

ABSTRACT

**Hospital Marketing Strategy Based on Analysis of Competitive Setting
Profile (CSP) and Company Alignment Profile (CAP)
(A Study to Improve Maternal and Child Amanah Hospital Utilization in
Probolinggo)**

The number of bed occupation rate (BOD) at Amanah Maternal and Child Hospital (RSIA Amanah) has been decreasing since 2010. This study aimed to formulate a new marketing strategy based on the comparison between competitive situation, strategic application, tactic and core company value. The proposed strategic plan was structured using strategic auditing for competitive setting (calculating competitive setting index, strategy identification, tactics and company alignment profile (CAP)). Research design was quantitative research by rigorously interviewing customers and 20 staffs for filling out chosen questionnaires. Customer respondents were 230 patients who visited Gynecology and Obstetrics Polyclinic of RSIA Amanah or those who had antenatal care in 2015. Competitive setting profile was measured by employing CSI and CAP questionnaires which contained competition (customers' need, competition situation and changes) and company profiles (vision, mission, strategic, tactic and company alignment). Research findings confirmed that the hospital competition situation was fallen into $2.6 < CSI < 3.4$, while CAP level of RSIA Amanah has fallen into $3.4 < CAI < 4.2$. CAI index confirmed the fact that the hospital needed a new marketing combination to adjust with external factors. The proposed marketing strategy based on research findings is the shifting from differentiation marketing to cost leadership style. Segmenting customer based on their psychological profile, product consumption, expected benefit, level of consumption, loyalty and attitude towards the service was incredibly important.

Keywords: competitive setting profile, company alignment profile, hospital marketing strategy