

2012年4月5日 JCCI会員講演会

新興国におけるヘルスケアビジネス
～トレンド、チャレンジ、そして日系企業にとってのビジネスチャンス～
ソリディアンス(株)

本日のセミナー： 内容と目的

❖ 東南アジア新興国におけるヘルスケア全体の
トレンドを掴む

❖ 日系企業のビジネスチャンスに活かせるトピックに
関して具体的なイメージを持つ





ソリディانس

アジアパシフィックでの成長戦略に特化したコンサルティングファーム

B-to-Bマーケティングを強みに
クライアント企業のアジア参入を
幅広くサポートしています



アジア主要国での実績

実績



シンガポール

東南アジア

インド

中国

香港

台湾

日本

韓国

中東

オーストラリア

中央アジア

パキスタン

ロシア

アジア主要国に広がる自社ネットワーク



本日のプレゼンター



プラニート・メロトラ Praneet Mehrotra
プリンシパル、ヘルスケア Principal, Healthcare

アジアでのヘルスケアビジネス、戦略コンサルティングに20年近くの経験を持つエキスパート。
フォーチュン500カンパニーまた政府関連のプロジェクトを多数手掛ける。

- IMI 経営学修士(MBA)
- デリー大学 経営学部卒業



中村 有希 Aki Nakamura
ヘッド・オブ・ジャパンビジネスデベロップメント Head of Japan Business Development

米系・日系企業中心にセールス&マーケティング、新規事業企画に15年以上の経験を持つ。
セクターフォーカス：消費財、メディア、サービス関連全般

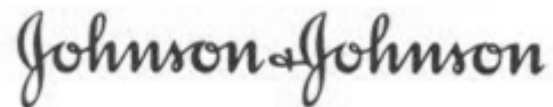
- UCLA アンダーソン・スクール・オブ・マネジメント経営学修士(MBA)
(シンガポール国立大学ビジネススクールとのダブルデGREEプログラム)
- 慶應義塾大学 文学部卒業

ヘルスケアセクターにおけるサービス領域

メディカルデバイスを中心にアジア全域でサービスを展開



ヘルスケアセクターにおけるプロジェクト実績



アジア新興国 ヘルスケア ハイライト

- ❖ 近年の経済成長に伴い、新興国でも“より高度な医療”へのニーズが高まっている
- ❖ グローバルでの医療機器市場規模は、2,300億ドル強。新興国では中国がシェアを伸ばしている
- ❖ 中国またインド以外の新興国も着実に成長しており、ロシア・ブラジル等と並んで“アセアン”は大きな可能性を持つ
- ❖ 新興国の医療・医薬制度にはそれぞれ特徴があるため、参入にあたっては各国の市場構造、規制動向等への十分な理解が必要
- ❖ 欧米企業の進出・定着が進む中、日本企業のグローバル化はスローペース

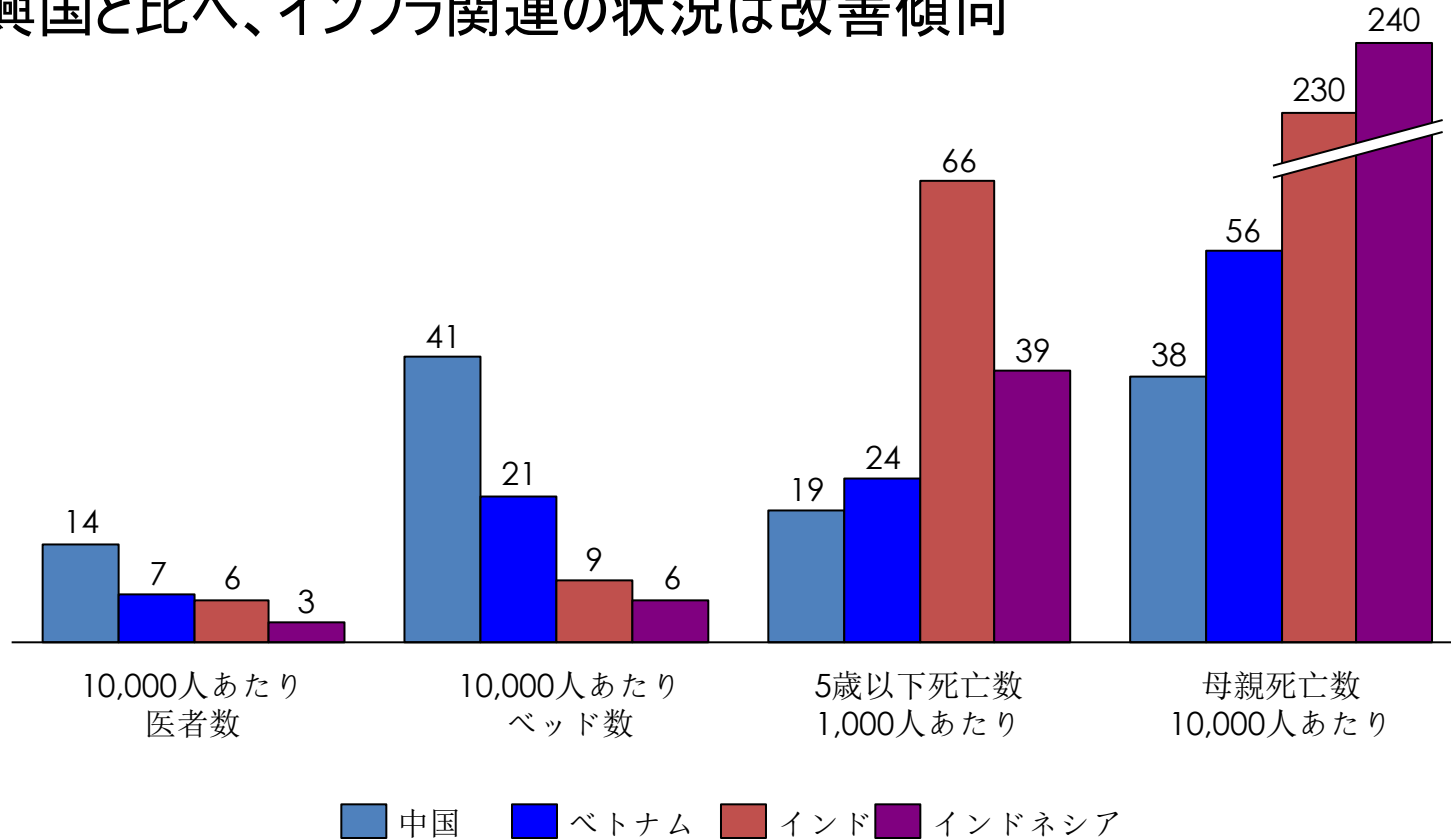
アジア新興国： キーファクト(1)

