges and opportunities for healthcare travel.](#)

3. Policy Framework for Medical Tourism in India:

Summary: National strategy to enhance India's medical and wellness tourism sector. It outlines infrastructure, regulations, digital initiatives, and incentives for institutions like SEH.

Key Points:

1. Focus on visa ease, hospital accreditation, and bundled service packages.
2. Recognizes India as a global hub for affordable treatment.

Source: Ministry of Tourism, Government of India (2022)

4. Medical Tourism Market Trends:

Summary: Provides quantitative data and forecasts on global medical tourism market growth. It supports your economic projections and scalability model for SEH.

Key Points:

1. The market expected to reach \$286.1 billion by 2030.
2. Asia-Pacific leads due to affordability and tech-driven healthcare.

Source: [Grand View Research \(2020\)](#)

5. Global Medical Tourism Market Report:

Summary: A comprehensive overview of the current trends, country-wise performance, and patient demographics. Useful for benchmarking India's performance in attracting ophthalmic patients and understanding international patient expectations.

Key Points:

1. Details on patient origins, treatments sought, and quality metrics.
2. Highlights are needed for bundled services and digital visibility.

Source: [Medical Tourism Association \(2023\)](#)

6. Policy Brief: Developing the Medical Value Travel Industry in India:

Summary: Discusses strategies to improve India's position in medical tourism. Relevant for your recommendations section on SEH's growth via policy and public-private support.

Key Points:

1. Emphasize digital infrastructure, insurance partnerships, and quality control.
2. Advocates for sectoral reforms and institutional marketing.

Source: [Indian Council for Research on International Economic Relations \(ICRIER, 2024\)](#)

7. Medical Tourism in India: Opportunities and Challenges:

Summary: Explores India's competitive edge and the roadblocks in the health tourism sector. Offers insight into accreditation, visa facilitation, and partnerships—critical for SEH's international growth.

Key Points:

1. India's affordability advantage compared to the West.
2. Importance of seamless service and legal clarity for patients.

Source: Confederation of Indian Industry (CII, 2019)

8. A Case Study of Narayana Health in Bengaluru on Health Tourism

Summary: A case study of another successful Indian hospital using medical tourism to boost accessibility and revenue. Offers comparative insights into SEH's model.

Key Points:

1. Strategic use of partnerships and patient pathways.
2. Importance of ethical, transparent patient care.

Source: [Pari Kalpana: KIIT Journal of Management \(2021\)](#)

9. An Analysis of the Factors Affecting the Use of Eye Care Products

Summary: Focuses on why patients seek or delay eye care services globally. Complement your discussion on international patient behavior in ophthalmology.

Key Points:

1. Cost, awareness, accessibility, and trust as dominant factors.
2. Suggests culturally adaptive strategies for improving service utilization.

Source: [The South African Optometrist, Ntsoane & Oduntan \(2010\)](#)

CHAPTER 3

RESEARCH METHODOLOGY

Research Design:

This study employs a qualitative, interpretive method through Primary & secondary data analysis to investigate global trends in medical tourism and their applicability to eye surgeries, focusing on patient motivations, accessibility challenges, and service trends by systematically analyzing existing texts and studies to uncover patterns, contextual meanings, and lived experiences, aligning with Humanities research traditions to provide a nuanced understanding of why patients seek cross-border ophthalmological care, how affordability and quality influence decisions, and what emerging trends shape this global healthcare phenomenon & Identifying gaps in existing practices where SEF can create value.

Research questions:

1. Primary Research: How can SEF effectively leverage medical tourism to attract international patients for eye surgeries and generate sustainable revenue to support its charitable programs?
2. Secondary Research: What are the key factors influencing the choice of international patients for affordable eye care in India?

Data Collection Methods:

1. Primary Data Collection: Primary data was gathered directly from Sankara Eye Hospital through in-person observations, & staff interviews. These firsthand interactions provided valuable practical information about the hospital's workflow, patient management, and service delivery standards. Special emphasis was placed on understanding how international patients are managed and how the hospital is preparing to strengthen its medical tourism offerings, especially in the domain of affordable eye care.
2. Secondary Data Collection: Secondary data collection was conducted using extensive desk-based research. A wide range of credible sources were explored, including peer-reviewed academic journals, government health department publications, organizational reports, and healthcare market insights. Major academic databases such as Google Scholar, PubMed, ScienceDirect, and ResearchGate were accessed to review existing literature related to medical tourism and ophthalmology. The research specifically searches keywords such as medical tourism, affordable eye care, ophthalmology abroad, cross-

border healthcare, and international patient behavior to filter relevant content. & Analyze case studies of successful medical tourism models in other healthcare sectors.

