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# Country strategic management of the medical tourism in emerging markets/countries, with the case study: Metropolitan Lima, Peru

Inès Villafana, Marcos Ferasso

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

## Dissertation proposal

### Title

**Country strategic management of the medical tourism  
in emerging markets/countries, with the case study: Metropolitan Lima, Peru**

### Author's information

INÉS CRISTINA VILLAFANA MEGO / INÉS VILLAFANA

Universidad San Ignacio de Loyola (USIL), Consorcio de Universidades

[ines.villafana@usil.pe](mailto:ines.villafana@usil.pe), [19900796@aole.ulima.edu.pe](mailto:19900796@aole.ulima.edu.pe), [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

### ABSTRACT

**Research gap:** Previous studies have reviewed the issue of the country strategic management of the medical tourism sector in developed countries, but there is very little written about it in emerging markets. In this research we are connecting information related to the supply chain and proposing a model to guide experts in the medical tourism sector for their country strategic management.

**Purpose:** To unveil the current situation of the country strategic management of the medical tourism sector through the analysis of its factors related to organizational competitiveness and propose proposals for improvements that favor the positive perception of the sector to encourage the increase in the demand for the service and its sustainable development over time.

**Methodology/technique:** For this research, a model of Strategic Management is proposed, and the case study methodology with interviews was applied to some stakeholders. There will also be analysis of secondary source, and subsequently a first presentation of the data in a table comparing the pattern of the most influential management factors of the selected companies.

**Main findings/implications:** With the processing of this data, it will be possible to establish the current situation of the sector by analyzing its factors and subsequently proposing improvements for the country strategic management of the service.

**KEYWORDS:** Strategic management / medical tourism / supply chain / indicators and/or factors of medical tourism / organizational competitiveness

### INTRODUCTION

#### Object of the communication

The previous studies have reviewed the issue of medical tourism and its strategic management in developed countries, but there is very little written about it in emerging markets. At the same time, in this research we are connecting information related to supply chain and proposing a model of Strategic Management that will serve as a guide for experts in the medical tourism sector for their country strategic management in related organizations. Finally, we will propose improvements that could be applied to the medical tourism sector to improve the management of the sector.

#### Problematic

The need to identify the current country strategic management of medical tourism in emerging markets, with the case study: Metropolitan Lima, Peru through the analysis of its factors and their relationships to propose improvements in the perception of their organizational competitiveness. It is necessary to know more about the subject to understand the current country strategic management in the medical tourism sector and to give proposal solutions that improves the service provided for the benefit of related stakeholders and services users.

#### Research question

¿Which are the factors that impact the most and how do they impact on an efficient country strategic management of medical tourism in emerging countries, with the case study: Metropolitan Lima, Peru considering the competitiveness of organizations of this chain?