中国、インドが引き続き成長を牽引する一方で、インドネシア等の伸張に注目

国	人口 (100万人)			医療機器市場 (100万ドル)			病床 (ベッド) 数		
	2010	2015	増加率	2010	2015	増加率	2004	2009	増加率
中国	1339.2	1373.4	2.6%	7445.9	14073.2	89%	2,059,405	2,611,987	26.8%
インド	1184.1	1273.6	7.6%	2352.0	4845.0	106%	752,831	816,256	8.4%
インドネシア	243.0	255.8	5.3%	430.2	923.2	114.6%	132,231	151,370	14.5%
日本	126.8	124.7	-1.7%	23992.0	30334.7	26.8%	1,631,553	1,612,635	-1.2%
マレーシア	28.9	30.8	6.6%	1089.4	1712.9	57.2%	47,462	54,404	14.6%
パキスタン	185.5	205.8	10.9%	235.5	393.2	67.0%	81,873	84,086	2.7%
フィリピン	99.9	109.5	9.6%	333.2	495.1	48.6%	88,088	97,392	10.6%
シンガポール	5.1	5.8	13.7%	235.2	353.5	50.3%	11,840	11,364	-4.0%
韓国	49.5	50.0	1.0%	3742.6	7072.7	89.0%	251,518	388,782	54.6%
台湾	22.9	23.2	1.3%	1517.1	2304.6	51.9%	127,667	134,394	5.3%
タイ	67.5	70.2	4.0%	795.1	1227.5	54.4%	133,479	137,417	3%
ベトナム	87.8	92.1	4.9%	514.8	1047.2	103.4%	124,300	159,622	28.4%

アジア新興国： キーフクト(2)

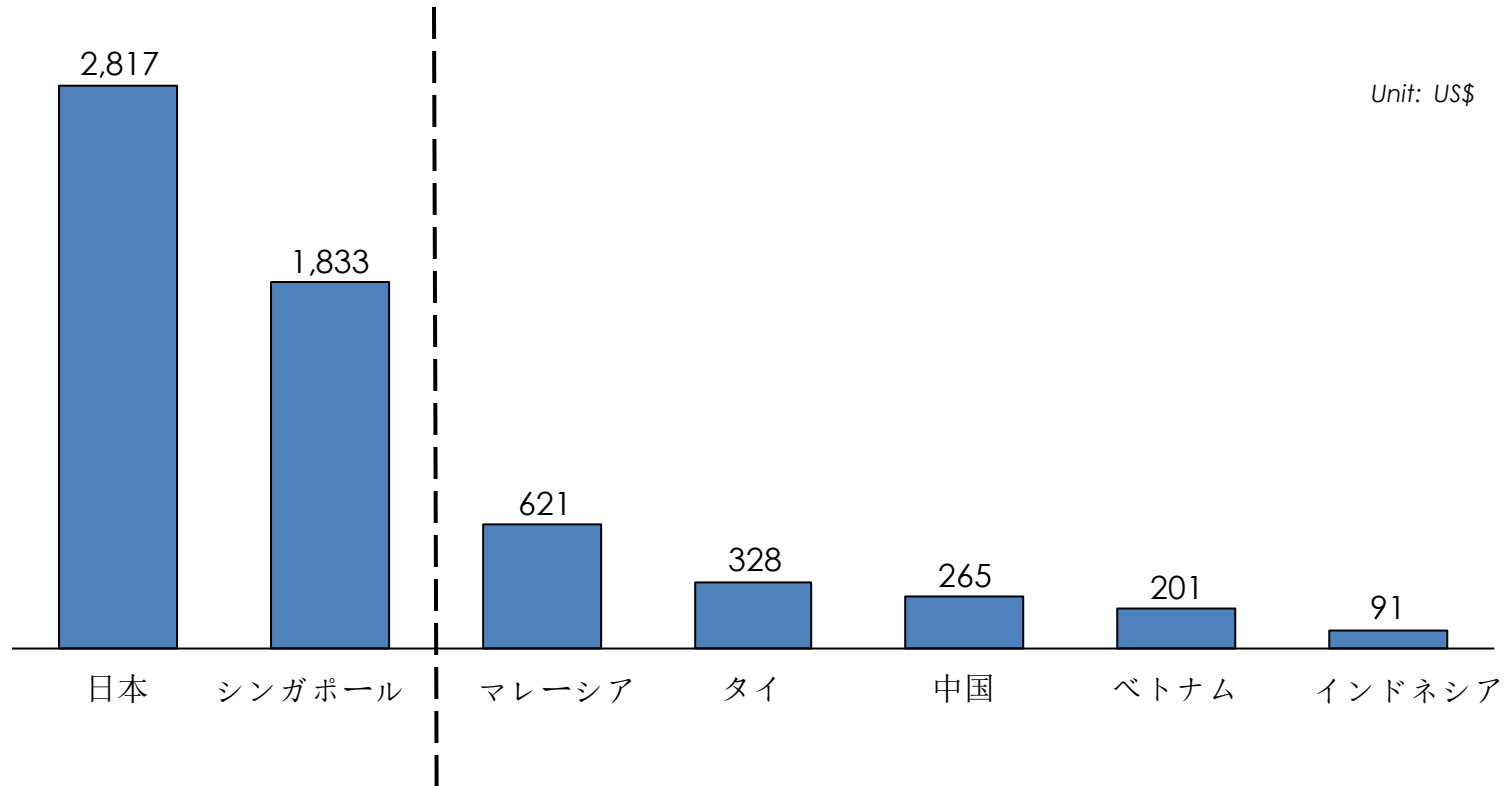
他新興国と比べ、インフラ関連の状況は改善傾向




アジア新興国： キーフクト(3)

アセアン新興国における一人あたり医療支出は、日本・シンガポール等先進国と比べ、非常に低い

→各国の国としての政策、新興国に特有の疾患タイプの把握など、先進国とは異なった視点が必要





では、日系企業のビジネスチャンスは？



Healthcare in Emerging Markets: Trends, Challenges and Opportunities for Japanese Companies



