

MARKETING PLANNING AT SPECIAL GROWTH AND DEVELOPMENT HOSPITAL : REALIZING OPTIMAL SERVICE

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Abstrak

Pengembangan *Market Development*. Pada strategi yang diambil dalam menentukan Segmentasi, Targeting dan *Positioning*, RS Khusus Tumbuh Kembang GSH berfokus pada pasien khusus yang memiliki gangguan tumbuh kembang mulai dari usia 0 bulan - 19 tahun dengan klasifikasi yang ada. Dan yang kami unggulkan adalah kami merupakan satu satunya Rumah sakit yang khusus melayani gangguan tumbuh kembang anak tanpa ada nya layanan lain sehingga pelayanan akan lebih maksimal. Pada poin strategi *marketing mix*, menggunakan panduan *marketing mix* 7P (*Product, Price, Promotion, Place, People, Process & Physical Evidence*) setiap strategi yang kami gunakan berorientasi kepada kepuasan pelanggan dengan memaksimalkan produk (layanan) yang canggih dan terkini, harga yang sesuai dengan Standar Pemerintah atau *INACBGs*, (Nilasari et al., 2023) lokasi rumah sakit yang dapat di jangkau dengan mudah. Tenaga medis yang handal dan profesional serta pasien dapat merasakan kenyamanan saat melakukan pengobatan di RS Khusus Tumbuh Kembang GSH. (Raymon, 2023).

Kata Kunci: Rumah Sakit Khusus Tumbuh Kembang, Perencanaan Pemasaran, Market Development

Abstract

Market Development. In the strategy taken to determine Segmentation, Targeting and Positioning, GSH Specialty Hospital for Growth and Development focuses on special patients who have growth and development disorders ranging from 0 months to 19 years with existing classifications. And what we excel at is that we are the only hospital that specifically serves children's growth and development disorders without any other services so that services will be more optimal. At the point of the marketing mix strategy, using the 7P marketing mix guide (Product, Price, Promotion, Place, People, Process & Physical Evidence) every strategy we use is oriented towards customer satisfaction by maximizing sophisticated and up-to-date products (services), prices that are in accordance with Government Standards or INACBGs, (Nilasari et al., 2023) the location of the hospital is easily accessible. Reliable and professional medical personnel and patients can feel comfortable while undergoing treatment at the GSH Growth and Development Specialty Hospital. (Raymon, 2023).

Keywords: Specialty Hospital for Child Growth and Development, Marketing Planning, Market Development

INTRODUCTION

Hospitals are public health facilities that are a basic need in the lives of every human being. Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 986/Menkes/Per/11/2006, the services of general/government hospitals of the Ministry of Health and Regional Governments are classified into classes/types A, B, C, D and E (Depkes RI, 2006).

GSH Growth and Development Specialty Hospital is also preparing a team so that marketing and sales programs can run well. In creating work programs, the Growth and Development Specialty Hospital focuses on online and offline marketing strategies (Large Pharmaceutical Trading Companies et al., 2024) and creates incentive programs for Hospital partners (Level 1 Health Facilities and Community Health Centers) to make the GSH Growth and Development Specialty Hospital a referral for patients in treating child growth and development.

The Growth, Smart and Healthy Growth and Development Hospital is a hospital that provides specialized services for child growth disorders (Anggeriyane et al.2019). For the community around the

Bekasi area, supported by service facilities and professional health workers in their fields and supported by sophisticated and modern medical devices.

In determining revenue, we will maximize the sale of outpatient services, even though we have many services (Nurlina & Sas'ari, n.d.). For this reason, in order to maximize the existing market potential and opportunities. The strength that will make us have an advantage is medical personnel and doctors who are well-known and have a reliable reputation. It will be a priority in implementing a marketing strategy, which will create the GSH Growth and Development Specialty Hospital as the only hospital that serves children's growth and development problems in Bekasi City in particular and in Indonesia in general. Let's ensure the growth and development of our beloved sons and daughters together with the GSH Growth and Development Specialty Hospital.

Key elements of this approach include shared values which emphasize providing high-quality and customer-centered services, organizational strategic structure with the best definitions that focus on supporting efficient operations.

RESEARCH METHOD

Marketing Planning

The business of the GSH Growth and Development Specialty Hospital requires precise marketing planning to develop the market in the Bekasi City area and its surroundings. The strategic marketing framework (Giyanto et al., 2024) is used for this purpose.

