ABSTRACT

Competitive Advantage Analysis to Formulate Marketing Strategy of Islamic Hospital Siti Hajar Sidoarjo

Islamic Hospital (RSI) Siti Hajar Sidoarjo is a C class private hospital, established in February 1963. The low average of Bed Occupancy Rate (BOR) during 2009 – 2012 as much as 55.08% was far below the standard of health ministry which is ideally 75%. This was a descriptive research. The research was conducted by reviewing the competitiveness of hospital business and identifying the competitive advantage of RSI Siti Hajar. The result showed that most of the value chain aspect is a threat. The competitive advantage is transparency in service tariff, staff competencies, outpatient facilities, inpatient facilities, and simplicity in social insurance (BPJS) service. The competitive advantage toward RSUD Sidoarjo was transparency on service tariff, staff competencies, outpatient facility, inpatient facility, and simplicity in BPJS insurance service, while toward RS Delta Surya was staff behavior, staff appearance, the simplicity in BPJS insurance service, the simplicity in private insurance service, frequency of promotion, brochure distribution, and clear explanation while promoting. The segmentation of RSI Siti Hajar was BPJS patient, the target market was primary health facilities for BPJS. The positioning are Providing BPJS service with zero complaint. The strategy was formulated through competitive advantage, with 4Cs of marketing mix, while the choice of strategy taken using Ansoff matrix. Several recommendation to improve BOR is improving service, reviewing service tariff and financing option, human resource, hospital facilities, service and marketing process.

Keyword: Competitiveness, Competitive Advantage, and Marketing Strategy