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Marketing strategy plan for Hospital X in east Jakarta during the Covid-19 pandemic

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Abstract

The hospital marketing strategy plan is a set of strategies that the hospital can use as a hospital management and development guideline. It is essential to plan a marketing strategy in dealing with the COVID-19 pandemic during this pandemic. The East Jakarta Health Office appointed Hospital X in East Jakarta to become a referral hospital for COVID-19. This study aims to determine the marketing strategy plans used by hospitals during the COVID-19 pandemic. The method used in this study uses a descriptive-analytic design through observation, structured interviews, and using secondary data. Analysis of the research data used qualitative analysis, which consisted of data collection, reduction, and verification/conclusion data presentation. The research findings show that the marketing strategy plan carried out by X Hospital in East Jakarta during the COVID-19 pandemic is to increase information technology advances, namely by marketing superior services through digitalization. In addition, marketing is also focused on increasing COVID-19 patients by making specific promos.

Keywords: Marketing Strategic Plan, COVID-19, Hospital

1. Introduction

The hospital strategic plan is a set of strategies that the hospital can use as a guideline for the management and development of the hospital (Yuniarto et al., 2022). So that it can help the hospital achieve the desired goals. In addition, strategic planning incorporates forward-looking information, goal and value analysis, and self-assessment of goals and priorities to ensure the ability to add vitality, efficiency, and value to the entire organization and outline trends and future steps. In preparing a hospital strategic plan, the hospital needs to consider several factors, including analysis of its main problems, setting hospital goals, analyzing opportunities, and making strategic decisions to achieve its goals (Hidayah et al., 2021).

As mentioned earlier, strategic planning involves formulating tools that contribute to organizational outcomes and strategic development, formulating questions critical to the organization, defining organizational goals, analyzing alternatives, and selecting strategies. These can be categorized into objects (Kryger & Thomsen, 2017). In addition, by considering these factors, the hospital can measure the performance of the hospital based on achieving the goals set annually and use the strategic plan to study the development of the hospital (Ehrlich et al., 2020)

Strategic planning is a program that aims to define and develop a strategy. Strategic planning can be long-term or short-term planning, but it is different. Marketing is one of the most important branches of knowledge management, whose main task is identifying needs and demands. Marketing is a series of planning and executing the basic idea, pricing, promotion, and dissemination of ideas for products or services to create exchanges by the goals of an organization (Sadeghpour et al., 2017).

Hospitals need to develop a strategic plan for the hospital and determine the right strategy to achieve the goals of the hospital's long-term success. Strategic planning provides strategic execution as a development guide for long-term business success (Heath et al., 2018). Therefore, by developing a strategic plan, an organization can determine how the hospital will move over the next few years, how it will achieve its goals, and how it will achieve them. One

of the strategic plans that the hospital needs to think about is marketing. Marketing in hospitals is not just selling and promoting products or services but also includes selling ideas, ideas, or creativity.

Furthermore, marketing is a social process in which people get what they need or want by creating, providing, and freely exchanging products and services with others, individually and in groups (Kotler & Keller, 2012). Meanwhile, according to Stanton & Futrell (2010), marketing is a whole system of business activities that aim to plan, set prices, promote, and distribute products, services, and ideas in target markets to achieve the vision and mission of the organization (Stanton & Futrell, 2010). Based on the definition above, it can be concluded that marketing is one of the business activities that can be included in a strategy by business entities to plan, set prices, advertise, and distribute a product or service so that its business objectives are achieved, accepted and liked by consumers.

During this pandemic, it is essential to allocate our health personnel and resources wisely, and it is also important to make a strategic plan in hospital marketing to keep bringing patients into our healthcare system by ensuring patients do not have to worry about the transmission of COVID-19 in hospitals. The study aims to determine the marketing plan used by hospitals during the COVID-19 pandemic at X Hospital in East Jakarta.

RS X in East Jakarta is a private, public hospital established in 1972 where, previously, it was called Omni Pulomas Hospital. RS X in East Jakarta is located in East Jakarta. The East Jakarta Health Office appointed Hospital X in East Jakarta to receive and treat COVID-19 patients in mid-2020 since the increase in COVID-19 cases in DKI Jakarta. Even though it treats and serves COVID-19 patients, X Hospital in East Jakarta continues to provide non-covid services. So that RS X in East Jakarta needs an effective and efficient marketing strategy to keep bringing in patients.

