

Marketing Plan Strategy in Achieving Marketing Goals at the Harmoni Physiotherapy Clinic

Shadiqy Artib*, Rhian Indradewa, Rina Anindita, Ferryal Abadi

Universitas Esa Unggul, Indonesia

Email: diqyartib@student.esaunggul.ac.id*

Abstract

This research aims to formulate a strategic marketing plan for Harmoni Physiotherapy Clinic through an analysis of the marketing framework, STP (Segmenting, Targeting, Positioning) strategy, and the 7P marketing mix. This study uses a descriptive qualitative approach with analytical tools such as the Internal External (IE) Matrix, the Quantitative Strategic Planning Matrix (QSPM), and the Lean Canvas Model. The strategy focuses on market development and unique product services. The research findings indicate that Harmoni Physiotherapy Clinic's marketing strategy positions itself in a narrow differentiation focus, with the advantages of robotic physiotherapy and hydrotherapy technology, which are not yet available from similar competitors in Bekasi City. The 7P marketing mix includes digital-based services for therapist registration and gender selection, competitive pricing, and integrated promotions through online (social media, SEO, webinars) and offline (hospital collaborations, community service) channels. Short- to long-term sales programs are managed through the "Walk In 12345" activity to ensure business sustainability, along with plans for expansion into the Greater Jakarta area outside Bekasi City in the fourth year. The study concludes that a structured marketing plan that leverages the advantages of robotic technology and a smart digital marketing strategy can be key for Harmoni Physiotherapy Clinic to win market competition in the physiotherapy healthcare sector.

Keywords: Marketing Plan, Physiotherapy, Robotics, hydrotherapy, STP Strategy, 7P Marketing Mix, Bekasi City.

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INTRODUCTION

Changes in traditional lifestyle behavior to modern lifestyle behavior, which tends to be unhealthy, have led to an increase in lifestyle-related diseases, such as the risk of stroke (Awad et al., 2017; Ding, 2018; Pratama & Widayadhana, 2024; Sloot et al., 2023). The role of physiotherapy in this case is to provide interventions according to the needs of the patient's condition. When administering treatment, this process requires accurate management and examination to identify and determine goals for optimal results. This therapy is also supported by a thorough understanding of the individual patient. Stroke management consists of short-term and long-term goals. The short-term goals are to improve patient coordination, train sitting and standing balance, reduce muscle pain, and increase muscle strength. The long-term goal is to restore upper and lower extremity movement function to optimize activities of daily living (ADL) and enable the patient to return to normal activities (Aditya et al., 2022; Aganetha Naura Permata & Yulianto Wahyono, 2025; Amlak et al., 2025; Lin et al., 2025). In addition to conventional therapy, robotic therapy has now been developed to improve motor function.

Corporate services operating in the health sector include clinics, aside from hospitals (Syah & Wijoyo, 2021). The need for physiotherapy services in Bekasi is projected to continue growing. According to Statistics Indonesia (BPS) data, the elderly population in Bekasi continues to increase annually, with approximately 15% of the total population aged over 60 as of 2024. Furthermore, the exercise trend among the productive-age population and the growing awareness of rehabilitation after injury are also driving demand. The combination of an aging population, the need for rehabilitation after trauma or injury, and increasingly active lifestyles creates a potential market opportunity for clinics like Harmoni Physiotherapy in Bekasi (Erlina, 2020).

The high level of competition in the physiotherapy services business in Bekasi City requires Harmoni Physiotherapy Clinic to provide excellent service quality at affordable prices. Price, product quality, and service quality have long been considered key factors in explaining customer purchasing behavior. These three factors all have a positive and significant influence on purchasing decisions (Abadi & Herwin, 2019). Customer satisfaction is an important aspect that companies must consistently maintain to increase sales. The creation of customer satisfaction with offered goods or services will certainly increase company turnover (Pranata et al., 2020).

A good brand image creates a positive impression on consumers and encourages them to use a brand's products. Zeithaml stated that brand image is the most important factor consumers consider before selecting a product or service. Therefore, it can be concluded that brand image reflects a person's perception of a brand. The more positive a person's perception of a brand, the stronger the brand image becomes. Conversely, if the perception is negative, the brand image fails to develop.

In addition to brand image, there is also brand trust. Brand trust refers to the perception of reliability formed through consumer experiences during transactions or interactions, including the extent to which expectations of product satisfaction and quality are fulfilled (Husin et al., 2022; Widi Utomo Ichsan, 2017).