#### General Objective

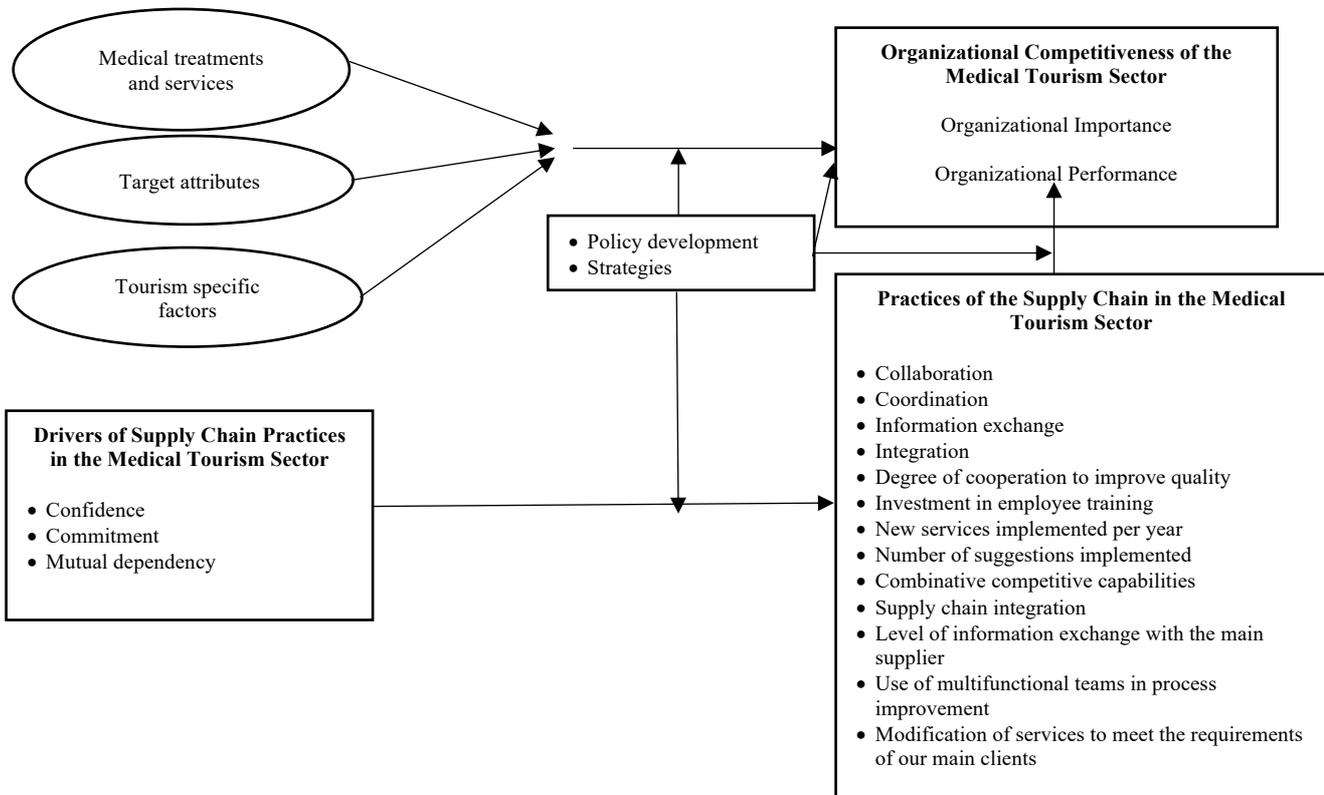
Identify the integration and articulation of the selected companies of the supply chain (push stakeholders) of the medical tourism sector in emerging markets, with the case study: Metropolitan Lima, Peru, through the identification and comparison of the factors that impact their management strategy and influence their organizational competitiveness (organizational importance and performance).



Inés Cristina Villafana Mego

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

### MODEL OF STRATEGIC MANAGEMENT



Font: Junio, M. M. V., Kim, J. H., Lee, T. J. (2017). Competitiveness attributes of a medical tourism destination: The case of South Korea with importance-performance analysis.  
 Lee, H. K. Fernando, Y. (2015). The antecedents and the outcomes of the medical tourism supply chain.  
 Gunasekaran, A., Patel, C., Tirtiroglu, E. (2001). Performance measures and metrics in a supply chain environment.  
 Chia, A., Goh, M., Hum, S-H., (2009). Performance measurement in supply chain entities: balanced scorecard perspective.  
 Peirchyi Lii, Fang-I. Kuo (2016). Innovation-oriented supply chain integration for combined competitiveness and firm performance  
 Flynn, B. B., Huo, B., Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach.

Medical tourism.- services given by the stakeholders of the tourism and the medical sectors. The travel of people to a specific destination to seek medical help that forms the primary purpose of their trip. (Wongkit and McKercher, 2013, p. 5)

Supply chain.- All the stakeholders related on the service that integrates, in this case, medical tourism.

Push stakeholders.- are the stakeholders related on the supply of the service.

### METHODOLOGY

This research proposes to analyze how the country strategic management of the medical tourism sector is found in emerging markets, with the case study: Metropolitan Lima, Peru through the analysis of the most influential management factors of the selected companies that influence the perception of their organizational competitiveness and subsequent improvement proposals for the strategic management of the service. The study to be carried out will be cross-sectional and exploratory, being a multiple case study with a quantitative question approach supported by the proposal of the strategic management model and the subsequent comparison of the pattern of its most influential management factors of their related companies; with the processing of three interviews and secondary information found in internet until saturation. The interviews were carried out to three organizations of the tourism and health sector (medical tourism) and the study subjects are the professional experts/managers of both sectors.

