

MARKETING STRATEGY TO INCREASE INPATIENT VISITS AT MULTAZAM HOSPITAL, GORONTALO

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ABSTRACT

This study aims to identify the marketing strategies implemented by Multazam Hospital Gorontalo to increase inpatient visits, analyze the application of these strategies, and determine the internal and external factors influencing their effectiveness. The research employed a qualitative approach through in-depth interviews with hospital management and relevant staff. The results show that Multazam Hospital's marketing strategy integrates the use of social media (Facebook and Instagram), community outreach activities, and external partnerships with government institutions, banks, BPJS, and private organizations. The implementation of marketing strategies focuses not only on external promotion but also on improving internal service quality, including hospitality, service speed, the professionalism of medical staff, and the comfort of inpatient facilities. Internal factors influencing the success of marketing strategies include medical human resource competence, service quality, and limitations in IT and marketing teams. External factors consist of BPJS referral system regulations, competition with other hospitals, and opportunities for collaboration with various stakeholders.

Keywords: Marketing Strategy, Health Services, Inpatient Visits

INTRODUCTION

A marketing strategy is necessary to increase competitiveness among similar companies. One way to identify the right strategy for a hospital clinic is by conducting a SWOT analysis. A marketing strategy is a marketing logic used by a company in the hope that the business unit will achieve its goals. (Dwikayana et al., 2024) .

In facing various changes that occur, hospitals must be dynamic and able to adapt to the needs of the community amidst various existing policies. To survive, hospitals must be managed effectively and efficiently while still providing quality services and

ensuring complete satisfaction to all their customers. To attract customers, hospitals must have and implement effective marketing programs (Linggih, 2020) .

The purpose of hospital marketing is to introduce the hospital to the wider community, to inform the community and all hospital residents as clearly as possible about the facilities and service capabilities of the hospital, to form and maintain the image of the hospital through public trust and appreciation of the hospital's capabilities, to utilize the hospital's human resources optimally and also to expect an increase in income.

Marketing as an effort to maintain the hospital's existence in such tight competition is a series of efforts that must be carried out continuously by all components in the hospital (Linggih, 2020).

Strategies must be carried out as well as possible for the success of the products and services offered by the hospital. One of these strategies is a marketing mix to increase hospital visits. Marketing is the activity of identifying patient needs and desires and translating them into products and services, thereby achieving predetermined goals (Linda, 2021).

According to the Republic of Indonesia Law No. 36 of 2009 concerning health, health development aims to realize the ability to live healthily for every member of society, and an optimal level of health as an investment for the development of human resources that are socially and economically productive.

A hospital is a healthcare facility operated by either the government or the private sector. According to Law No. 44 of 2009 concerning Hospitals, they are tasked with providing comprehensive individual healthcare services (including promotive, preventive, curative, and rehabilitative care) by providing inpatient, outpatient, and emergency care.

Inpatient Visits are an important indicator in assessing hospital performance. A decline in inpatient visits can negatively impact hospital revenue and the quality of care provided. The diverse needs of the public for healthcare products and services force hospitals to strive to provide the best possible service to consumers. Therefore, it is crucial to

identify effective strategies to increase inpatient visits (Faried and Mas, 2024).

Hospital marketing can be implemented to increase hospital utility by studying and understanding consumer behavior. Efforts to meet customer expectations can lead to increased service utilization and even customer loyalty, thus making it crucial for hospitals to conduct marketing (Devy Nurbayty et al., 2022).

Therefore, to increase the number of hospital visits, hospitals can adopt effective promotional strategies and enhance their reputation through superior service quality. Public education about the importance of routine health check-ups and preventive health promotion can increase awareness and hospital visits (Pasak et al., 2024).

Marketing is one of the main activities that must be carried out by goods and service companies to maintain the continuity of their business. This is because marketing is one of the company's activities that is directly related to consumers. Therefore, marketing activities can be defined as human activities related to the marketing market, working with target markets to create potential exchanges that satisfy human needs and wants. Therefore, marketing success can be said to be the key to a company's success (Rambe and Aslami, 2022).

Marketing strategy means a special form of management art to attract more target markets, determine positioning, mix and know the amount spent. Marketing can also be defined as the starting point for the success of commercial production by considering all kinds of factors in determining strategy and functioning as a

vehicle affiliated with consumers. Every company is required to always develop strategies to face various threats, both external and internal, and seize the opportunities they get (Khotib and Samanhudi, 2022) .