Perceived service quality relates to customer perceptions of a company's ability to provide high-quality products and social contributions, thereby strengthening its brand reputation. This implies that the higher the perceived service quality, the better the company's perceived reputation for its services (Hadi & Indradewa, 2019). According to Anderson (2023), service quality is defined as the degree to which a service meets or surpasses customer expectations. Kurniawan et al. (2025) define service quality as the extent to which there is a gap between reality and customer expectations regarding the service received. Service quality can be achieved through fulfilling customer desires and delivering services accurately according to expectations. Furthermore, Kotler and Keller (2021) in Marketing Management (15th edition) describe a service as a performance offered by one organization to another or to individual customers. This performance is characterized by intangible actions that do not result in ownership of physical goods but instead create value through the service experience itself (Gallarza-Granizo et al., 2020).

In addition to marketing strategies through offline advertising such as banners, leaflets, and billboards, sales marketing activities that directly engage customers are also important. One of the marketing strategies implemented by Harmoni Physiotherapy Clinic is the use of virtual or digital search engine facilities, both SEM and SEO. Search engine optimization (SEO) is one of the advertising strategies used to place the newly developed website at the top of search engine results pages. Previously, internet users had difficulty discovering the desired webpage because Google had not yet indexed the website (Husin et al., 2022).

By focusing on quality service, customer satisfaction, and promotional strategies within its marketing approach, Harmoni Physiotherapy Clinic has the opportunity to attract new patients from competitors and strengthen long-term relationships with existing ones. This study focuses on designing Harmoni Physiotherapy Clinic's Marketing Plan, a crucial process in achieving targeted marketing goals. Harmoni Physiotherapy Clinic aims to become a leading provider of modern physiotherapy health services with a strong reputation among the residents of Bekasi City.

This research aims to formulate a strategic marketing plan for Harmoni Physiotherapy Clinic. Specifically, it seeks to: (1) analyze the internal and external environment of the clinic; (2) develop an effective STP (Segmenting, Targeting, Positioning) strategy; and (3) design a comprehensive 7P marketing mix to achieve the clinic's short- and long-term marketing objectives. The results of this study are expected to provide significant theoretical and practical

benefits. Theoretically, this research contributes to the development of marketing management science, especially in the context of specialized healthcare services. Practically, the formulated marketing plan can serve as a clear operational guide for Harmoni Physiotherapy Clinic's management to enhance brand awareness, attract new patients, build customer loyalty, and achieve sustainable business growth in Bekasi City.

METHOD

The Harmoni Physiotherapy Clinic's business research resulted in product and service designs aligned with market development and product development strategies. Harmoni Physiotherapy Clinic is a healthcare service company specializing in physiotherapy care. Its daily operations are divided into two shifts: the first shift runs from 8:00 a.m. to 3:00 p.m., and the second shift from 3:00 p.m. to 9:00 p.m. The clinic offers various physiotherapy service packages tailored to patient needs, based on recommendations from neurologists and/or medical rehabilitation specialists. To operate efficiently, Harmoni Physiotherapy Clinic prepared a detailed budget plan and selected a strategic location that aligns with its target market—the diverse population of Bekasi City.

This research employed demand analysis as the key consideration to determine whether Harmoni Physiotherapy Clinic can successfully enter the market and generate the expected profits to support business growth. A survey of physiotherapy patients was conducted to obtain real data regarding current issues faced by physiotherapy clinics in Bekasi City, as well as to identify patient expectations toward physiotherapy services in the area.

RESULT AND DISCUSSION

The Harmoni Physiotherapy Clinic business requires a sound marketing plan to expand its market in Bekasi City and its surrounding areas. The Harmoni Physiotherapy Clinic's strategic marketing framework is shown in Figure 1 below:



Figure 1. Framework of Marketing Plan

Source: Writing Team, 2025

Marketing Goals and Targets

Harmoni Physiotherapy Clinic organizes its marketing objectives into several stages: short-term (0-2 years), medium-term (3-5 years), and long-term (over 5 years), as outlined in the Establish Terms Objective in Chapter 4.2. Our strategic focus is based on the Internal External Matrix (IE Matrix), with Harmoni Physiotherapy Clinic in Cell IV, with the following strategies selected: Intensive (market penetration, market development, and product development) or Integrative (backward integration, forward integration, and horizontal integration), located in Bekasi City and its surrounding areas. Marketing Targets of Harmoni