In first instance, an exploratory analysis was carried out. To apply the interview guide (annexe 1), the informed consent form was added to the study subjects, which was included at the beginning of it. Regarding the access to the participants for the initial contact and the subsequent application of the instrument, this was done directly (via telephone contact, email and virtually through Zoom). As the necessary sample size could not be reached by surveys in the first moment, the procedure was changed to



**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

exploratory interviews applied to some study subjects (qualitative study), complementing the information with other exploratory surveys initially applied to other study subjects (tourism and health sector's experts). The study carried out is post positivist (multiple case study), where the information is in process of being collected, will be interpreted and the study report will be prepared. I am currently gathering information from secondary sources through internet to complement the research. And at the end the results will be presented. To analyze the results, the use of Excel (sheet) and the qualitative methodology will be considered. It is proposed to use tables and/or interpretations of the interviews in accordance with the field work and what the literature says.

The University was asked for a letter of introduction from the Doctoral Candidate (in pdf format) that was delivered/sent by mail to the person that was interviewed. To apply the surveys and the interviews, the informed consent form was added to the study subjects, which was included at the beginning of the survey and the interview. Ethical considerations such as plagiarism, double publication and falsification of some data are absolutely observed for the realization of this work. Finally, this research has already been presented to the Ethics Committee for compliance with the requested requirements and has its approval. Due to some adjustments made to this research, an addendum was presented to the Ethics Committee and has its respective approval, too.

### **EXPECTED RESULTS**

It is expected to be able to identify the current situation of the Strategic Management and Supply Chain of the interviewed companies, identify some of their strengths and weaknesses and be able to propose alternatives to improve this situation that may favor the development of the medical tourism sector.

### **DATA COLLECTION**

For applying the three interviews (primary data), first the related stakeholders were contacted by phone and by mail where the interview questions were sent to them so they could check them, and then, the interview was coordinated through the Zoom platform. Of all the stakeholders contacted, the interview was applied only to those who agreed to be interviewed. The interviews were applied between April and May 2022, to a Clinic (name in reserve), to Tucano Peru and to the Association of Hotels, Restaurants and related, Ahora Perú. Each interview lasted 45 minutes on average. Stakeholders were asked for permission to record the interview. Likewise, the consent agreement was requested for the interview and the use of the information collected for academic/research purposes. Finally, they were told that when the respective publication of the study is carried out, the information (papers/thesis published) will be shared with them so that they can use it as a reference in their respective works.

For the secondary data, I am still in the process of checking what has been published in the internet, until information saturation is reached.

The data collection instrument consists of 4 stages. The first stage consists of the initial contact with the stakeholder to empathize with him/her and collect information related to their professional background and his/her expertise in the sector. The second stage consisted of asking him/her questions related to his/her professional performance in the management of the area, the current situation of the area and his/her management in the interrelation with the other strategic stakeholders of the sector. The third stage consisted on asking area-specific questions about factors related on organizational importance and performance. And the fourth stage consisted in the close of the interview and asking him/her if there is anything else considered important that she/he wants to add. For preparing the instrument, I have considered as reference the one used in the paper of Junio, M. M. V., Kim, J. H., Lee, T. J. (2017) and the one used in the master's thesis of Ferasso, M. (2008) and complemented with the information of the papers of Lee, H. K. Fernando, Y. (2015), Gunasekaran, A., Patel, C., Tirtiroglu, E. (2001), Chia, A., Goh, M., Hum, S-H., (2009), Peirchyi Lii, Fang-I. Kuo (2016) and Flynn, B. B., Huo, B., Zhao, X. (2010).

### **DATA ANALYSIS (part of it)**

	Stakeholder 1 (Health)	Stakeholder 2 (Tourism)	Stakeholder 3 (Tourism)
Professional background and expertise	Deputy manager of health services with 12 years of experience in the operation's area and Master of Business Administration. Age: 50.	Founder of a tourism company, which is precisely the partner of APTAE. I studied my Baccalaureate in Tourism, at the School of Tourism, which is Cenfutur. My training is in the field of tourism administration and management, in addition to studies related to market niches, that is, I	Manager of the Association of Hotels, Restaurants and Related. I have been manager for three years, being Director since 2004. My studies are Superior, not finished. Age: 73.



