

ANALYSIS OF HOSPITAL BUSINESS DEVELOPMENT STRATEGIES THROUGH DIGITAL MARKETING MIX IN THE ERA OF NATIONAL HEALTH GUARANTEE (JKN)

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ABSTRAK : NALISIS STRATEGI PENGEMBANGAN USAHA RUMAH SAKIT MELALUI BAURAN DIGITAL MARKETING DI ERA JAMINAN KESEHATAN NASIONAL (JKN)

Penelitian ini bertujuan untuk menganalisis strategi pengembangan bisnis rumah sakit melalui bauran pemasaran digital di era Jaminan Kesehatan Nasional. Sejak diberlakukannya Jaminan Kesehatan Nasional (JKN), persaingan antar rumah sakit untuk mendapatkan pasien dari program ini semakin meningkat. Oleh karena itu, rumah sakit perlu mengembangkan strategi pemasaran digital yang efektif untuk membedakan satu rumah sakit dengan rumah sakit lainnya. Penelitian ini menggunakan metode studi literatur sebagai desain penelitian. Data yang digunakan dalam penelitian ini merupakan data sekunder yang diperoleh dari berbagai sumber studi literatur. Teknik pengumpulan data dalam penelitian ini melibatkan pencarian yang sistematis dan menyeluruh untuk mengumpulkan informasi yang relevan dan dapat diandalkan terkait dengan topik yang diteliti. Hasil penelitian menunjukkan bahwa bauran pemasaran merupakan konsep utama dalam pemasaran modern sebagai seperangkat alat pemasaran taktis yang dapat dikendalikan dan dipadukan oleh rumah sakit untuk menghasilkan respon yang diinginkan pada pasar sasaran. Penerapan bauran pemasaran digital sangat dibutuhkan oleh rumah sakit untuk memberikan pelayanan yang maksimal. Program JKN telah dijadikan suatu bentuk jaminan kesehatan yang memberikan kemudahan bagi masyarakat yang menggunakannya. Dengan JKN, masyarakat bisa mengeluarkan biaya perawatan rumah sakit yang lebih hemat.

Kata Kunci : Rumah Sakit, Pengembangan, Bauran Pemasaran, Digital, JKN

ABSTRACT

This research aims to analyze hospital business development strategies through the digital marketing mix in the National Health Insurance era. Since the implementation of the National Health Insurance (JKN), there has been increased competition among hospitals to get patients from this program. Therefore, hospitals need to develop an effective digital marketing strategy to differentiate one hospital from another. This research uses the literature study method as a research design. The data used in this research is secondary data obtained from various literature study sources. The data collection technique in this research involves a systematic and thorough search to collect relevant and reliable information related to the topic under study. The research results show that the marketing mix is a main concept in modern marketing as a set of tactical marketing tools that can be controlled and combined by hospitals to produce the desired response in the target market. The implementation of a digital marketing mix is really needed by hospitals to provide maximum service. The JKN program has been made into a form of health insurance that is easy for the people who use it. With JKN, people can spend less on hospital care costs.

Keywords : Hospitals, Development, Marketing Mix, Digital, JKN

INTRODUCTION

Technological developments have an impact on various areas, such as health. Health is a very important aspect of life and is a fundamental human right. Constitutionally, fulfilling the health of citizens is part of the Government's responsibility (Sari,

2023). Hospitals are one of the elements required to improve the service system to have good quality. National Health Insurance (JKN) is a Government initiative that aims to provide comprehensive health insurance for all Indonesians, ensuring they can live healthy, productive and prosperous lives. This

program provides health protection to participants so that they benefit from health care efforts and protection of basic health needs. In Indonesia, the implementation of National Health Insurance (JKN) by the Health Social Security Administration (BPJS) has forced hospitals to adapt to new dynamics involving centralized payment systems and increased competition in the health services market. The National Health Insurance Program (JKN) is moving towards universal health coverage (UHC) by implementing the INA CBGs payment system. With this system, the health sector, one of which is hospitals, is required to carry out efficiency in all lines of health services for patients, all of which are regulated through INA CBGs package. This encourages hospital management to change strategies for using existing resources in providing health services to patients, while maintaining service quality and patient safety (Arismen et. al., 2019).

