



## Marketing Strategy and Referral Efforts from First Level Health Facilities (FKTP) to Diponegoro National Hospital Through the 7P (Product, Price, Place, Promotion, People, Process, and Physical Environment)

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### ABSTRACT

Rumah Sakit Nasional Diponegoro (RSND) services are still not optimal, seen from the indicators of BOR, TOI and patient dissatisfaction, its need for an appropriate marketing strategy. So it needed an appropriate marketing strategy. The purpose was to analyze internal factors (weaknesses) and external factors (opportunities and threats) in determining marketing strategies and referral efforts to RSND with qualitative analytic descriptive approach. The research was analysis 7P marketing mix (product, price, place, promotion, people, process, and physical evidence) with informants FKTP, DPP, Directors, Public Relations and Marketing, supervisory board, patients of RSND and university. Good perceptions on superior service products, service quality and prices, groups and skills of professionals, and sophisticated level of facilities and the image of RSND as education hospital are strengths of hospital. However, service schedules has'nt in accordance with user expectations, the process and marketing team wasn't had reached all groups, communication between FKTPs and the hospital, and inefficient registration procedures are weaknesses. Strategy needed was market penetration and product development. The strategic priorities should be implemented providing media information and promotion regarding types of services to be distributed to FKTPs and holding networking forums between FKTPs and RSND.

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## Strategi Pemasaran dan Upaya Rujukan dari Fasilitas Kesehatan Tingkat Primer ke Rumah Sakit Nasional Diponegoro melalui 7P (Product, Price, Place, Promotion, People, Process, dan Physical Environment)

### ABSTRAK

Pelayanan RSND masih belum optimal dilihat dari indikator BOR, TOI dan ketidakpuasan pasien sehingga perlu adanya upaya strategi pemasaran yang tepat. Tujuan penelitian ini adalah menganalisis faktor internal (kekuatan dan kelemahan) dan faktor eksternal (peluang dan ancaman) dalam penentuan strategi pemasaran dan upaya rujukan ke RSND dengan desain kualitatif dan pendekatan deskriptif analitik. Penelitian menganalisis bauran pemasaran 7P (product, price, place, promotion, people, process, dan physical evidence, dengan narasumber FKTP, DPP, Direksi, Humas dan Pemasaran, dewan pengawas dan pasien RSND serta pihak universitas. Persepsi cukup baik pada produk layanan unggulan, kualitas dan harga layanan, ketersediaan dan keterampilan tenaga profesional, ketersediaan fasilitas yang canggih serta citra RSND sebagai rumah sakit pendidikan menjadi sisi kekuatan rumah sakit. Jadwal pelayanan kurang sesuai

#### Kata kunci:

Bauran Pemasaran  
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ekspektasi pengguna, proses dan tim marketing yang belum menjangkau semua kalangan, komunikasi antara FKTP dengan pihak rumah sakit, dan prosedur pendaftaran yang kurang efisien menjadi kelemahan. Strategi yang diperlukan yaitu penetrasi pasar dan pengembangan produk. Prioritas strategi yang sebaiknya dijalankan yaitu menyediakan media informasi dan promosi mengenai jenis layanan untuk dibagikan ke FKTP dan mengadakan forum jejaring antara FKTP dengan RSND.



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## INTRODUCTION

Hospitals were supported by management elements which are the capital for management services to ensure the achievement of goals, such as man, money, methods, machines, markets, materials that will be processed by management functions to achieve goals. (Sabarguna, 2009) In order to achieve its goals, the hospitals are highly dependent on voluntary exchanges with the public, adequate funds must be obtained, hospital employees must perform well, and hospital utilization by patients must be increased. This will all be achieved if the hospital can provide well-designed rewards through marketing efforts. (Hartono, 2010)

Hospitals need to make efforts to survive and develop. This is due to the very high operational costs of the hospital accompanied by the increasing competence of service quality. The market was one of the important elements in the production operations of hospital services. The changing situation of the times can create opportunities for business improvement or even become a threat to hospitals (Parasuraman et al., 1988)

