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**ANALYSIS AND INTERPRETATION OF MEDIUM CASES
RAISING ABOVE THE REST**

By

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Case Study in Marketing Management
Unit No. 08
Long Case

Objective: Unit proposes a case written from the perspective of marketing. A case is annexed with necessary documents to support the text in case.

RAISING ABOVE THE REST¹

Satisfied Customer has always been a focal point of ‘Prakruti Ayurvedic Health Resort’ coupled with expanding the customer base, enhancing the array of services and maintaining the financial stability of organization while achieving growth. The ‘Team Prakruti’ has consistently believed in developing new products and packages are a saga of success. Monthly meetings of the managing teams turn into brainstorming sessions for market development and enhancing effectiveness of organization in every sphere.

An effort has been made by Prakruti to reach out to prospective customers through brochures, magazines, hoardings and web site insertions. Team Prakruti consists of 19 people headed by Dr. Suyog Dandekar, M.D. of Prakruti, Mr. S.V. Parchure, Director and Mr. A.B. Jadhav, Director.

Prakruti offers a range of general and customized Ayurvedic treatments, packages and medicines and they take pride in specialty services like Panchakarmas, Shirodhara, Snehan (Body Massage), Swedan (Steam baths) and blend their own variety of ancient remedies on site. The treatment is administered by eight specifically trained therapists under the supervision of four doctors. There are a number of different treatments to select from, with good advice always at hand from their professional and efficient staff. Prakruti’s team of Ayurvedic doctors has successfully treated long term ailments such as; diabetes, arthritis, joint/back pain, stress, asthma and skin diseases.

Marketing Genius of Prakruti Mr. Parchure over the period noticed hundreds of patients visiting pathological lab for testing sugar levels per day and coined idea to sell Ayurvedic

¹ Author is indebted to Dr. Suyog Dandekar, M.D., Mr. S.V. Parchure and Mr. A.B. Jadhav, Director Prakruti Ayurved Health Resort, Satara for sharing information and extending permission to publish management case.

remedies to diabetic patients. Distributing pamphlets at the doors of lab led to good turnout of diabetic patients at Prakruti. Various schemes like ‘Doctors franchisee Concept’ wherein independently practicing doctors could treat their patients in Prakruti on decided terms were initiated in 2007. Similarly variety packages of treatments directly for people are designed as a regular feature to entice prospective customers.

Prakruti was initiated as Ayurvedic Health Resort but gradually it has taken the shape of Ayurvedic Hospital focusing more on treatment of patients banking on the expertise of Managing Director and renowned Ayurvedacharya Dr. Suyog Dandekar.

Prakruti

Creeping through mountain ranges from Satara to Kaas Lake, nature is welcoming you through wide open arms. The lush green bushes around, the mango trees and various shrubs are an inviting sight. As you reach the milestone of 13th km, you have reached an exquisite health destination in the lap of mountain 3000 ft. high from sea level. Near to the city, yet away from the noise and pollution, a reachable traceable destination but an unparalleled one in terms of Ayurvedic treatment is Prakruti Ayurvedic Health Resort.

Established in the year 2000, constituted as private limited company, Prakruti is spread on 5 acres of land housing 3 General Room Sections, 8 Special Rooms, 2 Executive Rooms, 1 Farm House and General Ward having occupancy of 50 patients at one go. All Infrastructures have been built with Ayurvedic perspective i.e. direction of location, type of material used and even the plantations around the infrastructure have been planned as per guidelines in Ayurveda.

Dr. Dandekar handles entire diagnostic aspects and advocates treatment for patients. It is his routine practice to visit Prakruti every morning at 6.00 o'clock to check the patients AND advocate and supervise treatment. He continues with independent practice (OPD) running throughout day in Satara city. Only critical patients are referred to Prakruti for Indoor treatment.

