

READINESS ANALYSIS OF FACILITY, HUMAN RESOURCES, AND MARKETING STRATEGIES ON THE INCREASE IN MEDICAL TOURISM VISITS AT BIMC HOSPITAL NUSA DUA BALI

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ABSTRACT

The trend of medical tourism visits in various countries continues to increase. The high increase in medical tourism services must be accompanied by hospitals' readiness to maintain quality and patient loyalty. This study aims to analyse the readiness of facilities, human resources, and marketing strategies for increasing medical tourism visits at BIMC Hospital Nusa Dua. This study is a case study with qualitative data collection thru in-depth interviews and direct observation. The results of this study indicate that BIMC Hospital Nusa Dua has prepared facilities to increase medical tourism service visits by adding the number of operating room procedures and treatments, as well as some modern medical equipment. In addition, the hospital has also prepared transportation and accommodation in collaboration with travel agents. Human resource readiness can be seen by providing overseas training for doctors to improve their competence. In addition, nursing staff and other personnel have been given both internal and external training. Excellent service training is provided to all staff to deliver outstanding service to customers. The marketing strategy focuses on improving product/service quality, implementing competitive pricing, accessibility, and promoting thru websites and social media. Conclusion: The increase in medical tourism visits is a significant concern, as evidenced by the development of hospital facilities, improved human resource competency, and effective marketing strategies to maintain service quality and patient loyalty.

Keywords: Medical Tourism, Facility Readiness, Human Resources, Marketing Strategy.

INTRODUCTION

Medical tourism is a growing phenomenon and a global concern because, in addition to providing comprehensive healthcare services, it can contribute to the economy or national foreign exchange. The medical tourism trend is very promising for the future, with the global medical tourism industry projected to reach USD 38 billion to

USD 55 billion annually (Berliandaldo.M & Muhadli, 2022). Medical tourism in Indonesia is developing very significantly, as evidenced by the large number of hospitals that have applied to become medical tourism hospitals with their respective flagship services.

Medical tourism is a journey undertaken by someone abroad or to

another region to receive medical services and various other forms of tourism. (Prameswari, 2024). Hospitals are a form of healthcare service provided to the public or individuals, encompassing comprehensive promotional, preventive, curative, and rehabilitative services. In 2018, Indonesia was a country that was a major destination for foreign tourists, especially in Bali province, which contributed the most tourist arrivals. Therefore, hospitals can seize this opportunity to become medical tourism hospitals and maximize their profits (Kusumawati, 2018). Hospitals need to implement strategies to attract potential patients for medical tourism services, especially the hospital's flagship services. The government's role is also crucial in creating regulations and legal protection for tourists seeking medical tourism services in Indonesia. (Azwar, et al., 2023).

The hospital's readiness in various aspects is the key to achieving increased visits, especially in terms of facilities, human resources, and marketing strategies. The readiness of facilities to support medical tourism services can include adequate infrastructure, modern medical technology, and other supporting facilities that can provide comfort and safety for patients (Elyanta, et al., 2024). The facility aspect is a major concern for the management of BIMC Hospital Nusa Dua, as evidenced by the significant budget allocated for the provision and maintenance of facilities to support medical tourism services.

Competent of staff and professional human resources are also a determining factor in providing quality service. Improving skilled and trained human resources, focusing on service quality and customer satisfaction, can be a

strong foundation for building medical tourism destinations, particularly in the field of aesthetics, to gain a competitive advantage (Hendriyanto, et al., 2024). BIMC hospital Nusa Dua has competent resources consisting of 4 plastic and reconstructive surgeons, 5 anaesthesiologists, and nurses who are competent and trained in their fields.

The development of information and communication technology has changed marketing strategies, including the strategy for attracting foreign markets to seek medical tourism services at BIMC Hospital Nusa Dua. Optimal marketing strategies involve careful planning to increase customer knowledge of the products or services offered, accelerate business growth, target the right market share, and build a reputation (Swathy & Gorda, 2024). Some aspects of the marketing strategy developed by BIMC Hospital Nusa Dua include improving the quality of products and services, communication, identifying the right target market, collaborating with the tourism sector, and increasing website accessibility

BIMC Hospital Nusa Dua is a B-type Surgical Specialty Hospital in Bali that offers medical tourism services with aesthetic surgery as its flagship service. BIMC Hospital Nusa Dua holds national accreditation from the Lam-KPRS accreditation agency and international accreditation from the *Australian Council on Healthcare Standards (ACHS)*, reflecting its compliance with established standards of healthcare quality and patient safety.