Hospitals must also have a competitive strategy in the midst of competition in the National Health Insurance era, in relation to the prospective payment system using the INA-CBGs rate. The data of Diponegoro National Hospital showed that the number of outpatient visits with Health Insurance Security Agency financing from 2016 to 2019 in September experienced a significant increase. In addition, the number of inpatient visits is also dominated by patients with the financing of the Health Insurance Security Agency. (Irwandy & Sjaaf, 2018; Diponegoro National Hospital Annual Patient Recap Report 2016 - 2019, 20129)

The BOR and TOI indicators in Diponegoro National Hospital which are still under the ideal number indicate low bed usage and a fairly long bed rotation period. So it is necessary to have the right marketing strategy to deal with obstacles in the form of the absence of an internal marketing team and external marketing or expansion. Another obstacle was the dissatisfaction of patients who visit the Diponegoro National Hospital due to the lack of readiness of human resources. Thus there is a need for a SWOT analysis in an effort to strengthen marketing cooperation and referrals from FKTP to Diponegoro National Hospital Semarang. Diponegoro National Hospital (Annual Patient Recap Report 2016 - 2019, 20129)

The results of a preliminary study with the marketing and public relations department of Diponegoro National Hospital showed that the obstacles faced were the absence of a marketing team so far, not being able to expand or market outward because there was no internal marketing team. The first strategy that will be carried out is to strengthen the internal team by forming a hospital marketing team, mapping strategies with low-cost high impact strategies, internal modifications and external expansion. Internal modifications that will be carried out by the Diponegoro

National Hospital by utilizing the potential of human resources through regular services (superior routine services from eye health, child health and cardiology) that are potential from MDiC patients at Diponegoro National Hospital who can be referred to Diponegoro National Hospital but require readiness of equipment, facilities and arrangements for doctor's practice hours who are still constrained. External expansion that will be carried out is by seeking social media (such as YouTube, Instagram), fostering the nearest PHC. External expansion through fostering the nearest PHC in accordance with the marketing plan of the Diponegoro National Hospital marketing team is the potential for increasing patient visits to the hospital. Another obstacle comes from the dissatisfaction of patients who are disappointed to visit the Diponegoro National Hospital because of the lack of readiness of the HR in the Diponegoro National Hospital.

Yuliasfa's research (2017) showed that there was a significant relationship between product mix, price mix, promotion mix, and process mix with patient loyalty. To increase patient loyalty, it can increase or maintain product mix, price mix, promotion mix, process mix, and people mix.<sup>4</sup>

Based on these problems, it was found that the marketing strategy and referrals from PHC that were running were not yet optimal because of the limited human resources specifically responsible for marketing, which had not yet been formed, resulting in decreasing of patient visits. Thus, it is necessary to have a SWOT analysis in an effort to strengthen marketing cooperation and referrals from PHC to the Diponegoro National Hospital Semarang.

## METHOD

This research is a qualitative analytic descriptive approach. The research subject was selected by the purposive sampling technique. The research starts from July to August 2020 at Diponegoro National Hospital environment.

Sources of data obtained from in-depth interviews with 20 key informants and triangulation. The main informants consisted of 4 Public Health Centers, 4 Clinics, 1 GP, 3 Directors of Diponegoro National Hospital, 1 Head of Public Relations and Marketing of Diponegoro National Hospital, and 1 Staff of Public Relations and Marketing of Diponegoro National Hospital. Triangulation informants consisted of 1 supervisory board of Diponegoro National Hospital, 1 university party and 4 patients of Diponegoro National Hospital. The object in this study uses a SWOT analysis framework which is an analysis of the internal and external environment of the hospital. The internal environment of the hospital is analyzed through the 7Ps (product, price, place, promotion, people, process, and physical evidence). The

external environment of the hospital studied is population, social and cultural environment, technology, economy, competition, and Health Insurance Security Agency tiered referral service policies.

