

ANALYSIS OF KEMBANGAN REGIONAL HOSPITAL MARKETING STRATEGIES

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ABSTRACT

The primary objective of this research is to develop a comprehensive marketing strategy for Kembangan Regional Hospital through a thorough SWOT analysis. The study aims to determine effective segmentation, targeting, and positioning strategies for the hospital, coupled with an examination of the current marketing mix. By employing Operational Research within a qualitative methodological framework, the research seeks to derive valuable insights for optimizing strategic alternatives in the realm of healthcare services. Data collection involved a survey of 40 outpatients at the hospital and utilized Focus Group Discussions (FGD) with various sources and observational methods. The purposive sampling method was employed to select informants for a more targeted and insightful analysis. FGD results revealed a robust internal situation for Kembangan Hospital and identified numerous external opportunities, outweighing potential threats. In terms of service products, the hospital has demonstrated innovation by enhancing existing services, including prompt Medical Check-Up (MCU) services, specialized treatment options for TB-RO and MDR patients, and dedicated services for HIV patients. The shift from conventional to digital promotional media has been recognized, with the utilization of social media and other digital platforms to enhance outreach and engagement. This research sets the stage for formulating optimal marketing strategies that align with the strengths and opportunities identified, fostering the continued growth and success of Kembangan Regional Hospital in the competitive healthcare landscape.

Keywords: *marketing strategy, analysis strategy, SWOT, hospital*

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INTRODUCTION

A hospital is a health service institution that provides comprehensive individual health services that provide inpatient services, outpatient services, and emergency services based on Law No. 44 of 2009 concerning Hospitals (Kementrian Kesehatan RI, 2009). In general, the definition of a hospital is an organization that operates in the field of health services and services for the community, but in its operations, a hospital also requires quite a lot of funds so that hospital services can run and continue (Zulyani, 2019). In facing the era of globalization with free market competition, a strategy is needed to create a good management leadership system. It is hoped that this management will be able to make changes to systems, professionalism, changes in quality, development of human resources, development of technology and infrastructure, changes in organizational values and culture, and increased consumer satisfaction, which in the end can analyze changes that occur and anticipate these changes (M. Hakan Yalçinkaya et al., 2015).

Currently, the direction of hospital services must change from being profit-oriented, because in this day and age, there is free market competition which ultimately changes the way we view a hospital (Apriliana & Fidiana, 2021). As time goes by, hospitals must also make changes in the current service system. Hospitals are developing from non-profit-oriented organizations to profit-oriented organizations. In the current era of globalization, with free competition, foreign

parties can invest in all industries in Indonesia, including hospitals. This causes the hospital industry to become increasingly competitive (Zia et al., 2019).

The industry needs a good marketing strategy so that the hospital industry gets customers and can develop the hospital business. According to Kotler & Armstrong (2017), marketing is a process where a company creates value for consumers and builds strong relationships with consumers. , to recover value from those consumers. This is not only felt by private hospitals but also by government hospitals. Government-owned hospitals which have the majority of BPJS patients cannot remain silent in facing the current era of free competition. Many private hospitals have collaborated with BPJS because they see the opportunity to make a profit (Hariyanti & Rosyidah, 2013).

Government-owned hospitals must also start developing their services through collaboration with private insurance companies. Kembangan Regional Hospital is a hospital owned by the DKI Jakarta provincial government which is also experiencing free competition at the moment. Kembangan Regional Hospital must create a strategy to attract customers to come for treatment. In attracting customers, Kembangan Hospital must have an optimal marketing strategy (Insani & Nurdan, 2022). This marketing strategy is important for patient satisfaction considering the importance of the influence of marketing strategies on patient satisfaction. Marketing planning in health care must be very precise to achieve several main goals: customer service, financial stability, balance between stakeholders and shareholders, and improvement of future communications with customers (Elvana et al., 2022) From the study it was found that many hospital organizations implement marketing strategies, and that hospitals that adopt effective marketing strategies perform better than those that don't. Some factors that hinder the adoption and implementation of an effective marketing strategy include lack of planning, lack of top management support, and non-use of all promotional mix elements (Nugraheni & Kirana, 2021).

Kembangan Regional Hospital, which has been operating since 2015, must create a strategy that makes its services different from existing competitors. This marketing strategy must look at opportunities that arise from the external and internal spheres objectively to use existing resources optimally. An in-depth study is needed to create an effective marketing system so that Kembangan Regional Hospital can develop and provide services according to customer expectations (Zia et al., 2018).