Presented by Praneet Mehrotra
Principal at Solidiance

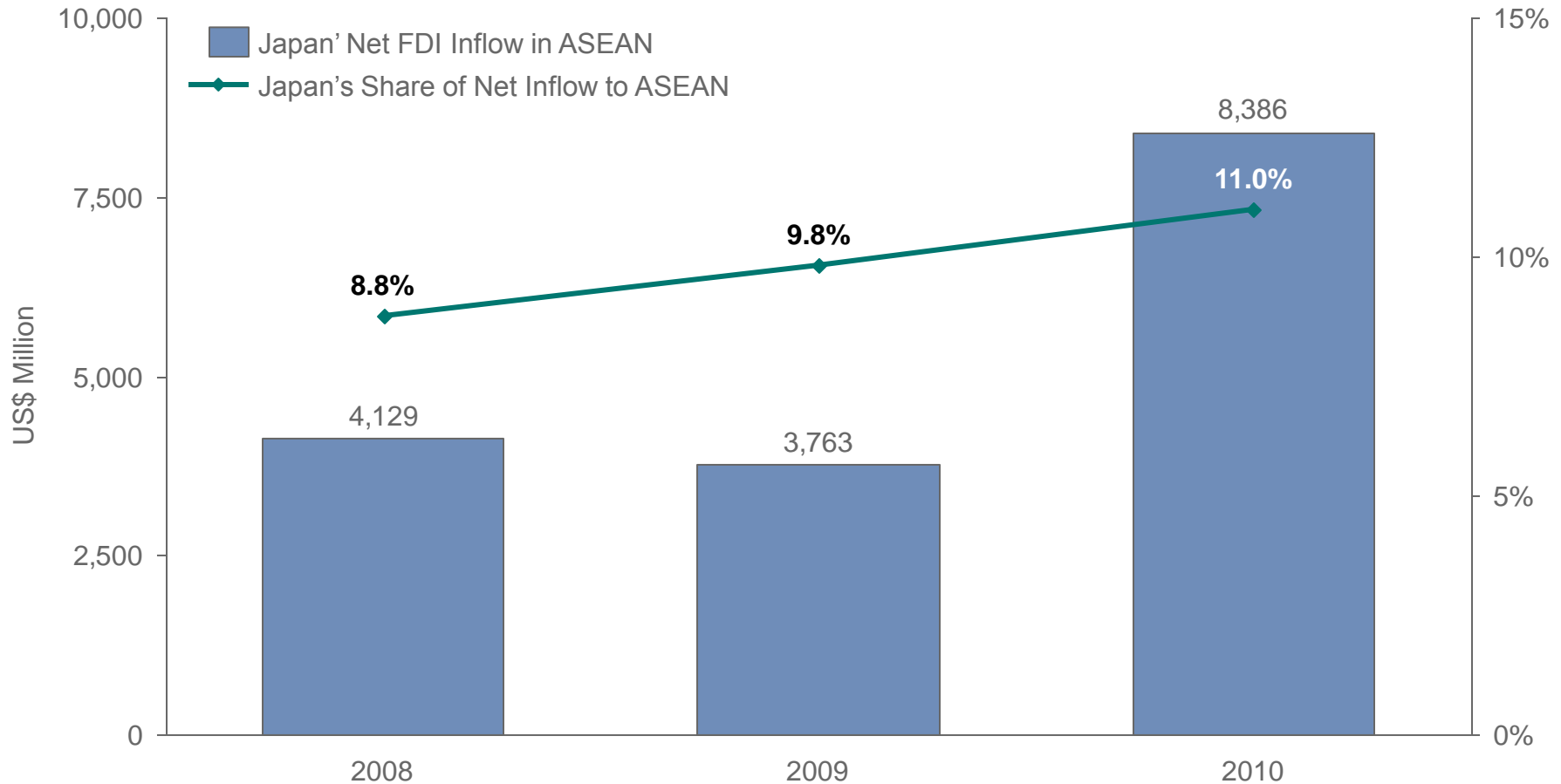
April 18, 2012

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- **FDI and Japan – significantly increasing its influence in ASEAN**
- Within ASEAN – where is investment going and why?
- Is Indonesia potentially the next big investment destination?
- Conclusions

Note: All data sources are ASEAN Secretariat, IMF, EIU, Nomura, World Bank, USAID, WHO and Solidiance analysis

Japan's Contribution to FDI in ASEAN, 2008-10



Japan is a strong trade partner and doubled its FDI inflow into ASEAN between 2008-10

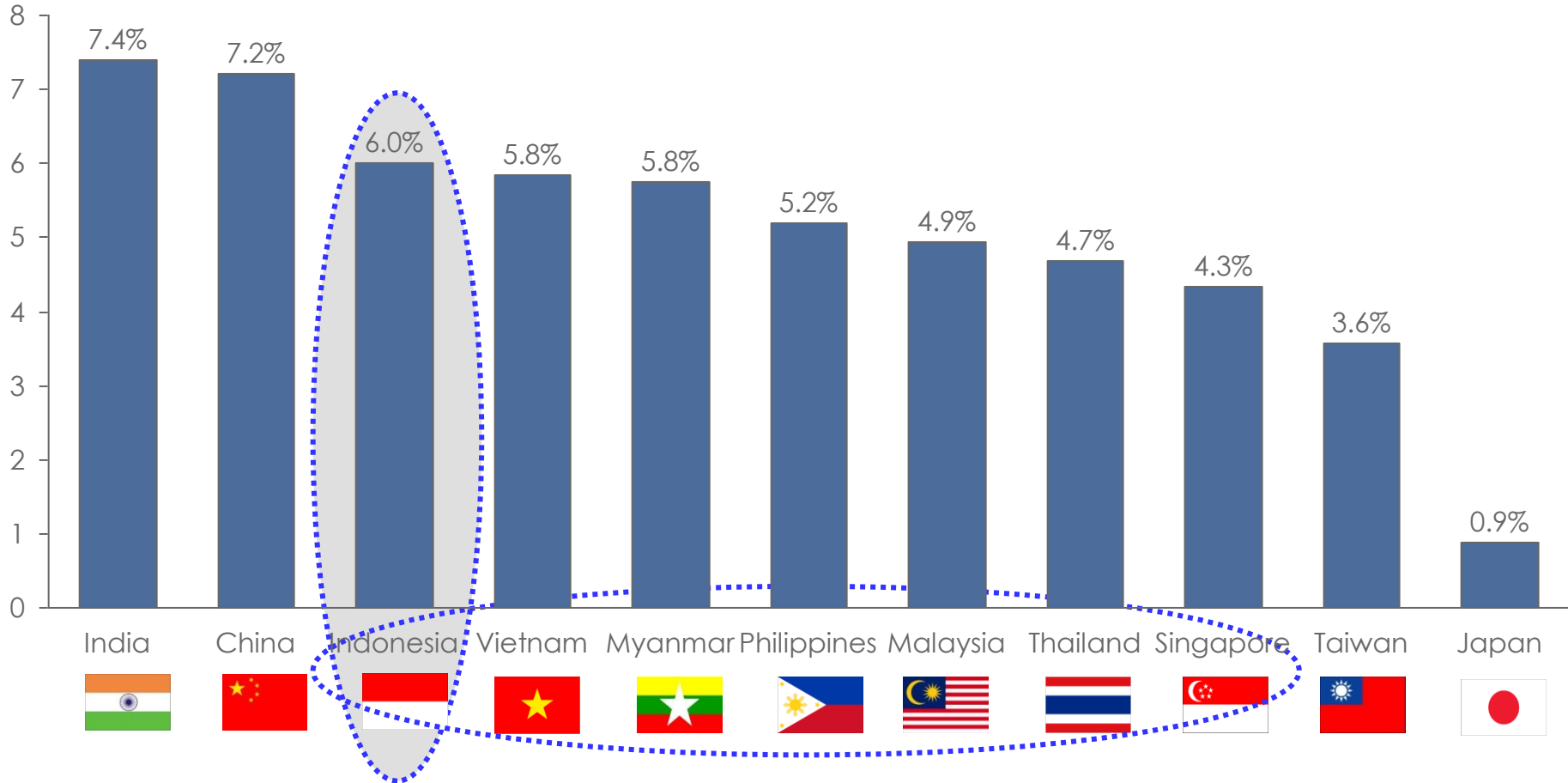
ASEAN – Top 6 – FDI Inflows and GDP Correlation, 2007-10

