

## MARKETING STRATEGY OF TEACHING HOSPITAL: CHALLENGES FOR TEACHING HOSPITALS IN INDONESIA

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### Abstract

The increasing demands of the community for quality and affordable health services make hospitals have to always try to survive amid increasing competition. This article is a systematic review where data is taken from online databases such as ProQuest, Wiley Online, JStore, ScienceDirect, Embase, Scopus, and local journals (Garuda Portal, Jurnal Promkes) using the keywords "Strategy", and "Hospital Marketing", "Marketing". The search engine obtained 6234 international journals and 6 local journals. Then again sorting by year (starting from 2012 and above), duplication, type of article (journal, not systematic review), and full article only, then the final result is 7 titles. The result of this literature review article may provide experiences for directing future investigations regarding the marketing strategy of a teaching hospital. Thus, the findings of this article could help governments, universities, health providers, and academia to concentrate their efforts and policies on the development of the current teaching hospital, especially using marketing tools. Directions for improving the healthcare systems should mainly focus on reducing diseases, disabilities, and mortality among the population; improving the quality and accessibility of healthcare; and developing a competitive market of innovative medical services. The creation of an effective healthcare system could lead to improving the quality of life. Hospital marketing is an important element in introducing the hospital to the wider community. It is necessary to combine and coordinate related elements so that marketing programs can be carried out as effectively as possible.

**Keywords:** strategy, hospital marketing, marketing

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## **Introduction**

The hospital is an institution that functions to fully serve the health needs of individuals (Pan et al., 2006). Therefore, the hospital is an important asset for the community (Morgan & Ziglio, 2010). Because – both routinely and specifically – hospitals play a role in responding to emergencies, disasters, and other health crises. That way, the hospital also becomes an important symbol of social welfare (Organization, 2015). According to the Law of the Republic of Indonesia No. 44 In 2009, the role of the hospital was to provide complete individual health services, whether inpatient, outpatient, or emergency (Nurfaidah & Rusdiyana, 2020). Service quality is the basis for marketing services where the product being marketed is performance (quality), and performance that will later be purchased by customers, which in this case is a condition for both the patient and the patient's family (Wilson et al., 2016).

The increasing demands of the community for quality and affordable health services make hospitals have to always try to survive amid increasing competition (Naylor & Appleby, 2013). The changing trend in the health system and the uncertain financial situation are forcing hospitals to promote their hospitals more (Elston, 2002). Policymakers and hospital management must strive to create and maintain a positive image of hospitals so that they become the people's choice for health services (Handayani et al., 2015). This situation is also a concern for teaching hospitals in Indonesia which have started to emerge in recent years but are still unable to compete in terms of patient visits compared to non-educational hospitals (Lubis, 2020).

The perspective of international theory and facts shows that the fast-developing hospital is a hospital that also organizes education (Dhawan et al., 2015). Therefore, teaching hospitals combine innovative and responsive studies, services, and improvements. Thus, the quality of teaching hospitals is much better in providing services and care to patients (Sloan, 2021). In that connection, Newsweek in collaboration with Statista Inc., released the 200 best hospitals in the world in 2021. Among the best hospitals are the Mayo Clinic, Cleveland Clinic, Massachusetts General Hospital, Toronto General – University Health Network, and The Johns Hopkins Hospital (Cooper, 2021). The Mayo Clinic is a teaching hospital that has succeeded in making more than 7,200 peer-reviewed journal publications, as reported by Newsweek on March 21, 2019 (Nurfaidah & Rusdiyana, 2020). This fact should ideally be a strong reference for teaching hospitals in Indonesia with great potential to become a hospital with enormous opportunities for progress and development in the future (Sukmana et al., 2022).

Currently, many hospitals are gradually integrating various marketing theories and philosophies into organizational governance and even integrated into the preparation of vision and mission. However, every hospital, that already has a good marketing strategy, has not been able to implement it properly so the expected feedback, namely an increase in patient visits, has not been achieved satisfactorily. This article aims to look at various kinds

of hospital marketing strategies as reference material for teaching hospitals in Indonesia to increase the number of patient visits.

### **Research Method**

This article is a systematic review where data is taken from online databases such as ProQuest, Wiley Online, JStore, ScienceDirect, Embase, Scopus, and local journals (Garuda Portal, Jurnal Promkes) using the keywords "Strategy", and "Hospital Marketing", "Marketing". The search engine obtained 6234 international journals and 6 local journals. Then again sorting by year (starting from 2012 and above), duplication, type of article (journal, not systematic review), and full article only, then the final result is 7 titles. We also use the PICO Model where the population is the hospital that conducts hospital marketing, the intervention is the marketing strategy used by the hospital, there is no comparison, and the goal is to increase patient visits to the hospital.

### **Results and Discussion**

Fischer (2014) analyzed 62 studies drawn from medical and social science literature with a focus on hospital marketing. The author proposes a conceptual framework that links the hospital's position with its marketing strategy using three communication strategies, namely public relations, online media optimization, and direct advertising through related promotional means. These three strategies are integrated into organizational management, hospital services, and community service activities. The author identifies four patterns of hospital placement in the form of the corporate value performer, the service provider, the quality leader, and the public hero and trusted adviser.

