

## MARKETING STRATEGY OF THE GROWTH AND DEVELOPMENT CLINIC AT RSI PKU MUHAMMADIYAH PEKAJANGAN



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### Abstract

This study aims to identify and analyze the marketing strategies implemented by the Growth and Development Clinic at RSI PKU Muhammadiyah Pekajangan. The research employs a qualitative descriptive method, collecting data through in-depth interviews, observations, and document analysis. The findings reveal that effective marketing strategies involve a combination of digital promotion, community relations, and service quality improvement. These findings provide valuable insights for the development of marketing strategies in the healthcare sector, particularly in the context of child development clinics.

**Keywords:** Marketing Strategy, Growth and Development Clinic, RSI PKU Muhammadiyah Pekajangan

## INTRODUCTION

Hospitals are organizations operated by professional medical personnel, equipped with permanent medical facilities, continuous medical services, nursing care, diagnostics, and treatment of diseases suffered by patients (INDONESIA, 2009). Marketing is a social and managerial process to obtain what is needed and desired by creating products and value (Widjaja, 2022). Through marketing, efficient ways can be created to provide information and develop empowerment programs beneficial to the community. Hospital marketing is an effort by the hospital to understand public perceptions regarding needs so that the hospital can determine the services to offer. The goal of hospital marketing is to enhance utility and increase medical referrals and coverage (Armstrong et al., 2014; BS, 2008; Hartono, 2010; Sari, 2010)

Environmental influences in hospital marketing necessitate constant analysis by hospitals. The marketing environment comprises internal and external environments (Husnah et al, 2023). Various analytical models can be used to analyze the marketing environment, such as the SWOT Matrix, BCG Matrix, Grand Strategy Matrix, and others. In this study, the researcher aims to explore internal and external factors using the SWOT matrix (Strengths, Weaknesses, Opportunities, Threats) (Hartono, 2010; Kotler & Keller, 2009b; Rangkuti, 1998; Sari, 2010). The purpose of the SWOT analysis is to identify strengths, weaknesses, opportunities, and threats to determine aspects that can be leveraged and avoided and to develop appropriate objectives and strategies (Kotler & Keller, 2009a; Rangkuti, 1998; Wahyuningsih, 2012).

According to the 2015 WHO report, around 5-25% of preschool children worldwide experience minor brain disorders and fine motor development difficulties. Globally, it is reported that about 9% of children suffer from anxiety, 11-15% are easily agitated, and 9-15% have behavioral disorders. Data from UNICEF 2017 indicated that approximately 22.7% of toddlers in various countries face growth challenges. According to the Indonesian Ministry of Health's 2014 report, 11.5% of Indonesian toddlers face growth and development issues.

According to the 2022 annual report of the Islamic Hospital PKU Muhammadiyah Pekajangan Pekalongan, there were 8,594 child patients, with 1,751 (20.4%) receiving speech therapy and 1,307 (15.2%) receiving occupational therapy. In 2023, the number of child patients increased to 11,069, with 1,998 (18.05%) receiving speech therapy and 2,288 (20.67%) receiving occupational therapy. Based on this background, the researcher will conduct a study on the "Marketing Strategy for Growth and Development Clinic Services at Islamic Hospital PKU Muhammadiyah Pekajangan Pekalongan."

Based on the previously explained background, concerning the marketing of the new Growth and Development Clinic services at Islamic Hospital PKU Muhammadiyah Pekajangan Pekalongan, established in January 2021, and the importance of the clinic, a suitable marketing strategy analysis considering internal and external factors affecting the clinic's conditions is necessary.

This research aims to explain the services of the Growth and Development Clinic at Islamic Hospital PKU Muhammadiyah Pekajangan Pekalongan, identify internal and external factors influencing the clinic's services, and propose appropriate marketing strategies for developing the clinic's services. This research benefits Islamic Hospital PKU Muhammadiyah Pekajangan Pekalongan by providing information, input, and considerations for hospital management to determine the right marketing strategies for the Growth and Development Clinic services. For educational institutions, this research can serve as a reference for future studies related to marketing strategies for Growth and Development Clinic services. For researchers, this research provides valuable experience in expanding knowledge of hospital strategy and marketing management.

