

PERCEPTION OF PEDIATRIC OUTPATIENT CLINIC IN PRIVATE HOSPITALS IN SEMARANG CITY BASED ON MARKET SEGMENTATION CHARACTERISTICS

Dewi Kusuma Wati^{1*}, Ayun Sriatmi², Septo Pawelas Arso³

¹⁻³Magister of Public Health, Diponegoro University

Email Correspondence: antoniopaulusadityanugroho@gmail.com

Disubmit: 14 Mei 2025

Diterima: 20 Januari 2026

Diterbitkan: 01 Februari 2026

Doi: <https://doi.org/10.33024/mahesa.v6i2.20679>

ABSTRACT

Outpatient clinic is a vital hospital service that demands focus on both quality and patient satisfaction. With increasing competition among hospitals in Semarang, understanding consumer behavior is crucial. Market segmentation can assist in identifying patient characteristics and their perceptions of healthcare services, which are shaped by factors such as medical communication, the comfort of facilities, and treatment outcomes. These perceptions significantly influence patients' decisions to seek care again in the future. The pediatric outpatient clinic at XYZ Hospital has experienced inconsistent and relatively low visit rates. Therefore, it is essential to analyze consumer perceptions through segmentation to formulate strategies aimed at increasing patient visits. This research adopts a descriptive qualitative study design, employing a case study approach at XYZ Private Hospital in Semarang. The participants in this study are the parents of pediatric patients. We conducted interviews using questionnaires administered to thirty respondents to gain an overview of their characteristics. We also conducted in-depth interviews with five primary informants to validate the findings. The demographic and geographic data reveal that the average age of parents is 36.03 years (SD 5.25), with 80% of respondents being female and 93.1% residing in Semarang. Additionally, 77.7% hold a bachelor's or master's degree (S1/S2), and 40.74% are employed in the private or entrepreneurial sector. In terms of psychographic and behavioral aspects, 60% of respondents discovered the pediatric clinic through friends or family, while 80% initiated their visits independently. The decision to visit was primarily influenced by the strong reputation of the doctors (60%), and 93.34% utilized personal funds or insurance for payment. Regarding costs, 90% rated outpatient fees as "moderate," with 83.33% agreeing that the costs were commensurate with the quality of service. Furthermore, 53.33% rated all staff services as positive or very positive. Furthermore, 60% found the location to be accessible, 63.33% assessed the facilities as clean, and 80% considered them comfortable. The study indicates that patients hold a positive perception of the pediatric clinic services at XYZ Hospital. They value the reputation of the doctors and the quality of facilities more than cost or location. Positive assessments of service quality, comfort, and cost fairness reflect high levels of satisfaction.

Keywords: Segmentation, Patient Perception, Pediatric Outpatient.

INTRODUCTION

Hospitals, as service providers, offer various types of services, including outpatient care. According to Kotler, outpatient services are those provided to patients who receive treatment and do not exceed 24 hours, encompassing all diagnostic and therapeutic procedures (Kotler & Keller, 2016). The increase in the number of hospitals in Semarang, which target a similar market segment, has led to heightened competition among them. Consequently, hospitals must study consumer (patient) characteristics to gain insights into reaching their customers (Purnomo & Febri Mustika, 2022).

Market segmentation is crucial for understanding consumer characteristics and aiming to provide healthcare services that meet consumers' needs (Nursya et al., 2019). Through market segmentation, hospitals categorize diverse consumers into specific segments based on their needs, practices, or perceptions (Gozali et al., 2023). This segmentation consists of geographic, demographic, psychographic, and behavioral aspects, serving as a consumer-oriented approach. These four aspects can help us understand consumer perceptions of hospital services (Nursya et al., 2019).

Patient perception is often linked to satisfaction with healthcare services. It encompasses how patients understand, evaluate, and feel about their experiences when receiving care (Sumijatun et al., 2021). This perception is influenced by the quality of communication with medical staff, the comfort of the facilities, and the treatment's effectiveness (Elni Sumiarti, 2017). Additionally, patient perceptions can affect their decisions to return to specific healthcare services (Sumijatun et

al., 2021). If patients feel satisfied, they are more likely to revisit the same facility in the future.

