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Hospital Marketing Strategy Development Using SWOT, IFE, and EFE Analysis

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Abstract

This study is motivated by the importance of formulating an appropriate marketing strategy in response to the dynamic competition within the healthcare sector, particularly at PKU Muhammadiyah Mayong Hospital. The objective of this research is to analyze the role of internal and external environmental factors in the development of the hospital's marketing strategy. The study employs comparative research design with a mixed methods approach. Data were collected through interviews and questionnaires and analyzed using SWOT analysis, supported by the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The findings indicate that internal strengths include superior facilities, comprehensive human resources, promotional discounts, and structured financial management, while weaknesses involve limited parking facilities and a high financial dependence on BPJS (National Health Insurance). Externally, opportunities arise from potential collaborations with surrounding companies and the availability of trained medical personnel, whereas threats include the planned construction of a new hospital in the Mayong area and difficulties in collecting incomplete patient payments. The IFE score of 2.76 and EFE score of 2.71 position the hospital in Quadrant I, indicating that a growth-oriented strategy is the most appropriate approach.

Keywords

Healthcare Sector Competition, Hospital Management, Marketing Strategy, SWOT Analysis.

1. Introduction

Every company must develop an effective marketing strategy to remain competitive in both present and future business environments. Service-based organizations, including healthcare institutions, require strategic approaches to enhance competitiveness and sustain organizational performance among similar providers (Susilowati et al., 2025). A well-formulated competitive strategy enables organizations to achieve service excellence and ensure customer satisfaction with the products or services delivered. Hospitals, as healthcare service institutions, provide comprehensive individual healthcare services encompassing inpatient, outpatient, and emergency care (Adeusi et al., 2024). Consequently, hospitals must continuously adapt their management and marketing strategies to respond to increasingly dynamic healthcare competition.

The healthcare industry has experienced rapid growth, particularly in the private hospital sector. Globally, private equity transactions in healthcare reached USD 42.6 billion in 2017, reflecting a 17% increase compared to 2016 (Yu & Choi, 2025). In Indonesia, private hospitals dominate the healthcare landscape, accounting for 63% of the 2,482 accredited hospitals in 2021 (Kementerian Kesehatan, 2021). Earlier data also indicate that of 2,813 hospitals operating in 2018, 1,787 were privately owned, exceeding government-managed facilities (Databoks, 2019). This expansion intensifies competition among healthcare providers, requiring hospitals to adopt strategic marketing approaches to maintain patient loyalty and institutional sustainability.

Patient satisfaction has become a critical determinant of hospital competitiveness. Service quality significantly influences patient perceptions and healthcare decision-making processes (Akob et al., 2021). Physician and nursing services play essential roles in shaping patient satisfaction and revisit intentions, while physician performance is affected by operational factors such as waiting time (Amarantou et al., 2019; Putri et al., 2021). Moreover, nursing comfort reflected through feelings of safety, calmness, gratitude, and attentive care contributes to positive patient experiences (Wensley et al., 2017). Studies by Akbar et al (2021) and Javed et al. (2023) show that patients in developing countries tend to prefer private hospitals due to better accessibility, communication, and service comfort. These findings highlight the close relationship between internal organizational factors (resources and service quality) and external competitive conditions in influencing hospital marketing strategies.

Despite the growing importance of strategic marketing, many hospitals still lack systematic analyses integrating internal and external environmental factors into decision-making processes. SWOT analysis has been widely recognized as an effective tool for identifying organizational strengths, weaknesses, opportunities, and threats to support strategic planning (Mardiyana et al., 2022). In hospital management, SWOT facilitates evaluation and marketing planning by aligning organizational capabilities with environmental opportunities. Research conducted in Japan demonstrates that SWOT analysis effectively guides hospitals in determining future strategic directions using internal and external environmental data (Miura et al., 2021). However, empirical studies applying integrated SWOT analysis supported by Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices in regional private hospitals in Indonesia remain limited. This gap indicates the need for context-specific strategic analysis that reflects local competition dynamics and healthcare demand characteristics.

