



**PUBLIC PRIVATE PARTNERSHIP  
MEDICAL TOURISM IN VIETNAM  
BUSINESS CASE PROPOSAL**

Daniel Branscome  
W. Nathaniel Brown  
Ngan Nguyen  
Alice Ntambi

**University of Maryland**

**Contact email:** [Cornellie\\_amn@hotmail.com](mailto:Cornellie_amn@hotmail.com)

## Executive Summary

The public private partnership (PPP) for Medical Tourism in Vietnam will be formed from a consortium of three primary partners and two secondary partners:

### First Tier Partners

- Novartis International AG
- Vietnam Ministry of Health
- Vietnam National Administration of Tourism

### Second Tier Partners

- National Institute of Health (NIH)
- Hospital for Traditional Medicine

The primary goal of the project will be to make Vietnam a preferred destination for medical tourism, not only in Asia, but globally.

Our proposal advocates that Vietnam target CAM (Complimentary and Alternative Medicine) – in this case Vietnamese and Chinese Traditional Medicines – as a niche area of focus. CAM is an area of extremely high growth, is an area where Vietnam excels relative to other localities, and is of key interest to potential private partners (i.e. Pharmaceutical Companies) who are seeking to unlock and research the properties of traditional herbal remedies.

The opportunity is threefold:

- *Increase tourism in Vietnam* – creating jobs and generating revenue by tapping into the underdeveloped, yet high growth medical tourism segment;
- *Bring in top medical research professionals* – helping Vietnam develop its burgeoning pharmaceutical and healthcare sectors;
- *Enhance the quality of care* – improving health care in both traditional and modern medicine through workshops, conferences, and training, not only at our treatment and research facility.

As a developing country, improving Vietnam's healthcare infrastructure is an area of primary concern to the country's leadership as it is a key component in reducing disease, decreasing mortality, and improving overall quality of life for the nation's population. Within the healthcare sector, foreign direct investment and development by established multinational companies and organizations is perceived as the most effective method to raise standards and bring Vietnam's level of care in line with international best practices.

Traditional tourism, already a well-established sector of the Vietnamese economy, can provide a point of entry whereby Vietnam can meet many of these healthcare development goals. By leveraging existing resources and capabilities in their tourism sector, a public private partnership in the medical tourism sector would allow Vietnam to create not only traditional tourism jobs and revenue, but also help to enhance care, train local healthcare professionals, create research and business opportunities, and enhance Vietnam's perception within the global community.

In order to successfully tap into the medical tourism market, the ultimate goal will be to create a single facility as a base of CAM research, learning, and treatment. The project consortium will be responsible for building, maintaining and operating this treatment and research facility. This facility would encompass a clinic (divided into an area for locals and tourists), labs, classrooms, and a

conference center. Preferably, we would locate in a high-traffic tourism area to take advantage of pre-existing infrastructure.

## Key definitions and concepts

### *What is Medical and Healthcare Tourism?*

- Medical tourism is a term initially coined by travel agencies and the mass media to describe the rapidly growing practice of travelling to another country to obtain health care.
- “International phenomenon of individuals travelling, often great distances, to access health care services that are otherwise not available due to high costs, long waiting lists or limited health care capacity in the country of origin.”
- Typical services include elective procedures and treatments, as well as complex, specialized surgeries such as joint replacement (knee/hip), cardiac surgery, dental surgery, and cosmetic surgeries.
- Leisure aspects typically associated with travel and tourism may be included on such trips.

### *Why do patients seek medical travel?*

- Lower cost – in most South East Asian countries, costs for most treatments are only 10% of what it would normally cost in the U.S.A.
- Timely alleviation of pain and disability – in Canada, the UK, and many European nations, it takes anywhere from 6 months to 3 years waiting time to get surgery.
- Access to innovative procedures – because of high regulation in Western countries, some treatments are not done, while practiced daily in Asia.
- Exotic locations and travel ‘mystique’ – combining medicine and tourism.
- Privacy – particularly for some alternative or traditional treatments.

### *What is complimentary and alternative medicine?*

- Complementary medicine includes all such practices and ideas that are outside the domain of conventional medicine in several countries and defined by its users as preventing or treating illness, or promoting health and well being.
- Within the Vietnamese context, complimentary and alternative medicine is typically associated with traditional Chinese and Vietnamese medicine. Common treatments include acupuncture, chiropractic and pressure massage, detoxification, herbology, and naturopathy..