A hospital is an institution tasked with the health service sector, responsible for providing comprehensive services to individuals which include promotive (improving health), preventive (preventing disease), curative (curing) and rehabilitative (recovering) efforts, in accordance with the provisions stated in Law Number 44 of 2009 concerning Hospitals. The hospital felt it was important to develop a strategy that met market demand and differentiated it from its competitors. Hospitals are required to not only maintain their market share but also increase their competitiveness through appropriate business development strategies. The required marketing strategy not only pays attention to the external conditions where consumers are located, but also carries out an objective evaluation of internal conditions (Sutedjo, 2022). However, since the implementation of the National Health Insurance (JKN), there has been increased competition among hospitals to get patients from this program. Therefore, hospitals need to develop an effective digital marketing strategy to differentiate one hospital from another. This is because the implementation of JKN has changed the landscape of health services in Indonesia, including in terms of payment procedures, regulations and cost arrangements. Based on this phenomenon, hospitals need to adjust their business strategies to comply with this policy to ensure sustainability and profitability. One of the business strategies related to the JKN era is a promotional strategy. Health service promotion strategies are efforts to market or advertise services to the wider community.

In the context of hospital management, this strategy is very important to introduce the types of services available. As in other business fields that

introduce their products, hospitals also need to introduce their service programs to patients and the public. Promotional strategies for hospital health services and other health facilities are similar to general marketing strategies, with the main aim of promoting and introducing hospitals and the services they provide (Chendra, 2023). The existence of a social security administration body creates demands for hospitals to continue to develop new innovations, make improvements and improve continuously. Hospitals that partner with JKN or follow government policies and maintain collaboration between agencies are one of the main challenges faced. One strategy to face competition is to design a marketing strategy that integrates institutions with existing JKN policies and programs (Solechan, 2019).

Hospital marketing strategies aim to increase service use by providing health services that suit consumer satisfaction needs and priorities. Through this marketing strategy, it is hoped that the hospital's image can be improved thereby increasing public trust in the services provided, by utilizing resources optimally. The patient's or family's decision to choose a hospital or use the services available will make a positive contribution in increasing the number of potential customers and strengthening patient loyalty to the hospital, which will ultimately have an impact on increasing income (Anisa, 2015 in Ekawati & Andriani, 2022). Digital marketing is an important strategy in facing this era of digitalization, where consumers (patients) increasingly rely on the internet and social media to search for information about health services. These changes not only require hospitals to improve operational efficiency, but also expand their marketing and communications strategies.

Digital marketing is becoming increasingly relevant in this context, as consumers (patients) now tend to search for information about healthcare services online, using search engines and social media to compare service options before making a decision. Marketing mix is one of them. The strategy mix is the strategy used by a company to achieve organizational goals and meet consumer needs. Originally consisting of four elements known as the 4Ps: product, price, place and promotion (product, price, place, promotion), the marketing mix has now evolved to seven elements. Apart from the initial elements, additional elements include people (personnel), processes, and physical evidence. This marketing mix is a tool controlled by the company to achieve the desired response from the target market, including aspects such as quality products at affordable prices, effective promotional strategies, efficient distribution, the role of personnel in service,

optimal operational processes, and physical evidence that shows the quality of the product or service (Kotler & Kevin, 2016 in Dysyandi et. al., 2019). This strategy not only focuses on increasing awareness and patient acquisition through digital marketing, but also involves the use of technology to improve operational and service efficiency, as well as strengthening the hospital's brand image in the eyes of consumers. By implementing the marketing mix effectively, companies can strengthen their competitiveness, meet consumer expectations, and achieve strategic goals in a competitive market environment.

In this way, hospitals can strengthen their competitiveness, meet consumer expectations, and strengthen their brand image through implementing effective, technology-based marketing strategies. Modern marketing strategies not only integrate traditional elements such as product, price, place, and promotion, but also incorporate digital aspects such as online marketing, use of social media, and consumer data analysis. By utilizing a marketing mix that includes well-trained people (personnel), efficient operational processes, and physical evidence that shows quality of service, hospitals can increase their visibility in the market, increase patient satisfaction, and build an image as an innovative health service provider. and trustworthy. Therefore, this research aims to analyze hospital business development strategies through the digital marketing mix in the JKN era.

RESEARCH METHODS

This research uses the literature study method as a research design. This method was chosen because the aim of this research was to analyze hospital business development through the digital marketing mix in the JKN era. The data used in this research is secondary data obtained from various literary study sources, such as scientific journals, articles and textbooks related to business strategy in the JKN era. The data sources used in this research were selected by selecting journals, articles and books that were relevant to the research topic in the last 5 years. Selection is carried out using certain criteria, such as accuracy, novelty and credibility of the data source. Furthermore, the data collection technique in this research involves a systematic and thorough search to collect relevant and reliable information related to the topic under study.

RESULTS AND DISCUSSION

Health development is part of national development in Indonesia. Health development aims to increase the ability and awareness of healthy living

for every community, so that optimal public health can be realized in Indonesia. Health is an important thing for every human being, where health problems have become a basic need for society. With the increase in people's living standards and people's lifestyles, people's demands for the importance of health and the quality of health in Indonesia are also increasing.

Hospitals as one of the health facilities that provide health services to the community have a very strategic role in accelerating improvements in the level of public health. According to the 1954 Constitution, it is also emphasized that "Everyone has the right to live a healthy life and obtain health services". National Health Insurance increases the use of health services by the community.