The number of aesthetic surgery procedures performed at BIMC Nusa Dua Surgical Hospital continues to increase year after year. In 2021 it reached 77, in 2022

it reached 188, in 2023 it reached 386, and in 2024 it reached 623 procedures. The increase in aesthetic surgery procedures continues to rise significantly post-pandemic. The increased interest of patients in undergoing aesthetic surgery is also evident in American countries, with 76% of certified plastic surgeons surveyed by the *American Society of Plastic Surgeons (ASPS)* reporting increased business in 2022 compared to pre-pandemic times (Bay, et al., 2024).

The significant increase in medical tourism service visits requires attention, especially from hospital management. The standards that hospitals must meet to operate a Medical Tourism Hospital according to the Ministry of Health Regulation Number 76 of 2015 are the main requirements for maintaining a high-quality business ecosystem and service quality in the medical tourism sector, as well as maintaining the image of healthcare services in Indonesia in the eyes of the world. The lack of domestic research and literature on medical tourism services prompted the author to investigate and analyse the readiness of facilities, human resources, and marketing strategies at BIMC Hospital Nusa Dua Bali in enhancing medical tourism visits.

LITERATURE REVIEW

Medical Tourism

Medical tourism is defined as travel for healthcare services with the primary goal of obtaining physical and psychological well-being (Yacop, Syahmardi, Niza Febrida, Tona Aurora Lubis 2024). In the era of globalization, medical tourism is becoming a growing sector as an effort to attract domestic and international tourists thru the promotion of quality healthcare services and facilities, including

medical and tourism service packages. The potential of medical tourism can provide significant economic benefits as well as access to internationally recognized quality medical care (Gholipour and Esfandiar 2025).

Facility readiness

Facility readiness in medical tourism services includes the availability of medical infrastructure and facilities that meet international standards, enabling them to support the excellent services required by medical tourists (Raoofi, Zarnaq, and Vatankhah 2024). Comfortable facilities are also an important part of a hospital's marketing strategy, contributing to an increase in medical tourist visits. Aspects of facility readiness include the availability of advanced medical equipment, infrastructure that meets international standards, and an environment that optimally supports the processes of diagnosis, therapy, and rehabilitation (Qolipour and Torabipour 2018).

Facility readiness also encompasses aspects of cleanliness, safety, and ease of access that must be met to ensure a pleasant and safe patient experience (Elyanta, Liyushina, and Aulia Destanul 2024). Facility readiness evaluation needs to be conducted systematically with valid and reliable measurement tools to provide an objective overview of healthcare institutions' ability to meet the specific needs of medical tourism patients. Facility readiness is not only a technical support but also serves as a key indicator in enhancing the competitiveness of medical tourism destinations at both the national and global levels (Malhotra and Dave 2022).

Human Resource Readiness

Human resource (HR) readiness in medical tourism services includes

the competence of healthcare professionals, professional service, foreign language proficiency, and cultural understanding that supports effective interaction with foreign patients (Siddoo, Janchai, and Thinnukool 2024). Competent and responsive human resources play a strategic role in maintaining service quality and shaping positive experiences for medical tourists, which significantly influences patient perception and loyalty (Fadilah et al. 2024). Hospitals need to analyse the readiness of hospital human resources in supporting medical tourism services to enhance the competitiveness of healthcare facilities at the national and global levels.

Marketing Strategy

Effective marketing strategies in medical tourism services can be implemented using a marketing mix that includes market segmentation, targeting, and positioning tailored to the needs of both domestic and international markets (Jabbari et al. 2013). The implementation of comprehensive marketing strategies such as effective communication, digital promotion, partnerships with medical travel agencies, and easy access to information plays a crucial role in increasing tourists' interest and trust in choosing specific medical destinations (Swathy and Gorda 2024). This strategy not only helps attract patients but also strengthens the destination's image and reputation as a provider of quality healthcare services, ultimately supporting the sustainable growth of the medical tourism sector.

The approach to marketing strategy in medical tourism services is a planned and integrated effort to enhance the attractiveness and sustainability of healthcare services for international patients (Setiawan

2020). The main components of this strategy include developing medical destination branding, appropriate market segmentation, utilizing digital and traditional media, and collaborating with travel agencies and related service providers to expand promotional reach. Hospitals must analyse the effectiveness of marketing strategies implemented to increase the volume and quality of medical tourism services and the loyalty of international patients.

