



CASE STUDY

MBA UiTM CAWANGAN JOHOR

AA701/AA705



GLOBAL BUSINESS STRATEGY AND SUSTAINABILITY

CONTENTS

Enriching the Al-Quran Supply Chain: The Impact of 4G Networks	6
Funding Strategies for Business Development: Sustainability and Growth	15
Acquisition as Entry Modes: Winning or Losing?	20
Service Value Chain: Profit Value Chain	31
Managing Perception and Expectation in Healthcare Sector	37

Case Study: Global Business Strategy And Sustainability

SERIES 1

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ISBN:

First Edition: 2025

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Published in Malaysia by
Universiti Teknologi MARA (UiTM) Cawangan Johor
Kampus Pasir Gudang, 81750 Masai

ACKNOWLEDGEMENT

The author would like to express sincere gratitude to all those who contributed to the completion of this case study. First and foremost, the author would like to thank the organization that provided their invaluable input and knowledge sharing throughout the process. This case study has the potential to provide valuable insights and practical solutions that can benefit both organization and the broader community. By highlighting key findings and best practices, it serves as a resource for practitioners, policymakers, and researchers seeking to address similar challenges. Additionally, the knowledge gained from this study can foster collaboration among community organizations, ultimately leading to improved outcomes and enhanced support for those affected by the issues explored.

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Illustration

Almunauwarah Binti Abdul Rahim

Publisher

Universiti Teknologi MARA

Cawangan Johor

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Contents

Enriching the Al-Quran Supply Chain: The Impact of 4G Networks	6
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Acquisition as Entry Modes: Winning or Losing?	20
Service Value Chain: Profit Value Chain	31
Managing Perception and Expectation in Healthcare Sector	37

Managing Perception and Expectation in Healthcare Sector

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ABSTRACT

This study explored the critical success factors in managing perception and expectation within the healthcare sector. In an industry where trust and satisfaction are vital, effective management of stakeholder perceptions is essential for organizational success. This study aimed to provide insights for healthcare leader to enhanced their strategies in meeting the evolved expectations of patients and stakeholders, ultimately contributed to improved healthcare outcomes and organizational resilience.

Keywords: managing perception, health care

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SPECIAL NOTE

The organizations, the personnel, the characters, and vendors as well as state holders (in any appearance) are an imitation, and don't represent any real character or organization. If some coincidence occurs and resemblance conflicts with any real character or any organization, this should be known that it is not done on purpose as the writers of this case study acknowledge the respect and importance of the anonymity and privacy of each individual relevant in any respect.

INTRODUCTION

In the fast-paced and competitive landscape of global healthcare, organizations must implement sturdy business strategies to thrive and maintain their edge. KGreen Specialist Hospital, a leading healthcare institution in Penang, has successfully positioned itself as a prominent player in Malaysia specifically and the global healthcare market generally. With a strategic approach that focused on delivering exceptional medical services while expanding its reach beyond national borders, KGreen Specialist Hospital's global business strategy exemplified excellence and innovation in the healthcare sector. The institution offered an extensive range of medical specialties, catering to the diverse needs of patients, both local and international. This strategic approach ensured KGreen Specialist Hospital to remain an attractive destination for individuals seeking top-quality medical care.

To remain competitive in the global healthcare market, KGreen Specialist Hospital invested significantly in advanced medical technology and modern infrastructure. The organization's state-of-the-art facilities enabled accurate diagnoses and effective treatments, aligned perfectly with its global business strategy of delivering world-class medical services. KGreen Specialist Hospital also recognized

the importance of attracted international patients to sustained its global business strategy. As a result, the institution provides specialised services tailored to the needs of patients from abroad. Personalised assistance, language support, and cultural sensitivity were integral components of this approach, enhanced KGreen Specialist Hospital's reputation as a preferred destination for medical tourism.

To uphold its global reputation, KGreen Specialist Hospital emphasized on recruited and retained highly skilled medical professionals. These experts not only ensured top-notch patient care but also contributed to the institution's global business strategy by maintained its status as a centre of medical excellence. KGreen Specialist Hospital leveraged its association with the KGREEN Healthcare Berhad Group to enhanced its brand reputation and recognition on a global scale. The group's established presence and positive track record reinforced KGreen Specialist Hospital's credibility, making it an attractive choice for both local and international patients. As a vital pillar of its global business strategy, KGreen Specialist Hospital prioritises continuous quality improvement in all aspects of its healthcare services. Regular evaluation and enhancement of processes ensured a consistent delivery of high-quality medical care, further solidified its position in the global healthcare sector. KGreen Specialist Hospital's strategic approach to global business in healthcare exemplified a commitment to excellence, innovation, and patient-centric care. By provided comprehensive medical services, embraced cutting-edge technology, attracted international patients, nurtured a team of expert professionals, leveraged brand reputation, and maintained a strong focus on continuous quality improvement, KGreen Specialist Hospital has successfully established itself as a leading healthcare institution not only in Penang but also in the global healthcare sector.