CHAPTER 4

RESULT & DISCUSSION

Introduction to the Results

This chapter presents the findings of the research conducted through data analysis on the topic "LEVERAGING MEDICAL TOURISM FOR AFFORDABLE EYE CARE." It explores the growth of medical tourism globally, India's emergence as a leading player in ophthalmic care, comparative costs, patient motivations, and strategic opportunities. Critical analysis and thematic interpretations are provided based on authentic literature.

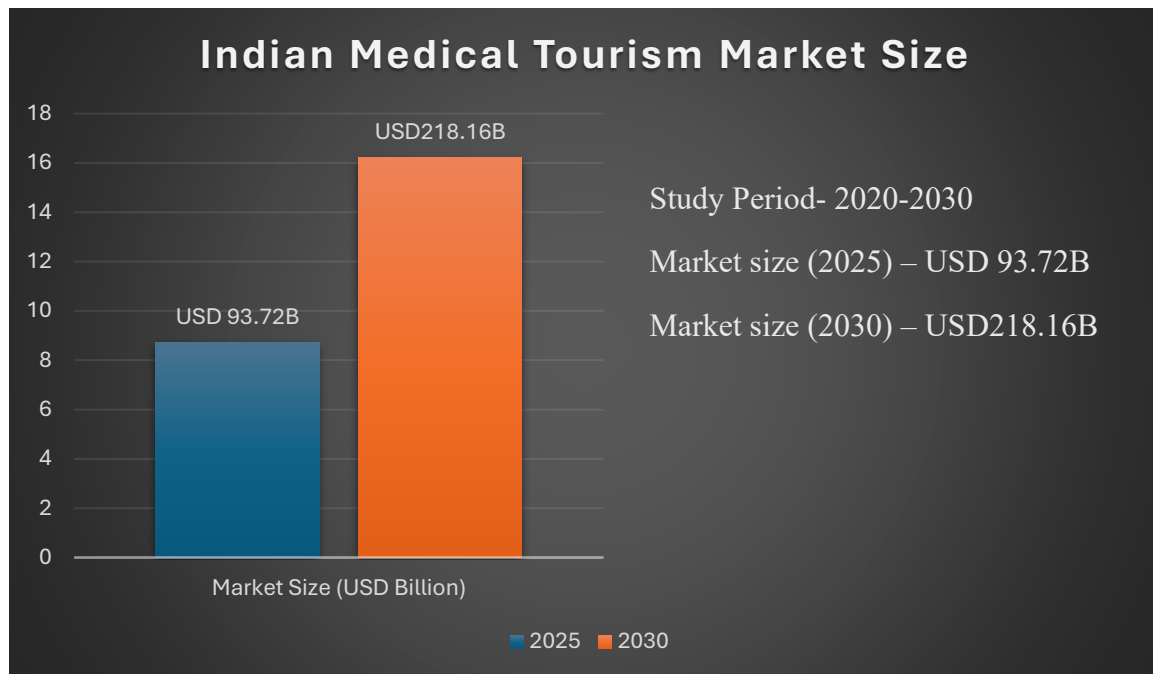
1.Global Trends of Medical Tourism

The FICCI estimates that the global medical tourism market will be worth USD 115.6 billion in 2022 and USD 286.1 billion by 2030.10.8% CAGR is projected for 2022–2030.(2)The average annual number of people who go to other places for medical treatment is about 14 million. In 2021, the Asia Pacific region is expected to account for 75% of the global medical tourism market, according to a report by Market US, an independent market research firm. Affordability without sacrificing quality is the main focus of strategic investments made in healthcare tourism infrastructure by nations like Thailand, Singapore, Turkey, and India..(2)

2.Medical tourism trends in India:

