MEASUREMENT

Stop ranking markets by conversion rate

The most requested slide in international reporting, and the least defensible. What to compare instead.

Swipe →

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THE TRAP

A side-by-side rate assumes four things

- An enquiry was defined identically in both markets
- The journey from enquiry to arrival has the same shape
- The cases are clinically similar
- The money reaches you by a similar route

None survive contact with a real international desk. The ranking then becomes a performance review.

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DENOMINATORS

An enquiry is not the same thing everywhere

MESSAGING	Price checks, relatives, people who will never travel
REFERRED	Pre-qualified cases with reports attached: converts better, says nothing
DUPLICATES	Uncle abroad and cousin in India both write: one case, three records
FIX	A written enquiry definition applied identically everywhere

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OUTSIDE YOUR CONTROL

What sets the rate, structurally

- Travel: a short flight vs infrequent long-haul connections
- Paperwork and how far a family travels to submit it
- Moving money through several intermediaries
- Seasons: weather, school terms, religious and agricultural calendars
- A longer journey means a lower rate in any fixed window

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SPECIALTY MIX

Different conditions, different journeys

CARDIAC	Urgent, moves fast, no room to deliberate
ORTHOPAEDIC	Planned, can sit for a year weighing time off work
ONCOLOGY	A sequence of opinions, often treatment at home first
TRANSPLANT	Approvals and a donor, a timeline of its own
PAYMENT	Self-funded, employer or sponsor: each moves at its own pace

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SERVICE DESIGN

Language and time zones are staffing, not geography

- Families struggling to explain themselves stop replying, quietly
- A reply at the start of your next day arrives after a competitor's
- Cover in the languages demand actually arrives in
- Written replies that can be read aloud to an elder at home

Until that cover exists, the number measures your rota, not the families.

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COMPARE INSTEAD

Three comparisons that hold up

1. A market against its own past, same definitions
2. Stages within a market: each stage has an owner
   Reply to desk, opinion to clinical, estimate to pricing, travel to logistics
3. Cohorts, not calendar months; mark which are still open
4. A test inside one market: change one thing, watch the same market

Keep cost per arrived patient and case value on the same page.

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FOR THE BOARD

A page per priority market, not a league table

- Direction of travel against its own history
- The stage where cases stall
- The structural constraints, written down once
- The one thing being changed this quarter
- What would have to be true to deserve more investment

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REPORTING CHANGE

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Take the comparison slide out of the monthly pack. Replace it with stage rates by market and a cohort view, and say why in one sentence.

If a ranking is unavoidable, rank on movement, not level. That rewards work rather than geography.

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READ THE FULL GUIDE

Comparing market conversion, in full

- Why stage rates produce action instead of blame
- One-page market shape: channel, payment, specialty, language
- What a market review should judge
- gauravphogat.com/comparing-international-market-conversion

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