RESEARCH METHODOLOGY

This research is a case study with qualitative data collection through in-depth interviews and direct observation of the BIMC Hospital Nusa Dua. This research was conducted at BIMC Nusa Dua Hospital during the period of October 2025. This study involved hospital directors, the Head of the Medical Services Division, the Head of the Business Division, the Head of the Financial Division, the Head of the Human Capital Department, and the Head of the Outpatient Department. Researchers also conducted direct observations of the readiness of facilities, human resources, and the forms of promotion and marketing strategies used in medical tourism services. The qualitative approach allows researchers to explore the complex and contextual aspects of the phenomenon being studied, as well as gain an in-depth understanding of the analysis of hospital readiness to face the increase in medical tourism services (Wirata & Gorda, 2024).

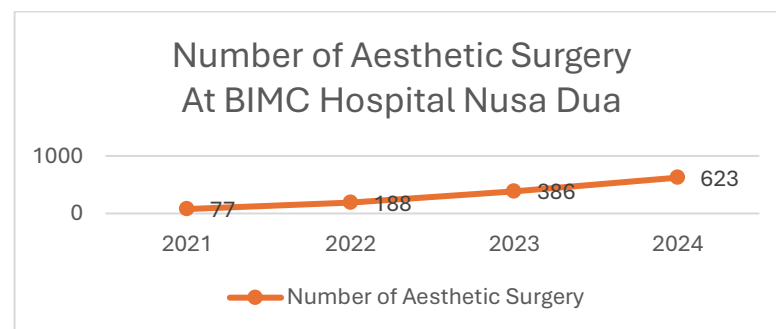
This research uses primary and secondary data collection. Primary data was collected through direct interviews with informants, while secondary data was obtained through observation of facilities, resource availability, and the media used in the marketing strategy. Researchers

used a purposive method to select key informants with specific knowledge and in-depth experience of the phenomenon being studied (Pahleviannur, et al., 2022). Data analysis was conducted thematically to identify and explain topics emerging from the interview transcripts. The coding process was done manually using Microsoft Excel, which made it easier to find and group findings from the qualitative data.

RESEARCH FINDINGS

BIMC Hospital Nusa Dua is a Surgical Specialty Hospital classified as a Type B facility within Badung Regency, strategically situated in the ITDC area of The Nusa Dua, Bali. Its highly strategic location in the Nusa Dua Bali tourism area makes it a preferred hospital in South Bali. The hospital's location, surrounded by 4

and 5-star hotels and only about 20 minutes from Ngurah Rai International Airport, is a distinct advantage for it to become one of Bali's medical tourism destinations. BIMC Hospital Nusa Dua further solidified its position as a medical tourism destination after being designated as a medical tourism service provider by the Directorate General of Health Services of the Indonesian Ministry of Health in 2023. Patient visits have been steadily increasing year after year, with Australian citizens being the majority. The number of patient visits for surgical procedures has continued to increase since the post-COVID-19 pandemic. The data obtained from the medical tourism service unit of the Cosmetic Surgery polyclinic is as follows, as shown in the graph.1.



Graph.1 Number of Aesthetic Surgery at BIMC Hospital Nusa Dua

From the data above, it is known that there was a significant increase, with the number of aesthetic surgery at BIMC Hospital Nusa Dua in 2021 being 77 cases and continuing to increase significantly to 623 cases by 2024. The dominant types of aesthetic surgical procedures are face and neck lifting, upper and lower blepharoplasty, breast augmentation, and breast lifting. Patient visits in both aesthetic surgery services and

aesthetic polyclinics are largely dominated by foreign nationals, particularly from Australia, New Zealand, Britain & England, France, as well as from several regions in Indonesia.

The high demand or public interest in aesthetic surgery is driving BIMC Hospital Nusa Dua to continuously improve the quality of its services to maintain and increase public trust, and to ensure that the quality-of- service standards in

Indonesia are increasingly recognized by other countries. The commitment to improving service quality continues to receive support from management, as evidenced by the upgrading of modern facilities, the enhancement of human resources (both medical and other healthcare personnel), and the synergistic support of marketing management. The role and cooperation of all hospital staff will contribute to providing comprehensive medical tourism services, including pre-hospital, intra-hospital, and post-hospital care after surgery. Therefore, the hospital is obliged to ensure that these services run smoothly, even with the high demand for aesthetic surgical procedures.