## Political Social & Economic Background for Vietnam

### **Political:**

The Socialist Republic of Vietnam is a single-party state. All Vietnamese political organizations are under Vietnamese Communist Party control. There is no separation of power between executive, legislative, and judicial branches. Communist Party policy is set by a fourteen member Politburo including the offices of the President and Prime Minister who preside over national security and the council of ministers, respectively. Today, the Vietnam Communist Party’s adherence to ideological orthodoxy has become less important than economic development as a national priority.

### **Social:**

With a population of over 88 million people, Vietnam is the 13<sup>th</sup> most populous country in the world. Most people speak Vietnamese, but in recent years, English is becoming more popular as a second language. The current Vietnamese foreign policy is to “Implement consistently the foreign policy line of independence, self reliance, peace, cooperation, and development; the foreign policy of openness and diversification and the multi-lateralization of international relations. Proactively

and actively engage in international economic integration while expanding international cooperation in other fields. Vietnam is a friend and reliable partner of all countries in the international community, actively taking part in international and regional cooperation processes.”

### **Economic:**

Over the last 30 years Vietnam struggled with post-war rebuilding, the loss of financial support from the old Soviet Bloc, and the rigidity of a centrally planned economy. In 1986, the Sixth Party Congress introduced significant economic reforms called the doi moi, which resulted in a Socialist-oriented market that modernized the economy. Private ownership was encouraged in industries, commerce, and agriculture to produce more competitive export-driven industries.

From 1990 to 1997, Vietnam achieved 8% annual GDP growth. After the East Asian Financial Crisis, Vietnam’s growth rate returned to 7% from 2000 to 2005 making it the world’s second fastest growing economy. At the same time, foreign investment grew threefold and domestic savings quintupled. Manufacturing, information Technology, and high tech industries form a large and fast-growing part of the economy, and, although Vietnam is a newcomer in the oil business, today it is the third largest oil-producer in Southeast Asia.

In January 2007, Vietnam joined the World Trade Organization (WTO) following a more than decade long negotiation process. WTO membership has provided Vietnam with access to the global market and reinforced its domestic economic reform process. Deep poverty has declined significantly and Vietnam is working to create jobs for its expanding workforce.

The global recession has hurt Vietnam’s export driven economy with last year’s GDP growing less than the decade long 7% average rate. The government has used stimulus spending to help the economy through the global financial crisis and foreign donors have pledged \$8 billion in new development assistance for 2010. This weaker economy, current account deficit and decreased foreign investment caused the government to devalue Vietnam’s managed currency, the dong, more than 5% in December.

## **Vietnam’s Critical Development Needs**

As member of the United Nations, Vietnam commits to achieving the Millennium Development Goals (MDG). Currently, several of Vietnam’s critical development needs deal with the health and welfare of its people. These development goals are:

- Reduce the child mortality-rate by two-thirds, between 1990 and 2015 the under five mortality rate;
- Improve maternal health by increasing the number of births attended by health personnel;
- Combat HIV/AIDS, malaria and other diseases by halting and reversing the spread of HIV/AIDS and reversing the incidence of malaria and other major diseases including tuberculosis.

Despite considerable progress Vietnam has made in developing preventive medicine and treatment as well as improving its healthcare systems, there still exist many challenges. Presently the health care system is over capacity and lacks the facilities to serve a population growing in both number and in ability to pay. Also, healthcare facilities meeting international standards are still lacking. The present health care system relies mostly on state-owned hospitals. These, however, are generally obsolete, poorly equipped and often poorly managed. Recognizing the important role of health care to the country’s social-economic development, the government has encouraged the participation of the private sector in the health care system. As a result, many private hospitals have come into

operation offering more choices to Vietnamese patients as well as providing care at international standards, making them more attractive to foreigners. Recently, there has been a flow of foreign investment into this sector, mainly from France, Korea, Singapore and the U.S.

Poor people, especially those living in remote rural and mountainous areas, have very limited access to healthcare due to the lack of facilities in those areas. Those who manage to reach the big cities where most hospitals are located face tremendous hardship because of high living and treatment costs and overcrowded hospitals. In Vietnam, it is not common to depend on insurance to cover healthcare costs. Only relatively wealthy people can purchase such insurance, and for the economically disadvantaged groups of people, it is out of question. To address these critical development needs, we will partner with the Vietnam National Administration of Tourism and the Vietnam National Ministry of Health. Along with public partners in Vietnam, we plan to partner with the National Center for Complimentary and Alternative Medicine.