Genesis of Prakruti

Dr. Suyog Dandekar is a well-known name among many Ayurvedic Practitioners in Western Maharashtra. Owing to his expertise and skills, patient turnout increased by leaps and bounds and the number kept on increasing every year especially after breakout news of launching Prakruti. Mr. S.V. Parchure, M.Sc. (Physics) Working as Senior Manager in L.I.C. of India, experienced in Marketing over 30 years, a think tank of Prakruti and well wisher of Dr.

Dandekar was observing and judging his qualities. Thought went on to convert Suyog's practice in Ayurvedic Industry, Why not have Ayurvedic hospital where many Ayurvedic physicians would practice under the supervision of Dr. Dandekar with a mission to promulgate benefits of Ayurveda to common man at reasonable prices, the concept of Ayurvedic Health Resort Prakruti was coined. Mr. A.B. Jadhav, an Engineering graduate and MBA from reputed institute, a disciplined person, managing diverse business of 12 strategic units since three decades, supervising over 300 workers with turnover above 20 Crores, located in and around city, decided to join hands with them providing administrative directions. The dream turned in reality in 1999 as land was purchased at Rs. 700000/- with capital contribution Rs. 3 lakh each and loan of Rs. 15 lakhs from a cooperative bank for infrastructural development.

The appreciated price of land today in 2010 is Rs. 30 lakhs per acre.

In took the dawn of year 2001 for desired construction to be over and Prakruti started functioning. Initial costs were Rs. 15000 fixed expenses and Rs. 35000 operative expenses per month. It was difficult to recover costs from operations initially and required infusing Rs. 7 lakhs per director gradually till 2008 in project, as deposits from directors.

Philosophy Prakruti Follows

Ayurveda is an ancient health system of Indian subcontinent and is practiced in other parts of the world as a form of alternative medicine. It is thought to have originated in the Vedic times around 5000 years back. Ayurvedic formulations use combinations of a selection of around 1200 species, about 500 of which are commercially traded. Ayurveda uses medicinal plants in various forms.

Dr. Dandekar opines that, treatment offered at Prakruti is a blend of philosophy of Ayurveda and Nature, as nature is the super remedy for all health problems and one must stay in cohesion with it. Prakruti intends to bring sound health for all by taking one closer to nature. More ever, Prakruti guides people to be pro-active and follow natural ways that are vitalizing and nourishing one's body. Authentic treatments are offered in extremely clean, pleasant, hygienic and relaxing environment.

Voyage Prakruti

Initial period at Prakruti was turbulent. Year 2001-2004 noticed swings in profit and loss which needed pouring money to meet the loss. Lots of experimentations were going on to enhance the sales. In 2005, Prakruti adopted a unique feature of Ayurvedic practice i.e. diagnosis as per date of birth of person and ‘Nad Pariksha’ (at the specific location on stomach the pointer finger is tapped frequently for sound of resonance to diagnose disease). The diagnosis as per date of birth is unique in belief that birth date, birth place, birth time and health of respective patient are related. Dr. Dandekar has written book on the same and on the dais of Madhurangan (the dais for women to perform activities provided by prominent Marathi news paper in Maharashtra, Daily Sakal), delivered many speeches and traveled extensively throughout Maharashtra State. The combination of Prakruti and Madhurangan earned good patient base to Dr. Dandekar. Around 10000 to 12000 patients are diagnosed every year with this method and till time the data of lakhs of patients is available for continuous analysis with Dr. Dandekar.

In 2004, Prakruti embarked on manufacturing of Ayurvedic medicines under the guidance of Dr. Dandekar, M.D., Epic Pharmaceuticals Pvt. Ltd. Satara, in its integration effort to supply medicines exclusively to the requirements of Prakruti. The saga of manufacturing went well. In 2007 contamination found in medicines was publicized forcing closure of unit. Storm seems to have calmed and the factory is scheduled to open in 2010.