Marketing strategies are created to guide managers on how products or services reach consumers and how to motivate them to purchase them. Strategies are created to direct an organization's efforts and resources toward a desired, agreed-upon goal, and are concretely realized through new service marketing programs (Farty, 2023) .

Hospital marketing is a crucial element. The goal of hospital marketing is to introduce the hospital to the wider community, provide clear information about the hospital's facilities and service capabilities to the community and all hospital residents, build and maintain the hospital's image through public trust and appreciation of the hospital's capabilities, and optimally utilize hospital resources. Furthermore, the hospital also hopes for increased revenue (Tri Handayani et al., 2022) .

Inpatient installation is a non-structural service unit that provides facilities and organizes inpatient service activities. Inpatient care is a group of health services provided in hospitals that combines several service functions. Patients admitted to the hospital are those requiring intensive care or close observation due to their illness (Linda, 2021) .

Minimum service standards (Minister of Health Decree 129 of 2008) are provisions regarding the type and quality

of basic services which are mandatory regional affairs that every citizen has the right to receive at a minimum. Apart from that, it is also a technical specification regarding the minimum service benchmarks provided by the Public Service Agency.

By compiling the SPM, it is hoped that it will help in implementing the Minimum Service Standards in hospitals. This SPM can be used as a reference for hospital managers and related elements in carrying out planning, financing and implementation of each type of service. Implementation of services in inpatient installations is related to medical services and clinical support including medical records and facility maintenance activities.

Digital transformation refers to the process and strategy of using digital technologies to rapidly change the way businesses operate and serve consumers. Digital transformation is essential for promoting healthcare services and growing businesses. Strategic thinking in this case means attracting new patients and offering quality healthcare services, thereby ensuring their satisfaction and the likelihood of them recommending the healthcare facility further.

The significant role of social networking sites in promoting high-response services may be due to targeted service promotions. Hospitals can employ effective strategies to promote high-quality services to win market competition (Siti Nur Ainun Nadiyah and Diansanto Prayoga, 2024).

Segmentation, Target and Positioning Model is a marketing system process for running a business or enterprise and is part

of In marketing and marketing strategies, the STP marketing model focuses primarily on the consumer approach, not the product. This model focuses on selecting the most valuable business segments when designing product marketing strategies to ensure more relevant messaging for each consumer segment. (Choerunisa et al., 2024) .

In today's digital era, the rapid development of health information has enabled the public to freely access and disseminate information online, using the internet and social media. Therefore, one way hospitals can promote their superior services and gain competitive advantage in the market is through effective strategies, one of which is utilizing social media as a digital marketing tool in hospitals (Merrynda and Andriani, 2023) .

In the context of healthcare, hospitals are not only required to provide quality medical services but also to strategically manage their organizations to compete in the increasingly competitive healthcare industry. Patient visits are a key indicator of a hospital's success, reflecting the level of public trust and the institution's financial stability (Sudrajat et al., 2025) .

The presence of social media can enhance the image of organizations and individual healthcare professionals, expand their reach, and support changing consumer demand for appointments at healthcare facilities. Hospitals can utilize social media as a promotional tool, helping consumers understand their treatment options, and soliciting feedback on the services provided.

Social media can be used as a tool to reach patients and reduce anxiety

regarding their treatment . The rise of internet access has transformed consumer interaction patterns from passive to active, seeking health information. Initially, consumers obtained health information from one-way websites (receiving information), but now many social media platforms are emerging that are two-way (receiving and disseminating information) (Farty, 2023) .

Amidst the development of information technology and changes in people's behavior that are increasingly digital, social media and information technology have become important tools in hospital marketing and management strategies. The presence of digital platforms such as Instagram, Tik Tok, Facebook, YouTube, and the hospital's official website provides a great opportunity to build a positive image, increase interaction with patients by reaching a wider audience. In addition, the health information system (SIMRS), telemedicine services and improving the quality of services .

Social media allows hospitals to interact directly and in real time with potential patients and the general public. Through the comments, direct message, live chat, and question and answer column features, hospitals can respond to questions, complaints, or requests for information quickly and accurately. This responsiveness is one of the factors that influences patient perceptions of the hospital's professionalism and concern.

Hospitals that actively engage in two-way communication through social media tend to have higher levels of engagement and a better reputation with the public.

This has a direct impact on increased patient trust and visits. (Rahmadini et al., 2025) .

