

RINGKASAN

Strategi Pemasaran RSD dr. H. Moh. Anwar Kabupaten Sumenep Berdasarkan Hasil Audit Pemasaran

RSD dr. H. Moh. Anwar Kab. Sumenep dalam lima tahun terakhir ini (2001 – 2005) belum menunjukkan kinerja yang diharapkan. Tingkat pemanfaatan pelayanan rawat jalan yang terdiri dari 7 poliklinik dengan kunjungan rata-rata per hari buka klinik sebesar 80. Sedangkan pemanfaatan rawat inap selalu di bawah standar yang telah ditetapkan, yaitu BOR rata-rata 43,38% (standar 75%). Keadaan yang sudah berlangsung selama 5 tahun ini dipandang perlu dipelajari lebih jauh, khususnya perlu dilakukan tinjauan pada sisi manajemen rumah sakit.

Berdasarkan fenomena tersebut diduga masalah memerlukan penyelesaian di tingkat manajemen strategik. Disamping itu masalah diduga juga menyangkut manajemen pemasaran. Sehingga pendekatan dalam mencari solusi yang dipilih adalah mengadakan audit pemasaran untuk mendapatkan masukan guna menyusun strategi pemasaran agar kinerja yang selama lima tahun terakhir ini selalu di bawah standar, dapat dilakukan perbaikan. Di RSD dr. H. Moh. Anwar Kab. Sumenep selama ini belum pernah dilaksanakan audit pemasaran.

Tujuan umum penelitian ini adalah menyusun strategi pemasaran RSD dr. H. Moh. Anwar Kab. Sumenep berdasarkan hasil audit pemasaran. Tujuan khususnya adalah pertama menyusun *Competitive Setting Profile* (CSP) dan *Company Alignmet Profile* (CAP) berdasarkan hasil audit pemasaran. Kedua menghitung *Competitive Setting Index* (CSI) dan *Company Alignmet Index* (CAI) berdasarkan hasil audit pemasaran. Ketiga menghitung dan melakukan analisis kesenjangan antara CSI dan CAI. Keempat menentukan posisi organisasi RSD dr. H. Moh. Anwar dan strategi pemasarannya.

Rancangan penelitian ini adalah penelitian diskriptif eksploratif. Lokasi penelitian di RSD dr. H. Moh. Anwar Kab. Sumenep. Pengambilan data dilakukan

pada bulan Juli sampai dengan Agustus 2006. Unit analisisnya adalah RSD dr. H. Moh. Anwar Kab. Sumenep. Sumber informasi adalah semua pejabat struktural yang berjumlah 15 orang, dokter dan dokter gigi fungsional sebanyak 10 orang, sehingga jumlah totalnya 25 orang. Cara pengambilan data menggunakan metode wawancara dengan panduan kuesioner tertutup dan terbuka, yang dilakukan oleh peneliti sendiri.

Landasan teori yang dipakai dalam penelitian ini adalah teori audit pemasaran atau *marketing audit* dari *MarkPlus on Strategy* yang disusun oleh Hermawan Kartajaya dkk (2003). Menurut teori tersebut audit pemasaran dilakukan kepada para manajer perusahaan, tetapi dalam penelitian ini tidak hanya para manajer RSD dr. H. Moh. Anwar (pejabat struktural). Dokter dan dokter gigi juga diikutkan karena dokter dan dokter gigi mempunyai peran yang sangat penting di dalam maju mundurnya rumah sakit.