XYZ Hospital is a type B religious-based hospital that has been established for 98 years in Semarang. Data on pediatric outpatient visits over the past four years shows a decline, with visits dropping from 5,448 in 2020 to 5,224 in 2021. Although there was an increase to 10,157 in 2022, visits decreased again to 9,869 in 2023. The average percentage of pediatric outpatient visits compared to total outpatient visits is only 7.9%, significantly lower than other outpatient clinics, which can exceed 10%. According to Tjiptono, one reason for the decline in visits is management's failure to perceive consumer desires and expectations (Tjiptono, F., 2008). Therefore, it is essential for XYZ Hospital to understand consumer perceptions in the pediatric outpatient clinic by utilizing consumer segmentation to identify the most effective methods for increasing the number of visits.

LITERATURE REVIEW

Segmentation is a comprehensive process of grouping a heterogeneous market into specific segments that share similarities in needs, desires, behaviors, and responses to marketing efforts (Lova, L., 2022). The concept of market segmentation originates from economic theory, wherein companies divide the market into distinct heterogeneous segments based on one or more attributes, such as age, income, geography, lifestyle, and behavior. The goal is to create a Total Addressable Market (TAM) to estimate the number of potential customer (Blank, 2020). Companies conduct segmentation to streamline resource allocation.

We classify the segmentation variables into four categories (Sudirman et al., 2022):

1. Geographic Segmentation: This involves dividing the market into various geographical units based on factors such as states, provinces, cities, districts, regions, specific areas, housing complexes, or household environments. Marketers use geographic segmentation to ensure that the products being marketed are clearly targeted at the intended segment according to predetermined criteria. They often select smaller geographic segments while ensuring that the products and services offered meet the needs of those segments.
2. Demographic Segmentation: This classification describes the target segment for the product. Marketers divide the market based on factors like age, gender, race, generation, religion, nationality, marital status, education level, income level, social status, number of family members, and family life cycle (e.g., children, teenagers, adults, married/unmarried, young families with one child, families with many children, families with working children, etc.).
3. Psychographic Segmentation: This segmentation groups consumers based on lifestyle (traditional, modern, frugal, extravagant, luxurious, simple, etc.), personality (observer, enthusiast, or product addict), social status (education level, elite class, middle class, upper or lower class), hobbies, background, and other factors. Different psychographic segments can exist within the same demographic
- group. The most common method for creating a psychographic profile is through surveys that assess the activities, interests, and opinions of a population (Dada et al., 2019).
4. Behavioral Segmentation: This process involves grouping consumers based on specific behaviors, including purchasing behavior, product interest, and the purpose of product purchases. Consumers are categorized based on their knowledge of the product, attitudes, usage, and responses to the product offered. The basis for forming these segments includes variables such as benefits sought, status, attitudes, user types, events, consumption levels, consumer loyalty, and readiness to purchase the product (Mufakhhir et al., 2023).

RESEARCH METHODOLOGY

This research employs a qualitative descriptive study design with a case study approach at XYZ Private Hospital in Semarang. The variables examined include geographic, demographic, psychographic, and behavioral characteristics. The respondents in this study consist of parents of child patients. We conducted questionnaire-based interviews to gather a comprehensive characterization overview, with thirty respondents participating in this phase. Additionally, we carried out in-depth interviews with five primary informants to validate our findings. We conducted the interviews using an interview guide and recorded them using a recording device.

RESEARCH RESULTS

Table 1 presents an overview of the demographic and geographic characteristics of patients, including

both parents and children, at the pediatric outpatient clinic.

Table 1. Demographic and Geographic Characteristics of Patients (Parents and Children)

No	Characteristics of Parents and Children	n	%
1.	Respondent's Age		
	a. <30 yo	2	6,67
	b. 30-40 yo	18	69
	c. >40 yo	10	33,3
2.	Gender		
	a. Male	6	20
	b. Female	24	80
3.	Address		
	a. Semarang Region	27	93,1
	b. Out of Semarang Region	2	6,89
4.	Education		
	a. High School/equivalent	4	14,81
	b. Diploma (D3/D4)	2	7,41
	c. Bachelor's degree (S1)	16	59,26
	d. Postgraduate (Master's/Doctorate)	5	18,51
5.	Occupation		
	a. Housewife	7	25,92
	b. Private Sector/Entrepreneur	11	40,74
	c. Civil Servant	4	14,81
	d. Teacher/Lecturer	3	11,11
	e. Healthcare workers (doctors, pharmacists)	2	7,41
6.	Number of Children		
	a. 1-2 children	20	74,07
	b. >2 children	7	25,93
7.	Children's Age (month)		
	a. <12 mo	6	22,22
	b. 12-60 mo	14	51,85
	c. >60 mo	7	25,93
8.	Gender of Children		
	a. Boys	15	55,56
	b. Girls	12	44,44
9.	Birth Order:		
	a. 1	15	55,56
	b. 2	8	29,63
	c. 3	4	14,81