It took Prakruti almost 8 years of functioning inspite of lot of marketing efforts and developing new products and schemes to repay a part of deposits taken from directors. In the year 2009, deposits to the extent of 4 lakhs could be repaid to each of Directors. For the first time in year 2009-10, Prakruti could pay honorarium Rs. 20,000 per month to its Directors. Rs. 40000 to Managing Director. In January 2009, entire loan of Cooperative Bank was repaid and fresh loan of Rs. 25 lakhs was raised to meet expansion plans.

As of now operating expenses of Prakruti are hovering around Rs. 3.1 lakhs per month. Management is forecasting sales of Rs. 1 Crore for financial year 2009-10, Rs. 1.50 Crores for financial year 2010-11 and Rs. 2 crores for the financial year 2011-12.

Dr. Dandekar, at his OPD maintains the database of every patient and an independent employee handles sending greeting on the important occasions and make follow up calls to enquire about wellness and effectiveness of treatment. Regular medical queries of patients are also handled during follow-up calls. Same practice is being followed at Prakruti.

Prakruti offers unusual blend of natural habitat and Ayurvedic therapy for healing diseases. A vegetarian restaurant is housed in Prakruti. The restaurant serves regular diet as per Ayurvedic norms to patients. Restaurant was outsourced in 2006 and the management has to contribute around Rs. 7.5 lakhs per annum as food expenses. Similar amount is earned by restaurant through catering food to visitors, travelers and tourists.

Social Responsibility at Prakruti

As part of social responsibility in 2002 Dr. Dandekar published magazine containing his own articles as well on Ayurvedic treatment titled ‘Sai Mauli’ which could continue till 2006. Life subscriptions were collected. Re-launching of ‘Sai Mauli’ is planned in 2010.

Team Prakruti caters to Social responsibility in another way as well by arranging Free Checkup & Diagnostic camps for people in rural area. Five to six villages en-route are selected and camps are conducted. On medicines 30% discount is offered. The follow-up camps are held continuously for 5-6 times in same villages after gap of every 15 days. Patient turnaround is close to 40 nos. per day per village. The activity is conducted with the help of MSW Students. There are twin benefits from this activity, rural people get medical consultation and the gospel of Ayurveda is being spread.

Regular meetings are held to discuss betterment of facilities and strategy of growth at picturesque Prakruti.

Annexure No. 1

Prakruti has given informative insertions in related web site of Ayurvedic resorts. The gist of information from different web sites is enlisted.

From Search Engine on Web

Prakruti Health is a picturesque and idyllic Ayurvedic health resort nestled in the Yavteshwar hills overlooking the Krishna valley and close to Satara in Maharashtra, India. Beautifully set in sprawling acres with a rich mix of plants, trees and fauna, Prakruti is only a two hour journey from Pune, four hours from Mumbai and conveniently served by the growing and friendly market city of Satara, just 15 minutes drive.

Thoughts before Starting Prakruti

We started Prakruti in 2002 near Yavteshwar taluka and district Satara. Before starting Prakruti many people asked us, why we do not start Prakruti in Satara city. But today's experience is that improvement achieved in treatment with accordance of nature can not be accomplished in city, so at that time we were in search of a place which has a beauty of nature. Prakruti is situated in the rows of Sahyadri, just 6.5 km from Satara city. It is scattered in 5 acre organic eco-friendly farm. Here we got equitable climate, natural abundance of forests with a wealth of herbs, medicinal plants and the cool monsoon.

Distinction of Prakruti

In ancient Samhitas lot of discussion is made on Rutucharya and Dinacharya, by taking into consideration this, we prepare types of gardens.

Vat Shamak garden – Wind coming from west is dry and cool, so it causes increase in vat dosh. Hence, in this garden we built Jentak Swed Kuti. Entrance of this Kuti is towards east so cool breeze from west can not enter into Kuti.also herbs like Nirgundi, Korphad are available which do vat shaman.

Pittashamak Garden – In this garden we have built kuti whose entrance towards west and also in front of this Kuti water tank is built. So the combination of both these helps to do Pitta Shaman. Here, we have planted herbs like Aamlaki and Adulsa.