Physiotherapy Clinic are a form of goals and objectives outlined through short-term, medium-term and long-term goals. After determining the marketing objectives, Harmoni Physiotherapy Clinic sets marketing targets taken from the QSPM Matrix in Chapter 4.5, namely developing Market Development, Product Development, Horizontal Integration and Product Differentiation. In order to support these marketing objectives, we compile marketing targets as a benchmark for achieving these objectives and measure these objectives through a number of main results or targets, which can be seen in the following table 1:

Table 1. Marketing Goals and Objectives

CATEGORY	OBJECTIVE	TARGET
Short Term (Y.0 – Y.2)	1 Achieve the target number of patients per day of up to 30 people	<p>1. Achieve 20 patients per day in the first year by:</p> <ul style="list-style-type: none"> a. Collaborate with general practitioners and specialists b. Collaborate with surrounding health clinics <p>2. Achieve a total of 30 patients by the end of the 2nd year by:</p> <ul style="list-style-type: none"> a. Improving the quality of service b. Expanding cooperation with other health service units
	2 Start Building Activities Awareness	<p>Start building brand awareness in years 0–2 through the program:</p> <ul style="list-style-type: none"> a. Team Building Offline Marketing and Digital Marketing b. Develop efficient promotional programs & SEM programs c. Start being active on social media by uploading content about robotic physiotherapy and hydrotherapy
	3 Start Building market share	<p>Start building a physiotherapy market share by:</p> <ul style="list-style-type: none"> a. Building a customer base b. Determine a more specific market segment according to the modern facilities available at the HF clinic
	4 Start building the Department Marketing & Sales effective and efficient, and dominate the market offline as well as online	<p>The Marketing & Sales Department divides the market into 2, namely offline marketing/sales which directly meets patients, and online via social media and website.</p> <p>In collaboration with influencer marketing, make YouTube & TikTok channels to build brand.</p>
	5 Building a business Home Care Physiotherapy	<ul style="list-style-type: none"> 1. Prepare the therapist for home care service 2. Prepare work facilities and systems to support work 3. Service Home Care becomes one of the spreads of business
Medium Term (Y.3- Y.5)	1 Achieve the target number of patients per day up to 50 people	<p>Achieving 50 patients per day in the 5th year by:</p> <ul style="list-style-type: none"> a. Maintaining good relationships with partners b. Developing the Clinic's capabilities to serve more c. Increasing the number of health

<p style="text-align: right;">clinics, doctor's clinics, and medical practices collaborating with Hamoni Physiotherapy Clinic to reach 50 cooperation contracts</p>			
2	Building a Brand Awareness	2	<p>Actively forming and building Brand Awareness in years 3–5 through activities:</p> <ul style="list-style-type: none"> a. Building public trust through free health services b. Continuously active, precise, and efficient digital marketing programs using SEM and SEO c. Actively uploading videos on YouTube and TikTok about the benefits of Robotic Physiotherapy and Hydrotherapy (at least 3 videos per week on each channel), collaborating with micro influencers and public figures in certain areas d. Charity event for stroke patients who are unable
3	Strengthening market share for both services at the Clinic	3	<p>Start building physiotherapy market share by:</p> <ul style="list-style-type: none"> a. Building a customer base b. Determining a more specific market segment according to modern facilities available at HF Clinic c. Launching Corporate Wellness 360° program (physiotherapy, nutrition, mental wellness) d. Broader cooperation with companies, health clinics, hospitals, doctor practices, fitness clubs, and insurance companies with target cooperation proportion: <ol style="list-style-type: none"> 1. Hospitals & Clinics = 20% 2. Private Doctors = 10% 3. Fitness Centers/Gyms = 20% 4. Manufacturing Companies = 30% 5. Warehousing = 20% e. Service improvement for home care using mobile clinic car with complete equipment, covering Bekasi City and Bekasi Regency (radius 20 KM from Clinic)
4	Increase customer loyalty	4	<ul style="list-style-type: none"> 1. Providing good after-sales service, namely a program to greet patients by telephone. 2. Special discount promotion program for loyal customers. 3. <u>Customer satisfaction survey.</u>
Long Term (> Y.5)	1	Achieve the target number of patients exceeding 50 people per day	<p>To achieve a daily patient intake of more than 50 people in the 5th year and beyond, the following must be done:</p> <ul style="list-style-type: none"> a. Collaborate with national insurance companies, major hospitals, and healthcare startups (Halodoc and Alodokter).

