

ABSTRACT**Differentiation Strategy Based on Brand Image Analysis
to Increase The Number of New Patients at Outpatient
Nahdlatul Ulama Tuban Hospital**

The average number of new patients in outpatient of Nahdlatul Ulama Tuban Hospital was decreased until 13% along 2014 until 2015. In order to attract new patient, hospital needs to implement differentiation strategy. This study aimed to develop differentiation strategy based on brand image analysis in the outpatient of Nahdlatul Ulama Tuban Hospital. This is an observational study with cross sectional design. Brand image analysis was performed by interviewing 96 patients that already accessed the outpatient. While the first step of differentiation strategy formulation, value chain analysis, was hold by observing and interviewing to the hospital staffs. Both analysis will be used to formulate the differentiation strategy. The result of value chain analysis showed that there are 8 activities of pre-service, 26 activities of services and 5 activities of post-services, and 6 support activities. Most of those activities are not fully perform based on Islamic value of hospital. Moreover, hospital already had good brand image. Hospital also has good brand association which most of patient favorability are on service convenience, accessible transportation, and friendliness of nurses. The strength of brand association are related to nurse friendliness, cleanliness, and hospital convenient service. The uniqueness identified by respondent relevant to its officer uniform, the “smile-hello-greeting” from the officer, and Islamic nuances on its activities. To be different with its competitor, the differentiation strategy of hospital should be formulate through those results. Hospital need to create product differentiation, image differentiation, personnel differentiation, quality differentiation, and channel differentiation in order to increase the number of new patients.

Keywords: outpatient, hospital, differentiation strategy, value chain, brand image