THE BIG PH

IT-BPM LEAP

The Philippine IT-BPM Industry
Roadmap 2028

Healthcare Services Industry

HIMAP

Healthcare Information Management
Association of the Philippines

THE BIG PH

IT-BPM LEAP

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Message from HIMAP Chairperson

Given our current environment where Healthcare has been front and center, our industry has evolved with the emergence of new work types, enhanced workflows and hybrid workplace. This has resulted to expanded opportunities for HIMAP and its members that are willing to transform and reimagine its healthcare service delivery models.

The Healthcare Information Management Association of the Philippines (HIMAP) is grateful to IBPAP and welcomes its Roadmap initiatives that have captured the inputs and insights from our members, industry partners, Government and Academe. We likewise extend our gratitude to Everest and to all the groups that have actively participated in successfully completing the Roadmap 2028 project.

Roadmap 2028 with its strategic priorities and acceleration pillars will definitely assist us in charting our course of growth over the next 6 years.

Join us in this exciting journey to the future.

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Chairperson, HIMAP

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Overview of the
global healthcare
services industry

The healthcare services industry is emerging as one of the most resilient and fast-paced ones. Rapidly changing trends in the market across segments (providers, payers, and life sciences) are majorly driven by the shift towards Value Based Care (VBC), focus on member/patient experience, regulatory changes such as price transparency rule, and data security, among others. These ongoing trends are increasingly pushing enterprises to leverage digital technologies such as automation, analytics, IoT, mobility, and cloud for the continuity and growth of business operations. Enterprises are increasingly looking out for third-party partners to keep themselves abreast of the latest trends. Service providers and GICs in this space are expanding their capabilities to serve even more complex functions such as care management, which were traditionally kept in-house.

Global healthcare services market size

While healthcare accounts for a significant share of the overall IT-BPM services market (approximately 13% of the global IT-BPM headcount), it is expected to grow steadily, driven by increasing cost and margin pressures for healthcare enterprises which are likely to drive them further toward third-party support and offshoring. Healthcare is one of the sectors that is gaining traction in offshoring as enterprises are expanding the scope of services delivery. It has been growing at a higher rate both in terms of revenue and headcount compared to most other sectors in the services industry. The growth is driven by multiple factors, including increased demand for offshoring as organizations are increasingly focusing on areas such as technology, analytics, and RPA, and cost-effective and skilled talent availability.

Global healthcare services market size and growth

Global healthcare services market growth in revenue
2016-22E; US$ billion

X-Y% Y-O-Y Growth Rate
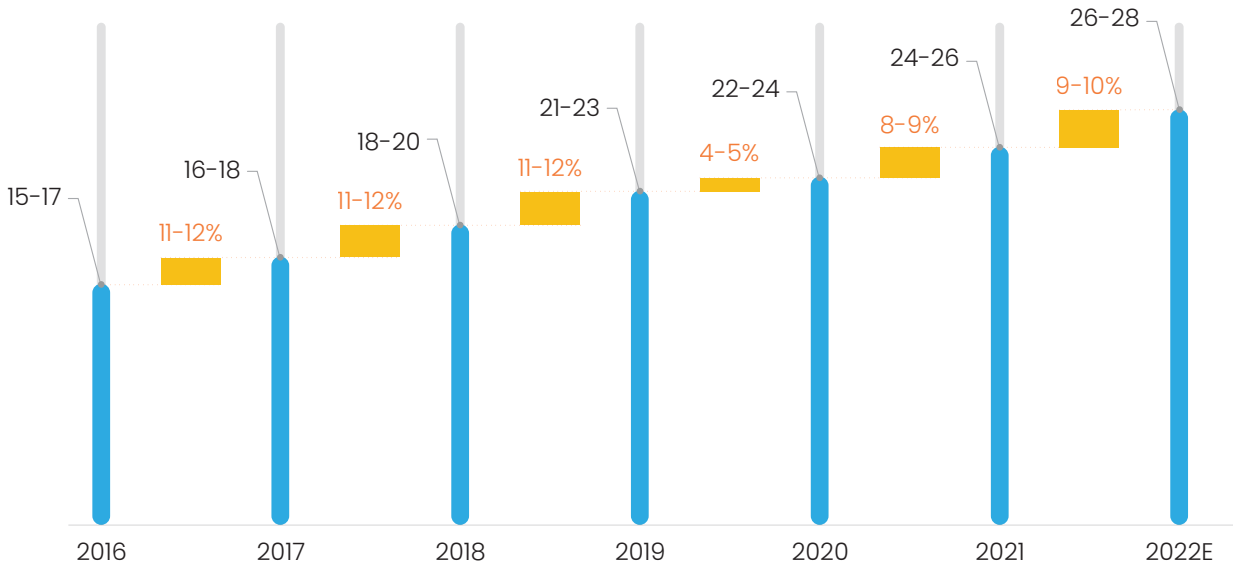
Year	Market size	Growth rate
2016	15-17	
2017	16-18	11-12%
2018	18-20	11-12%
2019	21-23	11-12%
2020	22-24	4-5%
2021	24-26	8-9%
2022E	26-28	9-10%

Global healthcare services market growth in headcount
2016-22E; number of FTEs (in thousands)

Year	Headcount	Growth rate
2016	707-717	
2017	777-787	9-10%
2018	854-864	9-10%
2019	939-949	9-10%
2020	1,000-1,010	6-7%
2021	1,070-1,080	7-8%
2022E	1,157-1,167	7.5-8.5%
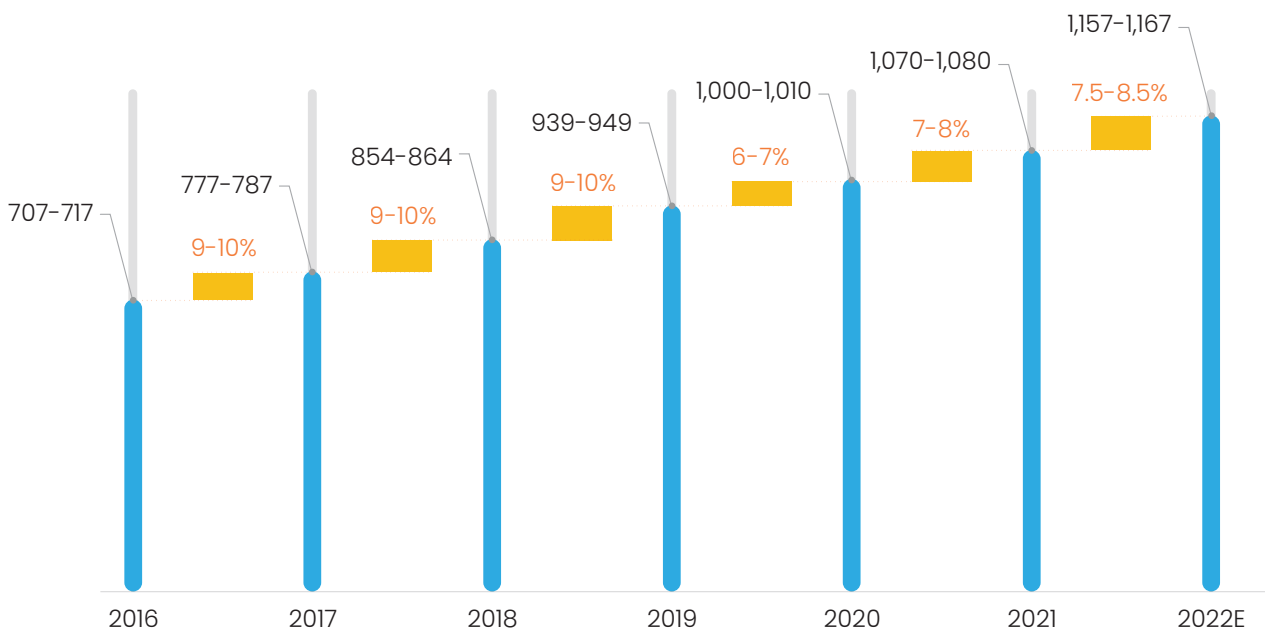
Key buyer geography for healthcare services delivery

The demand for healthcare services delivery has traditionally been from the US, which continues to be the largest demand geography for such services, with over 80% of the demand. To meet the massive demand for healthcare-related services, the US has been the pioneer in offshoring such services to geographies such as India and the Philippines that already have multiple players across the provider, payer, and life sciences segments.

There has been some increase in the offshoring of healthcare services from other regions including the UK and other European locations such as Ireland and Switzerland. These locations are also leveraging mostly the APAC delivery locations for such services.

Key delivery geography for healthcare services delivery

The APAC region continues to dominate healthcare services delivery, with India and the Philippines housing a large share of the delivery centers. Nonetheless, over the last few years, several LATAM countries such as Brazil, Colombia, Mexico, and Jamaica are experiencing increased interest from healthcare organizations. There is also some growth in nearshore European countries such as Ireland.

India and the Philippines are the leading locations for healthcare services delivery, driven by the presence of a sizeable talent pool, lower operating costs, and a strong offshoring ecosystem. India is the most prominent delivery location for healthcare services, with over 50% of the global FTEs catering to this market based out of India. The Philippines is the second largest and one of the fastest-growing offshore locations for healthcare services delivery.

The US is the largest demand geography with over **80% of the healthcare services** demand. The Philippines and India are the leading offshore delivery locations

HEALTHCARE SERVICES
SEGMENTS AND EVOLUTION

The healthcare services industry is broadly classified into three over-arching segments – payer, provider, and life sciences. The evolution of the offshoring journey has been different across the segments with varying maturity.

Healthcare payer services delivery

Market landscape
Among the services across the payer value chain, claims management continues to be the most mature function from an offshore/nearshore delivery perspective. However, the growth fulcrum is shifting toward areas such as care management, risk & compliance, and member engagement.
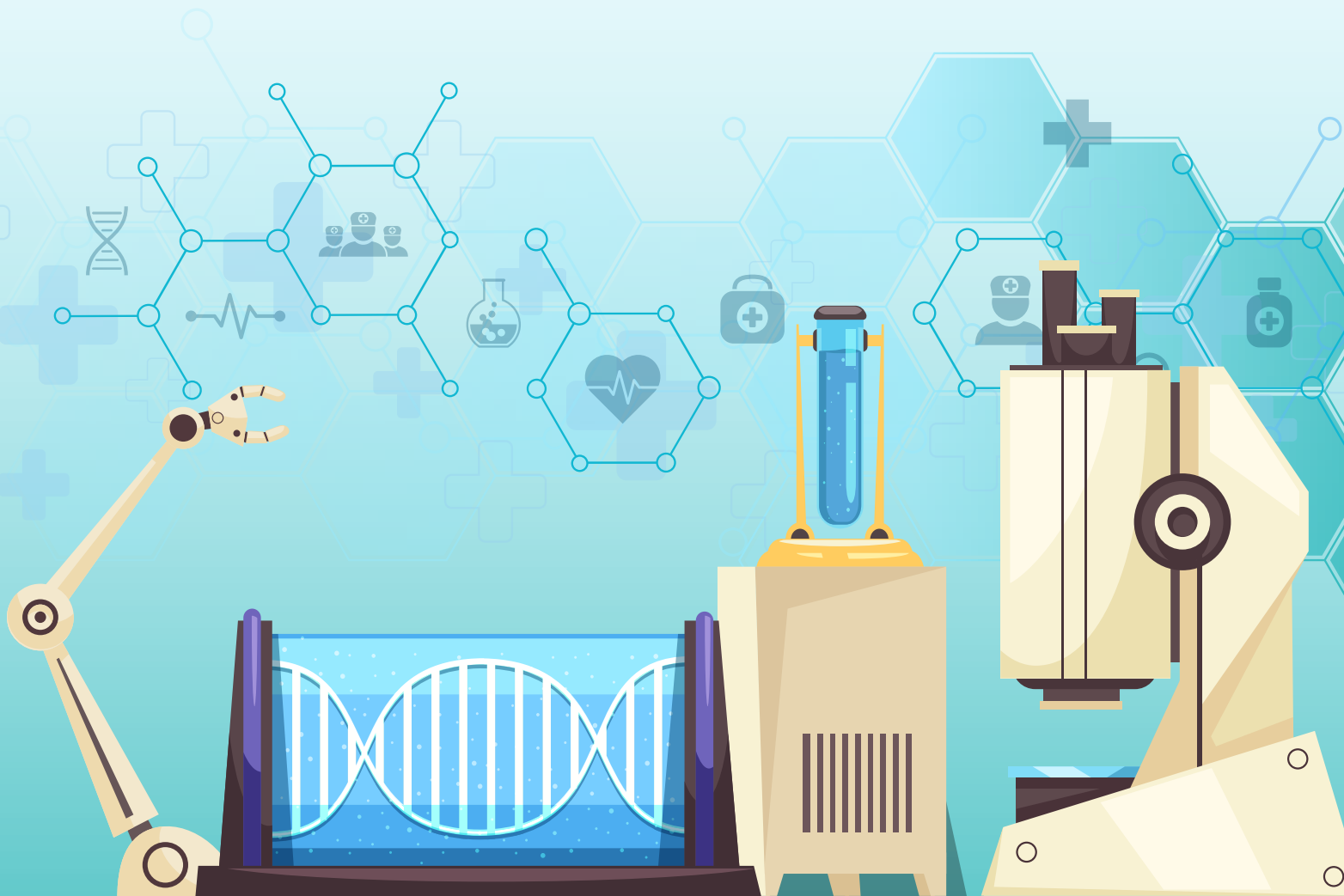
Overview of the healthcare payer services value chain

Low ▭ High | ⬆ CAGR (2021-25) < 4% | ⬆⬆ CAGR 4-8% | ⬆⬆⬆ CAGR >8%

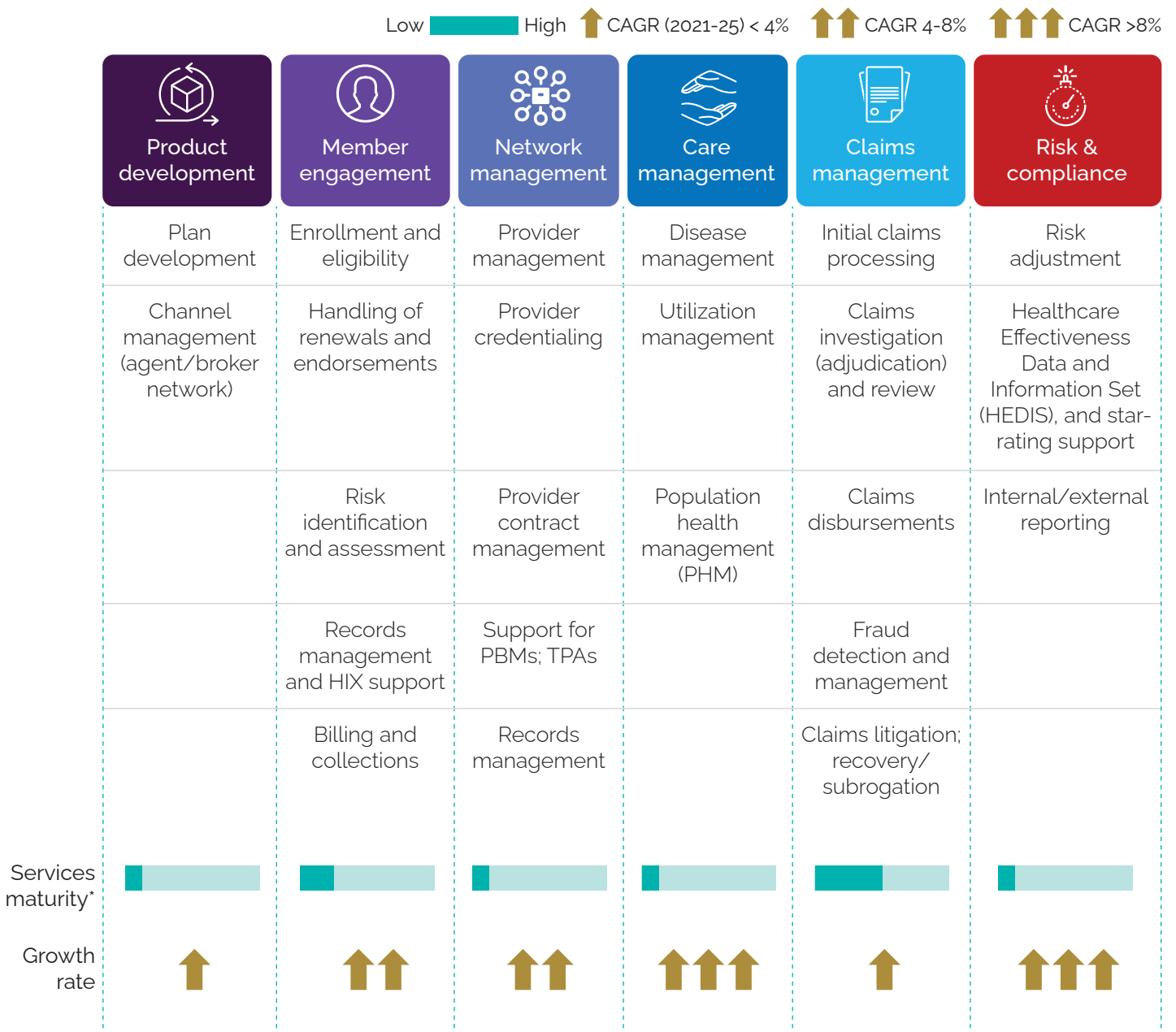| Product development	Member engagement	Network management	Care management	Claims management	Risk & compliance
Plan development	Enrollment and eligibility	Provider management	Disease management	Initial claims processing	Risk adjustment
Channel management (agent/broker network)	Handling of renewals and endorsements	Provider credentialing	Utilization management	Claims investigation (adjudication) and review	Healthcare Effectiveness Data and Information Set (HEDIS), and star-rating support
	Risk identification and assessment	Provider contract management	Population health management (PHM)	Claims disbursements	Internal/external reporting
	Records management and HIX support	Support for PBMs; TPAs		Fraud detection and management	
	Billing and collections	Records management		Claims litigation; recovery/subrogation	
Services maturity*					
Growth rate ⬆	⬆⬆	⬆⬆	⬆⬆⬆	⬆	⬆⬆⬆

Claims management makes up for the majority of the offshoring revenue. However, going forward, the claims management market is expected to grow at a comparatively slower rate, owing to market maturity. The care management market is expected to experience notable growth in the next 3-5 years, owing to growth in care-focused collaboration models and value-based contracting. Similarly, the risk & compliance function is expected to experience increased demand due to an increasingly stringent regulatory environment (healthcare interoperability rules) and emphasis on patient data safety. Member engagement is also expected to experience a surge (compared to previous years) in offshoring opportunities on account of increasing demand for a personalized experience.

* Services maturity rating is a combination of offshore adoption or penetration of the services and share in the overall revenue of the segment.

Key evolution themes of the payer market

Increased focus on member experience

Increasing member/customer satisfaction has been the top priority for payers for the last 3-4 years, and will remain a priority in the future, backed by the increased focus on member experience measures in star ratings. To improve member experience, payers are seeking support in unifying member journeys via platform solutions, offering personalization via AI and analytical tools/services, and enhancing outreach effort and experience via the deployment of a coordinated digital omnichannel approach.

Rising enrollment in Medicare Advantage (MA)

Enrollment in MA plans is expected to rise at a CAGR of 4.6% between 2021-28, several times higher than any other plan segment, prompting increased competition in the MA market. To gain a foothold in the growing MA market, payers are on the lookout for advanced analytical solutions/services to improve care management and risk stratification, tech-enabled and value-based contracting support, and performance assessment services to improve star ratings.

Growth in home-based care

Globally, there is a rise in the expenditure on home care services. The US healthcare expenditure on home care is expected to grow at a CAGR of 7.1% between 2021 and 2028 –the highest among other healthcare segments. This is largely driven by demographic changes – rise in the elderly population and rising incidence of chronic diseases. As a result, payers are increasing their focus on home-based care. However, they face issues related to talent shortage, lack of virtual care tools, and fraud risks, prompting the payers to seek service providers that possess nursing talent along with robust virtual care solutions to augment their capabilities.

There is **increased demand for services** by the payer organisations as they look to outsource more.
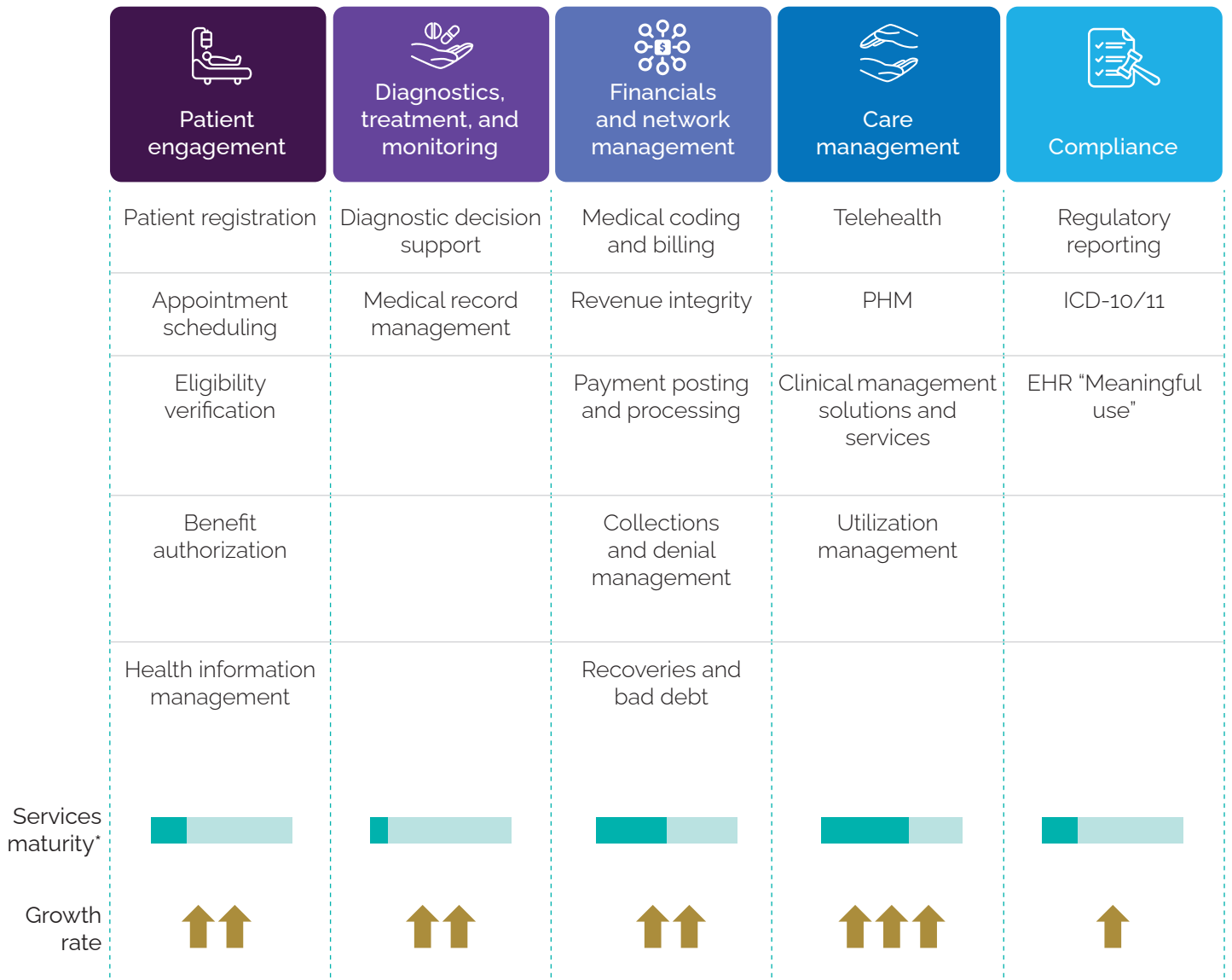
Healthcare provider services delivery

Market landscape

The healthcare provider services delivery has been largely covering five key segments – patient management, diagnostic and treatments, network management, care management and compliance.