In the world of health, the image and reputation of a hospital greatly determines public trust. Social media is an effective tool for building brand awareness for healthcare institutions, including the values embraced by the hospital. Educational content, patient testimonials, videos of medical procedures, and even live broadcasts of health seminars are examples of content marketing strategies that can demonstrate a hospital's professionalism and concern for the community.

Social media platforms like Instagram and Facebook have proven effective in increasing hospital awareness. Through visual content, patient testimonials, and competitive approaches , hospitals can reach a wider audience by building a positive public image. This strategy allows hospitals to interactively showcase their superior services (Rahmadini et al., 2025) .

One of the main advantages of using social media in a hospital's strategy is the ability to segment and target specific audiences. For example, paid social media ads can be targeted at specific age groups , geographic regions, or even specific interests and health conditions.

This strategy is especially beneficial for hospitals looking to promote flagship services such as heart surgery, maternal and child services, or telemedicine services. With proper targeting, promotions not only save budget, but also provide more optimal results in increasing the number of patient visits.

RESEARCH METHODS

A. Research Approach and Type

1. Research Approach

This study employed a qualitative approach as the primary method for data collection and analysis. This approach was chosen as an alternative to broaden understanding and interpret various aspects of the research subjects' experiences, such as behavior, perceptions, motivations, and actions. This study was conducted to analyze marketing strategies to increase inpatient visits at Multazam Hospital, Gorontalo (Safrudin et al., 2023) .

A qualitative approach aims to explore the meaning behind social phenomena through subjective interpretations from various stakeholder perspectives. In the context of this research, a qualitative approach provides an opportunity for researchers to explore the direct experiences of stakeholders, thereby gaining a holistic understanding of the strategies and factors involved in increasing inpatient visits at Multazam Hospital, Gorontalo.

2. Types of research

In this study, a descriptive research type was used. This research was chosen because it is able to provide an in-depth, contextual, and detailed understanding of the phenomenon being studied, namely Marketing Strategies in Increasing Inpatient Visits.

B. Method of collecting data

1. Data collection technique

a. Observation

Observation is a data collection method carried out by directly observing the object being studied,

either in the context of certain behavior, events or situations, to obtain relevant and in-depth information. The observation data collection method not only measures the attitudes of respondents, but can also be used to record various phenomena that occur. (Nashrullah et al., 2023) .

b. Interview

Interviews are a data collection technique conducted through face-to-face meetings and direct question and answer sessions between researchers and informants. With the advancement of technology, interview methods can also be conducted through certain media, for example, telephone, email, or video calls via Zoom or Skype (Nashrullah et al., 2023) . In this method, researchers conducted direct interviews with informants who were the data sources in the research related to Marketing Strategies in Increasing Inpatient Visits at Multazam Hospital, Gorontalo. The informants were the Hospital Director, the Finance Manager (Public Relations), and Public Relations staff.

c. Documentation

The definition of documentation according to KBBI is the activity of collecting, selecting, managing and storing information about a science. (Ayumsari, 2022) . Documentation is a data collection method carried out by researchers by collecting data in the management unit of Multazam Hospital Gorontalo.

2. Research Stages

The research stages carried out at Multazam Hospital, Gorontalo:

- a. Asking for the consent of the informants being interviewed.
- b. Conducting interviews with three informants, namely the Hospital Director and two Public Relations officers, regarding strategies for increasing patient visits. The questions asked were related to strategies for increasing visits at Multazam Hospital, Gorontalo.
- c. Carry out documentation during the interview process.

3. Data analysis

a. *Data Reduction*

The data obtained from the field is quite extensive, therefore, it needs to be recorded carefully and in detail. As previously stated, the longer a researcher spends in the field, the more extensive, complex, and complex the data will become . Data reduction means summarizing, selecting key points, focusing on important points, and searching for themes and patterns. This reduced data provides a clearer picture, making it easier for researchers to conduct further data collection and search for data when needed (Sugiyono, 2020) .