## Public Partners

### **Vietnam Ministry of Health-National Hospital of Traditional Medicine**

The National Hospital of Traditional Medicine (NHTM) is the leading hospital of traditional medicine in Vietnam as well as a WHO (World Health Organization) collaborating centre for Traditional Medicine. The hospital has 23 departments and three centers and is the biggest establishment for treatment, research, and training in traditional medicine in Vietnam.

**Mission:** The hospital's key missions are the inheritance and research of traditional medicine as well as promoting the use of traditional medicine. Over the last 50 years, the hospital has made a great contribution to the cause of healthcare for people by the use of TRM and integration of TRM with modern medicine.

### **Duties and Functions:**

- 1) Provide health services in the diagnosis and treatment by traditional medicine
- 2) Integrate traditional medicine with modern medicine
- 3) Participate in Training Staff in traditional medicine
- 4) Provide technical guidance to the nation-wide
- 5) Set-up dissemination programs for disease prevention
- 6) International Cooperation
- 7) Financial Management
- 8) Manufacturing herbal medicines

The National Hospital of Traditional Medicine is a center of information exchange and annually publishes and distributes a research journal of traditional medicine and pharmacy. Many experts and doctors from the hospital have participated in international scientific conferences and workshops, as well as actively carried out a great number of teaching and joint research projects abroad. The hospital receives specialists and students from abroad who come to learn and study Vietnamese Traditional Medicine. The hospital gradually takes steps to modernize TRM based on the preservation of the specialties of TRM, combining the advantages of both TRM and modern medicine, to play a greater contribution to the people's healthcare.

### **Vietnam National Administration of Tourism**

Since its establishment in 1960, Vietnam's tourism sector has experienced substantial development and played an increasingly greater role in Vietnam's socio-economic development growing at double-digit growth rates since 1990.

Vietnam's tourism sector has contributed to eradicating poverty, conserving and promoting national culture, and protecting the ecological environment. The tourism sector has made an increasingly large contribution to Vietnam's GDP, improving the lives of not only those working in the tourism sector, but also people working in other related sectors, such as manufacturing, import-export, and bringing in income for local people. The revenue from tourism has increased dramatically, from around US\$84 million in 1990 to nearly US\$4 billion in 2009, over 4% of GDP.

According to a recent report by Vietnam National Administration of Tourism, every place with a developed tourism sector has better infrastructure and living conditions for local people than other parts of the country. Tourism has also helped boost sectors like traditional festival and handicraft trades as well as helping in the eradication of hunger and poverty. It is estimated that tourism has directly created more 334,000 jobs and 710,000 jobs for people working in related sectors, especially for young people and women. The tourism sector also attracts large foreign direct investment. In 2009, this sector accounted for 44.7% of total foreign direct investment into Vietnam.

### **National Center for Complimentary and Alternative Medicine (NCCAM)**

The National Center for Complimentary and Alternative Medicine is 1 of the 27 institutes and centers at the National Institutes of Health (NIH). Its mission is to explore complimentary and alternative healing practices in the context of rigorous science, training CAM researchers and disseminating authoritative information to the public and professional communities.

- **Vision:** NCCAM will advance research to yield insights and tools derived from complimentary and alternative medicine practices to benefit the health and well-being of the public, while enabling an informed public to reject ineffective and unsafe practices.
- **Funding:** The Center's budget has continued to grow with a projected budget of \$129 million for FY 2010. Although it is a small appropriation of the NIH total budget, other NIH components also fund CAM research, increasingly in partnership with NCCAM. Therefore, total NIH funding is projected to be approximately \$296 million.
- **Training:** NCCAM uses a broad array of NIH funding methods to support its extramural research programs including research centers, individual investigator initiated research project grants, and research training and career development programs. Research Centers are employed at NIH as a means of bringing multi-disciplinary teams of investigators together to implement projects on a common theme, train investigators and in general hope for the kind of synergy that will help advance research.
- **Goals:** NCCAM major investment within its budget is the support and conduct of research. Since its inception, NCCAM has funded over 1,000 research projects at over 200 institutions and has made investing in research, including international health research, the largest set of goals and objectives in its strategic plan.