## RESULT AND DISCUSSION

In providing services, the hospitals have competitors with other hospitals, especially those with the same type. There are several hospitals that are competitors for the Diponegoro National Hospital in providing health services, including Banyumanik, Hermina, Roemani, William Booth, Panti Wiloso, and Army Hospital. From the many competitors, out of 5 Public Health Centers, 4 of them made referrals to Diponegoro National Hospital in the last month with a minimum of 5 patients per month. Meanwhile, for 5 clinics or general practitioner, at least in the last month, they have referred about 15 patients. This can be analyzed how the Diponegoro National Hospital marketing mix to the PHC and the best strategy to implement.

### Product

In the Product element, it is known that the service operation is sufficient to fulfil the needs and expectations of users. Meanwhile, superior services are still being developed, namely eye, ENT, and skin services. It is also hoped that this service can become a superior service for Diponegoro National Hospital. Pharmaceutical services are still considered quite slow. The registration service which is quite complicated also affects user satisfaction. Scheduling outpatient polyclinics that do not open services in the afternoon and Saturday is also being a complaint.

In the research of Saragih, Pardede, and Sijabat (2017), it showed that there was a significant relationship between product factors and patient satisfaction ( $p = 0.000 < 0.05$ ). The service as one of the hospital products must be in accordance with the patient's needs. A product was something that a hospital can offer to fulfil patient needs and if the quality quality was good, it can provide satisfaction to the patient (Saragih Masri, Jek Amidos Pardede, 2017)

### Price

Most of the patients at Diponegoro National Hospital are participants of Health Insurance Security Agency, especially in poly services. While independent patients are usually emergency patients. Payment for services is borne by the insurance company so, there is a standard claim fee. In this case, the patient does not feel the impact on the price that must be paid. The research of Ditasari, Sutriningsih, Ahmad (2019) stated that from the results of the chi-square test obtained a p-value of 0.152 which means that there was no influence of the cost bearer in the decision to choose the operating room at Panti Waluya Hospital, Malang. (Ditasari, 2019)

The use of services outside the Health Insurance Security Agency includes nutrition and laundry services which are still in product development so, they can reach more markets. According to informants, the price of services at Diponegoro National Hospital is still at the standard level because it is a teaching hospital. Some informants even stated that the price of their services was cheaper than other hospitals. In Suwedia and Daruki (2019), the home care service at Bhakti Rahayu General Hospital Denpasar sets a price that has been

adjusted to the calculation of the service fee and honorarium to be provided. After the calculation is done, it will be compared by equal competitors so, the prices can still be competitive but with maintained quality. Diponegoro National Hospital is an institution under Diponegoro University that is expected to contribute. However, in terms of finance, it is still supported by the University, especially in carrying out its operations. Meanwhile, Pertamina Jaya Hospital suffered a considerable loss because the capitation budget received was insufficient for the expenditure costs. However, in terms of the ability to invest, Pertamina Jaya Hospital also had the advantage that was supported by strong finances from corporations. With financial support from corporations, Pertamina Jaya Hospital had broad options to invest and develop the hospital. (Karmawan, 2016)(Suwedia I N, 2019)

### Place

The main informant indicated an agreement regarding the distance and location of Diponegoro National Hospital which was quite difficult to reach. The location of Diponegoro National Hospital is too far into the campus, there are no road directions, and access to public transportation is also difficult. Besides, there were informants who stated that the location and distance of health service was not a problem. No matter how far, it will still be taken if the patient or service user wants service at the hospital. In the research at RSGM Dental Hospital Baiturrahmah, a location that is not in the middle of the city is a weak point in the hospital's SWOT analysis.<sup>9</sup>

### Promotion

Marketing has not become a top priority because in the process the PHC mapping will begin to be developed in 2020. In addition, the form of service products to be marketed must also be mature from the service provider. What has been done is personal communication with service users. In addition, the Diponegoro National Hospital promotional media is quite complete, consisting of social media and official websites. Printing media such as pamphlets already exist but have not been distributed to PHC. Research at Kol. Abundjani Bangko Hospital stated that the promotion of service products carried out by the hospital is by providing guidance to Integrated Service Post regularly every month by the GRSIB team (Movement of the Hospital for Mother's Care). This activity is to assist and train health workers, especially village midwives, in handling cases of pregnant women before being referred to the hospital.<sup>10</sup>