In this study, researchers conducted data reduction based on interviews, observations, and documentation regarding marketing strategies to increase inpatient visits at Multazam Hospital, Gorontalo. Data deemed irrelevant was eliminated, while data that aligns with the research focus was categorized.

b. *Data Presentation (Data Display)*

After the data has been reduced, the next step is to display the data. In

quantitative research, data can be presented in tables, graphs, *pie charts*, pictograms, and the like. These presentations organize the data and structure it into relationships, making it easier to understand. In qualitative research, data can be presented in the form of brief descriptions, charts, and relationships between categories. *Flowcharts* and similar tools. The most frequently used method for presenting data in qualitative research is narrative text (Sugiyono, 2020) . In this study, researchers presented data in the form of descriptive narratives containing direct quotes from informants, as well as observations and documentation.

c. *Verification/Concussion Drawing*

The initial conclusions presented are still provisional and will change if strong supporting evidence is found in the next data collection phase. However, if the conclusions presented in the initial phase are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions presented are credible (Sugiyono, 2020) .

At this stage, researchers begin to formulate meaning from the data compiled through the previous data reduction and presentation processes. The conclusions drawn are tentative and therefore require further verification to ensure their accuracy and consistency. The conclusions in this study are based on the previously reduced and presented findings.

RESEARCH RESULT

A. Description Of Research Results

This research was conducted from 22 to 27 August 2025. The aim of the research is to determine the Marketing Strategy in Increasing Inpatient Visits at Multazam Hospital, Gorontalo, in accordance with the focus, sub-focus, research objectives, and established conceptual framework. The methods used in this research include observation, interviews, and documentation. Interviews were conducted using interview guidelines that were prepared as a reference for researchers to gather all information related to the research.

In this study, the researcher utilized a mobile phone as a supporting medium to record the results of interviews with informants. The interview process was stopped when the data obtained was deemed sufficient to meet the research needs. All recordings are confidential, and only the researcher has access. In this chapter , the discussion begins with a description of the characteristics of the informants, of whom there were three (3) in this study. Below are the informants' identities, explained in the table of informant characteristics as follows:

No	Informant	Initials	Type Sex	Position
1	Informant 1	Republic of Indonesia	L	Hospital Director
2	Informant 2	SP	P	Finance Manager (Public Relations)
3	Informant 3	IN	P	Public Relations

The description in the table of informant characteristics above consists of

three people, namely the Director of Multazam Hospital Gorontalo (informant 1), the Financial Manager (Public Relations) (informant 2), and Public Relations (informant 3). Informant 1, as the hospital director, was chosen because he could provide broader information regarding marketing strategies. Meanwhile, informants 2 and 3 were chosen because Multazam Hospital does not yet have a dedicated marketing team, so Ms. Indah and Ms. Tya concurrently serve as the marketing team at Multazam Hospital Gorontalo.

Based on the results of the interview process with informants, the following was obtained:

1. Marketing Strategy Implemented by Multazam Hospital, Gorontalo

a. Types of marketing strategies that have been implemented

Hospital marketing strategy is a series of efforts made by hospital management to introduce health services, increase public trust and attract and retain patients. This strategy is crucial because competition between hospitals is increasingly fierce, especially with the presence of government hospitals and clinics offering similar healthcare services. This can be seen in the following informant's statement:

statement 1 Dr. Renny Ibrahim (Hospital Director) : " From the outset, *the hospital's marketing strategy has been tailored to patient needs and service delivery. For example, promotions are conducted through social media, displaying specialist*

doctors' practice schedules. In addition, the hospital also provides free services for underprivileged people who are not registered or not covered by BPJS. The social media most widely used in this promotion include Facebook and Instagram, because they are considered effective in reaching a wider audience" (RI, 22/8/2025).

Statement by informant 2 Mrs. Setya Purnamasari, SE (Public Relations) : " *Hospital marketing strategies can be implemented through social media or direct outreach. However, social media is the most dominant tool because it is considered faster, easier to access, and can reach the public daily. Meanwhile, direct outreach is usually carried out by participating in certain programs or activities implemented in collaboration with various parties, for example with banks or at events that provide health screening services. These activities are also an effective marketing strategy in introducing hospital services to the public."* (SP, 27/8/2025).

Statement from informant 3 Mrs. Indah Nento (Public Relations) : " *The hospital's marketing efforts encompass various media, both online and offline. Online media include Facebook, Instagram, and the hospital's official website. Promotion is also conducted through print media such as flyers and brochures."* (IN, August 27, 2025).

Based on the informants' statements, it can be concluded that the marketing strategy implemented by the hospital focuses more on digital promotion through social media such as Facebook, Instagram, and websites,

because it is considered faster, easier to access, and able to reach a wider community every day. In addition, marketing is also carried out through partnership activities and participation in social events or programs, such as free health checks in collaboration with other agencies, and providing free services to underprivileged communities not covered by BPJS. In addition, the hospital still utilizes printed promotional media such as brochures or flyers to support information dissemination.

