

2023 SEA Hospital Insights Survey Findings

Summary materials

2023



Agenda

- **Summary**
- Hospital financial outlook
- Operation priorities
- Go-to-market in SEA
- Digitalization trends
- About L.E.K.

Every year, L.E.K. surveys several hundred hospitals across the SEA region to understand their priorities and to support MedTech and pharma companies as they make key decisions

L.E.K. conducts an annual survey of several hundred decision-makers at key hospitals in the SEA region, including Singapore, Thailand, Malaysia, Vietnam, Indonesia and Philippines to better understand how key strategic priorities and purchasing behaviors are shifting

The survey addresses issues relating to the financial outlook of hospitals, top operating priorities in the next few years, as well as the impact of digitalization on hospitals and their relationships with MedTechs and pharmas



The insights enable MedTech players to make informed decisions, including:

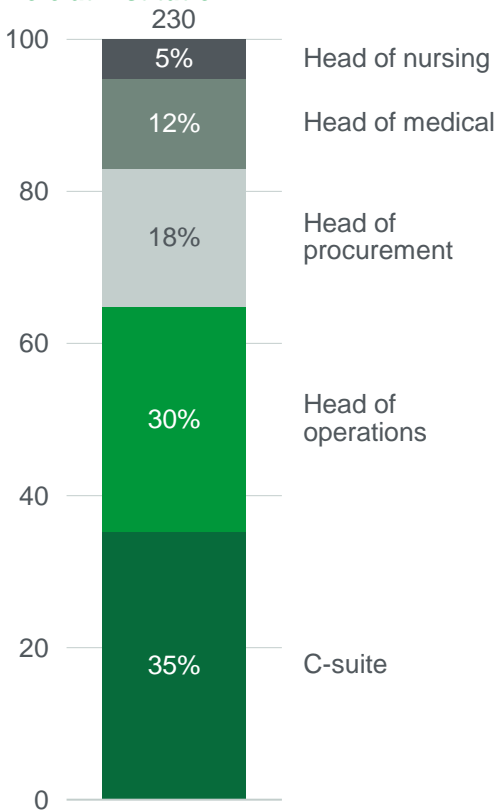
- Which stakeholders to engage and how
- How to tailor their product and service value propositions to address hospitals' priorities
- How to leverage digital channels and enhance their service offerings/engagement models

We surveyed 230 hospital directors from SEA markets across a variety of hospital types, hospital sizes, and geographies

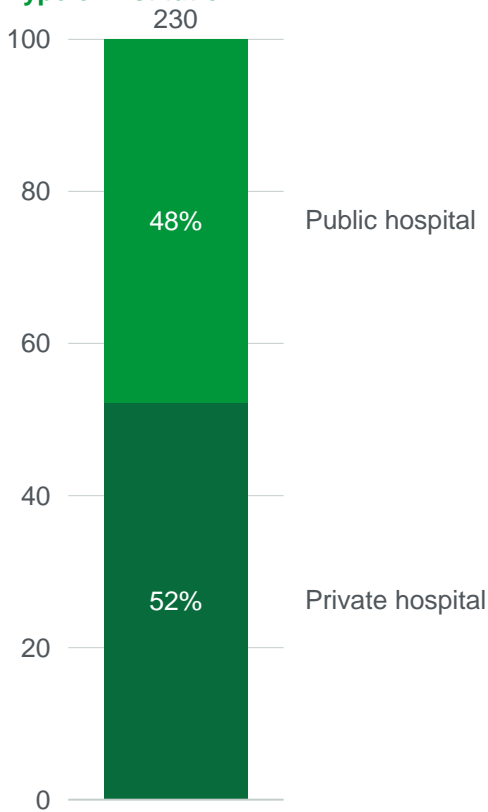


L.E.K. Hospital Priorities SEA survey respondent mix*
Percent of respondents (N=230)

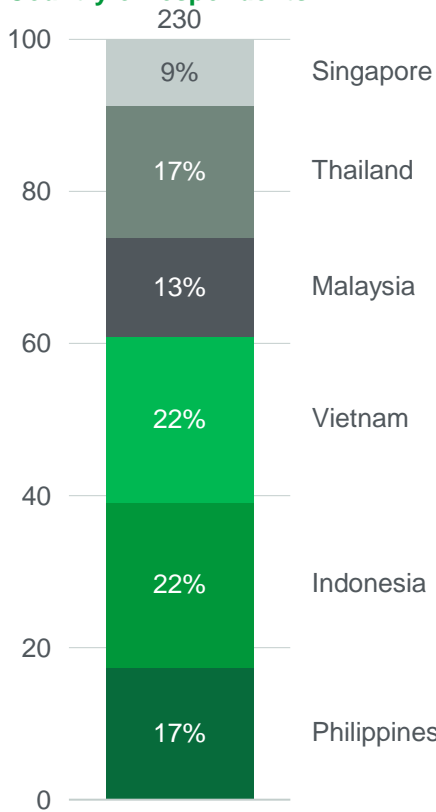
Role at institution



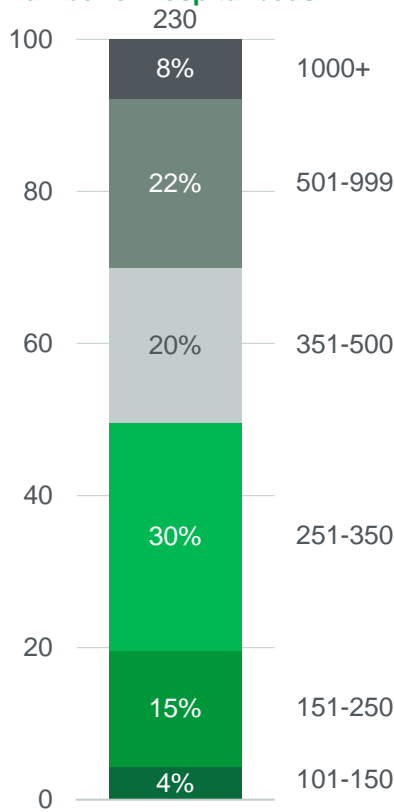
Type of institution



Country of respondents



Number of hospital beds



* SEA market includes Indonesia, Vietnam, Thailand, Philippines, Malaysia and Singapore in 2023 survey
Source: L.E.K. 2023 APAC Hospital Priorities Survey



We explore four key themes: financial outlook, operation priorities, GTM, and digitalization

Summary of Findings



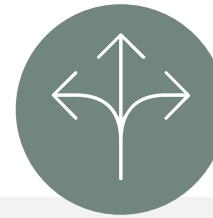
Financial outlook

- Robust recovery from COVID-19 with significant financial improvement
- Project to be even more positive for the next three years



Operation priorities

- Top strategic priority is to get new technology
- 90% of hospitals plan to add more acute beds
- Majority expected increase capacity in diagnostic imaging, primary care, dental, and general surgery



Go-to-market

- GPO, reimbursement and guidelines endorsement is gaining importance for hospital listing
- Medical representative access to hospitals is still restricted, but remote channel acceptance is high among hospital stakeholders



Digitalization

- SEA regions show a higher adoption rate in healthcare digitalization solutions than the APAC average
- Hospitals are increasingly recognizing the value brought by healthcare digitalization solutions

Note: GPO=group purchasing organization
Source: L.E.K. 2023 APAC Hospital Priorities Survey

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SEA hospitals have experienced a robust recovery from COVID-19 and have witnessed significant improvement financially; projections indicate an even more positive outlook for the next three years



Summary of findings – financial outlook



- Increasingly optimistic financial prospects for both public and private hospitals in 2023 as they have recovered from COVID-19 impact
- Private hospitals generally reported better profitability profiles



- Using elective procedures as an indicator, surgery-oriented departments, such as orthopedics and oncology, have recovered to 80-90% of pre-COVID level

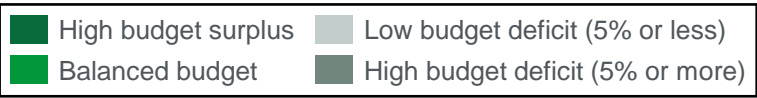
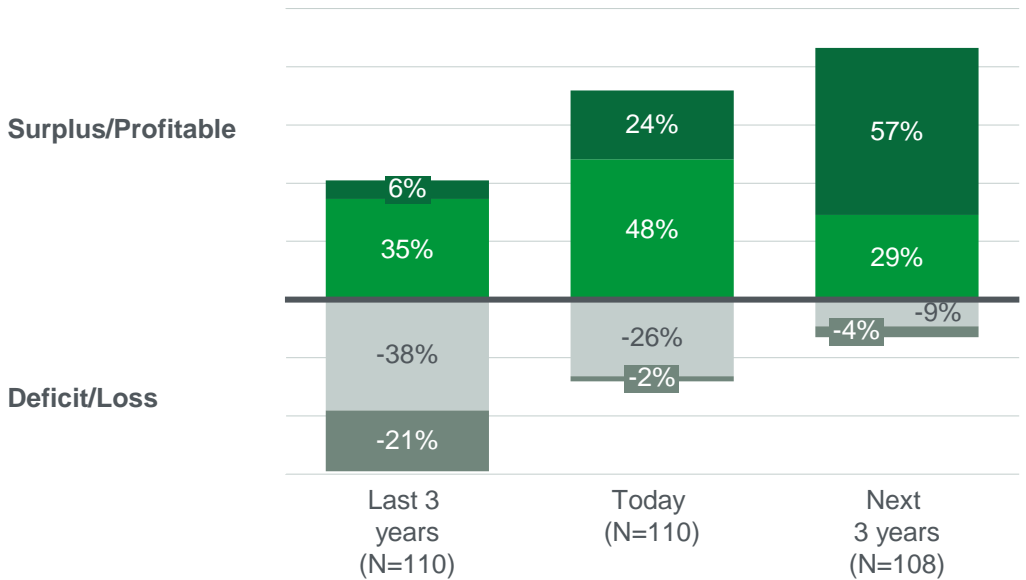


- Hospitals across SEA are optimistic about future capital expenditure, with a significant number expecting a notable increase of over 5%. This reflects recovered confidence and growing healthcare needs

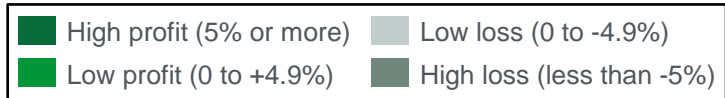
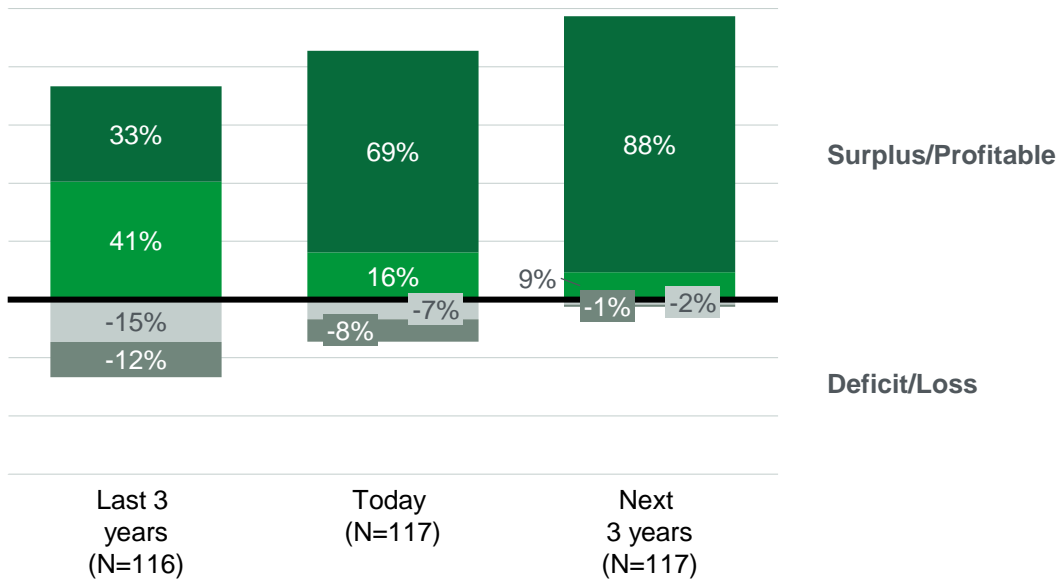
Increasingly optimistic financial prospects for both public and private hospitals in 2023 as they recover from COVID-19 impact; private hospitals are generally more profitable



