Yakov and Partners

Unlocking Russia's potential in inbound medical tourism

Monish Arora, Maksim Moseiko, Alexey Akhmetov, Victoria Panasenko

Moscow, 2024

Contents

Part 1. Introduction 4

Part 2. Assessing the current state of medical tourism market in Russia 12

One-billion-dollar target 16

Opportunities for transforming customer journeys 23

Part 3. Assessing Russia's medical tourism potential 33

I. Countries with high potential that are geographically close to Russia 38

II. Countries with low potential that are geographically close to Russia 40

III. Countries with high potential that are geographically distant from Russia 44

Three development scenarios 47

Part 4. Recommendations for medical tourism development 49

Appendices 52

Glossary 52

Calculation methodology of the Ministry of Health of the Russian Federation 52

Methodology for assessing one-stop shop system and clinics 53

Parameters analyzed for each customer journey stage 53

Methodology for assessing potential interest among foreign patients 54

Notes 56

Contacts 58

Source: public sources,
Yakov and Partners analysis

2.2–7.6 USD bn

Potential size of the Russian medical tourism market to be reached by 2030 if the key roadblocks are removed and the strategy is reviewed

Part 1. Introduction

Developing medical tourism is crucial for any country as it serves not only as a source of income but also as a way of gauging the overall quality of the healthcare system.

On the one hand, a country's ability to attract patients from abroad demonstrates high standards of care and the availability of unique medical services and technology. On the other hand, medical tourism stimulates investment and helps elevate service levels. The revenues generated from treating foreign patients are often reinvested into equipment, training, and facility upgrades, which ultimately benefits local citizens by enhancing the quality of care available to them as well.

An analysis of the global best practices has shown that if key roadblocks are removed and the existing strategy is reviewed, the Russian medical tourism market could grow significantly by 2030, reaching from USD 2.2 billion to USD 7.6 billion, depending on the scenario.

The International Monetary Fund defines medical tourism as "health-related travel," referring to the products and services acquired by individuals traveling abroad for medical reasons. This definition also includes expenses on food, accommodation, and local transportation that may be incurred by travelers and, in some cases, subsidized or even encouraged by government agencies. For this study, we focused exclusively on the component related to planned, non-emergency medical care and rehabilitation. Special emphasis was placed on the potential that could be unlocked through the advancement of inbound medical tourism from other countries.

Medical tourism

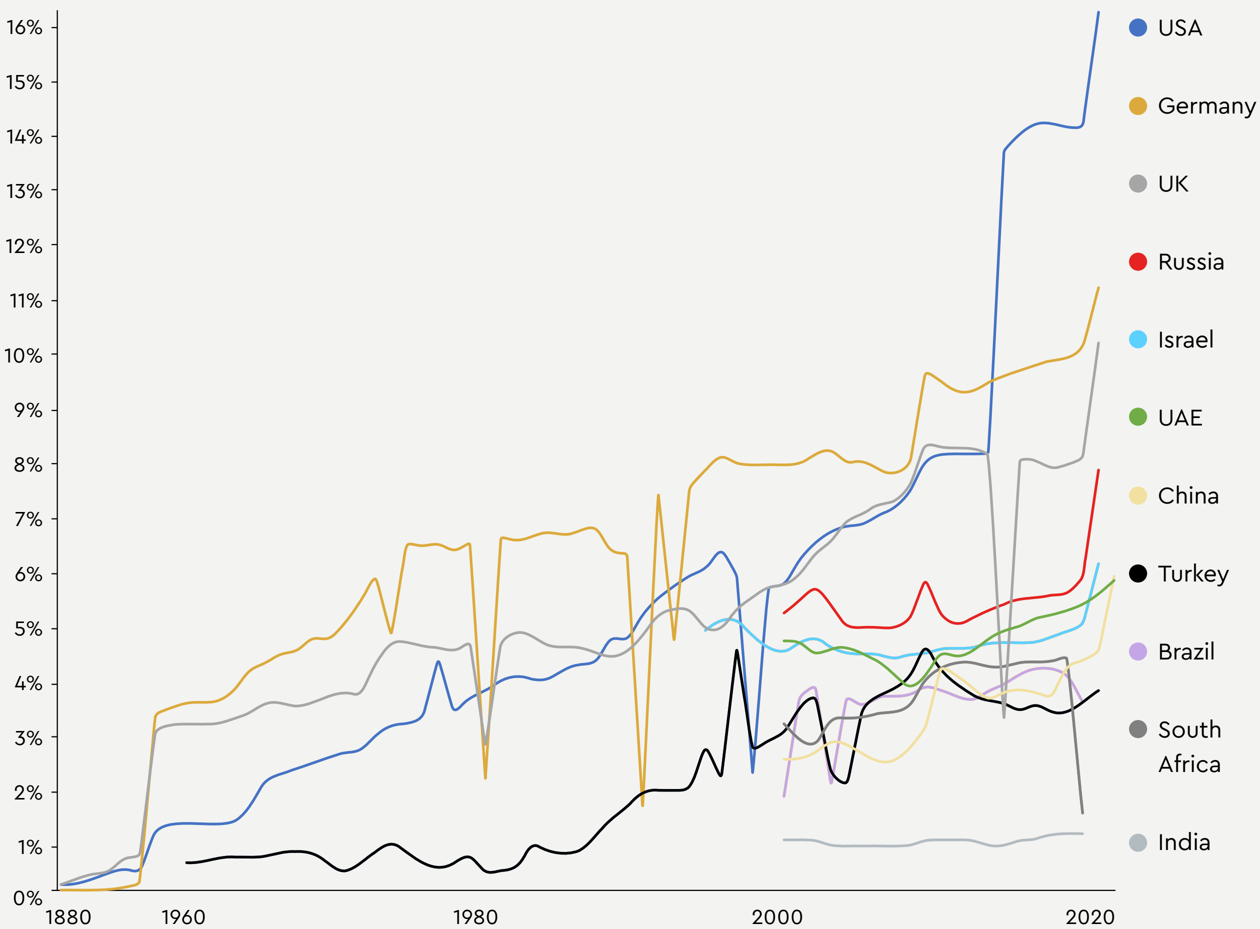
Traveling to another region (abroad or domestically) to receive professional non-emergency medical care

Cross-border	**Imported medical services**	Patients traveling from their country of residence to another country to receive treatment
	Exported medical services	Patients coming to a country other than their country of residence
Domestic		Patients leaving their region of residence to travel to another region within the same country

Medical tourism market

It was not until the 1980s that medical tourism, as we understand it today, began to gain traction. This process was driven by a range of factors such as globalization, the adoption of uniform treatment standards and approaches, advancements in information technology, and the explosive growth of the Internet, which made information more accessible. Additionally, rising treatment costs and an overall increase in global healthcare spending played a significant role. At the start of the 20th century, healthcare spending rarely surpassed 0.5% of GDP. By 2021, however, this figure exceeded 10% in some European countries and approached 16% in the United States.

Health expenditure as a share of GDP, %[1]



However, the landscape was extremely diverse. In countries where new, more effective, and expensive treatment methods emerged, prices for all healthcare services were on the rise. In contrast, countries that were lagging behind – where new medications and technologies were introduced later – saw healthcare providers and manufacturers setting lower prices due to the weaker purchasing power of the local population. As a result, even today, prescription drug prices in the United States are, on average, 2.5 times higher than those in other developed nations,[2] while certain healthcare services are many times more expensive. For instance, coronary artery bypass surgery would cost USD 120,000–130,000 on average in the US, which is six times higher than in Israel and more than 25 times higher than in Russia, where prices start at USD 5,000.[3]

Healthcare price comparison, average prices, USD '000

Type of treatment	USA	Israel	Russia
In vitro fertilization	16–20	5–6	1.2–3.5
Coronary artery bypass surgery	120–130	20–35	5–10
Hip replacement	41–43	35–40	2.8–10
Knee replacement	38–40	20–30	2.8–5
Bone marrow transplant	240–260	100–120	40–60
Cataract surgery	5–6	3.5–4	0.4–2

Faced with the inability to charge such high amounts to local patients, top healthcare providers in other countries began to offer their services to wealthier patients from abroad. These patients can choose from the same or – more often – a wider array of services at significantly lower costs than in the countries where they reside. The price difference by far outweighs any inconveniences associated with receiving treatment abroad, even when factoring in the additional travel expenses.

Medical tourism today is one of the most rapidly growing sectors of the global healthcare industry

As a result, medical tourism today is one of the fastest-growing sectors of the global healthcare industry, with its market size estimated at up to USD 130 billion.[4] A number of developing countries, such as Turkey, Thailand, and Malaysia, are actively working to enhance this sector through government support and well-planned marketing strategies.

We can identify four main factors that influence people's decisions to travel abroad for health-related purposes: high healthcare costs in their country of residence, long wait times for medical care in their country of residence, a desire to receive higher-quality care, and a lack of treatment options in their country of residence.

There are four main reasons why people choose to travel to another country to receive treatment

Reasons	Examples
High prices Primary reason	Hip replacement surgery can cost over USD 40,000 in the United States. In contrast, just a few hours' flight away in Mexico, a procedure of comparable quality can be two or three times cheaper It is significantly cheaper to receive treatment in a neighboring country
Long wait times	In the UK, the wait time for an appointment with a specialist can stretch to six months. For example, individuals suffering from ear congestion must first secure an appointment with a general practitioner, which may take one to two weeks. After that, they will have to wait an additional one to three months to see a specialist. This situation applies to both public (free) and private (fee-based) healthcare services. It is cheaper and faster to get treatment in another country
Search for better quality	Israeli clinics are highly regarded worldwide for their expertise in performing complex surgeries and treating cancer patients Patients actively seek better quality care
Service unavailable in one's country of residence	There are two primary reasons why a specific type of medical treatment may be unavailable in one's country of residence: 1. Legislative restrictions (for example, China provides limited access to IVF treatment) 2. A shortage of qualified medical personnel

130

USD bn

Global medical tourism market size

Source: public sources,
Yakov and Partners analysis

Given the complex nature of medical services and the significance of specific factors for individual patients, the leading exporters of medical services worldwide can be categorized into two clusters based on their specialization in particular types of care. At the same time, individuals from countries within one cluster often find themselves needing to travel to countries in the other cluster for treatment due to their unique life circumstances.

	Innovative treatment and high technology	Comprehensive healthcare services
Core countries	USA, Germany, Japan, South Korea	Thailand, India, Turkey, Malaysia
Services provided	Gene therapy, advanced cancer treatment, robotic surgery, and organ transplantation. Countries within this group provide access to innovative treatments and research, serving high-end patients	A wide range of healthcare services, including dentistry, cosmetic surgery, orthopedics, cardiology, and fertility treatment. These countries offer comprehensive package deals encompassing not only all types of treatment but also recovery and rehabilitation programs
Value proposition	Unique or advanced healthcare services for treating complex and rare medical conditions (when such services are unavailable or inaccessible in other countries due to restrictions)	The right balance of quality service, affordability, and a holistic approach to treatment. World-class healthcare services at competitive prices and high standards of hospitality and patient care
Key features	Exclusive, high-quality treatment that is only accessible to the wealthiest patients	While services are delivered in an efficient and standardized way, they often lack access to advanced technology and innovative treatment options

Part 2. Assessing the current state of medical tourism market in Russia

Recent estimates indicate that Russia ranks only 41st in the world in terms of its appeal as a medical tourism destination, while the sector's contribution to the country's GDP remains below 0.01%. To put this into perspective, this indicator is 20 times as high in Turkey and 40 times as high in Malaysia.

