



SWOT and Triangle Model Marketing Service Analysis for Marketing Strategy: Implementation Study at Pandan Arang Boyolali Hospital

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ABSTRACT

The hospital is a place for providing health services. In an effort to maximize services, a marketing strategy is needed so that the continuity of the hospital continues to run well. The study was conducted at the Pandan Arang Hospital in Boyolali in the Gastroentero-hepatology (GEHC) sub-specialist service, examining the current marketing strategy using SWOT analysis and the triangle marketing model. This research is descriptive-analytic with a qualitative approach. The primary data collection techniques were in-depth interviews (direct interviews), FGDs and observations; while the secondary data is taken from a review of previous research studies that contain the SWOT and the marketing triangle model. Description of the results and discussions that have been carried out, Pandan Arang Boyolali hospital GEHC sub-specialist service, is in quadrant 1. Quadrant I means the hospital is in a favorable position based on the IE matrix, the hospital has many strengths in dealing with many opportunities from the results of the calculation of internal factors using the IFE and EFE matrices. Even though it is in quadrant 1, Pandan Arang Boyolali hospital services for GEHC must develop strategies in dealing with external and internal threats to obtain opportunities and overcome threats so that they will become a superior hospital. The development strategy carried out is called the Alternative Marketing Strategy which has 9 steps of development strategy. In addition, the development strategy is also carried out using the Triangle Model Marketing. The Triangle marketing model is carried out from the results of internal and external factors analysis.

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ABSTRAK

Rumah sakit merupakan tempat untuk memberikan pelayanan kesehatan. Dalam upaya memaksimalkan pelayanan, diperlukan strategi pemasaran agar kelangsungan rumah sakit tetap berjalan dengan baik. Penelitian dilakukan di Rumah Sakit Pandan Arang Boyolali di sub spesialis Gastroentero-hepatology, mengkaji strategi pemasaran saat ini menggunakan analisis SWOT dan model pemasaran segitiga. Penelitian ini bersifat deskriptif-analitik dengan pendekatan kualitatif. Teknik pengumpulan data primer adalah wawancara mendalam (wawancara langsung), FGD dan observasi; sedangkan data sekunder diambil dari tinjauan studi penelitian sebelumnya yang berisi SWOT dan model segitiga pemasaran. Deskripsi hasil dan pembahasan yang telah dilakukan, pelayanan sub spesialis GEHC RS Pandan Arang Boyolali berada pada kuadran 1. Kuadran I artinya rumah sakit berada pada posisi yang menguntungkan berdasarkan matriks IE, rumah sakit memiliki banyak kekuatan dalam menangani dengan banyak peluang dari hasil perhitungan faktor internal menggunakan matriks IFE dan EFE. Meskipun berada di kuadran 1, pelayanan RS Pandan Arang Boyolali untuk GEHC harus mengembangkan strategi dalam

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menghadapi ancaman eksternal dan internal untuk mendapatkan peluang dan mengatasi ancaman sehingga menjadi rumah sakit yang unggul. Strategi pengembangan yang dilakukan disebut dengan Strategi Pemasaran Alternatif yang memiliki 9 langkah strategi pengembangan. Selain itu, strategi pengembangan juga dilakukan dengan menggunakan Triangle Model Marketing. Model pemasaran segitiga dilakukan dari hasil analisis faktor internal dan eksternal.



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INTRODUCTION

Hospital is a health service organization that carries out complete individual health services including providing inpatient, outpatient, and emergency services.(Pemerintah Republik Indonesia, 2009) General hospitals provide health services in all fields and types of disease.(Boyolali, 2006) Regional General Hospital is a hospital that is managed by the Regional Government with a non-profit legal entity. Hospitals provide services to patients where the nature of services is intangibility, inseparability, variability, and perishability. (Payne, 1993) Services have a specialty where each service is a combination of each service characteristic, and an understanding of these service characteristics is important for planning marketing strategies. Hospitals as service providers are now increasingly required to focus on customers by providing customer satisfaction and a good patient experience to customers who come. (Heningnurani, 2019)