This research aims to formulate a marketing strategy for Kembangan Regional Hospital through SWOT analysis, determining segmenting, targeting, and positioning of Kembangan Regional Hospital as well as a marketing mix that is by Kembangan Regional Hospital's marketing targets.

METHOD

The research method used in this research is a qualitative method with Operational Research, to obtain an analysis of marketing strategy planning for Kembangan Hospital space services. In this research, the research focus is more directed towards explaining the internal and external conditions of Kembangan Regional Hospital and also the existing marketing mix to be able to formulate optimal strategic alternatives for Kembangan Regional Hospital. Primary data was obtained from a survey of 40 outpatients at Kembangan Regional Hospital, as well as FGD (Focus Group Discussion) with several sources and observations. The

purposive sampling method was used to determine informants. The sources for this research were the Director, Head of the Medical and Nursing Services Section, Head of the Administration Sub-Division, Head of the Personnel Implementation Unit, Head of the Finance and Planning Implementation Unit, Head of the Medical Support Section, Public Relations, and doctors. Secondary data was obtained from reviewing related documents. After the primary data is collected from interviews and checked for completeness, then group the existing data, carry out analysis, and compare it with existing theory. Next, determine the CSF (Critical Success Factor) to be analyzed through FGD (Focus Group Discussion). The FGD also determines the weight and rating of each CSF, so that analysis can be carried out using the EFE Matrix and IFE Matrix. The weight shows how closely the CSF is related to the interests of the organization, while the rating shows how effective the CSF response is to the marketing strategy. The analysis stage used is a SWOT analysis which is carried out by analyzing external and internal factors that show potential obstacles to hospital development. Then proceed with Segmenting, Targeting, and Positioning, as well as determining the marketing mix (Product, Price, Place, Promotion).