Facilities are one of the determining factors for patient comfort and satisfaction in medical tourism services. BMC Hospital Nusa Dua strives to meet all patient needs from the moment they arrive in Bali by providing transportation and accommodation during their stay in Bali for treatment, in collaboration with tour and travel agents and tourism stakeholders in the Nusa Dua area, particularly with several hotels. The hospital also strives to provide transportation during arrival and departure for consultations and post-hospitalization check-ups. The lobby layout, which is separate from general hospital services, provides a unique impression and comfort for patients, making them feel at ease while waiting for doctor consultations or procedures.

The procurement of modern medical equipment is a strategic plan for the hospital to improve patient care and safety. Digital technology is also a priority in improving service effectiveness, such as the development of remote teleconsultation services and the *Crysalix* application, which can

provide simulations of surgical outcomes according to patients' wishes and expectations. The budget for medical equipment procurement for medical tourism services is strongly supported by the company's corporate. The budget for medical equipment procurement and renewal from 2022 to 2025 is estimated to be over 10 billion. The facility improvements consist of the procurement of surgical equipment, increasing the capacity of operating rooms, adding treatment rooms, and improving infrastructure and furniture to enhance the aesthetic appeal and patient comfort.

Capacity is a major concern for BMC Hospital Nusa Dua because the significant increase in visits naturally puts demands on the addition of procedure rooms or operating rooms, as well as post-operative patient care rooms. The hospital has already added operating rooms by adding one operating room in 2023 and another in early 2025. This addition of operating rooms can reduce patient waiting times for medical tourism services.

The Inpatient room becomes a place for recovery after surgery. A comfortable treatment room can create a sense of calm. The increasing demand for aesthetic surgery services in Nusa Dua has prompted BMC Hospital Nusa Dua to continuously improve, leading the hospital to plan to open a dedicated inpatient room specifically for post-aesthetic surgery patients, featuring an aesthetic design and furniture. The addition of the treatment rooms received full support from the hospital's corporate entity, so it is hoped that maximum service can be provided by mid-2025. Management remains committed to providing and improving facilities to support medical tourism services, aiming to enhance service quality and offer comfort and pleasant memories

when choosing BIMC Hospital Nusa Dua as a medical tourism destination.

Health Human Resources are the spearhead of healthcare services, particularly hospitals that provide preventive, promotive, curative, and rehabilitative care. Human resources are a determining factor in patients choosing and utilizing medical tourism services at BIMC Hospital Nusa Dua, as patients tend to choose and determine their doctors when utilizing or seeking medical tourism services. This commitment is demonstrated by improving the competence of human resources, including doctors, nurses, and other healthcare professionals, as well as the staff supporting medical tourism services. BIMC Hospital Nusa Dua has 4 plastic and aesthetic reconstructive surgeons.

The International Society of Aesthetic Plastic Surgery (ISAPS) is a professional body for certified plastic surgeons. BIMC Hospital Nusa Dua has plastic and aesthetic reconstructive surgeons who are members of ISAPS and encourages three other doctors to join the organization. The development of doctors' competencies is also continuously enhanced by including them in an aesthetic facelift surgery training program in the United States in 2024 and planning to send them for hair transplant training in Turkey in 2025. Nursing and other medical staff are also a concern for management, as evidenced by providing training to outpatient nurses to attend advanced aesthetic nurse training for 4 staff members, which will be held in 2024. The operating room is a determining factor in the success of aesthetic surgical procedures. The nurses within the hospital are also not overlooked by management in terms of improving the competence and skills of each staff member. In 2024,

there are operating room staff who are trained to become proficient in aesthetic surgical instrumentation and anaesthesia nursing competencies.

Training continuity continues not only in the operating room and outpatient services but also during post-operative care. The nursing division also strives to improve the competence of nurses in the post-operative care unit by planning training on post-aesthetic surgery nursing care and basic wound management. All forms of training and education in the nursing environment also involve the Siloam Training Centre or training providers accredited by the Ministry of Health. Excellent service training was also conducted by BIMC Nusa Dua Surgical Hospital for all staff involved in services at every line of the hospital. Excellent service is provided to customers to increase their care for customers by offering the best service to facilitate their needs and achieve their satisfaction so that they remain loyal to the Company. This training is delivered directly by inviting trained speakers to provide excellent service training, and compliance monitoring of staff is conducted regularly at every service line, particularly in the medical tourism service area.

