

Branding India for Health and Spiritual Tourism

Dr. Vinay Sharma, Ravindra Singh Tomar** and Neira-Niika Ahola****

Introduction

Indian health care industry has been going through a development phase for past many years and the quality along with the magnitude of the health services has increased manifold. The enhancement in the encompassing levels of all the required parameters of Health Care Services in India has started developing the country in to a natural choice for medical tourism and strategically synchronized efforts are actually excelling the process. But, can we also look towards the otherwise established art of Yogic Sciences led Tourism with similar orientation?

Health Care industry in India an Overview

The sector analysis and estimates projected by India Brand Equity Foundation through their website www.ibef.org and other publications suggests that valued at US\$ 34 billion, the Indian healthcare sector is projected to grow to nearly US\$ 40 billion by 2012 Source: PricewaterhouseCoopers report, 'Healthcare in India: Emerging market report 2007'. The sector's growth will be driven by the country's growing middle class, which can afford quality healthcare. Over 150 million Indians have annual incomes of more than US\$ 1,000, and many who work in the business services sector earn as much as US\$ 20,000 a year. Today at least 50 million Indians can afford to buy Western medicines-a market only 20 per cent smaller than that of the UK. The growing purchasing power of Indian patients is revealed in the increased business of air ambulance services. Around 365 airliftings worth several millions of rupees happen in Delhi in a year on average. If the economy continues to grow faster than the economies of the developed world, and the literacy rate keeps rising, much of western and southern India will be middle class by 2020.

Requirements:

To meet this demand, the country needs US\$ 50 billion annually for the next 20 years, says a CII study. India needs to add 2 million beds to the existing 1.1 million by 2027, and requires immediate investments of US\$ 82 billion. Funds in the sector have been largely private. In fact, it is believed that the private sector provides 60 per cent of all outpatient care in India and as much as 40 per cent of all in-patient care. It is estimated that nearly 70 per cent of all hospitals and 40 per cent of hospital beds in the country are in the private sector, says PWC.

Investments

The opportunities presented by the healthcare sector have made it a major draw for potential investors. The healthcare sector attracted US\$ 379 million in 2006 - 6.3 per cent of the total private equity (PE) investment of US\$ 5.93 billion. The PE deals that the sector attracted in 2006 were as large as inputs into the automotive sector.

Apollo, which has 39 hospitals in India, will spend US\$ 203 million by 2009 and take up its bed count to 9,600 from 8,000 now.

Competitor Fortis Healthcare Ltd will add 28 hospitals to its 12-hospital chain by 2012.

George Soros's fund Quantum and BlueRidge bought 10 per cent in Fortis Healthcare.

Manipal Health Systems raised over US\$ 20 million equity from IDFC Private Equity Fund.

Bangalore-based HealthCare Global Enterprises raised over US\$ 10 million in equity from IDFC.

Metropolis Health Services, a diagnostic chain, raised over US\$ 8 million in equity from ICICI Venture.

Investment firms Apex Partners, IFC and Trinity Capital have invested over US\$ 200 million in hospital firms.

Private healthcare

With private healthcare driving a large chunk of healthcare in India, the stage is set for private healthcare players to take wing.

Global Hospitals in Hyderabad, which had a modest beginning as a 150-bed facility dedicated to multi-organ transplantation in Hyderabad, is set to invest close to US\$ 178 million in a couple of years to set up hospitals in other metropolitan cities.

*Professor, IILM-AHL, Lucknow. vinnu71@rediffmail.com

**Yogacharya, Gurukula Kangri Vishwavidyalaya, Haridwar. ravindratomar@hotmail.com

***neira.niika@gmail.com

Mumbai-based healthcare firm Wockhardt Hospitals is planning to set up 14 super-speciality hospitals across the country over the next two years, which could entail an investment of up to US\$ 152 million. Apollo Hospitals, Asia's largest healthcare group, is planning to expand its operations by setting up 50 hospitals across the country, including many in tier-II cities. It will invest US\$ 5-9 million in each of the facilities.