## **REVIEW OF LITERATURE**

Health development as part of efforts to build a complete human being is organized through early childhood health efforts, starting from when a child is in the womb. Health efforts aimed at children up to age five are intended to sustain their survival and improve

their quality of life, ensuring optimal physical, mental, emotional, and social growth, and developing multiple intelligences according to their genetic potential.

Growth and development are processes of change that occur in every living being. Changes in a person are not only visible physically, such as weight and height increases, but also in other aspects like thinking, emotions, and behavior. Every child grows through stages of physical, cognitive, and emotional changes that can be identified. The quality of a child can be assessed from their growth and development process. Monitoring the growth of toddlers is crucial to detect early growth faltering. Development is the process of increasing skills in body structure and function in a more complex pattern, considered as a result of maturation.

The Marketing Mix for products includes a combination of four variables or activities that are the core of a Company's marketing system, namely product, price, place, and promotion activities (Isbahi et al, 2022). Meanwhile, for service marketing, three additional variables are added: people, process, and customer service. According to Philip Kotler, the marketing mix is defined as a set of marketing tools that a company uses to continually achieve its marketing objectives in the target market.

## **RESEARCH METHOD**

The research design employed is analytical description research with a qualitative approach. The researcher aims to describe the research object through interviews, observations, and document reviews. Primary data sources are obtained through in-depth interviews directly with individuals directly involved in the research. Observations are conducted by directly observing activities related to marketing strategies, and document reviews are conducted beforehand (Saryono, 2010; Sugiyono, 2019).

The research was conducted at the PKU Muhammadiyah Pekajangan Islamic Hospital, which is a type C hospital. The study commenced in January 2024 and lasted until March 20.

## RESULTS AND DISCUSSION

### Internal Factors

#### a. Organizational Culture

Based on the Director's Regulation of RSI PKU Muhammadiyah Pekajangan Pekalongan Number: 853/KEP/IV.6.AU/A/2022 regarding the services of RSI PKU Muhammadiyah Pekajangan. This Director's Regulation governs all services provided at RSI PKU Muhammadiyah Pekajangan Pekalongan.

Good management is management that can communicate effectively with employees. A positive relationship between management and employees will also positively impact the hospital. New ideas from employees can solve problems within the organization. Productivity also increases because employees voluntarily contribute their energy and thoughts to the organization.

The organizational structure can enhance patient satisfaction effectively and efficiently by facilitating the provision of quality services. The organizational structure should have standards to ensure consistent quality while being flexible enough to respond to patients' specific needs. Strategic resources are essential for the overall perception of the value received by healthcare providers. Employees with adequate expertise, following up-to-date information systems, and having well-maintained facilities, diagnostic systems, and services will positively impact patient satisfaction during their visits. Dissatisfied patients indicate that the hospital lacks a good organizational system and has ineffective systems.

From the interview results, most respondents mentioned that the management system at RSI PKU Muhammadiyah Pekajangan Pekalongan is functioning well. The decisions made by the director and the management team are good and support the operation of the Child Development Clinic. Communication between management and staff is good, such as in the creation of SOPs and task delegation. The director, the management team, and the employees working at the Child Development Clinic implement the hospital's vision and mission in carrying out their duties.

Based on the deep interview results, all key informants indicated that tasks were performed according to their respective roles and functions. The services provided by the management were in line with the applicable SOPs, as corroborated by triangulation informants. The management information system at RSI PKU Muhammadiyah Pekajangan has been functioning well and has become more streamlined, from initial registration to the polyclinic and patient discharge, thanks to an integrated hospital information system. Since 2021, the outpatient polyclinic has been using Electronic Medical Records (EMR), which was expanded in 2022 to the Emergency Room (ER), Operating Room (OR), inpatient care, and in 2023, the pharmacy department. This hospital information system facilitates data processing, ensuring timely and easy data access.

In the organizational structure of RSI PKU Muhammadiyah Pekajangan, the marketing organization is incorporated into the Public Relations (HUMAS) department. There isn't a dedicated marketing staff yet; however, marketing tasks are part of the responsibilities of HUMAS and the Hospital Health Promotion (PKRS). The current marketing activities at RSI PKU Muhammadiyah Pekajangan involve promoting the hospital's services. The promotions for the growth and development of polyclinic services include creating brochures, and posters, conducting podcasts, and organizing social service activities.