In Nugraha & Thabrany (2017) several examples of hospital marketing strategies (aesthetic surgery poly) are mentioned, namely the price-place strategy, namely moving the clinic to a new room or building that is more private, and the place-physical evidence strategy, namely by providing valet services for vehicle parking. Visitors and patients. While Heningnurani (2019) mentions several marketing strategies for H Abdul Manap Jambi Hospital based on the place strategy, namely increasing distribution channels that are carried out directly, namely by collaborating with first-level health facilities, especially primary health care and with parties outside the hospital who can provide referrals patients to hospitals as well as improvement of distribution channels indirectly carried out through the information media available at this time, in the form of brochures, leaflets. Hospitals must also pay attention to the flow of service which is the process by which consumers can reach the product they want to buy. Hospitals must pay attention to access points for visitors who come in terms of speed, cleanliness, security, and comfort in getting services.

Fortenberry McGoldrick (2016) describes an internal marketing program that could have ensured proactively that disruptive noise sources were reduced to allow for a positive and productive care environment, probably preventing the matter experienced by the patient.

Internal marketing initiatives would have reduced the likelihood of this occurrence. they formulated a 4 'S' model which is devised which captures the basic marketing information such as Size, Shape, Share, and Soar, which every marketer needs to have before any marketing planning.

Al-Weshah (2019) explained that employees' empowerment, employees' motivation, information sharing, and work environment would improve the level of employee engagement, but employees' motivation is the most important factor enhancing job engagement of employee engagement, but employees' motivation is the most important factor enhancing job engagement. Organization managers must rebuild the internal marketing strategy in terms of employee development as well as employee retention. Internal marketing is a strategy to inform employees, engage them closer to the hospital, and ensure they can maintain the hospital's vision and image to customers.

Ala'Eddin et al researched to investigate the impact of marketing mix strategy on patient satisfaction in private sector hospitals in Jeddah city in Saudi Arabia. This research consists of the independent variables represented by marketing mix strategy components (namely health service, pricing, distribution, promotion, physical evidence, process, and personal strategies) and the dependent variable which is represented by patient satisfaction. The results confirm significant differences in the influence of the marketing mix strategy, which has a varied, significant, and insignificant influence on patient satisfaction. Furthermore, the results exhibited by hospital managers might benefit more by placing more emphasis on an integrated service marketing mix strategy and recognizing patient satisfaction. The result shows that five out of seven variables are significant (health services, promotion, physical evidence, processes, and personal strategies) on the other hand two variables are insignificant (pricing and distribution strategies). This model has been developed based on literature from a range of marketing and organization disciplines. Such literature has guided this research in building or integrating a marketing model relating to mixed strategy. Accordingly, the relationship between marketing mix strategy and hospital performance measured by patient satisfaction has been constructed.

As mentioned by Kotler & Armstrong (2012), the marketing mix emphasizes various factors which are then known as the 4Ps, namely product, price, place, and promotion (product, price, place, promotion). Then it developed into seven and was called 7P, with the addition of people (people), process (process), and physical evidence (physical evidence). From the review of the 15 articles, it can be seen that the 7 components of the P strategy in the marketing mix influence the selection of health facilities, trust, and consumer loyalty, either in whole or in part. Each research article also shows a different sequence of P components. Specifically for the place strategy, Kahendra & Wibowo (2020), Nugraha & Thabrany (2017), Bur & Suyuti (2019), and Latifah (2019), conclude that strategies have a major influence on the success of hospital marketing. The opposite was found in a study conducted by Farantika et al. (2019), Agustine & Sulistiadi (2019), and Napirah et al. (2016).

These conflicting results may be influenced by the strength of the other components of the P strategy in each hospital. That is why the seven P strategies are referred to as a marketing mix. Support each other.

Edgar Huang and Chiu-chi Angela Chang have demonstrated healthcare new media marketing based on Hospitals lacking robust marketing and communications budgets may be more likely, not less likely, to consider technology investments a major priority. This is because compared to traditional communication channels (paid advertising, print publications, direct mail, etc.), websites and social media are relatively less expensive ways to interact with prospective consumers, with the added benefit of facilitating more two-way (rather than one-way) communication. Over the past decade or so, thousands of US hospitals shifted some of their business online (Chang & Huang, 2012; Huang, 2009; Shepherd, 2003). Advantages of implementing interactive e-health tools on their website that can facilitate their online business and achieve diverse goals, including saving costs, reducing errors, improving transparency, increasing operational efficiency and patient-friendliness, and effectively marketing a hospital.

Hospital promotions are not just about marketing units. But that has become the responsibility of all hospitals from the highest level to the lowest level. Many strategies and ways to enter implementing hospital marketing and factors as the key to successful implementation. To realize the hospital marketing program as the main service in the hospital, a strategic plan that supports programs such as promotional media, resources, methods used, and funds is needed. The marketing strategy of a hospital will affect the selection of health facilities, trust, and consumer loyalty, either in whole or in part, but the magnitude of this influence varies between hospitals.

The result of this literature review article may provide experiences for directing future investigations regarding the marketing strategy of a teaching hospital. Thus, the findings of this article could help governments, universities, health providers, and academia to concentrate their efforts and policies on the development of the current teaching hospital, especially using marketing tools. Directions for improving the healthcare systems should mainly focus on reducing diseases, disabilities, and mortality among the population; improving the quality and accessibility of healthcare; and developing a competitive market of innovative medical services. The creation of an effective healthcare system could lead to improving the quality of life

## **Conclusion**

This review may provide experiences for directing future investigations regarding the marketing strategy of a teaching hospital. The goal of hospital marketing is to introduce the hospital to the wider community, to inform as clearly as possible about the facilities and capabilities of hospital services in the community and all community hospitals, to shape and foster the image of the hospital through community trust and respect for the capabilities of

the hospital. Optimal utilization of hospital resources and besides that the hospital also expects an increase in revenue.

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