

Marketing Strategies to Achieve Competitive Advantage and Increase Patient Visits at the Kidang Rangga Clinic

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Abstract. *The phenomenon occurring at Kidang Rangga Clinic, located in Rengasdengklok, Karawang, is a consistent decline in the number of patient visits over the past three years. Internal marketing mix constraints, such as prolonged patient waiting times, sub-optimal utilization of digital systems, and limited parking facilities, pose major challenges for the clinic. This study aims to analyze the internal and external environments, formulate appropriate and efficient marketing strategies, and increase patient visits at Klinik Kidang Rangga. This research employs a qualitative approach with a case study design. Eight key informants were selected through purposive sampling, consisting of management executives, administrative staff, the head of outpatient care, patients, and patients' families. Data were collected through field observations, in-depth interviews, and documentation studies. Data analysis utilized the Miles and Huberman interactive model combined with matrix tools, including the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal-External (IE) Matrix, SWOT Matrix, and Grand Strategy Matrix. The IFAS evaluation yielded a score of 2.97 and the EFAS scored 2.85, reflecting a strong internal position prepared to navigate a competitive external environment. Based on the synthesis of the SWOT and Grand Strategy matrices, the strategic action formulation falls into Quadrant I, which dictates a growth strategy executed through market penetration, product development, and market development. By regularly optimizing internal strengths and capturing external market potential, Klinik Kidang Rangga can strengthen its competitive advantage and increase patient visit trends in the Rengasdengklok, Karawang region.*

Keywords: *Competitive Advantage; IFAS/EFAS Matrix; Kidang Rangga Clinic; Marketing Strategy; Patient Visits; SWOT Analysis.*

1. Introduction

The world of healthcare experiences development and change over time. These developments are driven by patient demand. The role of patients is one factor influencing the services provided in a community health center, whether a clinic or a hospital. The varying needs and desires of patients, particularly in terms of services and facilities, create a unique competitive advantage for community health centers.

Health can be defined as a state of well-being, both physically, mentally, and socially, and not merely the absence of disease to enable a productive life. Health services are all forms of activities or a series of service activities provided directly to individuals or communities to maintain and improve the health of the community in the form of promotive, preventive, curative, rehabilitative, and/or palliative (Noerul, 2023).

The current public health care issues in Indonesia are a crisis of public trust in the unsatisfactory health care system. This crisis of public trust in health care is characterized by numerous complaints and grievances, such as lengthy service procedures and mechanisms, a lack of information, inconsistency, and limited service facilities and infrastructure.

A clinic is a healthcare facility that provides medical services, including basic and/or specialist medical services. It is operated by more than one type of healthcare professional and is led by a single medical professional. A primary clinic is one that provides specialist medical services, or it can also provide both basic and specialist medical services. Specialization is the specialization of services in a particular field based on a specific discipline, age, organ, or disease type. (Regulation of the Minister of Health of the Republic of Indonesia No. 9, 2014).

According to data obtained by the Ministry of Health in 2022, approximately 1 million sick Indonesians seek treatment abroad, primarily in neighboring countries such as Singapore, Malaysia, Thailand, and Australia, annually, spending approximately US\$11.5 billion (Rp 165 trillion). These clinics readily and shamelessly market themselves to the Indonesian market (Indonesian Doctors Association, 2022). Meanwhile, data from the Indonesian Ministry of Health in 2021 showed a drastic decline in the number of visits to healthcare facilities under the National Health Insurance (JKN) during the COVID-19 pandemic, dropping to 70.67 million.

2. Research Methods

The research method will be used as a tool to scientifically test truth. The method used in this study is a qualitative method with a case study approach. This method involves several activities, including observation and interviews. Qualitative methods emphasize analysis on deductive and inductive inference processes, as well as analyzing the dynamics of relationships between observed phenomena using scientific logic. Qualitative research is

based on paradigms, strategies, and qualitative model implementation (Moleong Lexy J, 2013).

In other words, this qualitative approach focuses more on direct field studies that begin with interviews to obtain sources of information that are expected to be able to provide a deep understanding of how the marketing strategy development carried out by the Kidang Rangka Clinic is in an effort to achieve competitive advantage and increase the number of patient visits.