Health insurance

With less than 10 per cent of the population having some sort of health insurance, the potential market for health insurance is huge. A McKinsey-CII report estimates the number of potential insurable lives at 315 million. In 2006-07, the fast-growing Indian health insurance business grew 40 per cent to US\$ 812 million. In some cases, the Government is partnering with the private sector to provide coverage at a low cost. For instance, the Yashaswini Insurance scheme, launched in 2002 in Karnataka by a public-private partnership, provides coverage for major surgical operations, including those pertaining to pre-existing conditions, to Indian farmers who previously had no access to insurance. The Insurance Regulatory and Development Authority (IRDA) has eliminated tariffs on general insurance as of January 1, 2007. This move is expected to drive additional growth of private insurance products. Health insurance is projected to grow to US\$ 5.75 billion by 2010, according to a study by the New Delhi-based PHD Chamber of Commerce and Industry.

Health Insurance – Gaining penetration

Health insurance premium set to touch US\$ 533.3 mn at the end of 2005-06 as against US\$ 385 mn in 2004-05.

Industry analysts believe the figure could go up to US\$ 777.8 mn by 2007.

The number of lives covered under health plans has improved from 4-5 million about six years back to over 12 million today.

Increasing awareness and large-scale group insurance policies have pushed growth in the health insurance segment

Government policy spurs private initiatives e.g. IRDA has increased the FDI limit from 26% to 51%

Leading global players including Aetna, Brooke Shield, and Blue Cross are waiting to make a foray into the market

Medical equipment and IT

With the potential of the healthcare sector being what it is, ancillary industries such as healthcare equipment and information technology in healthcare are also witnessing a spurt. The soaring growth projections have prompted foreign medical equipment makers to float Indian subsidiaries -- 30 of them received import clearances in 2007 alone. Boston Scientific, Abbott, Becton Dickinson, Guidant, Medtronic, B Braun, Johnson & Johnson, DePuy, Advanced Medical Optics and Stryker are among the leading firms, whose Indian subsidiaries received approvals to import medical devices during the year. Investments into the medical and surgical instruments segment amount to US\$ 115.29 million over the period August 1991 to April 2007. A recent FICCI-Ernst & Young study has predicted 15-20 per cent growth for the Indian medical equipment market and estimated market size to be about US\$ 5 billion by 2012. Hospitals have realised that information technology (IT) can be an effective tool towards efficient systems. According to a report by Springboard Research, India has the fastest growing healthcare IT market in Asia, with an expected growth rate of 22 per cent, followed closely by China and Vietnam. In fact, the Indian healthcare technology market is poised to be worth more than US\$ 254 million by 2012.

Ratings

In recognition of the quality of healthcare delivery services in India, a number of Indian hospitals have received accreditation from international agencies worldwide.

Five hospitals in India -- Indraprastha Apollo Hospital (New Delhi), Apollo Hospital (Chennai), Apollo Hospital (Hyderabad), Wockhardt Hospital (Mumbai) and Shroff Eye Hospital (Mumbai) -- have been accredited to the leading healthcare accreditation agency in the United States, Joint Commission International (JCI).

NHS of the UK has indicated that India is a favoured destination for surgeries.

The British Standards Institute has now accredited the Delhi-based Escorts Hospital. India's independent credit rating agency CRISIL has assigned a grade 'A' rating to super specialty hospitals like Escorts and multi specialty hospitals like Apollo. Wockhardt Hospital has an exclusive association with Harvard Medical International, the global arm of Harvard Medical School, the world's leading medical institution. Max Healthcare, in collaboration with Singapore General Hospital, is into clinical practice, research and training.

Medical Infrastructure – Current State

- Current Hospital beds per 1000 population stands at 1.11.
- Most private hospitals operate as a proprietorship or partnership business.
- Corporate Hospitals account for approximately 10% of the total private ownership.
- Use of technologically advanced diagnostic equipments and excellent infrastructure are making India a medical value travel hub.

Medical Infrastructure Development

Along with the other factors Medical infrastructure is also developing and is promising a huge growth on the one hand and on the other hand will support the development of health care system on the whole. A glimpse of the total scenario suggests that Medical infrastructure market is expected to grow at 14.5 %.

Medical Education & Manpower – India's Advantage Manpower Statistics:

- Number of Doctors - 660,801
- Number of Nurses - 1,371,121

Medical Education

- 229 recognized medical colleges of which 106 were established through the private route.
- 25,000 medical graduates pass out each year.
- 136 medical schools admit more than 6,000 PG trainees in their programs.