Overview of the healthcare provider services value chain

Low ▬▬ High ⬆ CAGR (2021-25) < 4%   ⬆⬆ CAGR 4-8%   ⬆⬆⬆ CAGR >8%

Patient engagement	Diagnostics, treatment, and monitoring	Financials and network management	Care management	Compliance
Patient registration	Diagnostic decision support	Medical coding and billing	Telehealth	Regulatory reporting
Appointment scheduling	Medical record management	Revenue integrity	PHM	ICD-10/11
Eligibility verification		Payment posting and processing	Clinical management solutions and services	EHR "Meaningful use"
Benefit authorization		Collections and denial management	Utilization management	
Health information management		Recoveries and bad debt		

Services maturity*	▬▬	▬	▬▬	▬▬	▬
Growth rate	⬆⬆	⬆⬆	⬆⬆	⬆⬆⬆	⬆

*   Services maturity rating is a combination of offshore adoption or penetration of the services and share in the overall revenue of the segment.

Care management and network management lead the demand in the healthcare services market as organizations increase their focus on technology-enabled offerings. Mid-cycle processes such as medical billing, medical coding, collections management, and regulatory reporting experience a higher degree of offshoring, and are expected to drive the services market demand further. Increasing investments in technology-supported integrated offerings shall lead the market as organizations pitch for differentiation.

Front-end processes such as eligibility verification, authorization, and health information management are expected to be the industry's targeted investments in the next few years. Rising focus on better patient experience and arresting denial root causes at pre-service and point of care are primary drivers for this trend.

Key evolution themes of the provider market

Expansion of the buyer network

Currently, the market is driven by health systems and hospitals. Physician networks and clinical practices are expected to experience traction in demand over the next few years.

Health systems and hospitals are early adopters and primary consumers of outsourcing services in the provider segment. Physicians and clinicians, who have been traditionally managing operations in-house, are experiencing critical staffing and cost pressures. As a result, this segment is expected to generate demand for cost-effective outsourcing services. Other buyer categories such as Durable Medical Equipment (DME) are also growing, and primarily offshore back-end operations such as payment posting.

Focus on consumerism

Increased focus on customer service by most providers is leading to increased patient financial responsibility, increased demand for telehealth and virtual health, and improved patient access processes.
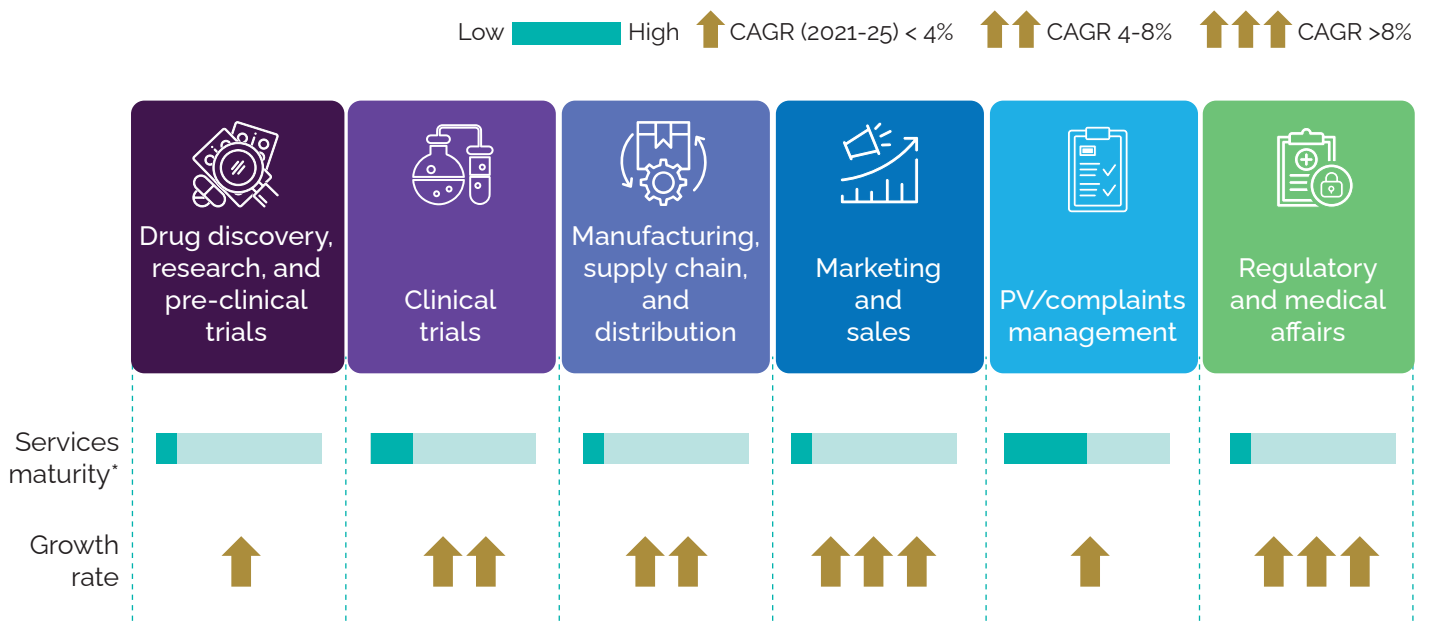
Life sciences services delivery

Market landscape

The life sciences industry has been experiencing several changes in its market dynamics, further accelerated by the onset of the COVID-19 pandemic. The life sciences services delivery market is expected to grow at a CAGR of 9-11% in the near future, backed by multiple factors, including rising demand for new medical treatments, increasing cost of drug development and post-marketing surveillance, and growing adoption of digital platforms and increasing use of technology in the life sciences industry.

Within life sciences, clinical trials constitute the most mature and penetrated service. However, given a certain level of saturation, the expected growth in the segment is lower than others. While supply chain management, sales & marketing, and pharmacovigilance are less penetrated, these are expected to grow faster.

Overview of the healthcare life sciences services value chain

Low ▬▬▬ High   ↑ CAGR (2021-25) < 4%   ↑↑ CAGR 4-8%   ↑↑↑ CAGR >8%

	Drug discovery, research, and pre-clinical trials	Clinical trials	Manufacturing, supply chain, and distribution	Marketing and sales	PV/complaints management	Regulatory and medical affairs
Services maturity*	▰▱▱▱▱	▰▰▱▱▱	▰▱▱▱▱	▰▱▱▱▱	▰▰▱▱▱	▰▱▱▱▱
Growth rate	↑	↑↑	↑↑	↑↑↑	↑	↑↑↑

* Services maturity rating is a combination of offshore adoption or penetration of the services and share in the overall revenue of the segment.

Key evolution themes of the life sciences market

Decentralized Clinical Trials (DCTs)

Decentralized trials leverage virtual platforms and other technologies to enable clinical trial testing in various settings. There is far more focus on technology adoption, in particular, the use of cloud and IoT-based systems, to effectively capture and integrate data sources and platform-based analytical tools for analysis. Most enterprises are aiming to collaborate with service providers to leverage better technology at lower costs.

Specialty medicine and beyond-the-pill services

Rising adoption of specialty medicine such as gene therapy and precision medication, and increasing enterprise focus on the provision of beyond-the-pill services are expected to alter the life sciences market dynamics, leading to greater offshoring activities.

Rise of small and mid-size enterprise offshoring

The life sciences operations market is experiencing rapid growth in offshoring activity (in volume) from small and mid-sized enterprises, as they look to develop expertise in certain functions lacking in-house.

DRIVERS OF GROWTH OF THE
GLOBAL HEALTHCARE SERVICES INDUSTRY

Multiple factors will drive future demand and growth in the healthcare services industry.

Increasing cost pressures
Increasing pressure on profit margins has pushed healthcare organizations to increase offshoring to drive down costs. Even the evolving healthcare regulations and guidelines (for instance, ICD-11) are forcing organizations to invest in new areas, resulting in enterprises looking out for cost-saving opportunities, thereby driving the growth of the healthcare services delivery market.

Increasing compliance

Regulatory authorities are advancing the mandate in healthcare in a variety of ways through regulations such as the Affordable Care Act (ACA), and the Health Insurance Portability and Accountability Act (HIPAA). There are shifts and amendments to existing regulations (for instance, ICD-11) in the healthcare industry, which make it necessary for enterprises to remain updated and make regular interventions to their workflow. This is increasingly pushing enterprises to leverage offshoring in order to accommodate the changes better.

Enhanced interoperability between the payer and provider network

Payer-provider collaboration is a bridge to provide enhanced value-based care. This is a business imperative, especially for service providers, to continuously strive to establish seamless interoperability between the two to support patient engagement and care management along with parity in financial outcomes.

Consumerization and focus on technology

There has been a significant increase in demand for offshoring as organizations, especially payers, are increasingly focusing on areas such as technology, analytics, and RPA to contain their losses due to uncertainty in the market due to the reforms. With enhanced digital adoption worldwide, healthcare is increasingly viewed "as-a-service". Therefore, healthcare enterprises are leveraging big data and analytics, customer insight, and process reengineering, particularly on account of enhanced focus on personalized experience and rising consumerism. Enterprise spend on digital health is increasing exponentially as enterprises focus on delivering personalized care at a lower cost.

Offshoring ecosystem

Offshore locations such as the Philippines and India have the right talent proposition and offshoring ecosystem which is driving enterprises to seek offshoring support. Offshore providers are also expanding their coverage and capabilities to cater to more service areas, making it lucrative for enterprises to partner with them.

Increased adoption of value-based care

Increased adoption of value-based care, as opposed to fixed-fee, is increasingly leveraged by service providers. In addition to traditional network management, providers are now leveraging offshore locations such as India to improve patient engagement as well as overall care management.
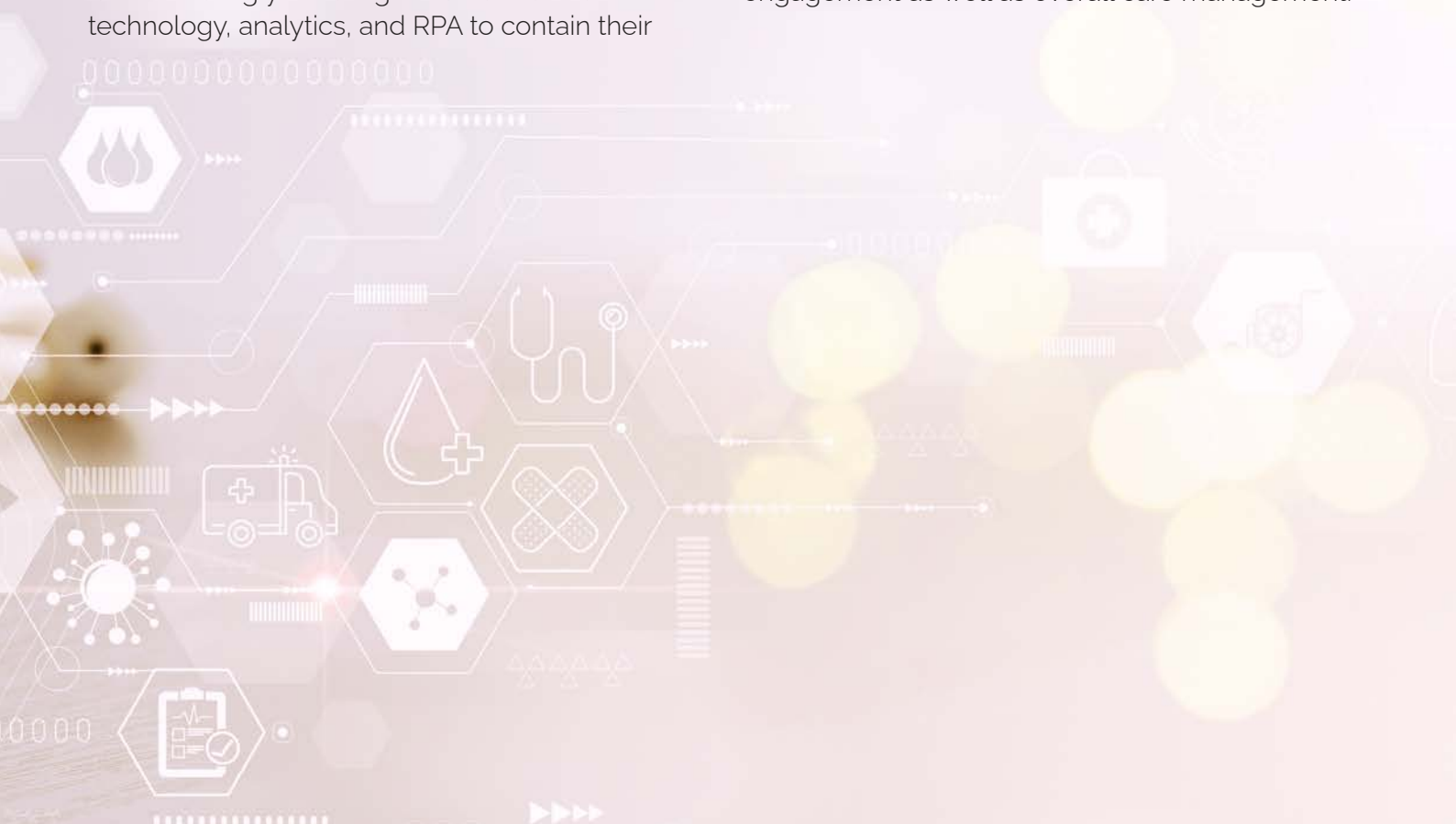
CHALLENGES ASSOCIATED WITH
THE GLOBAL HEALTHCARE SERVICES INDUSTRY

Protected Health Information (PHI) concerns and regulations prohibiting offshoring
The healthcare services industry is bound to operate in accordance with the multiple regulations associated with it. These regulations often need the enterprises to protect confidential patient data (for instance, HIPPA), so sharing it with services providers or the associated GICs becomes challenging.

Changing regulations

The industry also needs to be abreast of the latest amendments and changes in regulations, which may need the talent pool to be reskilled/upskilled. This often becomes a hurdle for enterprises in strategizing long-term organizational policies.

Attrition and skilled talent shortage

The healthcare industry has always faced challenges related to talent, especially for clinical roles that need domain expertise. Registered nurses have been in high demand for both nursing and BPM services delivery roles. This demand has always overshot the supply in most locations. Moreover, the affinity of such talent for BPM roles is lower, making it harder for service providers to hire them at a lower cost. Given the high demand, higher attrition in the industry as well becomes an added obstacle.

With the rise in digitalization and increased use of technology in the healthcare services domain, the talent pool requires to be upskilled/reskilled to meet the rising digitalization demand.

The global healthcare services market is bound to grow across the three segments: payer, provider, and life sciences

02

Market overview of the healthcare services industry in the Philippines

The Philippines has long been among the most prominent offshore locations for global services delivery, and hosts services delivery across multiple functions and industries. It is a leading offshore location for healthcare services delivery driven by the presence of a sizeable talent pool and a large number of registered nurses—Philippines Registered Nurses (PHRN), and US Registered Nurses (USRN). The mix of medical know-how and customer servicing skills of the talent pool puts Philippines in an advantageous position to deliver domain-intensive healthcare services such as care management, medical coding, among others. There are multiple players operating in the Philippines across various segments in the healthcare domain, including leading payers, providers, life sciences (limited share), third-party service providers, and start-ups.

Healthcare ecosystem in the Philippines

HEALTHCARE ECOSYSTEM

BUYERS

Healthcare payers

aetna   Anthem   Cigna
Humana   UnitedHealth Group

Healthcare providers

Catholic Health Initiatives   CHS Community Health Systems
Dignity Health   HCA Healthcare
KAISER PERMANENTE   ASCENSION
Tenet Health

Life sciences

Abbott   BAYER   essilor
Johnson&Johnson

SERVICE PROVIDERS/ GICS

GICs

Legato   OPTUM
Tenet Health

Service providers

accenture   ADEC INNOVATIONS HEALTHCARE
Cognizant   CONDUENT
AWS Advanced World Solutions, Inc.   EXL   genpact
POINTWEST   SHEARWATER HEALTH
SUTHERLAND   VISAYA

Startups

ASCENDANT TECHNOLOGIES INC. high quality IT solutions   HYBRAIN
MedCheck   Lifetrack Medical Systems
medifi   MEDIX

ENABLERS

IBPAP
IT & Business Process Association
PHILIPPINES

HIMAP
Healthcare Information Management
Association of the Philippines

The healthcare services industry is emerging as one of the most mature industries in the Philippines, and is expected to grow steadily, driven by the global increase in demand. In addition to traditional services, the Philippine healthcare industry is also witnessing a growth in high-value services such as clinical research, analytics, and life sciences.

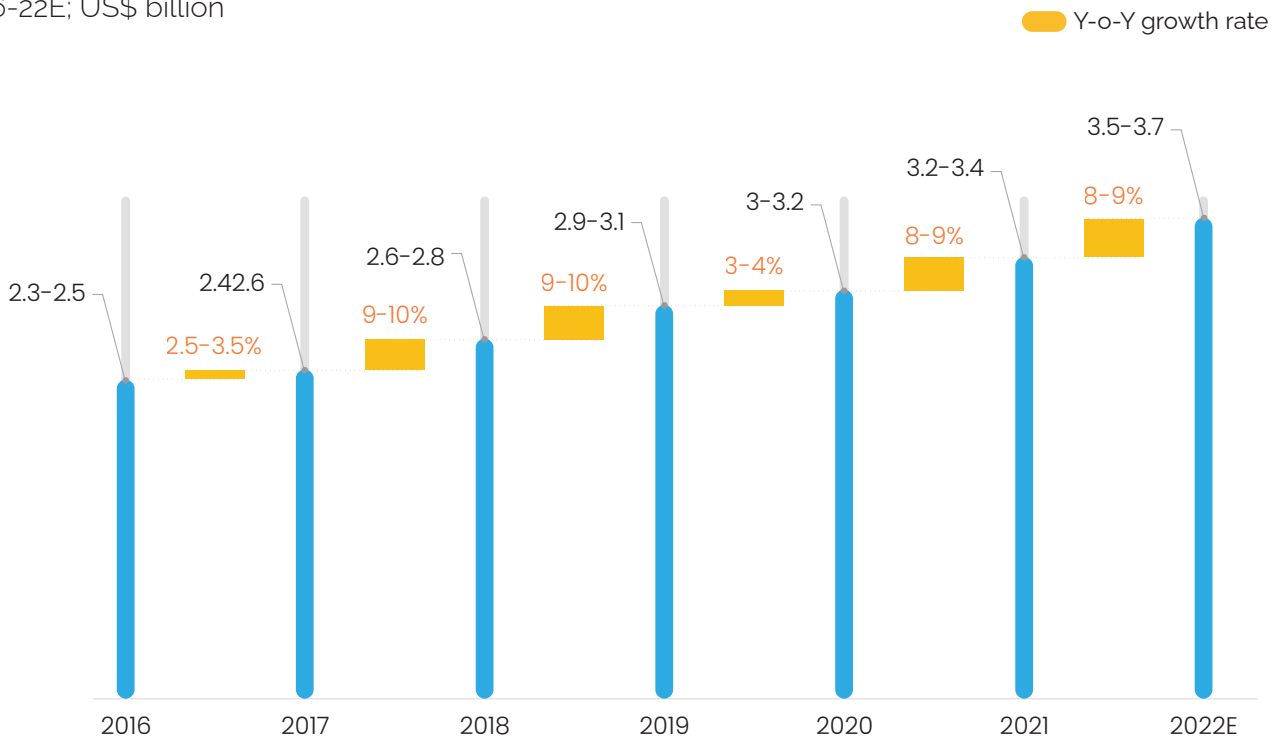## Philippine healthcare services market size

The Philippine healthcare services industry is one of the fastest-growing industries in the country. Currently, it holds approximately 11% of the overall IT-BPM industry headcount. However, with the projected growth rates, it is expected to rise further in the next 6 years, driven by the global increase in demand.