The commitment to human resource development at BIMC Hospital Nusa Dua continues to be a priority for management. The form of this commitment is reflected in the amount of the budget planned each year, which continues to increase. The training budget for human resource development in 2024 reaches 171 million and in 2025 exceeds 200 million. The harp of increased doctor and staff competency and improved service quality can lead to patient satisfaction and loyalty.

The marketing strategy of BIMC Hospital Nusa Dua to boost the medical tourism industry is to improve product quality, communicate with the target market, collaborate with travel agencies, enhance website accessibility for potential medical patients, and evaluate and monitor the strategy. So far, the target market for medical tourism at BIMC Nusa Dua Surgical Hospital is Australia and New Zealand, which contribute significantly to aesthetic surgery visits. Comfort in medical tourism services is also part of the marketing strategy to attract market interest in enjoying medical tourism services by providing surgery packages that include accommodation, transportation, and other holiday packages, in collaboration with tour and travel agencies.

The quality of products offered in aesthetic surgery services varies greatly, ranging from facial surgical procedures including *face and neck lifting, rhinoplasty, and upper and lower blepharoplasty*, to body surgical procedures such as *breast augmentation, breast lifting, liposuction, and lipoabdominoplasty*, which are highly sought after by the market. Competitive pricing is also a concern in attracting the market, as according to informants, many medical tourism providers, in addition to seeking technological

advantages, choose medical tourism destinations with low costs. Thailand is also a country that offers affordable cosmetic surgery medical tourism services, so BIMC Nusa Dua Surgical Hospital bases its pricing on market prices in Thailand.

The strategic location of BIMC Hospital Nusa Dua significantly enhances its attractiveness to the medical tourism market and patients seeking specialized healthcare services. The location, surrounded by hotels and tourist areas, and with access from the airport just 20 minutes away, is very advantageous for the hospital. Promotion is a core part of a marketing strategy, and in this case, medical tourism services are promoted thru direct and indirect methods. This direct promotion activity is carried out thru gatherings, direct sales at events, talk shows, and collaborations with third parties, namely medical agents and other tourism agents. The indirect strategies used in marketing are thru web media, Facebook, Instagram, and other social media platforms, utilizing *Google Ads* and *Meta Ads*, and partnering with media partners from various domestic and international television networks. The marketing strategies implemented are expected to help patients easily recognize and access medical tourism services at BIMC Hospital Nusa Dua.

DISCUSSION

Increased hospital visits must be accompanied by preparations in facilities, human resources, and marketing strategies to ensure smooth business operations and service quality. Hospitals must understand the obstacles and potential for increasing patient visits, which can be achieved by

providing adequate medical equipment and facilities, the role and involvement of human resources in improving competence thru education and training, and policies that create a conducive work environment (Fitri, et al., 2024). The management of BIMC Hospital Nusa Dua has anticipated and prepared for

medical tourism patients seeking cosmetic surgery services to ensure satisfaction and service quality are maintained. Hospital management needs to consider factors that influence the development of medical tourism, such as adequate facilities, qualified human resources, professional medical staff, affordable prices, marketing, and information technology (Nieamah, 2021).

Hospital Facility

Patient comfort, patient satisfaction, and service quality are the benchmarks for success in implementing management strategies for medical tourism services. Service facilities are a factor in determining the decision to travel for medical tourism (Zakaria, et al., 2023). The types of facilities provided in medical tourism services include pre-hospital services, which may include access to contact with hospitals both online and offline. Additionally, hospitals must provide accommodation, transportation, and hotel accommodation facilities.

BIMC Hospital Nusa Dua provides both offline appointment and teleconsultation services to make it easier for patients to access the hospital. In addition, the management pays close attention to accommodation services, including pick-up and lodging. Telemedicine is a form of medical service provided by doctors or healthcare professionals to connect with patients thru electronic platforms due to limitations in access and distance to healthcare services, thus making it easier for patients to make decisions regarding medical treatment (Samil, et al., 2024).

The accommodation facilities provided by the hospital facilitate greater ease and comfort for medical tourists. Supporting factors such as the

availability of comfortable accommodation for patients' families and enriching cultural experiences can all enhance the overall experience for medical tourism services (Yacob, et al., 2024).

