Formulating Business Strategy With SWOT Analysis Approach in Sekarpuro Medical Clinic Malang

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ABSTRACT

Quality service and human resources in healthcare as well as an adequate budget will affect public health status. Service quality at Sekarpuro Medical Clinic is one of the indicators seen from the number of visits. Sekarpuro Clinic has experienced a decline in the number of patient visits. However, the number of visits to Sekarpuro Medical Clinic in 2018 until August has decreased by 8% or 625 compared to 2017 with the August period. The low number of visits requires the Sekarpuro Medical Clinic to plan the right strategy to survive in increasingly fierce business competition. One of the policies and actions was made to increase the number of Sekarpuro Medical Clinic visits, namely using SWOT analysis and balanced scorecard. The purpose of this study was to find out how to analyze business strategies using the SWOT approach, customer perspective, and developmental growth with efforts to increase the number of patient visits at the Sekarpuro Medical Clinic. The research conducted is a descriptive study using a mix method, which is a combination of qualitative and quantitative methods. The data used were questionnaires and document review to determine the level of patient visits using two perspectives namely, customer perspective, and growth and learning. Internal factors and external factors were analyzed using IFAS (Internal Factors Analysis Summary) and EFAS matrix (External Strategic Factors Analysis Summary). In the calculation of the SWOT analysis it is known that the position is in the position of strategy opportunity (SO).

Keywords: Number of visits, Strategy formulation, SWOT analysis.

1. INTRODUCTION

Healthcare development is the attempt aimed by all the components of Indonesia in order to increase the awareness, willingness, and ability to live of every citizen [1]. The quality and the budget provided for the facility and the human resources determine the health rate of the society [2]. According to the Ministry of Health of the Republic of Indonesia (Kemenkes RI) (2017:74), there are 8,610 healthcare facilities available, one of them is Medical Clinic [3]. There are many medical clinics distributed around Indonesia, specifically about 969 main clinics and 7,641 primary clinics. It is indicated that during 2011-2017, there is a leap of 47% on the number of health clinic in Malang Regency [4].

The formulation of strategy serves as the initial foundation to achieve the work goals set by the management. Work assessment allows us to identify the weaknesses and strengths in a certain clinic as the source of improvement in the future [5]. Sekarpuro Medical Clinic is one of private medical clinic in Ampeldento Village, Kecamatan Pakis, Malang Regency. One of the indicators in analyzing the quality of the service is the number of visit. Due to the low number of visit, Sekarpuro Clinis is required to formulate the proper strategy to maintain its existence against the tight business competition. Based on the data in 2017, the number of visit reached 54% or equals to 4017 visits by August, while in 2018 it decreased to 46% or about 3392 visits by August. The decreasing number indicated the urgency to implement new policy and action to increase the number of visit in Sekarpuro Clinic, one of the ways is by uing SWOT analysis and Balanced Scorecard (BSC).
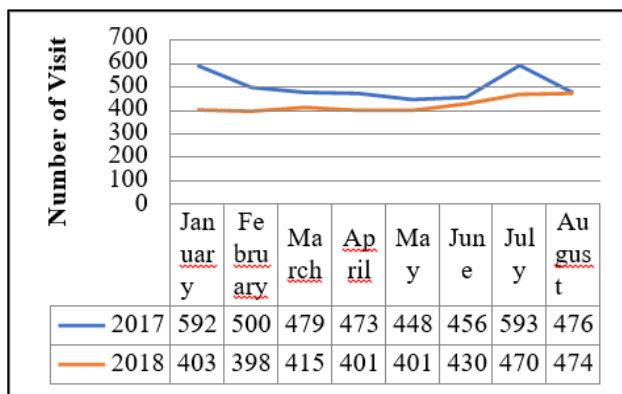
The following is the figure of visits made by the patient.

Figure 1. Number of Visit in Clinic durung January-August of 2017 and 2018 (source: the report of patient visit in Sekarpuro Clinic)

According to the interviews conducted by the researcher on 28 September 2018 with the staff of Ampeldento Village Office, Ampeldenti Village. By October 2018, there are about 6,004 citizens domiciled in n the village, with around 2,988 male citizen and 3,016 female citizens. The healthcare facilities available in the village are one Village Health Care Unit (Poskesdes), two Medical Clinic, and one Midwife office. One of the Clinics in Kelurahan Ampeldento is Sekarpuro Clinic. The community of Ampeldento, especially those domiciled in Dusun Jami, rarely examine their healthcare inSekarpuro Clinic due to the lack of Healthcare socialization and Healthcare program that involves the surrounding community.