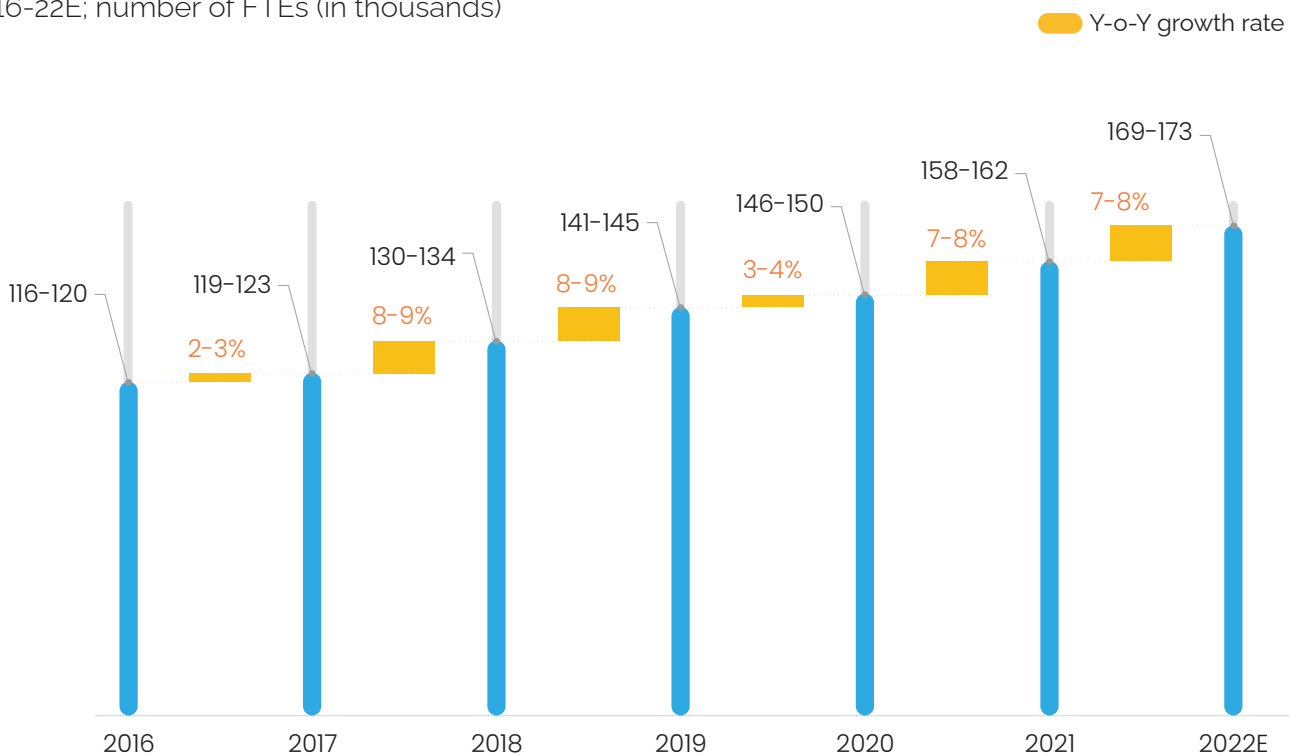# The Philippine healthcare services market growth – revenue and headcount

Philippine healthcare services market growth in revenue
2016-22E; US$ billion

Y-o-Y growth rate

Year	Value	Y-o-Y growth rate
2016	2.3–2.5	2.5–3.5%
2017	2.4–2.6	9–10%
2018	2.6–2.8	9–10%
2019	2.9–3.1	3–4%
2020	3–3.2	8–9%
2021	3.2–3.4	8–9%
2022E	3.5–3.7	

Philippine healthcare services market growth in headcount
2016-22E; number of FTEs (in thousands)

Y-o-Y growth rate

Year	Value	Y-o-Y growth rate
2016	116–120	2–3%
2017	119–123	8–9%
2018	130–134	8–9%
2019	141–145	3–4%
2020	146–150	7–8%
2021	158–162	7–8%
2022E	169–173	

Key buyer geography for healthcare services

Like the global healthcare market, the demand for healthcare services has traditionally been from the US, which continues to be the largest demand geography for the Philippines for healthcare services. As the industry has matured, there is rising demand from other geographies as well, including the UK and Europe.

The US accounts for 75-80% of the overall delivery from the Philippines which has one of the largest pools of US-registered nurses, making it a suitable delivery ecosystem to cater to the huge service demand from the US. Its similarities with the healthcare systems, and its cultural affinity with the US, also make its delivery ecosystem more favorable.

The Philippine healthcare services industry breakdown by service type

The Philippines is a leading offshore location for healthcare services delivery, and supports functions across IT and BPM services. The market has been growing, with a higher prevalence of BPM services support (both voice and non-voice) compared to IT/digital services. The inclination of the talent pool toward customer service and their domain knowledge help them deliver domain-intensive healthcare services such as care management, medical coding, and claims processing.

The Philippine healthcare services industry breakdown by service type

The Philippine healthcare services market breakdown by service type
2021; Percentage of FTEs

100% = 150,000-160,000

10-15%
IT services

40-45%
Non-voice Business Process Services (BPS)

43-38%
Contact Center (CC) services

In addition to traditional BPM services, the Philippine healthcare services industry is also witnessing a growth in high-value services such as clinical research, analytics, and life sciences.

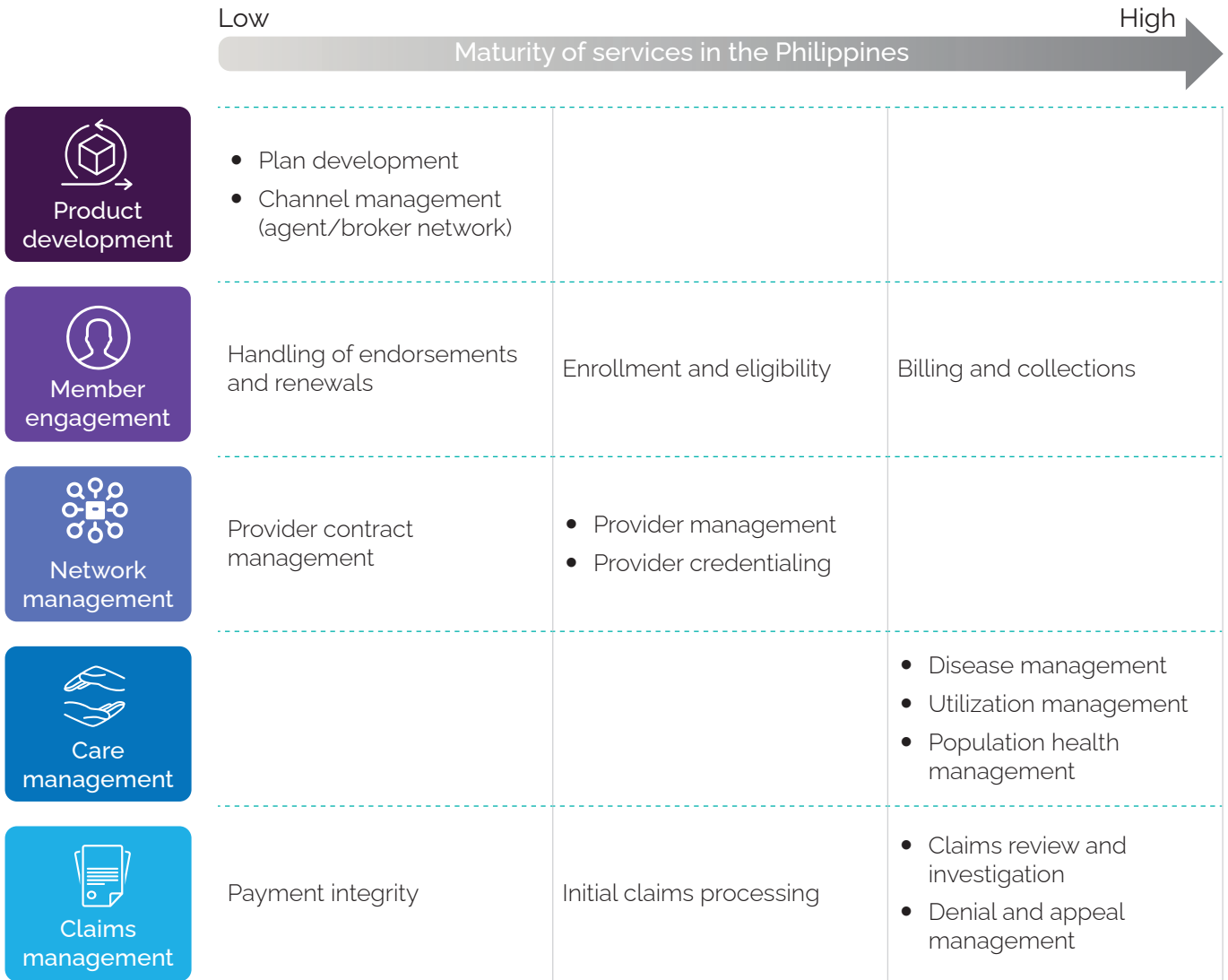# THE PHILIPPINE HEALTHCARE SERVICES
DELIVERY EVOLUTION

Healthcare payer services

Within the payer segment, care management is the most mature function in the Philippines, given the large talent pool in voice and nursing. Certain processes within claims management, including claims review and investigation, and denial and appeal management, have also been significantly penetrated.

Among the segments traditionally not supported at scale from the Philippines were member engagement and network management. However, over the last 6-8 years these segments have been growing. Growth in claims management is also increasing at a steady pace.

Maturity of payer's services delivery in the Philippines

Low   High

Maturity of services in the Philippines →

	Low	Mid	High
Product development	• Plan development • Channel management (agent/broker network)		
Member engagement	Handling of endorsements and renewals	Enrollment and eligibility	Billing and collections
Network management	Provider contract management	• Provider management • Provider credentialing	
Care management			• Disease management • Utilization management • Population health management
Claims management	Payment integrity	Initial claims processing	• Claims review and investigation • Denial and appeal management

Within the **payer segment, care management** is the most mature function in the Philippines, followed by claims management and member engagement

Healthcare provider services

Healthcare providers have been leveraging the Philippines mainly for care management activities, given the availability of relevant nursing and voice talent. There is some growth in other areas as well, especially medical coding (network management). Within the provider's services delivery chain, there is significant evidence of players supporting collections and denial management.

Some emerging services in the value chain of a provider's services delivery include medical coding and billing, payment posting and processing, and regulatory reporting. Several companies have started to shift medical coding-related services to the Philippines along with other non-voice BPM services.

Maturity of provider's services delivery

Low   High

Maturity of services in the Philippines →

Category	Low	Medium	High
Patient engagement	• Health information management • Benefit authorization • Eligibility verification • Patient registration		
Diagnostics, treatment, & monitoring	• Diagnostic decision support • Medical record management		
Financials and network management	Provider contract management	• Medical coding and billing • Revenue integrity • Payment posting and processing	Collections and denial management
Care management	Telehealth		• Population health management • Clinical management services • Utilization management
Compliance	ICD-10 EHR "Meaningful use"	Regulatory reporting	• Claims review and investigation • Denials and appeals management

Life sciences services

The life sciences service segment forms a smaller part of the overall global healthcare services delivery in the Philippines, contributing less than 10% to the overall revenue of the healthcare services segment in the country. The market has a presence of both global and local Contract Research Organizations (CROs), which are largely involved in executing global clinical trials.

Within the entire value chain of the life sciences segment, clinical trials and pharmacovigilance have a relatively higher prevalence in the Philippines market, with the majority of the headcount involved in these processes. Within

clinical trials, its mostly monitoring and data management services that are delivered from the country. In the pharmacovigilance segment, services supporting clinical trials and the post-marketing phase are witnessing higher prevalence, and growth at scale.

Given higher growth projections of the life sciences segment in the global market, offshoring of related services is expected to rise. The Philippines, with a strong base for healthcare services delivery, has the potential to tap into the growing global demand in this segment, and benefit from it.

Maturity of the healthcare life sciences services delivery

Low ▬▬ High

	Drug discovery, research, and pre-clinical trials	Clinical trials	Manufacturing, supply chain, and distribution	Marketing and sales	PV/complaints management	Regulatory and medical affairs
Maturity of services in the Philippines	Limited	▮▮▮	Limited	▮	▮	Limited
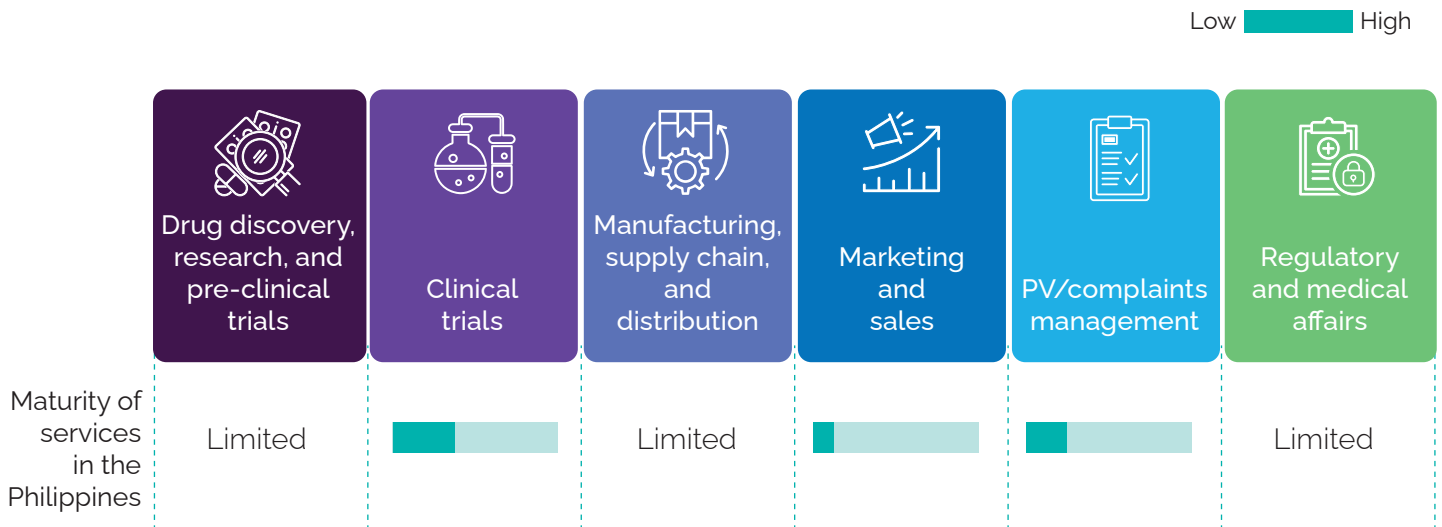
DRIVERS FOR GROWTH

The growth of the healthcare services industry in the Philippines is driven by multiple factors.

Rise in offshoring of healthcare services
The demand for offshoring is on the rise as organizations are increasingly focusing on areas such as medical coding, analytics, and other complex BPM services to contain their losses due to reform-related uncertainty in the market. The Philippines being one of the leading locations for healthcare services delivery, the country is expected to benefit from the rise in global demand.

Availability of talent for healthcare services delivery

The Philippines not only has a sizeable talent pool for non-clinical BPM services delivery but with the abundance of Philippines- and US-registered nurses in the country, the pool for clinical services is also rising. US neutral accent and empathy of the workforce are added advantages that work well for the healthcare services industry.

Expansion in the scope of services delivery

The growth of the global healthcare industry has been paralleled with the growth in services. The scope of the services delivered has expanded considerably, and enterprises are looking to offshore unconventional services, including clinical trials, telehealth, clinical research, analytics, life sciences, and automation in healthcare services as well. The availability of skilled talent and their affinity to customer servicing skills helps position the Philippines to deliver domain-intensive healthcare services.

Risk diversification

As some enterprises look to diversify risk and well manage BCP, there is a rise in leveraging the Philippines as an alternative location for healthcare services delivery. Enterprises operating in other offshore locations, especially India, are considering the Philippines as the next market for growth. For instance, a leading US healthcare provider has most of the RCM work being supported from India. However, it started to shift some of the complex services delivery such as medical coding to the Philippines.

Cost savings

Healthcare enterprises are facing extreme margin pressures that are forcing them to reduce costs through offshoring. The Philippines, along with a strong talent proposition, provides significant arbitrage in the operating cost.

Domain expertise

The growing interest in leveraging service providers' domain expertise is also leading to an increase in demand for healthcare services. The presence of a robust healthcare services delivery ecosystem in the Philippines strengthens its proposition for services delivery.

Digital Health

Enterprise spend on digital health is increasing exponentially as healthcare enterprises focus on delivering personalized care at lower costs. The key focus areas of digital implementation include personalized health, biometric data acquisition, patient empowerment, insurance, and clinical workflow. This is further driving the growth of IT services delivery within healthcare in the Philippines.

The Philippines has the highest number of USRN outside the US, which along with the talent-cost proposition makes it a destination of choice for offshoring healthcare services.

CHALLENGES IN THE
PHILIPPINE HEALTHCARE SERVICES INDUSTRY

Demand fluctuations

While the availability of talent is not a prime concern in the Philippines, sometimes, the uncertainty with the demand becomes a challenge. The demand for healthcare services is on the rise and, many a time, due to market fluctuations, the talent supply is not able to match up. It is important to have a stronger focus on developing more skilled nurses in order to meet the growing demand.

Uncertainty in regulations and policies

Uncertainty in the business environment, driven by change in regulations related to taxes and incentives is affecting companies' growth and long-term strategy.

Upskilling/reskilling of the talent

Talent shortage for supporting the delivery of new-age technologies and complex services is a challenge frequently highlighted by healthcare players. The Philippines needs to put in place a robust system to upskill talent that needs to be technologically updated.

03

Vision, goals, and strategic priorities **of the healthcare industry**

The preceding sections of this roadmap have detailed the demand-view of the global healthcare services industry (including emerging trends and growth opportunities), and the delivery capabilities of the Philippines. The present section maps the demand potential of the industry, with the delivery capabilities of the Philippines (supply-view) to develop a demand-led vision and strategy for the Philippines, based on the "art of the possible".

The 2028 vision for the IT-BPM services industry sets the course for the industry's efforts to respond effectively to the changing market dynamics, and to propel the sector on a higher growth trajectory. To translate this vision into practice, it is first imperative to lay down the goals and objectives, and strategic priorities of each sector for inclusively scaling global services delivery in the Philippines.

VISION
for the IT-BPM services industry

Become the world's number 1 experience hub for digitally-enabled and customer-centric services while driving inclusive and sustainable economic and social growth for the Philippines

Goals and objectives for the healthcare services industry

1 Grow to

285 thousand jobs by 2028 (125,000 new jobs to be added)

US$ 6.7 billion annual revenue by 2028
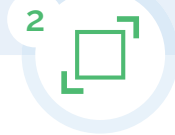
2 Transform to

Continue to be one of the **top three destinations** for healthcare services, enabled by **a strong delivery ecosystem**

High-complexity/high-skill category jobs
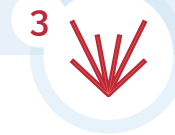
3 Create impact by

Driving **holistic & inclusive** economic and social growth

Accelerating the **ESG agenda**

Strategic priorities for the healthcare services industry

Grow

1.1 Drive deeper services penetration within existing segments as well as expand to relatively newer services/segments:

» Focus on high growth/emerging opportunities.

» Move up the value curve by increasing the share of high order-value work and/or judgement-intensive capabilities.

1.2 Build on credibility for healthcare services delivery in existing buyer geographies with a strong foothold.

1.3 Tap into large and fast-growing segments to create a differential vertical proposition.

Transform

2.1 Focus on upskilling/reskilling (including soft skills, domain and technical skills).

2.2 Strengthen the innovation ecosystem and catalyze on the digital transformation agenda.

2.3 Accelerate the maturity of GICs.

OUTLOOK FOR THE
GLOBAL HEALTHCARE SERVICES INDUSTRY

Globally, healthcare is one of the fastest-growing segments within the IT-BPM industry. It comprises three core segments – the payer or insurance segment, the provider segment, and the life sciences/pharmaceuticals (including medical devices) segments.

Over the last two decades (2000-2021), healthcare services delivery has grown multi-fold, and transformed to become an extremely sophisticated sector. Today, the outsourcing business has grown to offer a wide range of services for various core functions, covering the entire value chain encompassing the payers, providers, and life sciences sub-segments of the business.

Based on the possible headwinds and tailwinds surrounding the healthcare services industry, a scenario-based approach has thus been adopted to forecast the growth of the global healthcare services industry, with the assumptions highlighted in the exhibit below.

Assumptions on growth of the global healthcare services industry

Global factors

Constrained scenario

- Recession/slowdown in the global economy
- Geopolitical concerns and regulatory restrictions that can lead to a lower propensity for offshoring

Base-line scenario

- Healthy demand for IT-BPM services as the global economy grows at a moderate/ expected rate
- Continued momentum for delivery from offshore-nearshore locations

Aggressive scenario

- Strong revival in the global economy
- Strong growth in offshore-nearshore locations driven by talent shortage and hiring challenges (e.g., high costs) in onshore locations

Based on these assumptions, the global healthcare services industry is expected to continue on a strong growth trajectory over the next 6 years, with comparable growth rates to the last 6 years, under the baseline scenario. In the likely growth or baseline scenario, with the tailwinds not translating into a substantial push, the industry will employ over 1.8 million FTEs by 2028, and generate a revenue of over US$ 45 billion. However, there is a strong potential for the industry to add over 800,000 jobs and achieve a market size of 1.9 million FTEs by 2028 in an aggressive scenario. Similarly, there is potential for the industry to nearly double its annual revenue from US$ 24.6 billion in 2021 to US$ 48.1 billion by 2028 in the aggressive scenario.