			b. Become a referral physiotherapy partner for BPJS, Hermina Hospital, Primaya Hospital, and Siloam Bekasi Hospital, as well as other major hospitals with overcapacity. c. Increase the number of health clinics, doctors' clinics, and medical practices cooperating with Harmoni Physiotherapy to reach 100 cooperation contracts.
2	Strengthen Brand Awareness, both clinic services and outpatient services Home Care	2	<p>Strengthen Brand Awareness in year 5 and beyond through activities:</p> <ul style="list-style-type: none"> a. Collaborate with educational institutions to hold seminars, podcasts, and interactive discussions (offline and online) regarding physiotherapy. b. Focus on SEO that is continuously active, precise, and efficient. c. Actively upload videos on YouTube & TikTok about the benefits of Robotic Physiotherapy and Hydrotherapy (at least 3 videos per week on each channel), collaborating with micro influencers and public figures in certain areas. d. Charity Event for Stroke Patients with Disabilities. e. Build a national network of “Friends Recovering Together in Harmony.”
3	Strengthening market share	3	<p>Continue to strengthen Harmoni Physiotherapy's market share by:</p> <ul style="list-style-type: none"> a. Educating the public to have more confidence in clinical physiotherapy methods than traditional medicine. b. Creating special physiotherapy packages for employees of companies that have collaborated. c. Continuing to actively implement Corporate Wellness Program 360° (physiotherapy, nutrition, mental wellness). d. Broader cooperation with companies, health clinics, hospitals without physiotherapy facilities, doctors' practices, fitness clubs, and insurance companies, with work contracts increasing by 20% annually in all categories.
4	Increase customer loyalty	4	<p>To increase customer loyalty, maintain good relationships with recovered patients through the “Harmoni Menyapa” program:</p> <ul style="list-style-type: none"> a. Maintaining good relations with patients. b. Getting updates on the latest patient conditions. c. Providing suggestions for free

check-ups for recovered patients at Harmoni Physiotherapy Clinic.
d. Special discount promotion program for loyal customers.
e. Customer satisfaction survey.

Sources: Writing Team, 2025

The purpose of marketing targets is to guide marketing strategies and provide direction to focus on marketing efforts undertaken to align with the company's vision and mission (Puspitasari et al., 2024).

STP Marketing Strategy (Segmenting, Targeting, and Positioning)

Segmentation

Harmoni Physiotherapy identifies potential customers through the segmentation stage, focusing on its Business-to-Consumer (B2C) business model. As described in Chapter IV of the Lean Canvas, the segmentation includes potential private patients, BPJS (Social Security Agency) insurance patients, private insurance patients, and companies willing to collaborate or engage in B2B business. Table 2 shows the following:

Table 2. Market Segmentation of Harmoni Physiotherapy

GEOGRAPHIC SEGMENT		
Geographic Segment	Target Consumers	Strategic Marketing
Bekasi City, Bekasi Regency & Greater Jakarta Area	Urban communities that are densely populated and still lack physiotherapy clinic facilities	Direct promotion using banners, billboards, counters in malls and activity centers, as well as promotional programs in cyberspace such as social media and websites
DEMOGRAPHIC SEGMENTS		
Demographic Segments	Target Consumers	Strategic Marketing
a. Age range 25–70 years	Patients of productive age (actively working) to elderly who require rehabilitation care due to stroke, pinched nerves, sports injuries, or other medical conditions	Direct promotion using banners, billboards, mall counters, activity centers, and digital promotions via social media and website
b. Socio-Economic	All economic levels can access modern physiotherapy services at competitive prices	Promotions with competitive pricing and affordable service packages
c. Work	Employees, athletes, field workers, retirees, and individuals with movement disorders due to injury or neurological disease	B2B approach and both offline and online promotional strategies
PSYCHOGRAPHIC SEGMENTS		
Psychographic Segments	Target Consumers	Strategic Marketing
Lifestyle & Needs	Individuals who care about health, fitness, and post-injury recovery	B2B Promotion, Community Activity Centers, Gym partnerships, Social Media, Website & Podcast Programs
Lifestyle & Needs	Patients with a modern lifestyle and orientation toward quality of life who seek physiotherapy services based on technology and high professionalism	Active participation in physiotherapy seminars, website optimization, YouTube podcasts, and social media campaigns
BEHAVIORAL SEGMENTATION		
Behavioral Segmentation		
Focus on the duration of treatment	1. Patients who want fast recovery,	Direct promotion using banners,