Kaph Shamak Garden – Sand track is made in this garden. By walking on this sand track due

to dryness of sand it performs kaphshoshan. As we do in vatshamak garden, kuti built in this garden also has entrance towards east. khadir, kanchnar is planted in this garden.

How is Prakruti

In Prakruti we have general rooms, special rooms and executive rooms with space bath. At present, total 50 beds are in Prakruti. Also we have separate specious rooms for Panchakarma and roomy canteen where Ayurvedic preparations like Peya, Mand, Vilepi etc. are prepared. Each cottage and the treatment location feature an individual treatment room so that guests can enjoy complete privacy and personal service.

Annexure No. 2
Products of Prakruti

Prakruti has developed number of products few are discussed below.

Sr.	Scheme	Description
1.	Life Membership	7 days Stay inclusive of Food for 2 persons with Panchakarma Treatment Every year for Lifetime. Accommodation: General Ward Charges Rs. 98500/- No Tax No Maintenance Charges
2.	Life Membership Plus	7 days Stay inclusive of Food for 2 persons with Panchakarma Treatment Every year for Lifetime. Accommodation: Executive Room Charges Rs. 145500/- No Tax No Maintenance Charges
3.	Special Room Membership	100 days Stay for 1 person of 50days stay for 2 persons inclusive of Food for with Panchakarma Treatment Every year for Lifetime. Accommodation: Specially named and Constructed Room for you Charges Rs. 750000/- No Tax No Maintenance Charges
4.	Farm-House Membership	100 days Stay for 1 person of 50days stay for 2 persons inclusive of Food for with Panchakarma Treatment Every year for Lifetime. Accommodation: Two Room Bungalow Charges Rs. 700000/- No Tax No Maintenance Charges
5.	Corporate Medi Tourism	In today's fast and competitive world, to develop any business & for success of the person and his organization working 24 x 7 hours needs Mental and Physical Strength. To achieve the goals every Businessmen and Corporate peoples keep trying to reach on the top position but it needs mental and physical wellness. For Keeping Your mind fresh and body healthy we invite you at purely natural & 3000 ft high from mean sea level. Prakruti Ayurvedic Health resort, Satara Life Membership for Individuals and Corporate houses. HEALTHY MIND NEEDS HEALTHY BODY
6.	My Own Medi Tourism	You get tired in daily routine, hate scratching heat of sun. While trying to relax, the thoughts about health of family members bothers you. Headache, Body pains and fever has become a part of life and the life is boring .You feel like having a home somewhere far from this routine clutter... a parental home indeed. Why Not? Your dream home lies near Satara, Prakruti Ayurvedic Health resort at Yevteshwar, Where your health would march towards excellence. Life Membership for Individuals FEEL YOUR PRIVACY WITH SECURE NATURE FOR HEALTH
7.	Second Inning Medi Tourism	The hardships in childhood followed by the toiling efforts making ends meet, facing the difficulties. Now is the time to look back and relax but health problems due to aging call for an attention. If you want to play second innings as champions, Prakruti Aurvedic Health resort at Yevteshwar is the destination to gain an edge over health problems and ensure a better health. BOLDOUT OLD AGE TO SHARE EVERY SMILE
8.	Weekend's Home Medi Tourism	A VERY UNCOMMON AND UNUSUAL WAY TO CELEBRATE YOUR WEEKEND'S. We always visit various places in tourism, the places of historical importance, the ones with natural beauty or manmade wonders, but there is a feeling sometimes to be a part of nature, the mammoth guiding all the lives on earth. So we have tried to make a union of Ayurveda and Nature for a healthy you taking the base of your month of birth. At Prakruti Ayurvedic Health resort at Yevteshwar, Satara, you are welcome with family and friends for a Healthy weekend, a weekend with a difference.

