



Marketing Strategy Analysis In Hospital Health Institutions: A Systematic Literature Review

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ABSTRACT

Marketing is one of the important functions in organizations, including hospital health institutions. Marketing can help hospitals to achieve their goals, such as increasing public awareness, increasing demand for hospital services, and increasing customer satisfaction. The purpose of this study is to examine marketing strategies used in hospital health institutions through a systematic literature review. This research used the Systematic Literature Review (SLR) method. Research data was collected from literature published in reputable scientific journals. The literature was collected through searches in electronic literature databases, such as Google Scholar and Scopus. The collected data were then analyzed in three stages, namely data reduction, data presentation and conclusion drawing. The results showed that hospital marketing strategies include digital marketing, offensive strategies, preparation and determination of the marketing mix, intensify strategies, and 4P (Product, Price, Place, Promotion).

INTRODUCTION

In the growing era of globalization, the health industry sector such as hospitals is not untouchable from increasingly fierce competition. A hospital is a place to provide medical services and care for patients who need it. In hospitals, there are medical personnel such as doctors, nurses, and other experts who diagnose, treat, and cure patient illnesses or injuries. Hospitals are also equipped with necessary medical facilities and equipment to provide optimal health services.¹

The phenomenon of globalization opens up access to information and public awareness of health services from various parts of the world. Hospitals are required to compete globally to provide comprehensive and quality health services. ² This competition is not limited to the local or regional level, but also at the global level which demands the adoption of innovation, high service standards, and the ability to always improve the quality of health services. Therefore, in facing globalization, hospitals must be ready to face increasingly complex competitive challenges and improve efficiency and service quality in order to maintain their market share in the globally competitive health market, one of which is through marketing strategies.

Marketing strategy generally refers to a comprehensive, well-planned and integrated plan in the marketing sector that provides guidelines on actions to be executed to achieve the company's marketing goals. In simple terms, marketing strategy can be defined as a series of goals or objectives, policies and guidelines that regulate a company's marketing efforts periodically, at various levels and resource allocations, especially in response to environmental changes and ever-evolving competitive dynamics.³

Marketing plays a crucial role in helping hospitals achieve their goals which consist of aspects. First, marketing strategies can increase public awareness of the services and facilities offered by hospitals. By communicating relevant information about medical services, facilities, health programs, and other advantages, marketing can help elevate public knowledge of what a hospital has to offer. Second, through effective marketing strategies, hospitals can increase demand for the health services provided. By targeting and positioning medical services appropriately based on the requirements and aspirations of potential patients, marketing can encourage an increase in the number of patients using hospital services. Apart from that, marketing also plays a role in increasing customer satisfaction. Through clear information, satisfactory service processes, and good communication between hospitals and patients, marketing can help create a positive experience for patients. This can produce sustainable customer satisfaction and increase patient loyalty to the hospital.

The development of health services globally is a challenge for hospital management in determining strategic steps to survive and improve hospital services, one of which is through the utilization of technology. However, marketing health services is not a simple matter due to regulatory constraints such as Minister of Health Regulation no. 44 of 2018 concerning Hospital Health Promotion (PKRS). This research aims to examine the marketing strategy approach used in hospital health institutions through a systematic literature review.

LITERATURE REVIEW

Digital Marketing

Digital marketing involves leveraging digital technologies to foster stronger connections with the market, promoting products and services through online channels, such as databases, to engage with the market (consumers) on a personal level in a cost-effective manner, employing integrated, targeted, and measurable communication.²³ Digital marketing is essential in the promotional strategies of hospitals or health services. That way, the hospital gets an increase in the number of patients.²⁴ The promotional media chosen is social media. Social media is a digital marketing platform commonly used by health facilities. Digital marketing may be used to promote medical service items, and can strengthen the brand image of health facilities. Digital marketing can be executed through apps specifically designed by hospitals or various other methods. Social media platforms generate the highest level of engagement from the patient side. Through constant monitoring and supervision as well as a commitment to improving quality, digital marketing can be utilized for hospital marketing.⁸ Having a social media account is increasingly required for a hospital's marketing and promotion, and it may generate a worldwide brand image based on the efficacy of its usage, which can impact the hospital's reputation.⁵ Furthermore, each digital marketing plan that has been adopted is monitored and evaluated to ensure that hospitals can reach their goals successfully and efficiently.¹⁰

Offensive Strategy

An offensive strategy is more appropriate for a hospital's strategic marketing plan for the coming years. There are two alternative offensive strategies, namely the 'Market Share Growth' strategy and the 'Market Demand Expansion' strategy.⁶ The offensive strategy aims to reach new customers.²⁵ Through the implementation of this approach, the organization aims to boost its market share, sales figures, and customer base.²⁶

Preparing and determining a marketing strategy with a marketing mix, namely product, place/distribution, price and promotion.