		Singapore	Indonesia	Viet Nam	Thailand	Malaysia	Philippines
FDI Inflows (USD Millions)	2007	35,778	6,928	6,739	11,330	8,538	2,916
	2008	10,912	9,318	9,579	8,570	7,318	1,544
	2009	16,809	4,877	7,600	4,976	1,381	1,948
	2010	17,341	6,244	4,310	3,512	3,313	732
Correlation Co-efficient, with (nominal) GDP		0.40	0.28	0.32	0.78	0.15	0.99

1. FDI Inflows into Indonesia are not only at par with that of Thailand and Vietnam, but have bounced back to pre-crisis levels the fastest
2. **Indonesia's output not mainly dependant on FDI inflows** (read: capital investments), but the size of its domestic market is a key driver of economic growth, going forward

Indonesia's attractiveness is not un-noticed by foreign investors

Average real GDP growth (%) forecast 2012-2020



ASEAN growth to be driven by a combination of demand growth and investments

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*“Nestle plans to invest S\$ 5.5 Mn. to strengthen its **R&D base and also plans to set up its main training for the whole of Asia** in Singapore. Singapore was chosen for its **well-connected infrastructure, deep talent pool and stable economy.**”*

- Today Online, 22nd March 2012

*“Completed in 2008, Abbott’s nutritional powder manufacturing plant in Singapore is Abbott’s **first major capital investment in Asia** and its largest investment ever. The S\$450 Mn. state-of-the-art facility enables the company to meet increased demand for Abbott nutritional products in the region.”*

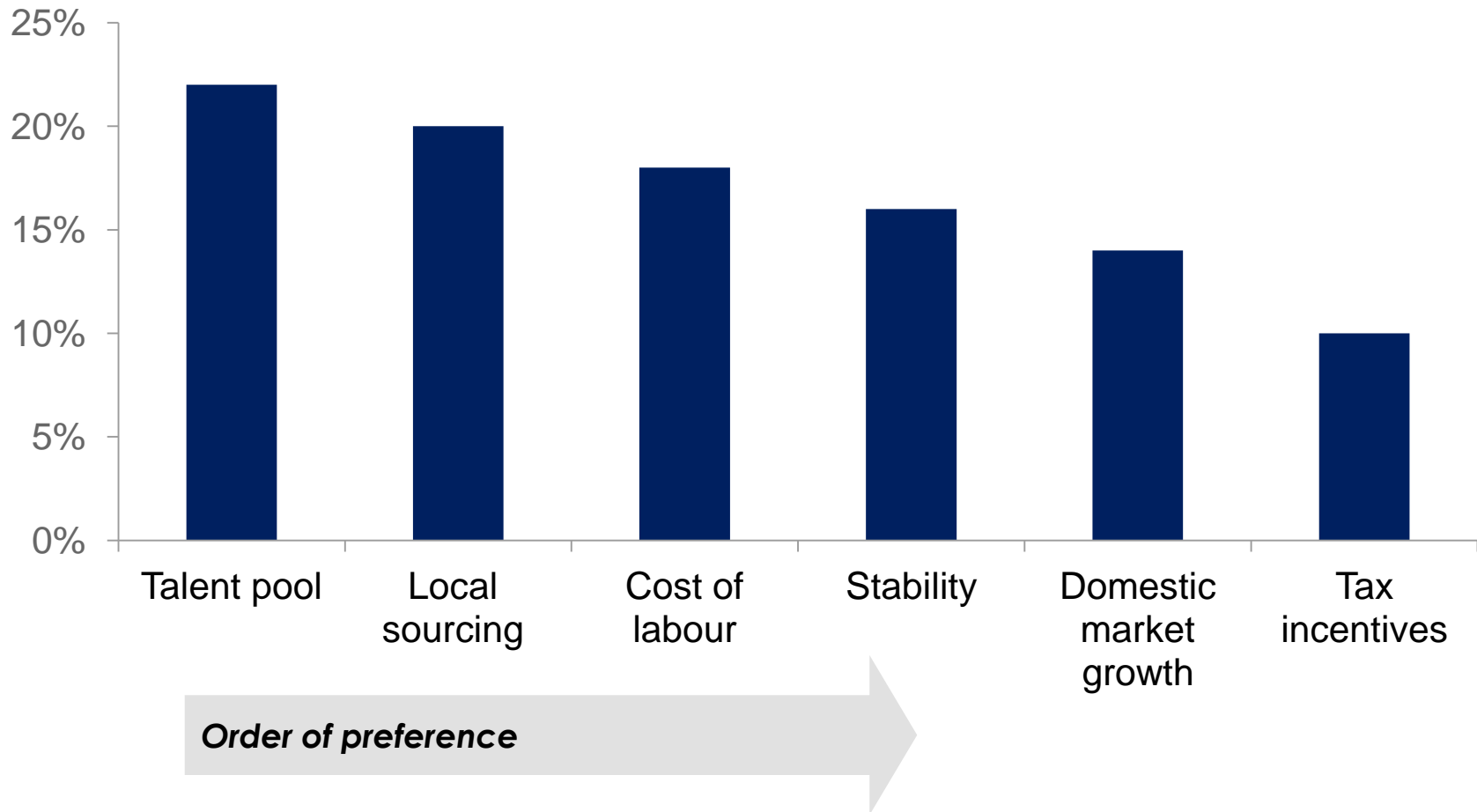
- Abbott Singapore (2009)

*“Baxter announced the expansion of its Singapore manufacturing facility, with the addition of a biopharmaceutical facility. The company has had a long standing presence in Singapore, producing a number of products for over three (3) decades. The Singapore facility is a one-million-square-foot facility that houses **three (3) plants manufacturing products that are marketed in over 60 countries.**”*

- Baxter (2009)

Hi-tech (R&D and high value products) investments taking place in the healthcare sector