Based on Table 1, the average age of parents is 36.03 years (SD = 5.25 years), with a minimum age of 27 years and a maximum age of 46 years. Among the respondents, 80% are female. The Semarang region has

the highest domicile rate at 93.1%. In terms of education, 77.7% of the respondents hold a bachelor's degree or higher (S1/S2), indicating a background of higher education. Employment in the private sector or

self-employment ranks first at 40.74%, followed by housewives at 25.92%. Another characteristic observed is the number of children participants have, with 74.07% having 1-2 children. Regarding the age of the children, the average age is 49.85 months (SD = 45.7 months), with a minimum age of 3 months and

a maximum age of 180 months. In terms of gender, 55.56% of the children are male. Additionally, according to birth order, 55.56% are firstborn children.

An overview of the psychographic and behavioral characteristics of parents is presented in Table 3.2.

Table 2. Psychographic and Behavioral Characteristics of Parents

No	Indicator	n	%
1.	Source of information received regarding the pediatric outpatient clinic		
	a. Hospital brochure	1	3,33
	b. Friends/family	18	60,00
	c. Doctor/midwife referral	8	26,67
	d. Company/insurance	3	10,00
	e. Hospital website	7	23,33
	f. Others	3	10,00
2.	Source of recommendation to visit the pediatric outpatient clinic		
	a. Personal desire/initiative	24	80,00
	b. Family/friends	9	30,00
	c. Recommended by the doctor	4	13,33
	d. Others	0	0
3.	Reason for choosing the pediatric outpatient clinic as the healthcare service:		
	a. Close to home	8	26,67
	b. Affordable rates	4	13,33
	c. Well-known doctor	18	60,00
	d. Experienced nurse	8	26,67
	e. Comprehensive facilities	10	33,33
	f. Required by insurance or the company;	1	3,33
	g. Other reasons	2	6,67
4.	The most frequently used payment method at the pediatric outpatient clinic		
	a. Personal	17	56,67
	b. Insurance	11	36,67
	c. Company	0	0
	d. JKN/BPJS	2	6,67
5.	Children often seek treatment at a pediatric outpatient clinic due to the most common complaint	18	60,00
	a. Fever	17	56,67
	b. Cough/cold	3	10,00
	c. Diarrhea	6	20,00
	d. Vomiting	6	20,00
	e. Child development consultation		
	f. Immunization	2	6,67
	g. Others	2	6,67

6.	The frequency of visits to the pediatric outpatient clinic in the past year		
a.	1 time	6	20,00
b.	2 times	12	40,00
c.	3 times	6	20,00
d.	4 times	2	6,67
e.	≥ 5 times	4	13,33
7.	Opinion on the pediatric outpatient clinic fees		
a.	Expensive	3	10,00
b.	Medium / Average	27	90,00
c.	Cheap	0	0
8.	Evaluation of the administrative staff's service at the pediatric clinic		
a.	Poor	0	0
b.	Unfavorable	0	0
c.	Good	17	56,67
d.	Excellent	13	43,33
9.	Evaluation of the Doctor service at the pediatric clinic		
a.	Poor	0	0
b.	Unfavorable	0	0
c.	Good	14	46,67
d.	Excellent	16	53,33
10.	Evaluation of the healthcare workers service at the pediatric clinic		
a.	Poor	0	0
b.	Unfavorable	0	0
c.	Good	16	53,33
d.	Excellent	14	46,67
11.	Evaluation of general staff service at the pediatric clinic		
a.	Poor	0	0
b.	Unfavorable	0	0
c.	Good	17	56,67
d.	Excellent	13	43,33
12.	The alignment between the costs incurred and the services received at the pediatric outpatient clinic		
a.	Very inappropriate	0	0
b.	Not appropriate	0	0
c.	Appropriate	25	83,33
d.	Very suitable	5	16,67
13.	Evaluation of the accessibility of the pediatric outpatient clinic location		
a.	Very difficult	0	0
b.	Difficult	0	0
c.	Easy	18	60,00
d.	Effortless	12	40,00
14.	Evaluation of the cleanliness of facilities in the pediatric outpatient clinic		
a.	Filthy	0	0
b.	Not clean	0	0