Forecasted growth of the global healthcare services industry

Aggressive scenario　　Base-line scenario　　Constrained scenario

Global healthcare services industry in revenue
2016-28F; US$ billion
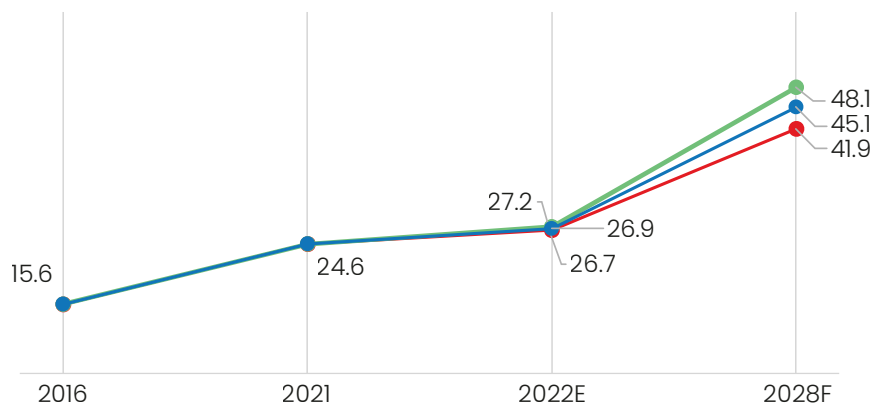
		48.1
15.6	24.6	45.1
	27.2	41.9
	26.9	
	26.7	

| 2016 | 2021 | 2022E | 2028F |

Global healthcare services industry revenue growth rate

| 9.5% | 8.5%　9.5%　10.5% | 7.8%　9.0%　10.0% |
| 2016-21 (CAGR) | 2022E | 2023-28F (CAGR) |

Global healthcare services industry headcount
2016-28F; Number of FTEs (in thousands)

712   1,076   1,173   1,162   1,155   1,914   1,794   1,704

800K jobs added
700K jobs added
600K jobs added

2016   2021   2022E   2028F

Global healthcare services industry headcount growth rate

2016–21 (CAGR)	2022E	2023–28F (CAGR)
8.6%	7.3% 8.0% 9.0%	6.7% 7.5% 8.5%

49
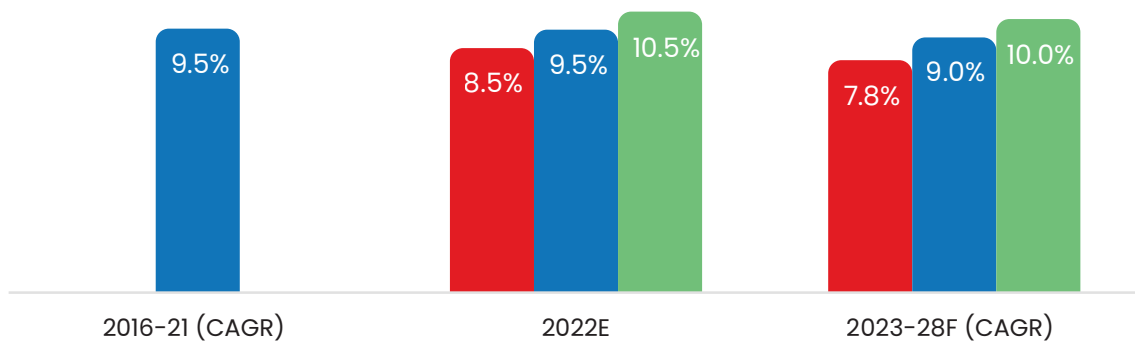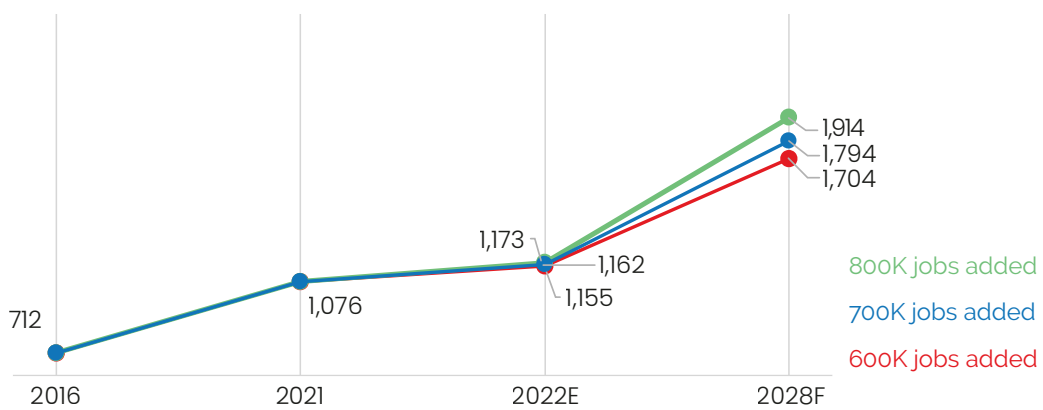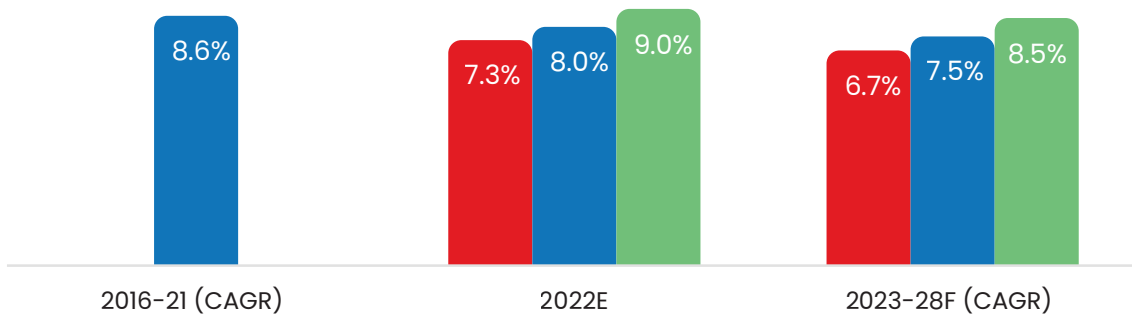
OUTLOOK FOR THE PHILIPPINE HEALTHCARE SERVICES INDUSTRY

In the Philippines, the healthcare services industry is one of the most mature and fast-growing sectors, contributing significantly to the overall IT-BPM services industry. With over 170,000 FTEs-strong workforce in 2022, the healthcare sector contributes about 10% of the total revenue generated from the IT-BPM services industry in the country. Based on a variety of factors, there are three possible scenarios defining the forecasts for the Philippine healthcare services delivery industry over the next 6 years. It is important to note that along with the Philippines-specific factors mentioned below, global headwinds and tailwinds will play an equally important role in defining the growth forecasts for the industry in the Philippines. To reach its full growth potential, both global and Philippines-specific factors must be favorable.

Assumptions on growth of the Philippine healthcare services industry

Philippines specific factors

Constrained scenario

- No hybrid work option or severe restrictions
- Infrastructure (telecommunications, power, real estate) growth in provinces slower than expected
- No reforms with regard to talent development
- Rebranding efforts yet to garner interest for high-value digital services
- Significant increase in delivery costs
- Other unforeseen circumstances (e.g., natural calamity, pandemic) for an extended duration

Base-line scenario

- Current hybrid norm (70:30) to be supported by favorable legislations
- Growth in provincial infrastructure (telecommunications, power, real estate) to take place as expected
- Talent development to support growth
- Moderate increase in share of the new digital work
- Existing incentives under the CREATE Law to continue
- Dominant position as a trusted provider of global IT-BPM services to be retained

Aggressive scenario

- Balanced approach to hybrid working to allow at least 50% of the workers to work from home
- Growth in infrastructure (power, real estate, telecommunications, infrastructure in provinces) more accelerated than expected
- Accelerated skilled talent development and capability building to acquire large share of the growing healthcare segments
- Favorable government policies such as enhanced incentives
- Significant increase in ease of doing business, attracting global investors

The Philippine healthcare service delivery industry holds the potential to almost double its revenue by 2028 while adding almost 100,000 jobs, and annual revenue of US$ 5.9 billion in the baseline scenario. Supported by favorable global and domestic factors, the industry is forecasted to grow at a significant pace in the coming 6 years (2023-28), under the aggressive scenario, and become a US$ 6.7 billion industry, with 125,000 additional jobs from 2021.

Growth forecasts for the Philippine healthcare services industry

● Aggressive scenario   ● Base-line scenario   ● Constrained scenario

Philippine healthcare services industry in revenue
2016-28F; US$ billion

Philippines healthcare services industry revenue growth rate
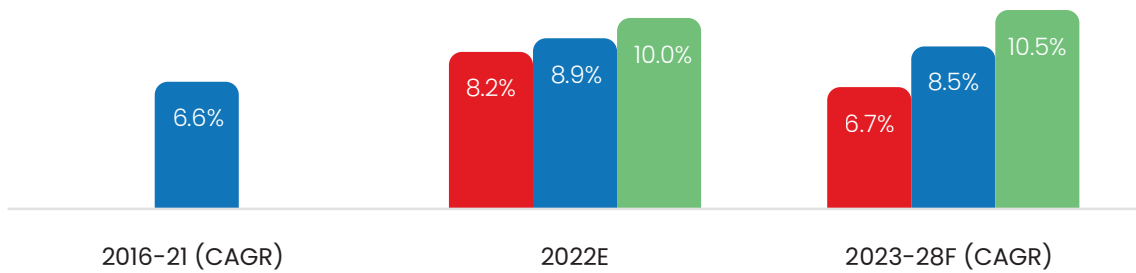
2016–21 (CAGR)   2022E   2023–28F (CAGR)

Growth forecasts for the Philippine healthcare services industry

- 🟢 Aggressive scenario
- 🔵 Base-line scenario
- 🔴 Constrained scenario

Philippine healthcare services industry headcount
2016-28F; number of FTEs (in thousands)

118
158
172
170
169
285
255
234

125K jobs added
100K jobs added
75K jobs added

2016   2021   2022E   2028F

Philippines healthcare services industry headcount growth rate

8.6%
7.0%   7.5%   8.4%
5.5%   7.0%   8.8%

2016–21 (CAGR)   2022E   2023–28F (CAGR)
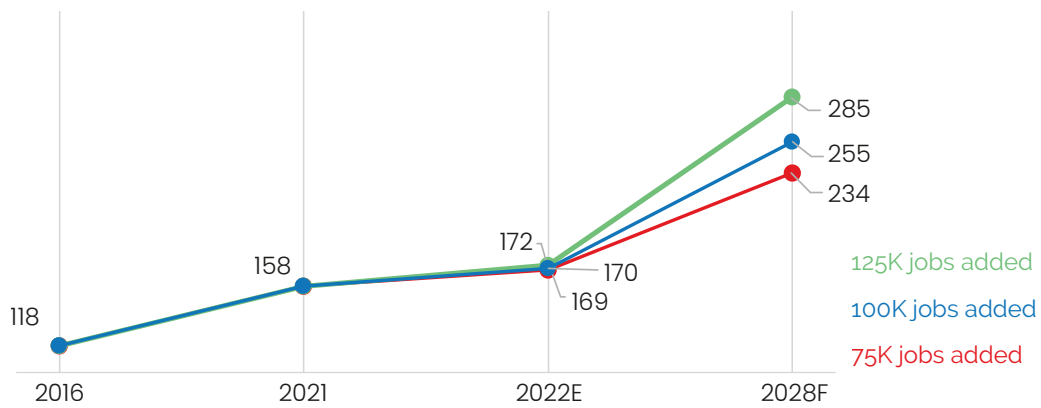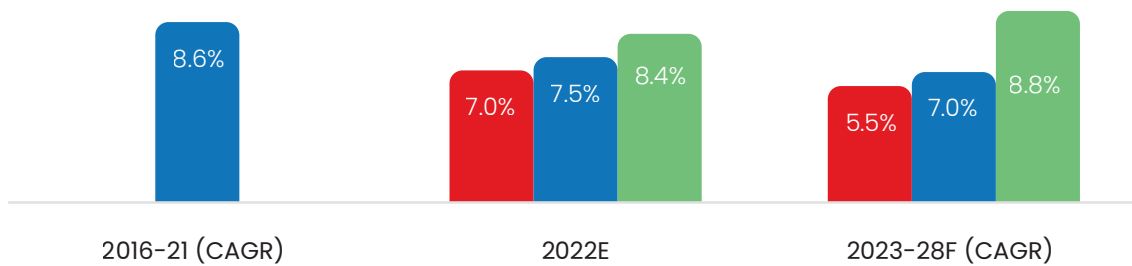
The above forecast by scenarios is based on the assumption that both the global and Philippines-specific factors meet the conditions laid out under the respective scenarios. In case the Philippines can meet the conditions laid out under the aggressive scenario, but the global market collapses, the growth in the Philippines will be lower than the above forecast. Nonetheless, it will still be higher than the global healthcare services industry which is projected to grow at the rate of 9-10%. Similarly, if the development in the Philippines is restricted to the constrained scenario but the global market grows at an aggressive pace, the growth in the Philippines will be higher than the constrained scenario. However, it will be significantly lower than the global healthcare services industry growth.

In the last 5 years, the growth of the Philippine healthcare services delivery industry has been relatively slower than the global industry, as presented in the exhibit below. This has resulted in a marginal reduction in the revenue and headcount share of the Philippines in the global market. Going forward (2023-28), it is imperative that strategic priorities are aligned to potential growth areas to maintain its current global market share.

Comparison of revenue and headcount growth of the healthcare services delivery industry in the Philippines and globally
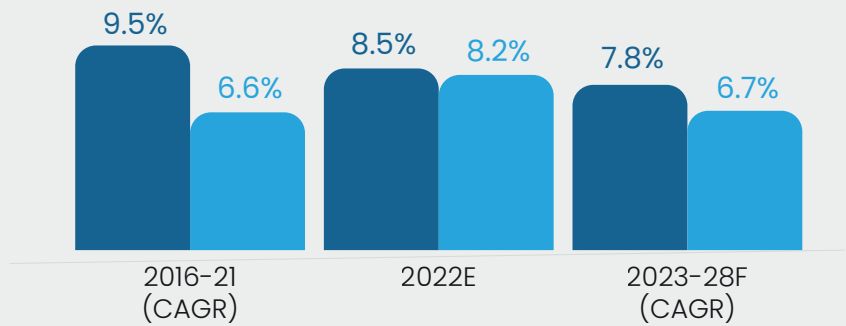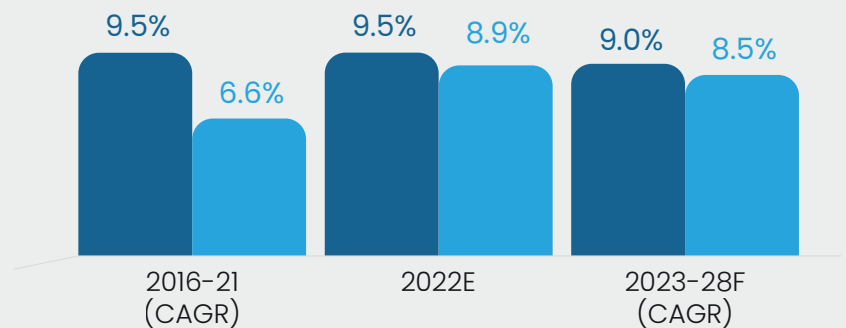
Global   Philippines

Revenue growth rate

Constrained scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
Global	9.5%	8.5%	7.8%
Philippines	6.6%	8.2%	6.7%

Baseline scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
Global	9.5%	9.5%	9.0%
Philippines	6.6%	8.9%	8.5%

Aggressive scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
Global	9.5%	10.5%	10.0%
Philippines	6.6%	10.0%	10.5%

Global **Philippines**

Headcount growth rate

Constrained scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
Global	8.6%	7.3%	6.7%
Philippines	6.1%	7.0%	5.5%

Baseline scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
Global	8.6%	8.0%	7.5%
Philippines	6.1%	7.5%	7.0%

Aggressive scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
Global	8.6%	9.0%	8.5%
Philippines	6.1%	8.4%	8.8%
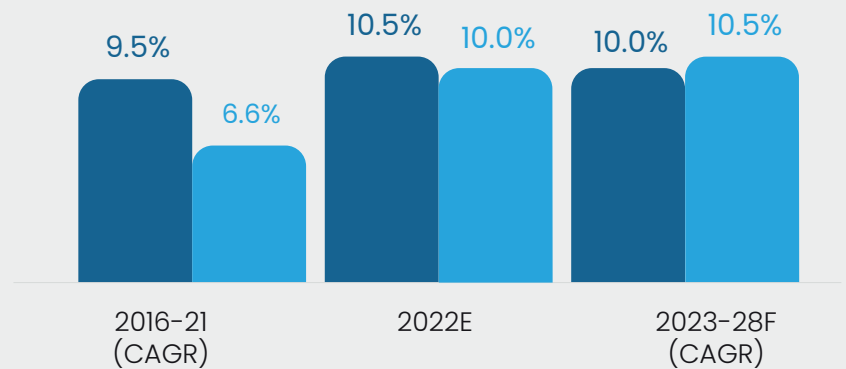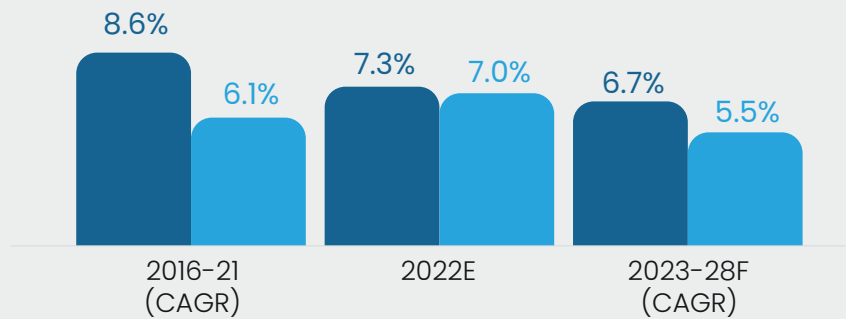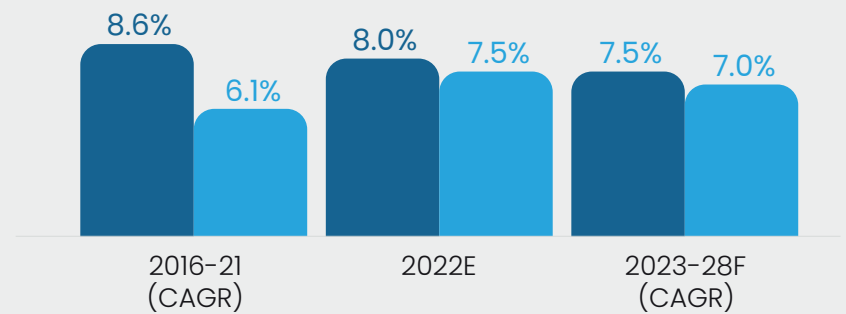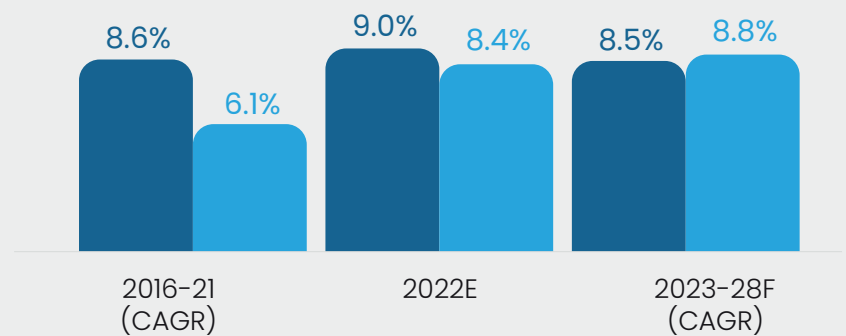
Note: The 2022 growth forecast for the global IT-BPM services industry has been recalibrated to reflect the recent recessionary sentiment in the global economy.

The exhibit below depicts how the growth in the healthcare service industry compares to the overall IT-BPM services industry growth in the Philippines.