Budget outlook for public hospitals*
Percent of respondents^



Profitability/EBITDA margin outlook for private hospitals**
Percent of respondents^

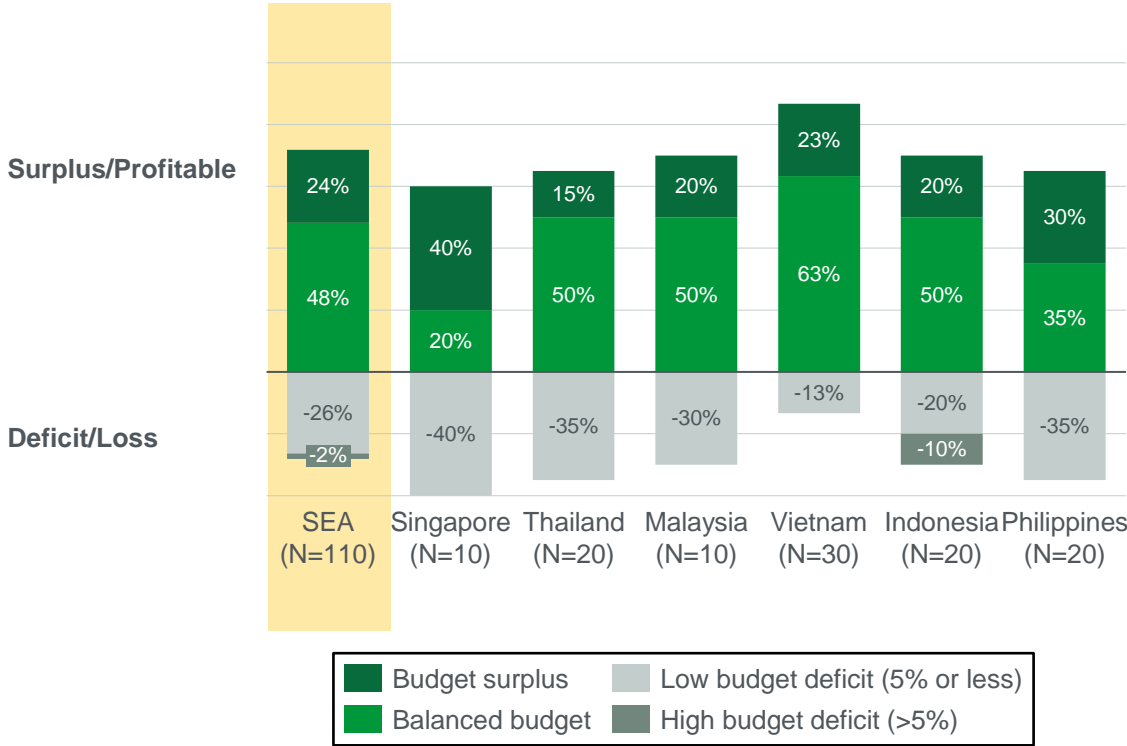


*Question: What is the level of budget surplus/deficit incurred by your hospital over the following time period?; **Question: What is the EBITDA margin/profitability level of your hospital over the following time period?
^Responses with "I do not know/prefer not to disclose" have been excluded
Note: EBITDA=Earnings Before Interests, Tax, Depreciation and Amortization
Source: L.E.K. 2023 APAC Hospital Priorities Survey

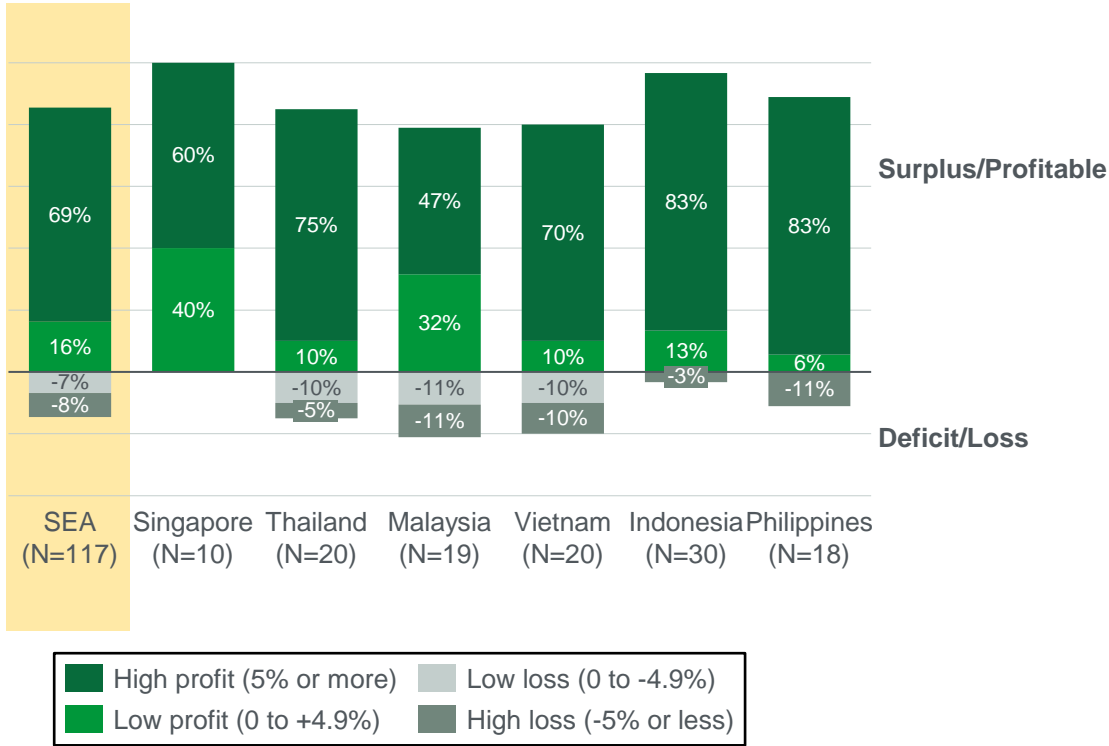
Public hospitals in Vietnam and private hospitals in Indonesia exhibit exceptional financial performance; most hospitals maintain a favorable financial outlook across the region



Budget outlook for public hospitals, by region, today*
Percent of respondents^



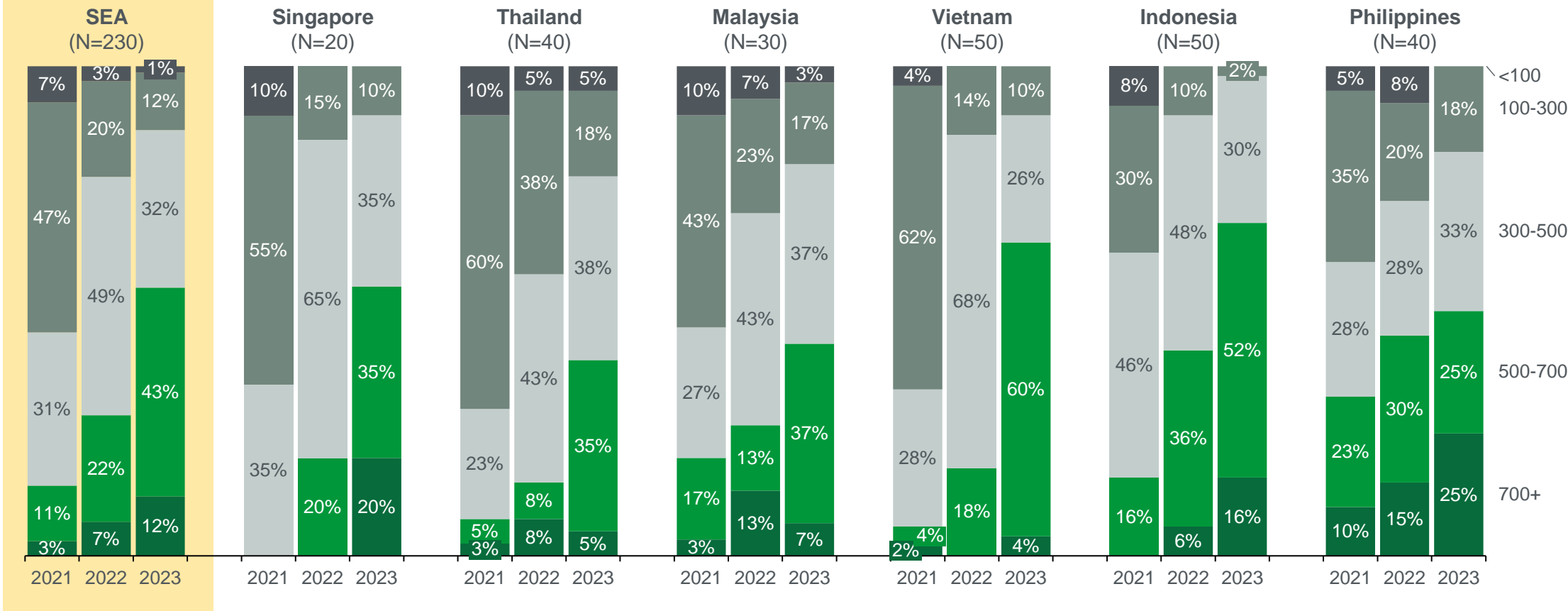
Profitability/EBITDA margin outlook for private hospitals, by region, today**
Percent of respondents^



*Question: What is the level of budget surplus/deficit incurred by your hospital over the following time period? **Question: What is the EBITDA margin/profitability level of your hospital over the following time period?
^Responses with "I do not know/prefer not to disclose" have been excluded
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Procedure volume recovers strongly from the COVID-19 impact; hospitals in Indonesia and Vietnam are experiencing robust growth in elective procedures, surpassing other regions

Number of elective procedures per month performed/expected each year*
Percent of respondents reporting (N = 230)