Source: India Chronicle 2007, MCI, Ernst & Young Analysis

Indian System of Medicine : Increased National Acceptance

- Provision and practice of alternative medicine like Ayurveda, Pranic Healing, Aroma Therapy, Music Therapy, Meditation and Yoga.
- Russia, US, Japan, Australia, Netherlands, South Africa, Argentina, UK, France and Italy have accepted Ayurveda as a medical system and have shown interest in the Ayurveda curriculum and research.

Holistic Wellbeing - Blend of Modern and Traditional medicine:

- Hospitals and wellness centres now looking at a comprehensive and holistic approach towards treating their patients.
- Tie-ups of hospitals with holistic health centres have helped combine traditional healthcare knowledge and practices with the conventional system.

Wellness Centres- As Centres of Holistic Well Being:

- The Golden Palms Spa and Resort Bangalore.
- The Ananda Spa in Rishikesh.
- The Ayurvedgram in Bangalore.
- The Vedic Village: Spa And wellness Centre in Kolkata.
- Soukya in Bangalore.

Quality Driven Approach: Accreditations

- It has become an imperative for healthcare institutions in India to guarantee quality healthcare to all.
- In India, QCI (Quality Council of India) operates the national accreditation structure and obtains international recognition for its accreditation schemes.

International Accreditation Bodies Present in India:

JCI (Joint Commission International)

- Launched in 1999, Currently JCI surveys nearly 20,000 health care programs through a voluntary accreditation process.
- The World Health Organization (WHO) designated the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and Joint Commission International as its Collaborating Centre for Patient Safety in 2005.

JCI Accredited Organizations

JCI (Joint Commission International)

- Indraprastha Apollo Hospital, Delhi
- Apollo Hospital, Chennai
- Apollo Hospital, Hyderabad
- Asian Heart Institute, Mumbai
- Shroff Eye Hospital, Mumbai
- Wockhardt Hospital, Mumbai
- Fortis Healthcare, Mohali

Sources: Joint Commission Resources; 2007, Ernst & Young Analysis

Accreditation Bodies In India – NABH

- Launched in 2005, NABH is a constituent board of Quality Council of India, set up to establish and operate the accreditation programme for healthcare organizations in India.
- NABH has standards specific to the Indian healthcare setting, major aspects being the assurance of uniform access, assessment, care of patients and protection of patient's rights.

NABH accredited Hospitals

- B.M. Birla Heart Research Centre, Kolkata.
- MIMS Hospital, Calicut.
- Max Super- Speciality Hospital, New Delhi.
- Max Devki Devi Heart and Vascular Institute, New Delhi.
- Kerala Institute of Medical Sciences, Thiruvananthapuram.
- Moolchand Medcity, New Delhi.

Health Cities: The Evolving Concept of Healthcare in India:

- Major corporate hospital groups in India are making significant investments in setting up state-of-the-art Health Cities in major Indian cities
- Around 15-20 Health Cities are expected to come up in India in the next 5 years
- Health Cities are looking at catering to larger populations by offering facilities such as hotels, residential facilities, recreational facilities of spa, gym and even golf courses
- Greater emphasis on Education, Research & Development

Source: The Economic Times, Realty Plus: July 2007

Health City	No. of beds	Area (acres)	Investment (US\$ Million)
Dr.Naresh Trehan's MediCity Gurgaon	1,600	93	293
Fortis MediCity, Gurgaon	600-800		293
Fortis MediCity, Lucknow	800	52	122-195
Apollo Health City, Hyderabad	700	33	243
Nagpur Health City, Nagpur	2000	100	N.A
Chennai Health City, Chennai by Global Group	1000	46	245
Bengal Health City Near Durgapur	50000	800	487
Narayana Health City, Bangalore	5000	100	488

Other Health City Plans in the Pipeline

- MIOT hospitals, Chennai have plans to set up a multispecialty medical city.
- Reliance ADAG has expressed interest in building a 60 acre health city in Kolkata.
- CMCH, Ludhiana has initiated a US\$ 12.2 million MediCity project in Ludhiana.

Hospotels- An Emerging Novel Concept:

- There is an increasing trend of hotels being included within the hospital campus.

- Medical centres want to provide comprehensive services to their visitors and patients’ attendants in addition to basic health services.
- Several large hospitals now also have tie-ups with leading star hotels and airlines for their international patients.