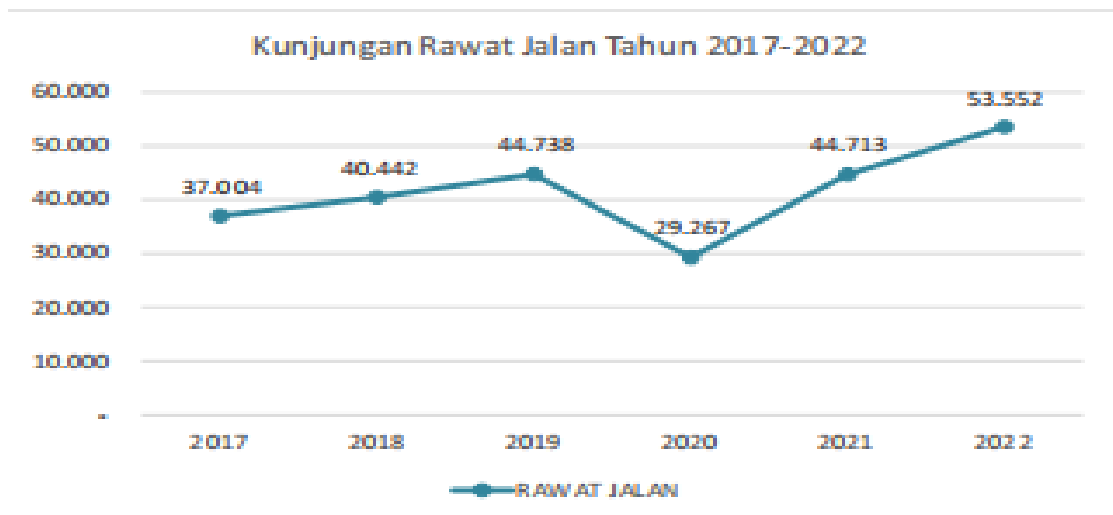
RESULTS AND DISCUSSION

Situation Analysis

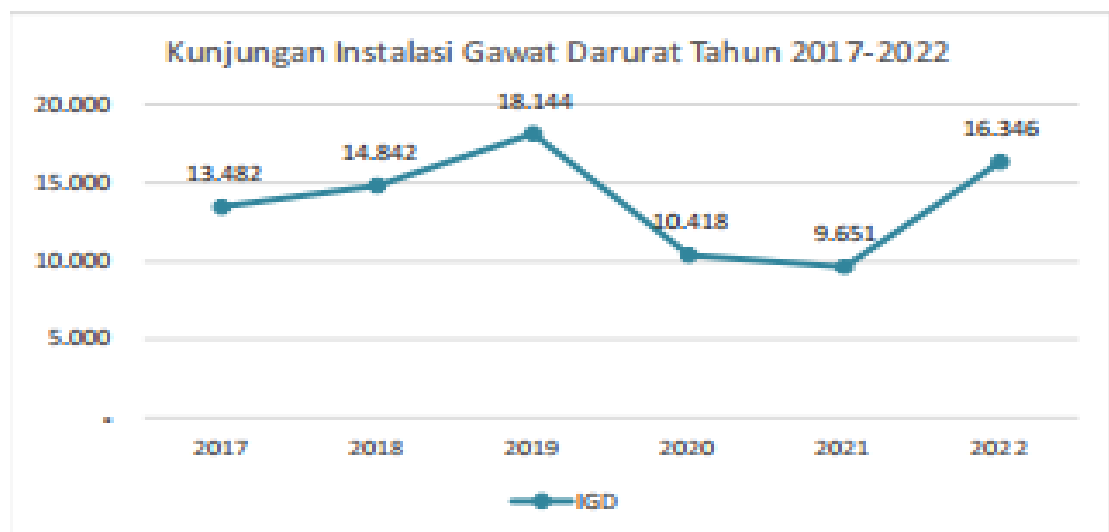
Kembangan Regional General Hospital is one of the regional hospitals belonging to the DKI Jakarta Province which is responsible for providing complete individual health services by providing inpatient, outpatient, and emergency services. Based on the Decree of the Governor of the Province of the Special Capital Region of Jakarta Number: 927 of 2019 concerning the Kembangan Regional General Hospital as the Technical Implementation Unit of the Provincial Health Service of the Special Capital Region of Jakarta which Implements the Regional Public Service Agency Financial Management Pattern. Based on the Decree of the Governor of DKI Jakarta dated 17 October 2023 RSUD Kembangan is designated as a class C regional hospital with a capacity of 100 inpatient beds (Aprilia et al., 2016; Islam, 2018).

Kembangan Regional Hospital has sufficient health personnel. Apart from the 4 basic medical specialists which are the minimum requirements for a class C hospital as determined by Minister of Health Regulation No. 56 of 2014 concerning Hospital Classification and Licensing, there are ENT, Eye, Mental Health, Acupuncture, and Neurology specialist services.

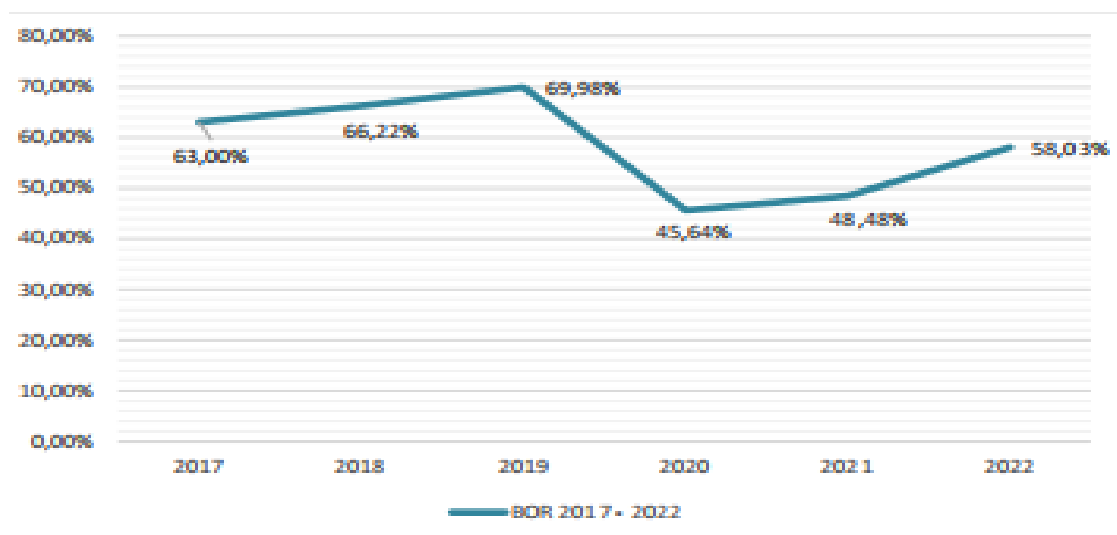
Kembangan Regional Hospital has been operating since 2015. Initially, it was the Kembangan District Health Center. Patient visits increase every year and facilities and infrastructure also increase. However, the achievement of BOR (Bed Occupation Rate) during 2017-2022 only achieved the set target twice, namely in 2018 and 2019 of 66.22% and 69.98%. The following is an overview of outpatient visits at Kembangan Regional Hospital, Kembangan Regional Hospital Emergency Room, and Kembangan Regional Hospital BOR during 2017-2022.