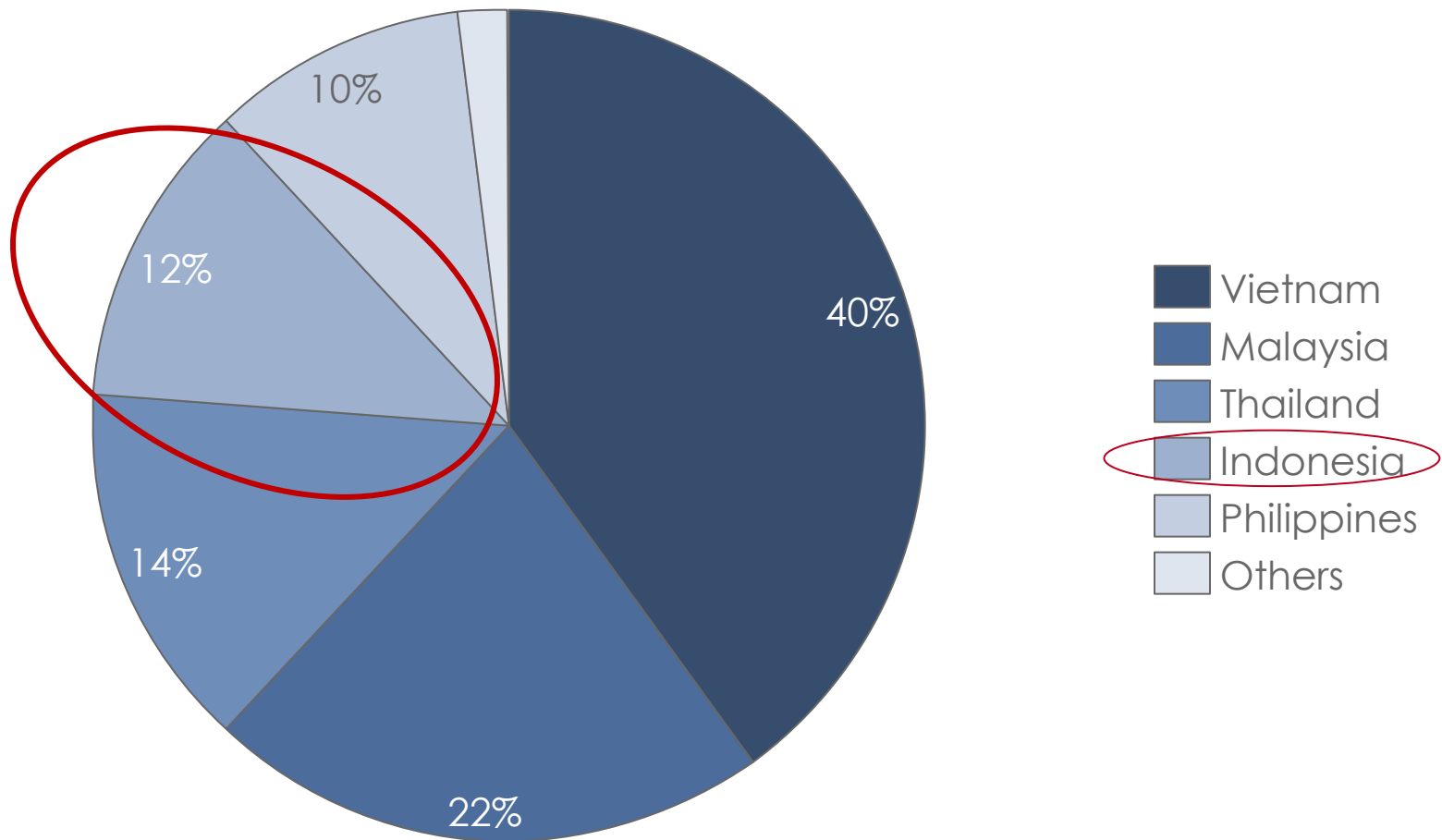
How Medtech companies pick their manufacturing sites?



Singapore is well positioned as a regional hub, but other countries will catch up

Disclaimer: This survey is for reference only, based on 50 interviews and as such may not be statistically representative

Most attractive Medtech markets in ASEAN, ex-Singapore

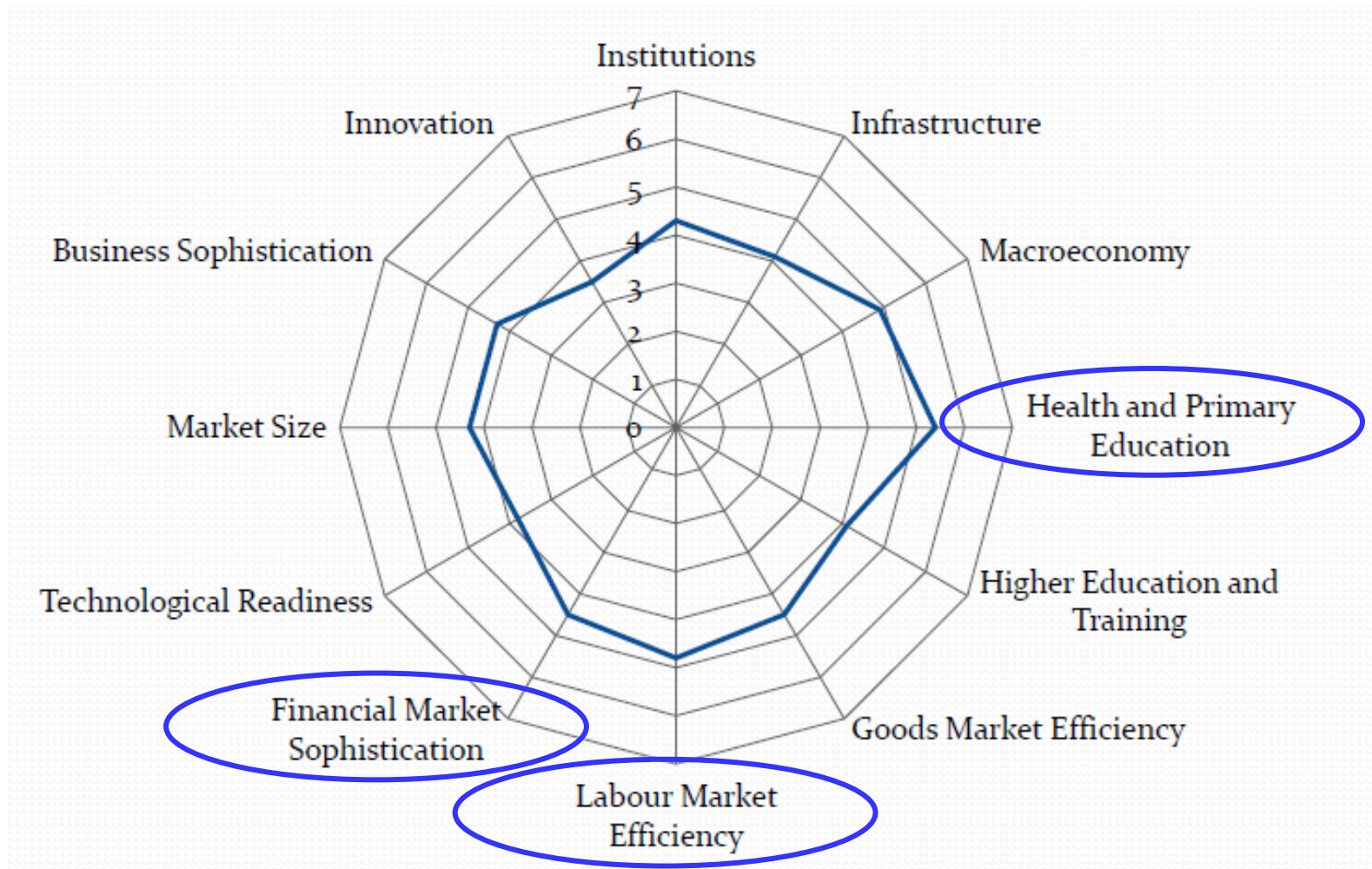


Perceptions about Indonesia and Vietnam have improved substantially in recent past!