Impelling Technology

A life cycle of high end medical equipments is becoming shorter due to high level of innovation. Telemedicine is used by major healthcare providers to provide quality care especially in eye, cardiac and other surgeries for the rural poor in India. Teleradiology is used to leverage the time difference advantage with other developed nations. There is an extensive usage of IT Driven Tools and Services in Healthcare for example; Hospital management systems, Decision support systems that improve diagnosis and treatment, Telemedicine and electronic record generator. The current trends in the usage of medical technology suggest India to be at par with the world like Micro-processor based implantables in patients are being done, CPU-driven technology supported by artificial intelligence is used, Robotics in OTs, Path-labs/Research is used, Laser Technology in surgery is implemented and so on. Not only the technology but there is a trend of reversal in Brain Drain i.e. Medical professionals of Indian origin, working in other nations are willing to come back and settle in India, because now they are finding significantly improved international grade healthcare infrastructure in India, Increase in medical value travel to India, Improved salary levels, almost at par with the west, Growing restrictions on licensing and practicing in the UK and other EU countries

For Instance

- Apollo Hospitals Group receives about 15-20 applications per week from NRI doctors
- At Aditya Birla Memorial Hospital (ABMH), Pune, 15 to 25 % of the applicants is NRI doctors, depending on their field of specialization Mergers and Acquisitions

Medical Tourism:

The attraction of high quality healthcare facilities at competitive costs has been instrumental in a large number of foreign arrivals to access healthcare services in India. Going by the current pace with which this segment has been growing, the CII-McKinsey study estimates that revenues from this segment could touch US\$ 2.2 billion by 2012 (from the current figure of US\$ 333 million).

Medical Tourism – India, the new heaven for health & holiday

About 1,80,000 patients arrived in 2004 from across the globe for medical treatment.

Medical tourism market in India estimated at US\$ 333 million in 2004 grew by about 25 %.

Predicted to become a US\$ 2 billion-a-year business opportunity by 2012.

India seeing a surge of patients from developed countries as well as from Africa, South and West Asia.

Cost of comparable treatment in India is on average 1/8th to 1/5th of those in the West.

Quality of Indian healthcare delivery second to none High quality low cost treatment-attracting foreign patients.

Overburdened health infrastructure and high costs in the west, a key driver for looking at India.

Around 50 mn citizens are uninsured in US.

India offers highly cost-competitive and technologically advanced treatments options.

Currency: USD	Cost of some of the Key HealthCare Procedures			India healthcare cost-% of US
	US	Thailand	India	
Cardiac surgery	50,000	14,250	4,000	12.5
Bone marrow transplant	62,500	62,500	30,000	13.33
Liver transplant	500,000	75,000	45,000	11.11
Orthopaedic surgery	16,000	6,900	4,500	3.56

Source: IBEF Research

Beyond Cost Advantage:

However, the Indian healthcare story is not about cost advantage only. It has a high success rate and a growing credibility.

Indian specialists have performed over 500,000 major surgeries and over a million other surgical procedures including cardio-thoracic, neurological and cancer surgeries, with success rates at par with international standards.

The success rate of cardiac bypass in India is 98.7 per cent against 97.5 per cent in the U.S.

India's success in 110 bone marrow transplants is 80 per cent.

The success rate in 6,000 renal transplants is 95 per cent.

The Government has also been proactive in encouraging prospects in this sector with a number of initiatives:

A new category of visa "Medical Visa" ('M'-Visa) has been introduced which can be given for a specific purpose to foreign tourists coming into India.

Guidelines have been formulated by Department of AYUSH prescribing minimum requirements for Ayurveda and Panchkarma Centres.

Yogic Sciences

Yoga an ancient science and philosophy together is differentiated into two segments Hatha- Yoga and Raja yoga. Hatha Yoga techniques or kriyas are scientifically proven as a cure for many ailments and for preventing oneself from old age symptoms for some more years of ones life. Raja Yoga focuses on consciousness, that energy which makes our heart beats and our senses to act; it is a transcendental state cultivating the abilities such as clairvoyance, telepathy, healing, transferring energies and more. Raja Yoga is believed but yet to be proven scientifically.

A Himalayan yogi Swami Rama performed such super natural acts. Swami Rama shot in to fame when he went to United States and gave a demonstration of his yogic powers subjecting himself at Menninger foundation research institute (Topeka ,Kansas USA) on biochemical energies or biofeedback. He moved the needles kept 10 feet away by just looking at them. He had stopped the heart for 16 seconds and the doctors supervising the experiment was horrified at seeing ECG and shouted to Swami Rama to stop the experiment. (Swami Rama actually wanted to stop the heart for 15 minutes and he asked for two days time for yogic preparation and fasting, but that project was cancelled because the testing specialist doctor said that he would be satisfied if any one could stop the heart for six seconds).