		BOOK YOUR PRIVILAGE LIFESTYLE WITH YOUR FAMILY
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Special Packages

Sr.	Package	Target Customers & Treatment offered
1.	Power 40 + yrs	Package for couple feeling tired in every walk of life. Want Efficiency, Stamina? 2 Days package for couple De-toxify your body by servicing & increase your stamina, efficiency unbelievable!
2.	Dream Child Package	Reached Financial Stability? Achieved Career Target? Want Issue Package for Couples planning to be would be father & Mother
3.	De-pain Package	Body-ache in any part of body? Get it relieved & to your surprises, not by boring hospitalization but through medi-tourism that pampers your body.

Annexure No. 3
Day Routine at Prakruti

Prakruti patients follow following routine prescribed by Ayurveda for quick healing of diseases. The prescribed food is prepared by trained experts in in-house restaurant.

Time	Particulars
6.00 - 7.30 am	You can watch sunrise with a herbal tea and listen to melody of birds. As you take a walk through avenue of flowering trees and also you can breathe in the cool fresh air.
7.30 - 8.30 am	You could join for common Yoga session that teaches Surya Namaskars and Yogasanas in the serene yoga and meditation Hut.
8.30 - 9.00 am	Every Day you have a different variety of freshly prepared Indian Breakfasts. Our food is vegetarian and is based on low salt, low fat and low spice.
9.30 - 1.00 pm	You can go through your treatment as decided with short breaks for herbal teas.
1.00 - 2.00 pm	A wholesome, nutritionally balanced lunch is served according to diet prescribed for you.
2.00 - 3.00 pm	You can take a time to soak in the mornings treatments or just relax.
3.00 - 5.30 pm	You could join the common breathing Meditation and relaxation session in Yoga hut again to learn different kinds of meditation and relaxation techniques, yogic breathing, kriyas and loosening exercises.
5.30 - 7.30 pm	If you are on wellness program you could walk through the reflexology track. If you are on a medical program you could take a walk in the Ayurvedic garden and enjoy watching the cows or just relax with gaze across the landscape expanse.
7.30- 8.30pm	An early dinner helps you end the day well and light. This assures you get a good dose of sleep that you may not have had in along time.

Annexure No. 4**Rate Card**

Management has specified charges of stay and treatment as follows.

Extra Charge for Treatment Excluding Suggested Package

Sr.	Therapy	Cost
1.	Nasya Jyotishmati Oil Vacha Oil Nasya Oil	50/- 50/- 50/-
2.	Gandush Triphala Gandish Siddhadughdha	50/- 100/-
3.	Dhoompan	50/-
4.	Basti Nirubasti MatrBasti Siddhabasti Janubasti Katibasti ManyaBasti NetraBasti ShiroBasti HrudBasti	750/- 150/- 750/- 150/- 150/- 200/- 150/- 250/- 150/-
5.	Massage and Steam Relaxation Marama Keralian Head	400/- 400/- 500/- 300/-
6.	Udwantan Body Scrub	100/- 300/-
7.	Facial (Herbal Facial)	250/-
8.	Shirodhara TakraDhara TailDhara	150/- 100/- 300/-
9.	PadaBhangya (Erand oil-Castor oil)	100/-
10.	Kampooran Siddhtail	100/-

Treatment

1. Medicine expenses & stay of relatives are not included in following package.
2. Rate Card includes Patient's Stay, Panchakarm & Consulting.
3. Please book room before 15 days.