Overall MTI[3] Ranking, 2020–2021

BRICS+ member state

1	Canada	76.47
2	Singapore	76.43
3	Japan	74.23
4	Spain	72.93
5	United Kingdom	71.92
6	**Dubai**	71.85
7	Costa Rica	71.73
8	Israel	70.78
9	**Abu Dhabi**	70.26
10	**India**	69.80
11	France	69.61
12	Germany	69.29
13	Oman	69.03
14	South Korea	68.81
15	Czech Republic	68.32
16	Taiwan	67.93
17	Thailand	66.83
18	Italy	66.75
19	Dominican Republic	66.32
20	Argentina	66.26
21	Portugal	65.96
22	**South Africa**	65.82
23	Hungary	65.69
24	Philippines	64.99
25	Columbia	64.95
26	**Egypt**	64.81
27	Malta	64.75
28	**Brazil**	64.35
29	Poland	64.10
30	Turkey	63.91
31	Morocco	63.80
32	Bahrain	63.65
33	**China**	63.47
34	Greece	63.45
35	Saudi Arabia	63.32
36	Jordan	63.26
37	Panama	62.77
38	Tunisia	61.78
39	Qatar	61.13
40	Jamaica	60.74
41	**Russia**	**60.17**
42	Mexico	59.47
43	Lebanon	57.14
44	Guatemala	55.04
45	Kuwait	54.84
46	**Iran**	44.38

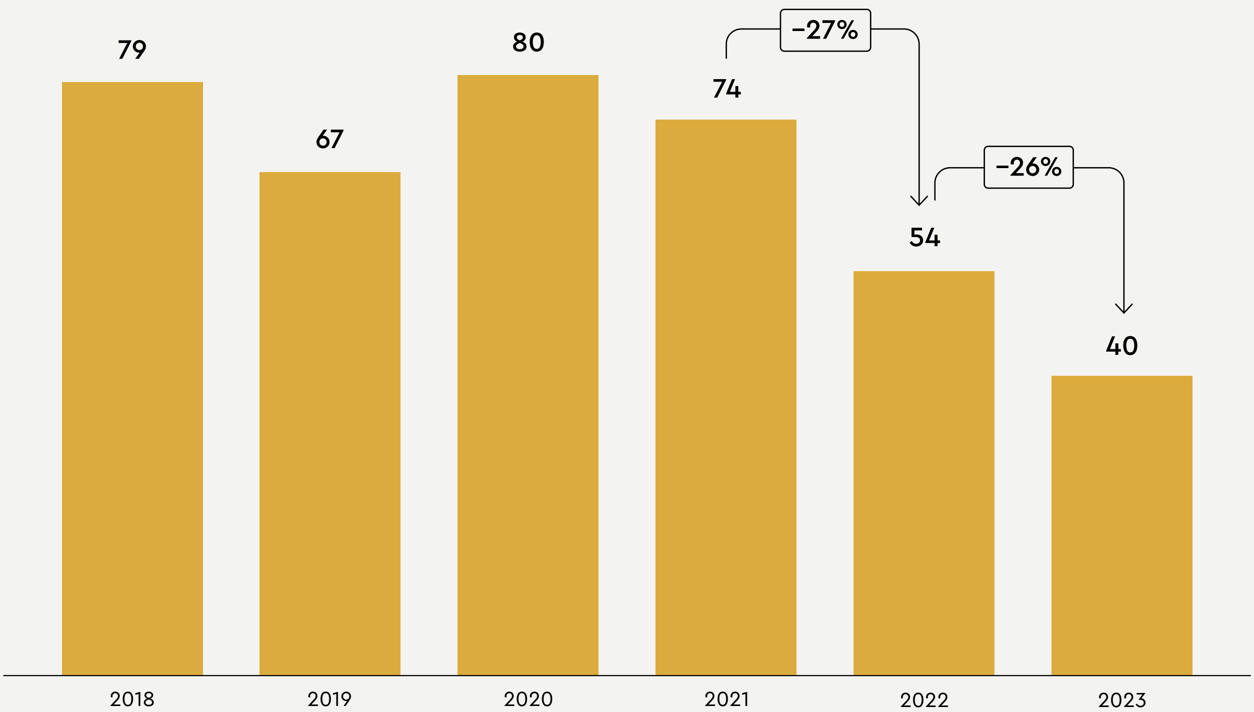
The 2008 financial crisis, the geopolitical events of 2014, tightening migration laws, and the natural demographic decline of the Russian-speaking population in the CIS significantly reduced the influx of medical tourists to Russia throughout the 2010s, while the increasing prosperity within Russia fueled a rise in outbound medical tourism

In the 1990s, foreign patients seeking treatment in Russia were a rarity. It wasn't until the early 2000s that Russia began to see a steady demand for medical services among foreign nationals, driven by the entry of international companies into the Russian market and a significant influx of foreign workers. These individuals sought familiar healthcare standards, including English-speaking staff and services that matched European levels of quality.

However, according to experts, the global financial crisis of 2008, the geopolitical events of 2014, tightening migration laws, and the natural demographic decline of the Russian-speaking population in the CIS significantly reduced the influx of medical tourists to Russia throughout the 2010s.

At the same time, as the prosperity of Russian citizens grew, there was a significant increase in outbound medical tourism, primarily to Israel, China, Germany, Turkey, the US, India, and South Korea. From 2010 until early 2022, Russian nationals would spend nearly USD 1 billion annually on medical treatments abroad, with a significant portion (estimated at between 40% and 75%) going towards oncology treatments. Much of this money might have remained in Russia if the country had developed a more advanced medical infrastructure and a stronger culture for delivering medical services.

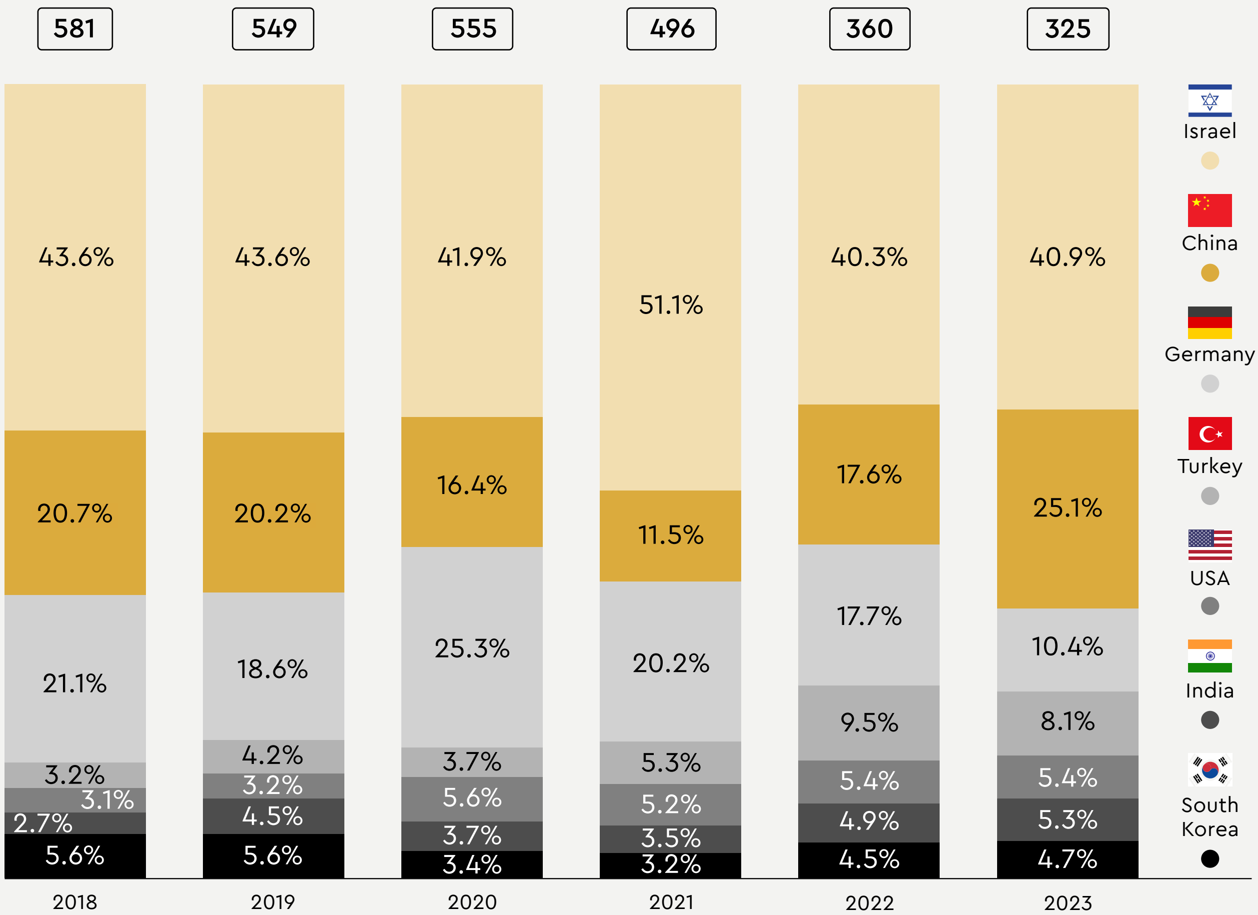
Number of queries for treatment abroad from Russian citizens, without reference to a specific country, in thousands[5]



Since early 2022, the interest of Russian citizens in outbound medical tourism has sharply declined. The number of queries for treatment abroad has nearly halved, with popular destinations experiencing more than a 40% drop in demand. This trend is largely attributed to the increasing difficulty Russian patients face in accessing foreign clinics. For instance, several public and university hospitals in Germany have almost entirely stopped providing services to Russian patients, often not even responding to their inquiries.

However, 2024 has seen a renewed interest in seeking medical treatment abroad, particularly in countries considered friendly to Russia. In the first quarter of 2024 alone, there were 26,100 queries for medical treatment in China, followed by 16,200 queries for treatment in Israel.

Number of queries for treatment abroad from Russian citizens, key countries, in thousands, %[6]



Medical tourism can be divided into two types – outbound and inbound

Outbound medical tourism

Patients leaving their primary country of residence for treatment abroad

Inbound medical tourism

Patients arriving in a country different from their primary place of residence to receive medical treatment

Source: Yakov and Partners team evaluation

When the growth in revenue from inbound medical tourism is coupled with a decline in outbound medical tourism, a country can become a net exporter of medical services.

One-billion-dollar target

In May 2018, Russia set out to increase the exports of medical services by a factor of four by 2024 compared to the 2017 baseline, reaching a value of USD 1 billion per year.[7] To put this in perspective, Turkey achieved a similar milestone by the first half of 2023, despite its GDP being 2.5 times as low and its population approximately 1.7 times as small as Russia's.[8] By the end of 2024, Turkey aims to earn USD 3 billion in medical tourism revenue. The average bill in Russia is expected to come to approximately USD 830 compared to USD 1,330 in Turkey.

Other countries that have long been working to stimulate their medical tourism sector have already surpassed the USD 1 billion threshold

Thailand

In 2023, the medical tourism market size exceeded USD 1.5 billion,[9] bouncing back to its pre-pandemic levels.[10]

Malaysia

In 2021, the medical tourism market size reached USD 3.7 billion and is expected to grow to USD 5.1 billion by 2028.[11]

The current segmentation in the global medical tourism market is likely to persist in the medium term, with countries employing a comprehensive approach to the delivery of medical services and offering full support to medical tourists throughout all stages of their journey leading the way. The global medical tourism market is projected to continue its growth, potentially reaching USD 300–400 billion by 2030, with an annual growth rate of 10–25%, outpacing the global economy.

300–400

USD bn

Estimated size of the medical tourism market by 2030

Source: public sources, Yakov and Partners analysis

Unfortunately, it must be acknowledged that in the pursuit of statistical goals related to both the number and total value of services provided to medical tourists, Russia no longer views the intentional crossing of international borders for the purpose of obtaining medical services as an assessment criterion. As a result, any foreign citizen receiving any medical service within Russia's borders, even if they live and work in Russia, is classified as a medical tourist (see the Appendix "Calculation methodology of the Ministry of Health of the Russian Federation").

This, in turn, has resulted in some peculiar situations. For example, according to Federal Law No. 274 dated July 1, 2021, any foreign citizen who plans to work in Russia is required to undergo a medical examination. Since December 2021, annual medical examinations have also become mandatory for citizens of the Eurasian Economic Union (EAEU) member states, and all these services have been included in the statistics for inbound medical tourism in Russia.

Moreover, in 2021, a decision was made to denominate the program's performance indicators in rubles instead of the originally planned US dollars using an exchange rate of 57.1621 rubles per dollar. As a result of this adjustment, the target metrics were reduced by approximately 60%, or RUB 33.5 billion. Reporting anomalies become particularly evident if we calculate the cost of treatment per tourist across different regions. For instance, in 2019, which is the last year for which non-aggregated information is available, services provided to 2.77 million foreign patients generated a total revenue of USD 128 million, averaging USD 45 (RUB 3,000 rubles) per patient. In 2020, the number of patients increased by nearly 30%, reaching 4 million people, yet the total revenue dropped by 12%.

It is important to note that in 2019, 87.5% of all revenue generated by federal medical centers came from just 14 institutions. This suggests that those specific institutions provided services to patients beyond the standard health check-ups and mandatory medical examinations.

In the global oncology tourism market, the share of Russia's largest federal cancer centers stands at less than 0.1%

Nearly a quarter of all revenue in 2019 was generated by a single institution – S. N. Fyodorov Eye Microsurgery Federal State Institution, where the average cost of surgery exceeds USD 1,000 (close to RUB 100,000),[12] while three cancer centers (N. N. Blokhin National Medical Research Center of Oncology, National Medical Research Radiological Centre, and N. N. Petrov National Medical Research Center for Oncology) together accounted for 16% of the total revenue. Therefore, the contribution of Russia's largest federal institutions in this key area of healthcare amounted to less than 0.1% of the global oncology tourism market.