**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@puclp.edu.pe](mailto:a20194092@puclp.edu.pe)

		<p>have always been in charge of a lot of research work, also in creating trends and fashions in terms of travel, in all its ranges, from a market, for example, luxury to a market also of tourism, of social responsibility, wellness tourism, which is what I am carrying out lately a lot of study also to strengthen that market through different resources that Peru has. I finished my studies at the age of 20 and since that date I have been involved in the entire tourism sector, always, here in Peru, and I have worked in Europe for about six years. I was in Europe, also in charge of important companies in the tourism hospitality sector.</p>	
<p>Professional performance in the management of the area, the current situation of the area and his/her management in the interrelation with the other strategic stakeholders of the sector</p>	<p>Very dynamic topic due to the interrelation that an IPRESS (Health Services Provider Institution) has with all the actors of the health system, whether they are financiers or regulators. Very dynamic topic that has been changing, especially since 2000, from the mid-2010s, more or less between 2014 and 2015 there were changes that have made many health facilities change their way of working.</p> <p>What we provide are health benefits in different modalities, emergency care modality, hospitalization and consultation. Usually, the level two establishments that have hospitalization, the specialties of Neurology, Nephrology, Cardiology, Ophthalmology, others are always present. In general, more than 200 work with me.</p> <p>The context of the pandemic has made precisely the strategic resource highly valued. Regarding the issue of equipment, it is well known that in medical supplies, in terms of critical areas such as UCI environments, UCI equipment, ventilators on the one hand and on the other hand, the personnel in charge of management is also scarce. We also have a lot of competition and a lot of staff turnover. So, the strategic staff of these areas is in high demand and is very scarce in the health system. So, for a health organization, these situations that were already there before the pandemic, plus the problems of the pandemic, are what have generated these inconveniences.</p> <p>The most relevant current problem for the sector is the shortage of supply in the health sector. A big problem is that we do not close the gap between supply and demand. So, we have</p>	<p>I have more or less like 35 years in the travel sector. At the Peru level and at the level of other countries, especially in Europe. I have worked in the United Kingdom and I was in charge of the office that is now called PromPerú, the Peruvian Tourist Board office that is in the headquarters of England. I was in charge of the London office, I was the director. So there I saw Scandinavian countries and all of Europe. And also, that was seeing the issue from the point of attracting those markets to Peru, with different studies that I also did of these markets. I worked with the trade of what was the travel sector and also with the media sector press. And everything that was related to looking at Peru with another vision that was, for example, through its paintings, galleries. I had a lot of exchanges, for example from painting schools here, from children who painted, for example I did exhibitions and galleries in Milan, in London. I even got a scholarship for a boy from Pucallpa whose teacher was Pablo Maringo. An extraordinary painter from all over the Amazon and we took the paintings from Pucallpa to the gallery in London. And the boy had a scholarship to study at Oxford: Art and Painting totally free. I was also in charge of an office in Belgium for about three years that saw all the representation of entrepreneurs who wanted to venture into Europe with their businesses, but who had and needed a communication issue to be able to better identify the products in these destinations of Europe. And I was the one in charge of all the marketing, the representation, the commercial part. So I have always been with the flag of Peru, moving everywhere, internationally. And now, recently for these issues, I have stayed here in Peru and I have</p>	<p>My experience in the tourism sector has basically been since the year 91. Professionals with me, there are a lawyer, an accountant and a journalist apart from administrative staff.</p> <p>The difficulties that currently arise is the situation of the sector basically as a problem, the situation due to the pandemic, obviously, and the reactivation.</p> <p>I would say that the current problem is the reactivation, the problems are the low arrival of foreign international tourists and the poor domestic tourism that we have, which means that companies are experiencing serious problems, problems at the hotel level, specifically more hotels and restaurants. The company basically develops strategies with our associates. Although we are a company, we are a business association, we work more than anything with our associates. And we also have meetings, obviously, and we belong to the National Chamber of Tourism in which we share this work with other business associations in the tourism sector.</p> <p>The strategic part: we work, as I was saying, with other unions, but we also work with the Ministry of Foreign Trade and Tourism, with the Ministry of Production, with the Congress of the Republic, regional governments and municipalities, and local governments.</p> <p>My organization develops with all the companies in the sector, especially with all those in the tourism sector,</p>



