

Marketing Strategy to Improve Patients' Visitation to Mayapada Hospital Tangerang during Covid-19 Pandemic Using SWOT Analysis

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ABSTRACT

The Covid pandemic made the global economy unpredictable, including the health sector, especially health services in Indonesia. In this covid era, patient visit has decreasing. All healthcare services has been decreasing, the American Hospital Association reported that in May 2020 there was a decreasing in outpatients by 34% and hospitalizations by 19%. It is estimated that in May 2020 outpatient and inpatient care will experience a decline of 40-60% which causes hospital finances to be disrupted and income is reduced, in the presence of this problem the management of hospital must find a marketing solutions. The SWOT strategy approach in analyzing situations will determine marketing strategies in increasing patient visits in the Covid era. This research is a qualitative and quantitative research based on SWOT analysis and IE matrix with descriptive analysis method during the Covid era (February-August 2020). The results showed that based on the analysis of the IE matrix position, it can be seen that the weighted value of the internal environment is 3.5 and the weighted value of the external environment is 3.7 With this weighted value, it is in the position of cell 1, which means that the hospital is in a position to grow and develop and strategies that can be applied are market penetration strategies, market development and product development. Thus, it is recommended to use a marketing strategy that can be applied in the form of an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities.

Keywords: *SWOT analysis, marketing strategy, aggressive*

1. INTRODUCTION

The Covid pandemic made the global economy unpredictable, including the health sector, especially health services in Indonesia. The decrease of Inpatient and Outpatient visit to the hospitals have a serious impact for hospital income, there was a decrease in outpatient care by 34% and hospitalizations by 19%. PERSI Reported that in May 2020 outpatient and inpatient visit had decrease by 40-60%, This phenomenon causes hospital finances to be disrupted and make a decrease Hospital income. Because of this problem, every hospital must look for solution for increasing patients visit and make patient-friendly marketing solutions. The SWOT strategy approach in analyzing situations will determine marketing strategies in increasing patient visits in the Covid era. Every hospital must be able to make an appropriate marketing strategy and be able to make a plan to be able to compete in the present and future. This strategy is needed to increase competitiveness among similar companies. One of the efforts to find out the right marketing strategy for the hospital is a SWOT analysis. SWOT analysis can be used to disseminate the strategies developed in order to be successful in the global environment in the future

Therefore, this research aims is to know what kind of marketing strategy that can be applied based on SWOT analysis [1].

2. METHODS

This research is a qualitative research based on SWOT analysis and IE matrix with descriptive analysis method during the Covid era (February-August 2020). Data were taken from 14 participants asking about strength, weakness, opportunity, threat from the hospital. The data collection techniques were observation, in-depth interviews, documentation studies and focus group discussions. The total number of informants in this study was 14 people consisting of: owner, director, deputy director, student employees, patients and people living in the vicinity.

3. RESULTS

The results showed that based on the analysis of the IE matrix position, it can be seen that the weighted value of the internal environment is 3.5.

NO	STRENGTH STRATEGY FACTORS	SCORE	HEAVINESS	TOTAL
1	My hospital already has a brand that is quite famous in its service, how important it is to attracting outpatients/inpatients	4	0.28776978	1.1510791
2	The availability of excellent human resources (professors, doctors, and medical professionals) attracts patients to ask treatment in Mayapada	3.6	0.25899281	0.9323741
	WEAKNESS			
NO	STRATEGY FACTORS	SCORE	HEAVINESS	TOTAL
1	The factor of duration of administration in service affects the patient's non-return to the Mayapada Hospital	3.5	0.25179856	0.881295
2	The narrowness or distance of the hospital parking area affects the patient's non-return to Mayapada Hospital	2.8	0.20143885	0.5640288
	Total	13.9		3.528777

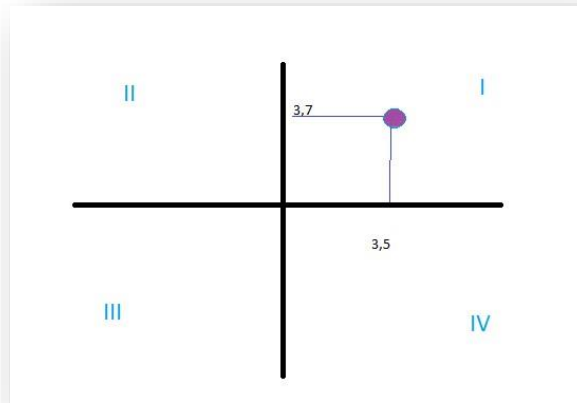
The weighted value for the external environment is 3.7

OPPORTUNITY				
NO	STRATEGY FACTORS	SCORE	HEAVINESS	TOTAL
1.	The services that offered make patients satisfied and come back to Mayapada Hospital or become a reference for cooperation insurance	3.6	0.32142857	1.1571429
2.	How important is the complete equipment and services compared to another near hospital making Mayapada hospital attract more patients in its region	3.8	0.33928571	1.28992857
THREAT				
NO	STRATEGY FACTORS	SCORE	HEAVINESS	TOTAL
2.	The existence of service rate, an expensive service price rate from a competitor affects the transfer of patients to other hospital	3.8	0.33928571	1.2892857
Total		11.2		3.7357143

Y= 3,7

With this weighted value, it is in the position of cell 1, which means that the hospital is in a grow and develop position

and strategies that can be applied are market penetration strategies, market development and product development.



Picture 1. SWOT quadran

It is recommended to use a marketing strategy that can be applied in the form of an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities. The strategy used is to support an aggressive strategy that aims to advance the program and minimize weaknesses that come from human resources (workers).

The methods used include:

1. Improve the quality of service by improving and developing existing facilities and infrastructure.
2. Conducting training specifically for doctors, nurses, midwives and other workers to improve the quality of human resources.
3. Providing parking lots for both employees and the community.
4. Establish new policies that support the development of the hospital.
5. Increase the area of the building with the aim of providing private, private or JKN insurance services for the community.

4. DISCUSSION

The results showed that based on the analysis of the IE matrix position, it can be seen that the weighted value of the internal environment is 3.5. The weighted value for the external environment is 3.7

The position of cell means that the hospital is in a grow and develop position and strategies that can be applied are market penetration strategies, market development and product development. It is recommended to use a marketing strategy that can be applied in the form of an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities.

5. CONCLUSION

It is recommended to use a marketing strategy that can be applied in the form of an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities.

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