Most profitable federal medical centers based on revenue in 2019*

Total medical services provided in 2019: USD 81.44 million

S. N. Fyodorov Eye Microsurgery Federal State Institution (Ministry of Health of the Russian Federation)	24.1%
Saint Petersburg Research Institute of Ear, Throat, Nose and Speech (Ministry of Health of the Russian Federation)	16.5%
N. N. Blokhin National Medical Research Center of Oncology (Ministry of Health of the Russian Federation)	7.1%
State Research Center for Dermatovenereology and Cosmetology (Ministry of Health of the Russian Federation)	6.9%
A. N. Bakulev National Medical Research Center for Cardiovascular Surgery (Ministry of Health of the Russian Federation)	5.9%
National Medical Research Radiological Centre (Ministry of Health of the Russian Federation)	5.8%
N. N. Burdenko National Medical Research Center for Neurosurgery (Ministry of Health of the Russian Federation)	4.7%
I. M. Sechenov First Moscow State Medical University of the Ministry of Health of the Russian Federation (Sechenov University)	3.8%
Russian Center for Eye and Plastic Surgery (Ministry of Health of the Russian Federation)	3.4%
N. N. Petrov National Medical Research Center for Oncology (Ministry of Health of the Russian Federation)	2.8%
Almazov National Medical Research Centre (Ministry of Health of the Russian Federation)	2.2%
H. Turner National Medical Research Center for Children's Orthopedics and Trauma Surgery (Ministry of Health of the Russian Federation)	1.8%
National Medical Research Centre for Endocrinology (Ministry of Health of the Russian Federation)	1.4%
National Medical Research Centre for Cardiology (Ministry of Health of the Russian Federation)	1.4%

* Data provided by 71 constituent entities of the Russian Federation as of January 20, 2020.

In 2020, the COVID-19 pandemic led to the peak of restrictions on cross-border movement, resulting in a dramatic rise in domestic tourism, which nearly tripled. By the end of the year, one of the few valid reasons for entering Russia during the lockdown was an invitation for medical treatment. As a result, medical care was officially provided to 3.9 million foreign nationals in Russia, marking a 23% increase compared to 2019, according to the Russian Research Institute of Health (RIH). While every "medical tourist" was required to take at least one COVID-19 test and was counted in the official statistics, experts believe that many of those individuals never actually made it to the clinics that issued the paperwork allowing them entry to Russia.

At the same time, according to the Center for Advanced Governance, Russia supported at least 46 countries in their fight against the coronavirus, which contributed to an increase in revenue from the export of medical services.

However, Russia did not get a chance to take full advantage of that situation. Even though none of the current sanctions against Russia impact healthcare, some medical companies chose to limit their presence in the market.

To make matters worse, tourists faced difficulties with booking flights and paying for hotels and actual medical services due to banking restrictions. The situation was further aggravated by negative media coverage, with many sources advising against visiting Russia under any circumstances.

Despite the banking restrictions and the withdrawal of international accreditation organizations, Russia experienced nearly a 20% increase in foreign visitors in 2023 compared to the previous year

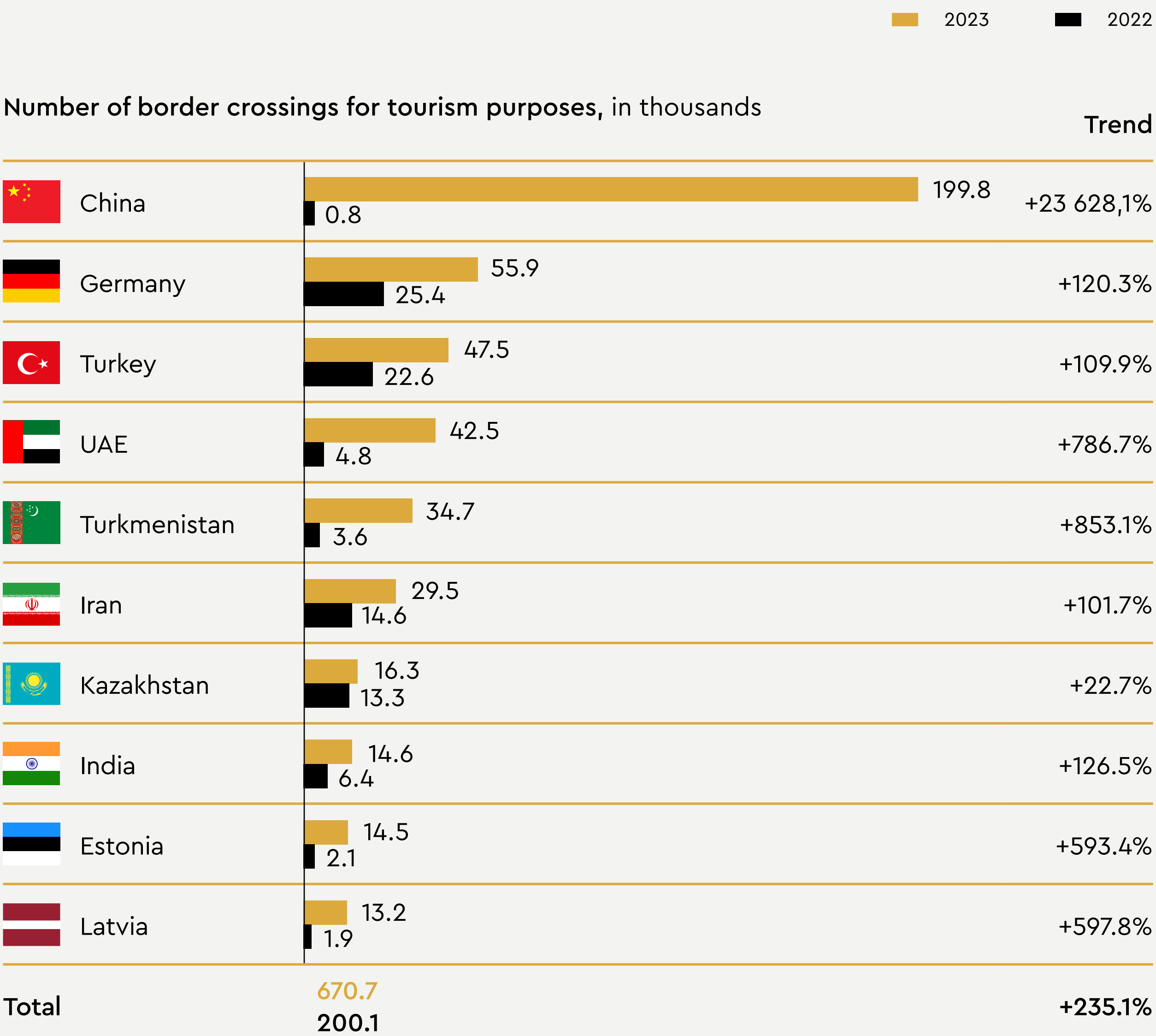
On top of that, international organizations responsible for the quality and safety accreditation of healthcare institutions, particularly JCI, along with ISQua, which is the umbrella organization overseeing the accreditation of those organizations, also withdrew from Russia.

In spite of all those challenges, after a sharp decline in 2022, the trend reversed the next year, with nearly 20% more foreign nationals visiting Russia in 2023 than in the previous year (15.4 million trips compared to 13 million in 2022).[13]

Unfortunately, as previously mentioned, it is quite difficult to distinguish between migrant workers who undergo mandatory medical examinations and are automatically classified as medical tourists, and people who actually come to Russia specifically for medical treatment. It is also impossible to pinpoint which migrants actively use medical services in Russia and have chosen to work in the country partly because of its healthcare system. For example, according to the statistics of the Ministry of Health for 2019, Uzbekistan ranked first in terms of the inbound flow of medical tourists, and Tajikistan ranked second, despite having a much lower financial potential than other countries in the region. One reason for this was highlighted by the Tajik President Emomali Rahmon in his address to the parliament: "Most officials travel to other countries even for headaches and toothaches because they do not trust Tajik specialists."[14]

However, since medical visas are unavailable, most medical tourists apply for tourist visas rather than work visas. If we analyze the statistics for border crossings specifically for tourism, in 2023, Russia welcomed around 670,000 tourists[15] (an 86.7% decrease compared to the pre-pandemic year of 2019). To put that in context, there were 1.3 billion tourist trips worldwide in 2023,[16] with 50 million of them related to medical tourism, which is less than 4%.

Top source countries for tourism to Russia



Source: Federal Security Service of the Russian Federation, Unified Interdepartmental Information and Statistical System (UISIS)

This suggests that the actual numbers for inbound medical tourism to Russia in 2023 fell significantly short of the government's ambitious targets.

In view of the new economic development cycle that began in May 2024 and the emphasis placed on healthcare, we decided to analyze the customer journey of a non-Russian-speaking medical tourist from abroad, particularly from a BRICS+ country, who may seek treatment in Russia. We also aimed to assess how prepared Russian clinics are to serve that tourist compared to global leaders.

Opportunities for transforming customer journeys

To pinpoint weaknesses and identify growth points in inbound medical tourism, it's essential to map out the typical customer journey, which normally encompasses the following five stages:

1

Research and initial contact
The patient explores information about the medical services available abroad, comparing different formats of cooperation with clinics (one-stop shop system, partner programs and clinics) and selecting the most suitable offer (mainly via the website)

2

Consultation and treatment planning
The clinic offers an online consultation with a healthcare professional to discuss the details of treatment

3

Travel preparations
The patient is offered assistance with the necessary travel arrangements, including visa support, booking flights, securing accommodation, and handling other logistics related to their journey

4

Staying and treatment
Relevant clinics provide full support to the patient and coordinate all medical procedures

5

Post-treatment support
After the patient returns home, they continue with their prescribed treatment or recovery plan, following the guidance and recommendations provided by their supervising physician

Medical tourist journey

Covered by the study

Stage 1

1 → 2 → 3 → 4

1. Search for information online
2. Select a provider
3. Browse the website
4. File an application

Stage 2

5 → 6 → 7 → 8

5. Reach out to an operator
6. Submit the treatment history
7. Consult the supervising physician
8. Approve the treatment plan and cost

Stage 3

9 → 10 → 11

9. Get a visa
10. Book tickets and accommodation
11. Plan an entertainment program in the destination country

Not covered by the study

Stage 4

12 → 13 → 14 → 15 → 16 → 17

12. Get to the destination country
13. Meet an agent/ assistant
14. Adjust and check in
15. Receive treatment
16. Complete the recovery program
17. Visit attractions as a tourist

Stage 5

18 → 19

18. Return home
19. Receive support from the supervising physician

To identify the key elements of a successful strategy for enhancing a country's appeal as a medical tourism destination, we analyzed the experience of nine leading countries in the field, alongside Russia's own experience. This study primarily focuses on the first three stages of the patient journey: research and initial contact, consultation and treatment planning, and travel preparations. Special attention is given to the most widely used communication channels, typically managed or overseen by national health ministries in one way or another: the one-stop-shop system and direct interaction with clinics (for detailed information, see the Methodology for assessing the one-stop-shop system and clinics).

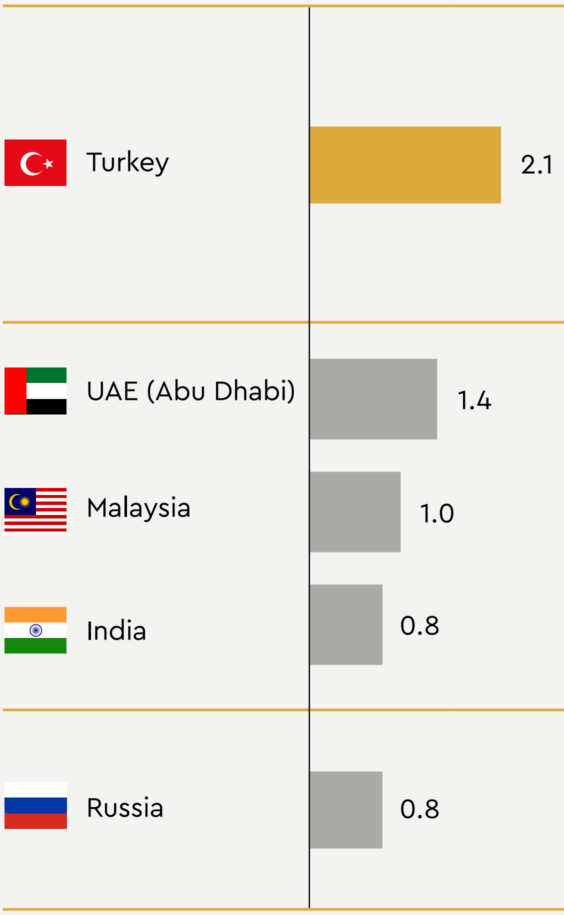
While the one-stop shop system helps reduce the burden on healthcare institutions and standardize service delivery, the countries where it has been successfully implemented fall short of delivering the advertised high level of service

Our analysis revealed that even though the one-stop shop concept for medical tourism has been successfully implemented in some countries, it is not a universal solution on a global scale. Countries like Turkey, the UAE (Abu Dhabi), Malaysia, India, and Russia have adopted this approach to improve the convenience and efficiency of interaction for medical tourists. The one-stop-shop system is designed to reduce the burden on healthcare institutions and to standardize service delivery. However, in each of these countries, the system often falls short of reaching the level of service advertised on their official websites.