Yoga as an Alternative to Western Medicine

Yoga is an ancient science which brings about perfect health, physical and mental, while also aiming to fulfill the human potential. Yoga enables us to gain control of the nervous system and to control the production of chemicals in the body, thereby allowing us to manipulate our internal environment. By utilizing the awareness and control that yoga brings about, one is able to overcome ailments and diseases of many kinds.

It is important to remember that yoga is indeed a science, and is not a religion or a renunciation of religion. Yoga is also not simply a physical exercise, which is another common misconception. Yoga is a system of balancing and harmonizing the different aspects of the being, including the consciousness, the body, the mind, and the emotional and spiritual elements. As far as medical treatment is concerned, it must be acknowledged that modern science is valuable, and that yoga can be used in conjunction with other scientifically sound medical treatments and remedies whenever appropriate.

As far as scientific studies and trials of yoga are concerned, too few have been completed to conclusively prove the effectiveness of yoga as a medical treatment for most conditions. However, despite this need for statistical proof, it is clear that yoga is beneficial to all aspects of health, and there are numerous examples of patients being effectively treated and cured with yoga, just usually not as part of a controlled, large-scale scientific study. Basically, scientific research has been conducted on yoga's effectiveness in the treatment of some medical conditions, but we are still in need of more statistical evidence and evaluation. Still, there are some areas where the evidence is plentiful.

Numerous scientific studies have clearly documented the effectiveness of Yoga for the treatment and prevention of stress. Any effective treatment for stress is, of course, also effective in managing stress-related diseases such as hypertension and heart disease, cardiac arrhythmias, and many cardio-pulmonary and cardio-vascular diseases. For these conditions, Yoga has been conclusively shown to offer effective treatments. Additionally, Yoga offers a wealth of help for those suffering from asthma, those recovering from stroke (when the stroke is not so severe as to greatly impair the awareness of the patient), and even for

those battling cancer. When it comes to cancer, yoga should be practiced as a way to possibly extend the life and, most importantly, improve the quality of life with a sense of strength, optimism and peacefulness. There is evidence that suggests yoga might be useful even in the cure of cancer. Many spontaneous remissions of cancers have occurred when patients practiced intensive meditation. Meditation is, of course, a fundamental part of yoga. No doubts are remaining about Yoga's impact on digestive health either. It is widely accepted that the practice of yoga can be used not only as a way of maintaining the health of the gastro-intestinal tract, but also as a way to remedy disorders of the digestive system. These include, but are not limited to, constipation, hemorrhoids, colitis, gastro-enteritis, indigestion, and ulcers.

Another area of medicine where yoga can be applied is in the recovery from sports injuries or other traumatic injuries to the musculo-skeletal system. There have been many instances of people undergoing physical therapy treatment for years, yet still having pain, stiffness and immobility of the joints. After practicing yoga for several months, these same patients were often completely healed, mobile and free of pain and suffering. Respiratory illnesses, such as bronchitis, hay fever, asthma, sinusitis, and eosinophilia (a condition that is somewhat like a combination of asthma and bronchitis) can also be cured, or at least managed, with the regular practice of yoga. Yoga is not only an effective treatment for many illnesses and injuries, but can indeed be legitimately viewed as a superior treatment than any of those offered by western medicine when it comes to certain health problems. Particularly note-worthy are those related to mental health. To be fair, for severe forms of mental illness, such as schizophrenia or other extreme psychosis, anti-psychotic drugs may be the best option. However, the vast majority of people in the western world who seek treatment for mental health problems are diagnosed with relatively minor psycho-emotional disorders such as various forms of depression and phobias, post-traumatic stress disorder, bi-polar disorder, and a whole range of other similar disorders. In these cases, Yoga is in every observable way a better treatment choice than modern medicine.