2. Methods

The method used by the author in the article is an analytic descriptive design approach through observation, structured interviews, and using secondary data, which aims to find out how X Hospital in East Jakarta, which is a private hospital, made a strategic marketing plan during the COVID-19 pandemic that has occurred since 2020 until December 2021 where the pandemic started causing a decrease in the number of patients which led to a decrease in hospital income. For interviews, informants were selected using a purposive sampling method. The selected resource or speaker is a Director, and 1 other person is the Head of the Marketing Division at X Hospital in East Jakarta. Interviews were conducted face to face with structured questions because. The researcher wanted to ask questions focused on the research topic and search documents in secondary data; researchers searched from scientific articles or journals, books, and hospital medical record data. Researchers make observations to monitor the process and implementation of strategic marketing plans. Analysis of the research data used qualitative analysis, which consisted of data collection, reduction, and verification/conclusion data presentation.

3. Results and Discussion

X Hospital in East Jakarta is a type B private hospital located in East Jakarta; it has been established for 49 years and is fully accredited. Of course, X Hospital in East Jakarta already has regular patients who regularly come for treatment. With the emergence of the COVID-19 pandemic, it became a big challenge for Hospital X in East Jakarta to maintain its performance so that it remained good and even better than in previous years. The Director of X Hospital in East Jakarta views the marketing and promotion of hospitals in the pandemic era as a focus on making the public feel confident about the safety of seeking treatment at X Hospital in East Jakarta. The marketing strategy begins with conducting a SWOT analysis and looking back at

the vision and mission of X Hospital in East Jakarta itself. When there was a spike in cases in July 2021, marketing and promotion strategies were put aside because X Hospital in East Jakarta focused on treating COVID-19 patients and improving infrastructure and facilities related to COVID-19 care. However, the Director of X Hospital in East Jakarta sees this as an opportunity to create a new marketing strategy focused on COVID-19 patients; one is by creating self-isolation packages in collaboration with private insurance, providing free unique treatment rooms for patients. COVID-19 corporate and private insurance, in collaboration with private insurance agencies throughout Jabodetabek, so that X Hospital in East Jakarta receives referrals for COVID-19 patients not only in the area around East Jakarta. So here, the marketing team's role is enormous because the marketing team is the entry point for partner companies, corporate insurance, and private insurance agencies. In addition, the marketing strategy carried out during the COVID-19 pandemic era was mainly carried out above the line by not directly meeting consumers. Because there is indeed a health protocol issued by the government to be implemented by the whole community, meetings must be held online, not face-to-face. The marketing strategy is ultimately focused on digitization. The Director of RS X in East Jakarta plans to set up a unique studio for podcasts,

The marketing strategy for RS X in East Jakarta has been determined by EMC Healthcare, namely the EMC Hospital corporate group. The head of the marketing division of X Hospital in East Jakarta explained that the marketing strategy for 2021, apart from being carried out with digitalization, is focused on approaching corporate insurance, namely large insurance companies that have collaborations with many companies such as Mandiri Inhealth, Lippo Insurance, Astra Life, and so on. The marketing strategy is done by visiting these corporate insurance companies face-to-face and online. The marketing team also presented the superior services of X Hospital in East Jakarta. Face-to-face visits were carried out when cases were down in April, which coincided with the month of Ramadan, so visits and presentations were made when breaking the fast together. In addition to visits, another marketing strategy undertaken is to provide special promotions to corporate insurers, namely by providing free 1 level of treatment class and special assistance to patients to get fast and satisfying services and pick-up services. In addition, the head of the marketing division also said that the hospital's director said that the best marketing strategy during the COVID-19 pandemic was digitalization. X Hospital in East Jakarta has also started making appointments and online registration via WhatsApp and the website.

Another marketing strategy undertaken is to provide special promotions to corporate insurers by providing free 1 level up in treatment class, special assistance to patients to get fast and satisfying services, and patient pick-up services. In addition, the head of the marketing division also said that the hospital's director said that the best marketing strategy during the COVID-19 pandemic was digitalization. X Hospital in East Jakarta has also started making appointments and online registration via WhatsApp and the website. Another marketing strategy undertaken is to provide special promotions to corporate insurers by providing free 1 level up in treatment class, special assistance to patients to get fast and satisfying services, and patient pick-up services. In addition, the head of the marketing division also said that the hospital's director said that the best marketing strategy during the COVID-19 pandemic was digitalization. X Hospital in East Jakarta has also started making appointments and online registration via WhatsApp and the website. In addition, the head of the marketing division also said that the hospital's director said that the best marketing strategy during the COVID-19 pandemic was digitalization. X Hospital in East Jakarta has also started making appointments and online registration via WhatsApp and the website. In addition, the head of the marketing division also said that the hospital's director said that the best marketing strategy during the COVID-19 pandemic was digitalization. X Hospital in East Jakarta has also started making appointments and online registration via WhatsApp and the website.

