



Analysis of Business Strategy of Clinic X in Denpasar City

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ABSTRACT

Clinic X in Denpasar City, Bali Province is the first level health facility in Bali that provides primary health services and a training center for health workers, requiring effective and efficient strategic tactics for the advancement and development of clinics so they can compete in this increasingly modern era. This research was conducted with the aim of conducting an analysis of the strategic plan for Clinic X in the city of Denpasar, Bali Province in dealing with competition in health services. The research method used is descriptive qualitative on primary data and secondary data. Research results are processed by SWOT analysis. The results showed that Clinic X had greater strengths than Weaknesses when viewed from the internal side. From the external side, Clinic X has a greater threat than opportunity. After analysis, X strong clinic has the opportunity to continue to progress and develop. Therefore it can be concluded that Clinic X can focus more on expanding cooperation with BPJS by increasing promotions to compete in the BPJS market and maintaining service quality by proposing monitoring and evaluation activities to be carried out regularly in accordance with indicators determined using a market penetration strategy. This strategy is translated into a more concrete strategy to be monitored and evaluated in assessing the achievement of the strategy.

Keywords: *Business Strategy, IE Matrix, Medical Facility*

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INTRODUCTION

A healthy society will encourage the country to continue to be productive and move forward. All countries are competing to create the highest possible health for their

citizens (Björkdahl, 2020). This is proven by the SDGs (Sustainable Development Goals) that have been made by the United Nations (United Nations) as a guideline for all member countries to achieve sustainable development (Badan Perencanaan Pembangunan Nasional, 2023) (Roetzel, 2019). One of the challenges in implementing this sustainable development program is the change in the integrated concept of health services as a series of management processes.

In practice the development of health services is not easy, the high competition in the service sector has caused many health facilities to go out of business, this is due to dynamic environmental changes, such as government, economic, technological, social, cultural and political regulations (Shad dkk., 2019). Therefore it is necessary to implement a strategic plan so that these health facilities can survive and continue to develop in this increasingly modern era and also support government programs.

This strategic plan describes the clinic's business strategy for the next five years in order to realize its vision and mission. Strategic planning is the key to successful business efficiency (Shams dkk., 2021). With a good strategic business plan, the company will be more focused and can anticipate unwanted bad things (Kementrian Dalam Negeri Republik Indonesia, 2018; Yuniarto, A., 2022). Clinics that implement strategic planning tend to be more advanced and developing in the current era compared to clinics that do not implement strategic planning (Yuniarto, A., 2022; Aji, A. P., 2016).

The process of formulating a strategy consists of three phases, namely: input / entering data, matching, and decisions (Shammi dkk., 2021). The EFE (External Factor Evaluation) matrix method is used in the input phase. The matrix analyzes the company based on external factors (Butt, 2021). Meanwhile, in the IFE (Internal Factor Evaluation) matrix, company analysis will be carried out based on internal factors. TOWS Matrix and IE Matrix (Internal External) are used at the matching stage (Mubarik dkk., 2021). The two matrices can find out about the position of the hospital with the EFE and IFE matrix data sources as basic data and also as a producer of strategy recommendations (Erdogan dkk., 2020). The Quantitative Strategic Planning Marketing Matrix/Quantitative Strategic Planning Matrix (QSPM) is used at the decision stage. The matrix will discuss the strategic priorities that have been selected using the EFE and IFE matrix data (Arismen, A. C. S., 2019; Lina, R. S., 2022).

Clinic X can be called one of the FKTP (first level health facilities) in Bali which does not only provide primary health services. In realizing the vision and mission of the X clinic in the process of making a strategic plan, the preparation process must be efficient and systematic (Yang dkk., 2019). The strategy used is to always consider various things including external factors, internal factors, and considerations for the involvement of related parties. On this basis, the author has an interest in conducting research on the process of preparing a Business Strategy Plan for Clinic X in the city of Denpasar, Bali Province.