Other countries, e.g. the US, Israel, Thailand, Germany, and Iran opted not to adopt the one-stop-shop model for various reasons. In the US, for example, world-renowned clinics handle all their medical tourism operations independently and have no need for such a system, while Germany shifted its focus away from medical tourism as a strategic priority, reflecting a broader transformation in its approach to the sector.

Countries with high potential that are geographically close to Russia

Assessment score, points



Turkey earned top scores for the functionality of its one-stop shop system thanks to the:

- **ease** of finding information
- **high-quality** website optimization
- **excellent user interface** and **user experience** (UX/UI)

None of the **one-stop shop systems** in the analyzed countries **demonstrated adequate customer response**

Malaysia was the only country that actually responded to queries, and even then, it took two weeks, which is far longer than the advertised two to three business days. This issue significantly impacted our ability to properly assess service quality at this stage

The testing of Russia's one-stop shop system revealed **a number of website errors** that complicate the customer journey and sometimes even prevent data submission altogether

Source: Yakov and Partners team evaluation

Despite the significant potential of the one-stop shop system, none of the analyzed countries provided adequate customer response. Malaysia was the only country that actually responded to queries, and even then, it took two weeks, which is far longer than the advertised two to three business days. Overall, Turkey ranked first in terms of channel quality, scoring 2.5 times as high as Russia. Key success factors included the ease of finding information, high-quality website optimization, and excellent user interface and user experience (UX/UI). Conversely, the testing of Russia's one-stop shop system revealed a number of errors that complicate the customer journey and, in some cases, even prevent data submission altogether.

10 countries analyzed

Over

50

calls made

Over

1000

minutes communicating with clinics

As part of our second channel analysis, we explored patient journeys across 36 clinics known for their prominence in medical tourism, based on references in industry publications. Most of those clinics hold international accreditation.

The most frequently reported issue among patients was the difficulty in communicating with medical organizations: busy phone lines, operators lacking adequate language skills, and employees who were not well-trained in dealing with international patients. However, one clinic in Turkey stands out in that regard, offering dedicated phone lines for over 30 countries, each served by native speakers.

In the US, several institutions have introduced a gamified approach to initial data entry, whereby patients provide their information by completing a quiz.

Clinics in Israel and Turkey excelled in customer service and swift issue resolution. In these countries, patients are assigned a personal manager as soon as they begin the registration process. The manager handles all urgent matters, communicating via external messaging apps if needed, provides both verbal and written guidance regarding all aspects of the visit, emails doctors' profiles, and offers other types of support.

An interesting observation was that while most clinics worldwide follow a standard procedure for uploading documents via messaging apps or email, only clinics in Turkey and the UAE provided assistance with obtaining visas through their international tourism departments. Additionally, clinics in Israel, Turkey, and Malaysia offered additional services like airport pick-up and complimentary transfers to the clinic or accommodation.

Overall, clinics in Turkey and Israel achieved the highest scores for their patient services in our comprehensive evaluation.

Source: public sources,
Yakov and Partners analysis

Turkey and Israel

Leaders in terms of customer service quality at clinics

Turkey and Israel stood out as leaders in customer service quality at clinics, largely due to their high-quality service at each stage of the patient journey

Assessment score

Rank	Country	Type	Website (application)	Call (communication)	Logistics	Final score
1	**Turkey**	Private	2.4	2.9	3.0	27.2
2	**Israel**	Private	2.9	2.9	2.0	27.0
3	**Israel**	Public	2.7	3.0	2.0	26.7
4	**Turkey**	Private	2.1	2.6	3.0	24.7
5	Thailand	Private	1.8	1.7	3.0	20.0
6	Thailand	Private	1.8	1.4	3.0	18.8
7	Malaysia	Private	2.0	0.7	3.0	16.9
8	Turkey	Private	2.7	0.0	3.0	16.7
9	India	Private	1.9	0.6	3.0	15.8
10	Turkey	Private	0.0	2.3	3,0	15.1
11	India	Private	2.0	0.6	2.0	14.3
12	Iran	Private	1.9	1.1	1.0	14.1
13	Dubai	Private	1.7	0.0	3.0	12.7
14	USA	Private	2.1	0.0	2.0	12.4
15	USA	Private	1.3	0.6	2.0	11.6
16	Germany	Private	0.7	0.6	3.0	11.0
17	Malaysia	Private	1.2	0.3	2.0	10.0
18	Abu Dhabi	Private	1.3	0,1	2.0	9.9
19	Dubai	Private	1.1	0.0	2.0	8.4

Source: Yakov and Partners team evaluation

Using the same methodology, we assessed 17 Russian clinics, including six public and 11 private institutions, that reported the highest revenues in 2022.

We selected 17 clinics with the highest revenues in 2022 to analyze the Russian market

Rank	Type	Specialization	Website (application)	Call (communication)	Logistics	Final score
1	Private	Multidisciplinary	2.0	2.1	3.0	22.6
2	Public	Highly specialized	0.7	2.3	3.0	17.9
3	Private	Highly specialized	1.3	1.7	2.0	16.1
4	Public	Highly specialized	0.9	2.0	2.0	15.6
5	Private	Multidisciplinary	1.0	1.6	2.0	14.3
6	Private	Multidisciplinary	0.8	0.0	2.0	7.2
7	Public	Multidisciplinary	0.5	0.0	2.0	6.0
8	Private	Multidisciplinary	1.3	0.0	0.0	5.2
9	Public	Highly specialized	0.9	0.0	0.0	3.6
10	Private	Highly specialized	0.9	0.0	0.0	3.6
11	Public	Highly specialized	0.7	0.0	0.0	2.8
12	Public	Highly specialized	0.5	0.0	0.0	2.0
13	Private	Multidisciplinary	0.0	0.4	0.0	1.7
14	Private	Multidisciplinary	0.0	0.4	0.0	1.7
15	Private	Multidisciplinary	0.0	0.1	0.0	0.6
16	Private	Highly specialized	0.0	0.0	0.0	0.0
17	Private	Multidisciplinary	0.0	0.0	0.0	0.0

Source: Yakov and Partners team evaluation

Unfortunately, 70% of these institutions do not provide any details on how they manage international patients, and five of these clinics do not even have English websites. About half of the clinics were unable to communicate effectively with English-speaking clients. Only four clinics had staff members who could clearly explain the process for treating foreign patients and answer questions, showcasing a high level of expertise. All of these factors make it significantly more difficult for foreign patients to get the information they need.

On the other hand, language barriers aside, roughly half of the Russian clinics provide essential support services to medical tourists, such as assistance with obtaining visas, arranging transfers, and finding accommodation. This shows a willingness to adopt a more customer-focused approach. The inclusion of two Russian institutions in the top ten of our clinic rankings further underscores this potential.

Russian healthcare institutions have substantial potential to attract foreign tourists, but this will require considerable effort across all stages of the customer journey

Thus, Russian healthcare institutions have substantial potential to attract foreign tourists. However, realizing this potential will require considerable effort across all stages of the customer journey. Improvements are needed in areas such as search engine optimization for clinic websites and the establishment and enhancement of dedicated services for international patients. When dealing with foreign tourists, strengthening English-language support is particularly critical, as English serves as the global lingua franca, including within the BRICS+ countries.

It is important to note that current prices in Russia, especially for high-tech medical procedures, are significantly lower than in many other countries, making it an attractive destination for medical tourism. However, this price advantage could also lead to challenges. Lower costs may result in insufficient funding for healthcare institutions, potentially impacting their infrastructure, facilities, and overall service quality.

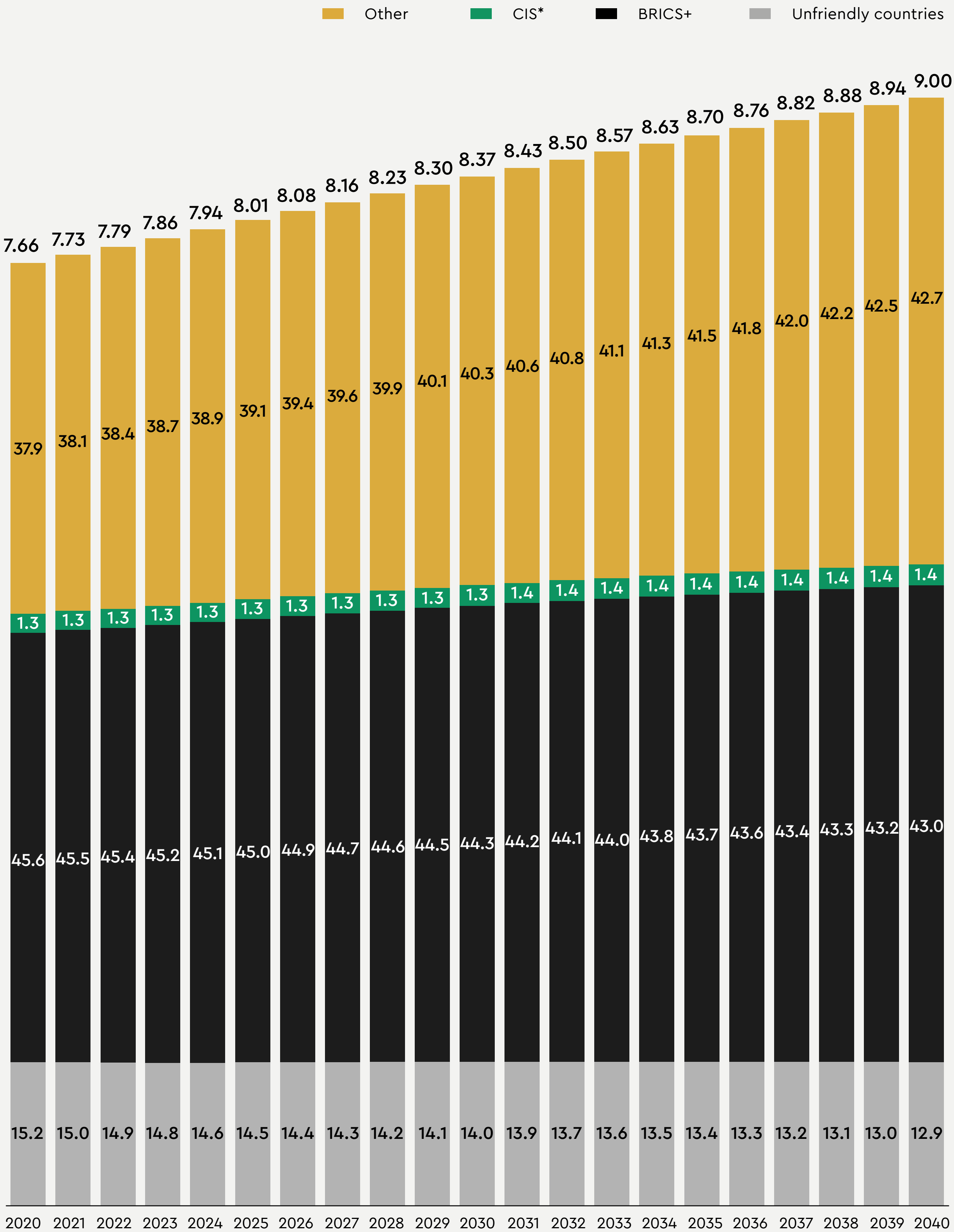
Part 3. Assessing Russia's medical tourism potential

BRICS+ countries could play a crucial role in generating a sustainable flow of medical tourists to Russia, including in the long term

The BRICS+ countries today account for around 45% of the global population, with a combined GDP of USD 28.5 trillion. The citizens of these nations are highly mobile and possess considerable spending power. Despite the current geopolitical landscape and sanctions imposed on Russia, the BRICS+ countries remain a potential source of steady traffic of medical tourists, including in the long term. However, they are not the only countries that have significant potential in this area. We should also keep in mind that the BRICS+ countries vary greatly in terms of population size and geographical proximity to Russia.

For more than 15% of medical tourists, the distance from their country of residence is a significant factor when choosing a medical destination. Travel costs, time, long flights, and adjusting to new time zones may contribute to stress, making nearby destinations more appealing in terms of both comfort and convenience.