This research was conducted at the Gastroenterohepatology Sub Specialist service providing services to patients with gastrointestinal complaints ranging from acute to chronic including liver, stomach, gallbladder, pancreas, small intestine, large intestine, and rectum/anus problems. The average monthly visit in 2020 for outpatients is 338 patients, inpatients 33 patients. 6 As stated by the Director of the Pandan Arang Hospital in Boyolali, this is because the promotion and marketing system for services that have not yet been running is still incidental to the ongoing COVID-19 pandemic. since February 2020 until now, where Pandan Arang Boyolali Hospital is a line 2 referral hospital in Central Java. The results of the observations of the Gastro Entero Hepatology Consultant (GEHC) services include Polyclinic, Inpatient, and Operative Actions in the Operating Room. Types of Gastroenterohepatology Sub Specialist Services that are currently featured are Gastroscopy, Endoscopy, Colonoscopy, and Hepatitis Therapy.(Surya, Mabel, & Rani, 2017)

There are various marketing strategy methods that can be used, in this study will use SWOT analysis and Triangle Model Marketing Service analysis. Determination of the marketing strategy in this case using a SWOT analysis by analyzing internal and external factors that affect the Hospital, also carried out an analysis of the Service Marketing Model Triangel which describes the interactions that occur in a service marketing between three factors, namely the company, customers, and employees. Which are interrelated with each other so that there are 3 types of marketing, namely internal marketing, external marketing, and interactive marketing.(Heningnurani, 2019) The SWOT method has been used in research studies at H Abdul Manap Hospital, Jambi City in determining marketing strategies.(Yulianti, Sugiarto, & Arso, 2015) In other research, SWOT is used to develop executive polyclinic services at Sultan Agung Hospital, Semarang.(Mahmudah, Chriswardani, & Wigati, 2015) For the

novelty of this research study, the model development was carried out using the Triangel Model Marketing Service. Based on the description of the problem above, it is necessary to conduct a research study on how the Superior Service of the Gastroenterohepatology Sub Specialist is carried out at Pandan Arang Hospital Boyolali?

METHOD

This type of research is descriptive-analytic with a qualitative approach. In this study, the researcher wanted to describe and provide an overview of the research object being studied through the data that had been well collected. Primary data collection was carried out through in-depth interviews (direct interviews), FGDs and observations were carried out by direct or indirect observations of activities related to marketing strategies. Secondary data obtained from the literature study, a review of existing documents will support the success of this research.

The research was conducted at the Pandan Arang Regional General Hospital, Boyolali. Data collection was carried out from October to November 2021. Respondents used in this study were the director, deputy director of general and finance, deputy director of services, head of finance, head of a service, head of nursing and midwifery, head of legal, public relations and marketing section, public relations staff, gastro entero hepatology subspecialist doctors, GEHC polyclinic nurses, internal medicine ward nurses, VIP ward inpatient nurses, IBS nurses, and patients.

The technique of data processing and data analysis in this research is to use internal and external environmental analysis. At the input stage, the IFE and EFE matrices are used. In the integration stage, the IE matrix analysis is used to determine the business position. This matrix is used to develop strategies by combining and adjusting the strengths and weaknesses possessed with the opportunities and threats they have of Pandan Arang Hospital Boyolali.

RESULTS AND DISCUSSION

The internal factors shown in the IFE matrix contain two categories, namely strengths and weaknesses. In the strength category, there are 8 indicators identified at and Arang Regional General Hospital. While in the weakness category, there are 5 indicators identified. More details regarding the description of indicators, weighting and scoring are presented in table 1.