The result of analysis of a certain industry will be the one of the references in formulating the business strategy of a related company in regards to SWOT analysis with two types of aspect: (1) strengths and weaknesses to analyze the level of company businesses; (2) opportunities and threats is used for the level industry that will be executed [6].

The strengths and weaknesses of a company in financial sector, management sector, functional, organizational, reputation, and image as well as the background history becomes the reference and the consideration in regards to the company's condition. A good company's condition is one of the aspects in formulating the company's strategy. Opportunities and threats from outside the company is also necessary to identity, that is, by analyzing the scope of industry, the interest towards the industry, market segment that needs to be entered, rate of competition, and other factors that become the consideration to determine whether that industry is strategic to be run or not. If the condition is good, then the analysis may become the supportive aspects in formulating the company's strategy [6].

Several problems stated above can be classified into problems based on the customer's perspective as well as based on the growth and development. Therefore, the researcher can analyze the BSC. Further analysis can be used by the researcher to discover the strengths, weaknesses, opportunities, and threats by using SWOT.

2. METHOD

This study is a descriptive research with qualitative method. The data used are secondary data in the form of literary study to identify the number of visit and interview in regards to SWOT analysis. The interview was conducted to analyze the business strategy under two types of perspectives: customer's perspective and the perspective of growth and development. This research aims at identifying the method to analyze and formulate the strategy in respect to the attempt to increase the number of visit in Sekarpuro Clinic. The independent variable in this research is balanced scorecard (customer's perspective, growth and development), and the dependent variable is SWOT.

The population in this research is society of Ampeldento Village, the customer of Ampeldento Clinic, and 7 (seven) medical staff of Sekarpuro Clinic, and 3 doctors in the Clinic. The sampling technique used to select the respondents is total sampling for the clinic staff and accidental sampling for the clinic's customer and the community of Ampeldento Village by using inclusive criteria. The instrument used in this research is interview sheets.

3. RESULTS AND DISCUSSION

Before SWOT analysis is a relatively simple technique to formulate strategy and policy for any industries [7]. There are various definitions of SWOT analysis. It is simply defined as a study conducted towards a certain organization in a manner that accurate data about strength, weakness, opportunity, and threats faced or experienced by the organization can be acquired [8].

The recommended strategy from SWOT analysis is acquired from the internal factor analysis (IFAS) and external factor analysis (EFAS). From the SWOT Analysis of IFAS and EFAS in Sekarpuro Clinic, the highest score gained from the supporting location of the clinic in order to gain the trust from the society, expand the market and the cooperation with other healthcare facilities, inventing more innovative program that allow the society to participate, conducting training programs to encourage competition and improve the knowledge among the medical staff [9].

The location of the clinic is relatively strategic since it is located in beside the road that allows the society the get easy access to the healthcare facility [10]. The clinic may also expand its market and the cooperation with the surrounding community such as the housings in the area, religious events, housewives community, the officer of pre and post-natal healthcare center (Posyandu), neighborhood coordinator (dasawisma), religious boarding house, etc. Additionally, the clinic may also build new cooperations with the surrounding

stakeholders such as RT (Head of Neighborhood), RW (Head of Hamlets, Head of Village, and the Head of boarding school in the neighborhood. One of the means of cooperation conducted by the clinic is cooperate with BPJS on June 2018. By expanding the network, it is expected that the market can also be expanded.

Inventing more programs may encourage the society to participate and it could be collaborated with promotion and marketing agenda planned by the clinic [11]. For example, one of the innovations is One Day Care that is several healthcare packages provided for the patient to examine their health [12]. The service pattern provided in the clinic tends to be passive. In other words, the clinic only wait for the patients to come ti visit and the service is only for individual-based. Besides, it is also important to conduct trainings for the medical staff in order to encourage competitions and improve the knowledge among the staffs. Training actually has been implemented in the clinic, and the training discussed about Work Health and Safety (SMK3). Such training is important to be held again to improve the competence of the staffs.

SWOT is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats within an organization. SWOT analysis plays an important role in formulating the Clinic's strategy to increase the number of visit in Sekarpuro Clinic. For the respondents, they are from the Clinic;s customers, the society of Ampeldento Village, and the medical staff of the Clinic. Below is the result of SWOT analysis in the clinic.