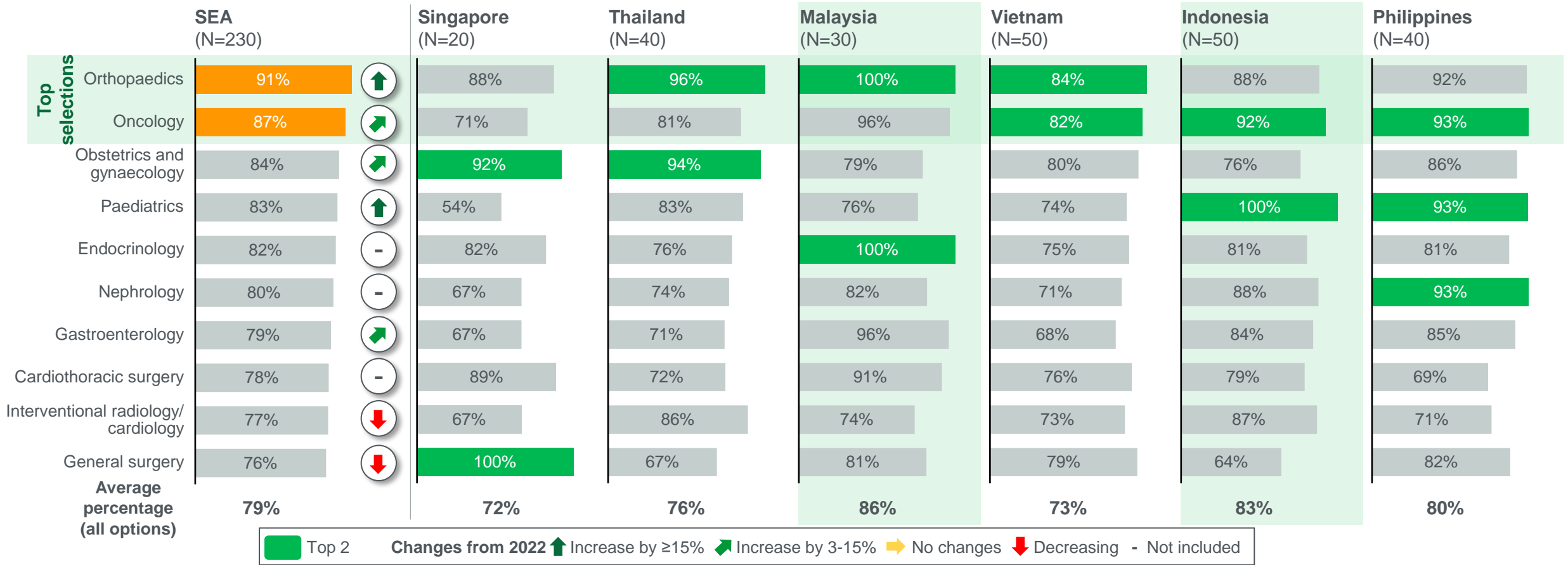


*Question: How many elective surgeries did your hospital perform/do you expect your hospital to perform over the following time period (monthly figures)?; Elective procedure is surgery that is scheduled in advance because it does not involve a medical emergency

Source: L.E.K. 2023 APAC Hospital Priorities Survey

Using elective procedures as an indicator, surgery-oriented departments, such as orthopaedics and oncology, have largely recovered to pre-COVID level; Malaysia and Indonesia lead recovery in SEA region

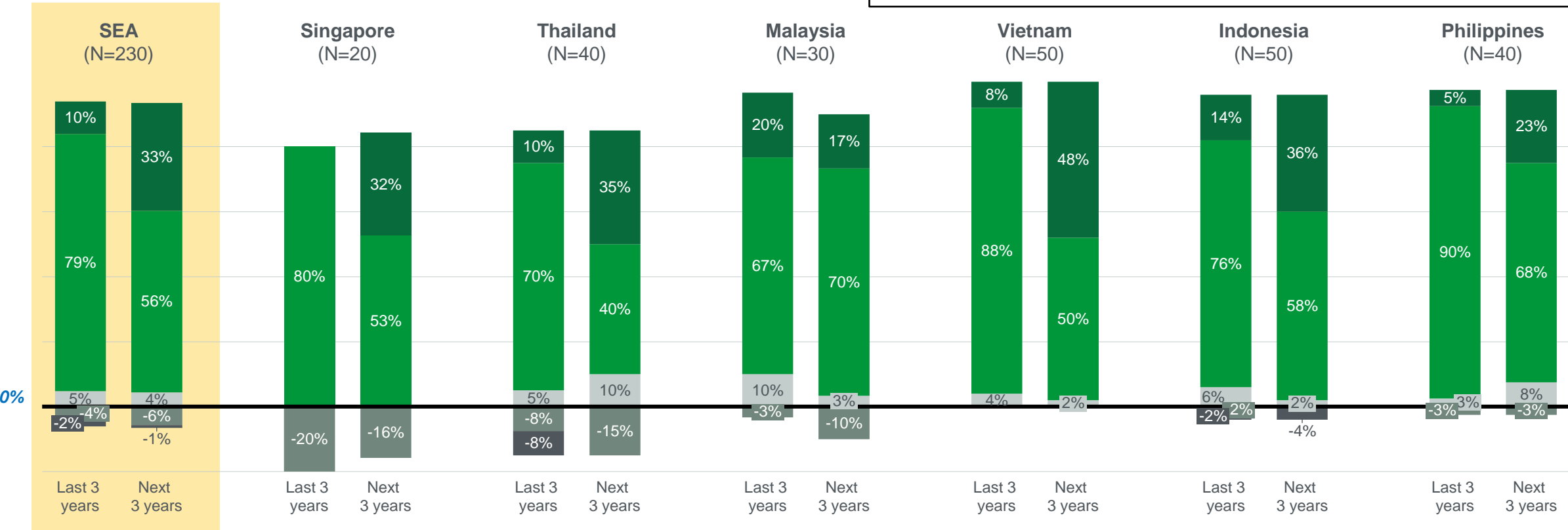
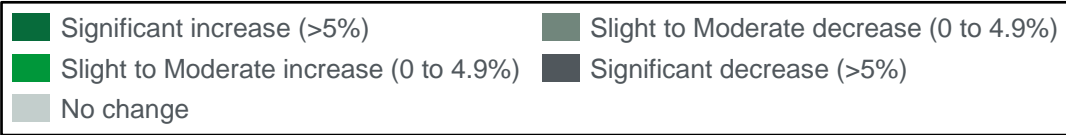
Top ten departments recovered to pre-COVID-19 levels of operations in terms of number of elective procedures*
Percentage of respondents



*Question: Which departments are still below pre-COVID levels in terms of number of elective procedures performed?
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Hospitals are optimistic about future capital expenditure, with a significant number expecting a notable increase over 5%. This reflects recovered confidence and growing healthcare needs within the region

Capital expenditure outlook on medical devices/equipment*
Percent of respondents (N=230)



*Question: 'How have your hospital's capital expenditure on medical devices/equipment changed over the following time period?'
Source: L.E.K. 2023 APAC Hospital Priorities Survey

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In 2023, hospitals prioritize new medical technology, adding acute beds, standardizing consumable purchases, and investing in imaging services



Summary of findings – operation priorities



- Hospitals are expected to prioritize offering new medical technologies or cutting-edge treatments and improving staff safety for the coming years



- Most hospitals anticipate an increase in the proportion of acute beds in the next 5 years, while the few reporting an expected decrease expect bed redeployments rather than retirements



- Hospitals prioritize standardizing purchasing of medical consumables, diagnostic imaging equipment, and clinical support appliances, mainly through choosing a preferred supplier for specific procedures or products



- Hospitals plan to increase investment and capacity in diagnostic imaging, primary care, dental, and general surgery over the next three years to meet growing healthcare demands

Hospitals are expected to prioritize offering new medical technologies or cutting-edge treatments and improving staff safety in the coming years; Malaysia has put more emphasis on operation optimization



Importance of strategic priorities over the next three years*

Percentage of respondents who chose 6 and 7 (1-7 scale, 1=least, 7=most)

Top 2 priorities

	SEA (N=230)	Singapore (N=20)	Thailand (N=40)	Malaysia (N=30)	Vietnam (N=50)	Indonesia (N=50)	Philippines (N=40)	
Top selections	Offering clinicians access to new medical technologies/Offer cutting edge treatments	74%	65%	75%	60%	88%	72%	75%
	Improving healthcare staff safety (physicians, nurses etc.)	73%	85%	73%	67%	84%	68%	65%
	Standardization of clinical care protocol within and across hospitals	70%	70%	68%	63%	88%	62%	65%
	Reducing readmission rates**	70%	65%	58%	70%	82%	68%	70%
	Dealing with staff shortages in light of front line worker fatigue	69%	60%	68%	73%	90%	60%	58%
	Reducing acquisition costs of capital equipment	69%	65%	65%	70%	72%	74%	65%
	Recovering from the financial impact of COVID-19	69%	70%	68%	60%	80%	66%	65%
	Emergency preparedness	68%	65%	68%	70%	80%	66%	58%

*Question: How important are the following strategic priorities for your hospital over the next 3 years? ("1" means "not at all important", "7" means "very important")

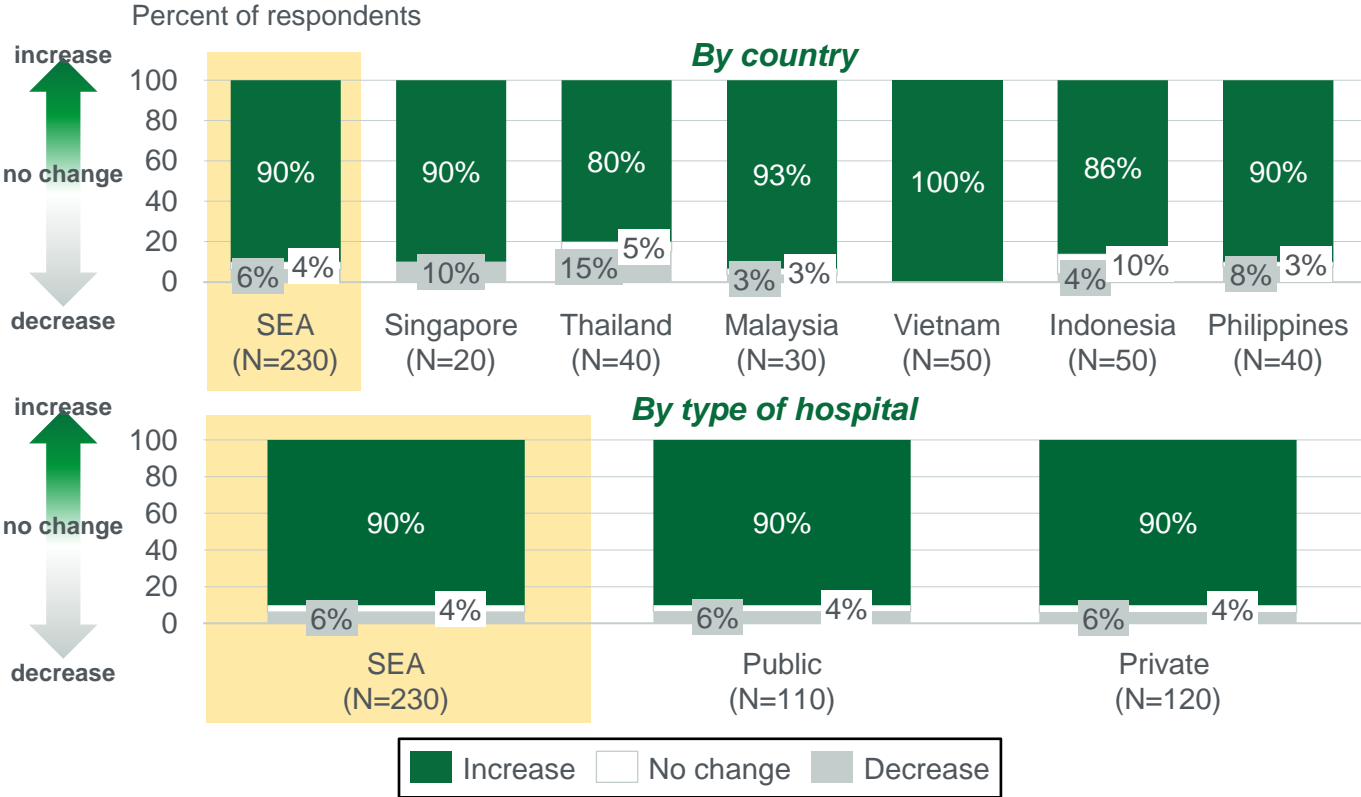
**Percentage of admitted patients who return to the hospital within seven days of discharge

Source: L.E.K. 2023 APAC Hospital Priorities Survey

Most hospitals anticipate a surge in demand on the proportion of acute beds in the next 5 years



Change in proportion of **acute beds** in the next 5 years* (2023)



- Over 80% of hospitals estimate that they will repurpose their extra acute beds rather than retire them directly
- The most common relocation plan (~60% of respondents) involves converting these beds into rehabilitation and mental health beds
- ~20% demonstrate an interest of converting into ICU beds