The director of RSI PKU Muhammadiyah Pekajangan stated that the marketing activities conducted have been quite effective but need to have a broader reach and a variety of activities to introduce the growth and development polyclinic. For example, in 2022, at the beginning of the polyclinic, regular podcasts were conducted by pediatric specialists, and clinical psychologists, and joint activities with patients and their guardians during Children's Day celebrations.

#### b. Management Policy

Key informants and triangulation informants stated that the management policies implemented at the growth and development polyclinic of RSI PKU Muhammadiyah Pekajangan, concerning guidelines and SOPs, have been well-established and effectively executed.

#### b. Human Resources Variable

According to key informants (KI), highly competent human resources in the growth and development of polyclinics are a significant advantage. However, attention should be given to adding occupational therapists and speech therapists to expand the therapy schedule.

### **External Factors**

#### a. Socio-Economic Variable

Based on interview results, the majority of the guardians visiting the growth and development polyclinic work as civil servants (ASN), in the private sector, or as factory employees. In 2023, the minimum wage (UMR) in Pekalongan Regency increased to IDR 2,334,886, a rise of approximately IDR 98,109. The increase in per capita income indirectly indicates purchasing power, leading to improved societal economic conditions. A household head with a standard of living that adequately meets basic needs can ensure good health. As socio-economic conditions improve within a household, awareness of the importance of health also increases.

#### b. Technology Variable

Science, information technology, and communication are developing rapidly, both generally and specifically in the medical field. Information and communication systems, as well as transportation infrastructure, are advancing quickly, making technological life cycles shorter with the emergence of new generations. Dependence on technology and its maintenance, besides requiring substantial costs, must be accompanied by advancements in human resource efficiency and advanced management, as sophisticated tools can become an additional burden without these factors.

Hospitals must keep pace with technological advancements. Utilizing technology can speed up data processing and simplify data transmission, enhancing effectiveness and productivity, and improving organizational competitiveness. In healthcare technology, RSI Pekajangan currently uses standard medical equipment. In information technology, RSI PKU Muhammadiyah Pekajangan has implemented IT systems for patient registration and medical records. Currently, RSI PKU Muhammadiyah Pekajangan has implemented SIMRS and

RME for medical records, aligning with six pillars of technology. The growth and development polyclinic has also implemented RME.

Using technology results in faster data generation, providing a basis for decision-making to improve hospital services and supporting data-driven marketing efforts. Technology presents an opportunity for RSI PKU Muhammadiyah Pekajangan.

### c. Cultural Variable

Most residents of Pekalongan Regency are Muslims, and as a hospital that prioritizes Islamic services, RSI PKU Muhammadiyah Pekajangan is a preferred choice for the community in Pekalongan Regency, which is still very sensitive and attentive to religious factors. The community of Pekalongan Regency remains part of the Javanese ethnic group. Previously, developmental disorders were considered normal and sometimes linked to mystical beliefs. With the development of health promotion media, perceptions of developmental disorders have changed. Since the opening of the growth and development polyclinic, there has been an increase in visits each year.

## **SWOT Analysis and Strategic Marketing Plan for Growth and Development Polyclinic Using SWOT Matrix**

### 1. SWOT Analysis of the Growth and Development Polyclinic

SWOT analysis focuses on four aspects: Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis of the Growth and Development Polyclinic is a method to analyze internal and external factors from in-depth interviews with informants and findings at the Growth and Development Polyclinic of RSI PKU Muhammadiyah Pekajangan Pekalongan. By maximizing strengths and opportunities, weaknesses and threats can be minimized.

Below is the SWOT analysis of the Growth and Development Polyclinic at RSI PKU Muhammadiyah Pekajangan:

**Table 1.**  
**SWOT Analysis Results for Growth and Development Polyclinic**

<p>The Strength of the RSI PKU Muhammadiyah Pekajangan Polyclinic</p>	<ol style="list-style-type: none"> <li>1. Possesses highly competent and professional human resources, with appropriate certifications and training.</li> <li>2. Offers more affordable rates at the growth and development polyclinic compared to other hospitals.</li> <li>3. Has a well-structured organization and good governance.</li> <li>4. Implements a vision and mission aligned with the hospital's goals.</li> <li>5. Maintains a strong work culture.</li> <li>6. Has a polyclinic location that is easily accessible.</li> <li>7. RSI PKU Muhammadiyah Pekajangan is strategically located between the Pekalongan Regency and Pekalongan City.</li> <li>8. Receives support from the foundation and management in developing the potential of human resources at the growth and development polyclinic.</li> </ol>
<p>Weaknesses of the RSI PKU Muhammadiyah Pekajangan Polyclinic</p>	<ol style="list-style-type: none"> <li>1. Insufficient human resources, specifically a lack of speech therapists and occupational therapists.</li> <li>2. Marketing strategies that are not yet fully optimized.</li> <li>3. Payment options are limited to general payments and JKN (National Health Insurance).</li> </ol>
<p>Opportunities for RSI PKU Muhammadiyah Pekajangan</p>	<ol style="list-style-type: none"> <li>1. Strategic location</li> <li>2. Advances in information and health technology</li> <li>3. Collaboration with BPJS (Indonesian National Health Insurance)</li> <li>4. Patient-friendly service procedures</li> <li>5. Competent and friendly human resources</li> <li>6. Increased promotion of the growth and development of polyclinic</li> </ol>
<p>Threats to RSI PKU Muhammadiyah Pekajangan</p>	<ol style="list-style-type: none"> <li>1. The emergence of several new hospitals may open the growth and development of polyclinic services.</li> </ol>

Based on the explanation above, a SWOT matrix can be created as an important matching tool to help develop four types of strategies, namely: SO, strategies (strengths-opportunities), WO strategies (weaknesses-opportunities), ST strategies (strengths-threats), WT strategies (weaknesses-threats).

2. Strategic Marketing Plan for the Growth and Development Clinic Using the SWOT Matrix

Based on the results of the SWOT analysis in Table 3, the growth and development clinic of RSI PKU Muhammadiyah Pekajangan can formulate and draft strategic directions using the SWOT matrix developed by Gruel, E., and Tat, M. (2017). This SWOT matrix is one way to obtain alternative strategies for the services of the growth and development clinic by combining each factor, namely WO strategies (weaknesses-opportunities), SO strategies (strengths-opportunities), WT strategies (weaknesses-threats), and ST strategies (strengths-threats).

**Table 2.**  
**SWOT Matrix**

	<b>S (Strength)</b>	<b>(Weakness)</b>
<b>O (Opportunity)</b> Identify internal opportunity factors.	<b>SO (Strengths-Opportunities):</b> Create strategies that utilize strengths to leverage opportunities. <ol style="list-style-type: none"> <li>1. Providing excellent, friendly, quality service, and prioritizing patient safety.</li> <li>2. Enhancing the marketing strategy of the Growth and Development Polyclinic using social media, websites, and pamphlets.</li> <li>3. Strategic location between the Pekalongan Regency and Pekalongan City.</li> <li>4. Collaboration with AUM (Muhammadiyah Business Charity) in the field of education, specifically Special Schools in Pekajangan.</li> </ol>	<b>WO (Weaknesses-Opportunities):</b> Create strategies to minimize weaknesses to leverage opportunities. <ol style="list-style-type: none"> <li>1. Improving marketing strategies to promote the Growth and Development Polyclinic services to a wider audience.</li> <li>2. Increasing staff, particularly in occupational therapy and speech therapy, to facilitate better service distribution.</li> <li>3. Collaborating with private insurance companies, not just relying on the national insurance scheme (JKN).</li> </ol>

	<ol style="list-style-type: none"> <li>5. Establishing good relationships between the Growth and Development Polyclinic and other units.</li> <li>6. Implementing schedules according to patient arrival times to minimize waiting times.</li> <li>7. Integrated with RME (Medical Record System) for easier and faster service.</li> </ol>	
<p>T (Threat)                  Identify external threat factors.</p>	<p>Create strategies that utilize strengths to overcome threats:</p> <ol style="list-style-type: none"> <li>1. Implement a marketing strategy for the growth and development of polyclinics that differs from other hospitals by prioritizing professional human resources and offering lower fees compared to other growth and development polyclinics in hospitals.</li> <li>2. Enhance service quality by continuously developing infrastructure, such as expanding new buildings, to provide larger and more comfortable spaces for the growth and development of polyclinic's service and waiting areas.</li> </ol>	<p>WT (Weaknesses-Threats):                  Create strategies to minimize weaknesses and avoid threats.</p> <ol style="list-style-type: none"> <li>1. Developing a dynamic work culture and fostering innovation in the Growth and Development Polyclinic.</li> <li>2. Implementing unique marketing strategies, such as establishing a memorandum of understanding (MOU) between the Special School in Pekajangan and RSI PKU Muhammadiyah Pekajangan.</li> <li>3. Creating good working relationships between the Growth and Development Polyclinic and other units.</li> <li>4. Enhancing marketing strategies both online and offline to increase awareness of the services offered by the Growth and Development Polyclinic.</li> </ol>