The phenomenon is particularly relevant in Jepara Regency, where industrial expansion and foreign investment have increased employment opportunities and population mobility. Data from BPS show that the number of workers reached 313,806 in 2021, indicating significant growth compared to 2015 (BPS, 2021). The

increase in workforce and migrant populations has contributed to rising demand for healthcare services, intensifying competition among hospitals. PKU Muhammadiyah Mayong Hospital faces competition from several healthcare providers, including RA. Kartini Hospital, dr. Rehatta Hospital, RSI Sultan Hadlirin, Graha Husada Hospital, PKU Aisyiyah Hospital, and nearby regional hospitals such as Islamic Hospital Sunan Kudus and General Hospital Kumala Siwi. These conditions create an urgent need for a structured and evidence-based marketing strategy.

Based on these conditions, the research gap lies in the limited application of comprehensive internal and external environmental analysis integrated with IFE and EFE matrices to formulate growth-oriented marketing strategies in regional private hospitals. Therefore, this study aims to analyze internal strengths and weaknesses as well as external opportunities and threats in developing an appropriate marketing strategy for PKU Muhammadiyah Mayong Hospital.

2. Literature Review

2.1. Internal Factors on Organizational Marketing Strategy

The internal environment represents factors originating within the organization that significantly influence the direction and effectiveness of marketing strategy formulation (Nureen et al., 2023; Faheem et al., 2024). In the context of hospitals, internal factors include physical resources, human resources, managerial systems, and financial capabilities. Superior facilities and comprehensive medical personnel constitute strategic assets that enhance competitiveness and strengthen the institutional image of healthcare providers. Furthermore, competent healthcare professionals and structured management systems contribute to service quality and patient satisfaction, which ultimately reinforces the hospital's market position (Rifial et al., 2024; Abdelwahed & Zehri, 2025). Promotional initiatives, such as discount programs, may also function as tactical instruments to attract and retain patients in an increasingly competitive healthcare market.

Nevertheless, the internal environment may also present weaknesses that hinder marketing effectiveness (Boulhaga et al., 2023; Appannan et al., 2023). Limitations in supporting facilities, such as inadequate parking space, can negatively affect patients' perceptions of convenience and service quality. A high financial dependence on a single funding source, such as National Health Insurance (*Badan Penyelenggara Jaminan Sosial/BPJS*), poses potential sustainability risks, particularly in the event of policy changes or reimbursement delays (Donneli, 2025; Christine et al., 2025). Therefore, systematically identifying internal strengths and weaknesses through strategic analysis is essential for formulating realistic and sustainable marketing strategies.

2.2. External Factors on Organizational Marketing

The external environment encompasses factors outside the organization that influence hospital performance and competitiveness. External opportunities may arise from regional economic growth, an increasing workforce population, and potential collaborations with surrounding companies (Nwokolo et al., 2023; Folorunso et al., 2024). Partnerships with corporate institutions can expand market share through employee healthcare service schemes or other strategic alliances. Additionally, the availability of trained medical personnel within the surrounding environment presents an opportunity to enhance service quality and achieve competitive differentiation (Adio et al., 2025; Zehra et al., 2025).

Conversely, external threats must be carefully anticipated in marketing strategy development. The planned establishment of a new hospital within the same area may intensify competition and affect patient loyalty. Other challenges, such as difficulties in collecting outstanding patient payments, may impact cash flow stability and

operational sustainability (Arrasily et al., 2025; Yanti et al., 2025). Accordingly, analyzing the external environment through a SWOT framework enables hospital management to capitalize on opportunities while mitigating potential threats, thereby supporting the implementation of a growth-oriented strategy that remains adaptive to competitive dynamics.

3. Methods

This study employed a comparative research design using a mixed methods approach, integrating qualitative and quantitative techniques within a single research framework. The mixed methods approach was selected to comprehensively examine both the processes and outcomes associated with the development of marketing strategies at PKU Muhammadiyah Mayong Hospital. By combining qualitative insights with quantitative measurements, this design enables a more holistic understanding of internal and external strategic factors influencing hospital marketing decisions. The research population comprised all staff members of PKU Muhammadiyah Mayong Hospital, particularly those involved in managerial functions. Different sampling techniques were applied based on the type of data collected.