Traveling to another country for medical treatment is known as medical tourism. India is among the top ten countries in the world for medical travel. On average, there are about 5 lakh bound medical tourists visiting India annually. From 2020 through 2027, the CAGR rate is 21.1%. With a market value of USD 6 billion in 2022, it is anticipated to reach USD 13 billion by 2026.According to Ministry of Tourism 7.4% Of All Foreign Tourist Travelled to India in 2023 For Medical Purpose i.e. On A Medical Visa.10% Of Total Patient's Travelled to India for Eye Surgeries. India Ranked 10th Out Of 46th Global Medical Tourism Destinations (Top 3 In Asia) As Per The 2020 – 2021 MTI With a Score Of 69.80 Out Of 100.India Also Ranks 12th Among Top 20 Global Wellness Tourism Market (Top 5 In Asia). According To Niti Aayog the India Economy Is Estimated to Earn an Additional USD 9 Billion By 2026 From Medical & Wellness Tourism. Tourism Sector Is 3rd Largest Foreign Exchanges Earn for India. & And The Sector's Contribution to GDP Is Expected to Grow at an Annual Average Of 7% According To 2023 By the World Travel & Tourism Council (WTTC). (2)

Figure 4.1: Indian medical tourism market size



Source: [Mordor Intelligence](#)

3.What are the key factors influencing the choice of international patients for eye care in India?

I identify four major factors which attract international patients to Sankara eye hospital. They are:

1. Cost-effectiveness
2. Skilled and knowledgeable medical professionals
3. Better Healthcare with accredited quality
4. Technological advancement

1. Cost-effectiveness: India attracts a significant number of international patients due to its affordable healthcare services. Many respondents selected India as their treatment destination because medical procedures are less expensive there compared to other countries. Other tourist sites include Bengaluru, Hyderabad, Jaipur, Indore, Panvel, and Coimbatore. People travel for both business and pleasure.

2. Qualified and Experienced Eye surgeons at Sankara eye hospital, Sankara eye hospital is famous for eye surgery.

3. Better healthcare: It includes more than simply therapy; it also involves pre- and post-treatment care, facilities, experience, patient and attendant communication, friendly conduct, etc.
4. Technological advancement: adaptation of new technological devices will be beneficial for us to attract international patients.

4. Who Is the Targeted Audience for Medical Tourism:

1. Developing Countries: African, South Asian, And Middle Eastern Countries with Limited Access to Specialized Care.
2. Persons Of Indian Origin: Those Who Prefer Treatment in Their Homeland Due to Cost, Trust in Indian Healthcare, Or Cultural Familiarity.
3. Medical Agents: Third-Party Health Travel Agents Who Help Organize Treatment Journeys.