### **Long term goals:**

#### ***International Health Research***

- 1) Advance understanding of traditional/indigenous medical system through international collaborative studies
- 2) Contribute to the preservation of irreplaceable and valuable indigenous CAM knowledge and resources
- 3) Enhance understanding of how safe and effective CAM interventions are integrated with non-CAM interventions abroad and in the United States

#### ***Biologically based Practices***

- 1) Verify and define the composition of botanicals
- 2) Determine the mechanisms underlying the biological actions of selected CAM products and diets
- 3) Determine the pharmaceutical and pharmacokinetic properties of selected CAM products

- 4) Ensure the safety of selected CAM products and practices

#### ***Training CAM investigators***

- 1) Tailor a portfolio of research training programs reflective of the evolving needs of CAM research
- 2) Continue to foster a research culture and the necessary resources to enable both CAM-trained and conventionally trained individuals to build successful careers in CAM research

#### ***Whole Medical Systems***

- 1) Acquire a richer understanding of CAM whole medical systems and how they operate within their indigenous and dispersed settings
- 2) Document the benefits of some CAM whole medical system treatments for selected health conditions

## **Private Partner**

### **Novartis-Vietnam**

Novartis was established following the merger of Sandoz and Ciba-Geigy in 1997. They provide healthcare solutions that address the evolving needs of patients and societies worldwide and currently have a strong presence in Vietnam at their Novartis-Vietnam location.

Novartis holds a leadership position in the following areas:

- 1) **Pharmaceuticals:** Novartis creates innovative patent-protected pharmaceuticals concentrated in the therapeutic areas of cardiovascular, oncology, neuroscience and ophthalmics, respiratory and auto-inflammatory diseases.
- 2) **Vaccines and Diagnostics:** Novartis vaccines and Diagnostics tools help prevent the threat of life-threatening bacterial and viral diseases
- 3) **Sandoz:** Sandoz is a global leader in generic pharmaceuticals, providing affordable, high-quality medicines improving access for patients and healthcare systems worldwide. Sandoz stands out for developing and producing differentiated generics and biosimilars.
- 4) **Consumer Health:** Novartis creates and markets a range of innovative products to empower consumers.

### **Long Term Strategic Initiatives to Create Sustainable Growth:**

- 1) **Selectively strengthen portfolio:** Novartis constantly evaluates internal and external opportunities to improve their competitiveness and better positions them for success
- 2) **Step-up innovation:** Focusing on unmet medical need Novartis aspires to connect science and customer insights to develop new products
- 3) **Expand in high growth markets:** Novartis has invested in the top emerging markets of Brazil, China, Russia, India, South Korea and Turkey
- 4) **Improve organizational efficiency:** Novartis seeks to deliver high quality results faster while freeing up resources for investments in information and business expansion
- 5) **Sustain performance-oriented culture**

**Emerging Markets:** Novartis Pharmaceutical achieved robust growth in 2009 in six key emerging markets: China, Russia, Turkey, South Korea, Brazil and India. Net sales in these six countries rose 19% to \$2.6 billion in 2009, representing about 9% of net sales. This growth performance reflected Novartis' aggressive investments to step-up research and development as well as marketing and sales in these emerging countries. Collaborations with institutions in emerging countries have been central to this effort, enabling them to share both experience and drug discovery. They have already invested one billion dollars over the next five years to increase research and development efforts in China and significantly expand the existing China Novartis Institutes for BioMedical Research.

Since Novartis also has a presence in Vietnam and is interested in expanding its current operations, they would be an excellent partner in this venture. In emerging countries, such as Vietnam, Novartis benefits from a younger-product portfolio because growth in these markets is driven by innovative medicines that provide value for patients.

Novartis also makes a strong contribution to our development goals. They have a history of financing research institutes with non-profit missions in order to discover new medicines and vaccines specifically tailored to the needs of developing countries. During 2009, Novartis' access to medicine programs reached 79.5 million patients in need through contributions valued at \$1.5 billion.