Table 1. Result of swot analysis of sekarpuro clinic of malang regency

Strengths (S)	Weakness (W)
1. The type of service is sufficient 2. There is trust of the customers upon the presence of the clinic 3. There is a training program for the human resource of the clinic Competent 4. medical staffs	1. Incomplete facility infrastructures 2. The doctors come late 3. frequently 4. Lacking in financial management Information management system of clinic
Oppurtunities (O)	Threats (T)
1. Strategic geographical location 2. There is partnership between the clinic and BPJS so that can expand the network 3. The sharing information between the doctors and the society related to	1. The presence of competitors 2. Not well-programmed marketing system and the promotion of the clinic which related with external parties

health issues in area of Sekarpuro Clinic 4. The society who are unable to access the mobility to the clinic receive the equal treatment in with the doctor visit program	3. The absence of cooperation with the parties in the surrounding of the 4. clinic Globalization

Based on the data on Table 1, it can be concluded that the analysis of SWOT of Sekarpuro Clinic is useful in improving the frequency of visits of the patients. The SWOT analysis here is gained from the result of discussion of the researcher with the person in charge of the clinic, medical staffs, and the owner of the clinic.

Table 2. The result of analysis of sekarpuro clinic

Internal Factor Analysis Summar (IFAS)	Value	Rating	Score
Strength			
1. The Presence of trust of the customers upon the clinic	0,288	3,67	1,05
2. The type of services is sufficient	0,3	3,83	1,15
3. The presence of training program for the human resources in the clinic	0,2	3,50	0,70
4. Competent medical staffs	0,21	3,67	0,78
TOTAL			3,68
Weakness			
1. Incomplete facilit and infrastructure	0,23	3,33	0,75
2. Frequent late coming doctors	0,29	3,67	1,01
3. Lacking in financial management	0,25	3,50	0,88
4. Lack of coordination ofmanagement system of the clinic	0,25	3,17	0,79
TOTAL			3,43
Gap of SW			0,26

Source: Primary Data, 2019

Based on Table 2 is gained from the IFAS calculation of the Sekarpuro Clinic which is used in improving the frequency of visits of the patients. The calculation of IFAS here is gained from the discussions of the researcher with the person in charge ofthe clinic, medicalstaffs, and the owner of the clinics with the gap of SW score of 0.26.

Table 3. The result of efas analysis of sekarpuro clinic

Internal Factor Analysis Summar (IFAS)	Value	Rating	Score
Opportunity			
1. Strategic geographical of the clinic location	0,21	3,5	0,73
2. The presence of partnership between the clinic and the BPJS so that it may expand the network	0,28	2,8	1,07
3. The society and the doctors shared information related to the health issues	0,26	3,7	0,94
4. The society who are unable to access the mobility to the clinic receive the equal treatment in with the doctor visit program	0,26	3,3	0,85
TOTAL			3,59
Threats			
1. The presence of competition	0,24	3,3	0.79
2. Not well-programmed marketing system and the promotion of the clinic which related with the external parties	0,29	3,8	1.10
3. The absence of cooperation with the parties in the surrounding of the clinic	0,23	3,3	0,76
4. Globalization	0,25	3,2	0,80
TOTAL			3,45
Gap of OT			0.16

Based on Table 3, it is gained that the calculation of EFAS in the Sekarpuro clinic that is used to improve the frequency of visit of the patients. The calculation of EFAS is gained from the results of discussion between the researcherwith the person in charge of the clinic, medical staffs, and the owner of the clinic with the OT score gap of 0,16.

Figure 2. Position of SWOT analysis

From the calculation on Figure 2, it can be gained that the position of SWOT analysis, the position is in strategic opportunity (SO). Where the score factor of strength is higher than the weakness factor with the gap of 0.26 and the factor of opportunity is higher than the threat factor with the score gap of 0.16. The score is located on Quadrant I which means that the strategy is made by using the entire capacity.

4. CONCLUSION

Based in the discussion mentioned on the previous chapters, the following conclusions can be drawn: On the calculation of SWOT Analysis, it is found that the position of the score is in "Strategic Opportunity" (SO). The score of strength factors higher than the score of weakness with the gap of 0.26 and the score of opportunity factor is higher than the threat factor with the gap of 0.16. Hence, the main strategy that is gained is the SO strategy with the highest score of 7.27 in the Quadrant I that has the meaning that the SO strategy is made by using the entire strength to win and make use of the opportunity as much as possible.

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