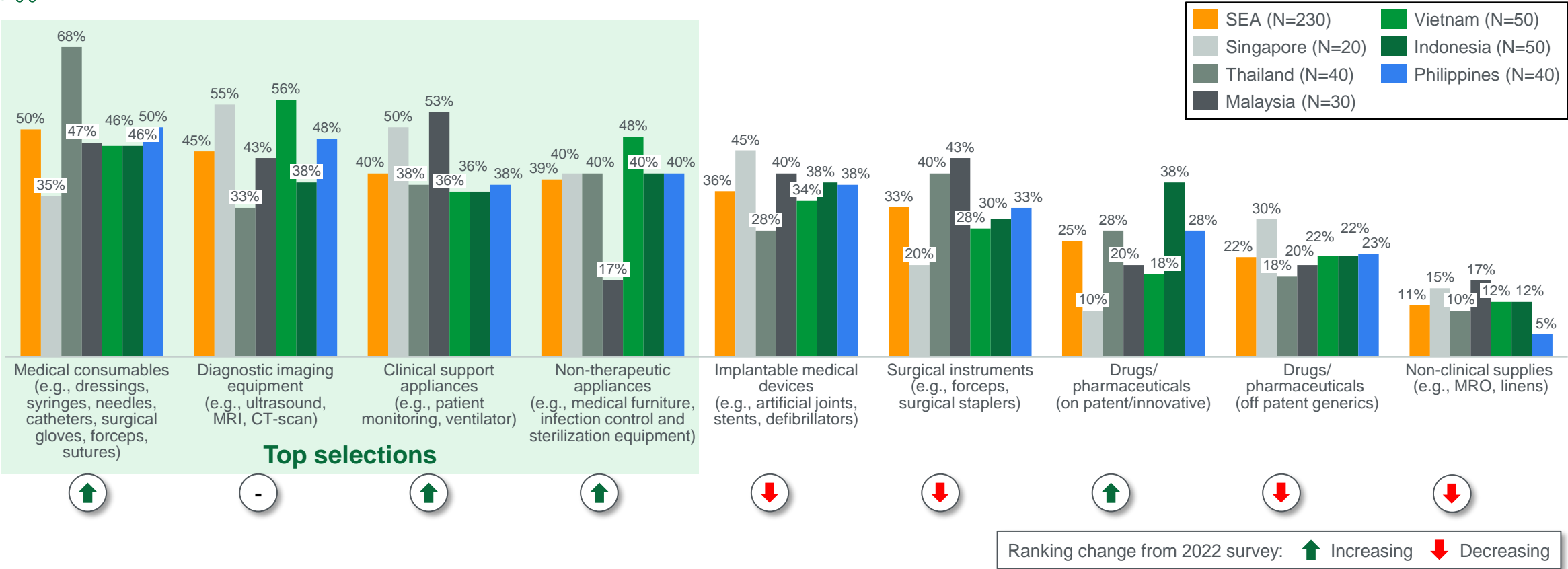
*Question: Please estimate the percentage point change in your estimated proportion of acute beds (inpatients + day bed) in your hospital in the next 5 years; Source: L.E.K. 2023 APAC Hospital Priorities Survey



Hospitals prioritize standardizing purchasing in medical consumables, diagnostic imaging equipment, and support appliances more than last year



Medical supplies/equipment that hospital is looking to **standardize purchasing***
Percentage of respondents



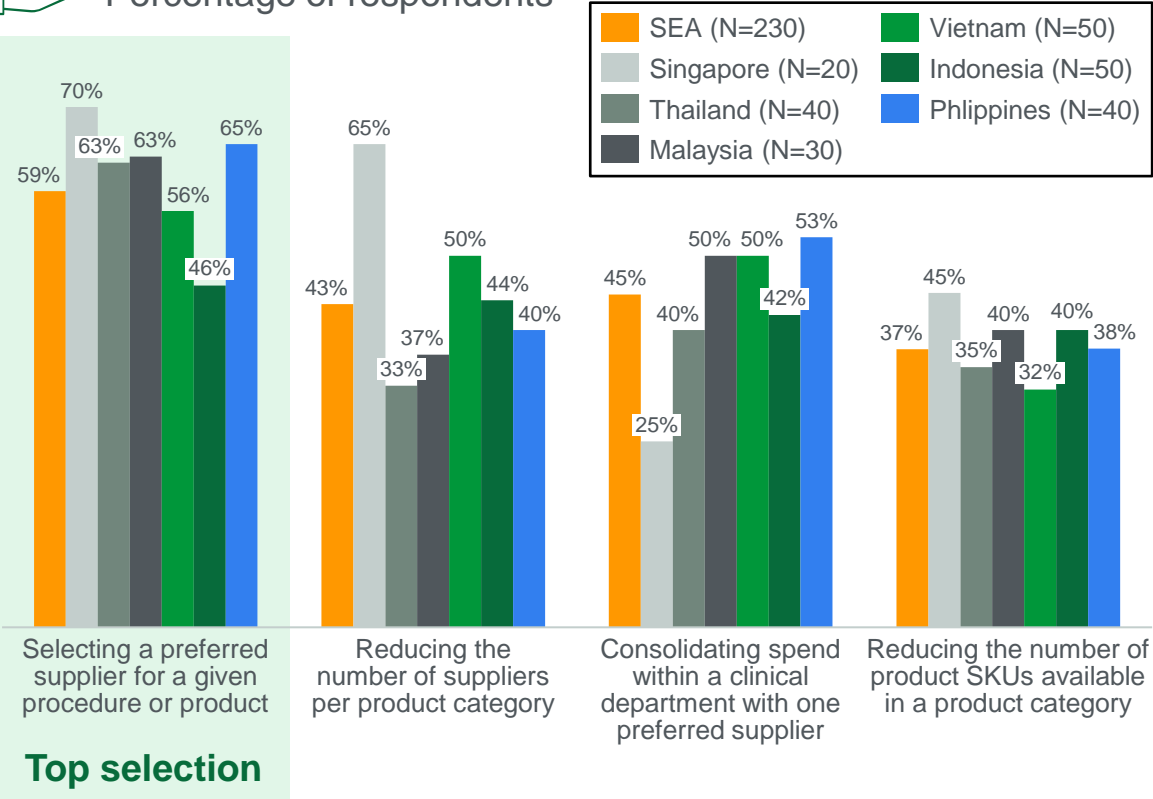
*Question: Please select top 3 medical supplies/equipment where your hospital is looking to standardize purchasing
Note: MRO=maintenance, repair, and operations
Source: L.E.K. 2023 APAC Hospital Priorities Survey

To streamline procurement processes, both public and private hospitals across the region are increasingly inclined to choose a preferred supplier for specific procedures or products



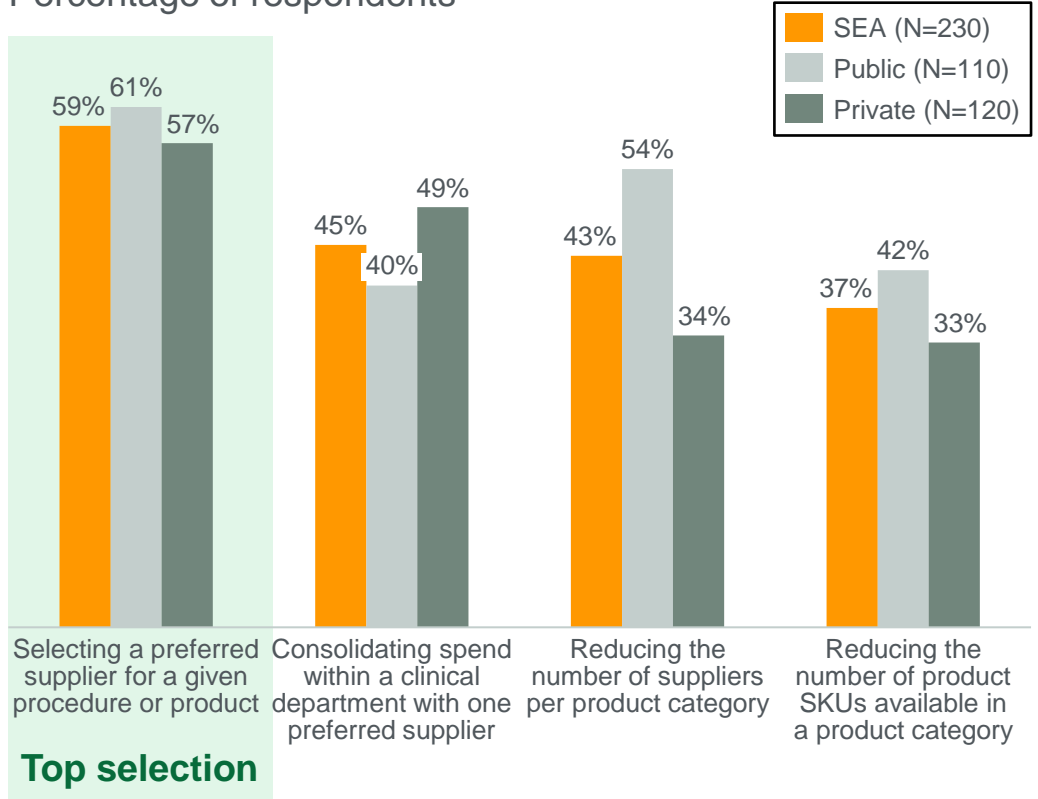
Approach to purchasing standardization, by country*

Percentage of respondents



Approach to purchasing standardization, by hospital type*


Percentage of respondents

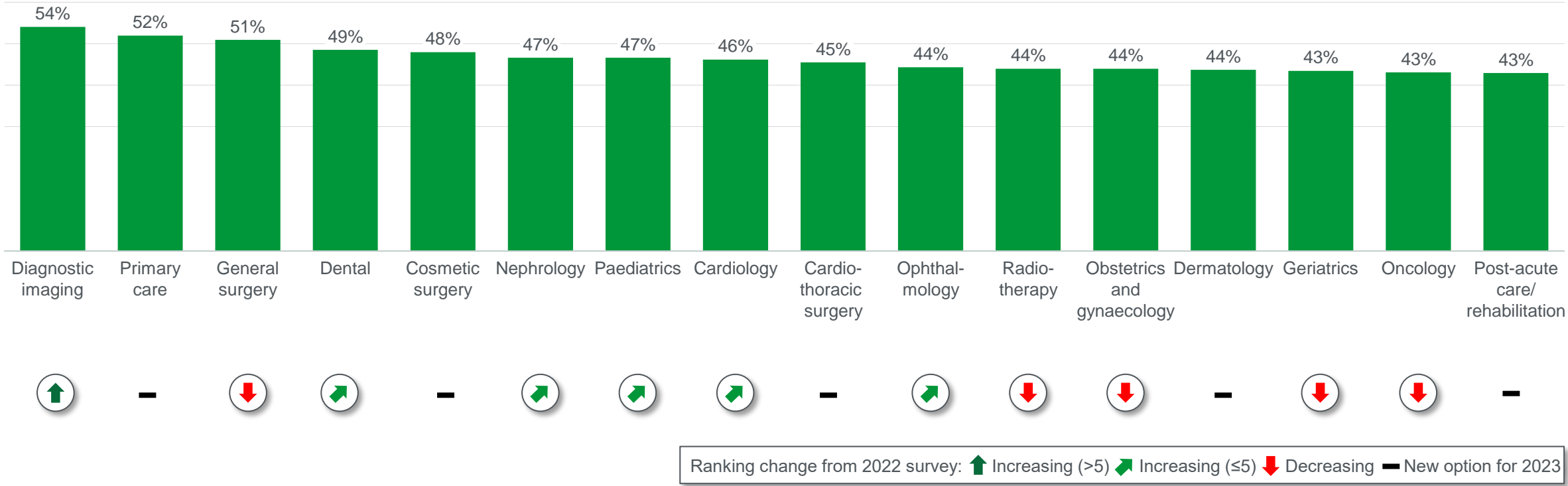


*Question: Please indicate which of the following approaches your hospital uses to standardize the purchasing of medical supplies/devices
 Source: L.E.K. 2023 APAC Hospital Priorities Survey