Hasil penelitian menunjukkan bahwa *Competitive Setting Index (CSI)* RSD dr. H. Moh. Anwar sebesar 3,4. Artinya lingkungan bisnis atau profil eksternal RSD dr. H. Moh. Anwar Kab. Sumenep sesuai dengan orientasi organisasi *marketer*. Organisasi *marketer* adalah organisasi beroperasi dengan pemasaran sebagai andalannya, memberikan pelayanan pada segmen-segmen pasar yang didasarkan pada prinsip psikografik dengan memfokuskan pada program efektivitas pasar, difersiasi produk dan promosi yang edukatif. Sedangkan *Company Alignment Index* – nya sebesar 1,9. Artinya profil internal RSD dr. H. Moh. Anwar sesuai dengan orientasi organisasi *seller*. Organisasi *seller* adalah organisasi yang beroperasi dengan mengandalkan penjualan sebagai ujung tombak, melakukan kegiatan pemasaran masal yang didasarkan pada prinsip demografik dengan fokus program pengutamaan penampilan produk, promosi masal dan cara penjualan yang persuasif. Analisis kesenjangan dilakukan dengan cara CAI dikurangi CSI. Oleh karena CAI < CSI maka RSD dr. H. Moh. Anwar mengalami kesenjangan negatif, artinya strategi yang diterapkan RSD dr. H. Moh. Anwar kurang agresif dibandingkan turbulensi lingkungan bisnis. Selanjutnya strategi RSD dr. H. Moh. Anwar Kab. Sumenep berdasarkan hasil penelitian adalah sebagai berikut :

- a. Segmentasi : rumah sakit tempat penelitian harus memilih segmentasi hibrida (*hybrid segmentation*) yaitu segmentasi berdasarkan psikografi – demografi dan Ilmu Kedokteran. Rumah sakit pemerintah mempunyai tugas melayani seluruh lapisan masyarakat. Prinsip segmentasi pelayanan rumah sakit sebaiknya untuk memilih pelayanan yang diberikan kepada pelanggan, bukan untuk memilih pelanggan yang akan dilayani.
- b. *Targeting* : berdasarkan hasil penelitian ini rumah sakit harus melaksanakan strategi *targeting chosen one* yaitu memilih pelanggan yang akan dilayani agar dapat memberikan pelayanan yang sesuai dengan psikografinya. Oleh sebab itu strategi *targeting chosen one* diterapkan untuk meningkatkan *augmented product* RSD dr. H. Moh. Anwar.
- c. *Positioning* : produk pelayanan RSD dr. H. Moh. Anwar harus ditanamkan di benak pelanggan dengan klaim sebagai satu satunya produk rumah sakit yang selalu diingat pelanggannya (*one statement*). Disamping itu, masyarakat Sumenep telah mulai melek teknologi. *Website* RSD dr. H. Moh. Anwar yaitu www.rsdsumenep.somee.com sudah ada yang mengunjungi. Sehingga perlu segera direalisasikan pelayanan kesehatan berbasis teknologi informasi. Untuk di area Madura, ini dapat dimanfaatkan sebagai *positioning* produk pelayanan kesehatan RSD dr. H. Moh. Anwar.

SUMMARY

A Marketing Strategy Based on Marketing Audit of the Sumenep dr. H. Moh. Anwar Regency Hospital

Dr. H. Moh. Anwar Regency Hospital (DHMA-RH) in Sumenep, for the past five years from 2001 up to 2005 had shown no performance growth. The utilization of ambulatory service comprises of seven polyclinics with an average of 80 patients per day. The Bed Occupancy Rate (BOR) as the indicator of hospital utilization was always below the normative target. The average BOR in 5 years was 43.38%. This past condition must be studied, in particular a review on hospital management.

Based on this phenomenon, the researcher decided to pursue deeper to a level of strategic management and it was believed to be related to marketing management. The approach to find solution is by holding a marketing audit to obtain inputs for formulating marketing strategy in an effort to improve DHMA-RH performance. As such it is the first auditing experience since the DHMA-RH has never performed any marketing audit.

This research general purpose is to formulate a marketing strategy of the DHMA-RH based on marketing audit result. While the specific purposes are first, to obtain the Competitive Setting Profile (CSP) and the Company Alignment Profile (CAP) of DHMA-RH, second, to obtain the Competitive Setting Index (CSI) and the Company Alignment Index (CAI), third, to calculate and to do gap analysis between CSI and CAI, and fourth, to determine the organization position of the DHMA-RH and its marketing strategy.

This was an explorative descriptive study with research location at the DHMA-RH of Sumenep Regency. Data collection was done from July until August 2006. The analysis unit was DHMA-RH with 25 information resources comprised of 15 structural officials and 10 doctors and dentists of the DHMA-RH. Data was taken by interview assisted by close and open questionnaires, performed by the researcher.