Executing the appropriate Marketing Mix strategy will impact the level of service delivered to consumers and eventually establish a distinguishing trait for the hospital, facilitating the attainment of the company's objectives as intended. Attaining customer satisfaction can yield numerous advantages, including fostering a harmonious rapport between the company and its customers, laying a solid foundation for repeat transactions, fostering customer loyalty, and fostering positive word-of-mouth referrals that benefit the company.²⁷

To determine a marketing mix strategy, a hospital must determine service priorities related to the hospital's long-term goals. Patient satisfaction is the highest priority because it reflects the hospital's effectiveness in providing health services to its consumers. In this scenario, satisfaction has a wide-ranging impact on hospitals, beginning with raising the number of patient visits, patient loyalty, and creating chances for hospitals to become a preferred option in comparison to alternative health care providers. As a result, patient happiness has a significant influence on enhancing hospital quality and profits in hospital operating operations.²⁸

Intensify Strategy

Apart from that, support from the hospital marketing department is needed so that the marketing strategy can be implemented optimally. Therefore, an intensification strategy is used to increase the competitive position and attractiveness.²⁹

4P (Product, Price, Place, Promotion)

Health service products are marketing objects in health service facilities. The sale of services, which are products of service facilities, will contribute to the income used to finance hospital service operations. The quality of health service products can influence consumer interest, thus influencing marketing. Many patients usually entrust their health care to hospitals with complete service products. Competition between hospitals is getting tougher. Therefore, the issue of price or cost is quite crucial and important to be discussed in hospital management. In determining the price of services or products, hospitals cannot do whatever they like. There are several processes that must be carried out.³⁰

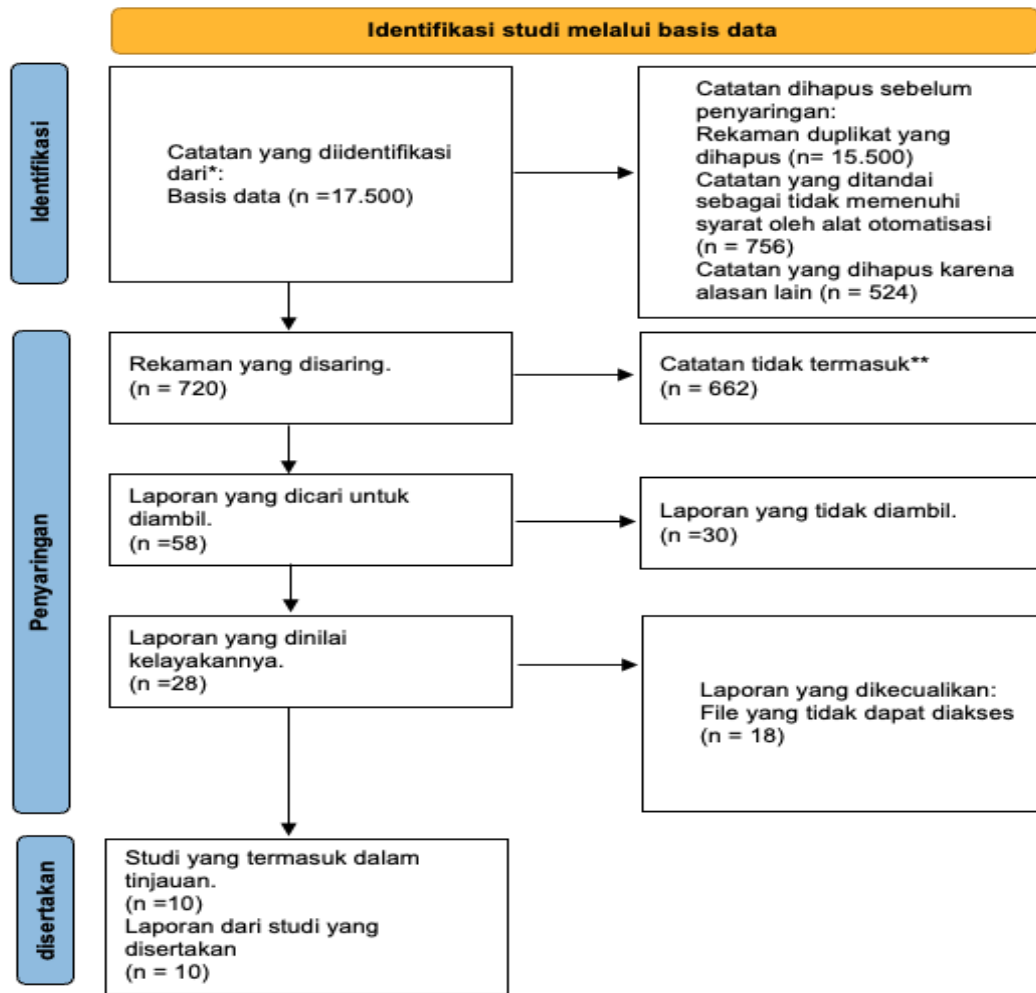
Tariffs are information that needs to be presented, so that patients can compare the benefits of services against costs³¹