Hospitals plan to increase investment and capacity in diagnostic imaging, primary care and general surgery over the next three years to meet growing healthcare demands

 **Clinical service offering outlook***
 Percent of respondents said they were planning to increase investment/capacity in over the coming three years
 (n=230)



*Question: Which clinical department is being offered in your hospital, what are the expected changes in offering in the next three years? Expected change in clinical department offering in the next 3 years?
 Note: High increasing percentage in 2023 is doubled or more compared to the data in 2022
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

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 - Pharma
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Post-COVID, hospital management has regained procurement decision-making power; Hospitals prioritize partnering with MedTechs for valuable services and emphasize accurate diagnostic and cost-efficiency



Summary of findings – Go-to-market



- Post-COVID-19, hospital management and clinical department heads have regained influence in medical device purchasing throughout SEA, surpassing the exclusive involvement of clinical staff
- Hospital management is overall the key stakeholder in capital equipment, while clinical department heads are more influential for medical consumables and others purchasing



- SEA hospitals, particularly in Vietnam, prioritize working with MedTechs that offer valuable services in addition to products
- The services most valued by hospitals are supply chain and operation management, population health services and clinical education

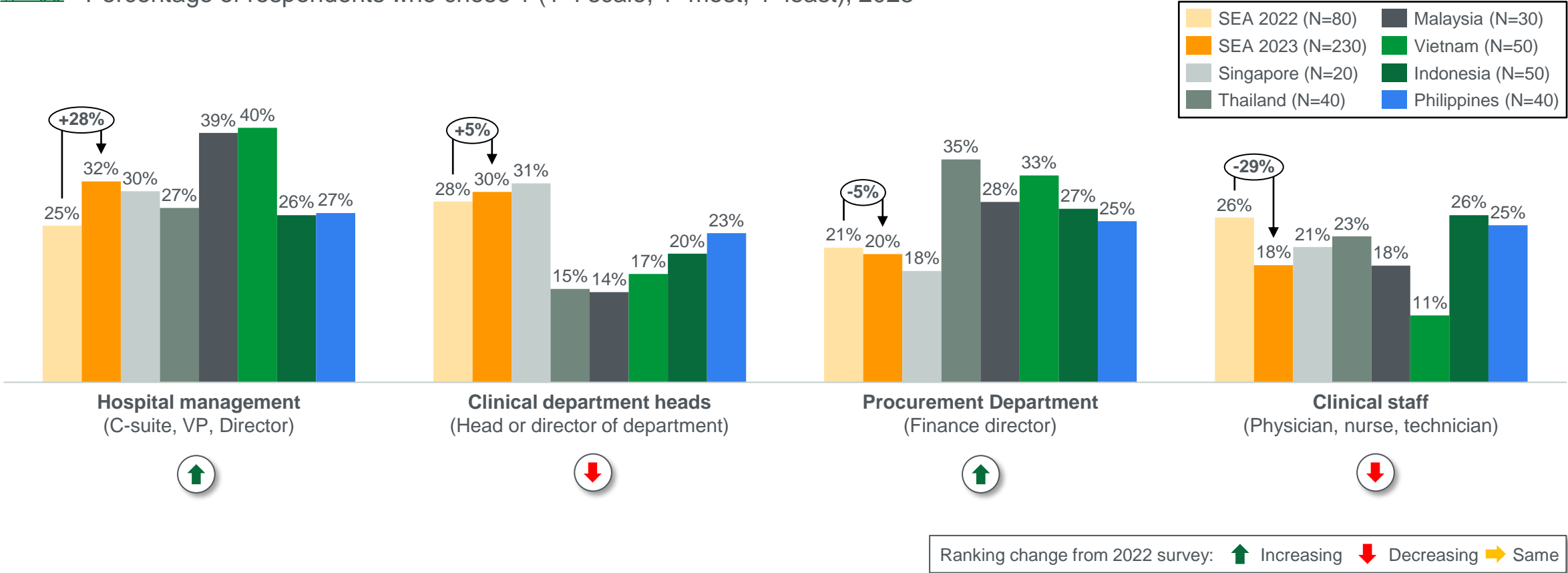


- When purchasing from MedTech companies, hospitals prioritize accurate diagnostic tools and cost-efficient products

Post-COVID-19, hospital management and clinical department heads have more influence in medical device purchasing throughout SEA, surpassing the exclusive involvement of clinical staff



Most influential position for medical device purchasing decisions overall, by region*
 Percentage of respondents who chose 1 (1-4 scale, 1=most, 4=least), 2023

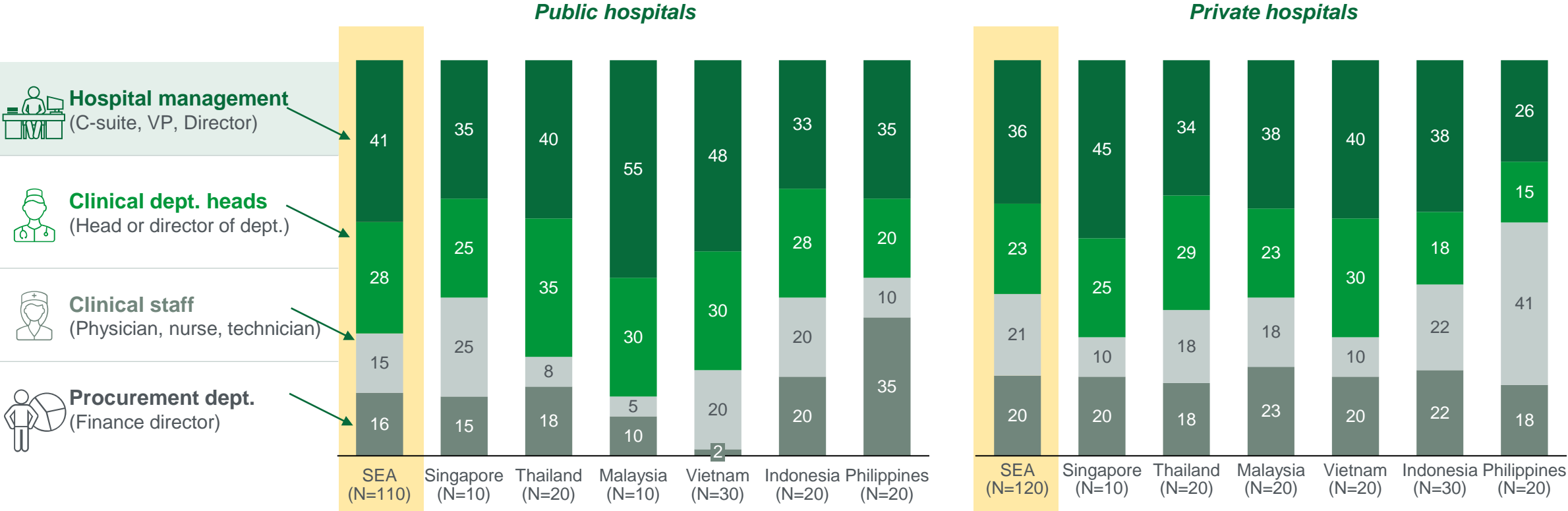


*Question: Who has the most influence in purchasing decision for the following medical products today?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

Public hospital management takes lead in purchasing capital equipment and appliances, with clinical department heads being secondary decision-makers to ensure their specific needs are met



Most influential position for capital equipment and clinical support appliances purchasing decisions, by hospital type*
 Percentage of respondents who chose 1 (1-4 scale, 1=most, 4=least), 2023

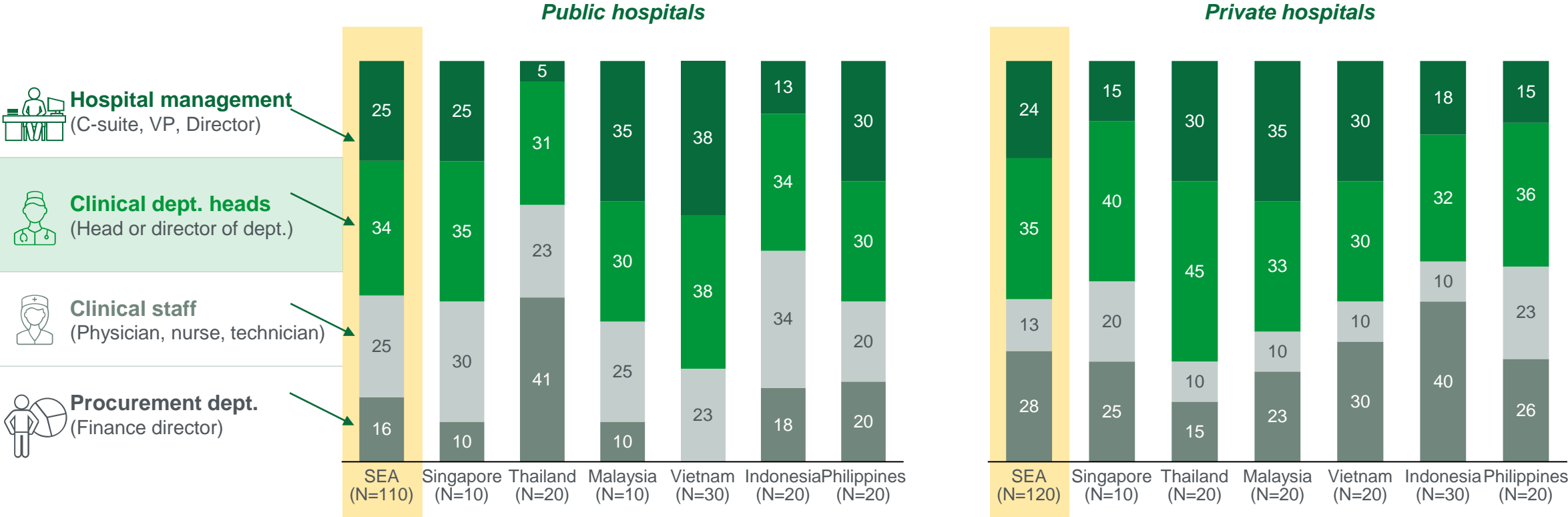


*Question: Who has the most influence in purchasing decision for the following medical products today?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

Clinical department heads have a key influence over consumables in hospitals; In private hospitals, engaging with the procurement department is crucial for consumables manufacturers



Most influential position for implantable medical devices and medical consumables purchasing decisions, by hospital type*
 Percentage of respondents who chose 1 (1-4 scale, 1=most, 4=least), 2023



*Question: Who has the most influence in purchasing decision for the following medical products today?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

SEA hospitals, particularly in Vietnam, prioritize working with MedTechs that offer valuable services in addition to products



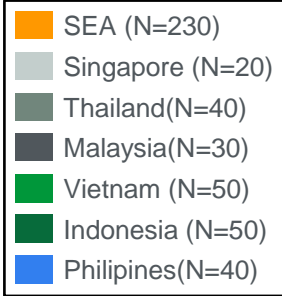
Relationship with MedTech

Percentage of respondents who chose 6 and 7 (1-7 scale, 1=strongly disagree, 7=strongly agree)

MedTech as strategic partner and solution provider



"When it comes to working with MedTechs, we want **partners who can help us achieve our goals**, not just provide us with products"



MedTech as product manufacturer



"When it comes to working with MedTechs, we **just want to get the products we need** and are **not looking for a deeper relationship**"



"MedTechs are **not well suited to provide services, solutions, or support** beyond their products"