Marketing Goals and Objectives

GSH Growth and Development Specialty Hospital formulates marketing objectives into several stages, namely the short-term stage (0 - 3 years), medium-term stage (3 - 10 years), and long-term stage (over 10 years), where the Growth and Development Specialty Hospital is in Cell I with the chosen strategy being "grow and build" and is located in the Bekasi City area and its surroundings.

The marketing objectives of the GSH Growth and Development Specialty Hospital are a form of goals and objectives described through short-term, medium-term and long-term objectives, which are focused on the point of Market Development (Grant & Jordan, 2019). This involves developing new markets where the reach of service areas will be increasingly expanded so that service access becomes easier for patients to come and receive services from the GSH Growth

and Development Specialty Hospital. These objectives are measured through a number of key outcomes or targets, which can be seen in the table:

No	Short-Term Objectives (0-3 Years)	Targets
1	Target Visits from Year 1 - 3 as many as 15,000 - 30,000 from BPJS in the Bekasi City area and surrounding areas for 3 years	Organizing services using BPJS facilities equipped with digital services that make it easier for consumers.
2	Conducting health promotion scientific activities through seminars and webinars (every trimester 1 activity)	Establishing partnerships and building strategic communication with Health Professional Associations to attract and increase new target markets and increase the network of health workers.
3	Conducting growth and development medical check-ups/screenings to schools with a target of 2 schools per month.	Obtaining new members or patients from the implementation of marketing event activities (Schools) for promotion purposes, so that it is expected to increase the list of consumers/Customer

		Network of the Growth and Development Specialty Hospital.
4	Promoting updates on hospital service types.	Obtaining new members or patients from the implementation of marketing event activities (Schools) for promotion purposes, so that it is expected to increase the list of consumers/Customer Network of the Growth and Development Specialty Hospital.
5	Conducting Publishing both digitally, print media online and offline and implementing event marketing strategies.	Expanding the promotion area and increasing the new target market area in the Bekasi City area with 12 sub-districts.
Medium-Term Objectives (3-10 Years)		Targets
1	Conducting promotions to attract patient interest to achieve a 300% increase in patients and visits from	This aims to add at least 2,000 new customers from the short-term period.

	short-term achievements. This aims to add at least 2,000 new customers from the short-term period.	
2	Continuing to carry out health promotion scientific activities by expanding and increasing the scope or target of activity participants (every semester 2 activities).	his aims to increase the event marketing area more than the previous year to increase the market of Growth and Development Specialty Hospital consumers for the Jabodetabek area.
3	Promoting satellite clinics.	This aims to find new markets.
4	Promoting updates on service types at the Hospital 300% from previous targets	This aims to add new markets and retain old customers.
5	Conducting growth and development medical check-ups/screenings to schools with an additional 10% per year.	This targets students from schools who have special needs in growth and development through a prepared list

6	Developing marketing strategies both digitally, online media, offline media and also event marketing.	This aims to develop a number of educational content such as articles, videos, or webinars about the benefits and uses of the application to educate users
		increase the number of followers of each social media account by 10% every month.
	Long-Term Objectives (>10 Years)	Targets
1	Expanding the promotion area with coverage of Seminar, event marketing and Webinar activities on a national scale.	This aims to build strong partnerships with national networks, both for medical personnel and consumer target coverage.
2	Updating all service activities at the Hospital 200% from the medium term	This aims to improve work tools to be more up-to-date with the latest developments so that services can be maximized.
3	Conducting growth and development medical check-ups/screenings to schools with an additional 20% per year.	This aims to obtain at least 3,000 new customers from the Screening target in the school area.

4	Opening growth and development clinic branches in other cities (National Scale) and Establishing hospital branches in other cities.	This aims to expand the area and market reach of the GSH Growth and Development Specialty Hospital to increase consumers/target market.
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STP Marketing Strategy (Segmenting, Targeting and Positioning)

1. Establish cooperation with stakeholders such as agencies, schools, and companies to increase the number of patients and visits. (Yanuar et al., 2024)
2. Provide service excellence.
3. Provide referral fees to parties who refer patients to the GSH Growth and Development Specialty Hospital

I. Segmentation

In terms of segmentation, the Growth and Development Specialty Hospital identifies potential customers at the segmentation stage, which focuses on the Business to Consumer (B2C) business model (Pandjaitan, 2024) with the BPJS payment system. The health target in Indonesia is to achieve 100% National Health Coverage. So that all Indonesian citizens are 100% registered with BPJS.