RESEARCH METHODOLOGY

Researchers used a qualitative descriptive method as a research method. The research was conducted by analyzing primary and secondary data. The research was conducted at Clinic X, Denpasar, Bali, with the informants in this study being strategic decision makers, such as managers and directors of Clinic X. Primary data was sourced from answers and interpretations of interview results. Secondary data is sourced from the Annual Report of the Clinic.

The stages of research analysis are divided into three stages (Sundler dkk., 2019). The first stage is the input stage, at this stage primary and secondary data are input using the IFE matrix and the EFE matrix. Furthermore, the second stage is the matching stage, this stage uses the SWOT (Bauer & Scheim, 2019), IE, and Critical Success Factor matrices (DePhillipo dkk., 2019). Furthermore, in the final stage, at the decision-making stage, QSPM analysis is used as a tool for conducting analysis so that recommendations for strategies to be used by the clinic are obtained.

RESULT AND DISCUSSION**Results**

In the first stage, the input stage, primary data and secondary data for clinic X are needed. To obtain primary and secondary data, a joint meeting was held with the board of directors and management for clinic X to analyze external factors and internal factors for clinic X (McGannon dkk., 2021). After obtaining primary and secondary data, converted the data into the column of Table 1 which consists of Critical Success Factor (CSF), weight, scale and final score (Kalam dkk., 2021). In determining the weight and scale, the board of directors gave high points as a priority for clinic X.

The input stage uses the IFE matrix and the EFE matrix.

Table 1. EFE (External Factor Evaluation) Matrix Clinic X

No.	Critical Success Factors (CSF)	Weight	Scale	Score
Opportunity				
1	Ability to cooperate with Travel/Health insurance from several Medical Assistance	0,105	3	0,316
2	Medical Assistance services and stand by events are starting to rise	0,092	3	0,276
3	Operational cost efficiency and planning reevaluation	0,092	3	0,276
4	BPJS membership trends	0,118	4	0,474
5	New clinic system (each unit connected to HR IT)	0,105	4	0,421
Total		1,000		1,763
Threat				
1	Aggressive new competitors with product innovation	0,105	4	0,421

2	Capitation system game	0,105	3	0,316
3	2023 accreditation as a condition for cooperation with BPJS	0,092	2	0,184
4	Dynamics of Government Regulations related to FKTP and BPJS	0,092	3	0,276
5	Impact of Russia's invasion of Ukraine	0,092	2	0,184
Total				1,382
Total (Opportunities and Threats)		1,000		3,145

Based on the data analysis in Table 1, a total score of 3.145 was obtained for Clinic X. Because the score at Clinic X is 3.145 (greater than 2.5), it can be said that Clinic X's strategy can benefit from all the opportunities available, but it can also minimize the negative effects that come from external threats (Embregts dkk., 2021). A score of 2.5 is the baseline EFE score if a score of more than 2.5 means the company is effective in exploiting opportunities and threats. The opportunity weighting value is 1.768 and the threat value is 1.382. The difference between opportunities and threats is 0.386 which means that Clinic X has greater opportunities than threats. Opportunities for Clinic X that have a significant influence in this regard are the trend of BPJS membership and the new clinic system (each unit is connected to an integrated management system technology). Meanwhile, the most significant threat is aggressive new competitors with their product innovations and capitation system games.

Table 2. IFE (Internal Factor Evaluation) Matrix Clinic X

No.	Critical Success Factors (CSF)	Weight	Scale	Score
Strength				
1	Strategic location of the clinic and easy to reach	0,120	4	0,480
2	Standardized and calibrated facilities	0,093	2	0,187
3	Have an updated clinical SIM (Management Information System) as a basis for clinical operations in service	0,093	2	0,187
4	Addition of clinic services and modern medical equipment	0,107	3	0,320
5	The JKN program (BPJS) is in great demand by the public	0,107	3	0,320
Total				1,493
Weakness				
1	Monitoring and evaluation activities and team work have not been carried out regularly and have no clear parameters	0,107	3	0,320

2	The role of digital marketing needs to be improved in quality, variety and narrative so that it is easily captured by domestic and foreign markets	0,093	2	0,187
3	Impact of the COVID pandemic (the number of visits is still not as much as before the COVID pandemic)	0,107	4	0,427
4	The number of human resources, namely doctors and other medical staff is still limited	0,093	3	0,280
5	Unfulfilled parking facilities	0,080	3	0,240
Total				1,453
Total (Strengths and Weaknesses)		1,000		2,947