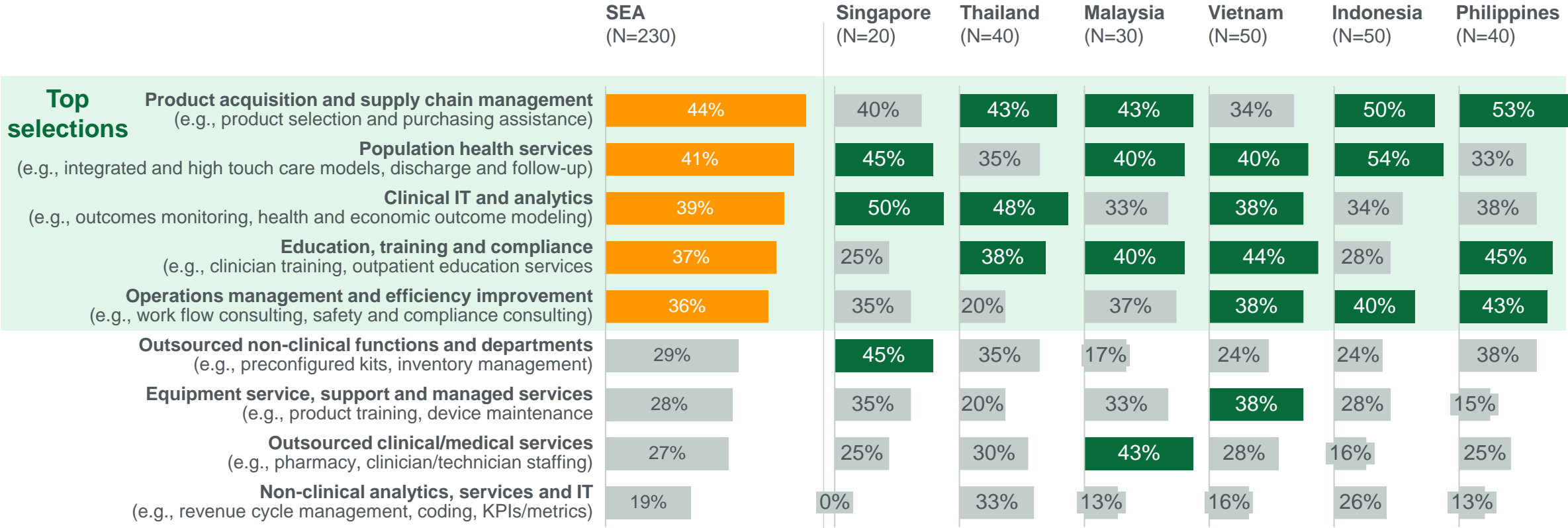
*Question: Please indicate the extent to which you agree or disagree with the following statements
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

The services most valued by hospitals are supply chain and operation management, population health services and clinical IT & analytics



Top three service offerings from MedTech companies, by region*
Percentage of respondents

Top 3



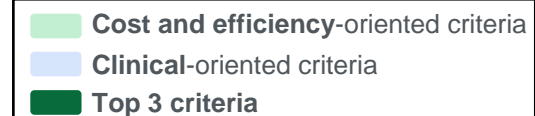
*Question: Please rank the top 3 service offerings that MedTech companies could provide to your hospital
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Hospitals prioritize accurate diagnostic tools and cost-efficient products when purchasing from MedTech companies; Malaysia has more emphasis on improve clinical outcome



Top three most important criteria when purchasing from a MedTech company*

Percentage of respondents



	SEA (N=230)	Singapore (N=20)	Thailand (N=40)	Malaysia (N=30)	Vietnam (N=50)	Indonesia (N=50)	Philippines (N=40)
Improve clinical decisions and patient outcome by increasing the accuracy of diagnosis results	38%	35%	40%	23%	42%	44%	35%
Provide tools and solutions to optimise resources and increase efficiency of processes	36%	50%	23%	40%	36%	44%	30%
Help us improve diagnoses cost, accuracy and turnaround time	33%	35%	38%	27%	30%	36%	33%
Provide tools and solutions that will help us reduce the total cost of our operations	32%	20%	43%	37%	24%	34%	33%
Help us improve the quality of care and patient satisfaction	32%	30%	35%	40%	30%	24%	38%
Provide the latest innovation to significantly improve the delivery of care	32%	40%	33%	30%	34%	30%	28%
Help us meet required standards, regulations and guidelines	27%	30%	20%	37%	26%	26%	25%
Help us improve the efficiency of our medical staff	24%	10%	33%	23%	26%	20%	28%
Help us optimise revenue cycle management	23%	20%	23%	17%	20%	24%	35%
Provide the best medical equipment and products	23%	30%	15%	27%	32%	18%	18%

*Question: Please rank the top 3 most important criteria for procuring from a medical equipment supplier
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

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Group Purchasing Organizations, reimbursement and treatment guideline endorsement are key for hospital listing



Summary of findings – go-to-market



- The top criteria for adding products to the formulary list include inclusion of GPO, reimbursement eligibility, and alignment with clinical guidelines; higher preference for MNC products in MY



- Pharmaceutical companies are highly valued in most countries for offering treatments that can reduce medical errors, have improved patient outcomes, and do not need to be administered in hospitals












- Sales representatives have encountered greater hospital access restrictions compared to 2022



- Digital engagement is widely accepted in most hospitals across SEA, with the highest level of acceptance seen in Indonesia

There is a growing importance of centralized procurement, reimbursement eligibility, and alignment with clinical guidelines for adding products to the formulary listing

 **Top three criteria for adding a drug onto the formulary list***
Percentage of respondents

	SEA (N=230)		Singapore (N=20)	Thailand (N=40)	Malaysia (N=30)	Vietnam (N=50)	Indonesia (N=50)	Philippines (N=40)	
Top selections	Drug is procured through GPO/centralized purchasing department	49%		50%	40%	47%	50%	44%	65%
	Drug is in the reimbursement list (national/government or private insurance)	46%		35%	50%	47%	56%	40%	40%
	Drug is included in national/international guideline for treatment	44%		50%	45%	47%	42%	46%	40%
	Drug is produced by an internationally well-known company	43%		60%	40%	63%	30%	46%	33%
	Drug is the most advanced/cutting-edge treatment available	36%		30%	40%	27%	32%	40%	40%
	Drug is lower priced	30%		30%	28%	17%	32%	34%	35%
	Drug is from preferred supplier	30%		25%	35%	33%	30%	28%	25%
	Drug is locally produced	23%		20%	23%	20%	28%	22%	23%

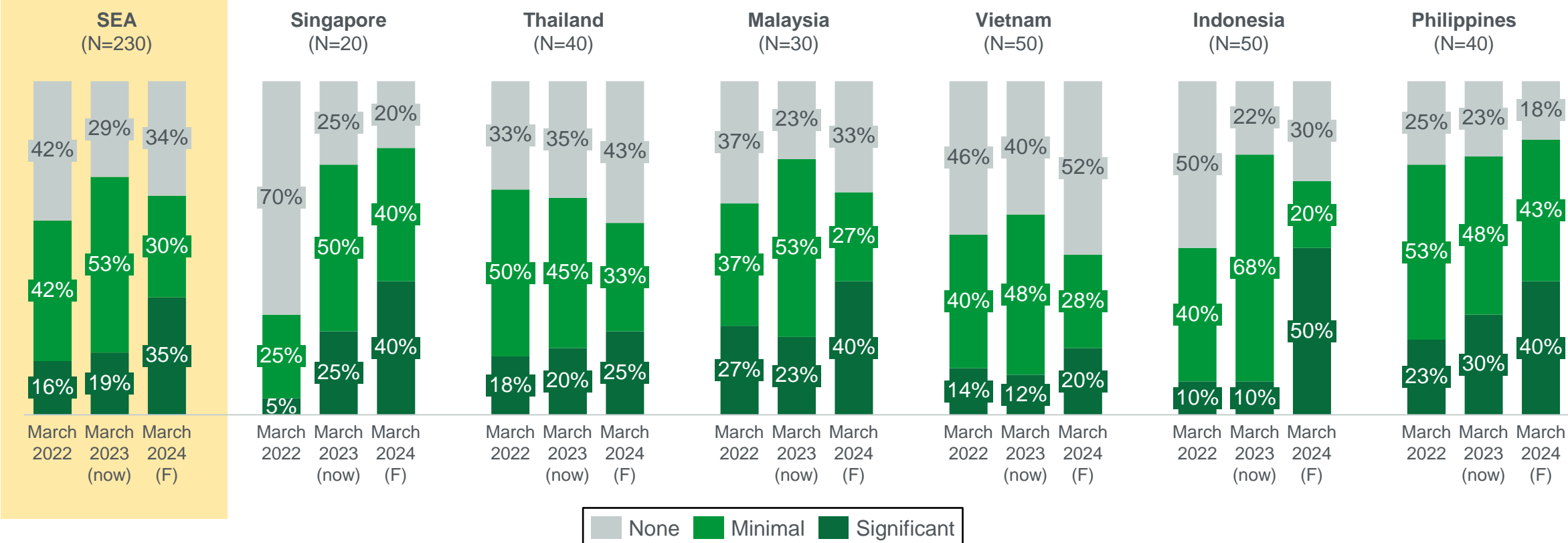
Changes from 2022  Increase by ≥15%  Increase by 3-15%  No changes  Decreasing

*Question: Please choose the top 3 most important criteria for adding a drug onto the formulary list
Note: GPO=group purchasing organization
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Sales representatives have encountered greater hospital access restrictions compared to 2022; a growing number of respondents indicate there will be significant access restrictions in the coming year



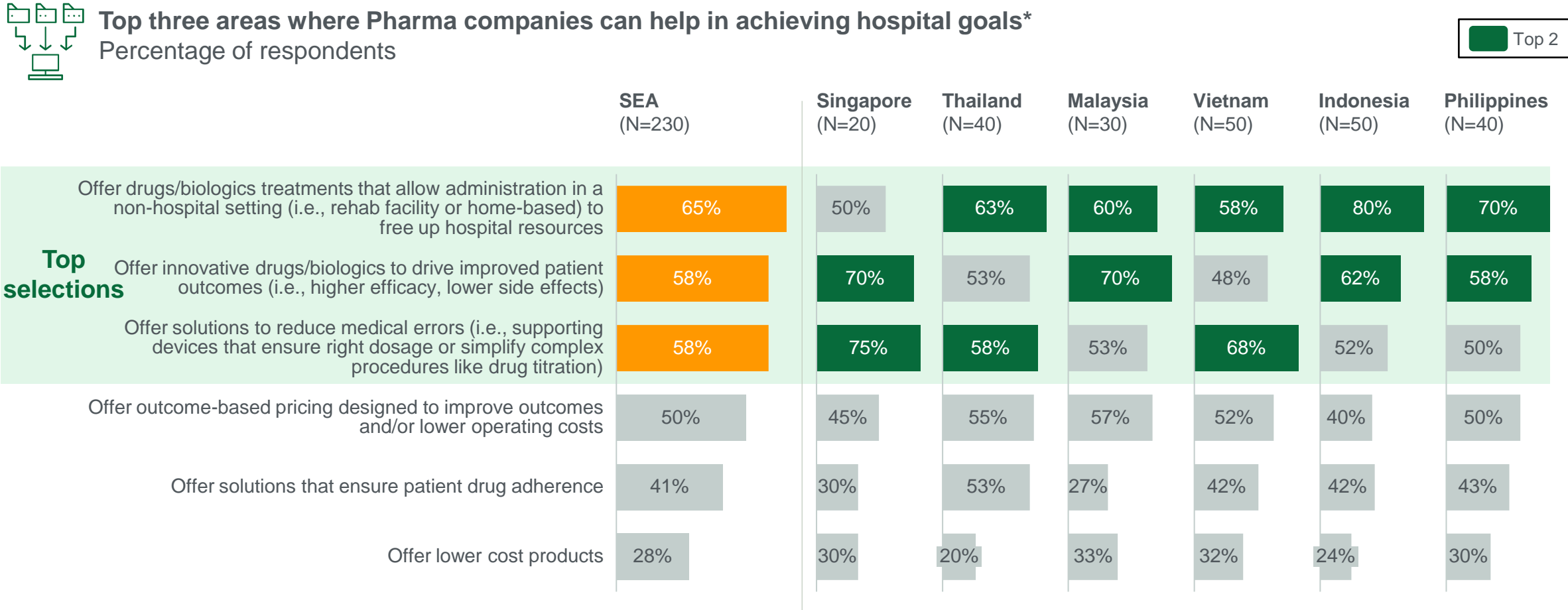
Sales representative hospital access restrictions in 2022, 2023 and 2024*
Percent of respondents reporting