Marketing in hospitals is an effort to a. Which consumer research can help you find out what potential customers want and determine the most appropriate group of prospects to serve you, b. Development of health service products, including the manufacture of health service products needed by a group of consumers or prospective patients who plan to become service users and reduce the cost of subscriptions provided, c. Communication with consumers is intended to inform potential customers about the products and services offered, d. The distribution provides services quickly, precisely, and satisfactorily (Hartono, 2010).

Hospitals are a type of service industry or medical services. Therefore, hospitals with different administrative functions must adhere to business principles. However, it is essential to recognize that hospitals are unlike other service industries and require a different approach. Rachael Massie from Aditama proposed three features of the hospital that differentiate it from other service industries (Aditama, 2001): 1) the fact that the "raw material" of the health industry is people. The hospital industry's main goal should be to meet human needs and produce products with the most efficient processes and costs. The human component requires the primary concern and responsibility of the hospital administrator. This distinction has important management implications, especially regarding ethical considerations and the values of human life; 2) in the hospital industry, customers are not always called customers who receive services. Patients are patients who are hospitalized. However, you may not be able to decide which hospital to treat. Therefore, even if the patient is admitted to the hospital, the decision to go to the hospital is not always in the hands of the patient. 3) This fact shows the critical role of operational staff such as doctors, nurses, pharmacists, physiotherapists, radiologists, and nutritionists.

The ratio of hospital specialists to permanent workers is higher than in other organizations. In fact, professionals tend to be so independent that it is not uncommon for work assignments to compete with management assignments throughout the organization. Hospitals as a service industry (with a humanitarian mission) have increased their organizational status. They are in a highly competitive environment through government policies that allow non-profit companies to operate hospitals. To maintain it, you must use your organization's marketing analysis: radiologist and nutritionist. The ratio of hospital specialists to permanent workers is higher than in other organizations. In fact, professionals tend to be so independent that it is not uncommon for work assignments to compete with management assignments throughout the organization. Hospitals as a service industry (with a humanitarian mission) have raised their organizational status. They are in a highly competitive environment through government policies that allow non-profit companies to operate hospitals. You must use your organization's marketing analysis, radiologist, and nutritionist to maintain it. The ratio of hospital specialists to permanent workers is higher than in other organizations. Professionals tend to be so independent that it is not uncommon for work assignments to compete with management assignments throughout the organization. Hospitals as a service industry (with a humanitarian mission) have raised their organizational status. They are in a highly competitive environment through government policies that allow non-profit companies to operate hospitals. To maintain it, you need to use your organization's marketing analysis. Professionals tend to be so independent that it is not uncommon for work assignments to compete with management assignments throughout the organization. Hospitals as a service industry (with a humanitarian mission) have raised their organizational status. They are in a highly competitive environment through government policies that allow non-profit companies to operate hospitals. To maintain it, you need to use your organization's marketing analysis. Professionals tend to be so independent that it is not uncommon for work assignments to compete with management assignments throughout the organization. Hospitals as a service industry (with a humanitarian mission) have raised their organizational status. They are in a highly competitive environment

through government policies that allow non-profit companies to operate hospitals. To maintain it, you need to use your organization's marketing analysis.

In the era of the COVID-19 pandemic, of course, the marketing strategy carried out by X Hospital in East Jakarta still follows the rules in accordance with a service industry business, although it is known that the existence of health protocols that apply in the era of the COVID-19 pandemic certainly makes Hospital marketing and promotion activities are becoming more limited. When the COVID-19 pandemic started in early 2020, hospital management had to be able to adapt and act quickly to determine what strategy to make and implement. At the beginning of the COVID-19 pandemic, there was a decrease in inpatient and outpatient patient visits. However, the trend is according to medical record data at X Hospital in East Jakarta.