Based on the analysis in Table 2, a total score of 2.947 was obtained. A score of 2.947 (greater than 2.5) indicates that clinic X is in a strong internal position. A score of 2.5 is the baseline baseline score from the IFE matrix if the value is more than 2.5 it means the company is effective in exploiting strengths and threats. In the strength assessment, a value of 1.493 was obtained, while for weaknesses, a value of 1.453 was obtained (Liang dkk., 2020). Based on these data it can be explained that Clinic X has greater strengths than Weaknesses (Joseph dkk., 2019). The biggest strength factor is the clinic's strategic location and easy access. Meanwhile, the most dominant weakness is the impact of the COVID pandemic, where the number of visits is still not as high as before the COVID pandemic.

The matching stage uses the SWOT matrix and IE matrix

At the matching stage, an analysis of Clinic X was carried out using the SWOT matrix and IE matrix (Morris dkk., 2019). After obtaining the external and internal factor scores, score plotting can be performed (the X coordinate is an internal factor while the Y coordinate is an external factor) on the IE matrix. Then the score is interpreted based on cell coordinates.

Table 3. SWOT (Strength-Weakness-Opportunities-Threats) Matrix Clinic X

INTERNAL	STRENGTH	KELEMAHAN
	a. Strategic location of the clinic and easy to reach	a. Monitoring and evaluation activities as well as team work have not been carried out regularly and do not yet have clear parameters
	b. Standardized and calibrated facilities	b. The role of digital marketing needs to be improved in
	c. Have an updated clinical SIM (Management Information System) as a basis	

<p>EXTERNAL</p>	<p>for clinical operations in service</p> <p>d. Addition of clinic services and modern medical equipment</p> <p>e. The JKN program (BPJS) is in great demand by the public</p>	<p>quality, variety and narrative so that it is easily captured by domestic and foreign markets</p> <p>c. Impact of the COVID pandemic (the number of visits is still not as much as before the COVID pandemic)</p> <p>d. The number of human resources, namely doctors and other medical staff is still limited it is.</p> <p>e. Unfulfilled parking facilities</p>
<p>OPPORTUNITY</p> <p>a. Ability to cooperate with Travel/Health insurance from several Medical Assistance</p> <p>b. Medical Assistance services and stand by events are starting to rise</p> <p>c. Operational cost efficiency and planning reevaluation</p> <p>d. BPJS membership trends</p> <p>e. New clinic system (each unit connected to HR IT)</p>	<p>STRENGTH- OPPORTUNITY STRATEGY</p> <p>1. Market development</p> <p>2. Market penetration</p> <p>3. Product development</p>	<p>WEAKNESS- OPPORTUNITY STRATEGY</p> <p>1. Overcoming parking problems by collaborating with other business places or renting vacant land</p> <p>2. Improve digital marketing</p> <p>3. Create a more detailed and binding system for recruiting doctors/staff to prevent high turnover of doctors/staff in the middle of the contract period</p>
<p>THREAT</p> <p>a. Aggressive new competitor with product</p>	<p>STRENGTH- THREAT STRATEGY</p>	<p>WEAKNESS- THREAT STRATEGY</p>

innovation b. Capitation system game (including covering BPJS plus) in IKS c. 2023 accreditation requirements for collaboration with BPJS d. Dynamics of Government Regulations related to FKTP and BPJS e. Impact of Russia's invasion of Ukraine	1. Expanding cooperation with BPJS 2. Maintain service quality	1. Increase promotions to seize the BPJS market 2. Propose that monitoring and evaluation activities are carried out regularly and with quality and have clear indicators/parameters
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Based on the SWOT matrix in Table 3, there are alternative strategies that can be used by Clinic X. Given the clinical conditions, the SO (Strength-Opportunities) strategy can be applied because Clinic X has good internal capabilities and is able to take advantage of existing opportunities (Sharma dkk., 2019). This strategy serves to take advantage of strengths in terms of exploiting existing opportunities. Things that can be done are increasing market development as well as services/products as well as market penetration.