**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

	<p>a difficulty in being able to structure an offer of health services that can not only be providing accessible care, but also quality care, because there are many variants in what is compliance with standards. The offer that the sector provides is not adjusted to the basic standards of care. The Peruvian norm has standards since 2007, but they are very little respected or very little attended to. So, it is not only a matter of quantity, but also a matter of quality.</p>	<p>been working precisely on the development of wellness tourism, wellness routes that are not being taken into account in Peru and that we have them at hand and it can be an interesting aspect so that Peru can have another type of identity and not only culture and history.</p>	<p>which are relatively related to tourism. We are talking about travel agencies, tour operator agencies, tour guides. At international fairs, those who make convention bureaus. Other hotel guilds and other restaurant guilds. The Lima Chamber of Commerce, which has a tourism guild.</p>
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### **LIMITATIONS**

Difficult of acceptance by some of the stakeholders to participate in the interview.

### **THEORETICAL CONTRIBUTIONS**

Academy:

- Scientific mapping (bibliometric report) of the bibliographic review related to the medical tourism sector.
- Proposal of a strategic management model to be considered in the management of organizations in the medical tourism sector, which articulates the factors of the strategic management of the medical tourism's supply chain with the management of related organizations.
- It will favor the monitoring of the situation of the medical tourism sector and will provide improvement actions for its efficiency and effectiveness.

### **IMPLICATIONS FOR PRACTITIONERS**

Business:

- Proposal of improvements in the medical tourism sector through the identification of the most influential factors and the comparison of their general pattern, in the context of the supply chain (push stakeholders) that influence the competitiveness of these companies.
- Better understanding of the quality of the medical/tourist services in Metropolitan Lima, Peru that aims to propose improvements to them, which would result in greater demand for it and its sustainable development over time.

State:

- Proposal of improvements to be considered by the government institutions of the country to improve the strategy applied to the medical tourism sector through the management of these organizations, not only for Peru but also to replicate later in Latin America.
- Proposal of improvements that contribute to the achievement of the objectives of the National Health Plan to 2030 (MINSA, 2020).
- Proposal of improvements that contribute to the achievement of the objectives of the National Competitiveness and Productivity Plan 2019 - 2030 (MEF, 2019).



Inés Cristina Villafana Mego

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

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Inés Cristina Villafana Mego

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@pucp.edu.pe](mailto:a20194092@pucp.edu.pe)

ANNEXES

Annexe 1: INTERVIEW GUIDE

I. General features

Presentation: Doctoral candidate in Strategic Management PhD (c)  
Inés Cristina Villafana Mego

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I am a Doctoral candidate in Strategic Management at Consorcio de Universidades and I am developing my doctoral thesis where they ask us to apply an interview to validate my research, and I have chosen the topic of Strategic Management of the supply chain (push stakeholders) of medical tourism in countries in development, with the case study: Metropolitan Lima, Peru.

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Population: Professionals in the tourism and health sector.

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Objective: Identify the integration and articulation of the selected companies of the supply chain (push stakeholders) of the medical tourism sector in emerging markets, with the case study: Metropolitan Lima, Peru, through the identification and comparison of the factors that impact their management strategy and influence their organizational competitiveness (organizational importance and performance).

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Day: \_\_\_\_\_ Time: \_\_\_\_\_

Interviewed: \_\_\_\_\_

Position: \_\_\_\_\_

Age: \_\_\_\_\_

Years of experience in the sector: \_\_\_\_\_

Level of studies accomplished: \_\_\_\_\_

Telephone: \_\_\_\_\_

E\_mail: \_\_\_\_\_

Company: \_\_\_\_\_

RUC: \_\_\_\_\_

CIU: \_\_\_\_\_

Operating time (years): \_\_\_\_\_

Address: \_\_\_\_\_

II. Opening of the interview

2.1 ¿How long have you been directing/working in the area?