5. SWOT Analysis of India's Medical Tourism in Eye Care

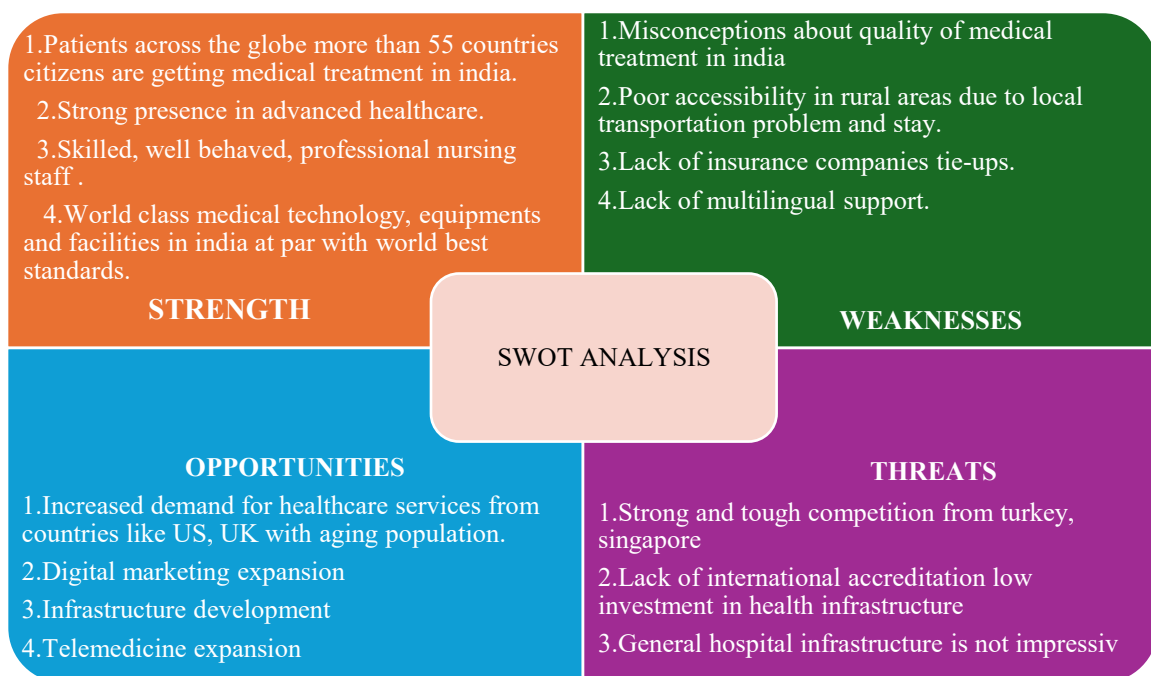


Figure 4.2: SWOT Analysis

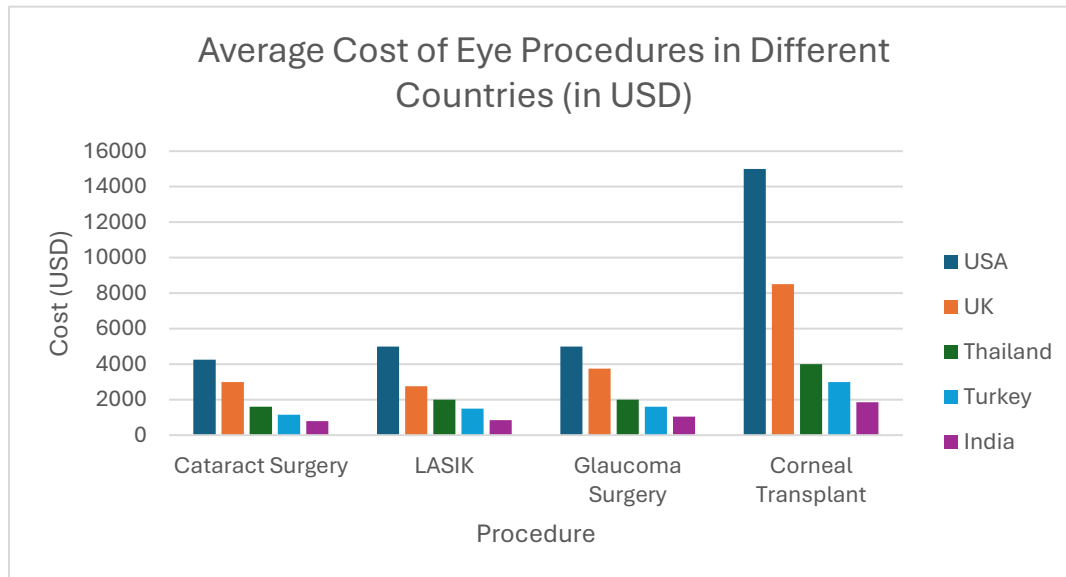
6. Cost Comparative Analysis: India vs Other Medical Tourism Destinations

India has emerged as a global leader in affordable ophthalmic procedures compared to Thailand, Turkey, and Singapore.

Table 4.1: cost comparative analysis: India vs other medical tourism destinations

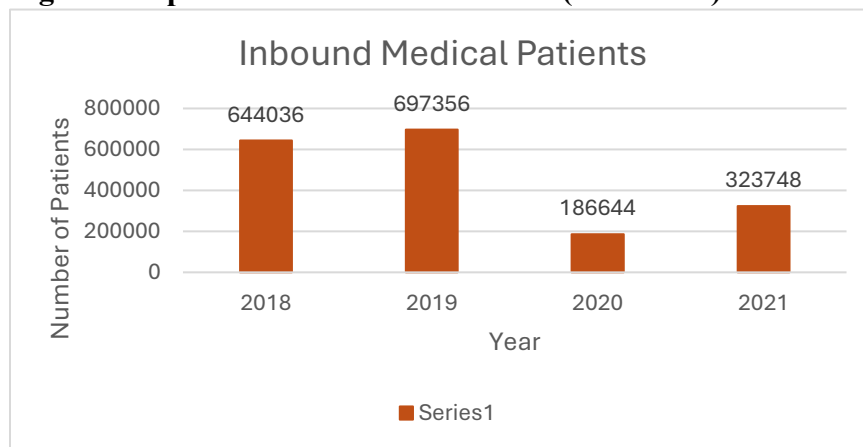
Procedure	USA	UK	Thailand	Turkey	India
Cataract Surgery (per eye)	\$3,500 – \$5,000	£2,500 – £3,500	\$1,200 – \$2,000	\$800 – \$1,500	\$300 – \$1300
LASIK (both eyes)	\$4,000 – \$6,000	£2,000 – £3,500	\$1,500 – \$2,500	\$1,000 – \$2,000	\$500 – \$1,200
glaucoma Surgery	\$4,000 – \$6,000	£3,000 – £4,500	\$1,500 – \$2,500	\$1,200 – \$2,000	\$600 – \$1,500
Corneal Transplant	\$12,000 – \$18,000	£7,000 – £10,000	\$3,000 – \$5,000	\$2,000 – \$4,000	\$1,200 – \$2,500