Figure 1. IE Clinic X Matrix (Located in Quadrant II: Grow and Build)

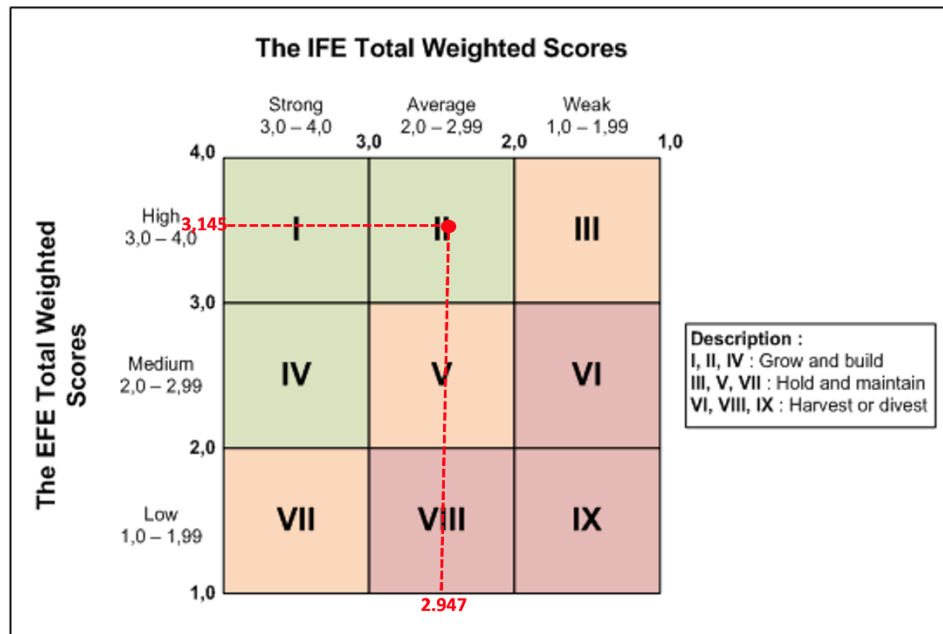


Figure 1 shows the IE matrix analysis at Clinic X is in quadrant II, which means that the clinic is in a strategic position to take advantage of internal strengths and can also take advantage of external opportunities (Pu dkk., 2019). The strategy that can be used by clinic X based on the IE matrix is Grow and Build. Several strategies that can be used by clinic X, namely 1. service development, things that can be done for example are adding facilities/services that are not owned by competitors. 2. Market development

strategy, what Clinic X can do to develop the market is to expand the marketing area so that the clinic is better known by the wider community. An example that can be used is the use of social media. 3. Market penetration strategy, by increasing cooperation with other related agencies. An example that can be used is collaborating with a satellite clinic or hospital.

The decision-making stage using the QSPM matrix

After analyzing the TOWS matrix and IE matrix, the next thing to do is to provide recommendations to stakeholders and a Forum Group Discussion (FGD) is carried out to determine the choice of strategy to be used by Clinic X. In carrying out the analysis using the QSPM matrix, it consists of a strategic factor column, weight, product development (Li dkk., 2019), market development and market penetration (Chen dkk., 2019). Determination of weight and AS (Attractiveness Score) is determined based on the agreement of the directors based on the vision and mission of clinic X, where point 1 means unattractive, point 4 is very interesting (Reddy dkk., 2021). The TAS score (Total Attractiveness Score) is the result of multiplying the weight by the AS score. Furthermore, the total TAS points on product development, market development and market penetration are totaled. The highest total score is a recommended strategy that can be carried out by clinic X.