### People

The hospitality and neatness of Diponegoro National Hospital officers are good in serving patients. This can be seen from the communication between officers and patients. Consumers often choose hospitals because they are impressed by the expertise of the people involved in the healing process, for example, specialist doctors who meet expectations, supported by skilled nurses. (Ditasari, 2019)

The human resources available at Diponegoro National Hospital consist of medical and non-medical officers. The results of the interview showed that the staff's friendliness and tidiness were good in serving patients. This can be seen from communication with patients. Meanwhile, marketing officers consist of 1 Section Head and 1 Public Relations and Marketing Staff. Based on information from informants, the

unavailability of staff who focus on the marketing function also hampers the hospital's marketing process. Until now, the marketing function was combined with hospital public relations. So that direct communication with the PHC also experienced difficulties.

According to triangulation informants, based on the Workload Analysis (WLA) of Diponegoro National Hospital, some officers are still lacking. However, the hospital as an organization also needs to pay attention to efficiency. There will be a restructuring of the human resources in the hospital so, it can be more efficient.

**Table 1. Internal Factor Effect Matrix**

No.	Internal Factor	Internal Factor	Score	Weight	Score x Weight
1	Strength	Handling faster than other hospitals	3	0,03	0,09
2		Patient needs are fulfilled	3	0,035	0,105
3		The cochlear implant as an excellent service because it is supported by the experts	3	0,035	0,105
4		Medical rehabilitation, therapeutic methods supported by technology	3	0,035	0,105
5		ENT can be a superior service	2	0,035	0,07
6		Beauty can be a superior service	2	0,035	0,07
7		Service prices are still in the normal category	3	0,035	0,105
8		Great and sophisticated facilities	2	0,035	0,07
9		Availability of skilled doctors	3	0,035	0,105
10		Hospital officers are friendly and kind	2	0,035	0,07
11		Hospital security is guaranteed good	2	0,03	0,06
12		Magnificent, nice and clean building	2	0,03	0,06
13		The clerk is neat and wears ID	1	0,035	0,035
14		Service information from the Hospital website	2	0,035	0,07
15		The completeness of medical equipment is good, especially in hospitalization	3	0,035	0,105
16		Image of RSND as a teaching hospital	2	0,03	0,06
		Total		0,54	1,285
1	Weakness	The place to eat is difficult in the hospital	2	0,035	0,07
2		The distance between service places is difficult for the elderly to reach	2	0,035	0,07
3		Saturdays do not open services	4	0,04	0,16
4		The registration service still has to be on site	4	0,035	0,14
5		The registration process tends to be complicated	3	0,035	0,105
6		There is no media information regarding the services distributed to the PHC	3	0,035	0,105
7		There is no PHC network forum communication yet	3	0,035	0,105
8		There are no officers who focus on Hospital marketing yet	4	0,035	0,14
9		Long service in pharmacy	2	0,035	0,07
10		Registration must queue from morning	3	0,035	0,105
11		The doctor's schedule is uncertain due to being a teaching staff and practicing elsewhere	4	0,035	0,14
12		HMIS is still experiencing obstacles	2	0,035	0,07
13		Marketing funds are not sufficient to develop communication to PHC	3	0,035	0,105
Total		0,46		1,385	

**Process**

On the official website of Diponegoro National Hospital, the doctor's schedule has been listed, but it is still different from the schedule on the Health Insurance Security Agency. This is due to schedule changes, doctors who are on leave, or doctors who already have other schedules. In terms of the service process, especially on referrals, hospitals are also bound by Health Insurance Security Agency regulations regarding service time. Existing patients will accumulate and create long queues. The registration procedure is also still experiencing problems with registration that is not online

and the procedure is long to get a poly queue number. This was in line with the research of Nugraha and Thabrany (2017) that the process of service flow at the BROS aesthetic surgery poly Denpasar was said to be complicated and takes quite a long time, especially with foreign patients (Zia H Khalida, Rima Semiarty, 2019)

The results of the interview from the informant were strengthened by the information of triangulated informants that most of the doctors at Diponegoro National Hospital were lecturers or doctors at other hospitals, so the schedules often clashed.