Years	1 – 5	6 – 10	11 - 15	16 - 20	Others

2.2 Comments about your professional experience in the sector

2.3 ¿What service is the organization currently providing?

Service	Neurology	Nefrology	Cardiology	Oftalmology	Others

2.4 ¿How many professionals work with you?

Quantity	1 – 5	6 – 10	11 - 15	16 - 20	Others

2.5 ¿What are the difficulties that you currently face in managing the sector?



**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@puclp.edu.pe](mailto:a20194092@puclp.edu.pe)

- 2. 6 ¿What is the current problem that you consider the most relevant for the management of the sector?
- 2. 7 ¿The company develops strategies together with other partners? If so ¿Which ones and how? ¿How often?
- 2. 8 ¿Which are the most important strategic partners for the development of the services offered by your company?
- 2. 9 ¿What would be the levels with which your company develops: with other companies in the medical tourism sector, with other organizations from the most varied sector?
- 2. 10 ¿Who are the key partners of your company for the medical tourism sector?
- 2. 11 ¿What these partners offer your company?
- 2. 12 ¿How cooperations and competitions are present between your company and others in the medical tourism sector?
- 2. 13 ¿How the flows and interactions occur between related organizations with respect to the factors that impact the strategic management of each organization, to survive and stay in the sector?
- 2. 14 ¿How the medical and tourism sector influences the identification of factors related to strategic management and its impact on the sector?
- 2. 15 ¿Has developed strategies related on competitive analysis?
- 2. 16 ¿What are the influences of the strategies of these organizations in the medical tourism sector for your company?

### III. Management of the area

Dimension: Strategic Management of the Medical Tourism

Medical Treatments and Services:

- 3. 1 ¿Which of the aforementioned factors do you consider to be the most relevant to evaluate the medical treatments and services in the organization? ¿How do you think these factors are found in the organization? ¿Why do you think they are in that state? ¿Any other you want to mention?

- Reliability in medical specialists

Not so important	Less important	Neutral	Important	Very Important

- Modernity of medical treatment and facilities

Not so important	Less important	Neutral	Important	Very Important

- Accessibility of medical costs

Not so important	Less important	Neutral	Important	Very Important

- Health insurance coverage

Not so important	Less important	Neutral	Important	Very Important

- Availability of major treatments

Not so important	Less important	Neutral	Important	Very Important

- Availability on minor treatments

Not so important	Less important	Neutral	Important	Very Important

- Availability of communication in the patient's language

Not so important	Less important	Neutral	Important	Very Important



**Inés Cristina Villafana Mego**

(+51) 992 645198 \* [ines.villafana@usil.pe](mailto:ines.villafana@usil.pe) \* [19900796@ulima.edu.pe](mailto:19900796@ulima.edu.pe) \* [a20194092@puclp.edu.pe](mailto:a20194092@puclp.edu.pe)

- Availability of monitoring services

Not so important	Less important	Neutral	Important	Very Important

- Reputation of medical services at an international level

Not so important	Less important	Neutral	Important	Very Important

- International accreditation/credentials

Not so important	Less important	Neutral	Important	Very Important

- Speed of medical service

Not so important	Less important	Neutral	Important	Very Important

- Friendliness, manner and etiquette of the medical staff

Not so important	Less important	Neutral	Important	Very Important

Tourist destination attributes (characteristics):

3. 2 ¿Which of the aforementioned factors do you consider to be the most relevant to evaluate the attributes of a tourist destination? ¿How do you think these factors are found? ¿Why do you think they are in that state? ¿Any other you want to mention?