Increasing public demand for fulfilling daily needs has caused competition in the business world to become increasingly high. For service companies, the main tool that is a weapon in competing is a quality service system. Service quality is the key to success in getting good ratings from consumers. The demands that are increasingly being complained about by the public must be carefully considered by hospitals to improve the health services provided, especially when weighed by social media which can be a tool to convey public complaints if according to the community the services provided do not meet the standards (Marchetta, 2022). Therefore, many business people are trying to run their businesses in the health sector, such as hospitals, because hospitals will always be needed by people, especially with government programs including BPJS health insurance or other insurance from companies that collaborate with government hospitals. or private. Therefore, the hospital is making efforts through marketing so that people can use JKN. Marketing is the process of preparing integrated communications that aims to provide information about goods or services in relation to satisfying human needs and desires. (Rizma & Budhiarta, 2019).

This research uses theory according to Kotler and Keller, 2007. The definition of marketing mix is a device consisting of product, price, promotion and distribution, which will determine the level of marketing success and all of this is aimed at getting the desired response from the target market. Based on the results of the literature, according to research (Winarti, Samad & Pratiwi, 2023), some people who are seeking treatment still do not use JKN, so many people incur a lot of costs. This can be done by the hospital to implement a marketing mix for the JKN program. Through the company's digital marketing mix it is easier and more efficient. Digital marketing carried out by hospitals is more popular with the

public because it is easy for the public to find information and does not waste time being present at the location or is more affordable to get the information.

The digital marketing mix is a set of marketing tools that a company uses to continuously achieve marketing goals in its target market. This method uses components of elements that form a mixed strategy, which you want to design with the intention of generating the response you want from the target market.

Based on the results of the literature, the marketing mix is a main concept in modern marketing as a set of tactical marketing tools that can be controlled and combined by hospitals to produce the desired response in the target market. Related to the marketing mix that is considered by hospitals in preparing marketing programs. Preparing the marketing mix program includes:

1. Media Content Marketing
Development of health service information through social media in the form of E-Flyers, creative videos of superior hospital services, promotion of hospital health services, health education content that is easy for the public to understand, as well as interactive discussions with resource doctors (health talks/podcasts) online.
2. Collaboration Transformation Transforming Hospital Services with a Digital Transformation Agenda JKN Services and Insurance Guarantee by aligning and supporting government and

private health insurance programs and providing easy, fast and informative access.

3. Expand Social Media Networks
Social media has become the main platform for most internet users. This platform is the right place to do digital marketing for hospitals. You can upload interesting video, image or other media content about hospitals via Facebook, Instagram, YouTube and other platforms.
4. Optimizing Patient Services
Optimize services according to participant/patient needs by referring to hospital accreditation standards. Providing wholehearted service according to the wishes of the community regarding promotions through online media so that the public is able to assess online the level of customer satisfaction with the system when providing services via telemedicine and offline.

Based on the description above, it can be seen that the implementation of a digital marketing mix is really needed by hospitals to provide maximum service. The JKN program has been made into a form of health insurance that is easy for the people who use it. With JKN, people can spend less on hospital care costs. This is also supported by research conducted by (Rochmawati, 2021) that in the era of globalization, hospitals are increasingly required to improve the quality of their services. Thus, hospitals must be managed professionally by paying attention to the marketing mix.

Author	Title	Journal name	Method (design, population, sample variables, instruments, analyses)	Result
Arismen ¹ Wahyu Sulistiadi ² Amal Chalik ³	Marketing Mix Strategy for Health Services RSD Kol. Abundjani Bangko in the Era of National Health Insurance (JKN)	Journal of hospital administration, 5-2-1019	Design: qualitative Sample: director, head of service, head of administration, head of nursing, and head of service unit Variable: marketing strategy for health services at RSD Kol. Abundjani Bangko Instruments: interview guide and recording equipment Analysis: Chi square	The research results obtained are with the marketing mix strategy. RSD Kol. Abundjani Bangko can still provide quality services to patients with conditions in the era BPJS that have a budget deficit
Abidah Ismail Lubis	The influence of The quality	Scientific Journal, 7-04-2022	Design : Quantitative using a cross sectional approach	The results of the multivariate analysis showed that the variable