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According to the informant, the triangulation procedure of the Health Insurance Security Agency service time will

make the service slower so, the service continues to complete according to the number of patients. The inefficient service flow began to be developed by developing an online registration process, improving Hospital Management Information System, and adjusting the doctor's schedule. Service procedures will also be easier, especially to reduce interactions during a pandemic.

**Table 2. External Factor Effect Matrix**

No.	External Factor	External Factor	Score	Weight	Score x Weight
1	Opportunity	There are special requests from patients to be referred to Diponegoro National Hospital.	3	0,055	0,165
2		PHC is pleased to refer again Diponegoro National Hospital but the option remains to the patient	2	0,055	0,11
3		Patients who are satisfied will definitely tell others memberitahu	3	0,055	0,165
4		PHC doctors can be informants about services at Diponegoro National Hospital	3	0,055	0,165
5		On average, a year PHC refers to the Diponegoro National Hospital at least 15 patients	2	0,05	0,1
6		The environment is influential in reference considerations	2	0,05	0,1
7		Referral considerations due to closer proximity to Diponegoro National Hospital	3	0,055	0,165
8		Collaboration with Medicine Faculty of Diponegoro University can increase the market	2	0,05	0,1
9		Collaboration with Engineering Faculty in the development of medical rehabilitation tools	3	0,05	0,15
10		Information on service availability is available in the Health Insurance Security Agency system	2	0,05	0,1
<b>Jumlah</b>		<b>0,525</b>	<b>1,32</b>		
1	Threat	Access to public transportation is still difficult	3	0,055	0,165
2		The location is too far	2	0,055	0,11
3		Need Long time to find Diponegoro National Hospital location	2	0,055	0,11
4		The assumption that Diponegoro National Hospital is too urban	2	0,05	0,1
5		Other hospitals are stronger in marketing to PHC	3	0,055	0,165
6		Ever misrepresented the correct poly	1	0,05	0,05
7		Limitation of patient service quota from Health Insurance Security Agency	3	0,05	0,15
8		There is another closest type C referral hospital	4	0,055	0,22
9		Access at night is difficult due to lack of lighting	2	0,05	0,1
<b>Total</b>		<b>0,475</b>	<b>1,17</b>		

### Physical Environment/Physical Evidence

The facilities and infrastructure at Diponegoro National Hospital are very good, especially since it has a magnificent and luxurious building, good, complete, and sophisticated facilities. Based on the results of the interview, the Diponegoro National Hospital facilities are good with maintenance. Diponegoro National Hospital also has facilities that are being developed, namely in the nutrition section in collaboration with the Faculty of Medicine and laundry which will serve a wider range of users. In the field of technology, modern therapeutic tools have also been developed in collaboration with the Engineering Faculty of Diponegoro University to create a replacement robot for nurses in the Corona Virus Disease isolation room.

The image of Diponegoro National Hospital as Diponegoro University hospital has a big influence. Likewise with the infrastructure, has a magnificent and luxurious building, good facilities, complete, and sophisticated. Based on the results of interviews, Diponegoro National Hospital facilities are good with maintenance. While the building does show the image of a magnificent hospital. Diponegoro National Hospital also has facilities that are being developed, namely in the nutrition department in collaboration with the FK and laundry which will serve a wider range of users. In the field of technology, modern therapeutic tools have also been developed in collaboration with the Engineering Faculty of Diponegoro University. In line with Arismen's research (2019), service facilities for consumers really need to be considered, because the service quality is often seen by

customers in physical evidence or service facilities provided. The service facility environment helps shape customer feelings with service personnel. The better the service

facilities provided, the higher the level of comfort felt by consumers (Arismen et al., 2019) (Suwediana I N, 2019)