Table 4. QSPM Matrix of Clinic X

Strategic Factors	Weight	Product Development		Market Development		Market penetration	
		AS	TAS	AS	TAS	AS	TAS
Strength							
Strategic location of the clinic and easy to reach	0,120	2	0,240	4	0,480	4	0,480
Standardized and calibrated facilities	0,093	4	0,373	3	0,280	2	0,187
Have an updated clinical SIM (Management Information System) as a basis for clinical operations in service	0,093	1	0,093	2	0,187	2	0,187
Addition of clinic services and modern medical equipment	0,107	4	0,427	4	0,427	4	0,427
The JKN program (BPJS) is in great demand by the public	0,107	2	0,213	4	0,427	4	0,427
Weakness							
Monitoring and evaluation activities as well as team work have not been carried out regularly and do not yet have clear parameters	0,107	3	0,320	3	0,320	2	0,213
The role of digital marketing needs to be improved in quality, variety and narrative so that it is easily captured by domestic and	0,093	3	0,280	4	0,373	4	0,373

foreign markets							
Impact of the COVID pandemic (the number of visits is still not as much as before the COVID pandemic)	0,107	2	0,213	3	0,320	3	0,320
The number of human resources, namely doctors and other medical staff is still limited	0,093	4	0,373	4	0,373	4	0,373
Unfulfilled parking facilities	0,080	1	0,080	4	0,320	3	0,240
Opportunity							
Ability to cooperate with Travel/Health insurance from several Medical Assistance	0,105	4	0,421	4	0,421	4	0,421
Medical Assistance services and stand by events are starting to rise	0,092	3	0,276	4	0,368	4	0,368
Operational cost efficiency and planning reevaluation	0,092	2	0,184	2	0,184	3	0,276
BPJS membership trends	0,118	2	0,237	4	0,474	4	0,474
New clinic system (each unit connected to HR IT)	0,105	4	0,421	3	0,316	3	0,316
Threat							
Aggressive new competitor with product innovation	0,105	4	0,421	4	0,421	4	0,421
Capitation system game (including covering BPJS plus) in IKS	0,105	2	0,211	2	0,211	3	0,316
2023 accreditation requirements for collaboration with BPJS	0,092	2	0,184	3	0,276	3	0,276
Dynamics of Government Regulations related to FKTP and BPJS	0,092	2	0,184	3	0,276	3	0,276
Impact of Russia's invasion of Ukraine	0,092	1	0,092	1	0,092	3	0,276
TOTAL			5,245		6,546		6,648

Based on the QSPM matrix analysis, the TAS score for product development is 5.245, market development strategy is 6.546, and market penetration strategy is 6.648. Based on these data, the market penetration strategy has the highest value between product development and market development (Song dkk., 2020). Therefore, the market penetration strategy is a recommendation that can be used by clinic X.

Discussion

Opportunity factors from external environmental analysis can be identified as the ability to cooperate with insurance and medical assistance, this is supported because increased health insurance coverage generally appears to increase access to health care facilities, increase financial protection and improve health status and benefit from insurance programs that are included in it (Elangga D, Suhrcke M, Ali S, & Bloor K., 2019; Iyengar K, Mabrouk A, Jain VK, Venkatesan A, & Vaishya R., 2020). The

emergence or rise of Medical Assistance and Stand by Event services where the end of the COVID-19 pandemic has had an impact on reviving healthcare systems around the world with the continuation of elective medical services and the continuation of full economic life (Shen H, Fu M, Pan H, Yu Z & Chen Y., 2020). Efficiency of operational costs and planning reevaluation from the experience of the COVID-19 pandemic (Liu Q, Qu X, Wang D, Abbas J. & Mubeen R., 2022), The trend of increasing BPJS participation due to high public health awareness after the COVID-19 pandemic about the importance the risk of infection and prevention affecting public health beliefs and behavior (Birdja dkk., 2019), and clinical information systems that are starting to appear can make operations easier and reduce the operational burden of clinics in the long term compared to conventional information systems (Dewi R & Israhadi E., 2021).

The threat factor that arises for clinics is the increasing number of service competitors with competitive products that can influence patients in choosing the best service and/or for them and directly affect the clinic as a provider of services and/or products (Cornely dkk., 2019), the capitation system in Indonesian health insurance which is a place for FKTP competition because each individual is only allowed to register for one FKTP related to non-emergency services, accreditation is an obligation for clinics and is a condition for cooperation with BPJS insurance, the dynamics of government regulations regarding FKTP and BPJS and the issue of global stability due to the impact of the Russian invasion of Ukraine which can affect the tourism and health sectors in various countries.