SUCCESS FACTORS IN MANAGING PERCEPTION AND EXPECTATION

In rapidly evolved landscape of healthcare, managing perception and expectation has become a critical success factor for organizations in this sector. This study explored success factors and best practices that empowered KGreen Specialist Hospital to navigated challenges and seize opportunities in an increasingly complex environment.

Home-grown expertise in project management and clinical areas.

Home-grown expertise referred to the development of skilled professionals and specialists within an organisation through training, experience, and knowledge gained while working in-house. It is highly valuable as it allowed organisations to cultivated talents who are well-versed with the organisation's specific practices, values, and culture. In the context of KGreen Specialist Hospital, having home-grown expertise in project management and clinical areas offered several advantages:

- 1) *Organizational alignment* – the company's vision, mission, and strategic goals were likely to be shared within the organisation. They were attentive with the organisation's difficulties and opportunities. As a result of their familiarity with the organisation's guided principles, values, and conventions, they were able to match their decisions and actions to the overall goals of the business.
- 2) *Cost effectiveness* – it is economical to trained expertise internally rather than hired external consultants and specialists. The cost is diverted in customized training and skill-building programmes to meet the tailored needs and goals facilitated from in-house development. In long term, on-going and continuous learning culture had been developed internally thus a more knowledgeable and skilled employee lead to the productive workforce.

- 3) *Continuity and stability* – deep understanding from long-term employees who were acquainted with KGREEN corporate culture, including its beliefs, customs, and guided principles, allowed them to navigate and uphold the values effectively.
- 4) *Tailored expertise* – customer care experience (CCX) had been developed internally to employed skilled staff who can align with the demands and requirements of healthcare sector that were change rapidly. Since they received their education and work experience in hospitals, they are familiar with the particular difficulties, chances, and objectives of the sector. This guaranteed that their knowledge is concentrated on meeting the hospital's most urgent demands and directly contributed to its success.

Establishment of corporate / clinical governance, systems, policies, and procedures

Effectiveness of governance, led by a diverse and expert-led Board of Directors, nurtured confidence among stakeholders and facilitates informed decision-making as the operations were expanded globally. Further to this, transparent reported practices enhanced KGreen Specialist Hospital's credibility and attracted potential international investors and partners, fortified the institution's position in the global market. To commit with quality assurance, KGreen Specialist Hospital's committed to evidence-based practices, and continuous improvement to affirmed consistent and high-quality patient care across borders. By prioritized patient safety, ethical practices, and patient centred care, KGreen Specialist Hospital has positioned itself as a trusted healthcare destination for patients worldwide. Through its dedication of excellence and efficiency, a systematic approach to quality management, human resources policies,

patient safety measures, and financial / administrative procedures had been implemented by KGREEN. By aligned these frameworks with core concepts of global business strategy, KGreen Specialist Hospital has cultivated a skilled and 21 motivated workforce, garnered patient trust and loyalty, and attracted potential international partnerships and collaborations. As KGreen Specialist Hospital continue to evolved and expanded its reach in the global healthcare market, its steadfast commitment to these core concepts remained integral to sustained its reputation and success. The institution's focus on delivered exceptional medical services while adhered to the highest standards of governance, systems, policies, and procedures positions it as a pioneer in the dynamic and competitive global healthcare landscape. Through its strategic approach, KGreen Specialist Hospital served as a prime example of how organisations thrived and excelled on an international stage while provided outstanding healthcare services.

Strategic location

Strategically positioned its facilities in accessible locations has been advantageous for KGreen Specialist Hospital due to its accessibility to major population centres and transportation hubs that enhanced the organisation's reach, attracted a broader patient base and increased the likelihood of business success. KGreen Specialist Hospital, a major healthcare facility in Malaysia, has grown due to its strategic location in the centre of Georgetown, Penang. The hospital benefited from well-developed road networks and excellent public transportation options such as Penang International Airport has enhanced accessibility for local and international patients to reach the hospital. Besides that, Georgetown's popularity as a tourist location makes KGreen Specialist Hospital more accessible to overseas patients as the location is well-

connected to international airports which allowed medical tourists from other countries to easily travelled to the hospital for specialised treatments. Furthermore, the hospital's central location in Georgetown allowed for speedy emergency response times.