	c. Clean	19	63,33
	d. Very clean	11	36,67
15.	Evaluation of the comfort of facilities in the pediatric outpatient clinic		
	a. Very uncomfortable	0	0
	b. Uncomfortable	0	0
	c. Comfortable	24	80,00
	d. Very comfortable	6	20,00
16.	Evaluation of the availability of play facilities in the polyclinic		
	a. Poor	0	0
	b. Unfavorable	1	3,33
	c. Good	22	73,33
	d. Excellent	7	23,33
17.	Evaluation of privacy in the pediatric clinic		
	a. Poor	0	0
	b. Unfavorable	1	3,33
	c. Good	20	66,67
	d. Excellent	9	30,00

Based on Table 2, most respondents are familiar with the pediatric outpatient clinic services through friends or family (60%). 23.33%, on the other hand, can only access information through the hospital's website. Notably, 80% of respondents visited the pediatric outpatient clinic independently. Recommendations from doctors or other sources appear to have a lesser impact on the decision to visit, with only 43.33% influenced by them. The primary reasons for choosing the pediatric outpatient clinic include the perceived quality of the doctors, recognized by 60% of the public, followed by the assessment of the clinic's facilities at 33.33%. Cost factors, such as affordability and location proximity, do not significantly influence the decision.

Regarding payment methods, over half of the respondents (93.34%) utilize personal payment and insurance. When evaluating rates, 90% of respondents consider outpatient costs to be "moderate," a view supported by 83.33% who believe the costs and services are appropriate. The most common reasons for visits to the outpatient

clinic include fever (60%) and cough/cold (56.67%), with the highest visit frequency being twice a year for 40% of respondents; only 13.33% reported making more than five visits. Additionally, 53.33% rated the services provided by administrative staff, doctors, healthcare workers, and general staff as good to excellent. Other factors, such as ease of access, cleanliness, and comfort of the facilities, received positive ratings as well. Specifically, 60% of respondents found the location easily accessible, 63.33% rated the facilities as clean, and 80% considered them comfortable. However, the evaluation of the children's play facilities revealed some weaknesses, with 3.33% of respondents rating them as poor. While 66.67% rated privacy positively, there remained a 3.33% rating of poor.

We then confirmed the results of the questionnaire-based interviews by conducting in-depth interviews with the patients. The findings indicated that most informants consider the hospital's location to be quite strategic. One

informant noted that road access to the hospital has never been affected by closures :

"The hospital's location is quite strategic; it is in the city center but not crowded, easily accessible, and has never experienced any road closures." - IU 3.

All informants expressed that their primary reason for visiting was to find the doctor their child needed:

"I already trust the pediatrician at Elisabeth; additionally, the room is specifically designed for children, ensuring it doesn't mix with other patients. It is clean, and while waiting, there is a play corner that makes it quite comfortable." - IU 1.

The informants also shared that they returned to this hospital because they feel comfortable with their doctor :

"My child's doctor is quite attentive to the patients, and the medication given is effective, so in the end, I came back again." - IU 3.

Regarding facilities, informants commented that the examination room is comfortable because the children's clinic is separate from adult patients and includes a playground area. Several informants suggested improvements in the cleanliness of the children's play area. Hospital should replace or repair some damaged play facilities to ensure their safety for children :

DISCUSSION

Segmentation offers several advantages for hospitals, including enhanced responsiveness to market needs, improved market analysis,

"Some toys have broken parts and sharp ends. I'm afraid that the sharp ends of the broken toys might stab a child if they are used for play." - IU 2.

Although the children's polyclinic is not hard to find, its location on the third floor is considered less than ideal. One informant suggested that it would be safer for children if the location were on the 1st floor :

"It's difficult to find parking; we need to add more parking spaces if we want to increase the number of patients. The children's clinic should be on the first floor, as the enclosed space makes it safer for kids." - IU 5.

The feedback regarding fees indicates that three informants believe the doctor's fees remain standard and fairly affordable. However, there were suggestions made concerning the costs of supporting examinations, such as laboratory tests and radiology. One informant noted that the fees for these supporting examinations at this hospital are relatively high compared to other hospitals :

"Here, in my opinion, the doctor's fees are standard, still affordable for the middle class, but if you add lab tests and medication, it does get costly." - IU 4.