Growth rate of the Philippine IT-BPM industry v/s healthcare service delivery industry

IT-BPM   **Healthcare services**

Revenue growth rate

Constrained scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
IT-BPM	5.2%	6.3%	3.5%
Healthcare services	6.6%	8.2%	6.7%

Baseline scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
IT-BPM	5.2%	8.8%	7.1%
Healthcare services	6.6%	8.9%	8.5%

Aggressive scenario

	2016–21 (CAGR)	2022E	2023–28F (CAGR)
IT-BPM	5.2%	10.3%	10.4%
Healthcare services	6.6%	10.0%	10.5%
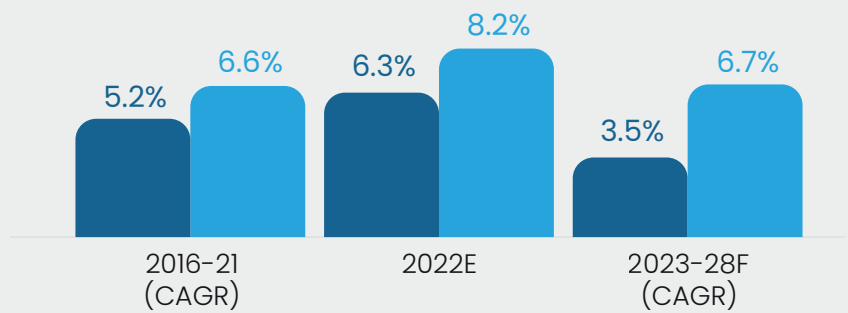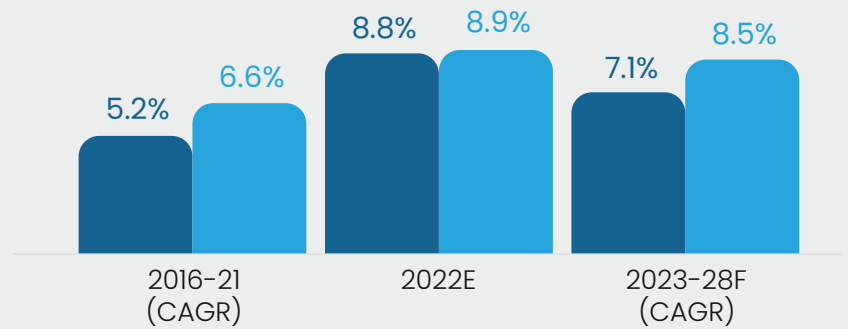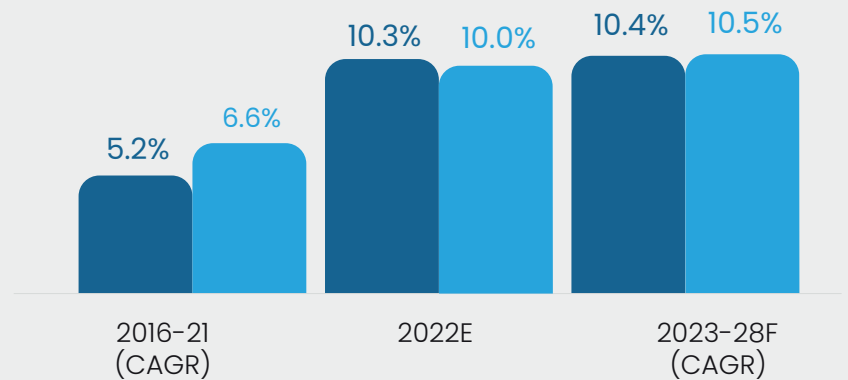
IT-BPM   **Healthcare services**

Headcount growth rate
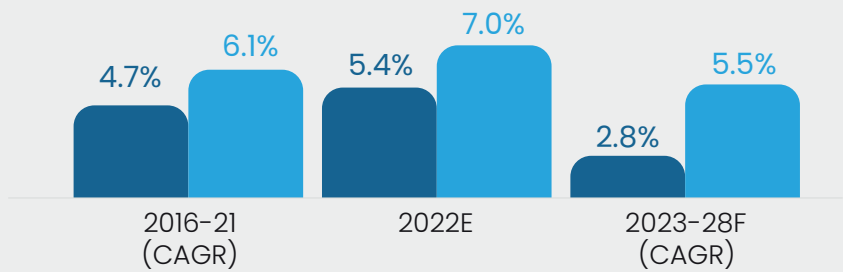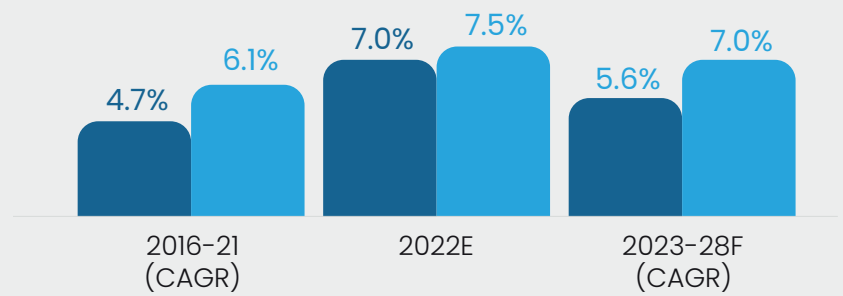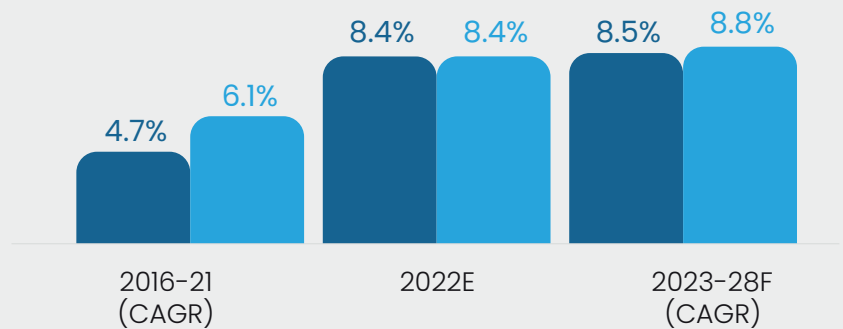
Constrained scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
IT-BPM	4.7%	5.4%	2.8%
Healthcare services	6.1%	7.0%	5.5%

Baseline scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
IT-BPM	4.7%	7.0%	5.6%
Healthcare services	6.1%	7.5%	7.0%

Aggressive scenario

	2016-21 (CAGR)	2022E	2023-28F (CAGR)
IT-BPM	4.7%	8.4%	8.5%
Healthcare services	6.1%	8.4%	8.8%

Note: The 2022 growth forecast for the global IT-BPM services industry has been recalibrated to reflect the recent recessionary sentiment in the global economy.

STRATEGIC PRIORITIES
FOR THE HEALTHCARE SERVICES INDUSTRY

To identify the broad strategic priorities for the Philippine healthcare services industry, it has been analyzed through two broad perspectives:

- Healthcare capabilities/functions
- Geographies served

Healthcare capabilities/functions

The Philippine healthcare services industry is relatively mature, and has been growing at a significant pace. While some segments have higher penetration and maturity (for instance, BPM, payer, and provider services), others have a relatively lower penetration and maturity from a global service delivery standpoint (for instance, ITO, life sciences).

With the growing demand for complex healthcare service delivery globally, the healthcare service industry in the Philippines needs to transition toward the delivery of more complex services to capture a larger share of the global services delivery, and grow at its true potential levels, as well as increase the revenue per FTE. The strategy for future growth for the healthcare services industry is categorized into three broad segments (as presented in the exhibit below), keeping in view three key parameters:

- Current global market revenue of the various healthcare services

- Global growth potential of these services

- Fitment with the current capabilities and market focus of the Philippines
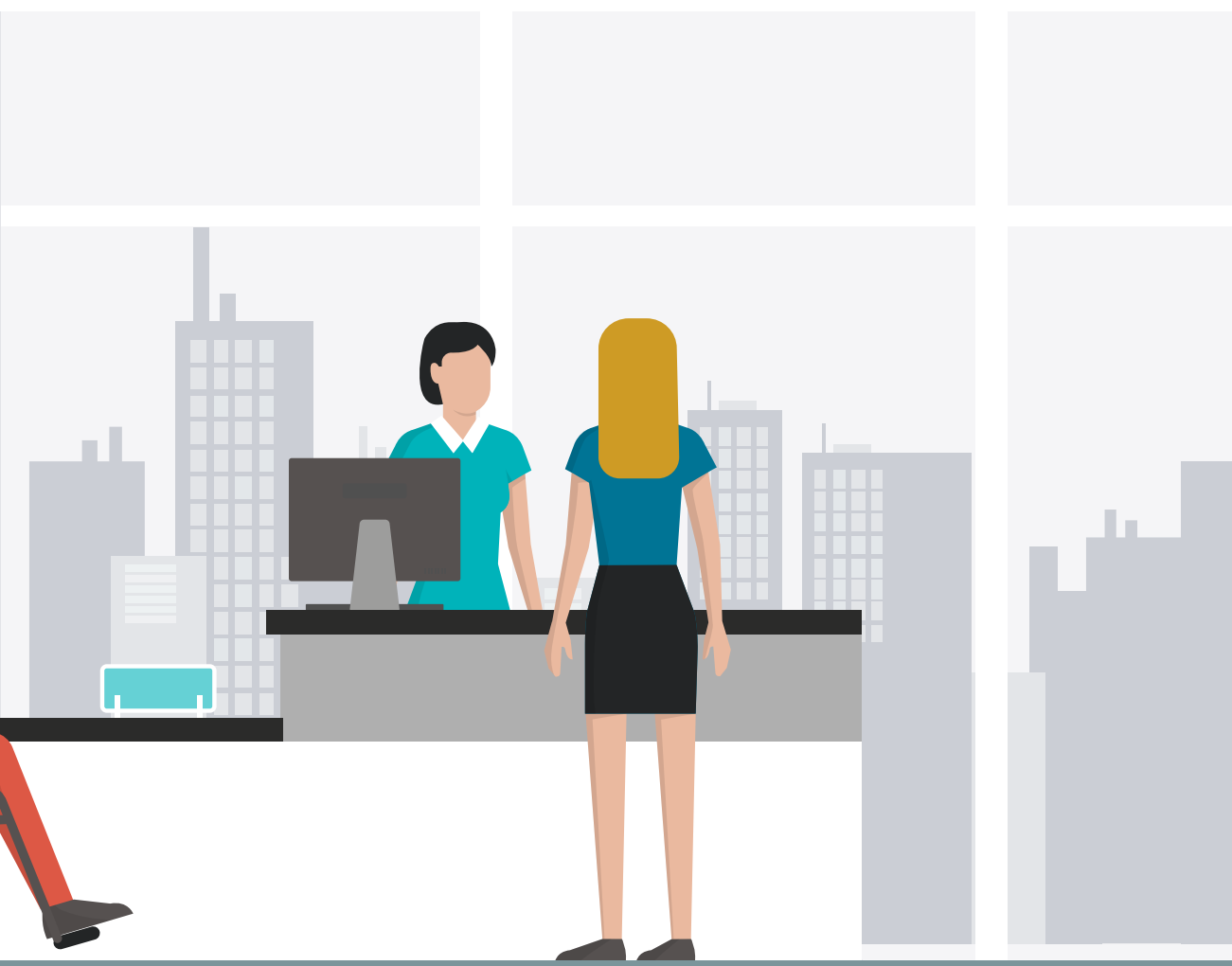
Strategic priorities of the Philippine healthcare services industry for broadening the services delivered

Growth potential:

High (>12%)   moderate (7%-10%)   Low (<5%)

High ↑

Invest to build capabilities

Go-deeper and move-up the value chain

Protect dominant market position

IT services within healthcare is an untapped market in the Philippines and has high growth potential.

ITO

BPM

Payer
Payer and provider markets are mature, and needs to shift focus to more high-value work.

Life sciences
The Philippines industry is adequately capable of expanding in these high-growth potential domains

Provider

R&D
R&D and drug discovery needs a more robust ecosystem.

Medical devices

Global market size

Low

Low — The Philippines' current capabilities and market focus — **High**

1. Protect position and build dominance:

Globally, services under this segment (BPM) have a large market size, and a high level of maturity. The fitment of the Philippines' current capability and market maturity is relatively higher. Thus, the country should aim to penetrate further, strengthen its position in the global delivery market, and capture a higher market share.

2. Go deeper and move up the value chain:

Services under this segment have a moderate-to-high market size globally, with varying levels of growth potential, while for the Philippines, the current adoption and maturity level is moderate. Hence, the strategic priority should be to penetrate further into these services, and also focus on processes that have high growth potential and strengthen capabilities to be able to deliver complex and high-end services in the value chain.

2A. Increase higher-order-value work and/or judgment-intensive capabilities within the payer and provider sectors:

The healthcare services industry has evolved, with the services delivery portfolio being transformed to become more customer-centric. The payer and provider markets have a strong foothold in the Philippines, given the availability of large nursing talent. The healthcare industry should prioritize transforming and targeting some areas with currently lower adoption in the Philippines, but that have high global growth potential.

In recent years, the growth of the provider services market has been higher, owing to increased outsourcing in this domain. While certain processes have higher adoption in the global market, multiple other areas have the potential to grow in the mid-to-long term as highlighted below:

Process adoption for provider operations

Areas with growth constraints in the Philippines

	Subfunction	Examples of processes with higher adoption in the Philippines	Examples of processes with low adoption in the Philippines but high global growth potential
Provider operations	Patient engagement	Benefit authorization	• Eligibility verification • Patient registration and appointment scheduling
	Diagnostics, treatment and monitoring	• Medical transcription services • Nursing talent pool (more judgment-oriented pieces)	Diagnostic decision support services
	Financials and network management	• RCM • Medical coding and billing • Maturity of services delivered	• Provider credentialing • Collections/recoveries and denial management
	Care management	• PHM • Utilization management	• Disease management • Telehealth

In the Philippines, subfunctions such as care management and network management have relatively higher penetration. However, certain processes within care management and network management sub-functions such as disease management, telehealth, provider credentialing, collections, and denial management are underpenetrated in the Philippines, and are high-growth areas at a global level. Hence, there should be a focus to expand services delivery to such high-growth potential areas.

Processes such as diagnostic decision support has higher growth potential. However, for the Philippines to grow in these areas, it needs to focus on bridging gaps such as the availability of a highly skilled talent pool in analytics, and domain-specific fields. Hence, it is a challenge for the country to scale up in the short-to-mid-term.

In the payer space, areas such as product development remain largely onshore, and would be difficult to expand. However, there are multiple other areas of potential growth for offshoring to the Philippines which can be targeted aggressively as highlighted below:

Process adoption for payer operations

Areas with growth constraints in the Philippines

	Subfunction	Examples of processes with higher adoption in the Philippines	Examples of processes with low adoption in the Philippines but high global growth potential
Payer operations	Product development	Limited	• Plan development • Channel management
	Member engagement	• Endorsements and renewals handling • Enrollment and eligibility • Billing and collections	
	Network management	• Enrollment and onboarding services • Identifying and triangulating missing attributes • Multi-channel outreach campaigns • Provider education	• Termination process management (hearing and appeals) • Provider contract management
	Care management	• Utilization review • Compliance monitoring of medical services administered • Chart retrieval • Editing • Disease management – combination of nursing talent and voice-based services	PHM
	Claim management	• Claim processing • Claim edit, configuration testing • Payment integrity • Claim review and adjudication	• Payment integrity • Denial and appeal management

While the Philippine healthcare services sector is well-penetrated in processes within network management, care management, and claims management, there are still a few processes that are currently underpenetrated, and witnessing higher growth in outsourcing globally. Hence, the country should prioritize expanding on such capabilities. A few such processes include termination process management, provider contract management, Population Health Management (PHM), denial, and appeal management.

Even with high growth potential in the healthcare services industry, it would be difficult for the Philippines to rapidly grow some of the processes (for instance, payment integrity, plan development) in the near-to-mid-term, as they demand a stronger delivery ecosystem (for instance, analytics skills, back and front office support).

2B. Growth in home-based care:

As the healthcare industry is evolving, multiple services delivery trends have become prominent in the growth of the industry. The healthcare industry in the Philippines should aim to develop/ strengthen capabilities in line with the market trends to capture a larger market share globally.

Healthcare expenditure on home care in the US is expected to grow at a CAGR of 7.1% between 2021-28, and is one of the highest among different healthcare processes. As a result, payers are increasing their focus on home-based care. Despite the growth trends, payers will need to address the challenges, which include a shortage of aides and Registered Nurses (RNs), lack of virtual care tools, and fraud risks, prompting the payers to seek service providers that possess nursing/aides talent, along with robust virtual care solutions to augment their capabilities.

The Philippine healthcare industry needs to focus on strengthening its capabilities in home-based care to capture the growing demand in the US, and other prominent geographies. The country has one of the largest pools of registered nurses for the US. Developing on that, the country has the potential to cater to the demand-supply gap in the global market.

US $775 billion

In July 2020, the US government announced a policy proposal to invest US$ 775 billion to expand access to home-based health care delivery.

~US $610 per capita

Home-based healthcare spend per capita is expected to reach ~US$ 610 by 2028, a 62% increase compared to the per capita home healthcare spend in 2020.

3. Invest to build capabilities:

Services under this segment are at a relatively nascent stage in the Philippines, but do have a huge potential to grow into larger segments of the industry. These services are witnessing high growth rates within the ambit of services being provided by the healthcare services delivery industry. At present, the Philippines has limited capabilities and focus in these areas. Going forward, the country needs to build its capabilities in these core areas so that it can maintain its share in the evolving global healthcare services delivery industry.

3A. Focus on growth of the life sciences segment in the country:
Unlike the global trends, life sciences services delivery in the Philippines has a lower share in the overall healthcare services delivery headcount. Currently, the life sciences services delivery has lower maturity in the Philippines. However, there is significant potential for growth in this segment, necessitating a more systematic focus. To grow in this space, it would be important to establish more Contract Research Organizations (CROs), or expand their footprint, along with a robust skill pool with relevant degrees (such as B. Pharm, Nursing, among others). With the above focus areas, the country can gradually prioritize growing segments such as clinical trials, pharmacovigilance, drug marketing campaigns, and customer support that largely involves English-language delivery.

Clinical Trials

One of the potential growth areas in the long term is the clinical trials space. Globally, the number of clinical trials grew with a CAGR of 10% in the last 5 years, and saw an exceptional growth of 19% in 2021.

Global number of clinical trials initiated

Number of clinical trials initiated

2016-2021

	2016	2017	2018	2019	2020	2021
Total	3,406	3,706	3,976	4,325	4,686	5578
Top	821	799	852	879	985	1182
Middle	1332	1478	1550	1590	1880	2335
Bottom	1253	1429	1574	1856	1821	2061

19%
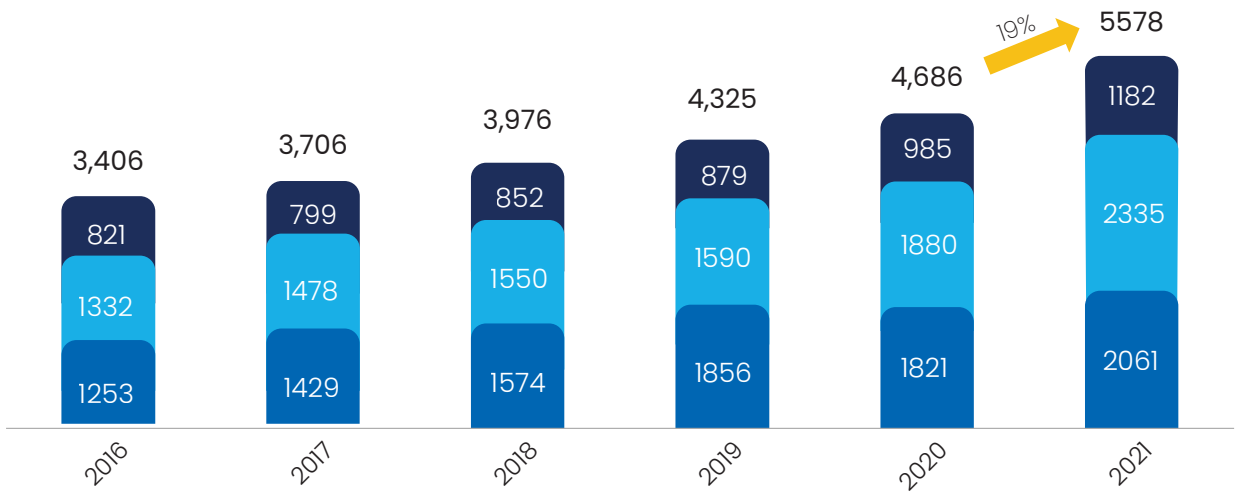
While the country can expand on its contact center capabilities to deliver voice support services within the different phases of the clinical trial value chain, the other priority areas could be to grow the supply chain, clinical data management, patient access, and other support programs in the near-to-mid-term, and then take up other high-end services such as clinical trials. A skilled workforce and a robust regulatory system are the prime requirements for the segment to grow in the Philippines in the long term.

Decentralized Clinical Trials (DCT)

Over time, the life sciences industry has witnessed the gradual adoption of hybrid and home-based DCTs. However, the COVID-19 pandemic has catapulted them into the mainstream. DCTs in which clinical trial data is collected through sensors, or remote-monitoring devices carried by a patient without the need to visit a site, lead to multiple benefits such as including cost savings, better patient recruitment and retention, and improved data quality.

In recent times, DCTs have proved to be a saving grace to restart paused clinical trials at an accelerated pace. Additionally, recent technological advances, the proliferation of wearables, and regulatory push to the industry to adopt DCTs after the pandemic have made the DCT landscape ripe for disruption.

Initiated drug trials involving virtual or decentralized components

Initiated drug trials involving virtual or decentralized components
2017-22; number of trials
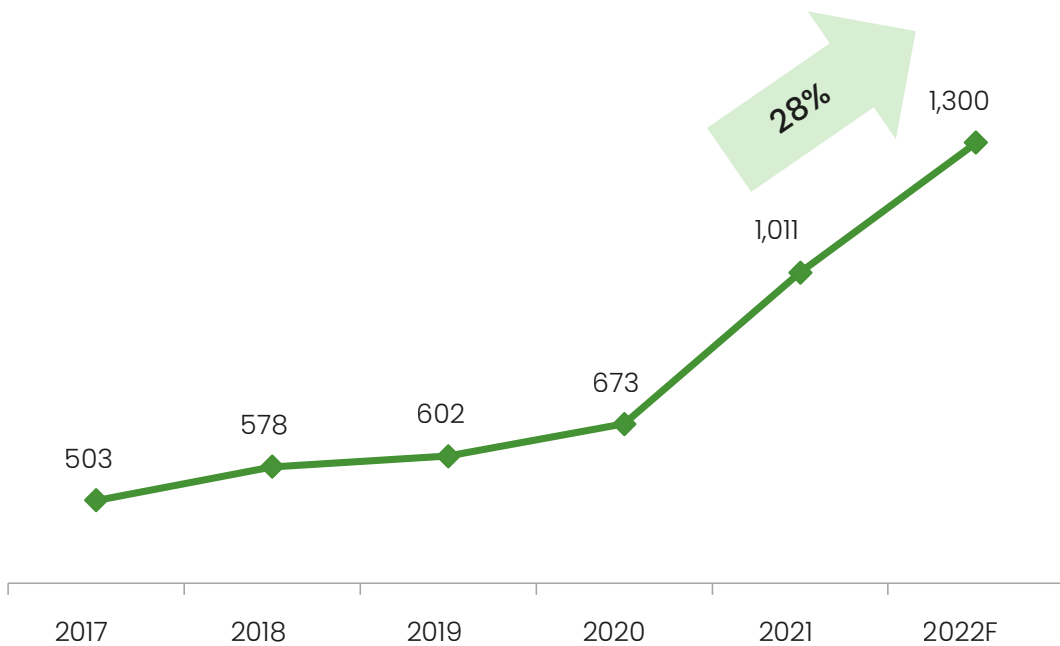
Healthcare enterprises have accelerated their plans for DCT adoption, looking to convert their piecemeal deployments into a comprehensive strategy aimed at enhancing the trial experience for patients, sponsors, and CROs, given the perceived benefits of the hybrid model.

"DCTs have enabled direct patient recruitment from **40+ health centers**
– Interventional cardiologist, a leading academic institution

The main reason for using the new model was to change the patient experience, and to be able to reach more diverse patient population for trials.

– Head, Clinical Trial Innovation, a top biopharma company

We saw 95% retention rates, and the vendor was able to use technology to message trial participants directly on their phones/laptops, and that had a huge impact.

– Vice President, Clinical Operations, a top biotechnology company

Patient enrollment and retention rates improved by ~25% compared to traditional studies.