Focus on the healing condition	modern therapy technology, convenience, and easily accessible digital services.2. Patients looking for high-tech services and fast therapy results.	billboards, counters in malls and activity centers, as well as promotional programs in cyberspace such as social media and websites
	1. Patients requiring long-term rehabilitation services (stroke, pinched nerve).2. Patients requiring repeated therapy.3. Loyal patients.	Promotions focused on types of services and competitive service pricing
SEGMENTATION BASED ON BUSINESS MODEL		
Segmentation Based on Business Model	Target Consumers	Strategic Marketing
B2C (Business to Consumer)	General patients, BPJS patients, and insurance patients	Promotions focused on convenience, fast service, and easy online registration, with sales team directly handling B2C business
B2B (Business to Business)	Companies or agencies collaborating on employee health programs	Offering cooperation packages (Corporate Physiotherapy & Wellness Program) through contractual agreements

Source: Writing Team, 2025

Targeting

After conducting market segmentation, the next step is to select and define target markets according to Chapter IV of the Lean Model Canvas in the customer segment section. This is shown in Table 3 below:

Table 3. Harmoni Physiotherapy Target Market

Target Segment	Segment Detail Profile	Main Services Offered
Main Market (Primary Target Market)	<p>1. Age 24–65 years</p> <p>2. Upper middle income</p> <p>3. Post-stroke patients, spinal cord injuries, and neuromusculoskeletal disorders</p> <p>4. Patients after orthopedic surgery or sports injuries</p> <p>5. Patients with limited mobility requiring Home Care Physiotherapy</p> <p>6. Active young people with minor injuries (sprains, nerve pain, stress headaches, muscle pulls, post-accident cases, nerve disorders in feet and heels)</p>	<p>Robotic Physiotherapy, Hydrotherapy, Stroke Exercise,</p> <p>Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave Diathermy</p> <p>Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave Diathermy, Massage Manipulation, Stroke Exercise, Ultrasonic Therapy</p> <p>Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave Diathermy, Massage Manipulation, Ultrasonic Therapy, TENS, Exercise Therapy</p>
Secondary Market (Secondary Target Market)	BPJS and private insurance patients who require rehabilitation services with payment access through third parties, as well as companies and corporations (B2B) with high occupational risks	Stroke Exercise, Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave Diathermy, Massage Manipulation, Ultrasonic Therapy
Potential Market	<p>1. Elderly people aged over 60 years with limited mobility who require home care physiotherapy services that are safe, comfortable, and professional</p> <p>2. Young people & Gen Z who want home care services to make access to physiotherapy easier</p>	<p>Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave Diathermy, Massage Manipulation, Stroke Exercise, Ultrasonic Therapy</p> <p>Electrical Stimulation, Scoliosis Exercise, Microwave/Short Wave</p>

Diathermy, Massage Manipulation,
Ultrasonic Therapy, TENS, Exercise
Therapy

Source, Writing Team, 2025

Positioning

Harmoni Physiotherapy Clinic implements positioning based on its unique value proposition, as reflected in the Lean Canvas Model. As a physiotherapy clinic specializing in post-stroke rehabilitation using high-tech robotic physiotherapy, it must compete with other clinics and hospitals offering similar services. To remain competitive and create a positive image and public perception of its services, Harmoni Physiotherapy Clinic has positioned itself as a physiotherapy clinic specializing in post-stroke and neuromuscular (spinal) nerve patients. It offers modern facilities, including robotic physiotherapy and hydrotherapy, supported by comprehensive, comfortable, and professional equipment, as well as flexible pricing options that allow patients to choose treatment packages suited to their needs and budget.

Its unique narrow-focus differentiation, reliability, and modern treatment services give it a strong competitive advantage. The distinctiveness of Harmoni Physiotherapy Clinic lies in its provision of robotic treatment for post-stroke patients—services not yet offered by competitors in Bekasi City or its surrounding areas—as well as hydrotherapy services that are similarly unavailable from comparable competitors. This uniqueness is further enhanced by the use of digital applications for patient registration and therapist gender selection, ensuring maximum comfort and personalized service during therapy sessions.



Figure 2. Perceptual Mapping of Harmoni Physiotherapy

Source: Writing Team, 2025

Marketing Mix

Harmoni Physiotherapy Clinic focuses on the physiotherapy healthcare industry, particularly in Bekasi and its surrounding areas. According to the customer segment section of the Lean Model Canvas, its marketing can be categorized as B2C (Business to Customer). To this end, the clinic utilizes the 7Ps: Product, Price, Promotion, Place, People, Process, and Physical Evidence.

