

## Marketing Strategy Analysis to Increase the Number of Medical Check-Up Patients at Sawahlunto Regional General Hospital

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### Abstrak

Latar Belakang : Rumah Sakit Umum Daerah (RSUD) Sawahlunto menghadapi tantangan dalam meningkatkan jumlah pasien Medical Check Up (MCU). Jumlah pasien MCU mengalami penurunan dari 416 pasien pada tahun 2023 menjadi 160 pasien pada tahun 2024. Dalam menghadapi persaingan dengan rumah sakit lain, diperlukan strategi pemasaran yang tepat untuk meningkatkan angka kunjungan pasien MCU dan memperkuat posisi RSUD Sawahlunto sebagai penyedia layanan kesehatan yang terpercaya. Tujuan penelitian ini bertujuan untuk menganalisis strategi pemasaran yang dapat diterapkan guna meningkatkan jumlah pasien MCU di RSUD Sawahlunto. Penelitian ini mengidentifikasi faktor kekuatan, kelemahan, peluang, dan ancaman (SWOT) serta mengevaluasi strategi segmentasi, targeting, positioning (STP), dan bauran pemasaran yang paling efektif. Metode penelitian ini menggunakan pendekatan kualitatif dan kuantitatif dengan teknik pengumpulan data melalui wawancara mendalam, observasi, dan studi dokumentasi. Analisis dilakukan menggunakan metode SWOT, matriks Internal-External (IE), serta metode Quantitative Strategic Planning Matrix (QSPM) untuk menentukan alternatif strategi pemasaran yang optimal. Hasil penelitian menunjukkan bahwa beberapa faktor yang mempengaruhi rendahnya jumlah pasien MCU di RSUD Sawahlunto antara lain kurangnya promosi yang efektif, keterbatasan layanan tambahan, dan persaingan dengan rumah sakit lain. Melalui analisis SWOT, ditemukan strategi utama yang dapat diterapkan, seperti penguatan pemasaran digital, kerjasama dengan perusahaan untuk layanan MCU karyawan, serta peningkatan kualitas pelayanan dan fasilitas MCU. Kesimpulan penelitian ini strategi pemasaran yang tepat sangat diperlukan untuk meningkatkan jumlah pasien MCU di RSUD Sawahlunto. Dengan menerapkan bauran pemasaran yang efektif, seperti promosi yang lebih agresif, peningkatan layanan pelanggan, serta optimalisasi strategi harga dan distribusi, RSUD Sawahlunto dapat meningkatkan daya saingnya dalam layanan MCU.

**Kata kunci :** Medical Check Up, Strategi Pemasaran, Rumah Sakit, Bauran Pemasaran

### Abstract

Background : Sawahlunto Regional General Hospital (RSUD Sawahlunto) faces challenges in increasing the number of Medical Check-Up (MCU) patients. The number of MCU patients decreased from 416 in 2023 to 160 in 2024. In order to compete with other hospitals, an appropriate marketing strategy is needed to boost patient visits for MCU services and to strengthen RSUD Sawahlunto's position as a trusted healthcare provider. This study aims to analyze marketing strategies that can be implemented to increase the number of MCU patients at RSUD Sawahlunto. The study identifies strengths, weaknesses, opportunities, and threats (SWOT) and evaluates the most effective segmentation, targeting, positioning (STP), and marketing mix strategies. This research uses a qualitative and quantitative approach with data collection techniques including in-depth interviews, observations, and document studies. The analysis is conducted using the SWOT method, Internal-External (IE) matrix, and Quantitative Strategic Planning Matrix (QSPM) to determine optimal marketing strategy alternatives. The results of the study show that several factors contribute to the low number of MCU patients at RSUD Sawahlunto, including a lack of effective promotion, limited additional services, and competition

with other hospitals. Through SWOT analysis, key strategies were identified, such as strengthening digital marketing, establishing partnerships with companies for employee MCU services, and improving the quality of MCU services and facilities. The study concludes that an appropriate marketing strategy is essential to increase the number of MCU patients at RSUD Sawahlunto. By implementing an effective marketing mix—such as more aggressive promotions, improved customer service, and optimized pricing and distribution strategies—RSUD Sawahlunto can enhance its competitiveness in providing MCU services.

**Keywords:** Medical Check-Up, Marketing Strategy, Hospital, Marketing Mix

## **INTRODUCTION**

Competition among hospitals in providing healthcare services is becoming increasingly competitive. Not only curative services, but also promotive and preventive services such as medical check-ups (MCU) have become an important focus in supporting public health and hospital revenue. Amidst demands for improved service quality and financial pressure, RSUD Sawahlunto is a type C regional hospital that serves as the main referral center in the Sawahlunto City area and its surroundings. RSUD Sawahlunto faces significant challenges in maintaining and increasing the number of MCU patient visits. The decrease in the number of patients from 416 people in 2023 to only 160 people in 2024 indicates a problem in the marketing strategy and the attractiveness of these services.

In the context of laws and regulations, periodic health examinations are a company's obligation to its workforce, which should be a great opportunity for hospitals, especially regional hospitals like RSUD Sawahlunto. However, reality shows that this opportunity has not been optimally utilized. Competition from other hospitals, limited additional services, and

a lack of effective promotion are suspected to be inhibiting factors for the growth of MCU patients at RSUD Sawahlunto.