Graph 1. Outpatient Visits at Kembangan Regional Hospital 2017-2022



Graph 2. Emergency Room Visits at Kembangan Regional Hospital 2017-2022



Graph 3. Kembangan Regional Hospital BOR 2017-2022

From the results of the internal situation analysis, Kembangan Regional Hospital shows several strengths that can become the main foundation for the progress and sustainability of its services. First of all, the success of this hospital cannot be separated from competent, professional, and integrity Human Resources (HR), with most of its members being young. Apart from that, Kembangan Regional Hospital achieved plenary accreditation and was the main choice of BPJS participants as a first-level referral hospital.

Services at Kembangan Regional Hospital also get positive points, including fast Medical check-ups (MCU) with competitive costs, operating room operations and medical support that run 24 hours, and various types of specialties available. Implementation of electronic medical records makes data storage easier and shortens service time, while affordable rates are by DKI Jakarta Governor's regulation Number 141 of 2018.

Good complaint management, strong health budget support from the Government, and cross-sector collaboration are additional points of strength at RSUD Kembangan. The existence of special service facilities for TB, RO, and HIV treatment, as well as the integration of the Hospital Management Information System (SIMRS), also supports strengthening services.

However, Kembangan Hospital also has several weaknesses that need attention. The use of electronic prescription systems and drug inventory management is not yet optimal, and service rates are not fully in line with unit cost calculations. Lack of promotion, optimal publicity, as well as the absence of customer service and a 24-hour hotline are also critical notes.

In terms of opportunities, Kembangan Regional Hospital is in a strategic position, bordering DKI Jakarta and Banten Province, opening up greater potential for visits. Opportunities for developing services and facilities also arise with the increase in hospital type to type C. Locations close to office areas provide opportunities for collaboration in Medical Check-Up (MCU) services, while the economic condition of the upper middle-class population allows the development of services outside the scope of BPJS.

Internship and research opportunities are also open for pupils and students, while public trust in Kembangan Regional Hospital's services is high, especially in terms of inpatient satisfaction with food quality and the use of social media which continues to grow. However, several threats also lurk at Kembangan Regional Hospital. The existence of competitors with renewable technology nearby can influence patient choices. You also need to be aware of the possibility of tarnishing the good name of the hospital due to staff mistakes, because it can have an impact on bad ratings and reviews on social media. Rapidly changing regulations and increasing public demands for the quality of health services, including regulations on the procurement of medical equipment with a Domestic Component Level (TKDN) requirement of at least 25%, are also challenges that need to be overcome.

Based on the results of the existing SWOT analysis, it was found that the internal condition of the Kembangan Regional Hospital is in a fairly strong position and the external condition of the Kembangan Regional Hospital has quite good opportunities with a number greater than the number of threats. From the results of the IE matrix, the hospital's position is in quadrant 5, namely hold and maintain. From this analysis, the strategy choices are market penetration and product development. Market Penetration is a condition where we sell existing products and sell them to target markets that have been determined from the start. However, a penetration strategy is needed so that sales increase. Meanwhile, product development is creating and

developing a product and offering it to customers. To develop and create opportunities for Kembangan Hospital in the future, a marketing strategy is needed.

Marketing strategies can be implemented if the means known as the marketing mix are available. According to (P. Kotler & Keller, 2012), marketing mix is one of the marketing tools utilized by a company simultaneously to realize goals in the target market. The marketing mix strategy is a combination of several important factors in the target market. These important factors consist of product, price, promotion, place, people, process, and physical facilities.

Product

Products are everything that producers introduce to consumers to be noticed, searched for, purchased, used, and consumed by the market or consumers to fulfill the needs or desires of consumers (Ulus, 2013). Based on the results of the FGD, it was found that Kembangan Regional Hospital will develop existing service products such as MCU services, ICU/PICU/NICU services, expansion of ER services, and addition of isolation care rooms.