World population, billion people, %, by group of countries (as of 2022)



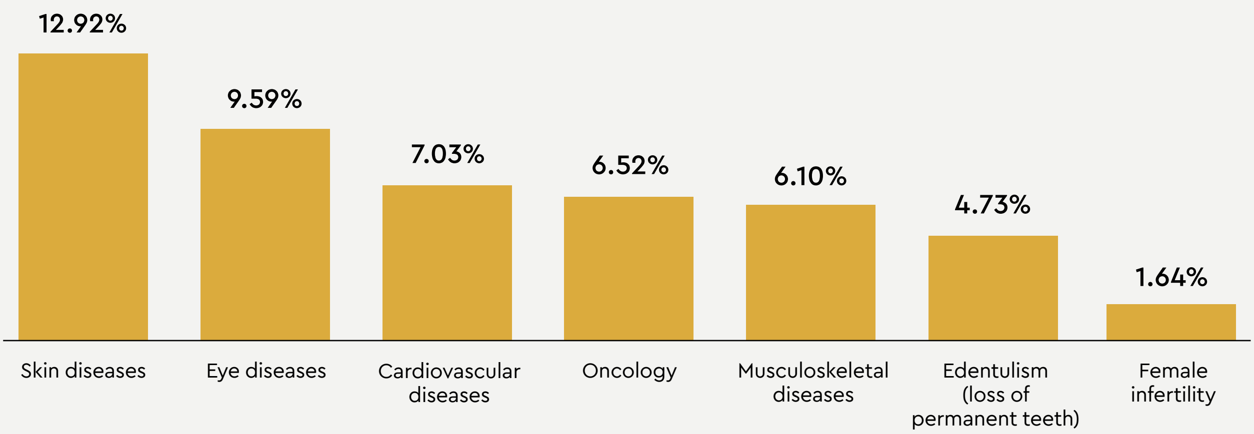
* Hereinafter, Mongolia is assumed to be a CIS country.

Source: https://databank.worldbank.org/source/population-estimates-and-projections

The demand for different types of procedures and treatment options varies, too. According to IHME,[17] the most common medical conditions that require specialized treatment worldwide include skin diseases (affecting approximately 13% of the global population), eye diseases (9.6%), cardiovascular diseases (7%), oncology (6.5%), musculoskeletal diseases (6.1%), dental conditions requiring implants and prosthetics (4.7%), and female infertility (1.6%).

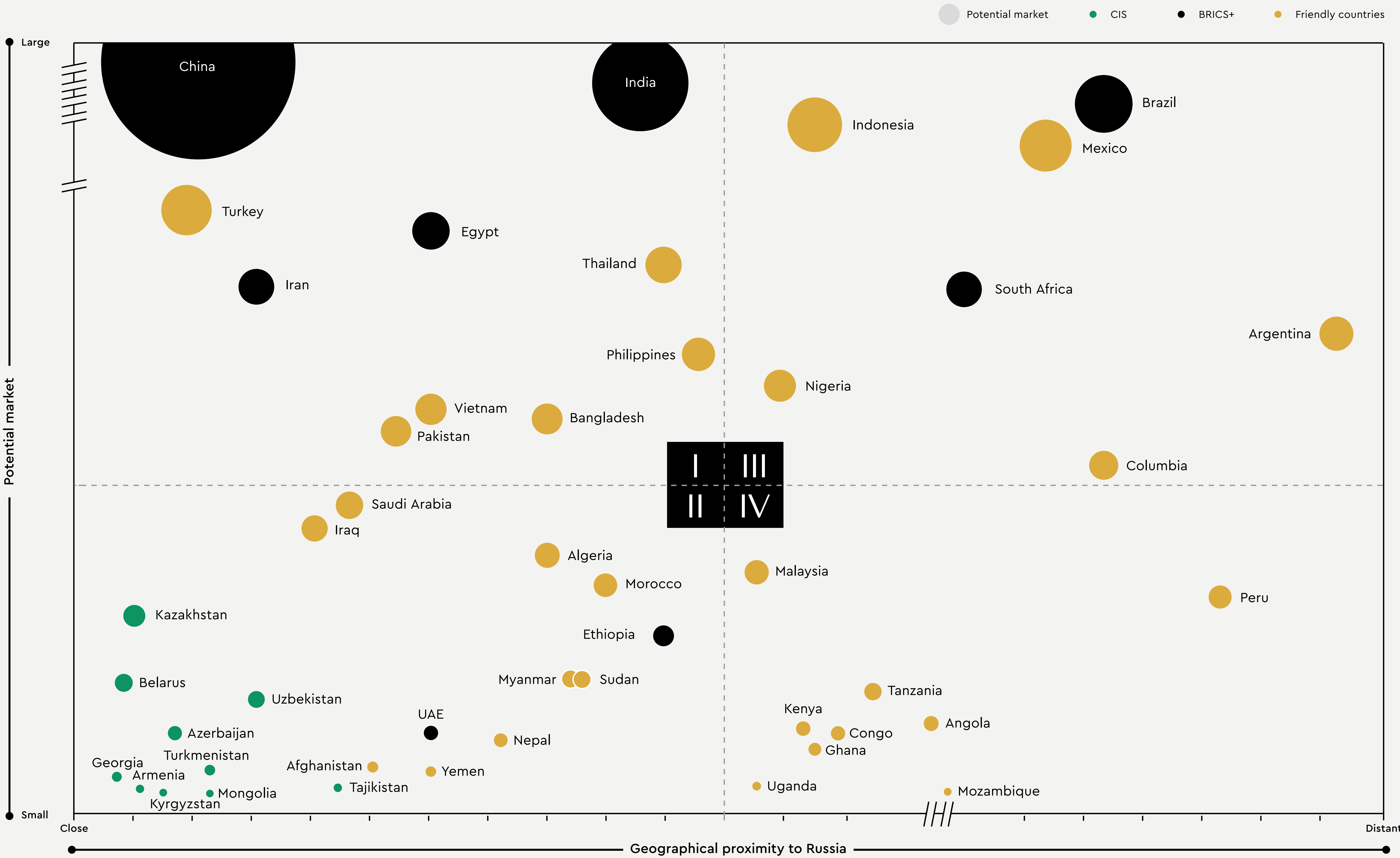
Given Russia's existing healthcare infrastructure and areas of expertise, along with the needs of international medical tourists, there are seven key medical services that hold the highest potential for attracting foreign patients. These services are ophthalmology, dermatology, treatment of cardiovascular diseases, oncology, implantology and prosthodontics, traumatology and orthopedics, and in vitro fertilization.

Global prevalence of selected medical conditions



Our analysis focused on countries that maintain friendly relations with Russia and have populations exceeding 30 million. For each of these nations, we assessed the potential market for seven key medical services in monetary terms, considering their penetration rates in relevant countries, and the potential purchasing power, derived from GDP per capita. We then categorized the countries based on the potential size of their market for Russia (see the Appendix "Methodology for assessing potential interest among foreign patients") and their geographical proximity to Russia. This approach allowed us to identify four groups of countries based on how attractive they can be for Russia.

Matrix of countries' attractiveness in terms of inbound medical tourism to Russia



Source: Yakov and Partners team evaluation

I. Countries with high potential that are geographically close to Russia

The top-left quartile includes 10 countries with a combined potential exceeding USD 250 billion, four of which are BRICS+ nations. China (USD 166.8 billion) and India (USD 40.9 billion) have the highest potential among these countries, accounting for over 65% and 16% of the total, respectively. In fact, these two countries represent more than 80% of the total potential within this group. Future initiatives aimed at attracting medical tourists should prioritize patients from these countries as they currently show the highest potential and are expected to experience growth rates that exceed the average growth rates in the global medical tourism market.

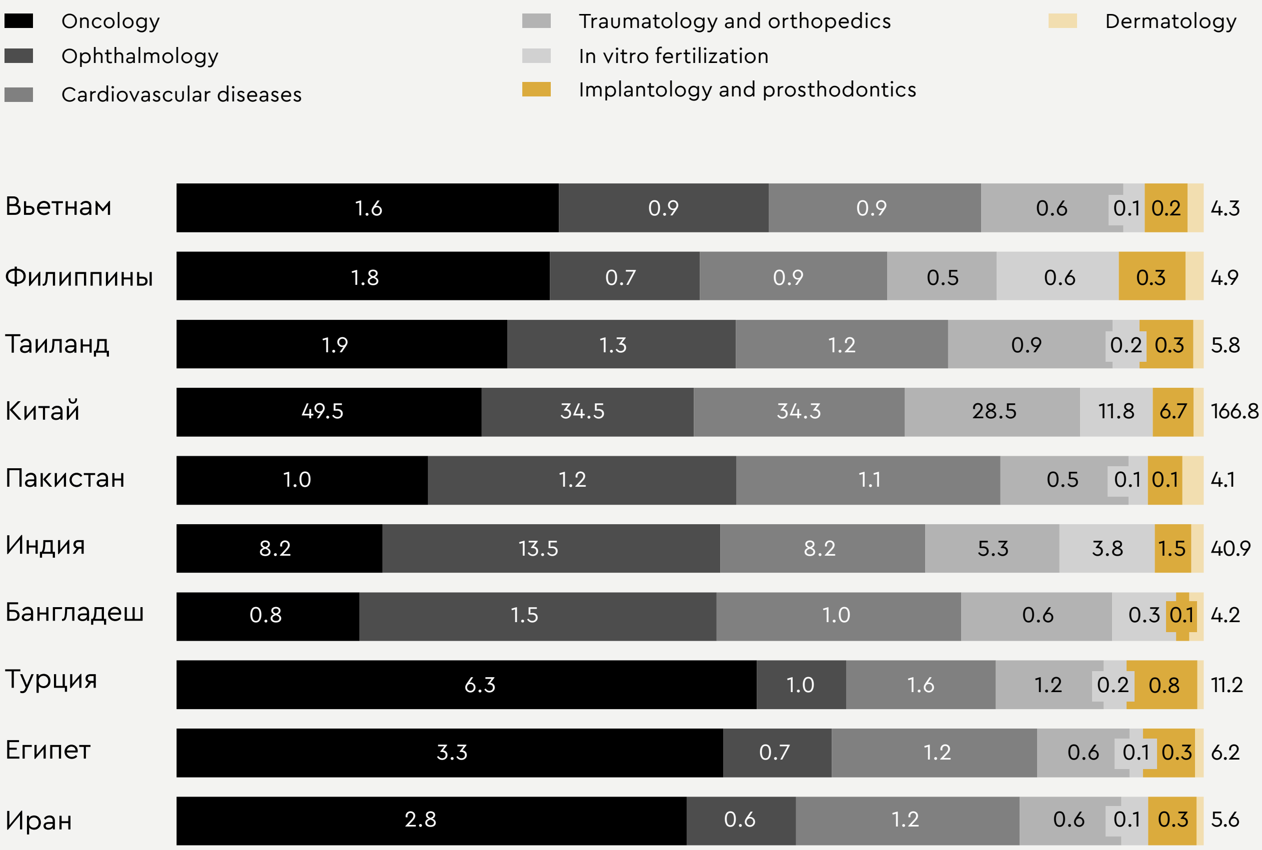
Countries with high potential that are geographically close to Russia

	Country	Potential, USD bn	Share, %
1	China **(BRICS+ member state)**	166.8	66.0
2	India **(BRICS+ member state)**	40.9	16.0
3	Turkey	11.2	4.0
4	Egypt **(BRICS+ member state)**	6.2	2.0
5	Thailand	5.8	2.0
6	Iran **(BRICS+ member state)**	5.6	2.0
7	Philippines	4.9	2.0
8	Vietnam	4.3	2.0
9	Bangladesh	4.2	2.0
10	Pakistan	4.1	2.0
	Total	**254.1**	**100%**

Source: Yakov and Partners team evaluation

Within this group, three key areas have the highest potential for inbound medical tourism: oncology, ophthalmology, and cardiology. Specifically, the highest potential for attracting medical tourists from Southeast Asia is seen in the treatment of oncological conditions (which accounts for 20–40% of the total potential) and eye conditions (15–30%). However, it is important to note that for tourists hailing from countries such as India, Pakistan, and Bangladesh, the highest potential actually lies in treating eye diseases (around 30%) rather than oncological conditions. For medical tourists coming from the Middle East, the greatest potential is found in treating oncological conditions (approximately 50% of the total potential) and cardiovascular diseases (15–20%). Notably, oncology presents a more serious health challenge for individuals from the Middle East compared to those from Southeast Asia (within the context of this group).

