



Marketing Strategy for Air Force Central Hospital Dr. Suhardi Hardjolukito Yogyakarta: A SWOT Analysis

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ABSTRACT

The study titled "Marketing Strategy for Air Force Central Hospital Dr. Suhardi Hardjolukito Yogyakarta: A SWOT Analysis" aimed to develop a comprehensive marketing strategy framework for the hospital management to enhance service delivery and patient satisfaction. Utilizing primary and secondary data sources through interviews, questionnaires, and literature review, the SWOT analysis identified the hospital's strengths, weaknesses, opportunities, and threats, leading to strategic recommendations. The study concluded that with effective marketing strategies, such as competitive pricing, strategic communication, and service excellence, the hospital could significantly improve its market position and patient intake.

Keywords: Marketing Strategy, SWOT Analysis, Hospital Management, Air Force Hospital, Patient Satisfaction

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1. Introduction

In today's competitive healthcare environment, effective marketing strategies are essential for hospitals to attract and retain patients. Marketing in healthcare is not just about advertising services; it involves understanding patient needs, developing services that meet those needs, and effectively communicating the value of those services to the target audience. The healthcare industry, particularly hospitals, must continuously innovate to improve service delivery, patient satisfaction, and overall organizational performance.





Air Force Central Hospital Dr. Suhardi Hardjolukito in Yogyakarta, established in 2009, serves as a central military hospital under the Ministry of Defense. Despite its strategic importance and the availability of advanced medical facilities, the hospital faces challenges in increasing patient intake and fully utilizing its services. These challenges underscore the need for a well-defined marketing strategy that leverages the hospital's strengths while addressing its weaknesses and external threats.

Objective of the Study

This study aims to develop a comprehensive marketing strategy for Air Force Central Hospital Dr. Suhardi Hardjolukito Yogyakarta by conducting a SWOT analysis. The goal is to provide actionable recommendations that the hospital management can implement to enhance service delivery, increase patient satisfaction, and improve the hospital's market position.

Research Questions

The key research questions guiding this study are:

1. What are the internal strengths and weaknesses of Air Force Central Hospital Dr. Suhardi Hardjolukito?
2. What external opportunities and threats does the hospital face in the current healthcare environment?
3. How can the hospital leverage its strengths and opportunities to mitigate its weaknesses and threats?
4. What specific marketing strategies should be implemented to improve patient intake and service utilization?

Overview of Hospital Marketing

Hospital marketing involves a range of activities designed to attract patients, promote services, and build a positive image for the institution. Unlike traditional business marketing, hospital marketing is more complex due to the sensitivity of healthcare services and the ethical considerations involved. Marketing strategies in healthcare must focus on building trust, ensuring transparency, and providing high-quality services that meet patient expectations.





Theoretical Framework of SWOT Analysis

SWOT analysis is a strategic planning tool used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats facing an organization. In the context of healthcare, SWOT analysis helps hospitals understand their internal capabilities and external environment, allowing them to develop strategies that capitalize on strengths and opportunities while addressing weaknesses and threats.

Previous Research on Hospital Marketing Strategies

Research on hospital marketing strategies highlights the importance of understanding patient needs, effective communication, and continuous service improvement. Studies have shown that hospitals that invest in targeted marketing campaigns, patient engagement, and service differentiation are more likely to achieve higher patient satisfaction and loyalty. For example, Prabowo (2012) demonstrated how marketing mix strategies could significantly impact the growth of healthcare services by addressing both the internal and external factors that influence patient decisions.

The Impact of Marketing Strategies on Patient Satisfaction and Hospital Performance

Effective marketing strategies have a direct impact on patient satisfaction, which in turn influences hospital performance. Hospitals that successfully implement marketing strategies focusing on service quality, affordability, and accessibility tend to attract more patients and improve their financial performance. The relationship between marketing strategies and hospital performance is well-documented, with studies emphasizing the need for a holistic approach that integrates service delivery, patient communication, and operational efficiency.