*Question: Please select which of the following best describes your hospital's approach to managing supplier (e.g., pharma, MedTech) sales/marketing representative access in your facilities. (Choices provided: No restriction on sales rep access to clinicians and/or facilities; minimal restrictions on access of sales reps to clinicians and/or facilities; significant restrictions on access of sales reps to clinicians and/or facilities)
Source: L.E.K. 2023 APAC Hospital Priorities Survey



Pharmaceutical companies are highly valued in most countries for offering treatments that can reduce medical errors, have improved patient outcomes, and do not need to be administered in hospitals

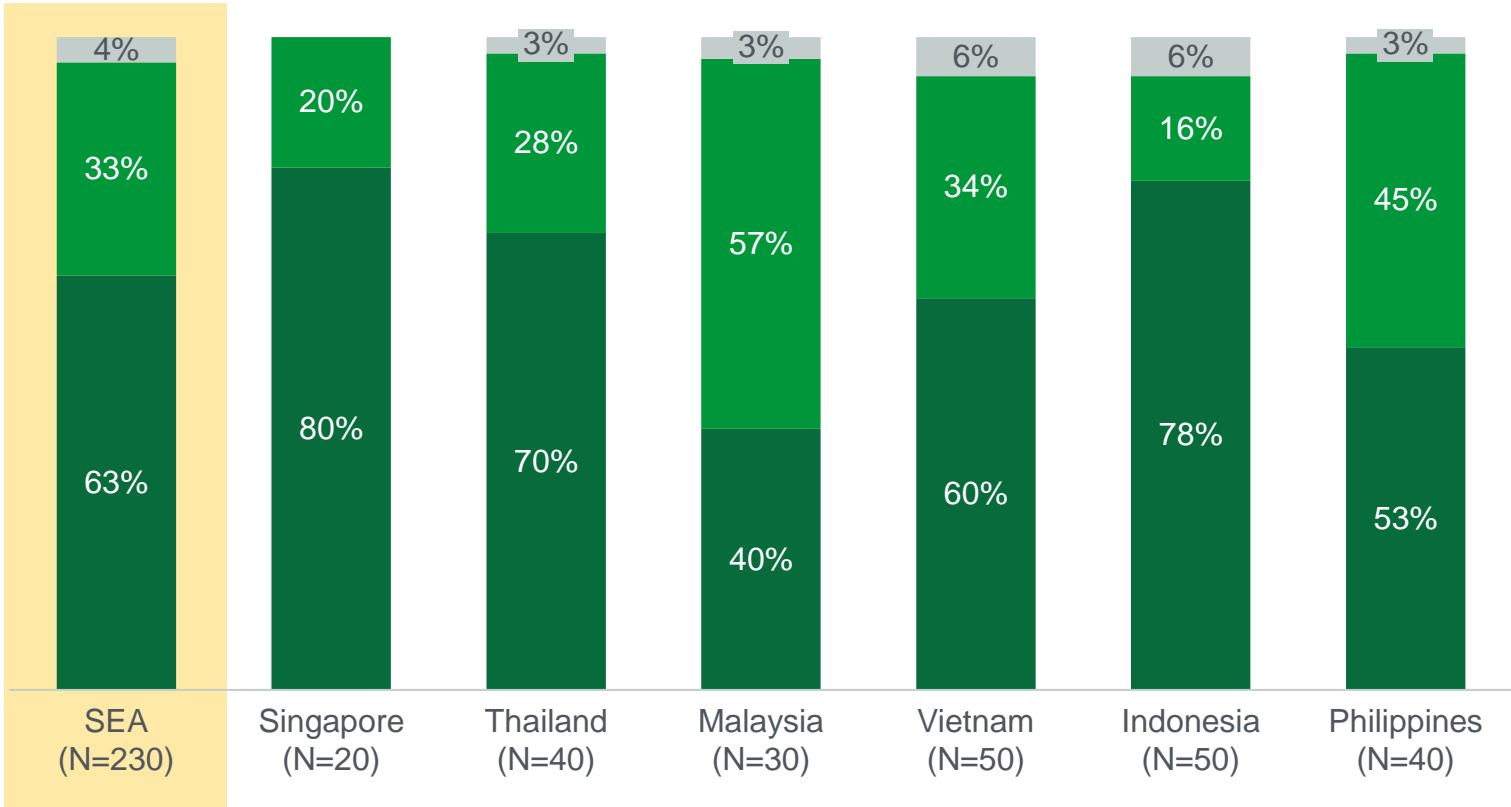


*Question: Please rank the top 3 focus areas where you would like Pharma companies to help you in achieving your hospital goals
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Digital engagement is widely accepted in most hospitals across SEA, with the highest level of acceptance seen in Singapore and Indonesia



Digital engagement preference*
Percent of respondents who chose each statement



Relatively acceptable in the short-term, but should disappear once physical interactions are able to resume



Acceptable in combination with regular physical visits



Completely acceptable

*Question: How acceptable do you find digital engagement from suppliers vs. traditional physical interactions?
Source: L.E.K. 2023 APAC Hospital Priorities Survey

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SEA hospitals are at the forefront of healthcare digitalization implementation within APAC



Summary of findings – digitalization



- SEA hospitals generally exhibit a higher rate of digital solution implementation, particularly in areas related to patient administration, patient information management, and personal data handling



- SEA leads in tailored disease management programs, remote consultation, patient administration and treatment, and post-discharge monitoring ahead of China and India, with a continuous rising trend



- Hospitals increasingly realize the diverse value of digital health solutions across the SEA region

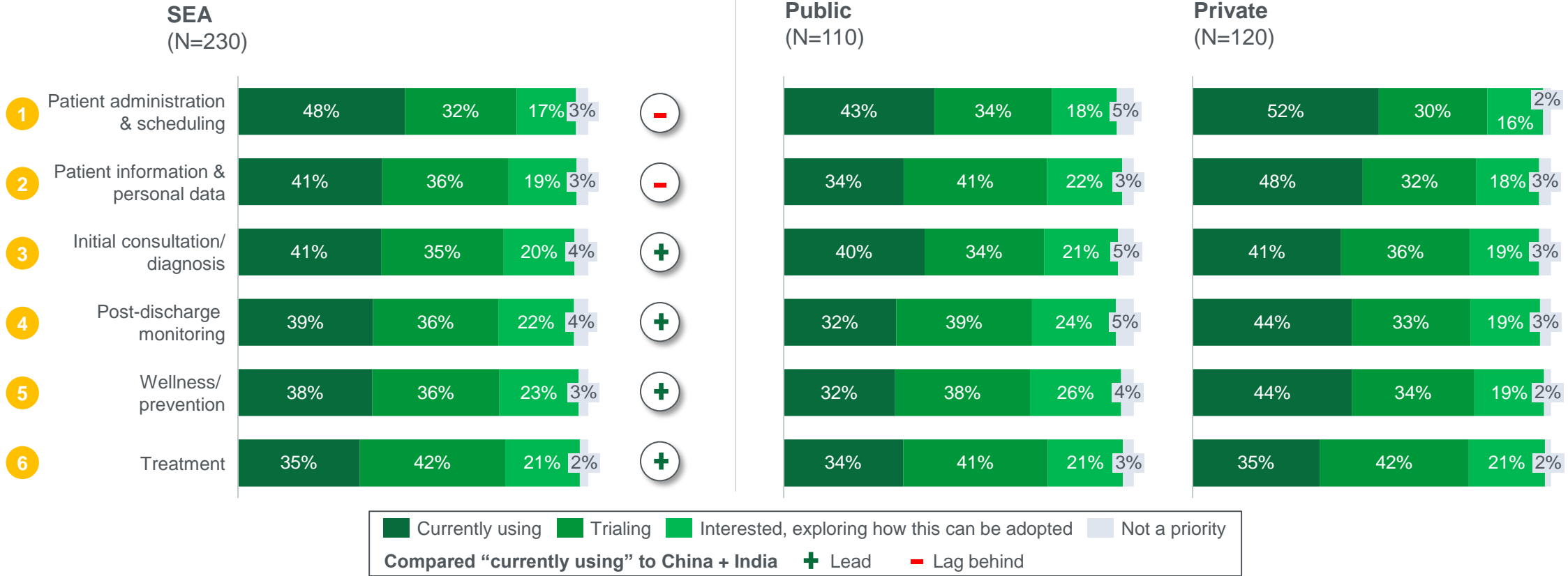


- Patient privacy and talent shortage are major concerns for digital health adoption in almost all SEA countries

SEA hospitals generally exhibit a higher rate of digital solution implementation, particularly in areas related to patient administration, patient information management, and initial consultation



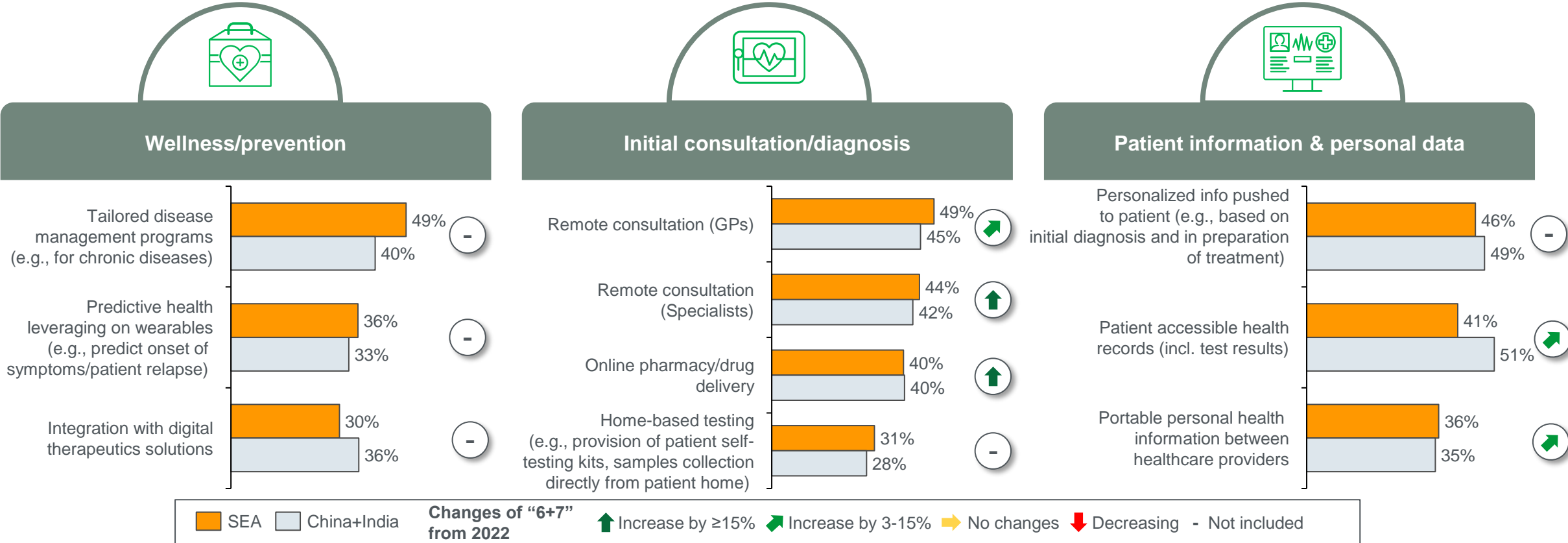
Adoption of digital health solutions* Percentage of respondents