Table 1
IFE Matrix at Pandan Arang Regional General Hospital carried out from October to November 2021

Internal Factors	Weight	Rating	Weight x Rating
Strengths			
Strong vision and mission	0,02	3	0,06
The organizational structure already has a marketing section	0,05	3	0,15
Human resources are sufficient and trained	0,03	3	0,09
Strategic location	0,10	4	0,40
Stable finance and financial flexibility	0,07	2	0,14
Complete diagnostic infrastructure	0,10	4	0,40
Affordable rates	0,08	3	0,24
Employee remuneration system is clear	0,05	3	0,15
Total	0,5		1,63
Weakness			
Human resource mentality is still low	0,08	2	0,16
Lack of communication and coordination of officers	0,09	2	0,18
Internal socialization is still lacking	0,09	2	0,18
Marketing and promotion system is not running yet	0,12	3	0,36
COVID-19 patient care hospital	0,12	3	0,36
Total	1,00		1,24

Internal factors that have the strongest influence strengths are strategic location (0.4), complete diagnostic infrastructure (0.4), and affordable rates (0.24). Meanwhile, the internal factors that gave the biggest weakness were the marketing and promotion system is not running yet (0.36), the COVID-19 patient care hospital (0.36), and the lack of communication and coordination among officers (0.18). The sum of the total strengths and weaknesses is 2.87.

The external factors shown in the EFE matrix contain two categories, namely opportunities and threats. In the opportunities category, there are 6 indicators identified at and Arang Regional General Hospital. While in the threats category, there are 5 indicators identified. More details regarding the description of indicators, weighting and scoring are presented in table 2.

Table 2
EFE Matrix at Pandan Arang Regional General Hospital carried out from October to November 2021

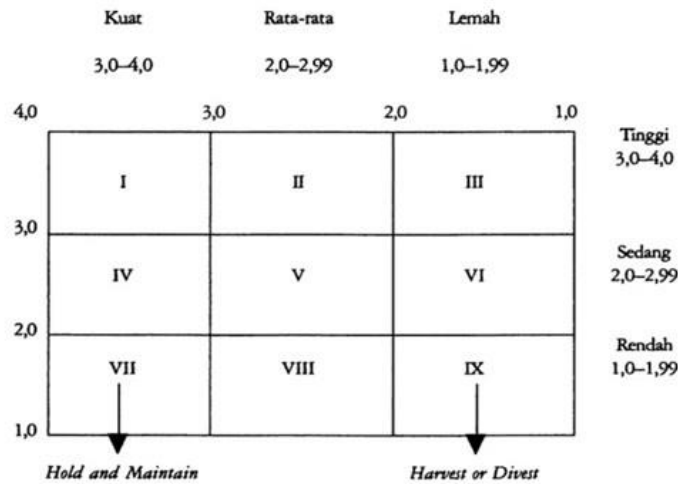
External Factors	Weight	Rating	Weight x Rating
Opportunities			
Owner or local government support	0,07	4	0,28
The only GEHC service in Boyolali	0,1	3	0,3
Good communication and coordination with public health center	0,16	3	0,48
The only type B Hospital in Boyolali	0,04	3	0,12
Support from the Health Office and the Ministry of Health	0,09	3	0,27
Government regulations that support GEHC subspecialty services	0,04	2	0,08
Total			1,53
Threats			
The number of private hospitals is a lot	0,08	3	0,24
Private hospital promotions are more intensive	0,16	2	0,32
The distance between hospitals is close	0,11	2	0,22
Private hospital becomes type C	0,08	2	0,16
Tiered referral health insurance policy	0,07	4	0,28
Total	1,00		1,22

The external factors that have the greatest influence on opportunities are good communication and coordination with public health centers (0.48), Owner or local government support (0.28), and support from the Health Office and the Ministry of Health (0.27). Meanwhile, external factors that have the biggest impact on threats are private hospital promotions are more intensive (0.32), tiered referral health insurance policy (0.28) and the number of private hospitals is a lot. The sum of the total opportunities and threats is 2.75.

The Internal-External (IE) matrix where the size and circle show the percentage of revenue contribution (sales). (Sari, 2017) The IE matrix was developed from the Grand Strategy

model.(Wibowo, 2018) The parameters used include the company's internal strengths and the external strengths it faces. The total value of the internal factor is 2.87 and the external factor is 2.75, which is then interpreted into the IE matrix in figure 1.