Promotion consists of internal promotion and external promotion, namely promotion outside the hospital. One type of promotion is advertising, which can be maximized through the use of multi-media platforms such as television, newspapers or magazines so that the target market can be better exposed. Word of mouth

METHODS

This research employs the Systematic Literature Review (SLR) method. SLR is a process for providing answers to certain research questions by identifying, evaluating, and interpreting all available research information. 4 Research data is collected from published literature in reputable scientific journals. Literature gathered through searches in electronic literature databases, such as Google Scholar and Scopus. The data in this study has several inclusion criteria, including being in Indonesian or English with a publication period of 2013-2023. Based on the established criteria, the research flow and results that will be used in this research are depicted in the following PRISMA diagram:

Figure 1. PRISMA diagram



The acquired data is subsequently examined in three stages: data reduction, data presentation, and conclusion.

RESULTS

Table 1. Research Results

No	Name and Year of Research	Research Results
1	SA, M. F., & Pujiyanto, P. (2021).	Facebook emerges as the most commonly utilized platform, trailed by Twitter and Instagram. Meanwhile, the foremost advantage lies in crafting refined marketing strategies. Presently, social media platforms have become standard avenues for hospitals' marketing and promotional endeavors, fostering a global brand image tied to their efficacy in use, which significantly influences the hospital's reputation. ⁵
2	Maulana, N. (2020).	An offensive strategy is more appropriate for a hospital's strategic marketing plan for the coming years. There are two alternative offensive strategies, namely the 'Market Share Growth' strategy and the 'Market Demand Expansion' strategy. Both can be implemented by improving the quality of the sales force, starting Corporate Communications and Marketing Communications, and also expanding the B2B market by implementing Push and Pull Communication Strategies. ⁶

3	Marno, H. A., & Sulistiadi, W. (2022).	This study shows that a marketing strategy with the concepts of segmentation, targeting and positioning supported by a precise marketing mix is an effective means of improving health services according to customer needs. ⁷
4	Burhan, L., & Sulistiadi, W. (2022).	Hospitals need to employ effective digital marketing, to promote medical care services in expanding business while still providing excellent health care services and ensuring patient satisfaction. Social media is a digital marketing platform that is utilized by many health facilities. The use of digital marketing can be used to market hospital service products, as well as reinforce the brand image of health facilities. Digital marketing can be executed through apps designed personally by the hospital or various other methods. Social media platforms generate the highest level of engagement from the patient side. With constant monitoring and supervision as well as a commitment to improving quality, digital marketing is certainly viable for hospital marketing. ⁸
5	Pudjowati, J., Rochmawati, S. W., Retnowati, N., Rahmawati, F. Y., Balafif, M., & Syamsudin, A. (2021).	The Surabaya Lung Hospital has adopted the 7 P marketing mix, and the marketing strategy has proven effective. This effectiveness is evident in the heightened public awareness of the Surabaya Lung Hospital's capabilities in treating various diseases, the utilization of advanced management information systems, the continuous enhancement of human resources competency, and the increase in patient visits. However, obstacles have arisen from various sources, including external, internal, macroeconomic (political, economic, and social), and microeconomic (suppliers, patients, and competitors) factors. One approach to overcoming these obstacles involves maximizing the strengths of existing products and seizing available opportunities. ⁹
6	Sembiluh, D., & Sulistiadi, W. (2022).	This study demonstrates that digital marketing in hospitals during the COVID-19 epidemic is a marketing technique with several benefits. The hospital's aims determine the digital marketing platforms used. Following that, the hospital decides whether to employ certain digital media channels, specifies the aims and objectives to be reached through the chosen medium, conducts situation and audience analysis, and determines the budget and marketing frequency. Implementation requires determining who will carry out the chosen marketing plan, as well as monitoring and assessing the previously implemented digital marketing strategy, so that the hospital may reach its goals effectively and efficiently. ¹⁰
7	Heningnurani, A. Y. (2019).	A SWOT analysis can identify both opportunities and threats, along with the strengths and weaknesses currently present. Based on these findings, it's revealed that HAM Hospital is positioned in quadrant 2, indicating the need to hold and maintain its position. By carefully aligning the hospital's long-term roadmap with the analysis of its current situation and position, it becomes feasible to formulate an appropriate marketing strategy. This involves implementing the marketing mix, which comprises product, place/distribution, price, and promotion. ¹¹
8	Prihandayani, G. (2021).	The results of this research MHCU RSJ Dr. Soeharto Heerdjan is in quadrant IV (SWOT) described as Grow and Build. The strategy commonly used in this position is the intensification strategy. Apart from that, support from the hospital marketing department is also needed so that the MHCU marketing strategy can be optimally implemented. ¹²