Qualitative data were obtained using purposive sampling, a non-probability sampling method that allows the selection of informants based on specific criteria relevant to the research objectives. The inclusion criteria included management staff leaders who hold strategic roles and possess decision-making authority within the hospital. The qualitative sample consisted of five key informants: the Hospital Director, the Head of Service Division, the Head of Administration, the General and Finance Division, the Head of Muhammadiyah Branch Leadership (*Pimpinan Cabang Muhammadiyah/PCM*) Mayong, and the Head of MPKU Muhammadiyah Branch Leadership (PCM) Mayong. Management leaders who were on leave during the research period were excluded from participation. Quantitative data collection employed a total sampling technique, in which the number of samples was equal to the population. All 48 management staff members actively involved in hospital management activities were included as research respondents, ensuring comprehensive representation of managerial perspectives in evaluating organizational conditions.

Data were collected through observation, structured questionnaires, and in-depth interviews. Observations were conducted to understand organizational practices and service conditions, while questionnaires were used to assess perceptions of internal and external factors affecting the formulation of marketing strategy. In-depth interviews provided detailed and contextual insights into managerial considerations and strategic challenges. SWOT analysis was used to systematically identify organizational strengths, weaknesses, opportunities, and threats.

Data analysis involved integrating qualitative and quantitative approaches. Qualitative data were analyzed descriptively to interpret managerial perspectives, whereas quantitative data were analyzed using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. These analytical tools were applied to evaluate strategic factors and determine the hospital's position within the SWOT matrix. The results of the analysis served as the basis for formulating appropriate and growth-oriented marketing strategies aligned with organizational capabilities and external environmental dynamics.

4. Results

4.1. Qualitative Analysis

To develop an appropriate marketing strategy, this study conducts a SWOT analysis to identify the hospital's internal strengths and weaknesses as well as

external opportunities and threats. The analysis provides a comprehensive understanding of organizational conditions and environmental dynamics that influence strategic decision-making. Based on these factors, strategic alternatives are formulated through the SWOT matrix, including SO, WO, ST, and WT strategies. The results of the SWOT analysis are presented in Table 1.

Table 1. SWOT Matrix Analysis

Internal/External Factors	SWOT Matrix
Strengths	The hospital provides high-quality healthcare services
	The hospital is located in a strategically accessible area
	The hospital is equipped with comprehensive medical equipment.
	Healthcare services are delivered based on Islamic principles
	Services are implemented in accordance with Standard Operating Procedures (SOPs)
	Hospital human resources meet professional competency standards
	The hospital employs a complete range of specialist physicians
	Education and training programs are regularly conducted
	Promotional discounts are provided for pilgrims
	Health promotion activities are conducted within the hospital
	Promotional activities are implemented through social media platforms
	Employees are empowered to participate in promotional activities
	Financial management is conducted in a structured manner
	Service tariffs are determined in accordance with community affordability
	The hospital operates additional business units
Hospital revenue shows consistent annual growth	
Weaknesses	Limited parking space
	The emergency room capacity is insufficient
	Inefficient spatial planning
	The number of inpatient ventilators does not meet service needs
	Cardiologists have not yet obtained a Practice License (SIP)
	High dependence on BPJS financing
	Development planning is not well integrated, resulting in inefficiencies
	Hospital financial stability is affected by delays in BPJS payments
	Availability of a cross-healthcare facility (<i>fasilitas kesehatan</i>) referral WhatsApp group
	Existence of a Memorandum of Understanding (MoU) with companies
Opportunities	Cooperation with BPJS Health and BPJS Employment
	Cooperation with the police and Jasa Raharja
	Availability of free ambulance services provided by Lazismu
	The presence of numerous supporting clinics
	Assignment of medical personnel within the hospital service area
	Regular coordination meetings between specialist doctors and BPJS
	Promotional activities conducted through community outreach programs in villages
	Funding support from financial institutions or banks
	Financial assistance support from Lazismu
	Threats