- b. The marketing strategy that most attracts inpatients

The marketing strategy that most attracts inpatients is providing quality services with a humanistic approach, supported by complete facilities, and promotions that are clear and easily accessible to the public. Friendly, fast, and professional service makes patients feel comfortable and confident in being treated. This can be seen from the following informant's statement:

statement 1 Dr. Renny Ibrahim (Hospital Director) : *" Through social media, particularly Facebook, hospitals post doctors' practice schedules. This way, the public can clearly see when specialists will be on duty" (RI, August 22, 2025).*

Statement from informant 2, Mrs. Setya Purnamasari , SE (Public Relations): *" To encourage people to choose a hospital, the primary focus is service quality. Improving service quality will help patients feel more comfortable and confident in the hospital. This improvement encompasses the quality*

of human resources, the completeness and sophistication of medical equipment, supporting facilities, environmental cleanliness, and ease of administrative processes during patient registration. Therefore, marketing strategies should not only be implemented externally through promotions but also need to be balanced with improvements in the quality of service within the hospital. As long as patients receive good care, doctors and nurses provide friendly and professional service, and cleanliness and food are maintained, patients will be satisfied. This satisfaction is a crucial factor in patient return to the hospital when they need services, and is also an effective strategy for attracting inpatients. (SP , 27/8/2025).

Statement by informant 3, Mrs. Indah Nento (Public Relations): *"Direct marketing to patients and online marketing through social media, quality of service, completeness of medicines, completeness of examinations, completeness of supporting examinations" (IN , 27/8/2025).*

Based on informants' statements, it can be concluded that the marketing strategy that most attracts inpatients at Multazam Hospital in Gorontalo is a combination of effective promotion and improved internal service quality. Promotion through social media, such as Facebook, makes it easier for the public to obtain information about doctors' practice schedules and hospital services. However, this strategy must be supported by excellent service quality, including friendliness and

professionalism of medical personnel, complete facilities and medical equipment, environmental cleanliness, and ease of administration. In addition, direct marketing to patients and online further strengthens the hospital's positive image. Thus, the main key to attracting inpatients lies in the synergy between quality services, complete facilities, and clear and easily accessible promotions, which together can foster patient trust and loyalty.

2. Factors influencing patient visits

a. Causes of fluctuations in the number of inpatients

Fluctuations in the number of inpatients are fluctuations in the number of patients treated in hospital over a certain period. This can be seen from the following informant's statement:

Statement of informant 1 Dr. Renny Ibrahim (Hospital Director): *"The decline occurred normally, perhaps as a result of the decreasing morbidity rate"* (RI, 22/8/2025).

Statement from informant 2, Ms. Setya Purnamasari, SE (Public Relations): *"One of the reasons for the decline in the number of patients could be due to the relatively healthy condition of the community so that not many people need health services. In addition, there are other possible factors such as full hospital capacity so that patients have to wait longer to receive services"* (SP, 27/8/2025).

Statement by informant 3, Mrs. Indah Nento (Public Relations): *"The reduction in specialist doctors is due to changes in external regulations"* (IN, 27/8/2025).

Based on the informant's statement above, it can be concluded that fluctuations in the number of inpatients are caused by several factors, both community-based and internal and external to the hospital. The decrease in patient numbers can occur naturally due to a decrease in morbidity rates in the community, thus reducing the need for inpatient services.

Furthermore, limited hospital capacity, such as bed availability, can also force patients to wait or seek care elsewhere. Internally, the reduced number of specialist doctors limits the types of services available.

Meanwhile, external factors in the form of changes in regulations or policies from external parties, such as the government or BPJS, also influence the flow of services and the number of inpatients. Thus, patient fluctuations are the result of a combination of public health conditions, hospital capacity, availability of medical personnel, and applicable regulations.

b. Dominant factors influencing patient decisions

The dominant factor influencing patient decisions is the primary or most influential factor that forms the basis of patient considerations when choosing healthcare services, particularly inpatient care. This dominant factor is typically more influential than other factors, and can therefore be the final determinant of whether a patient chooses to be treated at one hospital or another. This can be seen in the following informant's statement:

Statement of informant 1 Dr. Renny Ibrahim (Hospital Director): " *Multazam Hospital excels in obstetrics, supported by three obstetrician-gynecologists. Based on field monitoring, these specialists are highly sought after by the public. This has become a key marketing strategy, highlighting the presence of these well-known obstetricians in Gorontalo.* " (RI, August 22, 2025).