– Senior Director, Innovation and Digital Operations, a global CRO"

Pharmacovigilance (PV)

The trend for offshoring PV activities to specialists is gaining momentum as companies are looking for ways to reduce costs. PV activities are process-driven, making them ideal candidates for offshoring. The steep growth of the life sciences/pharma sector in the last decade, with an increasing number of clinical trials, has led to an increase in patient drug approvals, and a large pipeline of new and existing drugs requiring PV support. The PV outsourcing market is expected to grow at a CAGR of 14-16% in the coming 4-6 years.

To broaden its coverage of the PV market, the Philippines needs to build a strong ecosystem, with a focus on enhancing the available talent pool (especially B. Pharm. graduates), and encouraging more companies to offer pharmacovigilance services, including CROs, BPOs, and specialists consulting firms. In the shorter term, processes with a higher growth rate that have a CC component such as case intake, could be areas of priority.

3B. Capitalize on other future global-demand opportunities – growth of technology-related services in healthcare:

With technological advancements set to transform the industry, both service providers and GICs in the healthcare services space have built strong capabilities in their offshore/nearshore centers for developing and deploying digital solutions. Among other emerging technology, big data, automation, and IoT are some leading technologies being adopted by healthcare firms globally. The future of the healthcare industry is expected to be more technology-centric, and will drive the global healthcare services demand.

The Philippine healthcare industry should also prioritize growing and transforming its digital capabilities, and keep up with the growing demand for advanced technology in the healthcare sector.

Given below are key digital focus areas for healthcare firms:
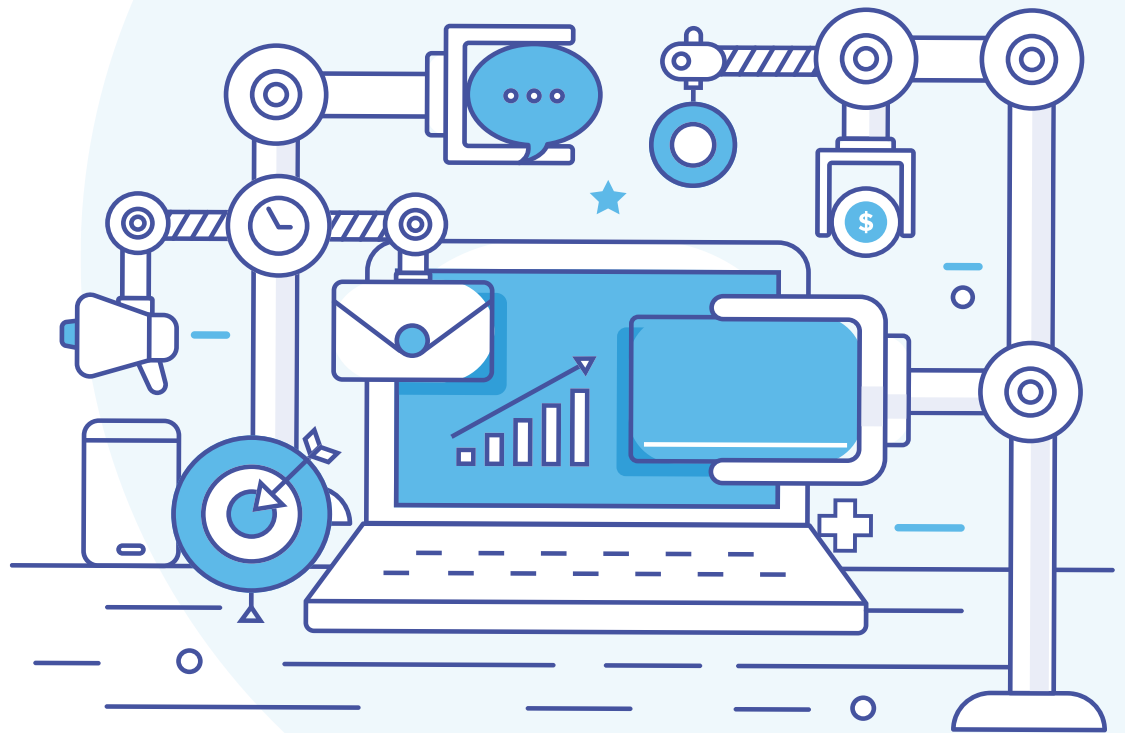
Automation

Over the recent years, the adoption of automation has increased across all segments of the healthcare value chain, enhancing operational efficiencies and reducing costs. several service providers and GICs are aiming to provide higher value to enterprises through IT services. The Philippine healthcare industry should prioritize building a strong ecosystem for transforming manual-intensive processes and leveraging technologies such as automation.

Globally, RPA-/AI-based solutions are being deployed in automation of processes such as claims processing, benefits adjudication, and billing for payers, thereby reducing manual effort. Healthcare providers are targeting to leverage more cloud- and AI-based platforms to streamline the management and processing of invoices, resulting in improved operational efficiencies. Even for clinical trials, the leverage of RPA/AI has increased as AI has the potential to be used at all stages of clinical trials, including patient recruitment and enrollment, patient monitoring, medication adherence, patient engagement, and clinical trial analytics. Some key areas where the degree of automation adoption can be further increased are diagnostics, treatment, monitoring, and RCM.

Furthermore, service providers are delivering quality experiences to members and patients, and allowing healthcare enterprises to better manage their patient's health with consumer devices and population-health platforms powered by AI. Some key areas where the degree of automation adoption can be further increased are diagnostics, treatment, monitoring, and RCM.

IoT and mobility

Healthcare GICs and service providers should aim to improve efficiency and CX by implementing IoT solutions, and creating a connected device ecosystem. IoT-related technology stacks such as Azure, AWS, and Thingworx are highly adopted by healthcare providers and payers. Areas such as Edge IoT are emerging technologies in this domain.

Currently, the Philippine healthcare services industry needs accelerated growth in this area. Both, healthcare providers and payers should target integrating their existing ERP and CRM applications with IoT and cognitive applications to create an integrated view of their entire application landscape. Service providers need to primarily offer mobility solutions to connect patient health records in the cloud, with a focus on patient-facing products and data security. Constant patient monitoring could help doctors access and organize data from patients' wearables to improve the ways hospitals communicate with their patients and better manage care.
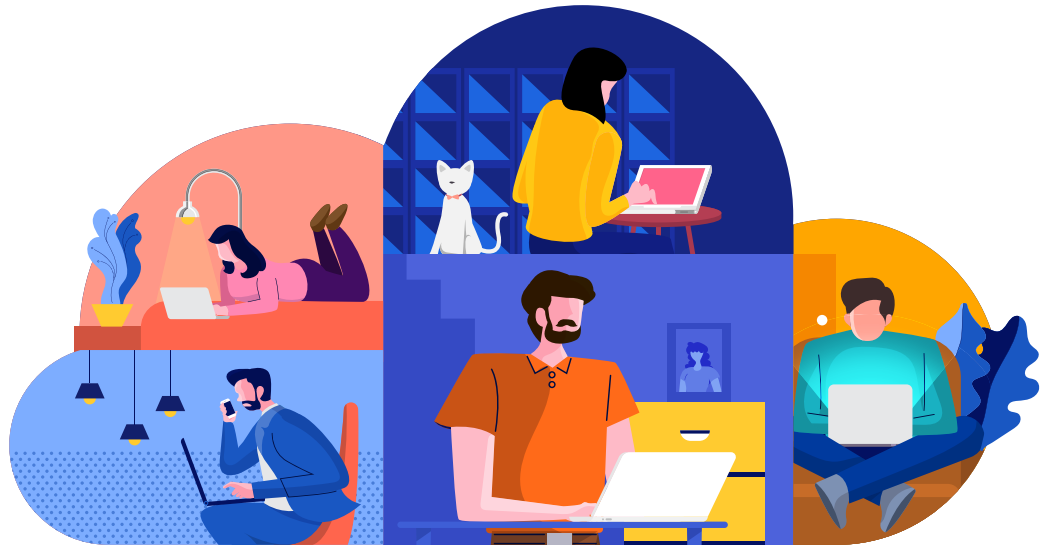
Cloud

The adoption of cloud-based solutions as well as cloud migration and transformation are increasing across the healthcare industry. The Philippine healthcare services industry is also increasingly leveraging cloud-based solutions. However, there needs to be a dedicated focus to further grow and leverage it in multiple other areas. Healthcare providers should focus to invest more in IT infrastructure by moving data to the cloud, and deploying internal communication platforms to bring in operational efficiencies and reduce costs. Payers also need to increasingly leverage cloud, especially to link back-office and front-office applications. The leverage of cloud services should also be enhanced for the life sciences segment to capture and process data securely at multiple stages, including research, trials, PV, and data management. Both service providers and GICs are expected to benefit from processing data post cloud migration.

To enable both medical professionals and patients to get wider access to healthcare technology in the Philippines, digital infrastructure must be strengthened

Analytics

Globally, healthcare companies have scaled operations and enhanced capabilities to drive higher business value-addition using analytics, which is increasingly leveraged by payer and provider enterprises. Globally, the adoption of analytics is expanding from basic data reporting and dashboarding skills to advanced analytics.

The Philippine healthcare services industry is moderately advanced in using analytics, but needs to further grow and leverage it in multiple other areas. Organizations are widely using data tracking and analytics to analyze a patient's vital signs, detect symptoms, and predict health hazards as well as send alerts to enable early interventions. With some maturity in core analytics tools such as SAS and SPSS, organizations now need to move toward the adoption of open-source tools vis-à-vis proprietary tools, as basic analytical tools can be leveraged and used in accordance with a lower cost. The talent pool needs to be trained in open-source data analytics tools rather than traditional SAS and SPSS tools, as talent maturity needed for open-source tools is high.

Social Media (SM)

Healthcare companies need to focus on continuous engagement with members on SM for creating health awareness, publicizing programs and campaigns, explaining hospital services, answering questions, and conducting recruitment campaigns for clinal trials. Presence on SM via digital marketing would enhance their visibility in the market, and allow personalized interactions directly with the patient.

Healthcare providers should increasingly use SM platforms that enhance focus on personalization. Additionally, both healthcare providers and payers should leverage platforms such as Digital Experience Platforms (DXP), which would enable them to segregate customer experience from initial patient engagement to care management, and continued customer support through online/offline channels. Life sciences companies should leverage various SM platforms to spread information about the ongoing and upcoming clinical trials, and the ease of using digital technologies to participate in them.

Service providers should actively focus on providing data mining and analytics engine support necessary to build social applications that are key to enhancing patient engagement. As a part of SM monitoring, service providers should aim toward mining and enhancing capabilities to analyze conversations on SM platforms to help healthcare enterprises incorporate member needs into their roadmaps.

3C. Target the growth of the medical device services market in the Philippines:

The global medical devices market size was valued at US$ 488 billion in 2021. The market is projected to grow to US$ 718 billion by 2029, exhibiting a CAGR of 5.5% during the forecast period. The COVID-19 pandemic has been unprecedented and staggering, with medical devices experiencing lower-than-anticipated demand across all regions compared to pre-pandemic levels. However, after the pandemic, the market regained its growth momentum. Multiple factors have provided a boost to the industry globally:

- The growing prevalence of chronic diseases and the increasing emphasis of healthcare agencies on early diagnosis and treatment are leading to an increasing number of patients undergoing diagnostic and surgical procedures.According to the American Hospital Association (AHA), there were an estimated 33.4 million inpatient admissions in the US in 2021.

- The rise in the number of inpatient admissions, and the increasing number of surgical and diagnostic procedures are fueling the demand for medical devices, including capital equipment and consumables in many countries. This is further augmented by increasing investments from leading market players in R&D for the development of technologically advanced equipment, with an aim to cater to the growing demand for innovative devices.
  For instance, Stryker invested an estimated US$ 1.23 billion in R&D in 2021 compared to US$ 0.98 billion in 2020. Another leading medical device manufacturer, Medtronic, reported an investment of US$ 2.49 billion in R&D in 2021 compared to US$ 2.33 in 2020

- Increasing investment of medical technology companies in R&D, and favorable scenarios provided by regulatory authorities for their approval are expected to boost the medical devices industry in the forecast period.
  According to the 2021 report of the US FDA's Center for Devices and Radiological Health, breakthrough designations were granted to 213 devices in 2021 compared to around 130 in 2019.

The medical devices services market in the Philippines is at a nascent stage, but has the potential to grow in the longer run. Talent is the key requirement to grow this sector. Hence, developing a workforce with a specific degree (such as, B. Pharm.), analytics skills, and knowledge of IT and healthcare domain are critical.

In the near-medium term, areas such as customer support and data monitoring could be potential growth areas before a more robust ecosystem, with a larger IT and analytics pool is in place in the long run. A focus to expand this market would give a significant boost to the growth of the Philippine healthcare industry.

Geography served

Size of bubble represents size of offshoring market revenue

Share in pie represents % share of the Philippines in services delivery.

North America

UK

Europe

Rest of APAC[1]
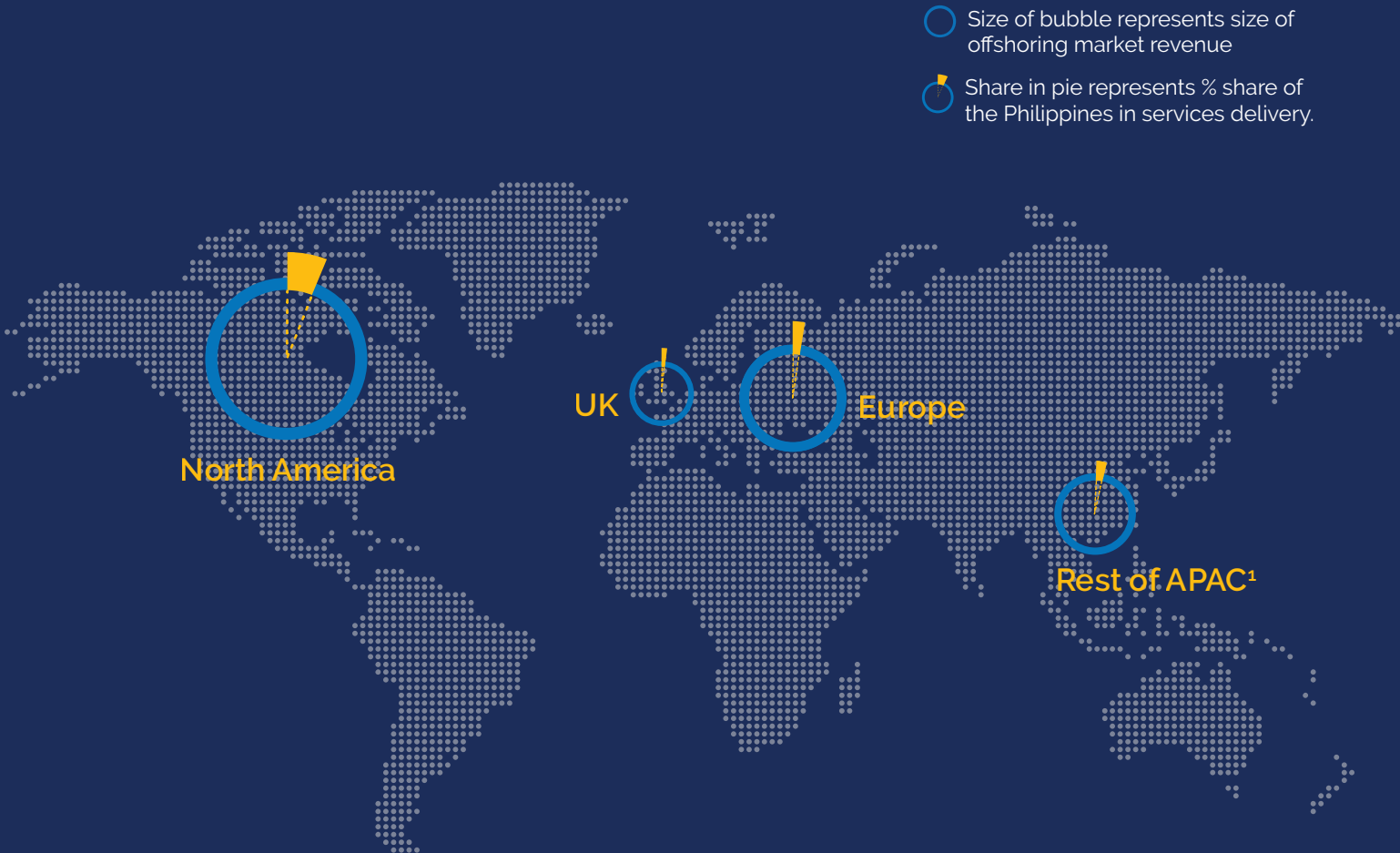
North America

Fitment with PH capabilities and value proposition – **High**

Offshoring annual growth forecast – **Moderate to High**

UK

Fitment with PH capabilities and value proposition – **Low to Moderate**

Offshoring annual growth forecast – **Moderate**

Rest of APAC*

Fitment with PH capabilities and value proposition – **Moderate**

Offshoring annual growth forecast – **Moderate to High**

Europe

Fitment with PH capabilities and value proposition – **Low to Moderate**

Offshoring annual growth forecast – **Moderate**

*Note 1: Rest of APAC includes Onshore Asia, Japan, Australia and New Zealand

Note 2: The above chart considers the baseline growth scenario for 2023-28F

Geography served

Globally, North America is the largest market for healthcare services, accounting for over 75% of the overall market share. Apart from the purpose of reducing overall operational cost, the US healthcare services market is witnessing strong growth, driven by the introduction of various healthcare regulations and mandates (for instance, ICD-11).

Europe is the second-largest market, followed by the APAC region. Offshoring markets in Europe and APAC are expected to grow significantly over the next few years. The growing awareness of the potential business benefits of offshoring, compounded by the stronger demand to diminish healthcare costs, will boost the industry's growth.

The Philippines as a delivery location majorly caters to the US market, which is a result of multiple factors, including cost arbitrage, similarities in the healthcare systems of both countries, and cultural affinity. According to a survey conducted by Everest Group, North America accounts for 80% of the healthcare services industry revenue in the Philippines, while Europe and APAC cover 15% collectively, while the remaining is covered by LATAM and other geographies.

Despite a larger share of the revenue coming from the US market, there is a sizeable untapped market in North America. Currently, the Philippines supports only 10-15% of the North American healthcare services market. There needs to be a strong focus on expanding the country's share. As the North American market is growing, there is a potential opportunity to channelize the growth to further expand the Philippine services market.

As a delivery location, the Philippines should also be targeting to expand to markets beyond the US, and also focus on the growth of the APAC market. A large share of the APAC services market remains untapped by the country. With the regional proximity, cultural affinity, and an already established base for global services delivery in this region, there is significant growth potential for the Philippines.

Expand the GIC capabilities

In the Philippines, the healthcare sector is largely dominated by healthcare service providers or large BPOs that offer healthcare services as part of a broader BPM service. Some mature services delivered by such companies include claims management, provider management, and member management solutions. However, many enterprises foresee a higher risk in sharing sensitive data, leading to a conservative approach to outsourcing of certain processes. As a result, long-term deals become a challenge, compelling enterprises to look for a more robust solution.

Split by sourcing mix in the Philippines

Split by sourcing mix in the Philippines
2021; percentage FTEs

14%
GIC

86%
Service providers
(both healthcare
and BPO providers)

GICs currently account for a small percentage of the healthcare services sector in the Philippines. GICs in the Philippines account for only 13-15% of the total headcount employed in the country's healthcare industry, while the sourcing mix for healthcare providers is heavily tilted towards third-party service providers. GICs in the Philippines initially started by offering simple BPM services support before gradually moving to advanced services. The GIC services portfolio tends to be richer, with a focus on end-to-end solutions. There is significant scope for the Philippines to have new center setups and for the existing GICs to expand their capabilities for the healthcare services segment in the country.

Strategic priorities to "Transform"

Focus on upskilling/reskilling

Services delivery within all segments of the healthcare domain requires a robust workforce, which is well-versed in the domain knowledge, with the tools or technologies required, and soft skills. There are multiple other areas of growth that would demand the workforce to be not only knowledgeable about the healthcare domain, but also trained in other areas, such as technology and analytics. To develop a stronger ecosystem for the industry to accelerate, some key focus areas include:

- Growth of the clinical talent pool and graduates with degrees in healthcare-specific courses (for instance, B. Pharm.) is important to expand in areas such as life sciences, PV, medical devices, among others. It is necessary to focus on working toward increasing the pool for clinical certifications.

- Greater focus on training the healthcare workforce in technology and other related domains is required. To expand the services delivery portfolio, it is important to be skilled in other horizontal areas – processes such as payment integrity, and diagnostic decision support require skills in analytics.

- To develop a well-skilled talent pool for the healthcare services industry in the country, it would be important to have technical courses integrated with mainstream degrees. Further to providing real-time training, there should be a focus on increasing the availability of industry internships and projects from healthcare companies.

- It is important to focus on developing hospitals to support clinical trials in the country. This would complement the required growth in these fields

Promote the adoption of global best practices

- Mandate the use of Electronic Medical Records (EMRs) that will not only help the Healthcare Information Management Services (HIMS) industry, but also provide meaningful data to healthcare agencies, benefiting the entire country.

- Keep up with the latest coding standards (ICD-11) and create training platforms for the changing coding regulations.

- Encourage the talent pool to take up certification courses of international standards.

- Create platforms for telehealth, which is on the rise. Develop a strong digital ecosystem – it is crucial in supporting the growth of such evolving trends.

- Identify use cases that can be automated, and create a supportive ecosystem for the automation of processes.

- The Department of Health (DoH) should aim to have tighter safety regulations of international standards (for instance, Health Insurance Portability and Accountability Act – HIPAA), with enough checks and balances.

Strengthen the innovation ecosystem and catalyze the digital transformation agenda

The Philippines' position as an innovation hub has been growing stronger, especially with its focus on innovations to enhance operational efficiency and CX, paired with optimized/low cost of implementation.

