



mini-case 1-429-063 March 29, 2010

Going Global (D): Apollo Hospitals

I had the Birmingham Hip Resurfacing (BHR) procedure at Apollo Hospitals, Chennai, India with a British-trained surgeon of a long-standing, decade of experience in BHR. The operation was a truly great job. Air-conditioned room, en suite bathroom for eleven days, two personal nurses night and day seeing to my needs, clean thin scar, could not have been done better. I am thrilled beyond words!

Should I tell you the price? All expenses including new passport, visas, two return tickets, ambulance to airport for return journey, cardiac check-up, all for less than £5,000. Only wished I had done it years back, I would have saved myself untold agony. Cheers my dears!

Cyril Parry, age 59, South Wales, United Kingdom.

Company Background –

Apollo Hospitals Group, incorporated as a public limited company in 1979, was the largest private hospital group in Asia in 2009, with 49 hospitals and 8,500 beds in India, elsewhere in Asia, and Africa.¹ Apollo's annual revenues exceeded US \$300 million, with annual growth of approximately 22% between 2003 and 2009.^{*}

In addition to treating local patients, Apollo also treated foreign patients through its "medical tourism" initiative. With medical tourism, patients fly to India for a surgery followed by a vacation/ recovery period.

India was a leading medical tourism provider. In fact, it was the second largest medical tourism destination after Thailand.² Indian providers treated more than 450,000 medical tourism patients in 2007.³ In 2008, India's medical tourism market had revenues of approximately \$0.33 billion and was estimated to grow to \$2 billion by 2012.⁴ Apollo was expecting a 30-40% annual increase in international patients, primarily from the US, UK, Italy, and Germany.⁵

* Annual Growth was calculated using the revenues recorded in Apollo Hospitals' March 2006 and March 2009 Annual Reports.



Published by GlobaLens, a division of the William Davidson Institute at the University of Michigan. © 2010 William Davidson Institute. This mini-case was written by Research Manager Kelly Janiga and Professor Robert

E. Kennedy, the Tom Lantos Professor of Business Administration at the University of Michigan. as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

Unauthorized reproduction and distribution is an infringement of copyright. Please contact us for permissions: Permissions@GlobaLens.com or 734-615-9553.