### SWOT Analysis

INTERNAL	<i>Strength (S)</i>	<i>Weakness (W)</i>
	<ol style="list-style-type: none"> <li>1. Handling faster than other hospitals</li> <li>2. The patient's needs are fulfilled</li> <li>3. Cochlear implant as a superior service because it is supported by experts</li> <li>4. Medical rehabilitation, therapeutic methods supported by technology</li> <li>5. ENT can be a superior service</li> <li>6. Beauty can be a superior service</li> <li>7. Service prices are still in the normal category</li> <li>8. Good and sophisticated facilities</li> <li>9. Availability of skilled doctors</li> <li>10. Hospital security is guaranteed good</li> <li>11. Service information from the Diponegoro National Hospital website</li> </ol>	<ol style="list-style-type: none"> <li>1. The place to eat is difficult in the hospital</li> <li>2. The distance between service places is difficult for the elderly to reach</li> <li>3. Saturdays do not open services</li> <li>4. The registration service still has to be on site</li> <li>5. The registration process tends to be complicated</li> <li>6. There is no media information regarding the services distributed to the PHC</li> <li>7. There is no PHC network forum communication yet</li> <li>8. Long service in pharmacy</li> <li>9. Registration must queue from morning</li> <li>10. The doctor's schedule is uncertain due to being a teaching staff and practicing elsewhere</li> <li>11. HMIS is still experiencing obstacles</li> <li>12. Marketing funds are not sufficient to develop communication to PHC</li> </ol>
EXTERNAL	<i>Opportunities (O)</i>	<i>Threats (T)</i>
	SO Strategy	WT Strategy
	<ol style="list-style-type: none"> <li>1. Activate and manage various hospital promotional media (both leaflet media and social media instagram / facebook / website / magazine) regarding Diponegoro National Hospital products, especially superior services such as cochlear implants, medical rehabilitation, ENT and beauty in order to reach more targets (S2, S3, S4, S5, S6, O4)</li> <li>2. Updating information on services and facilities for RSND medical devices on the RSND website (S7, S8, O4)</li> <li>3. Increase patient satisfaction with quality services and fulfil hospital MSS (S1, S2, S9, O1)</li> <li>4. Increase collaboration with other expert doctors in developing services (S3, S4, S5, S6, O1, O4)</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide instructions or banners regarding the location and access to RSND at the entrance to Diponegoro University (W1, T1, T2, T5)</li> <li>2. Improving services from registration to pharmacy (W4, W5, W8)</li> <li>3. Increase promotion of Diponegoro National Hospital to PHC through networking forums and marketing teams (W6, W7, T4)</li> <li>4. Propose special funds to hospital marketing for mapping and establish cooperation with PHC (W12)</li> </ol>
	WO Strategy	ST Strategy
	<ol style="list-style-type: none"> <li>1. Provide a canteen in the hospital (W1, W2)</li> <li>2. Opening services on Saturdays so as to increase patient visits from the PHC(W3, O1)</li> <li>3. Improved the registration procedure to be online and simpler (W4, W5,W10, W11, O1)</li> <li>4. Providing information and promotion media regarding the types of services distributed to PHC (W6, W7, O1)</li> <li>5. Hold offline and online networking forums between FKTP and RSND (W7, O1)</li> <li>6. Conduct regular and scheduled visits to the Diponegoro National Hospital marketing team to each FKTP to promote services (W7, W12, O1)</li> <li>7. Improving services in the pharmacy department (W8)</li> </ol>	<ol style="list-style-type: none"> <li>1. Build cooperation with public transportation partners (T1, T2, T4,)</li> <li>2. Updating the service flow so that procedures can be carried out faster and clearer than the other 4 nearest referral hospitals (S1, T7, T8)</li> <li>3. Conducting online promotions such as telemarketing and offline such as personal selling and distributing leaflets to PHC regarding several excellent services (S3, S4, S5, S6, T4)</li> <li>4. Improving the poly referral system and the availability of services available in the Health Insurance Security Agency (S8) system</li> <li>5. Propose the addition of street lighting to universities (T5)</li> </ol>

### IFE-EFE analysis

The IFE matrix showed that the total score is 2.67. The total score is above 2.5 which indicates the organization is in a strong internal position. The internal strength of

Diponegoro National Hospital is based on the highest score, namely the patient's needs are fulfilled, superior cochlear implant services, superior medical rehabilitation services, service prices, expert doctors, and complete inpatient facilities. The following is an IFE matrix table.