The reason is that in western medicine, psycho-emotional disorders are generally treated with a combination of psycho-therapy, counseling, and anti-depressant drugs. Psycho-therapy might or might not be entirely beneficial to a given patient, but anti-depressant medications always have some negative side-effects, and often they do little more than mask the underlying conditions that they are meant to treat. It is often the case that patients are switched from one anti-depressant to another over a period that spans years, all as part of the quest to find the "right" anti-depressant for that particular patient. This occurs because patients need to be on a given drug for at least 6 months simply to determine whether it is having the desired effect or not. While anti-depressants are apparently turning out to be a failure, they are the best thing western medicine has to offer, which is the main reason they are still being prescribed at all. On the other hand, although less well-known, Yoga offers a complete cure for these kinds of psycho-emotional mental illnesses that so many westerners are currently suffering from.

Through a combination of practices, including Pranayam, Meditation, Asanas, etc., Yoga brings about the total natural balance that is intrinsic to a healthy human being. As children, naturally we are all healthy and happy, but through the course of one's life there are inevitable stresses and traumatic events which contribute to the development of one's outlook. In many cases, with the accumulation of negative experiences, people become unhappy with life or with themselves, and occasionally this leads to chronic or persistent mental health disorders such as those mentioned already. Instead of trying to mask unhappy feelings with medications or regular visits to the therapist, Yoga enables a person to come to a level of peace and bliss that originates from within, and is not dependent on an outside source. Yoga is the connection of our consciousness with the supreme consciousness that is everywhere. Yoga cultivates absolute awareness so that a person knows himself or herself well enough to be in control of his or her own health and contentment entirely. All sorts of ill-health conditions, particularly mental health issues, simply vanish. In view of the fact that Yoga is an all around better, and therefore more desirable treatment for the most common forms of mental illness, it could prove valuable to consider the size, if not simply the existence, of the potential market.

This aspect if further is corroborated with the statistics available on the patients and prospective patients around the world will establish the immense need of the objective of this paper i.e.

Branding India for
Health and Spiritual Tourism.

This is a market worth tapping into, and Yoga is the perfect tool to do that with. Furthermore, considering that India is the birthplace of Yoga, it should be assumed that there can be no better place to market Yoga than from India.

But this is just an example. The whole medical industry of the west comprises a huge part of the western economy and there are billions upon billions of dollars in it, and yoga is as valuable and marketable an alternative for the previously mentioned physical medical conditions as it is for the mental health illnesses. While it is true that yoga can be used as a treatment or a method of managing numerous ailments and diseases, it should be noted that it is more effective as a preventative medicine than as a medical treatment.

Medical Tourism and Yoga's Appeal to Westerners

This fact is corroborated by the unpublished data, in the form of first hand observation of 2 of the authors at Rishikesh, Uttarakhand wherein several prominent ashrams, like Parmartha Niketan which also conducts annual yoga week, Sachcha Dham Asharam, Swami Dayanand Saraswati Ashram, Phool ki Chatti, Rishikesh, Patanjali Yoga Peeth, Haridwar conduct regular training camps for trainers, practitioners as well as patients. These ashrams can be referred through the website of Garhwal Mandal Vikas Nigam Limited, the official tourism development department of the state of Uttarakhand, (<http://www.gmvnl.com/newgmvnl/>) along with websites like <http://www.pypt.org/> the official website for Patanjali Yoga Peeth a very large and internationally acclaimed organization working for the effective and efficient usage of Yogic Sciences.

This paper put forward a proposition with a modular logic based on the premise of 'Capitalization of Age Old Treasures of Yogic Sciences and replication of this Art', which suggests that Business strategies and marketing skills have been concentrating on the aspects of Health Care Tourism as it emerged coincidentally because of emerging Human Resource and the needed infrastructure in India, but Yogic Sciences on the other side lies in the roots of this country and primarily requires synchronization of resources and appropriate positioning apart from the related spiritual aspect, it has to be projected in relation to a science related to prevention as well as cure. The paper is suggestive of the following major aspects:

The 'Size' of the market as well as the large resource pool in terms of Human Resource and the data.

Technology can play an extensive and a very positive role in the Health Care provision and disbursement through Yogic Sciences.

This should also be seen as a social responsibility by the marketer along with being seen as a business opportunity.

At first, the paper proposes to look at the factors of enhancing the efficiency levels of the present system, and for this it proposes the utilization of Information Technology not just for enhancing the working efficiency of the system, but basically for developing and enhancing the awareness levels of the prospective beneficiaries in terms of gains and of the Yogic Sciences practitioners in terms of the beneficiaries they may approach or be approached by.