Medical tourism potential by type of medical services, USD bn



For this group of countries, three types of medical services hold the highest potential in terms of medical tourism: **oncology, ophthalmology, and cardiovascular diseases.**

Source: Yakov and Partners team evaluation

II. Countries with low potential that are geographically close to Russia

The second group comprises 21 countries with a combined potential of around USD 27 billion. Although this figure is nine times as low as that for the first group, those nations are viewed as a priority for the Russian healthcare industry. For example, all efforts to raise awareness about medical services available in Russia among foreign nationals are now exclusively directed at the populations of Kazakhstan, Uzbekistan, Azerbaijan, Kyrgyzstan, Armenia, Belarus, Tajikistan, South Ossetia, and Abkhazia.[18] When we narrow our focus to the CIS countries within this group, their potential represents a mere 3% of the total potential seen in Group I.

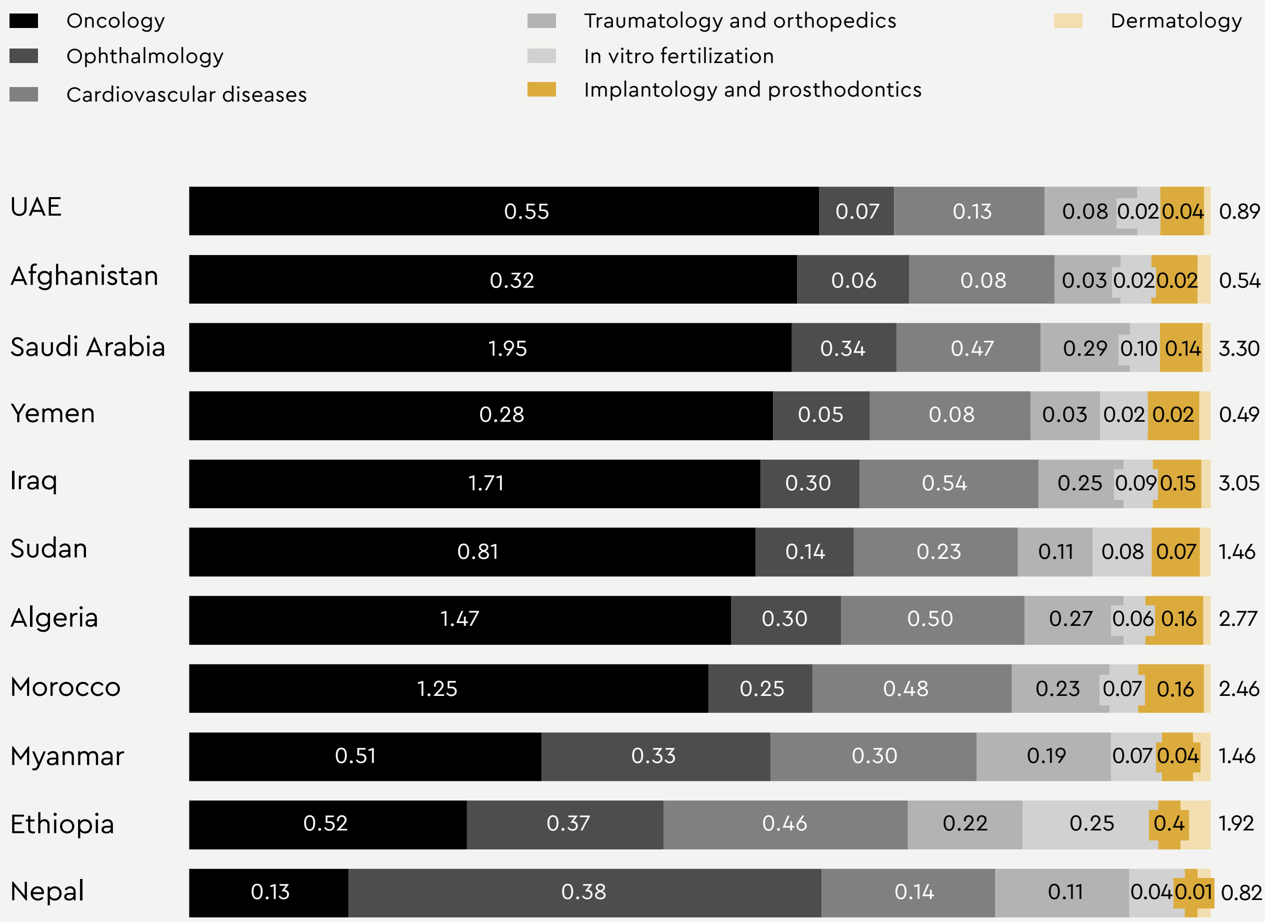
Countries with low potential that are geographically close to Russia

	Country	**Potential,** USD bn	**Share, %**
1	CIS	7.7	29.0
2	Saudi Arabia	3.3	12.0
3	Iraq	3.1	12.0
4	Algeria	2.7	10.0
5	Morocco	2.5	9.0
6	Ethiopia **(BRICS+ member state)**	1.9	7.0
7	Myanmar	1.5	6.0
8	Sudan	1.5	6.0
9	UAE **(BRICS+ member state)**	0.9	3.0
10	Nepal	0.8	3.0
11	Afghanistan	0.5	2.0
12	Yemen	0.5	2.0
	Total	**26,9**	**100%**

Source: Yakov and Partners team evaluation

To achieve the target of USD 1 billion in revenue from medical tourism, Russia needs to capture 13% of the combined potential of the CIS countries. However, for maximum impact, it would be wise to focus on attracting medical tourists from the Middle East (Saudi Arabia and Iraq) and Africa (Algeria, Morocco, and Ethiopia). Interestingly, the second group also includes two BRICS+ members: Ethiopia and the UAE.

Medical tourism potential by type of medical services, USD bn

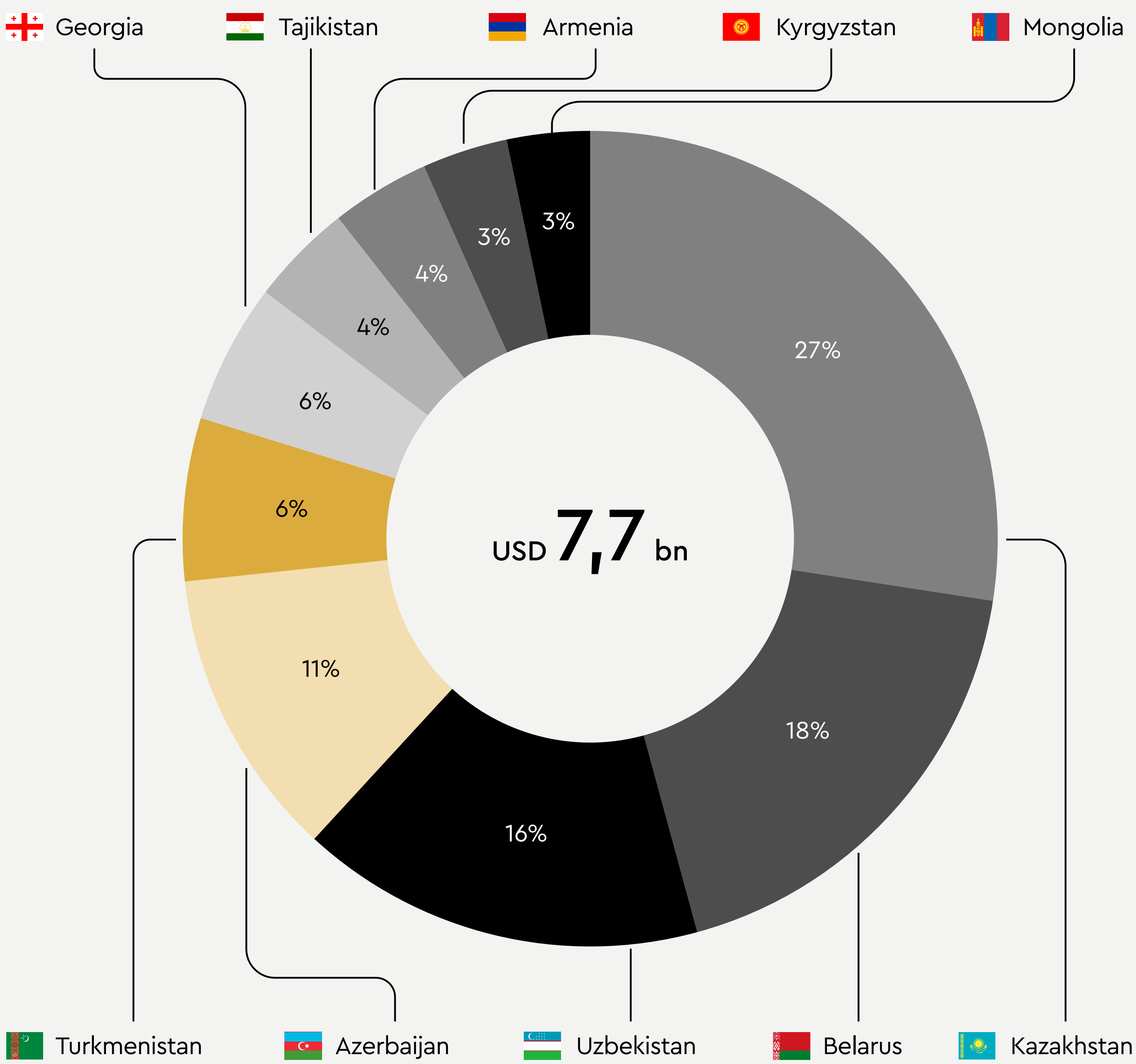


The potential of these nations (excluding the CIS countries) is largely driven by **oncology and ophthalmology**, which together account for over half of the market value.

Source: Yakov and Partners team evaluation

When we analyze the specifics of disease prevalence in this group (excluding the CIS countries), we will find that oncology and eye diseases account for over a half of the market value in monetary terms, mirroring the trends observed in Group I. The trends in disease prevalence in Group II are also similar to those seen in Group I.

Among the CIS countries, Kazakhstan, Belarus, Uzbekistan, and Azerbaijan hold the highest potential, each exceeding USD 1 billion.



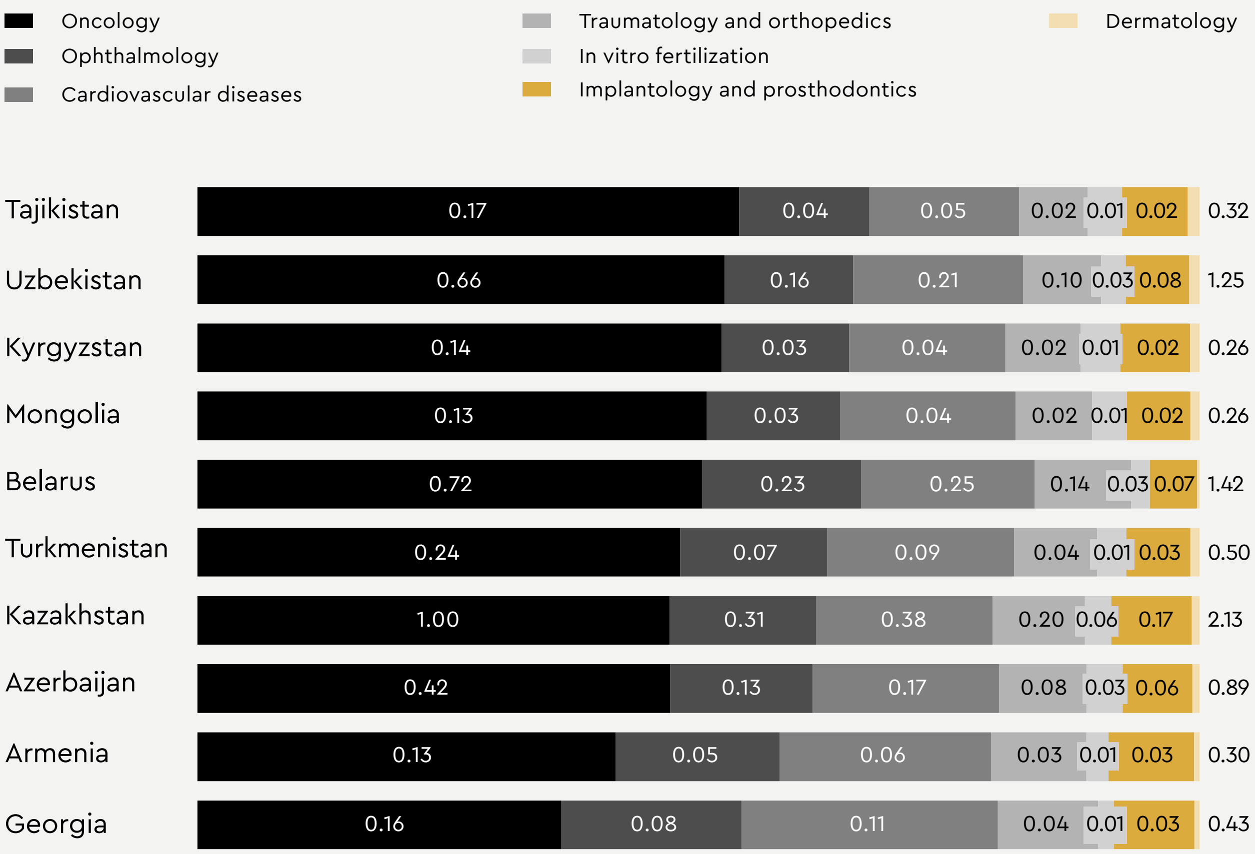
Source: Yakov and Partners team evaluation

Together, these four nations account for nearly 75% of the total monetary potential for outbound medical tourism from the CIS.