## Stakeholder Benefits

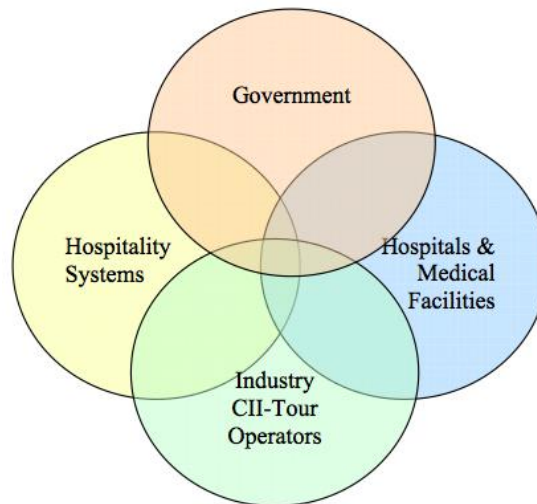
- Novartis will use this project to augment their existing research goals. Existing programs by Novartis, Pfizer, and other pharmaceutical companies in other countries reveal a determined interest by the global pharmaceutical industry to invest money and resources into developing projects studying CAM and ascertaining potential value to modern medicine and drug research.
- The National Institute of Health benefits by enhancing their global footprint. Research opportunities, educational programs, and the ability to influence the development of Vietnam's burgeoning healthcare and medical sectors offer a compelling reason for participation and support.
- Vietnam's Ministry of Health already incorporates CAM and traditional medicines into the healthcare system. This partnership will help bring modern international best practices to Vietnamese traditional medicine. More importantly, they will value a partnership with a global pharmaceutical player (Novartis) as it will bolster the perception that Vietnam should be a key center of pharmaceutical research in the future –hopefully enticing other pharmaceutical companies to invest in Vietnam.
- The Hospital for Traditional Medicine benefits from this partnership by tapping into the research and knowledge base of both the NIH and Novartis. The enhanced capabilities of these partners will contribute to better research results, while the training and best practices of these organizations will elevate the quality of service for treatments, not only within the partnership facility, but with CAM facilities and among CAM practitioners throughout Vietnam.
- Vietnam's National Administration of Tourism will embrace the partnership in order to help enhance Vietnam's profile for tourism generally, but also to improve Vietnam's reputation as the best tourism destination for CAM in particular. The medical tourism market is an important subsector of tourism and its fast growth rate and high interest among Western patients makes this a lucrative investment for development. Further, as Vietnam is not yet known for medical tourism, the potential upside is enormous.

## Details of Proposal

### Operational structure

*Who are common partners within the medical tourism industry?*

The following diagram outlines the general relationships in the medical tourism space.



**The Partners of Medical Tourism Industry**

*Who are our key partners and how is our partnership structured?*

Within our proposed partnership, the resources required as well as the individual stakeholder benefits of each partner will guide the operational structure. As needed, additional functions that are not handled in-house by the primary partners will be sub-contracted or outsourced to other vendors.

The public private partnership (PPP) for Medical Tourism in Vietnam will be formed from as a consortium of three primary partners and two secondary partners:

I. First Tier Partners

- Novartis International AG
- Vietnam Ministry of Health
- Vietnam National Administration of Tourism

II. Second Tier Partners

- National Institute of Health (NIH)
- Hospital for Traditional Medicine

*What is the primary purpose and objective of the partnership?*

- The primary goal of the project will be to make Vietnam a preferred destination for medical tourism, not only in Asia, but globally. Our proposal advocates that Vietnam target CAM (Complimentary and Alternative Medicine) – in this case Vietnamese and Chinese Traditional Medicines – as a niche area of focus. CAM is an area of extremely high growth, is an area where Vietnam excels relative to other localities, and is of key interest to potential private partners (i.e. pharmaceutical companies) who are seeking to unlock and research the properties of traditional herbal remedies.
- The ultimate goal will be to create a single facility as a base of CAM research, learning, and treatment. The project consortium will be responsible for building, maintaining and

operating this treatment and research facility. This facility would encompass a clinic (divided into an area for local and tourists), labs, classrooms, and a conference center. Preferably, we would locate in a high traffic tourism area to take advantage of pre-existing infrastructure.

## **Resources and implementation strategy**

*How will the project accomplish its goals?*

Phase 1: Within first 1-2 months, conduct fundraising (grants, loans, etc.) from major partners and non-participating donors. Additionally, primary program planning will be completed through conferences, workshops, and meetings with all active stakeholders.