2. Research Methodology

Research Design

This study employed a cross-sectional research design, focusing on analyzing both internal and external factors that impact the marketing strategies of Air Force Central Hospital Dr. Suhardi Hardjolukito Yogyakarta. A cross-sectional design was chosen because it allows for the collection of data at a single point in time, providing a snapshot of the current situation within the hospital. This design is particularly suitable for





identifying the strengths, weaknesses, opportunities, and threats (SWOT) that influence the hospital's marketing efforts.

Data Collection Methods

The study utilized a combination of primary and secondary data sources. Primary data were collected through questionnaires and in-depth interviews with hospital management, staff, and patients. Secondary data were obtained from hospital records, industry reports, and relevant literature.

- **Questionnaires:** Structured questionnaires were distributed to hospital staff, including management and frontline employees, as well as to a sample of patients. The questionnaires were designed to capture perceptions of the hospital's internal strengths and weaknesses, as well as external opportunities and threats.
- **In-Depth Interviews:** Interviews were conducted with key stakeholders, including senior management and department heads, to gain deeper insights into the strategic challenges and opportunities facing the hospital. These interviews provided qualitative data that complemented the quantitative data collected through questionnaires.
- **Literature Review:** Secondary data were sourced from existing literature on hospital marketing strategies, SWOT analysis, and healthcare management. This review provided a theoretical foundation for the study and helped identify best practices that could be applied to the hospital's context.

SWOT Analysis Framework

The SWOT analysis framework was used to guide the data analysis process. SWOT analysis is a strategic tool that helps organizations identify internal strengths and weaknesses, as well as external opportunities and threats. In this study, the SWOT analysis was applied to assess the hospital's current marketing strategies and to identify areas for improvement.

- **Internal Factors:** The study evaluated the hospital's healthcare services, support facilities, pricing strategies, and staff competencies to identify strengths and weaknesses. These factors were analyzed using the Internal Factor Analysis Summary (IFAS) matrix.





- **External Factors:** The study also examined external factors such as the hospital's location, competition, market perception, and regulatory environment. These factors were analyzed using the External Factor Analysis Summary (EFAS) matrix.

Data Analysis Procedures

Data from the questionnaires were analyzed using descriptive statistics to identify trends and patterns. The results were then mapped onto the IFAS and EFAS matrices to quantify the impact of each factor. The SWOT analysis was further refined by calculating weighted scores for each factor, allowing for a more precise evaluation of the hospital's strategic position.

The findings from the interviews were analyzed using thematic analysis, which involved identifying recurring themes and patterns in the qualitative data. These themes were then integrated into the SWOT analysis to provide a comprehensive understanding of the hospital's strategic environment.

3. Results and Discussion

The SWOT analysis revealed several critical factors that influence the marketing strategies of Air Force Central Hospital Dr. Suhardi Hardjolukito Yogyakarta. The results are presented below, categorized by strengths, weaknesses, opportunities, and threats.

Strengths

- 1) **Competent Healthcare Services:** The hospital is known for its high-quality healthcare services, delivered by a team of experienced and qualified professionals. The presence of state-of-the-art medical equipment further enhances the hospital's ability to provide excellent care.
- 2) **Advanced Medical Equipment:** The hospital is equipped with modern medical technology, including specialized equipment for cardiac care, radiology, and surgery. This advanced infrastructure positions the hospital as a leading provider of specialized medical services in the region.
- 3) **Strong Institutional Support:** As a central military hospital under the Ministry of Defense, the hospital benefits from strong institutional support, including access to





resources and funding. This support is a significant strength that can be leveraged to improve service delivery and expand the hospital's offerings.