Increasing the capacity of Inpatient room facilities, aesthetic surgery procedure rooms, and medical equipment with modern technology is part of the planning for BIMC Nusa Dua Surgical Hospital, especially with the increase in medical tourism visits. Key factors in the development of medical tourism can be achieved by emphasizing the need to develop facilities and infrastructure for medical centres and hospitals, as well as promoting modern technology and medical equipment for the advancement of the medical tourism industry (Zerchi, et al., 2020).

The facilities at BIMC Nusa Dua are well-prepared for medical tourism services, with a strategic location near the airport, transportation collaboration, and the addition of operating rooms and modern equipment worth over 10 billion rupiah, which significantly enhances the comfort and satisfaction of medical tourism patients. However, the need for specialized post-aesthetic surgery inpatient capacity still needs to be urgently realized to anticipate the surge in visits. Researchers also emphasized that the implementation of telemedicine technology and *Crysalix* medical simulations will strengthen patients' perception of the transparency and safety of services.

Human resources

Human resources in healthcare, including doctors, nurses, and other support staff, play a crucial role in determining the quality of healthcare services. The

quality of human resources not only affects patient satisfaction but also influences their decision to choose medical tourism services or recommend them to others (Fadilah, et al., 2024). BIMC Hospital Nusa Dua has provided and encouraged medical and health personnel to improve their competence by sending doctors to participate in training both domestically and abroad, including sending plastic surgeons to attend face lifting training in the USA and hair transplant training in Turkey. South Korea has successfully developed medical tourism, particularly in the field of cosmetic surgery. This success is not only due to having doctors who are highly competent in their respective fields. (Liestrande, 2018).

Increasing nursing resources in the field of aesthetic surgery is also a concern for the management of BIMC Hospital Nusa Dua. This is being addressed by developing a nursing competency program thru continuous training in outpatient service units, operating room nurse competencies, and inpatient wards. Implementing continuous training, certification, and regular performance evaluations are some steps hospitals can take to ensure healthcare professionals' competence remains high, which in turn will improve the overall quality of care (Mulyani, et al., 2024). They need to have a better understanding of the standards of care, the types of treatment available, and the basic skills required in medical tourism services. Improving nursing knowledge and skills will affect the quality of nursing services, which is beneficial for preparing to provide services that meet international standards for addressing tourists' health issues as part of medical tourism services (Gandamay, et al., 2025).

Improving the quality of human resources, especially medical and healthcare personnel, can provide excellent service to patients, leading to patient satisfaction. The service excellence training provided to all staff at BIMC Hospital Nusa Dua is conducted thru continuous in-house training to ensure all staff are committed to providing the best service to patients, especially in medical tourism. Excellent service training influences patient satisfaction, as seen in the friendliness, informativeness, communication skills, responsiveness, supportiveness, and efficiency of the staff in providing service (Nofiyandi, 2018). The ability of doctors and nurses to communicate in English as an international language with patients is also very important, especially in the context of international medical tourism, where language and culture may differ (Kim, et al., 2020). The human resource (HR) competency at BIMC Hospital Nusa Dua, supported by four ISAPS member doctors, facelift training in the United States, hair transplants in Turkey, and a training budget exceeding Rp200 million in 2025, serves as the main foundation for patient loyalty thru excellent service and English proficiency. This assumption implies that routine training for nurses in operating rooms and post-operative care can reduce the risk of complications, similar to South Korea's success in aesthetic services. This improvement in human resource.

Marketing Strategy

Medical tourists have diverse preferences and needs depending on their country of origin, culture, and travel goals, making in-depth market research crucial to understanding the ideal patient profile, including their demographics, psychographics,

and behaviour. The marketing strategies employed by BIMC Hospital Nusa Dua to develop medical tourism are focused on improving product quality, communicating with the target market, collaborating with travel agencies, and enhancing website accessibility for potential patients. The relevance of this marketing strategy encompasses the 4Ps of the marketing mix, which consist of product, price, place, and promotion (Kotler & Armstrong, 2028).

The planned marketing strategy implemented by BIMC Hospital Nusa Dua is expected to increase the loyalty of medical tourism patients toward aesthetic surgery services.

Products in a marketing strategy can consist of product variety, quality, packaging, and service. The procedures offered are of course supported by the best tools and technology, as well as skilled medical personnel to provide quality service (Swathy & Gorda, 2024). The quality of aesthetic surgery medical tourism services at BIMC Hospital Nusa Dua is a unique attraction, supported by competent doctors in their field and the use of technology in patient care, which has influenced the increase in the number of visits. Quality service will make patients feel satisfied with the services provided and lead to loyal customers who repurchase the company's products, which is known as customer loyalty (Hendrilie, et al., 2024).