	of Doctor services and Physical Evidance on the Loyalty Of Inpatients		Population : patients who were hospitalized Sample : 82 people Variable : independent variable is quality of doctor service dand physical appearance, depend variable is patient loyalty Instrument : questionnaire and interview Analysis : logistic regression analysis Design : descriptive Qualitative approach Population :patients in uni pratama clinic for 2 months, namely June-July Sample : random samples for one week Variable : variables that cause a phenomenon or social reality Instrument : observations and interviews	quality of doctor services (p = 0.001) and physical evidence of the hospital (p = 0.004) proved to have an effect on patient loyalty
Miftahul Jannah ¹ , Didi Mulyadi ²	Analysis of the quality and facilities of health services at The pratama Umi Rahma Clinc Bekasi City	Development economics, 3-2-2022.	Design : descriptive Qualitative approach Population :patients in uni pratama clinic for 2 months, namely June-July Sample : random samples for one week Variable : variables that cause a phenomenon or social reality Instrument : observations and interviews	Based on research that has been carried out, the service provided is good from various aspects, but needs to be improved. While the facilities provided at the Pratama clinic are quite complete, there is a need for additional units and equipment improvements.
Kurniawati ¹ dan Chalimah ²	The influence of Competence and Motivation on the Performance of Clinical Guidelines in Hospitals	Journal of Economics and Business, 27-01-2024	Analysis : qualitative Design : correlative approach Populations : Sample: 32 clinical instructors Variable : independent variable competency and motivation, dependent variable clinical suoervisor performance Instrument : questionnaire and data clinical supervisor administration at the Hospital Analysis : multiple Regression	competence contributed positively and significantly effect on the performance of clinical instructors, the motivation of clinical instructor had a positive but not significant effect on the performance of clinical instructor, the competency of clinical instructor and motivation of clinical instructor had a positive and significant effect on the performance of clinical instructor.
Sriyani Windarti ¹ , Mohammad Ardani Samad ² , Reski Dewi Pratiwi ³	Analysis of Influence of Marketing Mix on the Use of Outpatient Services in Hospital Makassar in 2021	Public Health and Medicine Journal (PAMA), 1-1-2023	Design : kuantitatif with cross sectional study Population : out patient department at RSUD Haji Makassar Sample : 385 respondent Variable : independent variable marketing mix dependent variable use of outpatient services at RSUD Haji Makasar Instrument :questionnaire	There is significant influence between the marketing mix with product, people, physical evidence and process with the use of outpatient services in Rumah Sakit Umum Daerah Haji Makassar, There is no significant influence between the marketing mix with place,

Luh Putu Sinthya Ulandari ¹ , Yaslis Ilyas ² , Putu Ayu Indrayathi ³	Strategy for Implementing National Health Insurance using the Balanced Scorecard Methode: Case Study at Hospital X Tangerang in 2018	Indonesia Journal of Health Economics, 5-2-2018	<p>Analysis : simple regression linear test</p> <p>Design : qualitative approach with Balanced Scorecard method</p> <p>Population : informants from hospital and informants from BPJS Kesehatan.</p> <p>Sample : 9 informants</p> <p>Variable : compare the findings with theories obtained or from other previous research obtained from literature studies and through document searches</p> <p>Instrument : depth interviewed and review the document</p> <p>Analysis : thematic analysis</p>	<p>price and promotion process with the use of outpatient services in Rumah Sakit Umum Daerah Haji Makassar</p> <p>The results show that there are several strategies that have been developed and implemented, including:</p> <p>(1) financial perspective (adding types of services, increasing the capacity of inpatients and polyclinics, increasing doctor practice slots, completing medical equipment, applying the principle of low cost and increasing working capital); (2) customer perspective (choosing target market, develop 5 values propotion, complaint management); (3) internal business processes perspective (develop standard operating procedures, develop drug formulary and clinical pathways, carry out operational and audit controls, build business models, form case mix teams and claim management); (4) learning and growth perspective (develop training, giving reward and good salaries, build a competitive work environments, and pay attention to employee career paths). Through this strategy, X Hospital is able to implement the JKN Program well and still record a surplus without sacrificing service quality.</p>
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CONCLUSION

A hospital is an institution tasked with the health service sector, responsible for providing comprehensive services to individuals which include promotive (improving health), preventive (preventing disease), curative (curing) and rehabilitative (recovering) efforts, in accordance with the

provisions stated in Law Number 44 of 2009 concerning Hospitals. With technological developments, currently hospitals are faced with the era of National Health Insurance (JKN) so that every hospital needs to plan marketing strategies so that they can gain their own advantages in the competitive arena and have products that suit

consumer interests through various support from marketing resources. The implementation of a digital marketing mix is really needed by hospitals to provide maximum service. The JKN program has been made into a form of health insurance that is easy for the people who use it. With JKN, people can spend less on hospital care costs.

SUGGESTION

Implementation of a digital marketing mix is really needed by hospitals to be able to provide maximum service to patients in the era of National Health Insurance. One of the hospital business strategies as a means of promotion to market the hospital's health services to the wider community is a digital marketing strategy.

Recommended hospital marketing strategies that include digital aspects include media content marketing, collaboration transformation, expanding social media networks and optimizing patient services

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