II. Targeting

Furthermore, the GSH Growth and Development Specialty Hospital determines targets that have needs for child growth and development services starting from elementary to high school students, Private Companies and the general public around the Bekasi City Area. The following is the target market of the GSH Growth and Development Specialty Hospital based on BPS data as of June 2024 for the Bekasi City area of 2.53 million people.

No	Area	Age	Amount	%	Source
1	Bekasi City	Age 0-4 Years Old	150,07thousand people	(5,94%)	BPS June 2024
2	Bekasi City	Age 5-9 Years Old	214,thousand people	(8,5%)	BPS June 2024
3	Bekasi City	Age 10-15 Years Old	214,04thousand people	(8,47%)	BPS June 2024
4	Bekasi City	Age 15-19 Years Old	170,45thousand people	(6,75%)	BPS June 2024

III. Positioning

The GSH Growth and Development Specialty Hospital implements positioning based on the unique value proposition seen in the Lean Canvas Model. As a Growth and Development Hospital that provides specialized services with Smart Hospital services, it must certainly compete with other Growth and Development Hospitals that also have the same type of service. The GSH Growth and Development Specialty Hospital determines its positioning as a Growth and Development Specialty Hospital that has special services for child growth and development problems that are

fast, complete, comfortable and professional. (Adi Pamungkas, 2023). This is because this strategy is able to create a safe position to overcome competitive forces. The advantage of a unique, reliable and fast differentiation focus (narrow) service from the GSH Growth and Development Specialty Hospital when compared to its competitors, the uniqueness possessed by the GSH Growth and Development Specialty Hospital is the use of Android and iOS based applications in the services it has. This makes it easier for consumers to use and carry out services and Telemedicine Digitally. (Giovannie et al., 2023)

1. Marketing Mix

The GSH Growth and Development Specialty Hospital focuses on the child growth and development health industry, especially in the Bekasi City area and its surroundings, according to the Lean Model Canvas customer segment section, our marketing can be categorized as B2C (Business to Customer). For this reason, we use the 7P tools, namely Product, Price, Promotion, Place, People, Process & Physical Evidence. (Retno Dewi Safitri et al., 2023)

a. Product

The Growth and Development Specialty Hospital with a Smart Hospital application and integrated using the latest technology and provides comprehensive and professional services to create quality services for people with growth and development disorders, Has professional medical personnel (Faroman Syarief, 2022)

b. Price

For the price that will be obtained at the GSH Hospital, it is in accordance with the INA CBG's tariff paid by BPJS Kesehatan to the Hospital. (Fitri & Sundari, 2023)

c. Promotion

Promotions for the GSH Growth and Development Specialty Hospital are carried out through various strategies both online and offline

d. Place

Marketing for the GSH Growth and Development Specialty Hospital, namely:

1. **Strategic Location:** The GSH Growth and

Development Specialty Hospital is located in an area that is easily accessible to the public

2. **Expansion Plan:** There are plans to open branches in other cities, which aims to expand service coverage.
3. **Service Accessibility:** The health services offered are in the form of digital services.
4. **Activities at Schools:** Conducting health activities at schools
5. **Free health services:** reaching children and parents in the community.

With a good "place" strategy, the GSH Growth and Development Specialty Hospital can ensure that their services are not and Special.

e. People

The GSH Growth and Development Specialty Hospital is committed to providing the best service by having competent and child-

friendly medical personnel. So that patients feel very good service and become a value of excellence for the GSH Growth and Development Specialty Hospital.

f. Process

The process possessed by the GSH Growth and Development Specialty Hospital in providing services, prioritizing aspects of service excellence, professional medical personnel and with sophisticated and modern medical equipment. Starting from easy registration and examination procedures as well as with digital services and flexible schedules according to patient needs. (Do Abdullah et al., 2024)

2. Physical Evidence

The GSH Growth and Development Specialty Hospital must have something that can be seen and felt by consumers so as to create a good experience and impression in the eyes of patients.