Statement from informant 2, Ms. Setya (Public Relations): " *One of the attractions of a hospital lies in the presence of specialist doctors, facilities, and the quality of service provided. For example, in medication services, nurses deliver medication directly to patients so that patients do not need to collect it themselves. This is a form of service that makes it easier for patients and also reflects the hospital's commitment to providing comfort* " (SP, 27/8/2025).

Statement by informant 3 Mrs. Indah Nento (Public Relations): " *The most dominant factors are the easily accessible location and specialist and experienced doctors* " (IN, 27/8/2025).

Based on the informants' statements, it can be concluded that the dominant factor influencing patients' decisions to choose inpatient care at Multazam Hospital in Gorontalo is the presence of specialist doctors, particularly obstetricians, who are widely known and in demand by the public. Furthermore, the quality of services provided by the hospital, such as ease of obtaining medication, friendly medical staff, and comfortable facilities, are also key considerations for

patients. Another contributing factor is the hospital's strategic and easily accessible location, which makes it easier for patients to access healthcare services. Thus, patient decisions are strongly influenced by the combination of specialist doctor competence, service quality, adequate facilities, and hospital accessibility.

c. Internal and external factors in marketing

Internal factors in marketing are all aspects that originate from within the organization and can be controlled by management, such as service quality, human resources, infrastructure, and management systems, which reflect the company's strengths and weaknesses in implementing marketing strategies. External factors in marketing are conditions that originate outside the organization and are difficult to control, yet significantly influence marketing success. This can be seen in the following informant's statement:

Statement by informant 2, Ms. Setya Purnamasari, SE (Public Relations): " *Internally, hospitals need to conduct continuous evaluations of their nursing staff, both regarding their competence and performance. Furthermore, physician compliance, the performance of medical support staff, and the quality of hygiene services must also be a primary concern. This is important so that promotions carried out externally are in line with the reality of services in the hospital, so as not to cause patient disappointment. Meanwhile, externally, one of the challenges faced is the BPJS regulations. Often, information*

disseminated through social media is not fully implemented in hospitals, leading to confusion among the public (SP, August 27, 2025).

Statement from informant 3, Mrs. Indah Nento (Public Relations): " *Internal factors are limited resources in the IT field and creative team, external factors are the large number of competitors who are aggressive with marketing strategies (IN , 27/8/2025).*

Based on the interview results above, it can be concluded that internal factors in hospital marketing include the quality and competence of healthcare workers (nurses, doctors, medical support staff), medical staff compliance, hygiene services, and limited resources in the IT and creative teams . Meanwhile, external factors include BPJS regulations and policies that frequently change or are not yet in sync with public information, as well as intense competition from other hospitals that are aggressively implementing marketing strategies. These factors significantly influence the success of hospital marketing strategies in attracting and retaining patients.

3. Organizational and management support

a. The existence of a special marketing team

The existence of a dedicated marketing team is the formation of a unit or working group specifically responsible for designing, implementing, and evaluating an organization's marketing strategy, including hospitals. This team functions

to manage promotional activities, maintain the institution's image, optimize the use of media (both conventional and digital), and build relationships with the public and partners. With a dedicated marketing team , marketing strategies can be implemented in a more focused, consistent, and professional manner, thereby increasing competitiveness and attracting consumer or patient interest. This can be seen from the following informant interviews:

Statement by informant 1 Dr. Renny Ibrahim (Hospital Director): " *We don't have a special marketing team yet, but we have public relations staff so we are public relations staff" (RI , 22/8/2025).*

Based on the interview results, it can be concluded that the hospital does not yet have a dedicated marketing team , but instead relies solely on public relations personnel to carry out promotional and communication functions with the public. This indicates that marketing efforts are not being carried out in a structured and professional manner through a dedicated marketing team .

4. Cooperation with external parties

Collaboration with external parties is an effort undertaken by organizations, including hospitals, to establish partnerships with institutions or agencies outside the organization to support the achievement of shared goals, particularly in the areas of marketing and service. This form of cooperation can take the form of collaboration with the government, BPJS,

insurance companies, banks, educational institutions, and community organizations. Through external collaboration, hospitals can expand their service reach, increase public trust, strengthen promotions, and create added value that cannot be achieved solely by relying on internal resources. This can be seen in the following informant's statement:

Statement of informant 1 Dr. Renny Ibrahim (Hospital Director): *The hospital has long collaborated with BPJS as an effort to expand its service reach and facilitate public access to healthcare services.*" (RI, 22/8/2025).