Figure 4.3: Average Cost Comparison of Eye Procedures by Country



7.Patient Inflow Trend to India (2018–2021)

Figure 4.4: patient inflow trend to India (2018-2021)



Source : [kirtane&pandit analysing india medical tourism report](#)

8.PROCESS OF MEDICAL TOURISM:

figure 4.5: process of medical tourism FOR HOSPITAL:

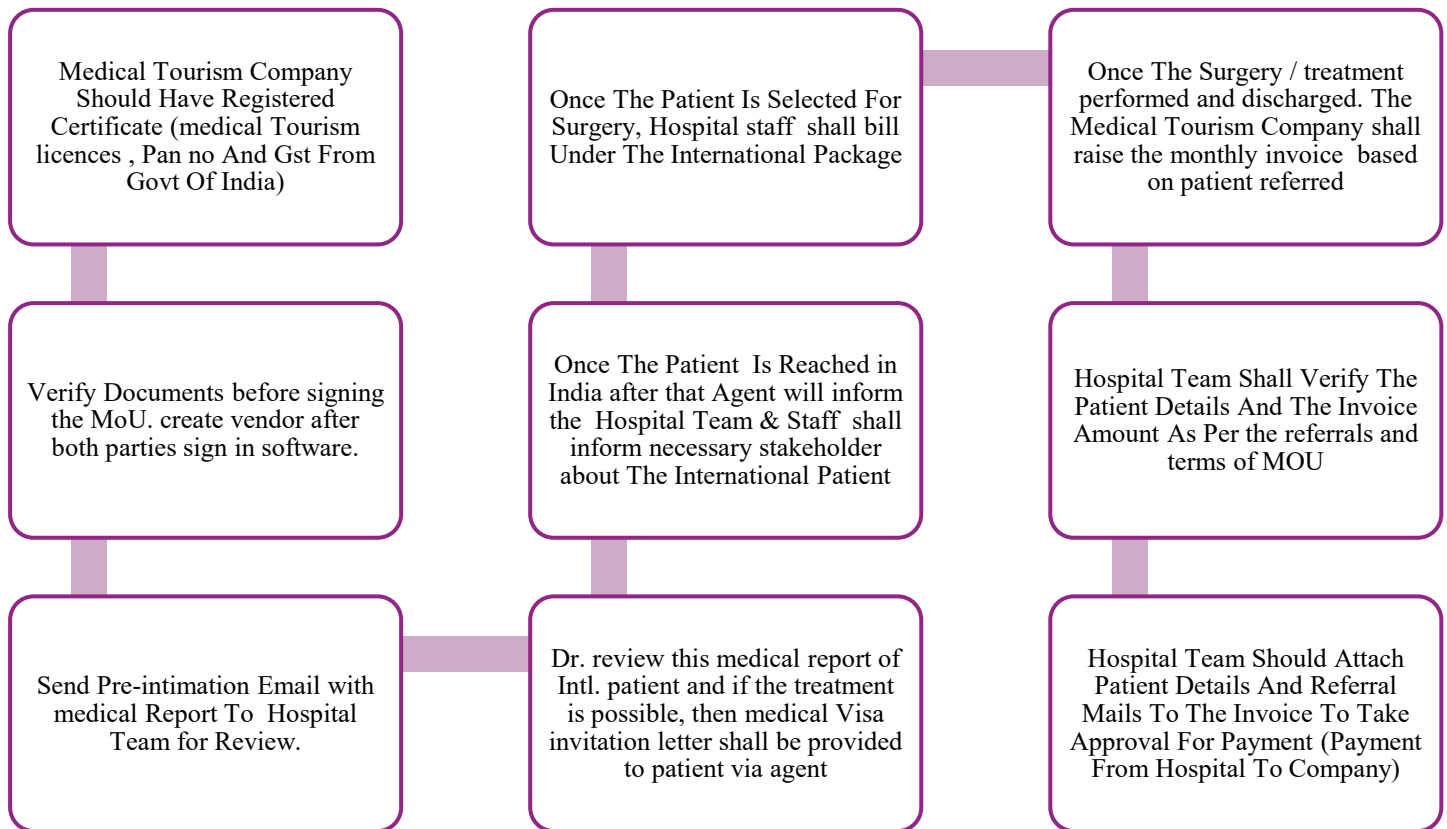