"Still competitive with other type B hospitals, but indeed more expensive compared to type C hospitals or private doctor practices." - IU 3.

identification of opportunities, increased profits and competitive positioning, and the ability to devise effective communication strategies

(Wei, J.T., 2019). Geographic segmentation is the most prevalent and easiest type to implement, which is particularly significant for hospitals. A strategically located hospital can boost patient satisfaction (Ozdenerol & Seboly, 2022). By understanding the characteristics of the surrounding community, hospital management can tailor promotions and marketing efforts to meet the needs of the target audience (Ningsih & Marwati, 2023).

Multazam Hospital exemplifies this approach by segmenting the market based on geographic conditions and its initial target demographic. The hospital focuses on productive-age women, including teenagers and housewives, as its primary market segment, particularly because it offers beauty products designed specifically for women. Given that housewives represent the largest segment, the hospital's marketing strategies prioritize this group, such as organizing relaxation events and offering special discounts on Mother's Day (Ningsih & Marwati, 2023).

In this study, the respondents were found to be in the age range of 30 to 40 years, with a predominance of females. The majority possess bachelor's or master's degrees and work in the private sector, as self-employed individuals, or as housewives. On average, each respondent has 1 to 2 children. The data collected on child characteristics indicated that the average age of the children was 49.85 months, with half of the children aged between 12 and 60 months.

The majority of respondents learned about the children's outpatient clinic services from friends or family (60%), which indicates that word-of-mouth

marketing strategies remain highly effective and serve as the primary channel for information dissemination. The advancements in hospitals—including the latest facilities, increased patient attention, and the availability of information—along with patient expectations regarding both intrinsic and extrinsic value, can all be understood through word of mouth (Ng S, 2015).

In various service sectors, word-of-mouth promotion plays a significant role in influencing consumer choices. Patient satisfaction is a key factor in this type of marketing. When patients are satisfied with the services they receive, they are more likely to recommend the hospital to others. This satisfaction is largely determined by the efficiency and timeliness of the healthcare services provided. Additionally, a positive patient-provider relationship and the quality of service contribute to enhancing patient satisfaction (Ng S, 2015).

Access to information through the hospital's website is currently only at 23.33%, suggesting that the use of digital media is not yet fully optimized for communication and service promotion. A study conducted by Ningsih and Marwati in Bantul utilized social media to assess the needs and desires of patients, which can help improve marketing strategies. Their method involved surveys and gathering feedback through comments on social media posts (Ningsih & Marwati, 2023). One significant challenge in online marketing is the lack of adequate human resources for social media marketing. This challenge stems from patients' expectations for prompt responses to their messages on social media (Ningsih & Marwati, 2023).

Eighty percent (80%) of respondents sought treatment on their initiative, indicating a strong level of awareness and trust in the pediatric outpatient services provided by XYZ Hospital. The influence of recommendations from doctors or other sources appears to be less significant in the decision to pursue treatment.

The selection of children's outpatient departments is primarily influenced by the public's perception of the quality of doctors, which accounts for 60% of the decision-making process. The assessment of the facilities provided follows this conclusion, accounting for 33.33% of the total. Factors such as affordable rates and proximity to the location are not the primary considerations. This data indicates that the reputation of medical professionals is the main draw of the service, rather than geographical or economic factors.

Lin et al. conducted a study identifying three key factors that influence patients' decisions when choosing a clinic: the doctor factor, the image and reputation factor, and the facilities and medication factor. The doctor factor encompasses the physician's ability to provide detailed explanations, maintain a favorable reputation, demonstrate friendliness, and avoid rushing during examinations. The image and reputation factor includes well-known doctors, institutions with strong reputations, and the availability of easily accessible information about the institution. Lastly, the facilities and medical services factor pertains to institutions having comprehensive and advanced equipment, dependable medication quality, and various doctor options (Lin et al., 2020).

Rahayu et al. conducted a segmentation study at a Mother and

Child Hospital, which yielded varied results. The study revealed that the hospital's strategic location and easy accessibility in the city center led to its selection (Rahayu et al., 2024). One primary reason for visiting the hospital is its proximity to home. Additionally, the quality of the professional doctors and the comprehensive infrastructure contributed to choosing this hospital for treatment. Patients value the thorough explanations of services and the assistance provided with administrative needs. The payment methods were clarified at the outset of the patient's administrative process. Furthermore, the hospital was chosen for its strong Islamic culture, as it is an Islamic institution (Rahayu et al., 2024).