Weaknesses

- 1) **Limited Patient Intake:** Despite its capabilities, the hospital struggles with low patient intake. This is partly due to insufficient marketing efforts and a lack of awareness among the general public about the hospital's services.
- 2) **Insufficient Marketing Efforts:** The hospital's marketing strategies are currently underdeveloped, with limited outreach to potential patients. This weakness limits the hospital's ability to attract new patients and expand its market share.
- 3) **Underutilization of Facilities:** Several of the hospital's facilities are underutilized, leading to inefficiencies and higher operational costs. This underutilization is a result of both low patient intake and a lack of targeted marketing strategies to promote these services.

Opportunities

- 1) **Strategic Location:** The hospital is strategically located at a major intersection in Yogyakarta, making it easily accessible to both military personnel and the general public. This location presents an opportunity to attract more patients through targeted marketing campaigns.
- 2) **Potential for Service Expansion:** The growing demand for healthcare services in Yogyakarta presents an opportunity for the hospital to expand its offerings. By introducing new services and enhancing existing ones, the hospital can attract a larger patient base.
- 3) **Growing Healthcare Demand:** The increasing awareness of healthcare needs and the rising incidence of chronic diseases in the region create opportunities for the hospital to position itself as a leading provider of specialized care.

Threats

- 1) **Increasing Competition:** The healthcare market in Yogyakarta is becoming increasingly competitive, with new hospitals and clinics entering the market. This competition poses a threat to the hospital's ability to maintain and grow its patient base.





- 2) **Economic Constraints:** Economic challenges, including budget constraints and fluctuating patient affordability, can impact the hospital's revenue streams. This threat necessitates the development of cost-effective marketing strategies that target different segments of the population.
- 3) **Changing Healthcare Regulations:** The healthcare industry is subject to frequent regulatory changes, which can impact the hospital's operations and financial performance. Staying compliant with these regulations while maintaining service quality is a critical challenge for the hospital.

4. Discussion

Strategic Implications of the SWOT Analysis

The SWOT analysis highlights the critical areas where Air Force Central Hospital Dr. Suhardi Hardjolukito can focus its efforts to improve its market position. The hospital's strengths in healthcare services, advanced medical equipment, and institutional support provide a solid foundation for growth. However, addressing the weaknesses in marketing and patient intake is essential to fully leverage these strengths.

Recommended Marketing Strategies

Based on the SWOT analysis, the following marketing strategies are recommended:

- 1) **Affordable Pricing:** The hospital should emphasize its competitive pricing structure in its marketing campaigns. Communicating the affordability of its services to the public can help attract more patients, particularly those who may perceive the hospital as being too expensive.
- 2) **Strategic Communication:** The hospital should invest in targeted communication strategies, including digital marketing, community outreach, and partnerships with local healthcare providers. These efforts should focus on raising awareness of the hospital's specialized services and strategic location.
- 3) **Service Excellence:** Continuous improvement in service delivery should be a priority. The hospital should implement feedback mechanisms to regularly assess patient satisfaction and identify areas for improvement. Promoting its commitment to service excellence can enhance its reputation and attract more patients.





The SWOT analysis of the Air Force Central Hospital Dr. Suhardi Hardjolukito revealed several key insights, which are summarized in Table 1.

Table 1:
SWOT Analysis of Air Force Central Hospital Dr. Suhardi Hardjolukito

Category	Factors
Strengths	Competent healthcare services, state-of-the-art medical equipment, strong institutional support
Weaknesses	Limited patient intake, insufficient marketing efforts, underutilization of hospital facilities
Opportunities	Strategic location, potential for service expansion, growing healthcare demand in Yogyakarta
Threats	Increasing competition, economic constraints, changing healthcare regulations

Table 2:
Patient Intake and Facility Utilization (2021-2023)