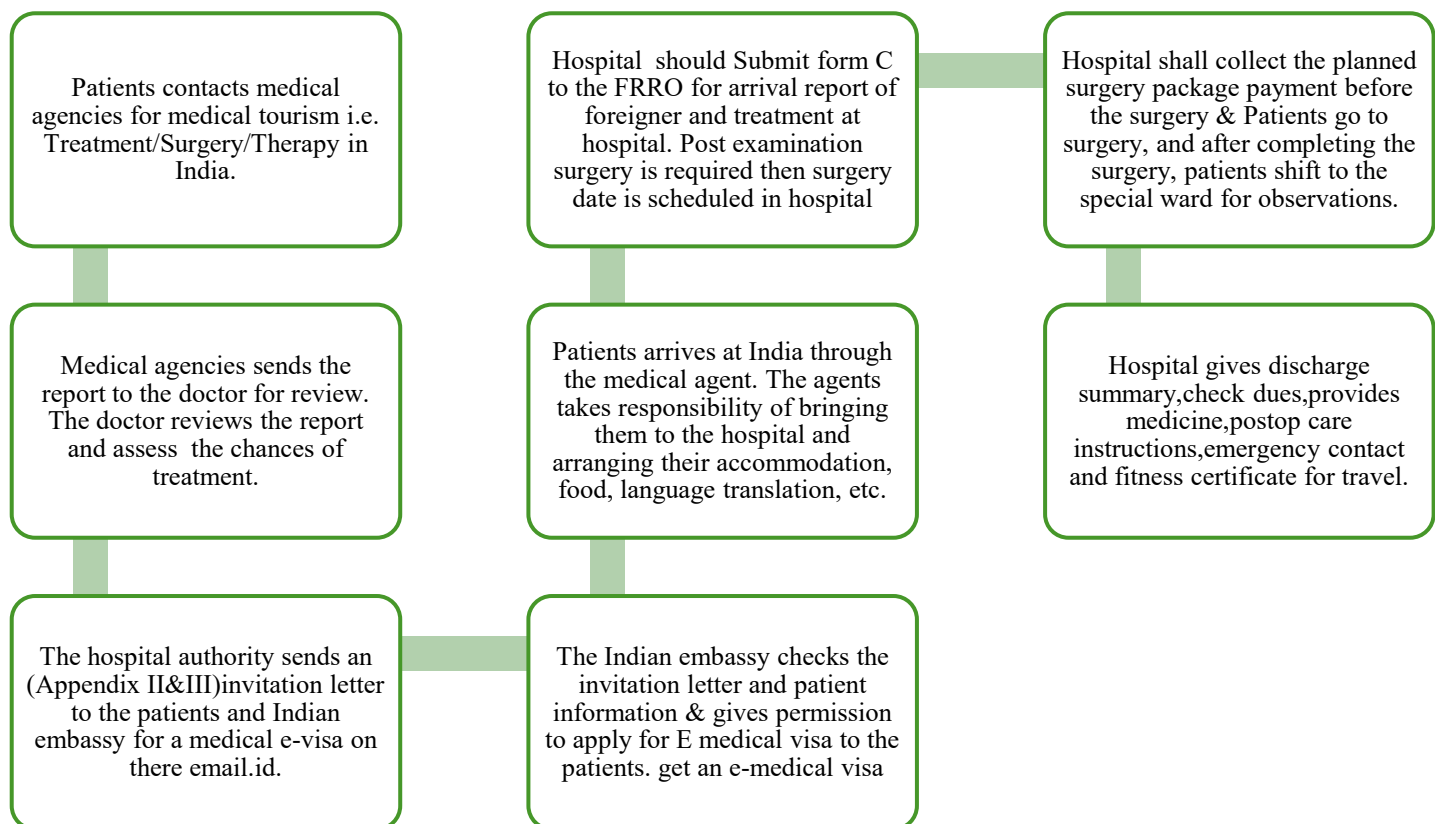


Figure 4.6: process of medical tourism FOR PATIENTS:



ANALYSIS & RECOMMENDATIONS:

1.Introduction

This report provides a comprehensive analysis of Sankara Eye Hospital's medical tourism program, identifies current gaps, and presents actionable strategies with expected outcomes to strengthen its global presence.