*Question: Digitalization of hospitals is gaining traction in many countries. What digital health solutions have you adopted/would you like to adopt?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey; Gemmed; The Japan Broadcasting Corporation (NHK); L.E.K. research and analysis

SEA takes the lead in implementing wellness & prevention programs and remote consultation compared to China and India, but lags behind on patient info and data

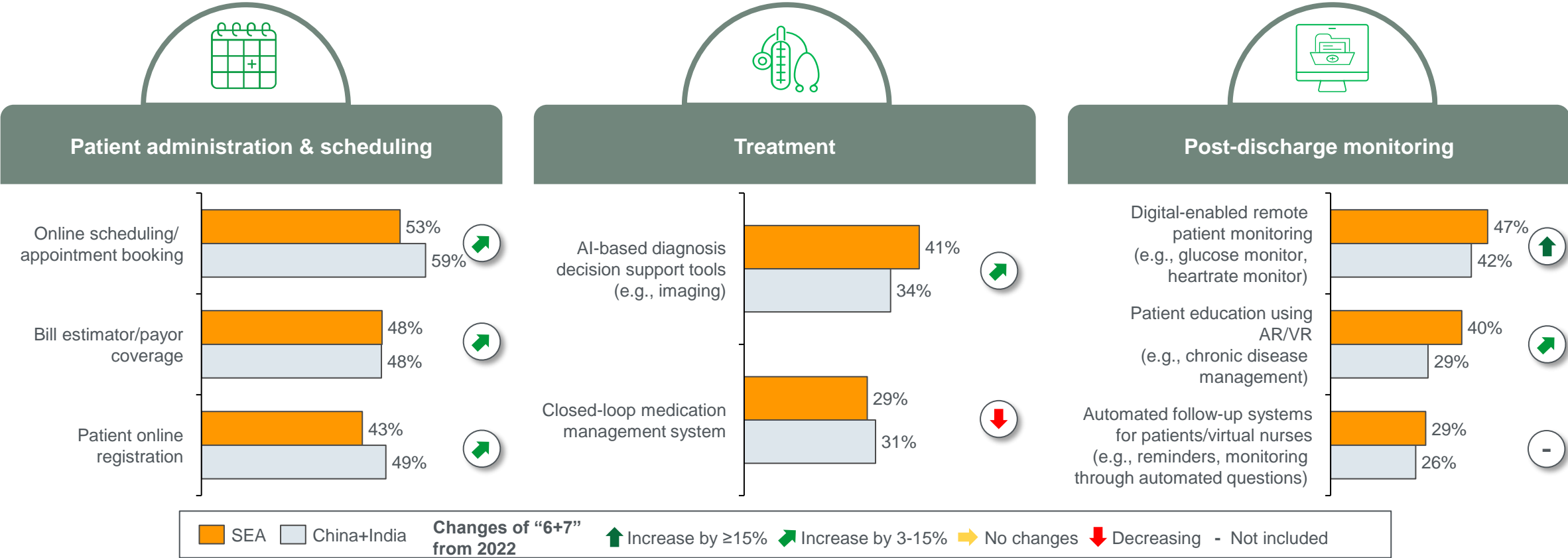
Adoption of digital solutions (in the order of patient journey)*
 Percentage of respondents “currently using” digital solutions



*Survey question: Digitalisation of hospitals is gaining traction in many countries. What digital health solutions have you adopted/would you like to adopt?
 Note: GP=general practitioner
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

SEA hospitals have outperformed in the adoption of digital solutions in treatment and post-discharge monitoring compared to China and India, with a rising trend

Adoption of digital solutions (in the order of patient journey)*
 Percentage of respondents “currently using” digital solutions



*Survey question: Digitalisation of hospitals is gaining traction in many countries. What digital health solutions have you adopted/would you like to adopt?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

Hospitals increasingly realize the diverse value of digital health solutions across the SEA region



Value from digital health solution adoption*

Percentage of respondents who chose 6 and 7 (1-7 scale, 1=least, 7=most)

	SEA (N=230)		Singapore (N=20)	Thailand (N=40)	Malaysia (N=30)	Vietnam (N=50)	Indonesia (N=50)	Philippines (N=40)	
Top selections	Provide better patient care	72%	↑	70%	70%	67%	82%	66%	73%
	Provide new revenue stream for hospital	71%	↑	80%	63%	53%	86%	74%	68%
	Increase staff satisfaction	71%	-	80%	68%	57%	80%	72%	68%
	Increase staff efficiency and capacity	69%	↑	60%	70%	57%	84%	78%	53%
	Reduce medical errors	66%	↑	70%	73%	50%	86%	56%	58%
	Increase patient satisfaction	65%	↑	50%	65%	47%	82%	64%	68%
	Contribute to the transition to value-based care	64%	-	70%	63%	43%	78%	70%	55%
	Expand the hospital natural catchment area	60%	-	80%	63%	47%	70%	54%	55%

Top 2
Changes of "6+7" from 2022
↑ Increase by ≥15%
↗ Increase by 3-15%
→ No changes
↓ Decreasing
- Not included

Note: *Question: What value do you think digital health solutions will likely bring about for your hospital? (1=not likely, 7=very likely)

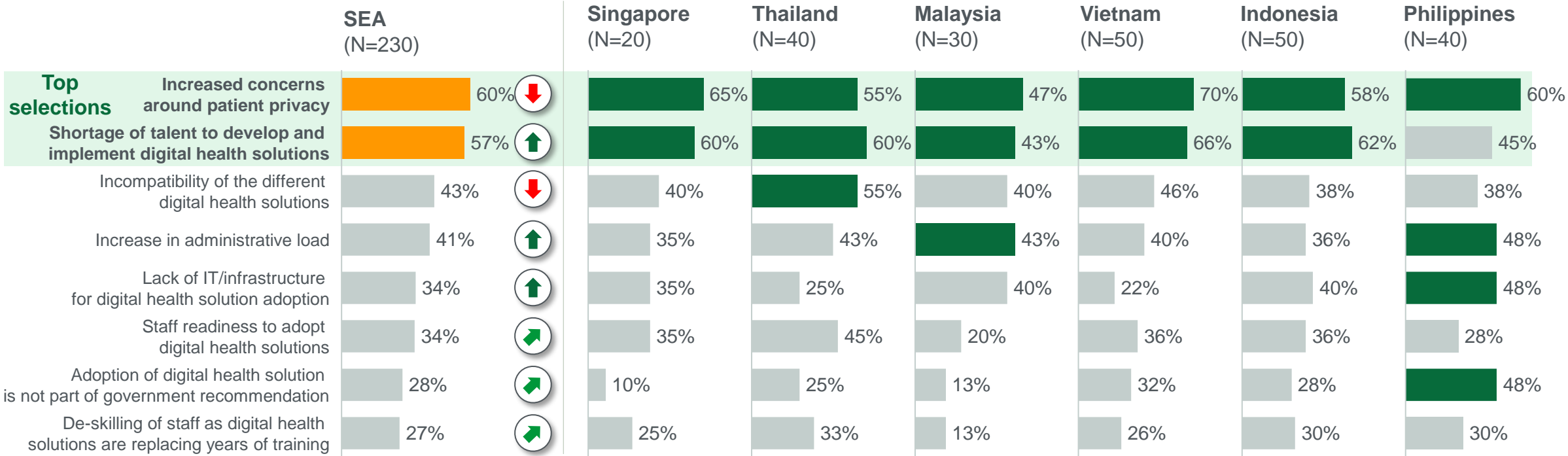
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

Patient privacy and talent shortage are major concerns for digital health adoption in almost all SEA countries



Top concerns for digital health adoption*

Percentage of respondents



Top 2
Changes from 2022
↑ Increase by ≥15%
↗ Increase by 3-15%
→ No changes
↓ Decreasing
- Not included

*Question: What are your concerns for digital health adoption?
 Source: L.E.K. 2023 APAC Hospital Priorities Survey

Agenda

- Summary
- Hospital financial outlook
- Operation priorities
- Go-to-market in SEA
- Digitalization trends
- **About L.E.K.**

L.E.K. covers all parts of the healthcare ecosystem with deep expertise across all major practice areas

L.E.K. Healthcare Sector Overview

L.E.K. Vertical Practices



L.E.K. Horizontal Practices



L.E.K. Capabilities

- ~75 full-time healthcare-focused Managing Directors/Partners globally across 9 vertical and 4 horizontal practices
- **Hundreds of dedicated** healthcare consulting staff across the world (plus hundreds more in critical supporting functions)
- Global network of **10,000+** healthcare industry executives, experts, clinicians, thought leaders (for research and industry insights)
- **Hundreds of projects** per year with a diverse range of large-cap, mid-cap and PE-backed clients
- Industry-leading **thought leadership and Intellectual Property** (e.g., best-in-class methodologies, benchmarks, market fact-bases, industry surveys)
- Recognized as a leading advisor for **growth strategy, M&A support** and solving key **strategic and complex business issues**

L.E.K. is a consulting firm uniquely positioned to deliver the strategic perspectives of a large strategy firm combined with the granular insights of a research specialist



L.E.K.'s key points of differentiation

- Hands-on senior team with deep expertise** L.E.K.'s Partner-led execution model ensures depth of insights and an actionable strategy
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- Industry thought leadership** High caliber team of PhDs, MDs, and MBAs regularly publishing insights and engaging with market leaders & innovative challengers
- Bias to action** Acknowledgement that solutions have no value unless they can be readily acted upon. Deep experience working with management teams to develop actionable strategic plans
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Stephen Sunderland

Partner, Head of SE Asia
Healthcare and Life Sciences



Arnaud Bauer

Partner, Healthcare Services
and Healthcare M&A



Saleem Butt

Principal, Healthcare and Life
Sciences



Experience

- Stephen has 21 years of experience in strategy consulting working with major clients in the private and public sectors, and is a Partner leading L.E.K.'s SE Asia MedTech practice
- Stephen has worked with major multinational companies, midsize companies, social enterprises and nonprofits, financial investors, and governments. Stephen advises clients that are active in China and SE Asia MedTech, life sciences and healthcare services, and has previously worked across a range of other sectors
- Stephen focuses on medical technology markets and has recently worked across high-value devices, low-value consumables, equipment, imaging and IVD instruments and reagents



Education

Stephen holds a Masters in Manufacturing Engineering from the University of Cambridge



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Experience

- Arnaud has over 15 years of experience in strategy consulting in healthcare and private equity, advising investors, healthcare providers, and government agencies
- He has led dozens of buy/sell-side transaction engagements and greenfield investment projects across emerging Asia Pacific (Southeast Asia, India), EU and Middle East
- Arnaud advises on growth strategy, mergers and acquisition, and digital strategies. His clients include large private healthcare systems and private equity investors
- His experience in healthcare services spans across the general hospital setting all the way to clinic-case specialty care, including fertility, aesthetics, oncology, mental health, dialysis, dental care and dermatology



Education

Arnaud earned his Masters of Engineering from Ecole Centrale (France), Masters of Business from ESSEC Business School (France) in partnership with Nanyang Technological University (Singapore)



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Experience

- Saleem has over 11 years of experience in strategy consulting and is a principal in L.E.K. Consulting's APAC Healthcare practice, where he specializes in advising Asian and multinational companies, and private equity investors on opportunities across the APAC region covering healthcare services, medical technologies and pharmaceutical products.
- Prior to joining L.E.K., Saleem worked for a European consulting firm, supporting multinational companies and private equity firms in their growth strategy and business development efforts across Europe.



Education

Saleem earned a Medicinal Chemistry master's degree from Imperial College London and also spent time in Hermen Overkleeft's biosyn research group at Leiden University



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