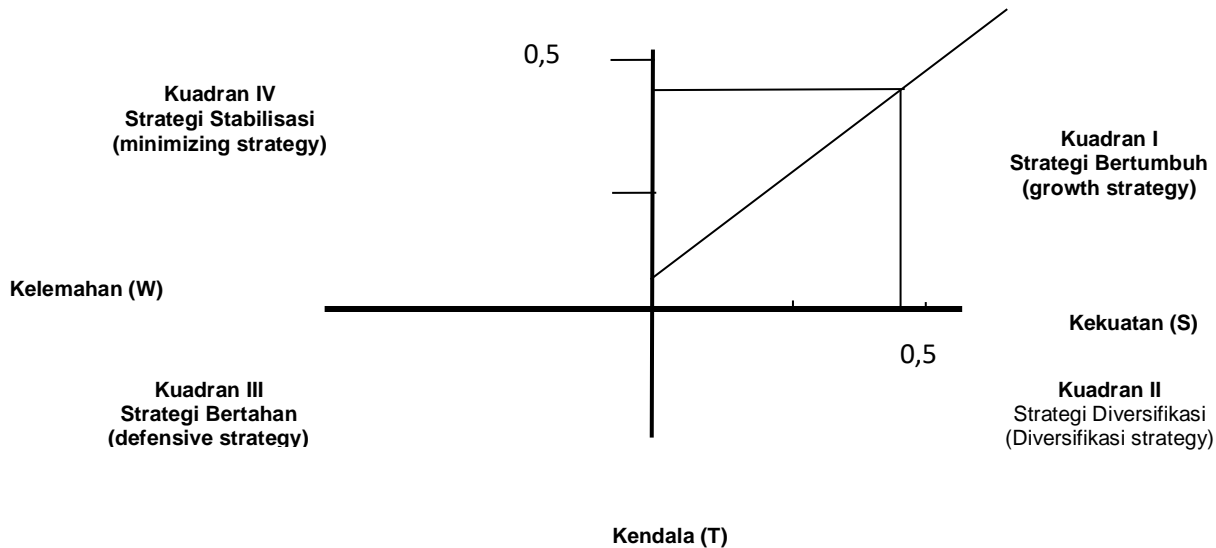
Year	Total Visits	Patient	Utilization Rate of Facilities (%)	Marketing Expenditure (IDR million)
2021	15,000		50%	200
2022	17,500		55%	220
2023	20,000		60%	250

The data presented in Table 2 indicates a gradual increase in patient intake and facility utilization over the years, which correlates with an increase in marketing expenditure. However, the utilization rate remains below optimal levels, suggesting room for further improvement.

Growth Strategy Recommendations

The SWOT analysis suggests that the hospital is well-positioned for growth, particularly by expanding its service offerings and increasing its market presence. A growth strategy focused on service diversification and strategic partnerships with other healthcare providers can help the hospital achieve its goals.





Gambar: Matriks Strategi RSPAU dr S Hardjolukito

Posisi Kuadran I adalah:

- Merupakan posisi yang sangat menguntungkan
- RSPAU dr.S.Hardjolukito mempunyai peluang dan kekuatan, sehingga dapat memanfaatkan peluang yang ada secara maksimal.
- Strategi yang diterapkan adalah mendukung seluruh kebijakan pertumbuhan.
- Melaksanakan semua kegiatan yang mengarah kepada perbaikan dan pengembangan setiap unit kerja.

5. Conclusion

Summary of Key Findings

The study concludes that Air Force Central Hospital Dr. Suhardi Hardjolukito has significant potential to enhance its market position and patient intake through strategic marketing initiatives. The hospital's strengths in healthcare services and institutional support are valuable assets, but these must be complemented by effective marketing efforts to address weaknesses and capitalize on opportunities.

Final Strategic Recommendations





To achieve sustainable growth, the hospital should implement the following recommendations:

- Develop and execute a comprehensive marketing plan that emphasizes affordable pricing and service excellence.
- Enhance digital marketing efforts to reach a broader audience, particularly through social media and online platforms.
- Expand service offerings to meet the growing demand for specialized care in Yogyakarta.

Future Research Directions

Future research could explore the impact of specific marketing interventions on patient intake and hospital performance. Additionally, comparative studies with other military hospitals could provide further insights into effective marketing strategies in this unique healthcare setting.

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