## 2. WO (Weakness-Opportunities) Strategy

The WO strategy describes strategies that maximize opportunities to overcome weaknesses and take advantage of opportunities. The WO strategies implemented at the Growth and Development Clinic of RSI PKU Muhammadiyah Pekajangan include:

- a. Enhancing marketing strategies in promotion so that many people and networks are aware of the services of the Growth and Development Clinic. In improving marketing strategies and promotions to attract many visitors to the growth and development clinic, the existing technology can be utilized. In the digital era, many people use the internet, and social media technology can be used to receive information such as Instagram, WhatsApp, Facebook, YouTube, TikTok, radio, and others. Additionally, the growth and development clinic also carries out cyber–Public Relations activities to enhance marketing and promotion, such as creating videos, collaborating with AUM (Amal Usaha Muhammadiyah) like Special Needs Schools, creating pamphlets, and conducting online seminars or podcasts. Thus, by improving marketing and promotion, patient visits to the growth and development clinic will increase, and many patients and the public will become aware of the growth and development clinic at RSI PKU Muhammadiyah Pekajangan.
- b. Adding staff, specifically occupational therapists and speech therapists, to facilitate the scheduling of service hours at the Growth and Development Clinic. By increasing the number of occupational and speech therapy staff, therapy service hours can be extended, providing better service for patients at the growth and development clinic of RSI PKU Muhammadiyah Pekajangan. Enhancing the existing human resources can lead to better services for the community and increased hospital revenue.
- c. Collaborating with private insurance companies, not just JKN (National Health Insurance). With collaboration with private insurance companies, JKN patients receiving treatment at the growth and development clinic will find it easier to access services. The use of health service payments with JKN has been mandated by the Indonesian government to ensure all Indonesian citizens receive adequate health insurance. According to Mohammad et al. (2016), first-level health facilities cooperating with BPJS

Health are required to provide comprehensive services. (80) Hence, collaboration with JKN can increase patient trust in health services.

## 2. SO (Strength-Opportunities) Strategy

The SO strategy describes strategies to leverage strengths to optimize opportunities. The SO strategies implemented at the Growth and Development Clinic of RSI PKU Muhammadiyah Pekajangan include:

- a. Providing good, friendly, quality service, and always prioritizing patient safety. Good quality service can be assessed from several aspects, including appearance, professionalism or clinical aspects, efficiency and effectiveness, patient safety, and patient satisfaction. Patient safety is a crucial part of the health care system that significantly indicates the quality of service from the health service provider.
- b. Enhancing marketing strategies for the Growth and Development Clinic using social media, websites, and pamphlets. The current digital era makes it easier to conduct marketing communications that appeal to all audiences. Information and communication links from the hospital to the public, regardless of their location, can be established, and social media can help build a positive image for the hospital.
- c. Having a strategic location between Pekalongan Regency and Pekalongan City. RSI PKU Muhammadiyah Pekajangan is located in a strategic area.
- d. Collaborating with AUM (Amal Usaha Muhammadiyah) in education, specifically Special Needs Schools in Pekajangan.
- e. Maintaining good relationships between the Growth and Development Clinic and other units. Good inter-unit relationships affect job satisfaction and can foster a strong organizational culture. Additionally, the interpersonal competence of employees dealing with patients, including politeness, friendliness, attentiveness, patience, and good relations between employees, is essential. This aligns with research by Thahrina et al. (2022), which found that the performance of employees and supervisors at RSUD Kota Langsa had good relationships within the work environment. (Linda et al., 2021)
- f. Implementing a schedule based on arrival times for each patient so that the therapy process starts without long waiting times for patients and their guardians.