Statement from informant 2, Mrs. Setya Purnamasari, SE (Public Relations): *"In addition to collaborating with BPJS, the hospital also forges partnerships with various other parties, such as private insurance companies, BPJS Ketenagakerjaan, Bank Indonesia, and Bank SolutGo. This collaboration is one strategy to expand access to services and increase public trust in the hospital."* (SP, 27/8/2025).

Statement from informant 3, Mrs. Indah Nento (Public Relations): *"Yes, we are collaborating with the network for referrals as outlined in the cooperation agreement"* (IN, 27/8/2025).

Based on the interview results, it can be concluded that the hospital has established various forms of collaboration with external parties. These collaborations include partnerships with the Social Security Agency (BPJS), private insurance, the Employment BPJS, and several institutions such as Bank Indonesia and Bank SolutGo. Furthermore, the hospital has also built a referral network

through cooperation agreements, demonstrating efforts to expand access to services and increase public trust through collaboration with various parties.

5. Evaluation and success of strategy

a. Changes in patient visit rates after the strategy was implemented

Changes in patient visit rates after the strategy is implemented are the difference in the number of patients visiting or being treated at the hospital before and after the marketing strategy or service improvement is implemented. These changes can include increases, decreases, or fluctuations in the number of patient arrivals. This can be seen in the following respondent statements:

Statement from informant 2, Mrs. Setya Purnamasari, SE (Public Relations): *"There have been changes, but they haven't been significant. This is because hospital marketing remains restricted by existing regulations. For example, sick patients cannot be directly categorized as emergency patients, but must first go through a first-level health facility. Therefore, even though the marketing strategy has been running well, the established service flow remains a determining factor in patient acceptance."* (SP, 27/8/2025).

Statement from informant 3 Mrs. Indah Nento (Public Relations): *"Yes"* (IN, 27/8/2025).

Based on the statement above, it can be concluded that even though the hospital marketing strategy has been implemented, changes in the number of patient visits have not been very significant. This is due to the existence

of referral system rules, where patients must go through first-level health facilities before being referred to a hospital, so that this process limits the direct impact of marketing on increasing patient visits.

b. Effectiveness of marketing strategy

Marketing strategy effectiveness is a measure of the extent to which the implemented marketing strategy is able to achieve its stated goals, such as increasing patient numbers, expanding market reach, building a positive hospital image, and improving patient satisfaction and loyalty. This can be seen from the following statement:

Statement of Informant 2 Mrs. Setya Purnamasari, SE (Public Relations): "*Yes, but not yet very significant*" (SP, 27/8/2025).

Statement by informant 3, Mrs. Indah Nento (Public Relations): "*Yes, but not very significant*" (IN, 27/8/2025)

Based on this statement, it can be concluded that the marketing strategy implemented has had an impact on increasing patient visits, but the changes are not yet very significant. This shows that the results achieved still need to be optimized so that the marketing strategy is more effective in attracting patients.

DISCUSSION

1. Marketing Strategies Implemented by Hospitals to Increase the Number of Inpatient Visits

Based on the research results, the marketing strategies employed included utilizing social media (Facebook and Instagram), promotions through brochures, flyers, and banners, direct outreach to the

community, and establishing external partnerships with the Social Security Agency (BPJS), banking institutions, and the private sector. This strategy was chosen because the hospital lacked a dedicated marketing team, and therefore relied on cross-departmental collaboration, such as public relations and management.

These findings indicate that hospitals have integrated traditional and digital marketing methods. These results align with research by Ramadhani et al. (2023), which confirmed that the marketing mix, specifically product, price, place, and promotion, significantly impacts patients' decisions to use inpatient services. Similarly, research by Linggih (2020) found that hospitals need to formulate marketing strategies by considering internal and external factors, including through a SWOT analysis, to increase their attractiveness and competitive advantage.

Thus, Multazam Hospital's marketing strategy shows a combination of external promotion and strengthening cooperation, although it is not yet fully optimal.