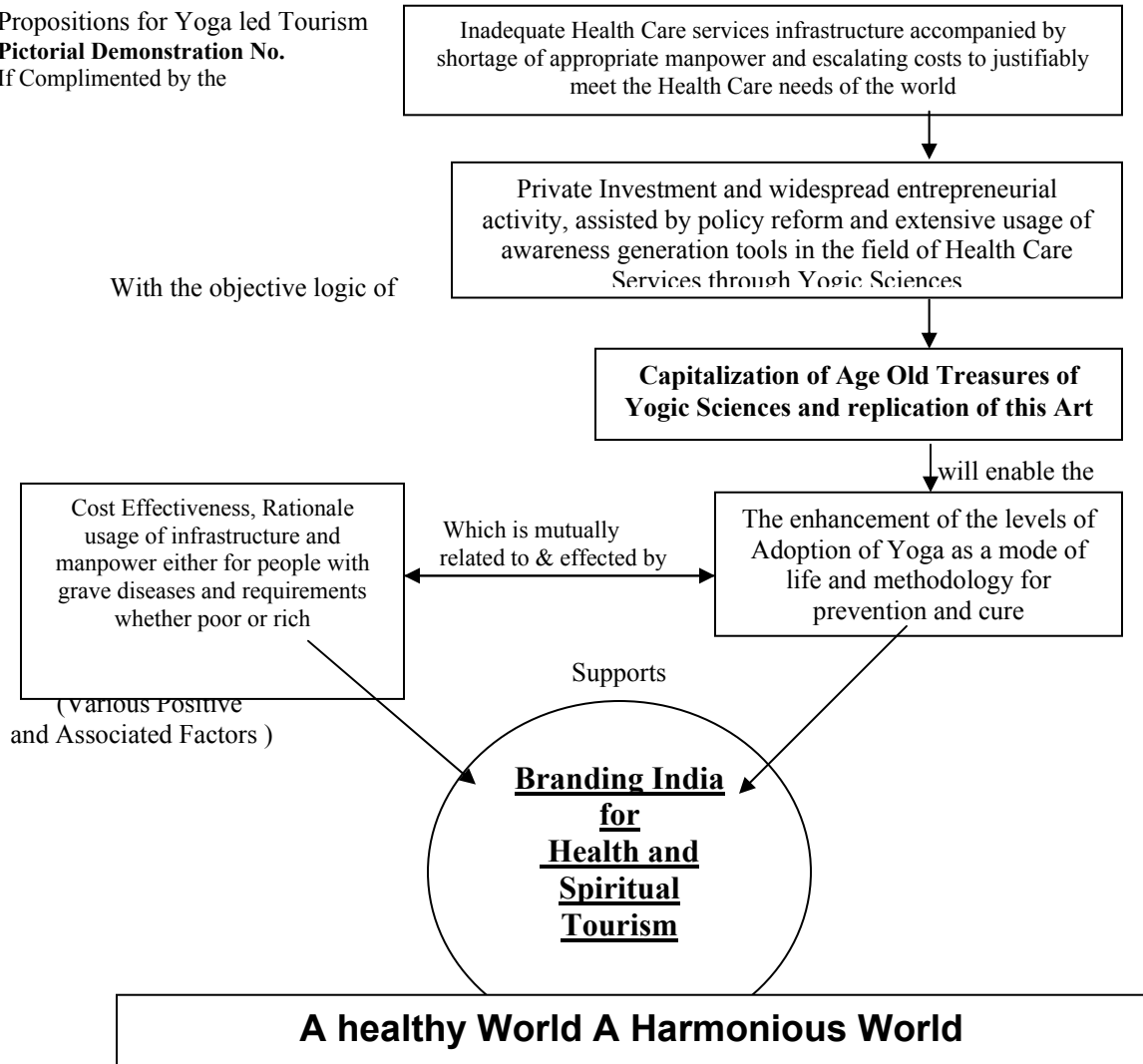
Secondly, it supports a proposition, which is a strategic marketing based structure. Though this structure uses marketing based principles and logic as its basis, but still depends heavily on the 'will' of the prospective promoters of the concept. This is the initial most step called as "The strategic marketing for competitive advantage, the expansion of the market and the services as well". It emphasizes on the unification of the strategic resource based services in a pool in relation to providing health care through Yogic Sciences.

Both the preceding two steps can later well be utilized in increasing the investor confidence, especially the multinational company's, who would be the basic carriers of the success of the model, proposed through steps 3, 4 and 5.