Phase 2: During months 3-12 a pilot medical tourism program will be launched through the existing partner hospital (Hospital for Traditional Medicine). In consultation with local partners, the location for the facility will be selected and construction initiated.

Phase 3: Staff tourism and research programs at new facility. Begin actively offering medical tourism services. Conduct ongoing meetings between partners to validate mission and make sure that stakeholder goals are aligned with results.

*What resources are required and who provides them?*

Funding – Initial funding will be provided by grants from the private pharmaceutical partner (Novartis) and National Institute of Health, as well as loans from the health and tourism ministries in Vietnam. Long-term, the project will be self-sustaining through revenue generated by the flow of medical tourists.

Facility – Before initiating construction, a pilot program would launch during the first year through our local Vietnamese hospital partner, the Hospital for Traditional Medicine. Ultimately, in consultation with local partners (Health Ministry and Tourism Administration) a suitable location would be selected for construction of a permanent facility better suited to the projects primary goals – tourism and research.

Staff – Workers will come primarily from within Vietnam. Many will be drawn from the existing CAM facilities in the country – including our partner facility, the Hospital for Traditional Medicine. Though most positions will target high education, medical positions, many support positions will be created as well. Other staff contributing and working at the facility will be researchers from Novartis, as well as internists and medical professionals from the National Institute of Health.

Lodging – Locating in a high-traffic tourism area, the partnership will not directly contract with hotels our tour operators. Rather, in consultation with the Tourism Administration will build broad support from the countries tourism operators to incorporate the project/facility's services into existing offerings.

Accreditation – In order to be successful, the partnership must seek to attain the top global accreditation for the facility and any treatments or research conducted on site. Types of accreditation include, Joint Commission for the Accreditation of Healthcare Organizations, Joint Commission International ISO Certification, International Standards Organization, and Quality Management Systems. Novartis and NIH will be instrumental in helping the Vietnamese achieve these goals.

*What environmental concerns does the project present?*

As a single medical facility, the environmental impact from construction and everyday use would be minimal. Further, complimentary and traditional medicines do not typically generate the biomedical waste, typically associated with modern hospital facilities, so waste removal would not add major cost or logistics issues.

## Commercial rationale

### *How big is the medical tourism market?*

- The amount of money at stake in the global medical tourism market is huge. McKinsey & Company estimates that the industry was worth \$60bn in 2006, and will reach \$100bn by 2012. Indeed, Medical and Healthcare Tourism is among the fastest growing sectors within the overall tourism sector.
- People from other countries (especially the U.S.A and Europe), which exhibit expensive medical services, are seeking better options abroad.
- In many countries, people cannot use insurance for non-critical treatments like cosmetic surgery or traditional medicines. As such, the demand is increasing dramatically for medical treatment abroad.
- Analysts predict a growth in border crossing of patients seeking better health care, cheaper options and shorter waiting lists. As the global population grows older, the trend will continue towards expansion and ease of traffic of patients between borders and continents.

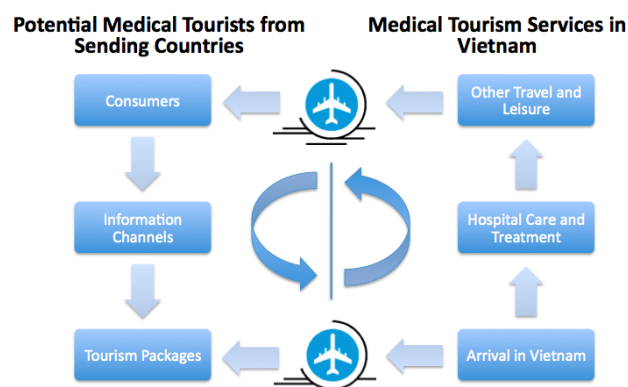
### *What does the market look like in Asia?*

- Medical tourists travelling to Asia spend an average of US\$362 a day, more than twice as much as the average traveler who spends US\$144.
- Current major players in the Asian medical tourism market are Thailand, Singapore, Malaysia, India and Philippines. Each is developing a different market niche.
  - Thailand is especially popular among medical tourists seeking cosmetic surgery.
  - Singapore and India specialize in more complex procedures such as heart surgery, with India having a cost advantage and Singapore a technology advantage.
  - Malaysia caters primarily to Muslims in the region.
- Competition in the region has increased global awareness of Asia as a medical tourism destination. However, it also means that Vietnam must develop its own market niche to be able to compete successfully with its regional rivals.