## 3. WT (Weakness-Threats) Strategy

The WT strategy describes strategies to minimize the impact of weaknesses and address threats. The WT strategies implemented at the Growth and Development Clinic of RSI PKU Muhammadiyah Pekajangan include:

- a. Developing a non-monotonous work culture and introducing innovations to the work culture at the Growth and Development Clinic. The work environment often falls into a routine of arriving, clocking in, working, and leaving, necessitating positive innovation such as regular and continuous improvements, openness to constructive new ideas, enhancing personal competence and capacity, taking breakthroughs and solutions to solve problems, and utilizing information and communication technology to work effectively and efficiently. Support from leadership is also crucial in developing a non-monotonous work culture. (Pramudya et al., 2023)
- b. Implementing a distinct marketing strategy for promoting the Growth and Development Clinic compared to other hospitals. A planned MOU between the Special Needs School of Pekajangan and RSI PKU Muhammadiyah Pekajangan could serve as a new promotional method around the hospital's environment.
- c. Creating good working relationships between the Growth and Development Clinic and other units. Building good working relationships requires pleasant relationships with colleagues, creating a harmonious work environment, ensuring safe working conditions, and having job security and good relations with supervisors (Andreani, 2007). To foster good working relationships and strong emotional bonds between employees, engagement programs like family gatherings and team-building activities are necessary (Andreani, 2007).
- d. Intensifying marketing strategies both online and offline to increase awareness of the services at the Growth and Development Clinic. Online marketing communication can utilize the 4C framework: context, communication, collaboration, and connection (Fathurrahman & Isnaini, 2021), while offline marketing can involve distributing brochures, patient-to-patient information, and promotions from doctors and internal hospital units related to the Growth and Development Clinic.

#### 4. ST (Strength-Threats) Strategy

The ST strategy describes strategies that leverage strengths to overcome threats. The ST strategies implemented at the Growth and Development Clinic include:

- a. Implementing a distinct marketing strategy for promoting the Growth and Development Clinic compared to other hospitals by prioritizing professional human resources and lower costs than other growth and development clinics. According to quality experts, service quality assurance can be assessed from the ability of human resources in terms of precise knowledge of services, skills in providing services that create a sense of security for customers, and can increase customer trust in the hospital (Pudjowati et al., 2021). In addition to this factor, advanced equipment is one of the driving factors that can support better health services in hospitals.
- b. Enhancing service quality by continuously developing infrastructure, including expanding new buildings to make the service and waiting areas of the Growth and Development Clinic more spacious and comfortable.

### **Marketing Mix Strategy**

After placing the strategies into the SWOT matrix, a marketing mix strategy is determined, and the corresponding marketing strategy is outlined according to the marketing mix strategy.

#### **1. Product Strategy**

The products offered by the Growth and Development Clinic must align with the targeted market. Based on the product diversification concept, it is a way to improve business performance by identifying opportunities to add attractive businesses unrelated to the company's current business. Product diversification is also defined as an effort to find and develop new products, or both, to pursue growth, increase sales, profitability, and flexibility (Banhae, 2013). Based on the ST alternative strategy, RSI PKU Muhammadiyah Pekajangan can utilize its strengths to face existing threats. The steps that RSI PKU Muhammadiyah Pekajangan can take in diversification efforts include:

- a. Optimizing cooperation with insurance companies by improving facilities and services. Considering the many companies and the large workforce around RSI PKU

Muhammadiyah Pekajangan and the demographic conditions of the people in Pekalongan Regency, who are predominantly middle to lower class, it is a potential market for BPJS participants. One necessary step is to enhance facilities to increase market interest in the benefits of hospital services. RSI PKU Muhammadiyah needs to expand waiting rooms and therapy rooms to be more soundproof because of the child patients, which affects therapy sessions in a single room without partitions.

- b. Increasing the number of speech therapists and occupational therapists to provide more service schedules and reduce therapy waiting times.
- c. Collaborating with the Special Needs School currently being built in Pekajangan.

In implementing the above marketing mix strategy, RSI PKU Muhammadiyah Pekajangan also needs to consider other aspects of the marketing mix strategy.

#### 5. Price Strategy

Service rates are an important factor in choosing a hospital as they relate to the consumer's ability to pay the incurred costs. Rates are a determinant of success, as the price determines the market share and profits the hospital will gain from service sales. The rates at RSI PKU Muhammadiyah Pekajangan's Growth and Development Clinic are affordable for the public, positioned at a middle level compared to competitors. Considerations regarding rates include:

- a. Improving the rating system to be more detailed, as some services are not listed in the current rate policy. Improving the rating system should consider the ongoing financial fluctuations and the efficiency of the service process related to government regulations concerning BPJS.
- b. Developing a package rate system according to the offered service package products.