3. Results and Discussion

3.1. Internal Strategic Factor Analysis (IFAS)

The Internal Strategic Factor Analysis (IFAS) serves to identify the strengths and weaknesses of Kidang Rangka Clinic. Based on the survey, the following are several important internal factors:

1. **Quality and Competence of Human Resources:** Respondents to this survey gave an average rating which shows that the competence of medical personnel and administrative staff is a major strength. This supports the delivery of healthcare services and professional operational management.
2. **Adequate Medical Facilities** The clinic's medical support facilities are considered ready to serve patients and will be a crucial asset in creating patient comfort and trust. Kidang Rangka Clinic's medical support facilities provide added value to patients' access to treatment.
3. **Fast and Close Service:** Strategic location, center of government, trade and offices on the main road of Rengasdengklok – Batu Jaya provides easy access for local people who need immediate medical treatment without having to travel long distances to the center of Karawang city.
4. **Reputation and Trust:** The clinic is well-known in the Rengasdengklok area because it is the first major clinic that has added value with the practice of specialist doctors and makes the loyalty of old patients a strength for word of mouth marketing strategies.

3.2. External Strategy Factor Analysis (EFAS)

The External Strategic Factor Analysis (EFAS) serves to identify the opportunities and threats faced by Kidang Rangka Clinic in the external environment. Based on the survey, several important internal factors are identified as follows:

1. **Information technology as a promotional medium** The existence of digital platforms and social media significantly impacts audiences across generations. This opportunity has not been optimally utilized in clinic promotional media. Promotion has been conducted through digital platforms and social media, but it has been suboptimal and lacks systematic implementation. Kidang Rangka Clinic is known to already have a website and several social media accounts with a local reach in the Karawang area.
2. **Limited business diversification:** Healthcare services are still limited by existing services, including basic healthcare, specialized services, and supporting services. Innovation must be increased, particularly in routine health check-up packages for companies (medical check-ups), home care services, family planning (KB) programs, Hajj and Umrah vaccination services, and general vaccinations. This presents a weakness in facing innovative competition.
3. **The BPJS referral system is not yet optimal:** Specific administrative processes pose a challenge for clinics. The current patient referral system is focused solely on general patient referrals, particularly for BPJS patients. This can be severely lacking. BPJS patients sometimes prefer to go directly to the hospital, as they perceive the bureaucratic system as being the same.
4. **Marketing budget limitations** The main priority remains the operational budget, which is the highest burden. This budget focus has resulted in less than optimal proactive marketing activities. Holding marketing events on specific occasions and collaborating with local businesses are essential marketing initiatives to reintroduce the Kidang Rangka Clinic to the community, particularly across generations.

3.3. Determining the IFAS and EFAS Matrix

The analytical tools used to evaluate internal and external factors influencing an organization's success are the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The process will measure the strategic position of the Kidang Rangka Clinic.

The stages for determining the IFAS and EFAS matrices are arranged as follows:

1. Identify strategic factors
 - a. IFAS: Focuses on internal factors, including strengths and weaknesses. These factors can include variables such as medical competence, clinical facilities, speed of service, and limitations in digital promotion.

- b. EFAS: Focuses on external factors, including opportunities and threats. These factors can include variables such as population growth trends in Karawang and intense competition between clinics in Rengasdengklok.

2. Weighting

This step provides an overview of a factor's level of importance to clinical success. The total weight should be 1.00, indicating very important, and 0.00, indicating unimportant.

3. Rating Determination

The rating is used to indicate how effectively Kidang Rangga Clinic management responds to these factors. Ratings are given on a scale of 1 to 4.

1 = Very Weak Response

2 = Weak Response

3 = Strong Response

4 = Very Strong Response

4. Calculation of Score Weight (Scoring)

The score is calculated by multiplying the weight by the rating. A total IFAS score of less than 2.50 indicates that the Kidang Rangga Clinic has more strengths than weaknesses, while an EFAS score of less than 2.50 indicates that it is leveraging external strengths and effectively handling threats.

5. Preparation of IFAS and EFAS Matrix

The IFAS matrix describes internal factors, while the EFAS matrix describes external factors. These matrices serve as tools for identifying a clinic's strategic position and formulating appropriate strategies.

Table IFAS and EFAS Matrix Questionnaire

NO	A LIST OF QUESTIONS
1	How can the quality of medical competence of healthcare workers at Kidang Rangga Clinic be a key factor in building trust compared to competitors?