Product

In line with the product and service aspects of the Value Proposition Canvas, the clinic offers therapy services utilizing modern robotic physiotherapy equipment for post-stroke patients and hydrotherapy services for neuromuscular patients—both designed with a strong emphasis on patient comfort and convenience. Harmoni Physiotherapy Clinic provides several physiotherapy service options tailored to patients' individual needs and conditions, including

home therapy services. The digital application system enables patients to select their therapist's gender, thereby addressing cultural or religious considerations.

In addition to physiotherapy service packages, Harmoni Physiotherapy Clinic also sells supporting medical equipment related to physiotherapy treatments and specific conditions, such as walking canes, crutches, and hand braces. These products are available for purchase by the general public, including non-registered physiotherapy patients. For patients who require only a doctor's consultation, Harmoni Physiotherapy Clinic provides access to medical rehabilitation specialists. Consultation fees for these specialists are included in the physiotherapy package, even for patients who have not yet begun physiotherapy sessions.

The Price

To ensure pricing is aligned with the Decision Stage (QSPM) and Business Level Strategy, namely modern service and maximum comfort for patients and escorts, as well as a narrow differentiation focus, the pricing process is adjusted to the predetermined consumer target. The pricing process also considers the prices of Physiotherapy Clinic services at other Hospitals and Clinics in the Bekasi city area and its surroundings, and ensures that Harmoni Physiotherapy Clinic prices are the cheapest in Bekasi city. In general, it is divided into 12 Physiotherapy Package rates and 2 non-Physiotherapy rates.

Tabel 1 Harmoni Physiotherapy Clinic Therapy Service Prices

No	Sales Item Physiotherapy	Amount		
		BPJS	Non BPJS	Homecare
1	Basic Scoliosis Exercise	215.000	258.000	279.500
2	Electrical Stimulation	104.250	125.100	135.525
3	Exercise	79.500	95.400	103.350
4	Infra Red Radiation	104.250	125.100	135.525
5	Massage Manipulation	112.500	135.000	146.250
6	Microwave Diathermy	104.250	125.100	135.525
7	Shortwave Diathermy	104.250	125.100	135.525
8	Stroke Exercise	196.500	235.800	255.450
9	Tens	104.250	125.100	135.525
10	Ultrasonic Therapy	104.250	125.100	135.525
11	Paket Robotic	-	400.000	-
12	Paket Hydrotherapy	-	250.000	-
Total				

Source: Writing Team, 2025

The Promotion

Promotion for the Harmoni Physiotherapy Clinic is carried out through various online and offline strategies.

a. Online Promotion:

1. Using social media platforms such as Instagram, Facebook, and TikTok to reach a wider audience, introducing the Harmoni Physiotherapy Clinic brand as a physiotherapy clinic with advanced equipment and very affordable prices, and increasing audience awareness of the services offered.
2. Having an informative, two-way communication and easily accessible official website to provide information about services and schedules. Implementing SEM and SEO programs.
3. Holding webinars and podcasts to promote the advantages of robotic physiotherapy and hydrotherapy.

4. Actively uploading videos about robotic physiotherapy and hydrotherapy on YouTube and TikTok, including both science videos and podcasts and seminars.
5. Harmoni Clinic SocialMedia: 1) YouTube: @harmonifisioterapiofficial, 2) TikTok: @harmonifisioterapi_official, 3) Facebook: Harmoni physiotherapy Bekasi.

b. Offline Promotion

1. Establish partnerships with hospitals and general clinics that do not yet have physiotherapy facilities, private practices in Bekasi, and companies that may need physiotherapy treatment for their employees.
2. Install banners and signs in the Ring 1 area of the HF clinic.

Actively participate in community service programs in Bekasi, promoting physiotherapy package brochures and distributing promotional vouchers. Promotional image: Billboard on Jalan Boulevard PHR Bekasi.



Figure 3. Billboard Advertising Visualization

Source: Writing Team, 2025

Place

Marketing for the Harmoni Physiotherapy Clinic includes:

- a. Strategic Location:
Harmoni Physiotherapy Clinic is located in an area easily accessible to the people of Bekasi and its surrounding areas, ensuring that healthcare services are easily accessible to patients.
- b. Expansion Plan:
There are plans to open branches in other cities in the Greater Jakarta area, aiming to expand service coverage and increase accessibility for more patients.
- c. Service Accessibility:
The healthcare services offered are digital-based, where consumers can view services directly through the app and website. Disease analysis and recommended treatment options are also available to patients.
- d. External Activities:
Several activities, such as seminars and podcasts on physiotherapy, will also promote the advantages of robotic physiotherapy and hydrotherapy methods.