9	Pamungkas, F., Hariyanti, T., Prawestiningtyas, E., & Juhariah, S. (2016).	According to the study's findings, the patient's choice of hospital for health care is influenced by his or her experience prior to joining the hospital. Aside from that, patient evaluations regarding hospitals are comprised of five Ps: site, pricing, people, product, and procedure. The informant had both happy and terrible experiences while obtaining inpatient care at Hospital X. Those experiences may be used to construct strategi pemasaran at hospital X and make adjustments to the current hospital state, as well as to generate future strategies for the hospital. ¹³
10	Suryani, S. P., & Heriyanto, M. (2015).	The study's findings indicate that implementing a marketing strategy based on the 4P marketing mix (Product, Price, Place, Promotion) and service quality. The research results suggest that the marketing strategy of Lancang Kuning Hospital Pekanbaru is fairly excellent, but still needs to be improved. The most important thing to pay attention to is that the hospital's promotions are still in the appropriate category. ¹⁴

DISCUSSION

A hospital is an establishment dedicated to providing comprehensive individual healthcare services, encompassing inpatient, outpatient, and emergency care.¹⁵ As per the Indonesian Ministry of Health, Health Services are defined as any actions conducted individually or collectively within an institution aimed at preserving and enhancing health, preventing and treating illnesses, and restoring health for individuals, families, groups, and/or communities.¹⁶ Based on its management, hospitals can also be private, namely managed by a profit-aiming legal entity.¹⁷

Fierce competition between hospitals encourages improvements in the quality of health services to patients.¹⁸ Hospitals must have the correct strategy to continuously improve their brand and gain the trust of the public, one of which is through marketing.¹⁹ Marketing as an effort to keep a hospital afloat in such a fierce competition is a series of efforts that must be carried out continuously by every stakeholder in the hospital.²⁰ A marketing strategy is a comprehensive plan designed to identify the target market and meet consumer needs by integrating various components of the marketing mix, including product, distribution, promotion, and pricing. To obtain consumer satisfaction amidst competition, hospitals must first identify consumer needs and desires, this is because the needs and desires of each consumer are different in the utilization of health services in hospitals.²¹ The aim of marketing health services or hospitals is to study and understand the needs and desires of prospective patients in order to satisfy these demands to the highest standards.²² The analysis results from 10 articles yield several marketing strategies as follows.

CONCLUSION

Hospitals are health service institutions that play an important role in society. Hospitals are managed as legal entities for profit purposes. The intense competition between hospitals nowadays is challenging. Every hospital needs marketing to become the public's primary choice, this is what makes a marketing strategy necessary. Based on the results of the analysis, several hospital marketing strategies were obtained, including digital marketing, offensive strategy, preparation and determination of the marketing mix, intensification strategy, and 4P (Product, Price, Place, Promotion). By carrying out various marketing strategies, it is hoped that a hospital can provide the best quality of service to become the public's primary choice.

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LIMITATION

Despite the importance of researching hospital marketing strategies, it is essential to acknowledge certain limitations inherent in this field:

1. Ethical Concerns

The profit-driven nature of hospitals may raise ethical issues, as financial motives could potentially compromise the quality of patient care. Research must carefully consider and address the ethical implications of marketing strategies on healthcare delivery.

2. Generalization Challenges

Findings and strategies derived from one hospital or region may not be universally applicable. Socio-economic, cultural, and demographic differences can significantly impact the effectiveness of marketing strategies, making it challenging to generalize research findings.

3. Temporal Validity

The rapidly evolving nature of healthcare and technology may render certain marketing strategies obsolete over time. Research findings may have limited relevance if not regularly updated to reflect the dynamic healthcare landscape.

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