The basis theory for this research was the marketing audit from MarkPlus on Strategy by Hermawan Kartajaya et al. (2003). According to the theory, marketing audit should be done to company managers, but in this research the auditing was not only performed to DHMA-RH managers (structural officials), but also to doctors and dentists since both medical staff had important roles of DHMA-RH as in hospital progress.

The results showed that DHMA-RH Competitive Setting Index was 3.4. It meant that the business environment or external profile of the DHMA-RH was in accord with a marketer organization. Marketer organization is an organization which operates with marketing as their spear-head, provides service to market segments based on psychographic principles focusing on market effectiveness program, product differentiation and balanced promotion. While the Company Alignment Index (CAI) was 1.9, meaning, the internal profile of DHMA-RH fitted to a seller organization. Seller organization is an organization which operates with selling as their spear-head, doing mass marketing activity based on demographic principles focusing on product featuring program, mass promotion and persuasive selling. Gap analysis was done by

subsiding CAI by CSI. The result was CAI < CSI, it showed that the DHMA-RH had a negative gap, which meant that the implemented strategy was less aggressive compared to the turbulent business environment.

The marketing strategy of DHMA-RH against business environment according the research result are: (a) segmentation: DHMA-RH must choose its hybrid segmentation. Hybrid segmentation is based on psychographic, demographic and medical characteristics. A government-owned hospital has the duty to serve all people. The segmentation principle of hospital service should focus on classifying the rendered-services, not on selecting which patients to be treated; (b) targeting: according to the research result, the DHMA-RH must implement a “chosen one” targeting strategy, meaning to render services according to patient’s psychographic background. As such, the chosen one targeting strategy is implemented to augment products of the DHMA-RH; and (c) positioning: the service product of the DHMA-RH must be instilled on customer’s mind, so that it can be claimed by customers as one-statement positioning product. Besides, the people of Sumenep Regency is no longer lay-men, they are more aware of technology. The website of DHMA-RH , www.rsdsumenep.somee.com is already visited. It brings about the consequence of materializing a health service based on information technology. For Madura area, this can be utilized as DHMA-RH health service positioning product.



ABSTRACT

A Marketing Strategy Based on Marketing Audit of the Sumenep dr. H. Moh. Anwar Regency Hospital

Performance is one of important indicators in the evaluation of organization. Dr. H. Moh. Anwar Regency Hospital (DHMA-RH) in Sumenep city had shown its achievement in the inpatient utilization and ambulatory health care from the year 2001 until 2005. The performance was far from satisfactory. First, the inpatient utilization which was known as BOR (Bed Occupancy Rate) was always below standard with an average of 43.38% (the standard was 75%). Second, the average of ambulatory health care, there was 7 polyclinics, had decreased since 2002 to 80 patients per day. It was obvious that DHMA-RH did not grow in the past 5 years.

This research general purpose is to formulate a marketing strategy of the DHMA-RH based on marketing audit result. While the specific purposes are first, to obtain the Competitive Setting Profile (CSP) and the Company Alignment Profile (CAP) of DHMA-RH, second, to obtain the Competitive Setting Index (CSI) and the Company Alignment Index (CAI), third, to calculate and to do gap analysis between CSI and CAI, and fourth, to determine the organization position of the DHMA-RH and its marketing strategy.

This was an explorative descriptive study conducted on July until August 2006 with 25 information resources comprised of 15 DHMA-RH managers and 10 doctors and dentists. The analysis unit was the DHMA-RH in Sumenep city.

The result showed CSI was 3.4 and CAI was 1.9. The organization position of DHMA-RH based on CAI was a seller company and selling-oriented as the type of the company. In order to achieve success for the next 5 years, the company must be transformed to become a marketer company to fit CSI of 3.4. The marketing strategy-of-choice are : (a) segmentation: DHMA-RH must choose its hybrid segmentation. Hybrid segmentation is based on psychographic, demographic and medical characteristics; (b) targeting: according to the research result, the DHMA-RH must implement a “chosen one” targeting strategy; and (c) positioning: the service product of the DHMA-RH must be instilled on customer’s mind, so that it can be claimed by customers as one-statement positioning product.

Key words: marketing audit, CSP, CAP, marketing strategy