- Safety

Not so important	Less important	Neutral	Important	Very Important

- Hygiene and cleanliness

Not so important	Less important	Neutral	Important	Very Important

- The visa issuance program for entry and stay

Not so important	Less important	Neutral	Important	Very Important

- The transport system

Not so important	Less important	Neutral	Important	Very Important

- The access to the information

Not so important	Less important	Neutral	Important	Very Important

- Comfortable accommodation

Not so important	Less important	Neutral	Important	Very Important

- Quality food

Not so important	Less important	Neutral	Important	Very Important

- Natural landscapes



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Not so important	Less important	Neutral	Important	Very Important

- The convenient shopping

Not so important	Less important	Neutral	Important	Very Important

- The different culture and histories

Not so important	Less important	Neutral	Important	Very Important

Tourism factors:

3.3 ¿Which of the aforementioned factors do you consider to be the most relevant to evaluate tourism factors? ¿How do you think these factors are found? ¿Why do you think they area in that state? ¿Any other you want to mention?

- The availability of tour packages

Not so important	Less important	Neutral	Important	Very Important

- Availability of special tour operator / travel agent

Not so important	Less important	Neutral	Important	Very Important

- Ease of travel arrangements

Not so important	Less important	Neutral	Important	Very Important

- The variety of tourist attractions

Not so important	Less important	Neutral	Important	Very Important

- International awareness/image of the tourist destination

Not so important	Less important	Neutral	Important	Very Important

- Attractive tourist programs

Not so important	Less important	Neutral	Important	Very Important

- The availability of travel information

Not so important	Less important	Neutral	Important	Very Important

Dimension: Medical tourism supply chain

Drivers of supply chain practices in the medical tourism sector:

3.4 ¿Which of the aforementioned factors do you consider to be the most relevant to promote the practices of the supply chain of the medical tourism sector in the organization? ¿How do you think these factors are found in the organization? ¿Why do you think they are in that state? ¿Any other you want to mention?

- Confidence

Not so important	Less important	Neutral	Important	Very Important



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- Commitment

Not so important	Less important	Neutral	Important	Very Important

- Mutual dependency

Not so important	Less important	Neutral	Important	Very Important

Practices of the supply chain of them medical tourism sector:

3. 5 ¿Which of the aforementioned factors do you consider to be the most relevant to exercise the practices of the supply chain of the medical tourism sector in the organization? ¿How do you think these factors are found in the organization? ¿Why do you think they are in that state? ¿Any other you want to mention?

- Collaboration

Not so important	Less important	Neutral	Important	Very Important

- Coordination

Not so important	Less important	Neutral	Important	Very Important

- Information exchange

Not so important	Less important	Neutral	Important	Very Important

- Integration

Not so important	Less important	Neutral	Important	Very Important

- Investment in employee training

Not so important	Less important	Neutral	Important	Very Important

- New services implemented per year

Not so important	Less important	Neutral	Important	Very Important

- Number of suggestion implemented

Not so important	Less important	Neutral	Important	Very Important

- Combinative competitive capabilities

Not so important	Less important	Neutral	Important	Very Important

- Supply chain integration

Not so important	Less important	Neutral	Important	Very Important

- Level of information exchange with our main supplier

Not so important	Less important	Neutral	Important	Very Important



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- Use of multifunctional teams in process improvement

Not so important	Less important	Neutral	Important	Very Important

- Modification of services to meet the requirements of our main customers

Not so important	Less important	Neutral	Important	Very Important

Dimension:

Organizational competitiveness:

3.6 ¿Which of the aforementioned factors do you consider most relevant to measure organizational competitiveness? ¿How do you think these factors are found in the organization? ¿Why do you think they are in that state? ¿Any other you want to mention?

- Organizational importance

Not so important	Less important	Neutral	Important	Very Important

- Organizational performance

Very poor	Poor	Average	Good	Very Good

**IV. Close**

¿Is there anything else in the subject that you would like to comment on?

Note: Interview guide based on the one used in the paper of Junio, M. M. V., Kim, J. H., Lee, T. J. (2017) and the one used in the master's thesis of Ferasso, M. (2008) and complemented with the information of the papers of Lee, H. K. Fernando, Y. (2015), Gunasekaran, A., Patel, C., Tirtiroglu, E. (2001), Chia, A., Goh, M., Hum, S-H., (2009), Peirchyi Lii, Fang-I. Kuo (2016) and Flynn, B. B., Huo, B., Zhao, X. (2010).