Sr	Name of Package
1.	Osteoarthritis/Joint Pain Both knee jt basti, lepa, Tikt kshir, basti
2.	Manka Vikar(Spinal Cord disorders)/hearts Diseases-Kattibasti/Mankya BAsti/Hrudbasti lepa
3.	Muscular Diseases/Obesity despite of snehan and swedan, shastikshali pind swed or body wrap, udwatan
4.	Twak vikar Diabetes/Hyper tension/Jalodar Raktarnokshan, Shirodhara Udarpattabandhan
5.	Common Cold/Asthama/kaph vikar/manas rog-local snehan, nasya, vaman, virechan shirodhara oil, tail dhara
6.	Paralysis/Infertility Despite of snehan ,sweden, pinzicil or specific snehan, sweden yonidhawan or vajikan, pichudharan, garbhsanskar
7.	Other Diseases body servicing/power 35+, Meditation, Beauty Treatments

Sr	Rate according to Month	Rate Card (Figures are in rupees)				
		General Single	Special Single	Special Double	Executive/farm House Single	Executive/farm House Double
1.	March, June, July, Aug, Sept,	1300	1700	3100	3000	5400
2.	Jan, Feb, Apr, May, Oct, Nov, Dec	1500	2000	3600	3200	5800
3.	Only Lodging (Throughout the year, for companion accompanying patient)	250	400	400	600	600

Annexure No. 5
Extract From Web

This annexure refers to the extract from mentioned websites entailing details about scenario of different facets of Ayurveda in Indian inside.

1. The Ayurvedic medicine industry: Current status and sustainability, a report, Collaboration between: Ecotech Services (India) Pvt. Ltd. And International Institute for Environment and Development 2002.
<http://www.iied.org/pubs/pdfs/9189IIED.pdf>
2. Ayurveda has a 70 per cent share in the formal medicine market in the country. There are around 6,000 licensed units and an equal number of unlicensed units manufacturing Ayurvedic drugs. The origin of most of these companies can be traced back to a Vaidya.
3. Medicinal plants are traded in 6 major, 21 medium and 37 minor markets spread across the country. The major centers, located at the heads of the routes taken by the medicinal plants, are big cities, including the four metros. Major exports take place from Delhi, Mumbai, Chennai and Tuticorin. In terms of total volume of the 12 species traded in 1999–2000, Mumbai tops the list with about 3,300 tonnes, followed by Delhi with about 2,000 tonnes. The survey identified a number of factors that affect the final price. Volumes traded are directly proportional to the prices of the raw material, which in turn are proportional to the abundance/availability of the species.
4. The demand for *Ayurvedic* formulations is increasing both in the domestic market as well as internationally. According to some estimates, the domestic sales are growing at an annual rate of 20 per cent while the international market for medicinal plant-based products is estimated to be growing at 7 per cent per annum. However, India has a very insignificant share of the international herbal medicine market although it is one of the biggest reservoirs of plant resources.

5. The country has over 8,000 licensed *Ayurveda* pharmacies with over 30 per cent of them located in the state of Uttar Pradesh alone and an equal number of unlicensed manufacturing units.

Indian traditional system of medicine: Infrastructure.

Sr.	Facilities	Ayurveda	Unani	Siddha
1.	Hospitals	2,068	177	115
2.	Beds	241,308	2,990	1,241
3.	Dispensaries	13,325	954	311
4.	Colleges	109	26	2
5.	Seats	4,316	845	150
6.	Postgraduate institutes	25	2	1

6. Sales figures of major Ayurveda manufacturers

Sr.	Company	Sales in 1998–99 (in million Rs.)
1.	Dabur India Ltd.	3,220
2.	Himalayan Drugs Co.	1,400
3.	Baidyanath Ayurved Bhawan	1,360
4.	Zandu Pharmaceuticals	1,200
5.	Maharishi Group	800
6.	Arya Vaidya Sala	570
7.	Ajanta Pharmaceuticals	200
8.	Nagarjun Herbal Concentrates	120
9.	Vaidyaratnam Oushadha Sala	105
10.	Multani Pharmaceuticals Ltd.	73
11.	Kerala Ayurved Pharmacy Ltd.	64
12.	S.D. Pharmacy	40
13.	Dehlvi Remedies Pvt. Ltd.	18
14.	George Herbals Pvt. Ltd.	3
15.	Ayurved Vishwa Bharti	2

7. The Ayurvedic industry has witnessed a steady increase in market share during the last two decades. The major reasons for the expanding domestic market are continuous use by the ever-increasing population and, to a certain extent, a resurgence of faith in traditional and natural Ayurvedic concepts.