Key value proposition and role played by leading locations in driving innovation initiatives

	Leading Western European or onshore tier-1.5/2 locations	India	Leading nearshore Europe or Middle Eastern locations	The Philippines
Typical focus areas of innovation initiatives	• Enhance CX • Create new products • Develop new business models	• Enhance operational efficiency • Ensure product/process improvisation for emerging/low-cost geographies	• Enhance CX • Improve products/processes • Develop new business models	Enhance operational efficiency and CX
Required team size and pace of ramp-up	Small-to-medium scale of innovation teams	• Medium-to-large scale of innovation teams • Ability to support quick ramp-up	• Small-to-medium scale of innovation teams • Ability to support moderate pace of ramp-up	• Small-to-medium scale of innovation teams • Ability to support low-to-medium pace of ramp-up
Financial attractiveness	High costs of implementation	Optimized/low costs of implementation	Lower costs compared to onshore locations	Optimized/low costs of implementation
Speed-to-market and proximity to business stakeholders	High proximity to business stakeholders and speed-to-market	• Less proximity to business stakeholders • Speed-to-market dependent on maturity of GIC center	Moderate-to-high proximity to business stakeholders and speed-to-market	• Less proximity to business stakeholders • Speed-to-market dependent on maturity of the GIC center

Since 2005, with its innovation performance, the Philippines has been among the achiever countries, outperforming the level of development (or GDP) according to the Global Innovation Index (GII). The GII provides further testimony of the Philippines' improving innovation ecosystem. According to the 2021 rankings, the country ranked 51 compared to 74 in 2016. In fact, the country has shown consistent improvement in scores in each of the 7 pillars studied for developing the GII. Additionally, the growing number of innovation hubs and incubation centers being set up in the country are further indicative of the country's progress in strengthening the innovation ecosystem. Various companies are setting up innovation centers in the Philippines.

Efforts from the public and private sectors have also been focused on driving the innovation agenda further, and developing an ecosystem to support innovation. Such efforts include:

- PH Spring Valley, a township established with the aim of cultivating and nurturing innovation and technology in terms of talent development and intellectual property creation.

- Resilience Innovation Sustainability and Entrepreneurship (RISE) certification, an incubator program offering cash grants, 12-week entrepreneurship training, and a chance to pitch to qualified investors.

- Innovative Cities Initiative, aiming at building the technology quotient of one city at a time, with the objective of supporting local economies, and expanding their industries through innovation and technology. Makati City was selected as the pilot for this initiative.

- Spring.ph, an incubation group under the Philippine Software Industry Association (PSIA) which provides a platform to nurture, encourage, educate and support the needs of Filipino software startups through launchpad activities and startup challenges.

With digital transformation becoming the mega-trend in the industry after the COVID-19 pandemic, the need to strengthen the innovation agenda has been fueled further. The private sector is catalyzing next-generation technologies like blockchain, AI, and automation to innovate new products and services across different sectors of the IT-BPM services industry. An example is the development of proof-of-concept AI-powered solutions that span image, speech, language, and decision processing by a global services player. Additionally, using these new technologies, startups are providing support to the government through contact tracing apps, personal and community health monitoring, and chatbots. There are limited instances of adoption of next-generation technologies in developing services and products. As emphasized in the strategic priorities to "Grow", the Philippines needs to build capabilities to leverage next-generation technologies to catapult the country into the next phase of growth.

To "Transform" to the next phase of the services delivery industry's growth, it is imperative that the power of innovation and its role in digital transformation are harnessed by strengthening the ecosystem. While the country has been taking various initiatives to strengthen the innovation ecosystem, and despite the improvement in its overall ranking and scores, two pillars of the GII have witnessed a decline in the Philippines' ranking between 2016 and 2021: institutions (primarily, ease of doing business) and infrastructure (capital formation). It is essential that these concerns are mitigated to digitally transform the Philippines' innovation ecosystem, and strengthen it to support the digital transformation agenda.

There is immense potential for the Philippines to strengthen its innovation ecosystem, and be at par (or even ahead) of its global competitors. A pillar-by-pillar analysis of the GII indicates a two-pronged strategy to achieve this potential:

- **Defend capabilities:** Pillars where the Philippines is performing better than its peers, and should continue to strengthen and support these areas include business sophistication and knowledge, and technology outputs.

- **Invest to support long-term growth:** Pillars where the Philippines lags behind its peers significantly, and require immediate focus for long-term sustainability include institutions, infrastructure, human capital and research.

Since 2005, the Philippines has been among the achiever countries on the Global Innovation Index.

04

Acceleration levers

ACCELERATION LEVERS FOR THE PHILIPPINES
TO OUTPERFORM THE GLOBAL IT-BPM SERVICES INDUSTRY

As the global services delivery landscape evolves with the emergence of new work types and new skills, the workplace model changes to hybrid, and competition from countries increases, the Philippines must strengthen the following levers to ensure continued growth:

ACCELERATION LEVER

Policies & regulatory support

Objective: Enable an enhanced business-friendly environment through unambiguous and relevant policies, which are in line with global and local market macro trends.

Key initiatives

- Enable easier adoption of hybrid workplace model through dedicated remote-working policies, and ensure uniformity of incentives, irrespective of the place of work.

- Ensure cost competitiveness of the Philippines by providing support through incentives and grants. For instance, provide additional benefits (for instance, training grants) to IT-BPM companies promoting digital skills.

- Streamline regulatory compliance requirements, and improve ease of doing business for IT-BPM companies, for instance, provide accelerated permits for business setups.

Talent development

Objective: Ensure sustainable supply of skilled talent by revising existing curriculum, introducing new and future-relevant educational courses, strengthening training programs, and proactively positioning IT-BPM as a preferred career option.

Key initiatives

- Upskill the existing workforce and entry-level talent to achieve short- and mid-term increases in qualified talent through a national talent upskilling program.

- Increase the capacity for specialized degree courses such as technology and healthcare degree courses (set up new flagship institutes and expand output in current colleges).

- Create an IT-BPM services online talent hub to act as a repository of information for talent attraction campaigns, career planning, and other resources available.

- Establish early-stage interventions to boost proficiency and employability of SHS and HEI graduates:
  - » Effectively implement internship/work immersion for students (especially for STEM) through policy changes.
  - » Facilitate curriculum changes such as strengthening digital literacy (basic computer, coding).
  - » Introduce new/strengthen degree options (diploma/associate) along with micro-credentialing in courses at HEIs.

ACCELERATION LEVER

Infrastructure development

Marketing & brand positioning
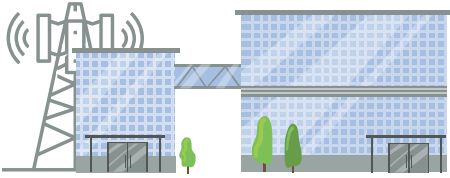
Objective: Promote development of enabling infrastructure for IT-BPM services in Metro Manila and the provinces.

Objective: Rebrand the Philippines as provider of high-value "experience" services, and amplify marketing efforts (relaunch) to evangelize across stakeholders.
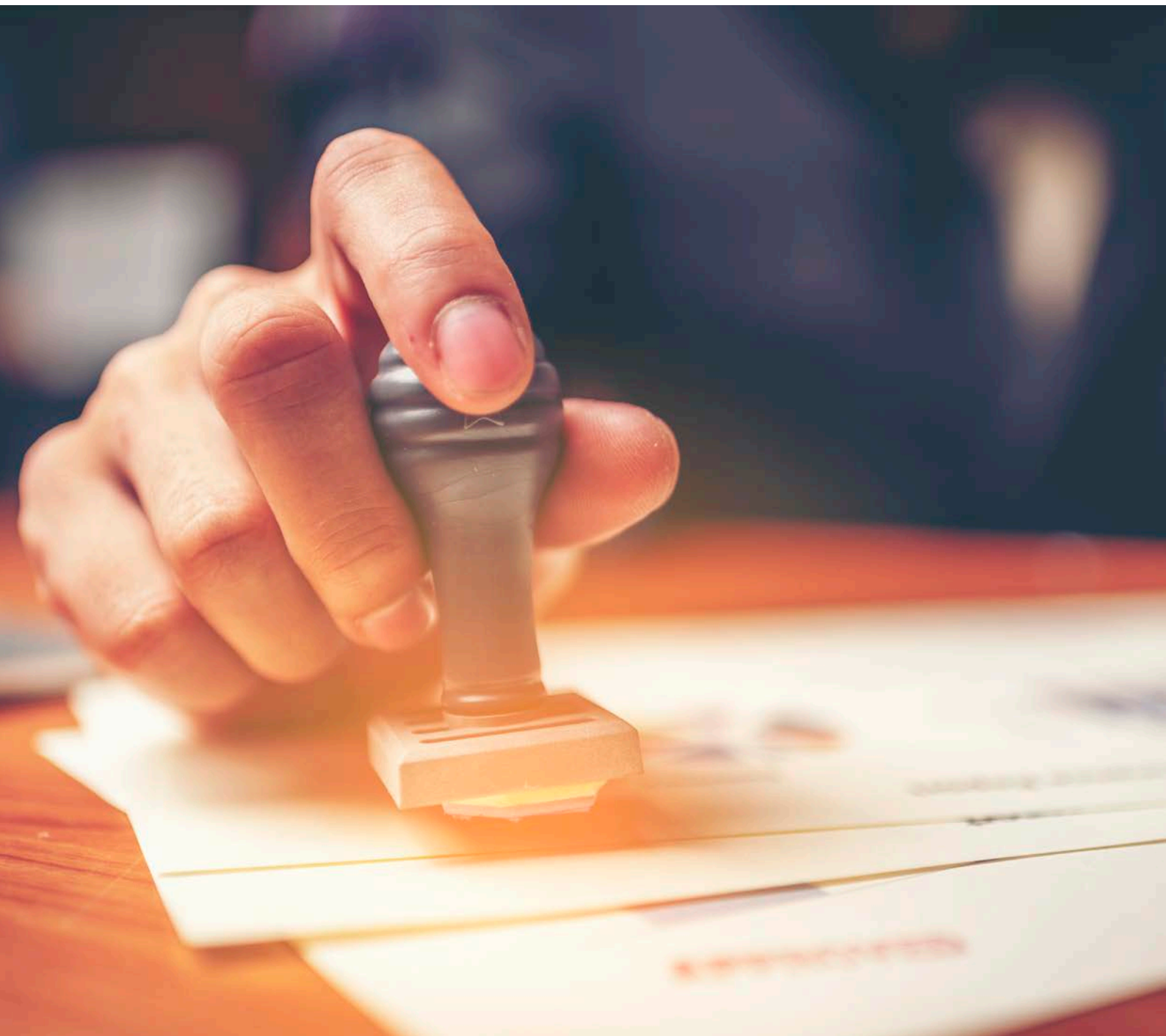
Key initiatives
- Ensure real-estate development is in line with industry requirements in the new normal by developing high-quality commercial real estate, smaller office spaces/flexible workspaces, and dedicated 'creative-hubs'. For instance,
  » Create high-quality commercial real-estate in the provinces.
  » Consider the possibility of creating dedicated 'creative-hubs' for small and niche segment companies (such as, gaming, animation).
- Improve quality of telecommunications infrastructure through increased broadband penetration, high-speed fiber-optic network, and last mile connectivity through 5G, Expand, for instance, fiber-optic network to the provinces.

Key initiatives
- Develop an enhanced value proposition of the Philippines, with emphasis on differentiated capabilities and favorable ecosystem. For instance,
  » Develop a industry-specific messaging for prospective employees.
  » Highlight plans to invest in talent and infrastructure development initiatives.
- Propagate the enhanced value proposition of the Philippines for prospective investors, employers, and employees. Highlight, for instance,
  » Its enhanced participation in global events (such as IAOP, SSON), dedicated trade missions and roadshows.
  » The development of digital experience labs and showcase centers by IT-BPM companies in the Philippines.

The Philippine IT-BPM services industry needs to demonstrate commitment to these acceleration levers to ensure fast-track and sustainable growth. Each acceleration lever has a critical role to play in creating a propelling business and operating environment, and making the country one of the most attractive locations for IT-BPM services. This will, however, require continuous efforts from the industry participants, government, academia, and other stakeholders.

Policies and regulatory support

A favorable regulatory environment and high ease of doing business is critical for businesses to survive and flourish. As competition from other countries to attract IT-BPM companies intensifies, it will be important for the Philippines to develop an enhanced business-friendly environment through unambiguous and relevant policies, which are in line with global and local market macro trends, in order to retain existing buyers, and attract into new buyers. This will require multiple interventions to ensure clarity on policies, enable hybrid working, provide support through incentives and grants, streamline regulatory compliance, and improve ease of doing business.

1. Enable easier adoption of hybrid workplace model through dedicated remote working policies, and ensuring uniformity of incentives, irrespective of the place of work

Key initiatives/interventions	Timeline	Key stakeholders	Target outcomes
Ensure uniformity across different policies/laws. The CREATE Law must recognize remote working as established under the Telecommuting Act as an acceptable workplace model, and grant similar incentives as applicable to on-premise services delivery.	2022-2023	Congress	Companies to have the flexibility to allow remote working, without impacting incentives
Revise the telecommuting • Define employers' responsibility related to the safety and welfare of employees working from home (WFH). • Provide tax-free WFH allowance for employees, to cover expenses related to office supplies and utilities. • Employees should be required to stay online when working from home, and provide adequate advance notice if unable to work. • Develop stronger policies on data privacy and cybersecurity.	2022-2023	DOLE DICT	The Telecommuting Act to be amended to factor in the evolved requirements of the IT-BPM industry on data privacy, cybersecurity, and the rights and responsibilities of employers and employees
Create an environment suitable to remote working for employees (for instance, fix work hours and honor the employees' right to disconnect after completing their working hours).	2022-2028 (ongoing)	IT-BPM companies	Enhanced work-life balance of employees working remotely to be ensured

Both the Philippines government and investment promotion agencies have provided incentives, the most popular of which are those provided by the BOI and PEZA

2. Ensure cost competitiveness of the Philippines by providing support through incentives and grants

Key initiatives/interventions	Timeline	Key stakeholders	Target outcomes
Amend Section 309 of the CREATE Law to bring uniformity, and reduce the compliance burden on organizations (such as, tracking employees WFH, and classifying different services under different categories), by making incentives universal in nature, and applicable for all IT-BPM companies.	2023	Congress	Revision of he CREATE Law to ensure uniformity of incentives across all IT-BPM companies, irrespective of the type of service provided, and the place of delivery
Periodically benchmark the existing incentives and taxes with competing countries, and implement changes as needed to ensure cost competitiveness of the Philippines.	2025	DTI with approval from DOF IBPAP, HIMAP and other sector associations (support in benchmarking)	Adherence to periodic review (every three years) of incentives program, and implementation of changes based on the review to ensure cost competitiveness of the Philippines
Provide additional benefits to IT-BPM companies, beyond the income tax holiday provided under the CREATE Law, to promote digital skills (such as, training grants) to help build technology capability.	2023 onwards	TESDA	Introduction of new training grants under TESDA by 2023, for digital skills development by IT-BPM companies for at least the next decade

3. Streamline regulatory compliance requirements and improve ease of doing business for IT-BPM companies

Key initiatives/interventions	Timeline	Key stakeholders	Target outcomes
Reinstate one-stop shop nature of PEZA, BOI, and other IPAs, and streamline the coordination required with individual government departments and LGUs.	2022-2023	FIRB	Recognition of IPAs as one-stop shop Identification of dedicated PoCs across relevant government departments for the IPAs to be able to coordinate
Ensure uniformity of process to register and operate under different IPAs such as BOI and PEZA. **Ensure clarity on registration process for new companies by creating dedicated handbooks.** **Provide accelerated permits for business setups.**	2022-2023 2022-2023 Ongoing 2022-2028	IPAs (PEZA, BOI, and others) ARTA IBPAP, HIMAP and other sector associations	**Uniformity of policies across IPAs** (for instance, process to register, allowance of work from home) **Development of handbooks with SOPs** for registration and operations under different IPAs **Streamlining of regulatory compliance requirements** for businesses/IT-BPM companies
Ensure **faster decision-making on regulations and policies, for instance,** approval of the Creative Industries Bill.	2023 onwards	Congress	Long-term policy certainty

Talent Development

The Philippines is the second largest services delivery location globally, with approximately 17% share of the overall global services market, and employs 1.5-1.6 million full-time employees estimated as of 2022. The Philippine IT-BPM services industry has seen steady growth in terms of headcount which is supported by the new graduate pool entering the workforce each year. However, in line with the increase in global demand for IT-BPM services, there is an acute talent shortage worldwide. The industry faces a significant demand-supply gap, especially for high-quality and job-ready talent. This has created a significant opportunity for offshoring, provided locations such as the Philippines invest in talent development in order to fulfill clients' expectations.

EXPECTATIONS TO FULFILL
Key demands of IT-BPM organizations in talent requirement

- Digitally skilled talent
- Resources with domain expertise and project-readiness
- Managerial and soft skills for leadership roles

CHALLENGES TO OVERCOME
Key talent-related challenges with respect to supply in the Philippines

- Availability of skilled talent for higher order complex/ niche job roles
- Low job-readiness (quality and employability) of graduates across education levels
- Mismatch in education curriculum programs and industry needs, along with limited prospects for upskilling/reskilling
- Low proficiency and digital literacy in basic education
- Low awareness about career options and growth prospects of the IT-BPM services industry

Companies are witnessing a shift in the way they operate and where their talent resides (that is, workplace), the nature of work being delivered (that is, worktypes), and, hence, the kind of talent they hire (that is, workforce). To fulfill the changing industry expectations and overcome the current talent challenges, there needs to be a structured intervention program designed to ensure supply of 1.1 million additional skilled workforce to support different spectrums of the IT-BPM services industry in the next 6 years, along with focus on continuous learning/upskilling of the existing workforce.

Priority action items for talent development

Who to target?

Based on the nature of job roles and skills requirements, different talent segments need to be targeted by different sectors

HEI / degree graduates (associate, baccalaureate, and post baccalaureate courses)

Certified learners – national certificate or technical vocational certificate or others

Senior high graduates

What needs to be done?

Ensure sustainable supply of talent (i.e., quantity)

Enable higher proficiency (i.e., quality)

Build skills of future (i.e., nature of expertise)

How to target (i.e., enablers)?

Enable policy reforms on education

Enable industry academia partnerships

Launch marketing campaigns

Ensure budgetary requirements

Governance mechanism

Skills to focus on

Domain skills

Digital skills

Leadership and soft skills

DOMAIN SKILLS

DIGITAL SKILLS

LEADERSHIP SKILLS

- Immersion programs
- Instructor-led training
- Advanced degrees
- Students / Employed practitioners / Career shifters
- Massive open online courses
- Boot camps for new technology
- Certificate courses
- Industry practitioners as trainers
- Academic enablement
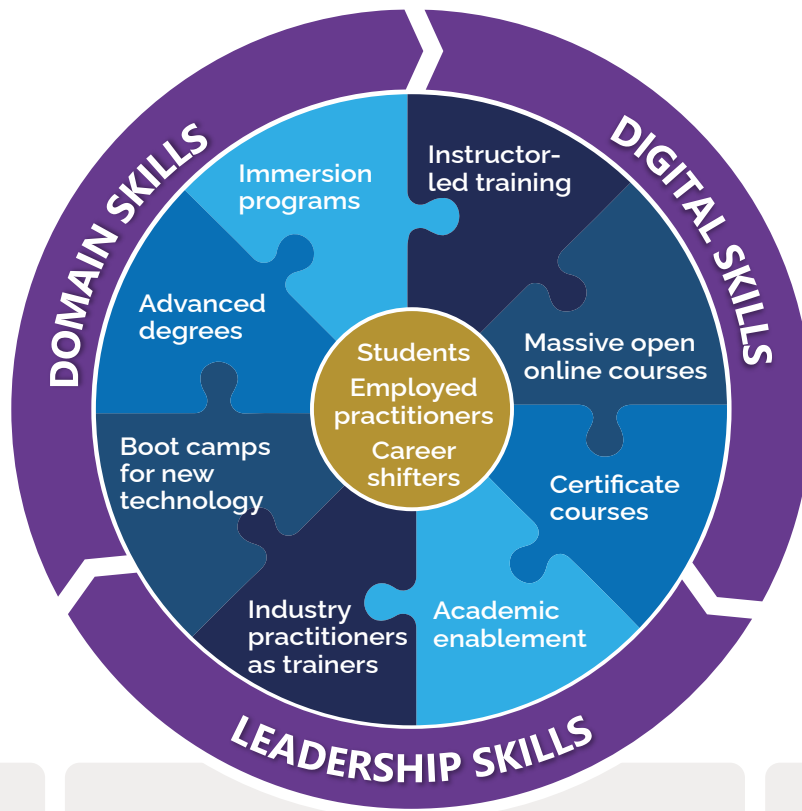
Upskill existing workforce & entry-level talent.

- Design and implement the National Upskilling Program, with IBPAP and industry playing a key role.

- Attain short- and mid-term increase in qualified talent through upskilling existing workforce and entry-level talent by introducing targeted programs/certifications.

Increase capacity for specialized degree courses.

- Focus on specialized degree courses for sector specific requirements.

- Set up new flagship institutes, and expand output in current colleges for long-term impact.

Create online IT-BPM talent hub.

- Host online learning content.

- Provide information on talent attraction campaigns, career planning, etc.

- Provide information on talent availability, incentives and programs, colleges with industry-aligned initiatives, etc.

Establish early-stage interventions to boost proficiency and employability of SHS and HEI graduates. .

- Change policy and effectively implement internship/work immersion for SHS and HEIs.

- Strengthen digital literacy such as basic computer education, coding, micro-credentials, and academia enablement.

Target outcomes and timelines:

- All courses and certifications to be in line with PSF (Philippines Skill Framework) by 2024

- Industry recognized/approved certifications to be launched by 2025. At least 150,000 graduates/existing workforce to be enrolled each year for TVET and upskilling programs

- Plan to set up dedicated technology institute, and expansion of capacity in existing colleges by 2023-24 to be finalized

- 50% of all graduates (bachelors) in select industry courses (such as, STEM) to undertake internship in the industry before passing out of university by 2025, and 100% by 2028

- New associate degree courses (including Sector-specific programs) in select identified universities to be introduced by 2024

- Basic computer education to be made compulsory in mid-school by 2025

- Employability/placement reports to be published by all colleges by 2024

- IT-BPM online Talent Hub/Portal to be launched by 2024

Key stakeholders and responsibilities

Government and related agencies (DepEd, CHED, TESDA, DICT, DTI, PRC, DOF)

- Manage multi-year national talent upskilling initiatives.