According to the latest official data for 2022, Russia generated USD 730 million from various forms of medical tourism, including health check-ups, work permits, and examinations,[19] which indicates that Russia's share is less than 10% of the total outbound tourism potential of the CIS countries.

Given the striking similarities in disease prevalence across these countries, Russia has an opportunity to enhance its market presence by expanding its service offerings in key areas of demand: oncology (approximately 50% of the total potential), cardiovascular diseases (about 20%), and eye diseases (around 15%).

Medical tourism potential by type of medical services, USD bn



Source: Yakov and Partners team evaluation

However, it's important to recognize that while attracting medical tourists from the CIS countries may not pose significant challenges, the overall potential of their medical tourism markets is incomparably lower than that of any BRICS+ nation.

III. Countries with high potential that are geographically distant from Russia

While Group III nations boast a significant market potential of USD 58.7 billion, their average distance from Russia exceeds 9,000 kilometers, which hurdles the prospects for developing outbound medical tourism from these countries. For example, India – a clear global leader in terms of inbound patient flow – has 74% of medical tourists coming from countries within a 3,000-kilometer radius.

On the other hand, South Korea's experience shows that successful development of the healthcare sector makes it possible to attract patients from all parts of the world. While 57% of South Korea's medical tourists come from countries within the same 3,000-kilometer radius, over 17% arrive from the United States, its second-largest source market. The presence of major BRICS+ countries in this group suggests a significant opportunity for Russia. With strategic promotion in these markets, Russia could substantially increase the revenues of its medical institutions. Capturing just 1% of this group's current potential could boost Russia's revenue from medical tourism by USD 0.5 billion.

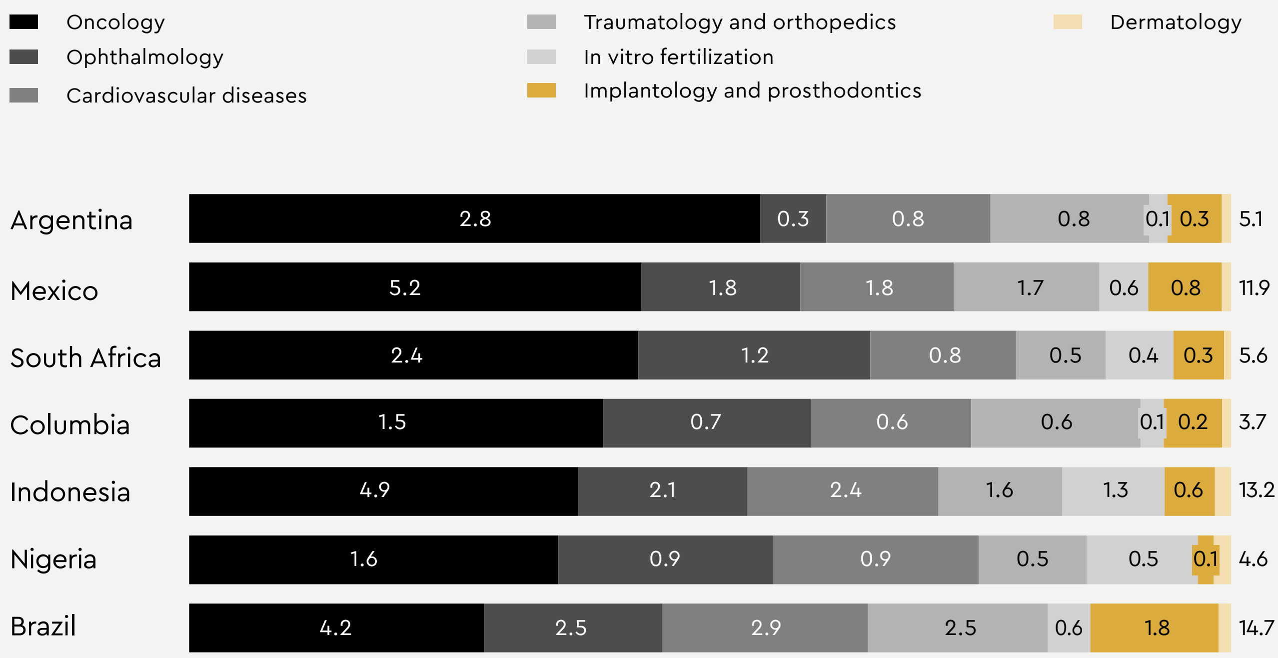
Geographically distant countries with high potential

	Country	Potential, USD bn
1	Brazil (BRICS+ member state)	14.7
2	Indonesia	13.2
3	Mexico	11.9
4	South Africa (BRICS+ member state)	5.6
5	Argentina	5.1
6	Nigeria	4.6
7	Columbia	3.7

Source: Yakov and Partners team evaluation

Countries in Latin America have the highest potential in this group: Brazil (USD 14.7 billion) and Mexico (USD 11.9 billion). Indonesia (USD 13.2 billion) also stands out in terms of its outbound medical tourism potential. In these countries, the focus should be made on promoting treatment of oncological (35% of the potential), heart (20%), and eye diseases (15%).

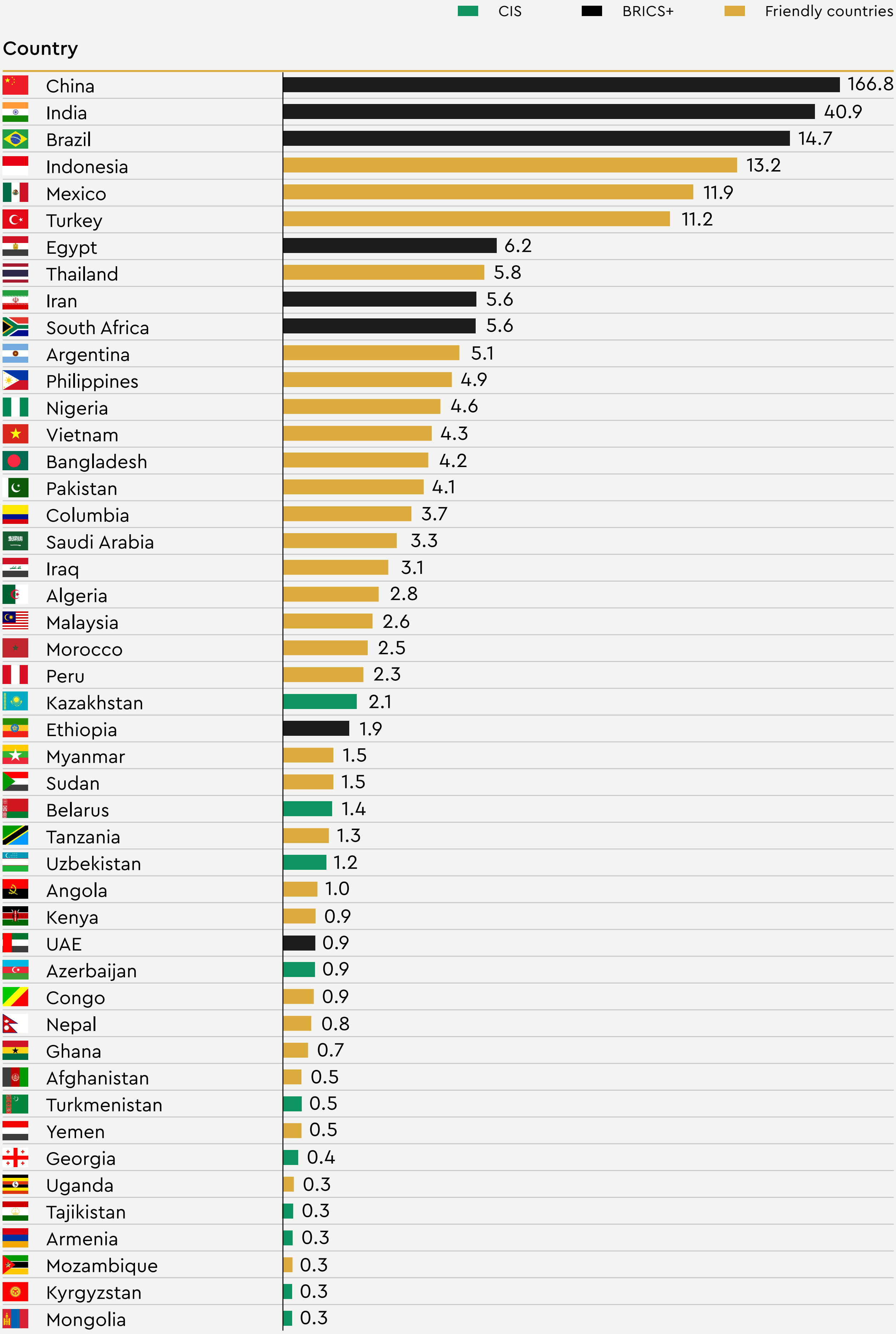
Medical tourism potential by type of medical services, USD bn



Source: Yakov and Partners team evaluation

This suggests that, while attracting medical tourists from the CIS countries may not pose significant challenges (and is currently seen as a priority for inbound medical tourism to Russia), the overall potential of their markets is incomparably lower than that of BRICS+ nations.

Medical tourism potential by type of medical services, USD bn



Source: Yakov and Partners team evaluation

Three development scenarios

While it may be too ambitious to expect Russia to quadruple its medical services exports to reach USD 1 billion this year compared to 2017, it's clear that the country holds significant potential for growth in medical tourism. The combined market potential of all friendly countries (Groups I, II, III, and IV) exceeds USD 350 billion. To gauge what share of this market Russia can realistically capture, we have outlined three strategic development scenarios, each requiring tailored adjustments based on the most promising markets and the customer journey.

Russia's potential, USD bn, scenarios:

Total potential, USD bn		**Low case**	**Base case**	**High case**
I	254.1	1.27	2.54	5.08
II	19.2	0.10	0.19	0.38
II (CIS)	7.8	0.78	1.17	1.55
III	58.8	0.06	0.29	0.59
IV	10.4	0.00	0.00	0.01
Total		**2.2**	**4.2**	**7.6**
Inbound traffic from the CIS		Stabilization	50% increase	100% increase
Increase in the organized medical tourist traffic from major friendly countries depending on their potential		0.5%	1%	2%

Source: Yakov and Partners team evaluation

In the next 1–3 years, Russia should prioritize increasing the inflow of medical tourists from the CIS countries, enhancing service quality, and developing infrastructure to attract more tourists from friendly nations

Depending on the scenario, Russia could potentially capture between 0.5% and 2% of tourists from Group I countries. The potential share for Group II (CIS countries) could range from 10% to 20%. For Group III, the estimate stands at 0.1% to 1%, while Group IV may yield about 0.1% at best. Thus, even under the current conditions, Russia's potential in the medical tourism market could soar to between USD 2.2 billion and USD 7.6 billion from Groups I and II alone. Expanding outreach to Group III countries could further amplify this potential. For example, establishing branches of Russian medical institutions in Africa, Latin America, and Southeast Asia could be pivotal for attracting additional medical tourists and cementing Russia's reputation as a provider of high-quality healthcare services.

However, to optimally unlock this potential in the current market landscape, Russia should prioritize retaining and increasing the inflow of medical tourists from the CIS countries (Group II) over the next 1–3 years, improving the service quality, and developing infrastructure to attract more medical tourists from friendly countries beyond the CIS. Additionally, it is crucial to cater to English-speaking clients and actively promote Russia as a medical tourism destination on the global stage.

Part 4. Recommendations for medical tourism development

The long-term transformation of medical tourism in Russia will require not only a reinvention of the patient journey but also a thorough review of the current strategy. This updated strategy should primarily aim at unlocking the potential of friendly countries, especially those within BRICS+, rather than focusing solely on the CIS.

To achieve this, it is essential to adopt the international definition of medical tourism: "when consumers elect to travel across international borders with the intention of receiving some form of medical treatment." This definition will help distinguish between migrant workers and genuine medical tourists, allowing for a greater emphasis on service quality rather than simply counting all foreign nationals entering the country for record-breaking statistics.

Making the most optimistic scenarios come true will require taking the steps listed below. These actions will help Russia not only draw level with the market leaders, but also achieve a dominant position, and potentially even become a trendsetter in the medical tourism market.