The results of the research by Saragih, Pardede, and Sijabat (2017) show that there was a significant relationship between product factors and patient satisfaction ( $p = 0.000 < 0.05$ ).

**Table 3. QSPM matrix**

No	Factor	Weight	Activate and manage various hospital promotion media		Improve registration procedures and pharmacy services		Providing information media and promotion of the types of services distributed to PCH	
			AS	TAS	AS	TAS	AS	TAS
<b>Strength</b>								
1	Handling faster than other hospitals	0,05	1	0,05	4	0,2	1	0,05
2	Patient needs are fulfilled	0,05	3	0,15	4	0,2	3	0,15
3	The cochlear implant as an excellent service because it is supported by the experts	0,055	4	0,22	2	0,11	4	0,22
4	Medical rehabilitation, therapeutic methods supported by technology	0,05	4	0,2	2	0,1	4	0,2
5	ENT can be a superior service	0,05	4	0,2	2	0,1	4	0,2
6	Beauty can be a superior service	0,045	4	0,18	2	0,09	4	0,18
7	Service prices are still in the normal category	0,05	3	0,15	2	0,1	3	0,15
8	Great and sophisticated facilities	0,05	4	0,2	3	0,15	4	0,2
9	Availability of skilled doctors	0,05	3	0,15	1	0,05	4	0,2
<b>Weakness</b>								
1	The place to eat is difficult in the hospital	0,04	0	0	0	0	0	0
2	The distance between service places is difficult for the elderly to reach	0,045	0	0	1	0,045	0	0
3	Saturdays do not open services	0,045	0	0	0	0	0	0
4	The registration service still has to be on site	0,05	0	0	4	0,2	0	0
5	The registration process tends to be complicated	0,05	0	0	4	0,2	0	0
6	There is no media information regarding the services distributed to the PHC	0,045	2	0,09	2	0,09	4	0,18
7	There is no PHC network forum communication yet	0,05	2	0,1	1	0,05	4	0,2
8	Long service in pharmacy	0,045	0	0	4	0,18	0	0
9	Registration must queue from morning	0,045	0	0	4	0,18	0	0
10	The doctor's schedule is uncertain due to being a teaching staff and practicing elsewhere	0,045	3	0,135	3	0,135	4	0,18
11	HMIS is still experiencing obstacles	0,045	4	0,18	4	0,18	2	0,09
12	Marketing funds are not sufficient to develop communication to PHC	0,045	2	0,09	0	0	2	0,09
<b>Opportunity</b>								
1	Referral considerations due to closer proximity to Diponegoro National Hospital	0,15	3	0,45	0	0	4	0,6
2	Collaboration with Medicine Faculty of Diponegoro University can increase the market	0,1	2	0,2	1	0,1	2	0,2
3	Collaboration with Engineering Faculty in the development of medical rehabilitation tools	0,12	3	0,36	1	0,12	3	0,36
4	Information on service availability is available in the Health Insurance Security Agency system	0,15	4	0,6	3	0,45	3	0,45
<b>Threat</b>								
1	Public transportation access is still difficult	0,095	0	0	0	0	0	0
2	The location is too far	0,095	0	0	0	0	0	0
3	Need Long time to find Diponegoro National Hospital location	0,095	0	0	0	0	0	0
4	The assumption that Diponegoro National Hospital is too urban	0,1	3	0,3	2	0,2	3	0,3
5	Access at night is difficult because of lack of lighting	0,095	0	0	0	0	0	0
<b>TOTAL</b>			<b>4,005</b>		<b>3,23</b>		<b>4,2</b>	
<b>PRIORITY</b>			<b>II</b>		<b>III</b>		<b>I</b>	