If it is plotted in the table above, it is in quadrant V, where Grown and Built Strategies, the strategies that are feasible to be implemented are intensive (market penetration, market development, and product development, and integration strategies where backward integration, forward integration, and horizontal integration are carried out).



DISCUSSION

The position of the Pandan Arang Hospital in Boyolali is in the Quadrant I cell, meaning that the hospital is in a favorable position. The hospital has a lot of power in dealing with many opportunities. The strategy taken is the Growth and Build Strategy, namely by designing growth, either in sales, assets, profits, or a combination of all three, by developing products, increasing service quality, and increasing marketing more broadly (Ahmad, Bsharat, Nusairat, & Abuhashes, 2021). Hospitals are required to always develop strategies in dealing with external and internal threats to obtain opportunities and overcome threats so that they will become a superior hospitals (Surya et al., 2017). The development of marketing strategies obtained from the mission, goals, and strategies that already exist in the IE and SWOT matrix, the marketing strategies that can be carried out are,

Alternative Marketing Strategy

Alternative strategies obtained from the development of existing missions, targets, and strategies with IE and SWOT matrix analysis by increasing the marketing function in introducing GEHC services by paying attention to market potential by utilizing social media and information media, among others. the second is collaborating with nearby hospitals in the Boyolali area or outside the Boyolali area. Third, advocacy or submission to policymakers who support the progress of the Hospital. Fourth, complete the therapeutic infrastructure. Fifth form the installation of marketing and training of HR involved. Sixth, increasing human resources by conducting general surgical recruitment. The seven budgets for competency improvement are budgeting for education and training as much as 1 billion, of which 700 million is for training and 300 million is for specialist education scholarships. Eighth spur specialist doctors to improve competence by encouraging young specialists to go back to school by taking subspecialists or fellows. The nine new installations that deal with hospital promotions are hospital promotion installations that began to be formed in December 2021. (Sholeh & Chalidyanto, 2021)

Triangle Model Marketing

In supporting the development of GEHC's internal marketing services, what can be done are first, prepare the Hospital Block Plan and Master Plan for future planning.

Second, preparing the Integrated GEHC Service Program, by collaborating with GEHC Subspecialists with Digestive Surgery and Oncology Sub-specialists for the process of implementing invasive and therapeutic procedures, both of which are currently in the educational process and are expected to be completed in 1 year. Third, prepare infrastructure and medical devices that support therapeutic actions for GEHC services. Fourth, prepare supporting technology that will facilitate service.(Roberts, Hsiao, Berman, & Reich, 2009) In terms of technology at the Pandan Arang Hospital, the new SOTK type B has a Head of Information and Technology Section who plays a role in making various applications that can facilitate customer access to services, including Check Queue Booking, where patients can book polyclinic registration and print their own *BPJS SEP*, Patients who have finished hospitalization can also be directly controlled to the polyclinic. Fifth, mentally prepare employees to match the Hospital Type, namely Type B, that Pandan Arang Hospital is a superior hospital and can compete with surrounding hospitals, the Director seeks to form the mindset of employees into "fighters" so they can work together and collaborate for the betterment of the Hospital. Sixth, preparing employees with various pieces of training that can improve services, both training related to science and related to good communication. Seventh, prepare Policies, Guidelines, and SOPs following their respective duties and conduct socialization with all employees.(Kruk et al., 2018) The eighth prepares a remuneration system that will support the improvement of employee welfare, and routine evaluations are carried out every 6 months. The ninth is to prepare a tiered career path for employees who have shown good work performance.(Nugraheni & Kirana, 2021) The tenth is to prepare a more clear reward and punishment system for employees if it is found that some successes or errors affect the running of the service. The eleventh asked employees to want to promote the Hospital through various accounts or community activities. The twelfth carried out the ministry of the health program to become a Hepatitis Referral Center along with 3 other hospitals, namely RSUP dr. Karyadi, RSUD dr. Muwardi. RSUD dr. Margono. Prepare a coordination system and coordination meetings in stages so that partnerships in the advancement of superior services can be matched.(Nugraheni & Kirana, 2021)