In payment methods, over half of the respondents (56.67%) relied on personal payment, while the remainder utilized insurance (36.67%) and JKN/BPJS (6.67%). This data indicates that, despite the introduction of various financing schemes, the usage of social insurance remains relatively low. Enhanced collaboration with insurance companies and businesses could increase access for a broader range of individuals.

Fever (60%) and cough/cold (56.67%) are the most common complaints among children visiting the outpatient clinic, highlighting the high prevalence of upper respiratory tract infections in this age group. This situation is consistent with the physiological characteristics of children, who have immature immune systems and frequently encounter external environments such as schools or daycare centers.

Most respondents visit the pediatric outpatient twice a year (40%), and only a small percentage make more than five visits (13.33%). This data suggests that the majority

of service users seek care intermittently based on specific needs rather than through regular visits.

In terms of fees, 90% of respondents rated the outpatient costs as "moderate," and no one indicated that the fees were too cheap or too expensive. The result suggests that the perceived price is fair and aligns well with the service provided. This conclusion is further supported by the finding that 83.33% of respondents believe the cost and service are appropriate.

The assessment of the staff's service—encompassing administration, doctors, healthcare workers, and general staff—indicates a very high level of satisfaction. The majority of respondents rated their experience as "good" to "excellent." Notably, the doctor's service received the highest "excellent" rating at 53.33%, reflecting strong trust in their medical competence. This high level of satisfaction is also evident in the number of patients who received information via word of mouth.

Other aspects, including ease of access to the location, cleanliness, and comfort of the facilities, were also rated positively. Approximately 60% of respondents felt the location was easily accessible, 63.33% rated the facilities as clean, and 80% found them comfortable. However, the assessment of the children's play facilities reveals a gap, with 3.33% of respondents rating them as less than satisfactory. This data suggests that the children's supporting facilities do not fully meet visitors' expectations. A pleasant and comfortable hospital environment plays a significant role in patients' decisions when selecting a treatment location (Pattabi et al., 2024). Research conducted by Bahadori et al. quantitatively with patients and qualitatively with

managers indicated that excellent clinic conditions are among the most critical factors influencing patients' choices. This is because when patients first arrive, they encounter the hospital environment and appearance, which serve as the initial attraction (Bahadori, et al., 2016).

Lastly, in terms of privacy, most respondents rated it as good (66.67%) and excellent (30%). While this rating is high, the 3.33% of respondents who rated it poorly indicate a need for enhancements in systems and layouts to better promote privacy and comfort, particularly in children's healthcare services.

CONCLUSION

This study indicates that customer perception of the pediatric outpatient clinic services at XYZ Hospital Semarang is overwhelmingly positive. Most patients seek treatment primarily due to the reputation of the doctors and the comprehensive facilities, rather than factors like fees or location. High satisfaction levels are evident in the good to excellent ratings given for medical services, administrative processes, cleanliness, comfort, and the perceived value of the costs in relation to the services received. Overall, this positive customer perception serves as a key strength in sustaining and increasing future visits to the pediatric outpatient clinic.

To improve attendance at the pediatric outpatient clinic, XYZ Hospital should consider relocating the service to enhance its child-friendliness and accessibility, such as moving the clinic to the ground floor. Additionally, improving cleanliness and maintaining children's play areas are crucial for enhancing comfort.

The hospital could also expand partnerships with insurance providers and companies to make access to services more inclusive. Furthermore, evaluating the pricing for supporting medical services, such as laboratories and radiology, will help ensure competitiveness with other hospitals.