1

Short-term goals (2024–2025)

Adopt an updated national strategy for medical tourism that focuses on enhancing the entire infrastructure to attract a significant number of medical tourists from friendly non-CIS countries. This should also involve identifying criteria for selecting top healthcare facilities and clinics that will represent Russia on the global medical tourism stage.

At the same time, focus on bridging the gap by rethinking the approach to creating a one-stop shop system that will support medical tourists throughout their journey. Additionally, there should be a dual focus on developing domestic medical tourism, i.e. reducing the number of Russian citizens traveling abroad for healthcare services and preparing to receive Russian-speaking medical tourists from both the CIS and non-CIS countries in an organized manner.

2

Mid-term goals (until 2026)

Implement all necessary measures to boost the influx of medical tourists from the CIS countries, including those who do not speak Russian. At the same time, evaluate the infrastructure by testing selected clinics (both public and private) across various regions in Russia to determine their readiness to accommodate medical tourists from friendly non-CIS countries, primarily those within BRICS+.

Another important step in this direction should be establishing representative offices for Russian clinics abroad. This could take the form of increasingly popular health kiosks that will, among other things, direct patients to Russian clinics.

3

Long-term goals (by 2027 and beyond)

Shift focus towards friendly non-CIS countries, particularly within BRICS+, while continuing to systematically provide healthcare services to medical tourists from the CIS both directly in Russia and through the international branches of Russian clinics.

Other crucial factors to consider for ensuring long-term success include obtaining accreditations, maintaining quality standards, and gathering feedback from patients. Collectively, these elements will lay a strong foundation for building trust and enhancing reputation among international patients, while also contributing to the improvement of healthcare quality.

In the near future, it is vital to persist in the digital transformation of the entire healthcare system at the government level since digitalization, especially telemedicine, is becoming increasingly important.

Despite significant advancements in digitalizing Russia's healthcare system, particularly through national projects, the country now faces the challenge of accelerating this process. In this context, it is essential to increase funding for research and development in medical technologies, including artificial intelligence and machine learning. The country will also need to foster international collaboration in research and projects aimed at enhancing digitalization in healthcare and sharing expertise and best practices.

One of the key steps is transforming the medical tourism market from one where most patients are uninsured or have limited insurance coverage into a market where medical treatment abroad is either partially or fully covered by insurance companies as these companies recognize the benefits of offering medical tourism services to their clients. Russia, which offers some of the most competitive prices in the global medical tourism market, could easily gain an advantage over its competitors if it included its healthcare services at current prices in the insurance products available in friendly countries, particularly within BRICS+.

Appendices

Glossary

RIH[20] – Russian Research Institute of Health.

Calculation methodology of the Ministry of Health of the Russian Federation

According to Order No. 183 issued by the Ministry of Health of the Russian Federation on March 22, 2019,[21] the number of foreign nationals who have received treatment is calculated based on the medical services provided by federal, municipal, and private healthcare systems in Russia that are not funded by the government. The calculation follows this formula:

$$\sum = a + b + c,$$

Where Σ represents the number of foreign nationals who have received treatment (in thousands of people);

a – is the number of foreign nationals who have received medical services from healthcare institutions subordinate to federal executive bodies;

b – is the number of foreign nationals who have received medical services from healthcare institutions subordinate to the executive bodies of the constituent entities of the Russian Federation and local authorities;

c – is the number of foreign nationals who have received medical services from healthcare institutions within the private healthcare system.

In 2021, the Ministry of Health of the Russian Federation issued Order No. 898 dated September 1, 2021,[22] which introduced changes to the methodology for counting medical tourists. According to this order, the cost of medical services in Russian rubles as of 2017 (the baseline value) is converted into US dollars using the average exchange rate (cross rate) of the Central Bank of Russia as of December 31, 2017 (RUB 57.1621). Another significant change is that medical services funded by the federal budget and consolidated budgets of the constituent entities of the Russian Federation are now excluded from these calculations. The indicator includes summed totals obtained from all medical institutions subordinate to healthcare authorities at both the constituent entity and local levels. Data from private healthcare providers and medical institutions subordinate to federal executive bodies is aggregated by the Ministry of Health of the Russian Federation. Additionally, a third change stipulates that data reported for a specific period is now presented as a running total, which means that the number of patients who have received treatment is cumulative and includes those treated in previous years.

Methodology for assessing one-stop shop system and clinics

We have analyzed and assessed a potential tourist's experience across 22 parameters to evaluate a total of 36 healthcare providers from 10 countries (the UAE, Israel, India, Thailand, Turkey, Malaysia, Germany, the US, Iran, and Russia). We have conducted more than 50 interviews for this assessment.

Parameters analyzed for each customer journey stage

I. Research and first contact:

1. Availability and quality of information about the country and its healthcare providers, including whether this information is freely accessible online and if the providers are listed among the top medical tourism destinations – this parameter is used solely for assessing one-stop shop systems.
2. SEO performance of websites.
3. Ease of website navigation.
4. Page load time – this parameter is used only for assessing one-stop shop systems.
5. Availability of filters for clinics – this parameter is used only for assessing one-stop shop systems.
6. Completeness of information provided about clinics and doctors.
7. Quality of communications, including content available in multiple languages.
8. Ease of proceeding to the next stage in the application process.
9. Special communication channels for medical tourists (telephone, email, messengers) – this parameter is used only for assessing clinics.
10. Availability of a chatbot for time-sensitive customer support – this parameter is used only for assessing clinics.
11. Availability of reviews about the clinic or success stories – this parameter is used only for assessing clinics.

II. Consultation and treatment planning:

1. Speed of response to patient requests.
2. Availability of a dedicated account manager.
3. Languages supported by call takers.
4. Availability of a customer journey guide designed for medical tourists.
5. Information about doctors.
6. Procedure for uploading documents and availability of a notification system.
7. Option to send reminders to the customer's email.

III. Travel preparations:

1. Assistance in obtaining a visa.
2. Transfer services.
3. Assistance in finding accommodation.
4. Organization of entertainment and travel around the country.

Methodology for assessing potential interest among foreign patients

In estimating the potential for outbound medical tourism to Russia from other countries, we focused on friendly nations, including the CIS, Mongolia, and BRICS+, with populations exceeding 30 million as of 2023. Our analysis incorporated data on the frequency with which individuals utilize seven specific types of healthcare services:

— Dermatology
— Ophthalmology
— Cardiovascular diseases
— Oncology
— Implant dentistry and prosthodontics
— Injury treatment and orthopedics
— In vitro fertilization

We assumed that the proportion of individuals experiencing these health issues who might consider traveling abroad for treatment would be directly influenced by the financial circumstances of the population in each country, specifically its per capita GDP.

Per capita GDP, USD '000	**Share of potential medical tourists,** % of all cases
>10	5%
5–10	4%
3–5	3%
1–3	2%
<1	1%

To make sure our calculations are relevant, we utilized average treatment costs for similar conditions in Russia.

Type of medical service	Average treatment cost, USD, 2024
Oncology	11,000
Ophthalmology	3,500
Dermatology	150
Implant dentistry and prosthodontics	2,000
In vitro fertilization	6,000
Cardiovascular diseases	5,500
Injury treatment and orthopedics	4,500

Source: Yakov and Partners team evaluation

Notes

1. https://ourworldindata.org/grapher/public-health-expenditure-share-gdp
2. https://pharmvestnik.ru/content/news/Ceny-na-lekarstva-v-SShA-v-2–5-raza-prevysili-ceny-v-drugih-stranah.html
3. Promises and Hurdles of Medical Tourism Development in the Russian Federation – https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.01380/full
4. https://www.precedenceresearch.com/medical-tourism-market
5. https://wordstat.yandex.ru
6. https://wordstat.yandex.ru
7. http://www.kremlin.ru/acts/bank/43027
8. https://www.hurriyetdailynews.com/turkiye-aims-to-boost-medical-tourism-revenues-to-3-billion-187844
9. https://www.scb.co.th/en/personal-banking/stories/business-maker/6-reasons-thailand-the-best-in-medical-tourism.html?payroll-solutions?eid=THStoriesTMAFB06
10. https://www.thailand-business-news.com/health/97429-thai-medical-tourism-market-to-recover-to-pre-covid-level-in-2023
11. https://www.factmr.com/report/malaysia-medical-tourism-market
12. https://mntk-nsk.ru/pacientam/platnye-uslugi
13. https://forwardkeys.com/impact-of-the-ukraine-war-on-travel/
14. https://tj.sputniknews.ru/20230827/tajikistan-chinovniki-lecheniey-zagranitsa-1059074953.html
15. https://www.rbc.ru/business/03/02/2024/65bcbba99a79474ea327c8de
16. https://www.statista.com/statistics/186743/international-tourist-arrivals-worldwide-by-region-since-2010/
17. https://www.healthdata.org/
18. https://medvestnik.ru/content/news/Eksport-meduslug-rossiiskih-klinik-budut-prodvigat-tolko-v-otechestvennyh-socsetyah.html
19. https://medvestnik.ru/content/news/Minzdrav-otchitalsya-o-roste-eksporta-medicinskih-uslug-v-2022-godu-do-730-mln-dollarov.html
20. https://mednet.ru/
21. https://static-0.minzdrav.gov.ru/system/attachments/attaches/000/044/785/original/183l.pdf?1558614399=&clckid=ef57214f
22. https://legalacts.ru/doc/prikaz-minzdrava-rossii-ot-01092021-n-898-ob-utverzhdenii/

All information contained in this document (hereinafter referred to as the "Study" or "Study Materials") is intended only for private informational noncommercial purposes and does not constitute professional advice or recommendations. Neither the information contained in the Study nor its use by any party shall create a contract, agreement, or other relationship between Yakov and Partners and any party that has received and is reviewing the Study Materials and/or any information contained in the Study. Yakov and Partners reserves the right to amend the information contained in the Study but assumes no obligation to update such information after the date indicated herein, notwithstanding that the information may become obsolete, inaccurate, or incomplete. Yakov and Partners gives no promise or guarantee regarding the accuracy, completeness, sufficiency, timeliness, or relevance of the information contained in the Study. Yakov and Partners has not carried out an independent verification of the data and assumptions used in the Study. Changes to the input data or assumptions could impact the analysis and conclusions presented in the Study. Yakov and Partners does not provide legal, statutory, accounting, financial, tax, or regulatory advice. Any party that has received and reviewed the Study Materials and/or any information contained in the Study bears liability for the receipt of independent advice in the aforementioned areas.

Advice in the aforementioned areas may impact the analysis and conclusions presented in the Study. Nothing in the Study is intended as a recommendation to perform actions that could lead to a violation of any applicable law. Yakov and Partners does not provide opinions on the fairness or valuation of market transactions, and the Study Materials should not be relied upon or construed as such.

Study Materials may contain forward-looking data (including, but not limited to, market, financial, and statistical data), the feasibility of which in the future is not assured and which are therefore associated with some difficult-to-predict risks and uncertainties. Actual future results and trends may differ materially from those described in the forward-looking statements due to a variety of different factors. If any person relies on the information contained in the Study Materials, they do so solely at their own risk. No guaranteed property rights can be derived from any type of information provided in the Study.

To the maximum extent permitted by law (and except as otherwise agreed to in writing by Yakov and Partners), Yakov and Partners assumes no liability for any damages whatsoever that may be caused in any form to any person by the use, incompleteness, incorrectness, or irrelevance of any information contained in the Study. The Study Materials may not, in whole or in part, be distributed, copied or transferred to any person without the prior written consent of Yakov and Partners. The Study Materials are incomplete without an accompanying commentary and may not be relied upon as a separate document. Any party that has received and reviewed the Study Materials and/or any information contained in the Study hereby waives any rights and claims that it may have at any time against Yakov and Partners in respect of the Study, the information contained in the Study, or other related Study Materials, conclusions, or recommendations, including their accuracy and completeness. The product names, company logos, and trademarks indicated in this document are protected by law. The receipt and review of this document shall be deemed consent to everything set out above.

Unlocking Russia's potential in inbound medical tourism

Yakov and Partners production team:

Monish Arora, director of the Healthcare practice
Maksim Moseiko, expert of the Healthcare practice
Alexey Akhmetov, associate
Victoria Panasenko, analyst

Sergey Kuznetsov, managing editor

Yakov and Partners is an international consulting firm headquartered in Moscow, Russia, with offices in other BRICS countries. Committed to addressing development challenges, we work shoulder to shoulder with leaders of various industries and the public sector. Together with them, we shape turning points in the history of companies and society, striving for sustainable results on a scale extending far beyond individual businesses.

To contact the authors, request comments and clarifications, or check for any restrictions, please reach out to us at

media@yakovpartners.com

For more research, insights, and publications, please visit

www.yakovpartners.com

Yakov and Partners

www.yakovpartners.com

YakovPartners
yakov.partners
yakov-partners