Disclaimer: This survey is for reference only, based on 50 interviews and as such may not be statistically representative

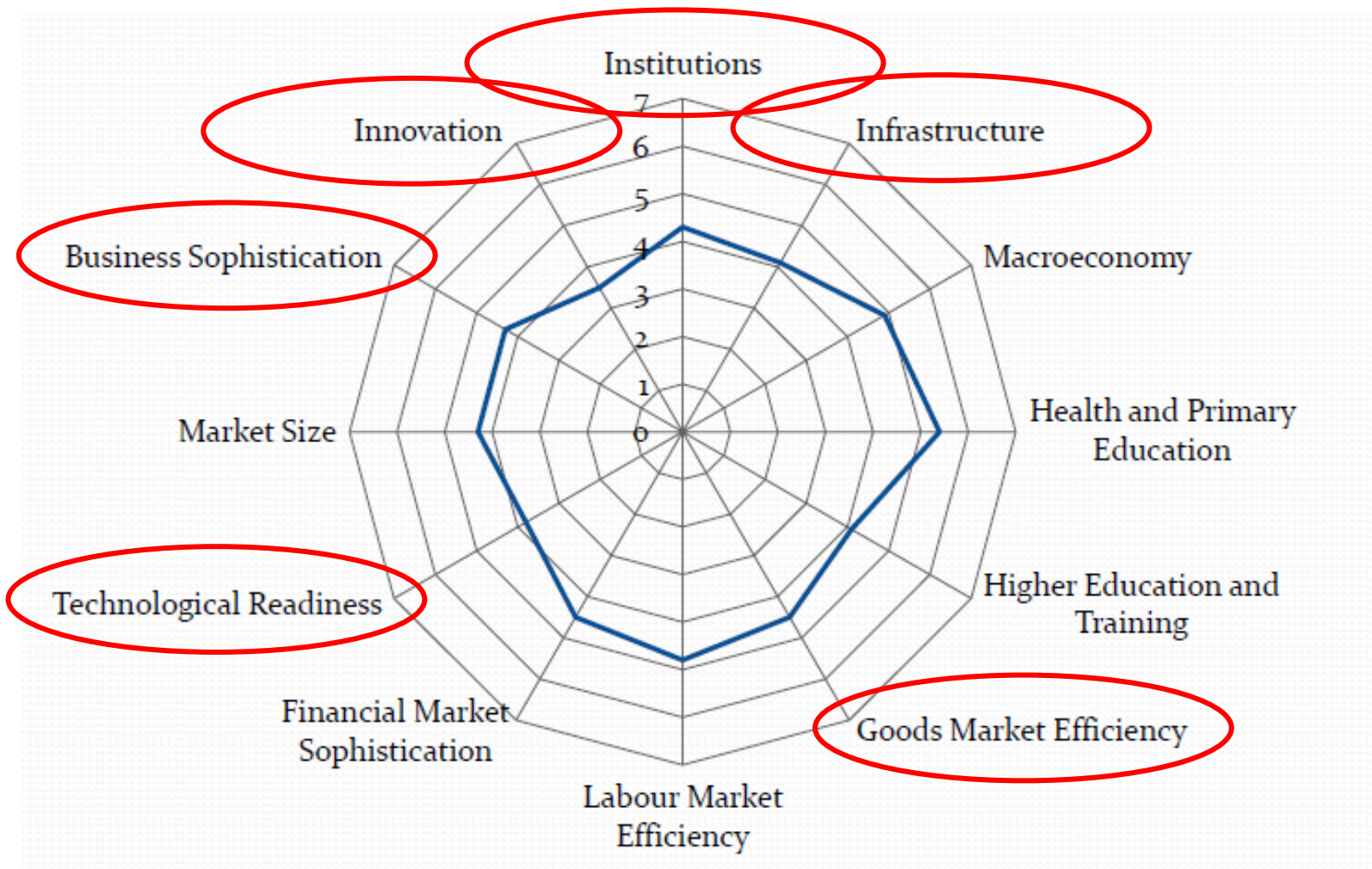
Key issue is competitiveness – that which is already established

Global Competitiveness Index (GCI), Average for ASEAN, 2011-12



Key issue is competitiveness – *and* that still needs investments

Global Competitiveness Index (GCI), Average for ASEAN, 2011-12

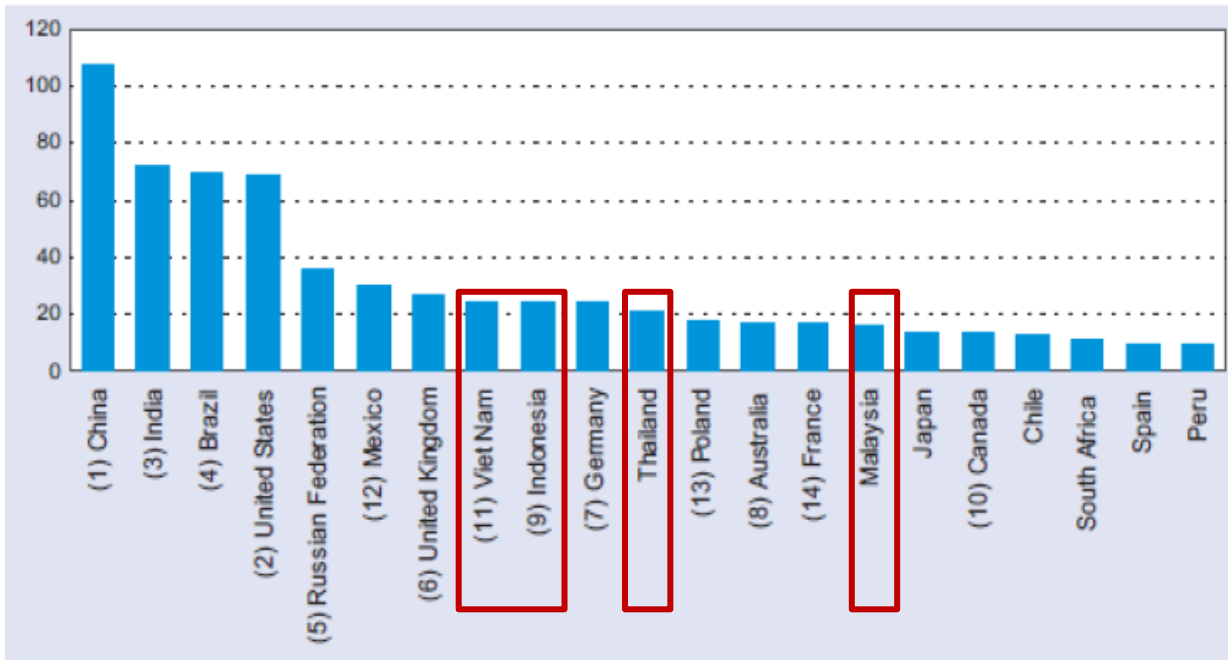


- **FDI and Japan – significantly increasing its influence in ASEAN**
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Note: All data sources are ASEAN Secretariat, IMF, EIU, Nomura, World Bank and Solidiance analysis

Why keep investing in ASEAN?