People

Harmoni Physiotherapy Clinic is committed to providing the best possible service by employing competent and professional therapists with a minimum of a Diploma 3 (D3) in Physiotherapy and a Certificate of Registration (STR) to ensure patient satisfaction, a key value of Harmoni Physiotherapy Clinic.

Process

Harmoni Physiotherapy Clinic's service delivery process prioritizes sophisticated and modern service aspects. This includes an online registration process, easy examinations, and patient options for appropriate therapy methods, both in terms of cost and therapist gender.

Physical Evidence

Harmoni Physiotherapy Clinic must be visible and tangible to consumers, focusing on creating a positive experience and impression. Therefore, Harmoni Physiotherapy Clinic will focus on providing pleasant service, a comfortable and attractive clinic interior, and sophisticated physiotherapy treatment equipment.



Figure 4. Front view of HF Clinic building and interior decoration

Source: Writing Team, 2025

Sales

Sales Activities

Harmoni Physiotherapy has created a sales activity program called "Walk In 12345," which outlines short-term sales activities for Y0-Y2, medium-term programs for Y3-Y5, and long-term programs for Y5 and beyond. The "Walk In 12345" program outlines action plans that the Sales Department must implement over the next five years to achieve company targets, such as public education, product campaigns, exhibitions, Meet Galas, visits, events, online advertising, social media activities, seminars, and others, including both offline marketing and sales activities, online activities, and digital marketing.

Sales Team

Harmoni Physiotherapy uses the Sales Effectiveness Drivers framework Zoltners et al. (2022) as a guide for building a strong sales team. This framework has been aligned with Harmoni Physiotherapy's business, divided into five categories: definer drivers that determine sales force structure and roles; shaper drivers that influence the organization's salespeople; and the exciter, enlightener, and controller drivers that influence sales force activities. As shown in Figure 4 below:

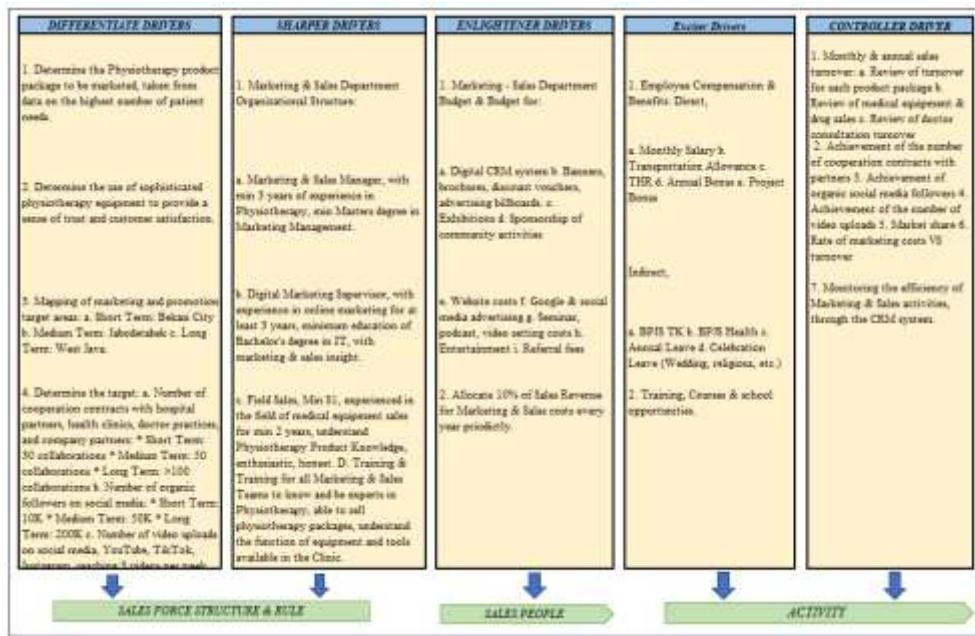


Figure 5. Sales Effectiveness Drivers

Source: Writing Tim, 2025

Sales & Marketing Budget

The Harmoni Physiotherapy Sales & Marketing Team's primary focus is on stroke and spinal cord patients, as well as home care services. However, Harmoni Physiotherapy also serves patients with other complaints, which can be addressed within the clinic's facilities. After the fourth year, we will begin opening new branches in cities across Greater Jakarta (Jabodetabek). Our first targets are Cikarang and Tangerang, as these cities offer significant potential for business growth. Therefore, sound budget management is essential.