Price, or competitive pricing, is a marketing strategy to increase patient visits and maintain patient loyalty so they return for medical tourism services. The pricing strategy is very significant in influencing product image and consumer decisions in determining patients' choices for healthcare services (Nugraha & Thabrany, 2017). The marketing strategy of

BIMC Hospitals Nusa Dua in determining aesthetic surgery prices is done by comparing prices between Bali or Indonesia and Thailand, which have similar forms, services, and target markets. One of the determining factors for patients choosing Korea as a medical tourism destination over China and Japan is the wider variety of medical tourism service products available at affordable prices, including accommodation, shopping, and entertainment (Kim, et al., 2019).

Place or location is where customers can find, use, access, or purchase the goods and services offered, in addition to place as a digital location, such as marketplaces, social media, and websites (Swathy & Gorda, 2024). BIMC Hospital Nusa Dua provides easy access for patients seeking medical tourism services. In addition to being very close to I Gusti Ngurah Rai International Airport, which is only 20 minutes away, the hospital also offers transportation and hotel services in collaboration with tourism operators in Bali.

Ease of access to the hospital is a critical consideration for the institution, which offers online appointment scheduling and teleconsultation services to enhance patient comfort and service efficiency. *The medical tourism service supply chain (MTSSC)* or the medical tourism service flow provides insights for healthcare providers to offer access to transportation, insurance, and accommodation services until treatment is received (Usta & Asan, 2020).

The success of medical tourism depends on the successful provision of information to potential patients about procedure options, care facilities, tourism opportunities, travel arrangements, and destination countries (Crooks, et al.,

2011). The promotion strategy employed by BIMC Hospital Nusa Dua involves providing service information thru their website, social media, collaborating with both domestic and international travel agencies, direct sales to consumers, and thru communities on social media. Designing the right medical tourism website for hospitals is a good opportunity to attract health tourists to the country. Websites in the virtual space act as gateways, allowing people to easily choose their destinations with high quality, low prices, and the right services (Samadbeik, et al., 2017).

Direct promotion and sales to consumers thru communities or groups of people are also very effective for targeting the right market. A promotion strategy that involves forming or joining new communities can provide an opportunity to reach more people who can become customers (Masithoh, et al., 2022). BIMC Nusa Dua's promotion strategy is highly effective thru active collaboration with overseas medical agencies offering comprehensive packages (medical procedures, travel, accommodation, and recreation) at competitive prices similar to Thailand, attracting the Australian and New Zealand markets via social media and strategic rate negotiations that reduce overall costs, improve accessibility, patient satisfaction, and repeat visits, although this requires transparent digital promotion and enhanced branding to address consumer trust challenges while maintaining operational efficiency in the competitive medical tourism industry.

CONCLUSION

The increase in medical tourism visits at BIMC Hospital Nusa Dua has been comprehensively prepared in terms of facilities, human resources, and marketing strategies. Adequate facilities, such as modern infrastructure and medical technology, are crucial for enhancing patient comfort and safety. Competent and professional human resources, including trained doctors and nurses, are also key to delivering quality care. Effective marketing strategies, such as improving product quality, competitive pricing, and promotions thru social media and collaborations with travel agencies, can increase patient loyalty and attract more medical tourists.

ADVICE

The increase in medical tourism visits must be accompanied by the development of hospital facilities, improved human resource competency, and good marketing strategies to maintain service quality and patient loyalty for repeat visits, as well as generate economic impact for the surrounding community or increase foreign exchange for the country

1. Facility Development: Hospitals must continuously improve the quality of their facilities with the latest medical technology and adequate infrastructure to enhance competitiveness in the global medical tourism industry.
2. Human Resource Improvement: Provide continuous training to enhance the competence of medical and health personnel and ensure good English language proficiency to facilitate communication with international patients.
3. Integrated Marketing Strategy: Developing a more comprehensive marketing strategy by leveraging

information and communication technology to increase the visibility and accessibility of medical tourism services and strengthening cooperation with travel agencies and the international community.

4. Government Regulation and Support: Advocating for the government's role in creating regulations that support and protect medical tourists, thereby increasing trust and safety for international patients.
5. Future research should adopt a quantitative approach to empirically measure the influence of facility readiness, human resources, and marketing strategies on medical tourist patient satisfaction, thru a large-scale survey.

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