Hospitals in carrying out external marketing processes that need to be considered. In external marketing, 3 things can be done. The first is segmentation, which is the first step of external marketing. From the GEHC specialist informant, it

was found that in the future metabolic diseases and stress will increase so the complaints of GEHC patients will also increase (Kruk et al., 2018). Based on data from the Boyolali Central Statistics Agency, the population of Boyolali is 1,066,400 people. We have not received data regarding the real cases of hepatitis and complaints of gastroenteritis in the Boyolali Region from the Boyolali District Health Office, but we can use a comparison. Based on the 2013 Basic Health Research (Riskesmas), the prevalence of the hepatitis B virus in Indonesia is 7.1%. While the hepatitis C virus is 1.01%. If we look at it, in the Boyolali region there will be a possibility of 74,648 hepatitis B sufferers and 10,100 hepatitis C sufferers, and it is estimated that 12% or around 12,000 will fall into chronic hepatitis conditions that require long-term routine control to the hospital to prevent complications. This has not been added to other gastrointestinal diseases other than hepatitis which can also be treated by GEHC subspecialists. This is a potential market for Gastroenterohepatology Sub Specialist services in Boyolali. Based on BPJS data on October 1, 2021, the number of JKN KIS participants is 223.05 million people, or about 83% of the total population of Indonesia, which is 268.58 million. The coverage of JKN-KIS participants in the Boyolali area reached 78, 68% this is a strategic market in promoting hospital services to the community, especially Gastroenterohepatology services that require long-term treatment (Hasanah, 2018).

The second step in external marketing that can be done is targeting. The Boyolali Health Service, which in this case was represented by the Head of the Communicable Disease Prevention Section, stated that Hepatitis has become a program of the Boyolali District Health Office, especially hepatitis services for pregnant women, according to the hepatitis service target in Boyolali is 8% of the population. Currently Pandan Arang Hospital will also target as stated by informant 2 where "Our health service has only reached 10%, so next year we take the target of 30% so we will divide 20% of BPJS patients and 10% of general patients that we can serve" target the other is to keep old patients. In addition, in terms of area, Hospital Management prioritizes 12 sub-districts around the hospital as short-term marketing targets, including Boyolali, Musuk, Tamansari, Cepogo, Gladagsari, Ampel, Mojosongo, Teras, Banyudono, Sawit sub-districts. Management also makes efforts to provide 24-hour Free Ambulance Service in picking up patients to the emergency room at the hospital in the area. The third step is positioning, which is a way to shape consumer perceptions of the benefits of services offered by the hospital. Currently, 48% of patients visiting the hospital are BPJS patients and 52% are general patients and other insurance (Hill, Stephani, Sapple, & Clegg, 2020).

CONCLUSIONS AND SUGGESTION

Description of the results and discussions that have been carried out, Pandan Arang Boyolali hospital, especially the Gastroentero-hepatology (GEHC) sub-specialist service, is in quadrant 1. Quadrant I means the hospital is in a favorable position based on the IE matrix, the hospital has many strengths in dealing with many opportunities from the results of the calculation of internal factors using the IFE and EFE matrices. Even though it is in quadrant 1, Pandan Arang Boyolali hospital services for Sub Specialist Gastroentero-hepatology (GEHC) must develop strategies in dealing with external and internal threats to obtain opportunities and overcome threats so that they will become a superior hospital.

The development strategy carried out is called the Alternative Marketing Strategy which has 9 steps of development strategy. In addition, the development strategy is also carried out using the Triangle Model Marketing. The Triangle marketing model is carried out from the results of internal factor analysis which has 13 steps of development strategy while the results of external factor analysis are carried out with 3 steps, namely segmentation, targeting, and positioning.

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