Growth in sales of major manufacturers

Sr.	Company	Sales (Rs. million)	
		1993–94	1998–99
1.	Dabur India Ltd.	2610	3220
2.	Zandu Pharmaceuticals	390	1200
3.	Himalayan Drugs Co.	310	1400
4.	Baidyanath Ayurved Bhawan	—	1360
5.	Ajanta Phamaceuticals	170	200

8. Herbal medicine sales in major consumer countries

Sr.	Country/region	Herbal medicine sale (US\$ billion)
1.	Europe (1991)	
	Germany	3.0
	France	1.6
	Italy	0.6
	Others	0.8
2.	Europe (1996)	10.0
3.	USA (1996)	4.0
4.	India (1996)	1.0
5.	Other countries (1996)	5.0
6.	All countries (1998)	30.0–60.0

Annexure No. 6

Extracts from, Goswami Rakesh Kumar, ‘Medical Tourism: The Next Best Thing’, Facts for You, January 2007.

1. Industry estimates shows that the size of the medical tourism industry stands between Rs. 1200 crore and Rs. 1500 crore and is growing at the rate of 30 per cent annually.
 2. A CII McKinsey report (2003) says that medical tourism alone can contribute up to Rs. 10000 crore additional revenue to up market tertiary hospitals and will account for 3 to 5 percent of the total healthcare delivery market by 2012.
 3. Foreigner travel abroad in search of low cost, world class medical treatment, is gaining popularity in countries like India.
 4. As healthcare costs skyrocket, patients in the developed world are looking overseas for medical treatment. India is capitalizing on its low costs and highly trained doctors to appeal to these medical tourists. Even with airfare, the cost of coming to India for surgery can be markedly cheaper and the quality of services is often better than that found in the US and UK.
 5. Globally, medical tourism is estimated as a \$40 billion industry. People from Afro-Asian countries spend as much as \$20 million every year on healthcare services from outside their countries.
 6. In 2003 five countries in Asia, Thailand, Malaysia, Jordan, Singapore and India pulled in over 1.3 million medical travelers and earned over \$1 billion (in treatment costs alone). As per study of McKinsey and CII, medical tourism in India could become a \$1 billion business by 2012. The Indian government predicts that India’s \$17-billion a year healthcare industry could grow 13 percent in each of the next six years, boosted by medical tourism, which is growing at 30 per cent annually. The size of the Indian healthcare industry is around Rs. 1110000 crore, accounting for nearly 5.2 percent of the GDP. It is likely to reach 6.2 to 8.5 percent of the GDP by 2012.
 7. Medical tourism has had a tremendous impact on India’s Forex reserve. Forex reserves rose to \$ 118.628 in May 2004 in comparison to \$79.22 for the same period in 2003.
 8. Consumer Cluster
- | Sr. | Cluster Type | Focus Area | Need/ Facilities Required |
|-----|-------------------------|---------------------------------------|--|
| 1. | Non residential Indians | Numbering 20 million across the world | Low cost healthcare combined with trip back to home quality healthcare at affordable |

			prices.
2.	Patients from countries with underdeveloped facilities	Nepal, Burma, Bangladesh, African countries, Middle East Countries, Latin America	Quality healthcare at affordable prices.
3.	Patients from developed countries	USA, UK, Canada	Low cost of healthcare, capacity constraints for services in home country.

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Goswami Rakesh Kumar, ‘Medical Tourism: The Next Best Thing’, Facts for You, January 2007.

ISSUES IN CASE

1. What after Dr. Dandekar.
2. Re-launching of Prakruti as, Prakruti Ayurvedic Health Resort’.
3. Prakruti as national Brand in Ayurvedic Therapy.
4. Internationalization of Prakruti.
5. Marketing strategies for regional market development.
6. Service quality gap model.