The EFE matrix shows the total score is 2.49. The total score is under 2.5 which indicates the organization is in a weak external position and indicates that the Diponegoro National Hospital strategy is unable to take advantage of existing opportunities or avoid emerging threats. Based on the IFE-EFE analysis, the IE matrix (2.87; 2.15) is in quadrant V or "stabilization". So the position of Diponegoro National Hospital has strategic opportunities, namely market penetration and product development. This is in line with

research at Arosuka Hospital where the IE matrix uses a hold and maintenance strategy. The analysis of external factors with the EFE Matrix totaling 2.886 indicates that Arosuka Region General Hospital responds well to the opportunities that exist and avoids threats from the environment outside the hospital. While the analysis of internal factors with an IFE Matrix of 2,500 indicated that the internal condition of the hospital is average (Lasvera et al., 2018) While the SWOT matrix (-0.36; 0.23) was in quadrant III, Diponegoro National

Hospital was in a weak position but has a big chance. The strategy recommended is to change the strategy, this means that the promotion and cooperation strategy of Diponegoro National Hospital must be renewed. It is different from the TOWS matrix of Pertamina Jaya Hospital which is in quadrant II (Internal Fix-It). This quadrant offered strategic recommendations, namely related diversification, vertical integration, market development, product development, retrenchment and enhancement. Quadrant II in the TOWS matrix required organizations to try to minimize or improve internal weaknesses and take advantage of external opportunities (Arismen et al., 2019) (Hayati Y Sirrul, Christyana Sandra, 2019).

There are three alternative marketing strategies for Diponegoro National University Hospital which are located in quadrant III of the SWOT matrix (change strategy) which is also in accordance with quadrant V of the IE matrix (market penetration and product development). The alternative strategies are the SO1 strategy (activating and managing various hospital promotion media), WO3 (improving registration procedures and pharmacy services), and WO4 (providing information media and promoting the types of services distributed to PHC). By taking advantage of existing opportunities, this strategy will also improve the quality of its service products. In the research of Dental Hospital Baiturrahmah Padang, recommended WO strategies, namely completing the accreditation process, setting doctor schedules and rates, promoting through various media and increasing the number of human resources for promotional activities. ST strategy consists of improving service excellence in periodontics by training employees and making online registrations. Meanwhile, the WT strategy is the formation of a marketing department to increase promotional activities

### Strategy Priority Analysis

After obtaining alternative strategies based on the IE Matrix and SWOT Matrix, then a decision is made to determine what strategic priorities must be done in order to determine the strategy to be used. For this reason, the QSPM matrix is used as follows in table 3.

Based on the weighting above, the chosen strategy is to provide media of information and promotion of the types of services distributed to PHC with a Total Attractiveness Score of 4.2. The strategies that have been obtained will then be implemented in strengthening cooperation and marketing. Implementation planning to be carried out must be in accordance with the objectives to be achieved. In the hospital industry, the customer is not always the one receiving service. Sometimes it is not the patients themselves who determine the hospital where they are treated but is determined by the policies of his office, doctors, nurses, physiotherapists, the patient's family and the insurance company. Therefore, if there is a marketing effort, the marketing target will be broad.

### CONCLUSION AND SUGGESTION

The 7P marketing mix (product, price, place, promotion, people, process, and physical evidence) showed the number of superior service products available, good service quality, service prices is the strengths of the hospital. However, internal weaknesses are still in the service schedule and doctors that do not match user expectations,

registration procedures are less efficient, and access and hospital locations are less easily accessible. In determining the marketing strategy, Diponegoro National Hospital must take advantage of the strengths and opportunities it has while taking into account the weaknesses and threats. Meanwhile, the strategic priority that should be implemented is providing media information and promotion of types of services to be distributed to PHC through the Diponegoro National Hospital marketing team.

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### Conflict of Interest Statement

The authors declare that there is no potential conflict of interest in connection with the writing and publication of this article.

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