2.Current Status of medical tourism in Sankara eye hospital in Bangalore unit

- 4 tie-ups: Global Treatment Services, Indheal Medical Tourism, Medicorum Pvt. Ltd., Best Healthcare Ltd
- Patients from Yemen, Bangladesh, South Africa, Uganda
- The Bangalore unit performed approximately more than 100 international surgeries in a 2024 year.

- Accreditations: NABH, ISO
- Surgeries offered: Cataract, Cornea, Glaucoma, LASIK & Laser Vision Corrections, Ocular Oncology, Orbit & Oculoplastic, Pediatric Ophthalmology, Uvea Service, Vision Enhancement, Vitreoretinal Services, Neuro Vision Rehabilitation, Ocularist Clinic, Autism Clinic, Low Vision Clinic

3.Challenges:

- Strict documentation due to trust hospital status
- Lack of bundled patient services (pickup, accommodation,)
- Limited agency network.

4.Opportunities

- Expand tie-ups to agencies in Africa, and Southeast Asia
- Enhance digital marketing and online presence
- Provide currency exchange assistance with the help of bank, currency changer.
- Establish a dedicated medical tourism coordination cell

EFFECTIVE STRATEGIES:

1.How can SEF effectively leverage medical tourism to attract international patients for eye surgeries and generate sustainable revenue?

1. **Incorporate a dedicated page for international services on the website.:** Update the Sankara Eye hospital website with a dedicated page for international patients. In that we can highlight all locations like Coimbatore, Jaipur, Bangalore, Hyderabad, Indore, Panvel. Include details like services, patients' testimonials & success stories and add Sankara's doctors' profiles with photos, experiences & spoken languages. And add a translations feature for international patients. Highlights hospital accreditations like NABH, ISO certifications on websites for building trust in international patient's mind.
2. **Digital marketings:** Focus on nearby countries like Sri Lanka, Bangladesh, Nepal, Africa, middle east, Uganda. Use SEO, google Ads, Facebook Ads to promote specialized eye care packages. Create videos & social media campaigns highlighting advanced treatments, patients' stories & hospital facilities.

3. **Build an international support team:** Set up a dedicated international patients' support team at each unit. Appoint coordinators fluent in English, Hindi, and local language foreign languages.
4. **Collaborate with global partners:** Partners with foreign medical travel agencies, embassies, insurance companies, & offer billing & cashless options for international patients. Attend international health tourism expos & conferences to market Sankara eye hospital globally.

COMPREHENSIVE OPHTHALMOLOGY MEDICAL TOURISM PACKAGE – INDIA (INR)(APPRXO):

1. Pre-Arrival Services

Includes: Teleconsultation, medical report evaluation, treatment plan confirmation, visa assistance, and travel itinerary planning.

Estimated Cost: ₹4,000 – ₹8,000

2. Arrival and Hospitality

Includes: Airport pick-up and drop, patient coordinator, hotel accommodation, and interpreter services if required.

Cost per Day (approx.):

- Budget: ₹5,000 – ₹10,000
- Mid-range: ₹10,000 – ₹15,000
- Premium: ₹15,000 – ₹25,000

3. Medical Treatment (Ophthalmology Procedures)

Includes diagnostics, surgeon and hospital charges, consumables, and post-op care.

Procedure	Approx. Cost (INR) per eye
LASIK (both eyes)	₹60,000 – ₹2,50,000
Cataract Surgery	₹35,000 – ₹1,20,000

Glaucoma Treatment	₹45,000 – ₹1,40,000
Corneal Transplant	₹45,000 – ₹2,00,000

Table 4.2: medical treatment ophthalmology procedure

4. Stay Cost per day on service apartment/room stay:

1. Basic: basic service apartment, essential amenities only: ₹1200-₹2500
2. mid range: 1BHK/2BHK serviced apartment with kitchen, A/C, Wi-fi: ₹2500-₹4500
3. Premium: fully furnished apartment with housekeeping and premium location: ₹5000-₹10,000

5. Post-Treatment Recovery

Includes Virtual follow-up and support services.