Internal/External Factors	SWOT Matrix
	Hospital expansion is constrained by high land prices in the surrounding area
	The hospital's proximity to the market causes traffic congestion
	Delays in BPJS claim payments create financial risks
	Difficulties in collecting payments from non-compliant patients
Strengths Opportunities (SO) Strategy	Leveraging the strategic location supported by adequate infrastructure to attract patients
	Establishing service collaboration with clinics and companies in the surrounding area
	Strengthening hospital branding and promotional activities
	Implementing professional and accountable financial management
Weaknesses Opportunities (WO) Strategy	Developing an accessible patient information and referral system
	Establishing cooperation with third parties to provide additional parking facilities
	Conducting consultations with construction experts on spatial planning and hospital building management
	Developing financial planning to fulfill medical equipment requirements
Strengths Threats (ST) Strategy	Expanding permanent specialist doctor education and recruitment programs
	Increasing collaboration with private health insurance providers
	Developing a comprehensive hospital development master plan
	Strengthening networking and collaboration with policymakers
Weaknesses Threats (WT) Strategy	Improving financial efficiency through strict internal control mechanisms
	Increasing the number of security personnel to manage traffic flow
	Developing hospital expansion through a multi-storey building design
	Implementing semi-permanent hospital room designs to optimize space utilization
	Providing accessible channels for feedback and suggestions through social media platforms
	Improving and strengthening the hospital financial management system

The research sample for qualitative data collection consisted of 5 management staff leaders of PKU Muhammadiyah Mayong Hospital, consisting of: hospital director, head of service division, head of administration, general and finance division, Head of Muhammadiyah Branch Leadership (PCM) Mayong, and Head of MPKU Muhammadiyah Branch Leadership (PCM) Mayong. The sample for quantitative data collection was all management staff of PKU Muhammadiyah Mayong Hospital, totaling 48 people. The techniques used in collecting research data were observation, survey, in-depth interviews, and SWOT instruments.

4.2. Quantitative Analysis

The quantitative analysis process used is SWOT analysis with the IFE matrix approach, EFE matrix, and IE matrix. The results of the assessment of internal and external factor strategy issues Based on internal environmental factors, are shown in Table 2.

Table 2. Internal Factor Evaluation (IFE) SWOT Matrix

SWOT	Internal	Weight	Relatively	Rating	Score
Strength	Excellent service	3.1	0.04	2.8	0.11
	Strategic location	3.6	0.05	2.7	0.13
	Complete medical equipment	3	0.04	2.7	0.12
	Islamic services	3.3	0.05	2.8	0.14
	Service according to SOP	3.1	0.04	2.8	0.11
	Standard HR	2.9	0.04	2.8	0.11
	Complete specialist doctor	3.1	0.04	2.7	0.10
	Employee education program	2.8	0.04	2.8	0.11
	Discounts for pilgrims	2.9	0.04	2.6	0.10
	Health promotion in hospitals	3.2	0.05	2.8	0.14
	Social media promotion	3.3	0.05	2.8	0.14
	Employee empowerment for promotion	3	0.04	2.7	0.10
	Structured financial management	3	0.04	2.8	0.11
	Rates are adjusted	2.9	0.04	2.6	0.10
	RS has a branch office	2.7	0.04	2.6	0.10
	Income increases	3.2	0.05	2.8	0.14
	Total	49.2	0.7	1.90	
Weaknesses	Limited parking space	2.2	0.03	2.8	0.08
	The emergency room is not spacious enough	2.8	0.04	2.8	0.11
	Poor spatial planning	2.5	0.04	2.7	0.1
	Medical devices do not meet needs	2.7	0.04	2.8	0.11
	Specialist doctors remain lacking	2.5	0.04	2.8	0.11
	High BPJS dependency	3	0.04	2.7	0.1
	There is still waste	2.6	0.04	2.8	0.11
	Hospital finances are not yet balanced	2.6	0.04	2.8	0.11
Total	20.9	0.3	0.86		
Total Weight x Score for Internal Factors		70.1	1.0	2.76	