Conclusion

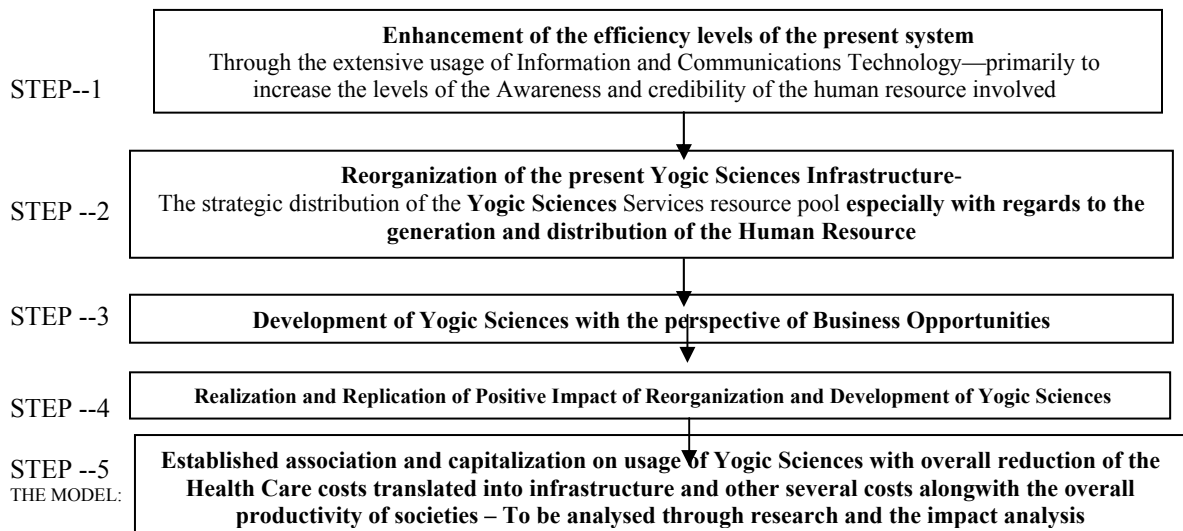
'Health is Wealth' is an age old proverb and has an immense relevance when translated in to the productivity of nations and its impact on the overall societal harmony of this world. It is time for the researchers, practitioners, policy makers, marketers especially in the field of tourism development to realize the aspect and capitalize upon the health needs of the people from whole of the world and compliment tourism with Yoga led experience related to preventive and curative health care. The natural reason not only lies in the command and the expertise India has and can boast of in the field of Yogic Sciences but also is related to the cost effectiveness it may offer along with the replicative effect it may offer as practically is experienced by one of the authors of this paper who not only is learning Yoga here but will also benefit many others back at California and several parts of her country.

Propositions for Yoga led Tourism
Pictorial Demonstration No.
 If Complimented by the



Pictorial Demonstration No.2:

The Model Capitalization of Age Old Treasures of Yogi Sciences and replication of this Art



References

- Coulter David H, (2006), Anatomy of Hatha Yoga, A Manual for students teachers and practitioners, Motilal Baanarasi Das, New Delhi.
- Nagaratna R. and Dr. Nagaendra H.R. (2006), Yoga for Bronchial Asthma, Yog Publication Trust, Ganga Darshan, Muger Bihar.
- Nagaratna R. and Dr. Nagaendra H.R., (2004), Yoga for Back Pain, Yog Publication Trust, Ganga Darshan, Muger Bihar.
- Swami Karmananda, (2005), Yogic Management of Common Diseases, Yog Publication Trust, Ganga Darshan, Muger Bihar.
- Udupa K.N., (2007), Stress and its Management by Yoga, published by Motilal Banarasi Das, New Delhi.
- Vivekananda, Rishi, (2006), Practical Yoga Psychology, Yog Publication Trust, Ganga Darshan, Muger Bihar.

Reports

- Healthcare in India The Road Ahead (CII-Mckinsey) 2002
- IBEF Research
- India Chronicle 2007, MCI, Ernst & Young Analysis
- Joint Commission Resources; 2007, Ernst & Young Analysis
- PricewaterhouseCoopers report, 'Healthcare in India: Emerging market report 2007
- The Economic Times, Realty Plus: July 2007

URLs

- <http://www.ciionline.org>
- <http://www.gmvnl.com/newgmvn/>
- <http://www.pypt.org/>
- www.ibef.org