2	Can existing inpatient and outpatient facilities provide comfort for patients and their families?
3	What are the main obstacles for clinics in implementing and utilizing digital technology that are considered to be internal obstacles?
4	Is the current marketing budget directly proportional to the increase in the number of patient visits?
5	To what extent is staff friendliness and organizational culture a competitive advantage for competing clinics around Rengasdengklok?
6	How does the effectiveness of the patient service flow support the speed of service provided?
7	How does internal management respond to complaints from patients or their families?
8	Are the limitations in the types of services also caused by a lack of human resources and limited medical equipment?
9	Does the strategic location of the clinic provide sufficient parking space and adequate accessibility for patients?
10	How does the "good name" of Kidang Rangka Clinic influence new patient visits?
11	What strategies does management implement to anticipate competition from clinics around Rengasdengklok?
12	How do clinics optimize their KIA and vaccine polyclinic services amidst the population growth trend?
13	To what extent does the Kidang Rangka Clinic utilize the Universal Health Coverage (BPJS) policy for revenue growth?
14	Have you collaborated with agencies or companies for health check-up services or Medical Check-Ups (MCU)?
15	How do you respond to patients who choose to go straight to the hospital?

16	How can clinics leverage digital technology in administration, service delivery and patient outreach in the future?
17	To what extent does public transportation access affect the rate of patient visits from villages around the clinic?
18	How does the income level of the local community influence their choice of using public health services or BPJS at the clinic?
19	Does the current referral system have a positive or negative impact on the number of patient visits?
20	What are the preventive measures taken by clinics in dealing with the increasing prices of drugs and medical devices which are greatly influenced by macroeconomic conditions?

6. Determination of the Weight Value of the IFAS Matrix at Kidang Rangka Clinic

The determination of the IFAS matrix weight values is depicted in the table below:

Table Determination of the Weight Value of the IFAS Matrix at Kidang Rangka Clinic

No	Internal Factors	Weight	Rating	Score
1	The clinic has received full accreditation.	0.16	4	0.64
2	Competent and professional medical personnel	0.16	4	0.64
3	Adequate health care facilities	0.16	4	0.64
4	Strategic location and adequate access	0.16	4	0.64
5	Parking facilities, especially for cars, are very limited.	0.16	1	0.16
6	The waiting time for service is quite long	0.15	1	0.15

7	There is no digital registration system	0.05	2	0.10
	Total	1.00		2.97

The explanation of table is as follows:

- a. The clinic has received Full Accreditation: A score of 0.16 is given. This factor is crucial and a key asset for building trust within the institution and the community. A rating of 4 indicates that the clinic is highly responsive to this opportunity for excellence.
- b. Competent and professional medical personnel: A score of 0.16 is given, indicating that the quality of human resources is the primary driver of service delivery. A rating of 4 indicates that human resources are an opportunity for higher levels of patient trust.
- c. Adequate healthcare facilities: A score of 0.16 is given. Comprehensive medical infrastructure, such as a radiography clinic, pharmacy, and laboratory, are key advantages of the clinic in patient care. A rating of 4 indicates the clinic's strong added value compared to competitors.
- d. Strategic location and adequate access: A weighting of 0.16 indicates a superior opportunity due to its impact on patient travel time efficiency. A rating of 4 indicates that the clinic's location and access offer distinct advantages for emergency patients.
- e. Parking facilities, especially for cars, are very limited: A rating of 0.16 indicates that parking facilities are a major factor in determining the success of a visit. A rating of 1 indicates that parking issues have not received serious attention from management, and inadequate parking facilities can discourage patients from future visits.
- f. Long waiting times for service: A rating of 0.15 indicates that time is a critical variable, and management acknowledges that efficient time management can determine patient satisfaction. A rating of 1 indicates that management has a weak response to waiting times. Management must immediately implement an effective system to ensure the service flow, from initial registration to patient examination by a doctor, runs effectively and efficiently.
- g. No digital registration system: A rating of 0.05 indicates that the digital registration system can still be managed well by the operational team and is a supporting factor for operational efficiency. A rating of 2 indicates that management must be serious about the digitalization process, even though the conventional registration process can still run well.

The total IFAS score of 2.97 indicates that the Kidang Rangka Clinic management has utilized its internal strengths effectively and efficiently. The clinic is positioned in the quadrant that supports the expansion of healthcare services and growth strategies.

7. Determination of the EFAS Matrix Weight Value of Kidang Rangka Clinic

The EFAS matrix provides an indication of external factors that influence the success of the Kidang Rangka Clinic, including external opportunities and threats. The steps for determining the EFAS matrix are as follows:

Table Determination of the Weight Value of the IFAS Matrix at Kidang Rangka Clinic

No	External Factors	Weight	Rating	Score
1	Universal Health Coverage (BPJS) Policy	0.16	4	0.64
2	Addition of KIA and Vaccination polyclinic services	0.16	3	0.48
3	Right and close service	0.16	3	0.48
4	Population growth around the clinic	0.15	3	0.45
5	Establish cooperation with companies	0.16	2	0.35
6	Competition between clinics and hospitals is getting tighter	0.15	2	0.30
7	The patient went straight to the hospital for treatment	0.06	3	0.18
	Total	1.00		2.85

The explanation of table is as follows:

1. Universal Health Coverage (BPJS) Policy: A score of 0.16 indicates a significant potential for patient influx to the clinic. A score of 5 indicates the clinic is competitive due to its full accreditation.
2. Addition of maternal and child health and vaccination services: A weighting of 0.16 indicates that demand for maternal and child services has received a positive response in

the clinic's surrounding area. A rating of 3 indicates that the clinic has responded well to opportunities and will be enhanced through effective promotional media.