Table 2 presents the IFE SWOT matrix of the hospital, highlighting its key internal strengths and weaknesses. The identified strengths include excellent service, strategic location, comprehensive medical equipment, Islamic-oriented services, adherence to standard operating procedures, qualified human resources, availability of specialist doctors, employee education programs, health promotion initiatives, and structured financial management. Each factor is assigned a weight and rating, producing an overall strength score of 1.90. The weaknesses consist of limited parking space, insufficient emergency room capacity, suboptimal spatial planning, inadequate medical devices, a shortage of specialist doctors, high dependency on BPJS, the presence of waste, and unbalanced hospital finances, resulting in a total weakness score of 0.86. The cumulative weight × score for all internal factors is 2.76, suggesting that the hospital's internal environment is relatively robust, with its strengths outweighing its weaknesses.

Table 3. External Factor Evaluation (EFE) SWOT Matrix

SWOT	External	Weight	Relatively	Rating	Score
Opportunity	Referral WA group	2.8	0.06	2.7	0.16
	There is an MoU with the company	3.3	0.07	2.8	0.20

SWOT	External	Weight	Relatively	Rating	Score
	Cooperation with BPJS Health and Employment	3.3	0.07	2.9	0.20
	Cooperation with the police and Jasa Raharja	3.2	0.07	2.8	0.20
	The existence of Lazismu's free ambulance service	3	0.07	2.8	0.20
	There are many clinics	2.9	0.06	2.7	0.16
	Assignment of medical personnel in the hospital area	2.9	0.06	2.7	0.16
	Meeting of specialist doctors and BPJS	2.8	0.06	2.6	0.16
	Promotion through outreach in the village	3	0.06	2.8	0.17
	Funding support	2.8	0.06	2.7	0.16
	Payment support from Lazismu	2.8	0.06	2.6	0.16
	Total	30	0.7		1.93
Threats	A new hospital will be established	2.3	0.05	2.7	0.14
	Land prices around are expensive	2.7	0.06	2.8	0.17
	Traffic jam access	2.8	0.06	2.9	0.17
	BPJS claim is late	2.8	0.06	2.8	0.17
	Patients do not comply with payment	2.5	0.05	2.7	0.14
	Total	13.1	0.3		0.78
Total Weight x Score for External Factors		43.1	1.00		2.71

Table 3 presents the EFE SWOT matrix for the hospital, summarizing key external opportunities and threats. The opportunities include referral through WhatsApp groups, existing MoUs with companies, collaboration with BPJS Health and Employment, cooperation with the police and Jasa Raharja, availability of Lazismu's free ambulance service, numerous clinics, medical personnel assignments in hospital areas, specialist doctor meetings with BPJS, community outreach promotions, funding support, and payment assistance from Lazismu. Each opportunity is assigned a weight and rating, resulting in a total opportunity score of 1.93. The identified threats include the establishment of a new hospital nearby, high land prices in the surrounding area, traffic congestion, delayed BPJS claims, and non-compliance of patients with payments, with a total threat score of 0.78. The cumulative total of weight \times score for all external factors is 2.71, indicating that the hospital's external environment offers more opportunities than threats.

After the total score is obtained from the IFE and EFE matrices, the next step is to enter both internal and external conditions into the internal external matrix in order to determine the position of Muhammadiyah Mayong Hospital. The results of the scores obtained are as follows:

Table 4. Internal and External SWOT Matrix

Internal/External	SWOT	Total Score from Weight
Internal Factor	Strengths	1.9
	Weaknesses	0.86
	Difference (strength-weakness)	1.04
External Factor	Opportunities	1.93
	Threats	0.78
	Difference (opportunities – threats)	1.15
Coordinate point (x,y)		(1.04: 1.15)

Table 4 presents the combined internal and external SWOT matrix, integrating the hospital's internal and external factors. The internal factors show a total strength score of 1.90 and a total weakness score of 0.86, resulting in a difference of 1.04, indicating a relatively strong internal environment. The external factors reveal a total opportunity score of 1.93 and a total threat score of 0.78, with a difference of 1.15, suggesting that external conditions are more favorable than threatening. The resulting coordinate point on the SWOT analysis graph is (1.04, 1.15), positioning the hospital in a quadrant that reflects its strategic potential to leverage strengths and opportunities while minimizing weaknesses and threats.