Table 2 Budget Marketing dan Sales of Harmoni physiotherapy Clinic

No	Description	Year I	Year II	Year III	Year IV	Year V
Promotion & Entertainment Costs						
1	Tactical Advertising & Product Promotion	85.494.816	115.072.214	172.154.189	343.707.978	570.348.599
2	Brand & Awareness	89.380.944	120.302.770	179.979.379	359.331.068	596.273.535
3	Marketing Communication & Production	68.493.006	92.188.535	137.918.981	275.356.960	456.927.003
4	Marketing Media Buying	77.236.794	103.957.285	155.525.659	310.508.912	515.258.109
5	Networking	64.606.878	86.957.980	130.093.790	259.733.870	431.002.066
6	Entertainment	60.234.984	81.073.606	121.290.451	242.157.894	401.836.513
7	Seminar / Public Event / Sponsorship	56.348.856	75.843.050	113.465.261	226.534.804	375.911.577
8	Referral Fee	81.122.922	109.187.840	163.350.850	326.132.002	541.183.046
Total		582.919.200	784.583.280	1.173.778.560	2.343.463.488	3.888.740.448

Source: Writing Team, 2025

Revenue Stream Projection

The Harmoni Physiotherapy Clinic offers 12 physiotherapy service packages and two non-physiotherapy products: sales of supporting medical devices and physiotherapy

medications, and consultations with specialist medical rehabilitation doctors. Its target market is independent patients, insurance patients, and BPJS (Social Security Agency) participants.

The Harmoni Physiotherapy Clinic's revenue stream projections and assumptions come from several sources: proceeds from the sale of therapy services to patients, sales of medical rehabilitation aids, and pharmaceuticals/medicines included in the service package price.

Table 3 Revenue Stream of Harmoni physiotherapy Clinic

No	Sales Item	Year I	Year II	Year III	Year IV	Year V
1	Basic Scoliosis Exercise	433.440.000	444.528.000	647.244.000	1.437.228.000	2.200.392.000
2	Electrical Stimulation	210.168.000	232.848.000	397.584.000	760.968.000	1.529.496.000
3	Exercise	194.616.000	249.940.800	355.132.800	738.460.800	1.388.635.200
4	Infra Red Radiation	210.168.000	253.008.000	429.264.000	984.744.000	1.746.576.000
5	Massage Manipulation	315.900.000	352.404.000	551.214.000	1.120.932.000	1.892.124.000
6	Microwave Diathermy	247.698.000	297.712.800	487.080.000	878.774.400	1.498.334.400
7	Shortwave Diathermy	247.698.000	297.712.800	428.630.400	983.390.400	1.498.334.400
8	Stroke Exercise	488.106.000	547.722.000	755.118.000	1.748.916.000	2.651.292.000
9	Tens	247.698.000	297.712.800	428.630.400	983.390.400	1.498.334.400
10	Ultrasonic Therapy	210.168.000	252.604.800	428.630.400	931.082.400	1.442.426.400
11	Paket Robotic	144.000.000	158.400.000	696.960.000	1.724.976.000	2.951.625.600
12	Paket Hydroterapi	144.000.000	165.600.000	450.000.000	756.000.000	1.436.400.000
13	Konsultasi Dokter	1.584.000.000	2.628.000.000	3.186.000.000	5.580.000.000	9.412.200.000
14	Penjualan Alkes	180.000.000	360.000.000	540.000.000	900.000.000	1.260.000.000
Total		4.857.660.000	6.538.194.000	9.781.488.000	19.528.862.400	32.406.170.400

Source: Writing Team, 2025

CONCLUSION

Based on the research results and discussion above, it can be concluded that several marketing plan strategies contribute to achieving the marketing goals and values of Harmoni Physiotherapy Clinic. These strategies include key aspects that support smooth business operations, such as pricing, location, promotion, sales, and financial planning. For further development, it is recommended that the clinic consistently monitor the effectiveness of each implemented strategy—particularly in the areas of digital marketing and network collaborations. Periodic evaluations of patient satisfaction and continuous adaptation to market changes are also essential to ensure business sustainability and growth. Furthermore, expansion into the Greater Jakarta (Jabodetabek) area should be supported by comprehensive feasibility studies and thorough resource preparation.

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