If you look at the medical record data of X Hospital in East Jakarta, the patient data trend for 2021 had increased compared to 2020, when the COVID-19 pandemic started to occur. There is an increase in the number of new patients in outpatient services in 2021 of 4.5% and an increase of almost 8% for old patients in outpatient care. For inpatients, there will also be an increase of 2% in 2021. If you look at the number of patients who have increased both outpatient and inpatient care, this cannot be separated from the strategic marketing plan carried out by the hospital's marketing team.

According to Kotler & Keller (2012), a promotion mix is a tool to attract and communicate with customers and other stakeholders. To convey messages clearly and convincingly, each device must be carefully coordinated with integrated marketing communications or what is known globally as Integrated Marketing Communications (IMC). Promotion mix is the specific combination of advertising, promotion, public relations, face-to-face selling, and direct marketing tools companies use to convincingly convey their value or products and build relationships with them. Moreover, in the end, they can provide information that will guide consumers to purchase their products (Kotler & Keller, 2012).

In this case, the Director and Head of the Marketing Division of X Hospital in East Jakarta have broadly followed the principles of the promotion mix. RS X in East Jakarta advertises and promotes its products and services in this pandemic era by digitizing via Instagram media and online consultations with telemedicine. During the peak wave of COVID-19 cases, online consultations at X Hospital in East Jakarta significantly increased. Besides Instagram in mediasocial, from the observations of researchers, found that the hospital also maximizes the hospital's website as a promotional media and advertises products at X Hospital in East Jakarta as well as a source of information including the hospital's address, telephone number, and schedule of practicing doctors or online consultation schedules. Especially in the current COVID-19 pandemic, Patients do not need to come directly to the hospital to register. In accordance with hospital research Islam Surabaya (Nur et al., 2020), this matter is that the promotion and advertising of print and digital media to provide information on hospital services is now more accessible online.

COVID-19 is the main driver for accelerating the adoption of information technology developments for health services. In New York (NYC), Healthcare and Hospitals prioritize advances in information technology systems in five categories: increasing staff efficiency, setting clinical standards, information technology, improving patient experience, and connecting systems of information. Overall, the innovation will help NYC Health hospitals overcome one of the most significant healthcare crises in history and enable them to use enterprise information technology in new and innovative ways during the COVID-19 pandemic (Salway et al., 2020).

Information technology is essential in hospitals responding to the COVID-19 pandemic. Hospitals need the Internet to provide online counseling to the public and healthcare professionals because of the anxiety and depression caused by increased confirmed cases and

deaths from COVID-19. In addition, the demand for online counseling services via the Internet is also high (Ye et al., 2020).

According to Nur Hidayah, Qurratul Aini, and Muh, the research results. Amin, in 2021, regarding strategic planning, focused on innovation during the COVID-19 pandemic. Advances in communication and information technology have enabled hospitals to revolutionize the use of communication and information technology in implementing their strategic plans, including marketing hospital products or services. Hospitals, like medical institutions, are starting to discover and introduce innovations related to the application of information technology to provide better services, increase staff productivity and process efficiency, and market hospital products or services (Hidayah et al., 2021).

There is another way in the marketing strategy, namely by word of mouth, which is considered effective in identifying a product or service to consumers (Tjiptono & Diana, 2020). However, X Hospital in East Jakarta did not assess the review factor on this word-of-mouth element. In essence, if a hospital provides the best service to patients, word of mouth is one part of the marketing strategy. Hence, the management must always remind its employees to constantly provide excellent service to all patients and families of patients who come to the hospital. Suppose the patient is satisfied with the service obtained. In that case, the patient will voluntarily and happily disseminate information to the surrounding environment about what the patient has received at the hospital. Of course, this will affect the loyalty of these patients so that they will return to the hospital (Wijaya et al., 2020).

4. Conclusion

The strategic marketing plan for Hospital X in East Jakarta was carried out through a SWOT analysis and then looking at the hospital's vision and mission. Of course, the hospital's SWOT analysis and vision and mission are still by the current situation of the COVID-19 pandemic. The main focus remains on serving COVID-19 patients, seeking and improving COVID-19 patients by collaborating with corporate insurance and private insurance agencies, as well as creating promo packages related to COVID-19 patient services, one of which is the self-isolation package at home. Finally, the marketing strategy for Hospital X in East Jakarta is carried out through digitization by utilizing information technology. These online consultations are often called telemedicine, holding webinars or health talks via live Instagram and unique service promotions through the website and Instagram. Based on the data that the EMC Hospital has, it can be seen that the number of new patients and old patients is increasing in inpatient and outpatient care.

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