3. Appropriate and Proximity Services: A score of 0.16 indicates that the clinic offers opportunities for the local community in need of appropriate and convenient services. A rating of 4 indicates that the clinic has responded by providing supporting services such as a laboratory and radiology facility, as well as a strategic location.
4. Prompt and convenient service: A rating of 0.15 indicates the Karawang area, with its growing industrial base and growing population. A rating of 3 indicates the clinic has responded by providing 24-hour emergency room services.
5. Establishing partnerships with companies: A score of 0.16 indicates that there are ample opportunities with employee health check-up (MCU) services. A score of 2 indicates that clinical management has not yet maximized this potential.
6. Competition between clinics and hospitals is getting tougher: A rating of 0.15 indicates a threat from competitors with newer and more modern facilities. A rating of 2 indicates that management needs to play an active role in the promotion process.
7. Patients go directly to the hospital: A weighting of 0.06 indicates that patients in the emergency and critical care categories choose to go directly to the hospital. A rating of 3 indicates that the clinic can improve the services provided by the emergency room (ER) facilities, which are already adequate for the initial treatment of emergency and critical care patients.

The total EFAS score of 2.85 indicates that Kidang Rangka Clinic management has the ability to face external threats and seize opportunities. This score indicates that the growth strategy is highly feasible.

4. Conclusion

Based on the results of research and analysis that have been carried out at the Kidang Rangka Clinic, several conclusions have been drawn that answer the following problem formulation:

1. Current Marketing Strategy Implementation by Kidang Rangka Clinic:

Kidang Rangka Clinic has implemented a strategy that still relies on conventional, reputation-based marketing (word of mouth). Its long history, with its status as the first major clinic in Rengasdengklok, Karawang, has made the Kidang Rangka Clinic brand deeply ingrained in the community. Direct marketing, through the presence of specialist clinics and supporting medical facilities such as X-rays, ultrasounds, and laboratories, remains a key pillar of the

clinic's operations in gaining a patient base. However, the current strategy underscores product diversification, the use of digital systems, and premium services. This presents a challenge for Kidang Rangka Clinic to address immediately.

2. The Ability of Kidang Rangka Clinic's Marketing Strategy to Increase the Number of Visits

The marketing strategy implemented by the Kidang Rangka Clinic has been able to maintain stability and organically increase patient visits. This increase in visit retention is driven by the availability of supporting facilities, specialist doctors, and the quality of service provided by medical and healthcare personnel. However, this strategy has limitations in generating a massive surge in patients. This is due to the lack of digital marketing penetration, the still-manual patient queuing system, inadequate public facilities such as parking, and long patient wait times for doctor examinations.

3. Implementation of Kidang Rangka Clinic's Competitive Marketing Strategy to increase the number of patient visits:

The grand strategy matrix results show that Kidang Rangka Clinic is in Quadrant 1, indicating its competitive position in a rapidly growing market. The appropriate strategy to increase patient visits is an Aggressive Growth Strategy. This aggressive growth strategy is divided into three intensive tactics:

- a. **Digitalization strategy for market penetration:** Reaching the public with digital marketing, implementing online patient queue registration to reduce waiting times for doctor examinations and increase patient comfort.
- b. **Product development strategy:** Increase the number of visits by optimizing and providing added value to existing services. Karawang's demographic growth cycle continues to increase with high birth rates and growing purchasing power. Kidang Rangka Clinic needs to immediately open Premium Maternal and Child Health (KIA) Services. KIA services include executive/VVIP deliveries, integrated 4D ultrasound services, wellness services for pregnant women such as pregnancy exercises and lactation massage, and postnatal care (PNC).
- c. **Market development strategy:** This strategy requires the clinic's marketing team to establish business-to-business (B2B) partnerships with companies. The clinic is expanding its reach to new patients through partnerships with healthcare facilities and offering medical check-ups (MCUs) for employees of companies operating in the area and Karawang more broadly.

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