BIBLIOGRAPHY

- Bahadori, M.K., et al. (2016). Factors contributing towards patient's choice of a hospital clinic. *Electronic Physician*, 8(10), 3057-3061.
- Blank, S. and D. B. (2020). The startup owner manual. *Journal of Chemical Information and Modeling*, 53(9), 1689-1699.
- Dada, O., Ajayi, O., & Soares, F. (2019). Effect of Segmentation Strategies on Health Care Delivery in Oyo State Private Hospital. *Global Management Review*, 13(1), 53-66.
- Elni sumiarti, deni wahyuni. (2017). MENARA Ilmu Vol. XI Jilid 1 No.76 Juli 2017. *Menara Ilmu*, XI(76), 155-165.
- Gozali, L., Irawan, A. P., Tunjung Sari, H. K., Candra, C. De, Lim, V., Nowescophor, R., Gunadi, A., Number, S. P. S., Zagloel, T. Y. M., Sultan, J., Petra, Y., Lumpur, K., Tjahjono, B., & Ali, A. (2023). *The Development of Several Marketing Models in Performance Measurement in Industrial and Business Management Systems*. 2095-2109.
<https://doi.org/10.46254/an12.20220372>
- Kotler, P., & Keller, K. L. (2016). *Marketing Management*. In *Marketing Management* (15th Editi). Pearson Education Limited.
<https://doi.org/10.12737/10268>
- Lin, M. H., Chang, H. T., Chen, T. J., & Hwang, S. J. (2020). Why people select the outpatient clinic of medical centers: A nationwide analysis in Taiwan. *PeerJ*, 8.
<https://doi.org/10.7717/peerj.9829>
- Lova, L., A. A. (2022). Segmentasi, Penentuan Target Dan Posisi Pasar Serta Bauran Pemasaran Produk Layanan Skrining Covid-19 Di Rsia Cinta Kasih. *Jurnal Medika Hutama*, 03, 2152-2158.
- Mufakhhir, A., Jati, S. P., & Arso, S. P. (2023). Marketing strategy analysis based on segmenting and targeting in hospital: A literature review. *Malahayati International Journal of Nursing and Health Science*, 6(6), 432-441.
<https://doi.org/10.33024/minh.v6i6.12936>
- Ng S, R.-B. R. (2015). The Role of Affect in Consumer Evaluation of Health Care Services. *Health Marketing Quarterly*, 32(1), 31-47.
- Ningsih, K., & Marwati, T. A. (2023). Marketing Strategy Analysis Based on Segmenting, Targeting, and Positioning in Hospital. *Disease Prevention and Public Health Journal*, 17(1), 47-54.
<https://doi.org/10.12928/dpphj.v17i1.6420>
- Nursya, F., Hardisman, H., & Semiarty, R. (2019). Analisis Segmentasi dan Penentuan Target Pasar Pelanggan Instalasi Rawat Jalan Rumah Sakit Universitas Andalas. *Jurnal Kesehatan Andalas*, 8(3), 650.
<https://doi.org/10.25077/jka.v8i3.1054>
- Ozdenerol, E., & Seboly, J. D.

- (2022). The Effects of Lifestyle on COVID-19 Vaccine Hesitancy in the United States: An Analysis of Market Segmentation. *International Journal of Environmental Research and Public Health*, 19(7732), 239-261. <https://doi.org/10.1201/9781003227106-12>
- Pattabi, A., Nazarene, A., Varghese, S., Hassan, S. M., Nashwan, A. J., Patil, S. K., & Singh, K. (2024). Assessing child satisfaction and expectations for developing a child-friendly environment at the pediatric department in a general hospital in Qatar. *Frontiers in Pediatrics*, 12(May), 1-9. <https://doi.org/10.3389/fped.2024.1279033>
- Purnomo, J., & Febri Mustika, I. (2022). Analisis Strategi Marketing Berdasarkan Segmen Rumah Sakit. *Jurnal Medika Indonesia*, 3(1), 1-6.
- Rahayu, N. H., Yuniarsih, T., Gaffar, V., & Dirgantari, P. D. (2024). *Analysis Segmentation, Targeting, and Positioning as a Marketing Strategy at Mother and Child Hospital of Bunda Aisyah*. Atlantis Press International BV. https://doi.org/10.2991/978-94-6463-234-7_199
- Sudirman, A., Wardhana, A., & Hartini. (2022). Manajemen Pemasaran Era Revolusi Industri 4.0. In *Penerbit Media Sains Indonesia* (Vol. 48, Issue March).
- Sumijatun, S., Selviady, S., & Antony, A. (2021). Gambaran Persepsi Pasien Terhadap Kualitas Pelayanan Kesehatan Di Rawat Jalan. *Jurnal Persatuan Perawat Nasional Indonesia (JPPNI)*, 6(1), 19. <https://doi.org/10.32419/jppni.v6i1.260>
- Tjiptono, F., et al. (2008). *Pemasaran Strategik* (CV Andi Offsite (ed.)).
- Wei, J.T., et al. (2019). The application of data mining and RFM model in market segmentation of a veterinary hospital. *Journal of Statistics and Management Systems*, 22(6), 1049-1065.