- Approve budgetary requirements to establish new colleges, launch new courses, and support incentives programs.

- Ensure full-time internship and work immersion program across select courses through memorandum.

- Revise curriculum to include necessary changes (such as, basic computer education).

- Introduce relevant electives/micro credentials across STEM and non-STEM courses.

- Approve Associate degree programs across industry domains.

- Ensure proper training for course developers and faculty

Academic institutions

- Periodically carry out baseline assessment of existing curriculum proficiency across K-12, and employability of HEI graduates to understand the quality of workforce.

- Carry out pilot projects in conjunction with the government and the industry.

IT-BPM services industry

- Provide support in development of PSF documents.

- Work with academia to revise curriculum.

- Provide support in training teachers and also act as visiting faculty in schools and colleges.

- Provide internship and work immersion opportunities to graduates.

IBPAP and other sector associations

- Be part of governing bodies, and work with agencies to regularly review progress.

- Work with respective government agencies to introduce relevant courses/subjects.

- Enable tie-ups between industry and universities.

- Oversee and maintain the IT-BPM talent portal – content, upgradation, and more.

Infrastructure Development

The IT-BPM services industry is a prime occupier of real estate and a major driver of its demand in the Philippines. The sector made up for 44% of the live demands for office space in Q2 2022, indicating growing demand by the industry, which is expected to continue.

Metro Manila is the top destination for the delivery of IT-BPM services in the Philippines, accounting for 70-75% of the Philippine IT-BPM services headcount. The city has well-established enabling infrastructure, including real estate, road and air connectivity, and seamless telecommunication networks.

Besides Metro Manila, in the recent past, locations such as Cebu, Clark, Bacolod, Iloilo, and Davao City have also witnessed the traction of global organizations offering IT-BPM services, driven by talent availability, competitive costs, and enabling infrastructure.

9/10

top IT-BPM companies in the Philippines plan to maintain or increase space per FTE by 10-40% in the next 2-3 years

10%

average growth in office space by top IT-BPM companies in the Philippines expected in the next 2-3 years

The Philippines government has launched initiatives to boost the infrastructure in the country. For instance, the telecommunications services has improved over the last decade. The country is also witnessing fast set-up of 5G network connections, which is expected to further improve internet connectivity, especially at the barangay level. While the infrastructure has improved, some key challenges with respect to infrastructure, especially, in Metro Manila, include high concentration, leading to high facility costs and traffic congestion, and limited real estate availability for smaller enterprises. Furthermore, the

growing preference for hybrid working is reshaping the real estate demand, such as, the growing demand for more smaller offices, and adoption of hub-and-spoke models in the Philippines, and globally.

Hence, taking into account the afore-mentioned considerations, the Philippines needs to promote the development of enabling infrastructure such as real estate and telecommunications not only for IT-BPM services in Metro Manila, but especially, in the provinces to transform them into thriving business districts for IT-BPM services.

1. Ensure real-estate development is in line with the industry requirements in the new normal

Timelines and target outcomes

2022	2023	2024	2025	2026	2027	2028

2023: Real-estate norms to be reformed for provinces

2025: Share of office space in provinces to be >20% compared to 15% in 2021

2028: Share of office space in provinces to be over 25%
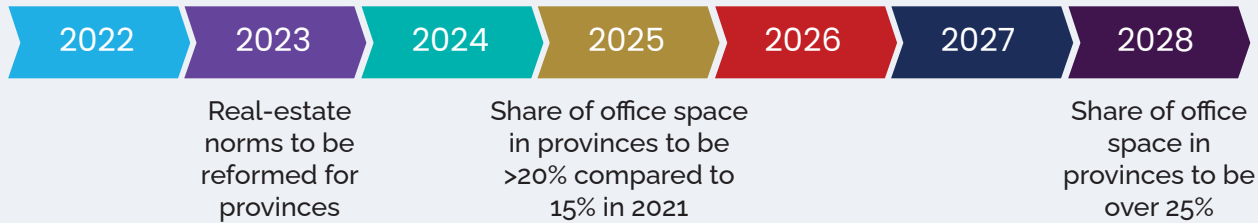
Key initiatives/interventions

Support creation of high-quality commercial real-estate in provinces:

- Reduce minimum space requirements for opening eco zones outside Metro Manila and Cebu.
- Government and LGUs to incentivize office space development in provinces through lower taxes, reduced land rates, easier credit facilities.
- Ease and standardize the process of acquiring land and necessary permits for developing commercial real estate across provinces.
- Invest to provide uninterrupted supply of utilities (electricity, water, high-speed internet – fiber-optic network) and road/air.

Develop smaller office spaces/flexible workspaces:

- Set up smaller office spaces/ flexible workspace around and outside Metro Manila to act as spokes to the hub in Metro Manila.
- Provide common infrastructure like meeting rooms, cafeterias, parking facilities, etc.

Explore possibility of setting up dedicated 'creative-hubs':

- Hubs to focus on niche segments (e.g., gaming, animation)
- Hubs to be located within defined campus that includes parks, cafes and restaurants, retail outlets, and recreation and wellness facilities to attract global clients
- Flexible workspaces to be provided to support freelancing, multifunctional collaborative spaces like meeting rooms (equipped with digital connectivity technology)

Key stakeholders and responsibilities

Government

- Ease up the process of land acquisition and construction permits.
- Provide incentives for building offices in provinces.

Real Estate Developers

Build office spaces within and outside Metro-Manila (approximately 5% CAGR with much faster growth in the provinces), which are digitally enabled and compliant with global ESG certifications.

IBPAP, HIMAP, and other sector associations

Work with real-estate developers to identify provincial locations for real-estate development.

2. Improve quality of telecommunications infrastructure through increased broadband penetration, high-speed fiber optic network, and last mile connectivity through 5G

Timelines and target outcomes

IMPLEMENTATION PLAN

Identify areas with high density of IT-BPM workers, which need to be covered on a priority basis.

Expand fiber-optic network in prioritized areas.

Continue expansion of fiber-optic network and 5G connectivity to improve retail broadband penetration, speed, and last mile connectivity.

| 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |

TARGET OUTCOMES

Retail broadband penetration: 15%

Retail broadband penetration: 30%

National average internet speed: 200Mbps

Last mile connectivity with countrywide 5G network

Retail broadband penetration: 50%

Key initiatives/interventions

Expand fiber-optic network to provinces to ensure high-speed reliable internet connectivity across provinces.

Complement fiber-optic network with 5G to achieve last mile connectivity in areas difficult to reach through wired networks. Furthermore, this will provide the added advantage of enhanced mobility, and make work from anywhere a seamless experience.

Ease up processes to grant permits to telecommunications operators for setting up towers and fiber-optic network. The government must label fiber-optic network as nation-critical infrastructure, allow rapid deployment, and reduce interference/delay from local administrative units.

Key stakeholders and responsibilities

Telecommunications providers
Improve internet speed and reduce latency through fiber-optic coverage and rapid expansion of 5G network.

Government
Ensure support to telephone companies, and ease up the process to obtain permits for telecommunication tower setups and fiber-optic network.

IBPAP, HIMAP, and other sector associations
Help identify key provinces and areas within Metro Manila, with high density of IT-BPM workers, by collecting data on internet network coverage, resilience, speed, downtime, and issue resolution time.

To transform the overall services industry, the Philippines needs to promote the development of enabling infrastructure not only in Metro Manila, but especially, in the provinces

Marketing and brand positioning

While the Philippines is the second largest country in headcount for global IT-BPM services delivery, it needs to be better recognized for its capability beyond CX. Going forward, the Philippines must position itself as a provider of differentiated CX, industry expertise (for instance, healthcare), and high value-added services (for instance, digital, analytics) to be able to tap into emerging market opportunities, and unlock their true potential.

It is, thus, critical for the Philippines to rebrand itself as provider of high-value "experience" services, and amplify marketing efforts (relaunch) to evangelize across stakeholders. Furthermore, it will be imperative for the Philippines to continuously propagate its enhanced value proposition to retain existing buyers and tap into new buyers.

1. Develop an enhanced value proposition of the Philippines, with emphasis on differentiated capabilities and a favorable ecosystem

Timelines and implementation plan

2022	2023	2024	2025	2026	2027	2028

Develop marketing assets focusing on enhanced value proposition of the Philippines.

Develop the Philippines' value proposition for sectors as required.

Ensure continuous enhancement of marketing and promotional materials to reflect the latest development in the Philippine IT-BPM industry.

Key initiatives/interventions

Rebrand the Philippine IT BPM services industry by investing in developing marketing assets such as value proposition documents, virtual tour/videos, social-media campaigns and media publications:

- Showcase the Philippines' ability to,
  - » Provide differentiated customer experience.
  - » Support full spectrum of IT-BPM services (niche skills, e.g., analytics, digital), industry-specific skills (e.g., healthcare, banking).
  - » Differentiate on talent scale and cost (second in scale and low costs after India).

- Provide dedicated focus on marketing of areas, especially, ones with high headroom to grow, e.g., sectors (IT, animation, and gaming), and geographies (Australia-New Zealand)

- Highlight success stories and plans to invest in talent and infrastructure development initiatives.

- Develop a specific value proposition/industry messaging for prospective employees/students to better educate them on opportunities in IT-BPM.

Target outcome

Renewed value proposition of the Philippines, both at an overall level and by sectors

Key stakeholders and responsibilities

Take lead in developing the enhanced value proposition of the Philippines.

Create sector specific value proposition.

2. Propagate the enhanced value proposition of the Philippines

Key initiatives/interventions	Key stakeholders and responsibilities	Target outcomes
Propagate the enhanced value proposition of the Philippines to prospective investors across geographies to build market awareness and sustained stakeholder engagement. This can be done through virtual tour/videos, social-media posts, webinars, online campaigns, publications, etc. Focus on tapping into other buyer geographies such as Australia, Southeast Asia, Japan, and Europe through enhanced participation in global events (e.g., IAOP, SSON), dedicated trade missions and roadshows.	**IBPAP, HIMAP and sector associations** – Play the prime role in propagating the enhanced value proposition of the Philippines. **DTI, BOI, DICT-IID** – Provide assistance for IT-BPM trade missions to buyer geographies.	Increased frequency of social-media posts, online campaigns, and publications Participation in all major global IT-BPM industry events (e.g., IAOP, SSON, SIG) Targeting more than five annual roadshows/investor conference in existing and emerging buyer countries such as the US, UK, Australia and Japan
IT-BPM providers to position the Philippine centers strategically to global clients when it comes to delivering complex innovative solutions. Development of digital experience labs and showcase centers by providers will be essential to proving the capabilities.	**IT-BPM companies** – Set up digital experience labs and CoEs. Position the Philippine centers strategically to global clients.	Set up 10+ digital experience labs in the Philippines by 2028.

Timelines and target outcomes

Year 0 (2022)	Year 1 to 6 (2023–2028)
• Increase the frequency of social-media posts (especially for branding among students) and online campaigns. • Align with leading global IT-BPM industry events for participation, and buyer countries for roadshows/investor campaigns. • Identify leading IT-BPM players in the Philippines for setting up digital experience labs.	• Ensure round-the-year branding and promotions through virtual tour/videos, social-media posts, webinars, online campaigns, publications, etc. • Ensure participation in industry events and roadshows. • Add 2 digital experience labs each year till 2025.

Appendix

LIST OF ABBREVIATIONS

Anti Red Tape Authority	ARTA	Global Reporting Initiative	GRI
Application Development and Maintenance	ADM	Gross Domestic Product	GDP
Artificial Intelligence	AI	Higher Education Institute	HEI
Augmented Reality	AR	Human Resources	HR
Australia and New Zealand	ANZ	Human Resources Information System	HRIS
Banking, Financial Services, and Insurance	BFSI	Human-Computer Interaction	HCI
Basic Education Development Plan	BEDP	Independent Software Vendors	ISVs
Board of Investments	BoI	Industrial internet of things	IIoT
Business Continuity Plan	BCP	Information Technology	IT
Centers of Excellence	CoEs	Infrastructure as a service	IaaS
Central and East Europe	CEE	Intelligent Automation	IA
Commission on Higher Education	CHED	Intelligent Data Processing	IDP
Compounded Annual Growth Rate	CAGR	Intelligent Virtual Assistant	IVA
Consumer Packaged Goods	CPG	Internet of Things	IoT
Coordinating Council of Private Educational Associations of the Philippines	COCOPEA	Investment Promotion Agency	IPA
		Language Skills Institutes	LSI
Corporate Social Responsibility	CSR	Latin America	LATAM
Customer Experience	CX	Local Government Units	LGUs
Customer Relationship Management	CRM	Local Universities and Colleges	LUCs
Data & Analytics	D&A	Machine Learning	ML
Department of Education	DepEd	Machine Learning Operations	MLOps
Department of Finance	DOF	Managed Detection and Response	MDR
Department of Information and Communications Technology	DICT	Managed Security Services	MSS
		Middle East & Africa	MEA
Department of Labor and Employment	DOLE	National Economic Development Authority	NEDA
Department of Science and Technology	DOST	National Skill Development Corporation	NSDC
Department of Trade and Industry	DTI	National Technical Education and Skill Development Plan	NTESDP
Diversity, Equity, Inclusion, and Belonging	DEIB		
DTI-Philippine Trade Training Center	DTI-PTTC	Next Wave Cities	NWCs
Emotional Quotient	EQ	Overseas Filipino Workers	OFWs
Employee Experience	EX	Personal Identifying Information	PII
Engineering Research & Development	ER&D	Philippine Business of Education	PBEd
Enterprise resource planning	ERP	Philippine Digital Strategy	PDS
Environment, Health, and Safety	EHS	Philippine Economic Zone Authority	PEZA
Environment, Social and Governance	ESG	Philippines Skills Framework	PSF
Everything as a Service	XaaS	Platform as a service	PaaS
Extended Detection and Response	XDR	Resilience Innovation Sustainability and Entrepreneurship	RISE
Fiber-to-the-home	FTTH		
Finance & Accounting	F&A	Robotic Process Automation	RPA
Fiscal Incentives Review Board	FIRB	Scholarships for Instructors' Knowledge Advancement Program	SIKAP
Full Time Employees	FTE		
Global In-house Centers	GIC	Science, Technology, Engineering, or Mathematics	STEM
Global Innovation Index	GII	Security Information and Event Management	SIEM

Security Operations Center	SOCs
Security Orchestration, Automation and Response	SOAR
Selected Training Programs	STPs
Service Oriented Architecture	SOA
Site Reliability Engineering	SRE
Software as a medical device	SaMD
Software as a Service	SaaS
Software Defined Networking	SDN
Standard Operating Procedures	SOPs
State Universities and Colleges	SUCs
Sustainability Accounting Standards Board	SASB
Sustainable Development Goals	SDG
Technical and Vocational Education and Training	TVET
Technical Education and Skills Development Authority	TESDA
Technical Vocational Institution	TVI
Technology, Media & Telecommunications	TMT
United Kingdom	UK
United States	US
User Experience	UX
Virtual Desktop Infrastructure	VDI
Virtual Private Network	VPN
Virtual Reality	VR
Zero Trust	ZT
Zero Trust Network Access	ZTNA

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We aim to deliver the highest level of network diversity and resilience for your hyperscale needs. We offer three diverse fiber routes going into the facility. Vitro Sta. Rosa is directly connected to our newest transpacific cable system: Jupiter Cable, with connectivity from the Daet cable landing station to the data center via dark fiber facility. We host the largest IP ecosystem in our network of data center with 67 IX members and over 600Gbps of aggregated traffic. Located within the Greater Manila region, makes it a strategic location for hyperscale deployments given its proximity to end users both enterprise and consumer.

14,000 km

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Japan

Hermosa Beach
California USA

Daet, Camarines Norte
Philippines

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VITRO STA. ROSA

- 30 KMs from the airport
- Directly connected to Jupiter Cable Landing Station
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- 34 KMs from Vitro Makati 2
- 3 Fiber Routes for Diversity
- Risk Assessment: Non-flood prone None Liquefaction

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Initial 36MW IT Load Capacity	60MW dedicated sub-station	Rated 3 Facility, ANSI/ TIA-942, SLA 99.99%	Purposely Built for Hyperscale Requirements
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FILRT boasts of 17 expertly-designed, Grade A office buildings which include green and sustainability-themed features rated by Jones Lang Lasalle (JLL), a global real estate services firm. Its portfolio comes with high potential for expansion through Filinvest Land's extensive land bank in major BPO hubs.

Strategic Locations

Sixteen of FILRT's 17 buildings are located in Northgate Cyberzone, an IT-BPO campus-style hub accredited by the Philippine Economic Zone Authority (PEZA). Northgate Cyberzone is within Filinvest City in Alabang, Muntinlupa City,

the first and only central business district in the Philippines to receive LEED v4 Gold Neighborhood Development Plan certification and the first to receive a 3-star BERDE Certification from the Philippine Green Building Council. Rounding up the portfolio is Filinvest Cyberzone Cebu, another PEZA-registered joint venture development with the Province of Cebu.

Experienced Property Management Team

FILRT has a dedicated property management team with more than an accumulated 75 years of experience, highly-trained to provide international quality customer service and well-equipped to address business needs.

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The company engages in the **development**, **leasing** and **marketing of real estate**, and other activities such as **project design**, **construction oversight** and **property management**. It has built **28 townships** and **ILCs**—with **725 residential towers**, **72 office towers**, **24 lifestyle malls** and **commercial centers** and **15 hotels** in these properties.

MEGAWORLD PREMIER OFFICES

With **Megaworld Premier Offices**, the company offers **well-planned business spaces** in its **various townships** across the **country**.

Eastwood City

This 18.5-hectare development is Megaworld's first-ever township. It served as the blueprint for the company's other successful developments.

Uptown Bonifacio

This 15.4-hectare development has won awards such as "best township," "best CBD development," and "best township architectural design."

McKinley Hill

Currently home to 62 companies, this 50-hectare township locates its offices close to a renowned themed lifestyle centerpiece.

The Mactan Newtown

Megaworld's first township in Cebu, this development spans 30 hectares, and complements office spaces with lifestyle offerings.

Megaworld has been recognized by various local and international award-giving bodies throughout its 33-year history. A few of its recent and most prominent citations include:

HALL OF FAMER: Overall Outstanding Developer, FIABCI-Philippines

Best Real Estate Development Company, International Finance Awards

Top Ten Developers in the Philippines, BCI Asia

Individual awards for Megaworld's various properties, Asia/Philippines Property Awards (PropertyGuru) and The Outlook by Lamudi

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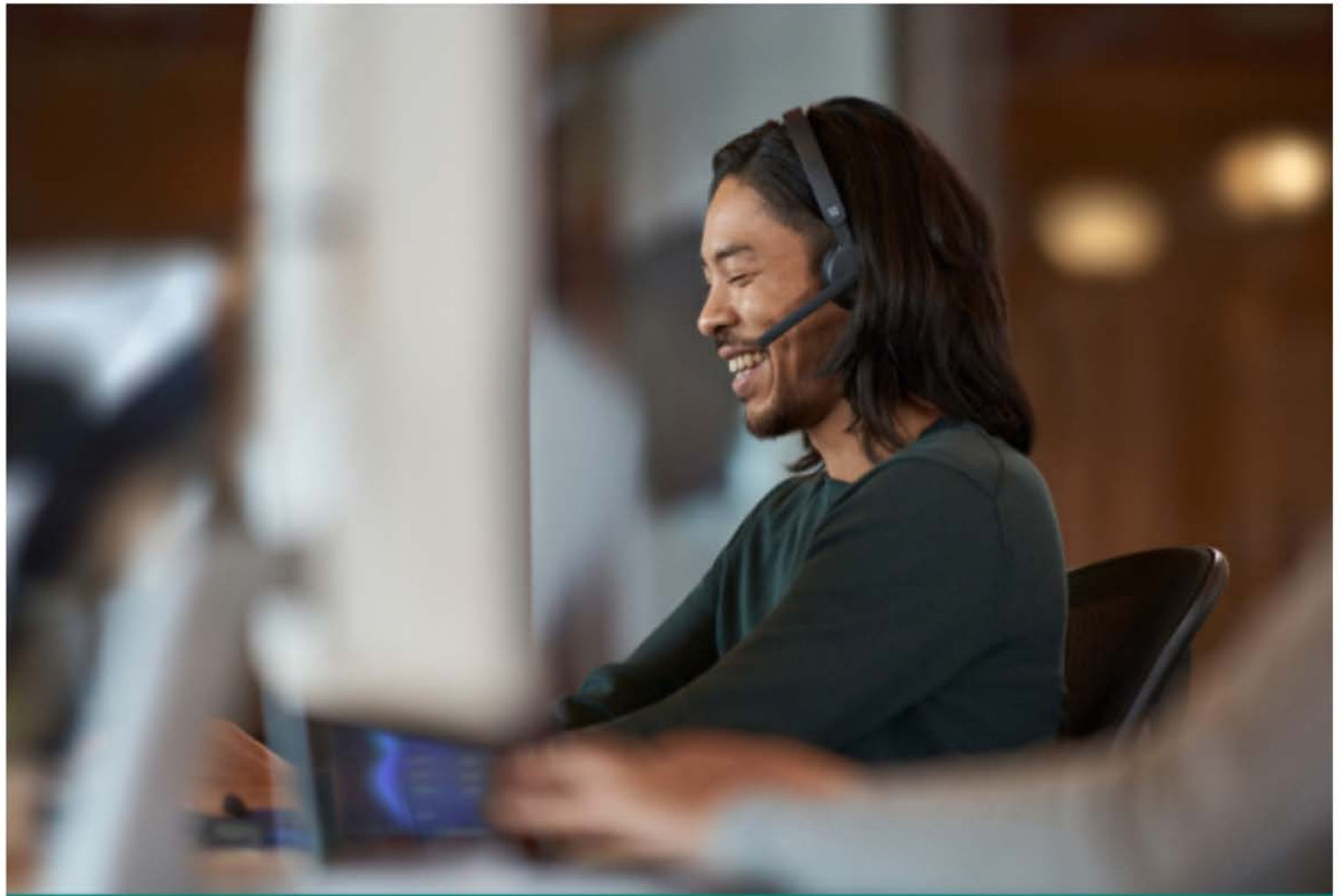
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