○ **Revenue Stream Projection**

The GSH Growth and Development Specialty

Hospital has 1 (one) type of service to sell and we prioritize patients participating in BPJS, but does not rule out independent participants or services from insurance protection. (Yanuar et al., 2024) Revenue assumptions are obtained through: Increased number of inpatients calculated based on the BOR owned. The number of outpatient visits is assumed to increase by 5% per year. By having 7 (seven) polyclinics with 288 working days. The proportion of surgical patients is 10% of inpatients

○ **Marketing Strategy**

- Establish cooperation with stakeholders such as agencies, schools, and companies to increase the number of patients and visits.
- Provide service excellence
- Provide referral fees to parties who refer patients to the GSH Growth and Development Specialty Hospital

3. Sales

In the context of increasing sales of the GSH Growth and Development Specialty Hospital, the GSH Growth and Development Specialty Hospital implements the following sales strategies:

1. Sales Team
2. Market Focus
3. Sales Budget
4. Service Package
5. Marketing Strategy

With a planned and focused sales strategy, the GSH Growth and Development Specialty Hospital can increase the number of patients and ensure the sustainability of the services offered (Niwayansari & Santoso, 2024)

4. Sales Activities

The GSH Growth and Development Specialty Hospital will create a marketing planning program within a period of 10 years. This program is a form of action plan that needs to be implemented for the next 10 years to achieve short, medium and long term marketing goals. (Santoso et al., 2024)

1. Service Development:
 - Service diversification
 - Quality improvement
2. Geographic Expansion:
 - Opening new branches

- Cooperation with health facilities

3. Marketing and Promotion:

- Sustainable marketing strategy
- Brand Awareness

4. Technology Innovation:

- Information System Implementation: Developing an efficient hospital management information system to improve service and patient data management.
- Telemedicine: Expanding telemedicine services for remote consultations, so that patients can access health services without having to come to the hospital.

5. Monitoring and Evaluation:

- Periodic Evaluation.
- Patient Feedback

With a structured action plan and focus on sustainable development, the GSH Growth and Development Specialty Hospital can achieve its long-term goals and provide quality health services to the community.

RESULTS AND DISCUSSION

Based on the research methods and literature review that has been carried out, marketing planning in a Hospital, especially the Growth and Development Specialty Hospital, is an important factor in realizing a service, namely the importance of the role of professional personnel contained therein, to realize a comprehensive and sustainable service and realize service excellence (Schunk & DiBenedetto, 2020). The goals and objectives of marketing at the Growing, Smart and Healthy Growth and Development Hospital are to provide comprehensive services and develop Market Development which is the target in determining Segmentation, Targeting and Positioning. The GSH Growth and Development Specialty Hospital focuses on special patients who have growth and development disorders ranging from 0 months - 19 years with existing classifications. The advantage is that it is the only hospital that specifically serves children's growth and development disorders without any other services so that services will be more optimal. At the point of the marketing mix strategy, we use the 7P marketing mix guide (Product, Price, Promotion, Place, People, Process &

Physical Evidence) every strategy we use is oriented towards customer satisfaction by maximizing sophisticated and up-to-date products (services), prices that are in accordance with Government Standards or INACBGs, the location of the hospital is easily accessible. Reliable and professional medical personnel and patients can feel comfortable while undergoing treatment at the GSH Growth and Development Specialty Hospital. The GSH Growth and Development Specialty Hospital is also preparing a team so that marketing and sales programs can run well.

CONCLUSION

Based on the results of the research above, it can be concluded that the Growing Smart and Healthy Growth and Development Specialty Hospital has clear and measurable marketing targets and objectives to achieve maximum visits in achieving the targets set each year, in order to achieve the goals and objectives possessed by the GSH Special Hospital. In carrying out product sales in the form of service services, the marketing team of the Growing Smart and Healthy Growth and Development Hospital has a number of appropriate markets in order to achieve the targets owned by the marketing team. This target comes from the implementation of

mature and directed marketing planning. Several service products have targets that must be achieved with an increase every year in order to achieve an increase in the number of services and fulfill the number of inpatient BORs available at the Growing, Smart and Healthy Growth and Development Specialty Hospital. In creating work programs, the Growth and Development Specialty Hospital focuses on online and offline marketing strategies and creates incentive programs for Hospital partners (Level 1 Health Facilities and Community Health Centers) to make the GSH Growth and Development Specialty Hospital a referral for patients in treating child growth and development.

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