Estimated Cost: ₹8,000 – ₹25,000

IMPLEMENTATIONS PLAN:

Phase 1: Preparation (Months 1-3)

week	Key activities
1-2	From Business Development team assign responsibilities to the dedicated medical tourism coordinate team
3-4	Develop detailed service packages and pricing structure
5-6	Begin staff training programs
7-8	Develop marketing materials and website enhancements
9-10	Establish relationships with 2-3 initial medical tourism agencies
11-12	Set up a dedicated international patient coordination desk

Table 4.3: preparation plan month 1-3

Phase 2: Pilot Program (Months 4-6)

Week	Key activities
13-14	Launch pilot program with limited marketing
15-18	Serve initial 15-20 international patients
19-20	Gather feedback and refine processes
21-24	Implement necessary adjustments to packages and operations

Table 4.4: pilot program plan month 4-6

Phase 3: Full Implementation (Months 7-12)

Week	Key activities
25-28	Expand marketing to all target markets
29-32	Develop additional agency partnerships
33-36	Implement facility enhancements
37-40	Expand staff dedicated to international patients
41-48	Scale operations to manage increasing patient volume

Table 4.5: full implementation plan month 1-3

CHAPTER 5

CONCULSION

Medical tourism in ophthalmology has emerged as a transformative solution for patients worldwide seeking affordable yet high-quality eye care. As healthcare costs continue to rise in developed nations, countries like India are leveraging their medical infrastructure, skilled professionals, and cost-effective treatment options to attract international patients. The dissertation highlights Sankara Eye Hospital's strategic potential to tap into this growing sector, particularly by offering advanced procedures at a fraction of global costs while maintaining high clinical standards.

The research reveals that international patients are motivated not only by the affordability of eye surgeries in India but also by factors such as the availability of experienced surgeons, technological advancements, and better post-operative care. Institutions like Sankara Eye Hospital, with their NABH and ISO accreditations, are well-positioned to become preferred destinations for medical tourists. However, success in this domain depends heavily on structured service delivery, bundled treatment packages, dedicated international patient support, and robust digital visibility.

Findings also indicate significant growth opportunities for India in this space, especially if hospitals strengthen their operational readiness. Building multilingual support systems, establishing partnerships with global medical travel facilitators, and investing in digital marketing are essential strategies. The proposed phased implementation plan for Sankara Eye Hospital demonstrates a thoughtful approach to scaling operations and improving patient satisfaction, which in turn could boost international patient inflow and global reputation.

Despite the promising outlook, ethical considerations such as post-treatment care continuity, legal liabilities, and regulatory oversight must not be overlooked. Addressing these concerns with transparency and accountability is vital to sustaining trust among international patients. A patient-centric, ethical, and technologically equipped medical tourism model will not only enhance patient outcomes but also position India as a leader in specialized healthcare delivery.

Looking ahead, it is crucial for healthcare providers and policymakers to collaborate in building frameworks that ensure patient safety, transparency, and consistent quality. Public-private partnerships, policy incentives, and targeted skill development in healthcare staff can further strengthen India's position in the global medical tourism landscape. These collaborative efforts will ensure a sustainable ecosystem that benefits both patients and service providers in the long term.

The dissertation reinforces that leveraging medical tourism for affordable eye care is not just a business opportunity but a social responsibility. By improving access to vision-restoring treatments for underserved populations globally, institutions like Sankara Eye Hospital can make a profound impact on individuals' lives while contributing meaningfully to India's healthcare diplomacy and global standing.

CHAPTER 6
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APPENDIX

1. Appendix II (medical visa invitation letter for patients)

Appendix II

Visa Consular
Indian Embassy
(Address)

Request for Medical Visa

Dear Sir

..... (Patient's name) has been advised to undergo (diagnosis) at (Name of hospital and place) by our Sr. Consultant, (Consultant's name), Department of (Speciality).

The cost of treatment will be (cost) and the duration of the treatment will be (duration).

Passport details are given below for your kind reference.

Name of the Patient

Passport number.....

Name of the companion (Attendant).....

Passport number

We request you to kindly issue visa to him/ her and his/ her companion (attendant).

Thanking you and looking forward to an early action from your side.

Yours sincerely

Authorized Signatory

Telephone number :

Fax number :

Email:

2. Appendix III (medical visa invitation letter for attenders)

Appendix III

To

FRRO/ FRO
(Address)

TO WHOM IT MAY CONCERN

This is to certify that (patient's name), (age/ sex), (Nationality), holding passport number is admitted in Bed No. under my care for medical treatment at (name of the hospital and place). He is accompanied by (name of the companion/ attendant).

They need to stay in (place) for another (duration) to complete their medical treatment. So kindly extend their visas for (duration).

This letter is issued for visa purpose only.

Details of visas granted to the patient and attendant

Details of visa	Patient	Attendant
Visa Number		
Visa Type		
Valid till		
Date of issue		
Place of issue		

(Name of the Doctor)
Sr. Consultant Department
(Name of Hospital and Place)

Telephone number :

Fax number :

Email :