Apart from that, the hospital's location in downtown Georgetown allowed the patients and their families to have an access to a wide range of lodging options, from luxury hotels to low-cost options as the hospital is situated nearby to housing facilities. Furthermore, the hospital's location puts it close to a variety of amenities, such as restaurants, shopping centres, pharmacies, and banks. This convenience improved the patient experience and increased the hospital's appeal. In addition, KGreen Specialist Hospital has deliberately positioned itself as a centre of excellence for specialty medical services. Through its investment in cutting-edge medical equipment and highly qualified doctors, the hospital delivered a number of cutting-edge treatments and procedures that were not readily available elsewhere in the area. Its strategic location attracted top medical personnel and form collaborations with other major healthcare institutions, solidified its reputation as a regional medical leader. Located in the city of Georgetown, the hospital actively participated in community outreach programmes such as health awareness campaigns, medical education programmes, and health screening events as a part of corporate social responsibility.

Healing environment

KGreen Specialist Hospital prioritized patient comfort by developed and maintained patient rooms, waited areas, and common areas with the highest care and respect. Plush and ergonomic furnishings, as well as calm design, generated a sense of warmth and relaxation for patients. Incorporated natural materials and components into the

interior design improved the welcome ambience, helped patients feel more at ease during their hospitalization. Furthermore, the hospital incorporated patient-centric amenities such as adjustable lighting and temperature control, allowed patients to tailored their surroundings to their preferences.

Additionally, being located in the beautiful Penang region, the hospital leveraged the surrounding natural beauty to incorporated abundant natural lighting throughout the facility. Large windows and skylights in patient rooms and common areas flooded the space with natural light, positively impacted patients' mood and overall well-being. KGreen Specialist Hospital also employed colour themes on every floor that carefully designed to enhanced patients' moods and promoted a good recovery experience. Plus, diverse colours like orange, purple, and green on each level greatly helped to the establishment of a colourful and appealed therapeutic atmosphere. To acknowledge the importance of family support in the recovery process, KGreen Specialist Hospital catered to family involvement by provided suitable rooms in certain wards for them to stay close to their loved ones by designated family waited spaces and overnight facilities with an atmosphere of home living, encouraged a sense of unity and support during difficult times. On top of that, the hospital had a created a healing gardens and outdoor areas inside its facilities. With a well-designed garden with verdant landscape, walking routes, and seated places has provided a calm escape for patients, family, and staff to reconnect with nature. Nature engagement in such contexts has been demonstrated to lower stress and anxiety while also boosted healing and general well-being.

Value for money

Value for Money Service referred to provide customers with quality products or services at a reasonable price. It is a key factor in the success of any business, as customers were always looking for the best value for their money. In the case of KGreen Specialist Hospital, a healthcare provider, offered value-for-money service was crucial in gained and retained customers. To provide high quality healthcare service, it is essential for KGreen Specialist Hospital to constantly refined its pricing models to remained competitive while maintained satisfaction among its patient base of customers. This can involve creating incentives such as loyalty discounts, flexible tariffs, and innovative payment plans whenever possible. Additionally, KGreen Specialist Hospital needs to offer competitive pricing for its services as the healthcare sector is sensitive to market fluctuations and changes. To further increased customer satisfaction and retention rates, KGreen Specialist Hospital offered a discounts and loyalty rewards to the visitors. All these initiatives pointed towards understand the need of customer and catered to those needs by provided competitive prices from multiple sources, online platforms like Groupon, or healthcare packages from affiliated providers wherever applicable. Occasionally, through effective communication, quick respond time in addressed inquiries / concerns, the empathy shown towards patients suffered from various illnesses, diplomatic handling of patient data, and supportive care throughout treatments offered - not only benefited those seeking medical assistance but also boosted customer satisfaction rate.

CONCLUSION

To remained competitive in the healthcare sector, it is vital for KGreen Specialist Hospital to meet the needs and expectation of the visitors. The strategies implemented by the organizations had successfully meet the expectation of their visitors via internal continuous improvement as foresee by the management.