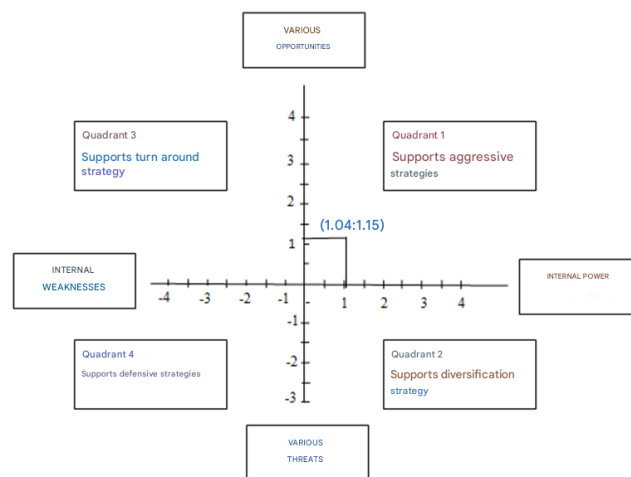


Figure 1. IE Matrix

Figure 1 shows a quadrant SWOT matrix, which is used to formulate strategies based on a combination of an organization's strengths, weaknesses, opportunities, and threats. The horizontal axis depicts the organization's internal conditions, from weaknesses on the left side to internal strengths on the right side. The vertical axis depicts external conditions, from threats at the bottom to opportunities at the top. The matrix is divided into four quadrants: Quadrant 1 supports an aggressive strategy by leveraging internal strengths to capture external opportunities. Quadrant 2 supports a diversification strategy to address threats while still leveraging internal strengths. Quadrant 3 supports a turnaround strategy by improving internal weaknesses to capitalize on opportunities. Quadrant 4 supports a defensive strategy to protect the organization from threats by minimizing internal weaknesses. The coordinate point (1.04, 1.15) indicates the organization's current position, which is in an area with sufficient opportunities and moderate internal strengths, thus leaning more toward an aggressive strategy.

Based on the research results, a SWOT analysis was conducted to formulate marketing strategies at PKU Muhammadiyah Mayong Hospital, including internal and external environmental analysis and appropriate strategic planning. The internal environment refers to organizational conditions that can be controlled, encompassing strengths and weaknesses relative to competitors (Phiri et al., 2024). The hospital's strengths include comprehensive specialist services, adequate human resources, and training programs for both medical and non-medical staff to enhance service competence. However, the hospital still faces a shortage of specialist doctors who work with partner specialists, making continuous HR development through external training necessary.

Hospital services are intangible, involving interactions between patients and service providers through outpatient care, inpatient care, or other medical services, emphasizing accessibility and fairness (Palazzo et al., 2024; Tambunan et al., 2025).

The hospital also implements social programs, offering discounts for Muhammadiyah members and underprivileged communities, supported by Lazismu. Promotional strategies include social media campaigns, health education within the hospital, and active participation of staff in marketing services. Service pricing is adjusted according to community capacity, particularly for lower-middle-class patients, maintaining affordability, accountability, and compliance with regulations.

The external environment is beyond organizational control and includes opportunities and threats that can affect hospital performance. Key threats involve the planned establishment of a new hospital of similar class in Mayong, rising land prices, and traffic congestion. Opportunities include the growth of local communities and companies that can serve as potential markets for health services.

Based on SWOT analysis, marketing strategies are formulated to maximize strengths and exploit opportunities (S-O strategies). First, the hospital should leverage its strategic location and infrastructure to attract patients, maintaining service visibility through continuous advertising. Second, collaboration with nearby clinics and companies should be strengthened, particularly foreign companies that are rapidly expanding in Mayong. Third, branding and promotional efforts must be enhanced to distinguish the hospital from emerging competitors. Fourth, professional financial management should be implemented through an integrated financial system to ensure fiscal health. Fifth, an accessible patient information and referral system should be developed, including telemedicine services, to adapt to technological advancements and post-COVID-19 service expectations.