The strength factor of the internal environment analysis can be identified as a strategic and easy clinical location which has a major effect and even increases the effectiveness of therapy, standardized and calibrated facilities can reduce risk and clinic downtime (Alzubaidi dkk., 2021). Having a SIM in managing clinical management and operations can make the documentation process and service flow more accessible, adding clinical services and modern medical equipment to keep up with the progress of the health industry which is one of the factors that is closely related in determining patient satisfaction, the JKN program is attractive to patients who come to clinics and assist clinics in managing patient satisfaction through modalities (such as applications) provided by the government (Øyri SF, Braut GS, Macrae C & Wiig S., 2020; Kludacz-Alessandri M, Walczak R, Hawrysz L. & Korneta P. , 2021).

The weaknesses that clinics have include monitoring and evaluation activities and teamwork that have not been carried out regularly and do not yet have clear parameters even though the autonomy and adaptive capacity of hospital managers to adjust quality improvement efforts is key so that the new Quality Improvement Regulations can have a relevant impact on services and influencing quality and safety improvement activities (Mackey dkk., 2021). The role of digital marketing needs to be improved in quality, variety and narrative so that it is easily captured by the domestic and foreign markets because if it is implemented by taking into account the marketing timeframe, the ability to accept the target market, and the cost-effectiveness of digital marketing, it will be an important key to better digital marketing (Oberoi dkk., 2019). The remaining adverse

effects of the COVID-19 pandemic must be completed to be mitigated because it will affect patient satisfaction such as the limited number of doctors and other health staff must immediately get the center of attention to be resolved to minimize decreased quality of work, increased risk of medical errors, indirect patient satisfaction decreased, increased levels of burnout, and other adverse impacts (Øyri SF, Braut GS, Macrae C & Wiig S., 2020). Unfulfilled parking facilities will be a factor that reduces patient satisfaction (Hussain A, Asif M, Jameel A, Hwang J, Sahito N & Kanwel S., 2019).

Based on the results of the analysis on the matrix of external and internal environmental conditions, the X strategy focuses on expanding collaboration with BPJS by increasing promotions to compete in the BPJS market and maintaining service quality by proposing regular monitoring and evaluation activities according to established indicators (Forn-Díaz dkk., 2019). The strategy that can be carried out is in accordance with the Total Attractiveness Score (TAS) reference, namely the market penetration strategy. The market penetration strategy is an attempt to increase market share or market share. This is done on products/services by doing bigger marketing. The goal of TAS is to maintain or increase the growth of the clinic's image in the BPJS market. In this case, the market penetration strategies that Clinic X can implement include:

- a. Increasing cooperation with clinics or private practices that provide Level 1 Health Services (PPK 1), the aim is to seize the BPJS patient market.
- b. Increasing promotion, especially by utilizing online media such as websites and social media, so that people can easily find out the location, services and medical staff available at Clinic X.
- c. Actively participating in major events that attract public attention, for example sports activities (Medical Assistance Services and stand by events)
- d. Development of clinics in areas that are still not reached by health services (Franchise System).
- e. Recruit medical personnel who already have big names in the community, for example doctors who are active on social media (doctor influencers), so they can invite more patients to the clinic.
- f. Establish indicators of market penetration in accordance with each strategy so that the implementation can be evaluated and an approach to improve the quality of market penetration is taken.

CONCLUSION

In conclusion, the process of preparing a business strategy plan for Clinic X can be carried out from an environmental analysis, namely an analysis of the external environment and an analysis of the internal environment. The results of the analysis obtained will become a reference in making a strategic focus, in this case Clinic X focuses on expanding cooperation with BPJS by increasing promotions to compete in the BPJS market and maintaining service quality by proposing monitoring and evaluation activities to be carried out regularly according to the indicators set.

determined using a market penetration strategy. This strategy is translated into a more concrete strategy to be monitored and evaluated in assessing the achievement of the strategy.

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