2. Implementation of Hospital Marketing Strategies to Increase Inpatient Visits

The implementation of marketing strategies is not only limited to promotion, but also touches on aspects of internal service quality, such as the friendliness of medical personnel, speed of service, comfort of inpatient facilities, and professionalism in patient care. This is important because marketing is not only focused on attracting new patients, but also maintaining the satisfaction of existing patients so they remain loyal.

Data on inpatient visits over the past six months shows fluctuations (from 695

patients in January to 783 in May, then dropping to 660 in June). This suggests that despite the implementation of marketing strategies, consistent results have not been achieved. This condition strengthens the research results of Nurmaeni (2024) and Nu'man (2023) which show a significant relationship between marketing strategy and service quality on the interest in repeat visits of inpatients.

Both previous studies emphasized that marketing success will be maximized if service quality is also maintained. This study supports this conclusion, stating that marketing strategies implemented without good service quality will not produce optimal results in the long term.

3. Internal and External Factors Influencing the Implementation of Hospital Marketing Strategies

Based on the interview results, internal and external factors that influence the implementation of marketing strategies at Multazam Hospital. From the internal side, the factors found are the competence of medical and non-medical human resources, quality of service, as well as limited facilities, infrastructure, and a special marketing team.

The limited marketing team has resulted in an unstructured and unsustainable promotional strategy. Externally, influencing factors include BPJS regulations regarding the tiered referral system, competition with other private and government hospitals, and opportunities for collaboration with external parties. These findings align with Linggih's (2020) research, which suggests that hospital marketing strategies must

consider strengths, weaknesses, opportunities, and threats (SWOT) to ensure the strategy is formulated appropriately for the organization and its environment.

Furthermore, research by Wiratman et al. (2023) also confirmed that internal factors, such as human resource quality, infrastructure, and service quality, significantly influence patient satisfaction levels and lead to increased visits. Thus, this study reinforces previous findings that marketing strategies are inextricably linked to both internal and external hospital factors.

Overall, the results of this study confirm that the marketing strategy of Multazam Gorontalo Hospital has integrated external promotions through social media, flyers, brochures, and direct socialization with efforts to improve the quality of internal services. However, the effectiveness of this strategy still faces challenges in the form of limited human resources, infrastructure, and dependence on external regulations.

Compared with previous research, this study provides a contextual contribution by highlighting the implementation of marketing strategies in developing private hospitals in Gorontalo. These findings also complement previous research that has focused on the relationship between marketing and service quality, providing a practical illustration that successful hospital marketing requires synergy between promotion, service quality, human resource competency, facilities, and adaptation to regulations and external competition.

Thus, it can be concluded that a comprehensive and consistent marketing strategy is an important key to increasing inpatient visits sustainably.

CONCLUSION

1. Marketing strategies implemented by Multazam Gorontalo Hospital

The marketing strategy implemented includes a combination of external promotion and internal service quality improvement. Externally, the hospital utilizes social media (Facebook and Instagram) for information and promotion of healthcare services, distributes brochures and flyers, conducts direct outreach to the community, and builds external partnerships with the Social Security Agency (BPJS), banks, and other private entities.

Internally, the marketing strategy is also implemented through improving service quality, including the friendliness of medical personnel, speed of service, comfort of inpatient facilities, and professionalism of hospital staff. This demonstrates Multazam Hospital's efforts to implement a comprehensive marketing strategy, although it is not yet fully structured due to the lack of a dedicated marketing team.

2. Implementation of Marketing Strategy at Multazam Hospital, Gorontalo

The implementation of marketing strategies has been shown to have a positive impact on increasing the number of inpatient visits, although monthly visitation fluctuations persist. In some periods, patient numbers have increased, while in others, they have decreased. This indicates that the existing marketing strategy has not been consistently

implemented and requires evaluation and strengthening.

These findings confirm that hospital marketing success is determined not only by promotions but also by the patient experience during treatment. Service quality is a crucial factor in determining whether patients will return for treatment, so marketing strategies must be in line with improving service quality.

3. Internal and external factors influence the effectiveness of marketing strategies at Multazam Hospital, Gorontalo.

Internal factors include human resource competency, service quality, limited infrastructure, and the lack of a dedicated marketing team. External factors include BPJS Kesehatan regulations regarding the tiered referral system, competition with other hospitals (both private and public), and opportunities for collaboration with external parties such as government and private institutions. These two factors are interrelated, as internal limitations can hinder the utilization of external opportunities, while external regulations can also limit the effectiveness of designed marketing strategies.

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