These strategies aim to maintain patient loyalty, improve service quality, and effectively respond to competition and environmental changes. Enhancing HR competencies, conducting targeted promotions, delivering equitable and high-quality services, and implementing professional financial management are essential for the hospital's long-term success and sustainability.

5. Discussion

The findings indicate that PKU Muhammadiyah Mayong Hospital occupies a relatively strong strategic position in responding to the dynamic competition within the healthcare industry. The IFE score of 2.76 reflects an above-average internal condition, suggesting that the hospital's strengths outweigh its weaknesses. Key strengths include services delivered in accordance with Standard Operating Procedures (SOPs), a strategic location, comprehensive specialist services and medical equipment, active promotion through social media and health education programs, and structured financial management. The consistent increase in annual revenue further demonstrates stable and prospective organizational performance. These findings are consistent with Javed et al. (2021) and Effendy et al. (2025), who emphasize that service quality and the availability of competent medical personnel significantly influence patient perceptions and preferences toward private hospitals.

Despite these strengths, several internal weaknesses require managerial attention. Limited parking space, suboptimal spatial planning, and insufficient emergency room capacity may negatively affect patient comfort and perceived service quality. Furthermore, high financial dependence on BPJS as the primary revenue source poses financial risks, particularly in the event of delayed reimbursement claims. Cash flow imbalances resulting from such delays may disrupt hospital operations. This finding aligns with Akob et al. (2021), who argue that reliance on a single funding source may reduce managerial flexibility and threaten operational sustainability. Consequently, revenue diversification strategies and the implementation of a more integrated financial management system are essential to mitigate these risks.

From an external perspective, the EFE score of 2.71 indicates that the hospital is relatively responsive to environmental opportunities and threats. Opportunities such

as partnerships with companies, BPJS, the police, Jasa Raharja, and support from social institutions like Lazismu provide potential for market expansion and increased patient visits. Moraru and Marginean (2021) similarly found that inter-institutional collaboration and referral networks are effective strategies for enhancing patient access and service integration. However, threats including the planned establishment of a new hospital, rising land prices, traffic congestion, and difficulties in collecting patient payments remain significant challenges.

Based on the coordinate position (1.04:1.15) in the IE Matrix, the hospital is located in Quadrant I, which recommends a growth-oriented strategy. This strategy emphasizes leveraging internal strengths to capitalize on external opportunities. Practical implications include strengthening hospital branding and service differentiation, expanding corporate partnerships, developing technology-based information and referral systems, and enhancing financial efficiency and professionalism. Through this approach, PKU Muhammadiyah Mayong Hospital is well-positioned not only to sustain its competitiveness but also to expand its market share and ensure long-term operational sustainability in an increasingly competitive healthcare environment.

6. Conclusion

Based on the research findings, PKU Muhammadiyah Mayong Hospital demonstrates strengths in providing superior and Islamic services, a comprehensive range of specialist doctors, a strategic location, and human resources that meet established standards. Active promotional programs, collaboration with various healthcare facilities and companies, and the development of an accessible patient information system contribute to enhancing patient loyalty and capitalizing on market opportunities. However, the hospital still faces several challenges, including limited parking space, suboptimal spatial planning, high dependence on BPJS, and the need for permanent specialist doctors. These findings highlight the importance of implementing a Strength-Opportunity (S-O) strategy, including leveraging the strategic location, improving branding and promotion, and adopting professional financial management to support sustainable growth and service development.

The implications of this study suggest that effective human resource management, service innovation, and targeted marketing strategies are essential for addressing competition and adapting to external environmental changes, including the establishment of new hospitals and dynamic market conditions. The study's limitations include its focus on a single Class D hospital, which may restrict the generalizability of the findings to other healthcare institutions. Future research could expand the analysis by comparing marketing strategies and service performance across hospitals of different classes, as well as examining the impact of digitalization and telemedicine on patient loyalty and promotional effectiveness. These findings provide an empirical foundation for hospital management to formulate adaptive, innovative, and sustainable strategies to navigate both internal and external challenges effectively.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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