### *Why is medical tourism relevant in Vietnam?*

- Vietnam is already an established tourist destination.
- The alternative medicine sector has been showing vibrant growth in recent years and Vietnam is well positioned to take advantage of this growth.
- Chinese and Vietnamese traditional medicines are already popular and Vietnam is recognized regionally and within the CAM community as a high quality provider.

## Value Chain for Medical Tourism



- Medical tourism creates an enormous value for not only consumers, but also many sectors of the Vietnamese economy (i.e. transportation, construction, healthcare, tourism, etc.)

## Appendix A: Tourism Related Statistics for Vietnam

**Table 1: Number of international and domestic tourists to Vietnam yearly**

<b>Year</b>	<b>International</b>	<b>Domestic</b>
1990	250,000	1,000,000
1991	300,000	1,500,000
1992	400,000	2,000,000
1993	670,000	5,100,000
1994	1,020,000	6,200,000
1995	1,351,300	6,900,000
1996	1,607,200	7,300,000
1997	1,715,600	8,500,000
1998	1,520,100	9,600,000
1999	1,781,800	10,000,000
2000	2,140,100	11,200,000
2001	2,330,050	11,700,000
2002	2,627,988	13,000,000
2003	2,428,735	13,500,000
2004	2,927,873	14,500,000
2005	3,477,500	16,100,000
2006	3,583,486	17,500,000
2007	4,229,349	19,200,000
2008	4,253,740	20,500,000
2009	3,772,359	25,000,000

**Table 2. Vietnam tourism sector's human resources**

	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2002</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Total	70,000	184,000	450,000	710,000	834,096	915,000	1,035,000
Direct labor	20,000	64,000	150,000	210,000	234,096	255,000	285,000
Indirect labor	50,000	120,000	300,000	500,000	600,000	660,000	750,000

**Table 3: Number of international travel agencies (as of 7/2009)**

Region	Total	State-owned	Joint Stock	Joint Venture	Ltd	Private
North	402	32	170	3	196	1
Central	73	10	20	2	40	1
South	283	27	51	7	196	2
<b>Total</b>	<b>758</b>	<b>69</b>	<b>241</b>	<b>12</b>	<b>432</b>	<b>4</b>

**Table 4: Certified tour guides**

Total	Classification based on foreign language spoken										
	English	French	Chinese	Russian	German	Japanese	Korean	Spanish	Italian	Thai	others
5,791	2,631	665	1,383	96	261	497	57	75	7	33	87

**Table 5: Government support for tourism infrastructure development, 2001-2009**

	Total	2001	2002	2003	2004	2005	2006	2007	2008	2009
Amount (billion VND)	4,836	266	380	450	500	550	620	750	620	700
Cities/provinces receiving support	-	13	37	43	53	58	59	59	56	55

**Table 6. Number of accommodations, 1990-first 6 months of 2009**

Year	1990	1994	1996	1998	2000	2002	2004	2006	2007	2008	First 6 months of 2009
Number of lodging facilities	350	1928	2540	2510	3267	4390	5847	6720	8550	10,400	10,800
# of rooms (thousands)	16	36	50	61	72.2	92.5	125.4	160.5	184.8	205	213.2

**Table 7. Number of hotels by ranking (as of 6/2009)**

Ranking	Number	Number of rooms
5 stars	33	8,564
4 stars	90	10,950
3 stars	176	12,674
2 stars	850	31,450
1 star	990	20,790
Meeting minimum requirements	3,100	46,724
<b>Total</b>	<b>5,239</b>	<b>131,152</b>

**Table 8: Hotel development forecast (by 2015)**

Hạng	Number	Number of rooms
5 sao	70	22,000
4 sao	180	30,000
3 sao	500	40,000
2 sao	2,500	92,000
1 sao	5,000	110,000
Meeting minimum requirements	6,000	90,000
Total	14,250	384,000

**Table 9: Foreign Direct Investment (FDI), period 1995 - 2009**

	1995	2000	2001	2002	2003	2004	2007	2008	First 6 months of 2009
Number of FDI projects	24	02	04	25	13	15	48	26	145
Capital (million USD)	1.381,2	22,8	10,3	174,2	239	111,17	2.012	9.126	2.483

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