#### 6. Promotion Strategy

The promotion aims to make the public aware of the Growth and Development Clinic at RSI PKU Muhammadiyah Pekajangan. Promotion supports the optimal utilization of services by the community, especially for the flagship services being developed. To make the promotion effective, the following promotional elements should be determined:

Media selection: Currently, RSI PKU Muhammadiyah Pekajangan promotes through brochures, hospital billboards, and hospital social media. However, the quantity and reach of promotions are still very limited, so efforts to increase promotion are needed by adding more advertisements and refreshing promotion methods such as routine podcasts, regular meetings with the guardians and patients of the Growth and Development Clinic, and collaborating with schools around the hospital, such as the Special Needs School in Pekajangan that is currently under construction.

#### 7. Place Strategy

The development of facilities and infrastructure for the Growth and Development Clinic at RSI PKU Muhammadiyah Pekajangan is currently in the former blood storage or Blood Bank room. While the examination room is spacious, the waiting room is still outside. With the planned construction of a six-story building, which is currently in progress and targeted for completion in June 2025, it is expected that the current space will be moved to the new building, and the old space can be renovated into a new Growth and Development Clinic.

#### 8. People Strategy

Human resources are crucial in providing services. To support the marketing mix strategy from the HR perspective, the Growth and Development Clinic should add speech therapists and occupational therapists. RSI PKU Muhammadiyah Pekajangan needs to implement a people strategy by:

- a. Improving employee competence through education and training for both structural and functional HR, especially those related to the Growth and Development Clinic.
- b. Conducting training and evaluations post-training.
- c. Openly recruiting speech therapists and occupational therapists.

#### 9. Process Strategy

The process in the marketing mix relates to how the service is delivered to customers. Currently, patients benefit from the online registration process. The process strategy involves improving the quality of services provided. Providing services to customers is a primary

factor in the service marketing mix because customers will evaluate the service delivery system.

#### 10. Physical Evidence Strategy

Physical evidence of a product is related to the hospital's brand and image in the public eye. Physical evidence in the service industry can take various forms, such as brochures, buildings, and employee appearances. The physical evidence strategy needs to be improved to support better service at the Growth and Development Clinic. Steps to enhance physical evidence at RSI PKU Muhammadiyah Pekajangan's Growth and Development Clinic include:

- a. Moving the Growth and Development Clinic to the old OK room to make the examination and waiting rooms more comfortable and spacious.
- b. Adding children's toys to the waiting room of the Growth and Development Clinic.
- c. Creating brochures, articles, podcasts, and several events related to child development as promotional media according to the hospital's specified promotion aspects.

## CONCLUSION

Based on the research findings, it can be concluded that the growth and development polyclinic at RSI PKU Muhammadiyah Pekajangan has several strengths, such as competent human resources, adequate facilities and infrastructure, lower costs, a strategic and easily accessible location, and a well-structured organization and governance. Additionally, the integrated implementation of vision and mission and support from the foundation and board of directors contribute to the clinic's development. However, there are also weaknesses, such as the shortage of speech therapists and occupational therapists, which affects the morning therapy schedule. Opportunities that can be leveraged include enhancing marketing strategies, increasing human resources, strengthening promotions through social media, and establishing collaborations with the Muhammadiyah Special School in Pekajangan. Despite these strengths and opportunities, the clinic faces threats from competitors in Pekalongan Regency and Pekalongan City.

Based on these research findings, the researcher provides several recommendations for the marketing strategy of the growth and development polyclinic at RSI PKU Muhammadiyah Pekajangan. Management should intensify promotions both internally and externally with marketing strategies that differ from other hospitals. It is also important to promptly realize the collaboration with the Muhammadiyah Special School in Pekajangan and expand the examination and waiting rooms to make patients and their guardians more comfortable. Furthermore, developing an innovative and non-monotonous work culture, having a marketing organization that is truly focused on its core tasks and functions, and improving the hospital's information system to facilitate the evaluation process are necessary steps. Optimizing the capabilities of the existing hospital management information system (SIM-RS) to provide data for marketing strategy formulation is also crucial.

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