Price

Service price is also a determining factor in a marketing strategy. With the price of a service product being affordable for customers, the service product is preferred and chosen by customers. The majority of Kembangan Regional Hospital patients use BPJS for their services. However, some patients seek treatment at Kembangan Regional Hospital who are non-BPJS, which means setting lower service product prices at Kembangan Regional Hospital with the same characteristics compared to competitors is very necessary.

Promotion

Currently, the promotion of services at Kembangan Regional Hospital has begun to be actively carried out. With the many social media that exist today, it can be a medium for promoting good services for Kembangan Regional Hospital. Promotion is also carried out through social activities for the community such as stunting checks for children in collaboration with related sectors. Promotion is also carried out by establishing communication with the nearest Community Health Centers and clinics. For promotional activities in the internal environment of Kembangan Regional Hospital, LCD monitors have been provided to display superior service products at Kembangan Regional Hospital, as leaflets and banners for service activities.

Place

Kembangan Regional Hospital, which is located in the middle of residential areas, could be an opportunity for non-BPJS patients because the people around Kembangan Regional Hospital are upper-middle-class people. Kembangan Regional Hospital has also recently added a new maintenance and service building. This addition means that there is also a need for parking space for patients who come to visit. This has been overcome by working with the sub-district office so that patients who come to visit can park at the sub-district office. The outpatient waiting room has also been expanded by utilizing existing space. The capacity of inpatient rooms has also increased from the previous 50 beds to 100 beds.

People

With the increase in the class of the Kembangan Regional Hospital to class C, additional employees are also needed at the Kembangan Regional Hospital. Kembangan Regional Hospital carries out recruitment by paying attention to the skills and qualities of prospective new employees. The training department has also started to routinely carry out programs for the development of hospital employees through training or workshops attended by employees with costs borne by the Kembangan Regional Hospital. The number of employees at Kembangan Regional Hospital is not yet ideal, but optimizing employee placement can ensure that services at Kembangan Regional Hospital continue to run well.

Process

The service process at Kembangan Regional Hospital is regulated by the existing SPO (Standard Operating Procedure). The service processes at Kembangan Regional Hospital are not yet fully digital because there are still some services that are still being developed by the IT division. For the registration process, an APM (Independent Registration Platform) is currently provided for registering BPJS outpatients and printing BPJS SEPs. The process of filling out medical assessments already uses the hospital information system (SIRS) so it is simpler and paperless. The SIRS at the Kembangan Regional Hospital is being developed so that future services will be easier and better monitored.

Physical facility

Service facilities for consumers need to be paid attention to because customers often pay attention to physical evidence or existing service facilities. The service facility environment helps shape customer feelings with service personnel. The better the service facilities provided, the greater the level of comfort felt by consumers. Service facilities have a positive influence on consumer satisfaction and loyalty (Foster, 2010). Kembangan Regional Hospital has expanded and developed existing physical facilities. The outpatient waiting room has been expanded and developed. The emergency room has also been large and expanded so that patients don't have to wait long to be examined.

CONCLUSION

Kembangan Regional Hospital, one of the hospitals belonging to the Regional Government of DKI Jakarta, has developed a good marketing strategy in facing current global competition. The marketing mix strategy carried out must be developed by current market developments. One of the superior services at Kembangan Regional Hospital is maternity care services. For the price/tariff factor, Kembangan Regional Hospital has determined tariffs following DKI Jakarta regional government regulations. For general patients, a QRIS facility has been provided for payments for non-BPJS patients. For service products, Developing Regional Hospital has innovated and developed existing service products such as fast MCU services, treatment products for TB-RO and MDR patients, and services for HIV patients. For promotional media, a shift has been made from conventional to digital by utilizing social media and other existing media. For the quality of people/officers, Kembangan Regional Hospital provides training/workshops/seminars/internships for employees to develop employees' skills and abilities. For physical premises and facilities, Kembangan Regional Hospital has expanded

the outpatient waiting room, expanded motorbike parking facilities, collaborated with the sub-district office for car parking, and expanded rooms such as the ICU/PICU/NICU, and emergency room. This marketing mix strategy is carried out so that Kembangan Regional Hospital can still compete with other hospitals to provide optimal health services.

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