1) Several **ASEAN nations are rated among top** host economies for FDI in 2010-12



2) **ASEAN nations are ranked well in Ease of Doing Business Rankings** – emerging economies such as Indonesia, Malaysia and Vietnam took the lead

Crisis past

Indonesia's GDP, % change on previous year

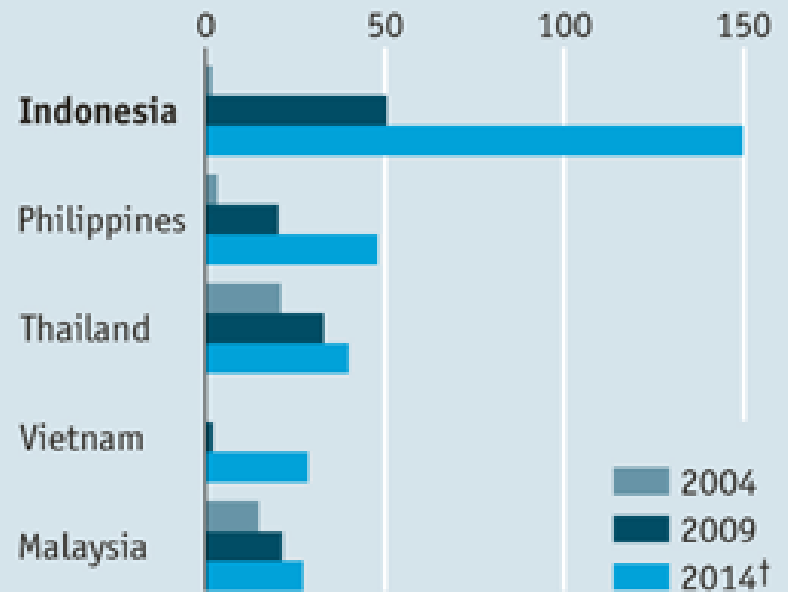


Source: Economist Intelligence Unit

*Forecast

Middle-class spread

Size of middle class*, m

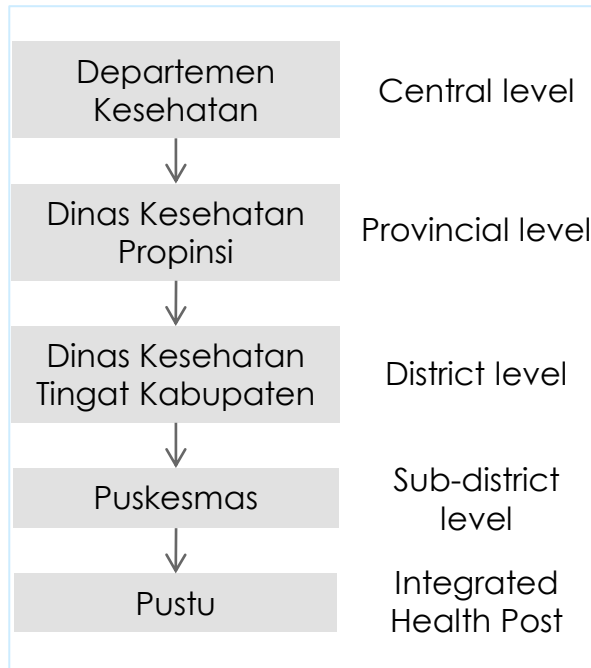


Sources: Nomura; World Bank; CEIC

*\$3,000 annual household disposable income †Forecast

Key risks: protectionism, coalition politics and regulatory unpredictability

Structural reform & devolution



Key Improvements	Results
1. Decentralization of powers and governance	transfer of authority & responsibility for governmental expenditure from national to local government
2. Rapid expansion in health infrastructure	currently approx. 8,000 puskesmas, 22,000 pustu and 6,000 mobile health centres
3. Significant public expenditure on health	quadrupled between 2001 and 2007, increasing to 1% of GDP for the first time ('07)
4. Large increase in capacity to deliver	Instruksi presiden led to increase in no. of doctors, nurses & midwives, among others

Issues
A. Only ~3/4 th of public health budget is spent year-after-year
B. Absenteeism remains high and rampant (up to ~40% for doctors remain absent from duties)
C. continued dependence on pharmacies/drug-stores for diagnosis & prescription – self treatment (for those ill) remains high (~50% in '06)

Key vision/mission statements exist

Presidential regulation No. 7/2005 on medium-term development plan (RJPM 2004-09), MoH strategic plan (2005-09) (revised '06) and the RKP (annual)

that set out **policy** directions

Policy areas:

- i. Increasing quantity & quality of health centres & of health personnel
- ii. Health insurance for poor
- iii. Awareness & health education
- iv. Enhancing primary health facilities

that the government then presents as **targets** on an annual basis

Select goals:

- i. Improve free health services for poor households in *puskesmas*
- ii. Increase % of villages for universal child immunization rates of 95%
- iii. Increase tuberculosis case detection rate (CDR) to 70%
- iv. Increase CDR & provide 100% ARV treatment for those with HIV/AIDS

Focus

- Access infrastructure
- Coverage
- Funding
- Personnel
- Quality of Care
- Awareness

Targets

- **Disease-specific targets** on diagnosis, treatment and care
- **Targets for coverage, quality of services and funding**

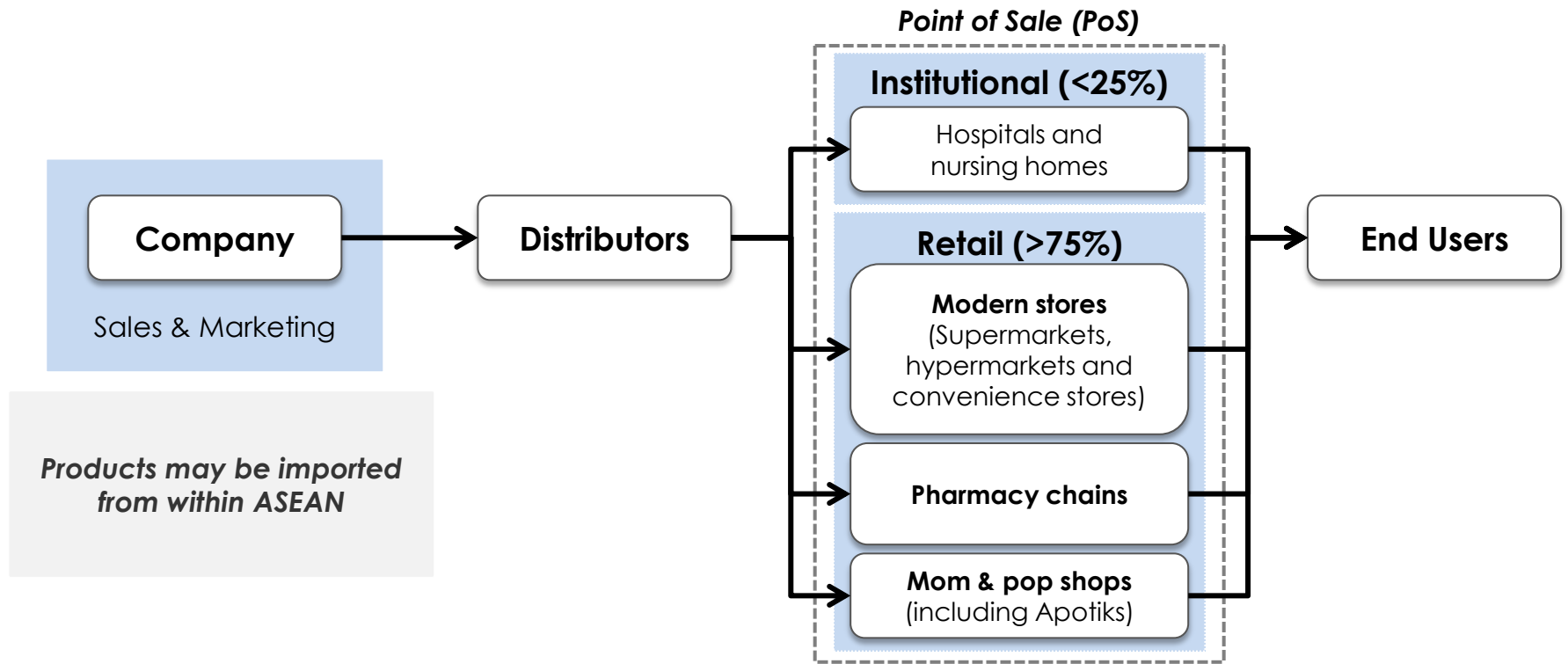
Market potential is significant and not yet fully explored!



