
NUS-ISEM NATIONAL BUSINESS ANALYTICS CASE COMPETITION 2019 QUALITATIVE QUESTION



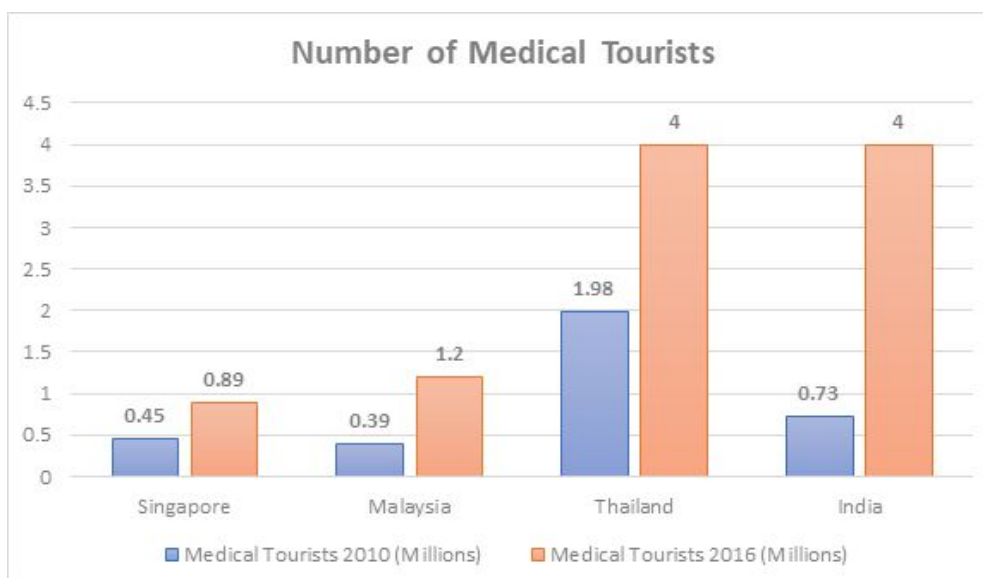
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Singapore as a medical hub: A brief background

Singapore has always been a key destination for medical tourism where patients travel to for major medical treatments. However, in recent years, Singapore has lost its leading position as a medical hub in the Southeast Asian region to neighbouring countries such as Malaysia and Thailand. The key factors are the improving medical standards and lower treatment costs in these countries. In 2017, Singapore was ranked the best in Asia in terms of “patient experience” but was ranked low in terms of costs (Lai, 2017)¹.

Private hospitals in Singapore have been improving the quality of their services and working closely with different stakeholders such as the Ministry Of Health (MOH) to stay competitive. For instance, at Farrer Park Hospital (FPH), patients get access to tablets by shopping online and having the goods delivered directly to their bedside. FPH also ensures that the patients consume high-quality and nutritious food prepared by One Farrer Hotel & Spa (“Good and Comfortable”, 2015, para. 6)². However, neighbouring countries are also catching up quickly. For example, Thailand’s largest private hospital operator Bangkok Dusit Medical Group has begun to focus on wellness and rehabilitation, shifting to more holistic care for patients.



¹Lai, L. (2017, June 6). Singapore tops for medical tourism, but rivals catching up quickly. *The Straits Times*. Retrieved from <https://straitstimes.com>

² Good and Comfortable. (2015, May). *CONNEXIONNews*. Retrieved from <https://www.farrerpark.com/newsevents/pages/connexionnews/good-and-comfortable.aspx>

Figure 1. Number of medical tourists in Singapore, Malaysia, Thailand and India in 2010 and 2016.

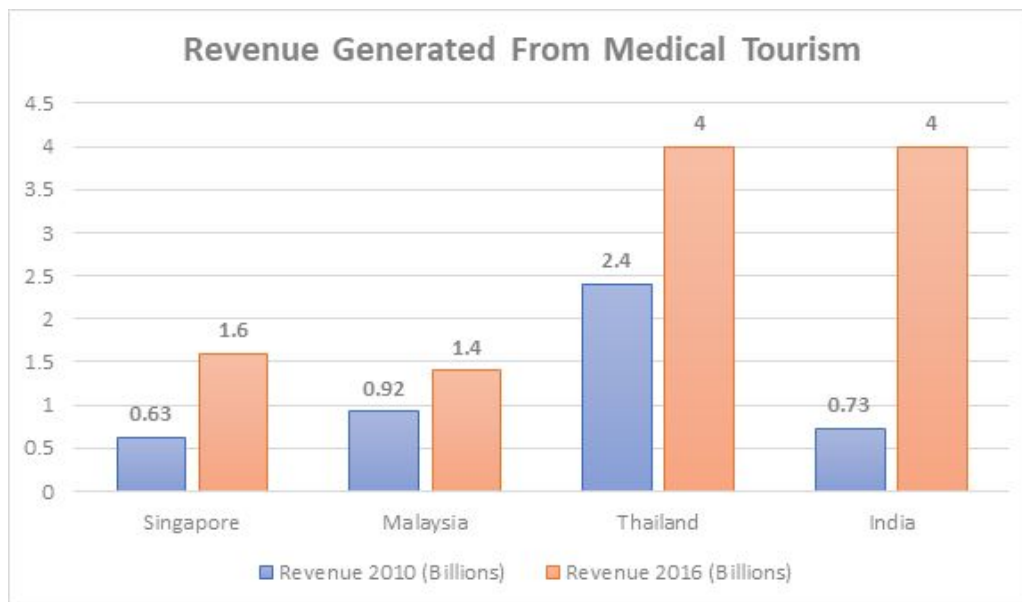


Figure 2. Revenue generated in Singapore, Malaysia, Thailand and India through medical tourism in 2010 and 2016.

Medical tourism is important in Singapore as it constitutes a significant proportion of Singapore's healthcare revenue. Singapore cannot afford to be complacent, else she might find herself playing catch-up with her competitors. Therefore, Singapore has to come up with solutions to differentiate herself from her neighbours in order to retain her market share in the medical tourism industry.

Question: Propose solutions that various stakeholders (Eg. hospitals, Singapore Tourism Board, etc) can adopt to maintain Singapore's competitive edge and market share in the changing landscape of medical tourism.

Submission format: Participants are expected to write a report consisting of not more than 10 pages, excluding appendix and citations, submitted in PDF format with Arial font, size 10, single-lined spacing. Submissions of the project must be done by 30 January 2359H and any late submissions will be penalized.