- Private sector dominant in provision of tertiary care healthcare services

High involvement of private sector (and continued marginal role of public sector; read: government) entails potential opportunities for market development and adoption of 'new business models'

A typical example of how medical products get sold



Key Players Influencing Product Sales	Rationale
	<ul style="list-style-type: none"> • Sales through hospitals and nursing homes are primarily triggered by recommendations from healthcare practitioners, and therefore account for most of the initial or first-time purchases • Sales of therapeutic products are mainly through hospitals and pharmacies, while consumers prefer purchasing generic products from supermarkets

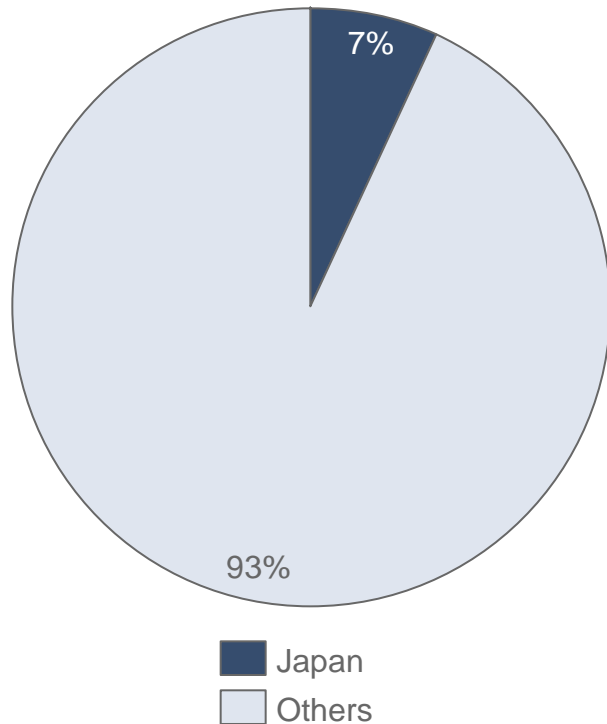
Legend: Low influencing power Medium influencing power Strong influencing power

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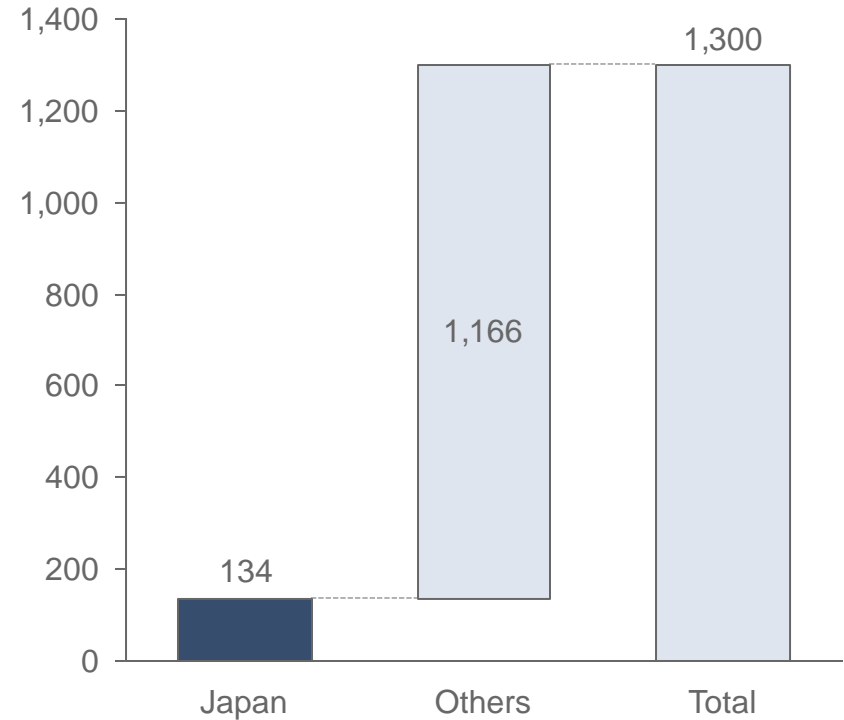
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Japan's Contribution to FDI Inflows in Indonesia, 2011

Total Value = US\$ 5,130 Mn.



Total Volume = 1,300 projects



Though Japan accounts for ~10% of total number of FDI projects, the \$ value contribution is only 7%. Average project value for Japanese investment is US\$ 2.7 Mn., compared to US\$ 3.9 Mn. overall

route-to-market – how to grow share, and prioritize across different products, buyers, price points?

partnerships – which are the key local partnerships to ensure reach and scale?

bottom-up demand – what programs /investments can pay-off first?

quality of care – is there likely to be acceptance for outcome-based curative goals?

awareness – what CSR initiatives can open up future opportunities?

products – what product portfolio, incl. value-added products?

disease focus – which key disease areas to focus on?

stakeholders – who all and how could they be aligned?

funded programs – which state programs can companies ride on?

Any comprehensive assessment in Indonesia should include all the above

- 1. Japanese investments must do more (read: better directed & also larger investments) to capitalize on the longer-term opportunities within ASEAN***
- 2. All factors that ensure successful investments are not necessarily in place***
- 3. Indonesia is the largest, yet untapped opportunity, including in healthcare***
- 4. Japanese business interest must increase in this large market as must evaluation of business potential parameters***

Questions?

質疑応答

Thank You

ありがとうございました

更なるご質問・お問い合わせは下記までお願いいたします

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