Hospitals as public service institutions are inseparable from the principles of modern marketing management oriented towards customer needs. Therefore, the utilization of marketing strategies based on segmentation, targeting, and positioning (STP) analysis, as well as the application of the marketing mix (product, price, place, promotion) becomes highly relevant to address these challenges. This research was conducted with the aim of analyzing the most appropriate and relevant marketing strategy to increase the number of MCU patients at RSUD Sawahlunto, using a SWOT analysis approach, IE matrix, and strategy mapping with the Quantitative Strategic Planning Matrix (QSPM) method.

## **OBJECTIVE**

To analyze marketing strategies that can be applied to increase the number of MCU patients at RSUD Sawahlunto. This research identifies strengths, weaknesses, opportunities, and threats (SWOT) factors and evaluates the

most effective segmentation, targeting, positioning (STP), and marketing mix strategies.

## **METHOD**

This research uses an integrated qualitative and quantitative approach (mixed methods). Qualitatively, data collection was carried out through in-depth interviews with hospital leaders, MCU officers, and informants from agencies collaborating with RSUD Sawahlunto. Observations of service flow and supporting MCU facilities were also conducted to complete the data. Meanwhile, quantitative aspects were analyzed using strategic tools such as SWOT, IE Matrix, and QSPM. SWOT analysis was performed to identify internal strengths and weaknesses, as well as external opportunities and threats affecting MCU service performance. Furthermore, the hospital's strategic position was mapped through the IE Matrix, which groups organizations into strategy quadrants. The final strategy selection was made through QSPM, which compares the relative attractiveness of various emerging strategy alternatives. The research was conducted at RSUD Sawahlunto from January to March 2025. The main informants consisted of the Director, Marketing and Public Relations Section, Medical Services Section, Head of Outpatient Installation, Head of Polyclinic Room, and MCU Staff. Data was analyzed with source triangulation to increase the validity of the results.

## **RESULTS**

RSUD Sawahlunto is a type C hospital equipped with various specialist services and supporting facilities, including medical check-up services that are digitally available with the use of SIMRS. However, despite adequate facilities and infrastructure, the number of MCU patient visits has continued to decline significantly in the last year. Based on observations and interviews with internal informants, several key obstacles were identified, including insufficient massive promotion, limited variety of MCU service packages, and lack of synergy with local companies as the primary target market.

Macro external environmental analysis shows that Sawahlunto City has sufficient demographic and economic potential to support the development of MCU services, supported by the presence of industrial sectors and mining companies. However, at the micro level, the hospital faces challenges from competitors who have established corporate partnerships earlier and offer more flexible service packages.

Internally, RSUD Sawahlunto has strengths in information system integration and abundant nursing human resources. However, weaknesses are still found in service diversification, lack of training for marketing personnel, and low public awareness of the existence of MCU services.

Through SWOT analysis, it was found that the most feasible strategies to implement

are the SO (Strength-Opportunity) strategy in the form of strengthening digital promotion and relationships with companies; the WO (Weakness-Opportunity) strategy in the form of developing service packages that suit industry needs; the ST (Strength-Threat) strategy in the form of improving service quality to counter competition; and the WT (Weakness-Threat) strategy in the form of restructuring the hospital's internal marketing organization.

The mapping results on the IE Matrix show that RSUD Sawahlunto is in a grow and build strategic position, which supports the need for increased investment in promotion and product development. The priority strategies from the QSPM analysis indicate that strengthening cooperation with local companies through the development of special employee MCU packages is the most potential step, followed by integrated digital marketing campaigns.

## **DISCUSSION**

### **1. Identifying the strengths of MCU at RSUD Sawahlunto**

#### **a. Has competent and professional general practitioners and specialists**

RSUD Sawahlunto has general practitioners and specialists who are competent in their fields. The presence of qualified medical personnel is very important to ensure accurate diagnosis and effective patient management. Professional medical personnel also contribute to increasing public trust in the services provided. According

to the World Health Organization (WHO) (2011), well-trained and highly competent medical personnel can improve public health outcomes and reduce the risk of medical errors.

#### **b. Sufficiently complete examination facilities**

The MCU service facilities at RSUD Sawahlunto for each package are equipped with complete medical devices, such as Abdominal USG, Thorax X-ray, ECG, Spirometry, Pap smear, supported by a laboratory that matches the package/request. These sufficiently complete facilities are a strength of the RSUD Sawahlunto MCU unit because they facilitate MCU examination services to customers/patients. According to the World Health Organization (WHO) (2011), the availability of complete health facilities, such as adequate diagnostic tools and laboratories, is a key factor in quality and sustainable healthcare.

#### **c. Provides a variety of flexible service packages**

The MCU unit of RSUD Sawahlunto has 3 service packages from package I to package III, where these packages vary with a complete package. Moreover, these packages are flexible according to customer requests/needs. Varied packages are a strength for the RSUD Sawahlunto MCU unit in selling its products, especially if these packages are added with more attractive variations. Consumers like products with quality, performance, and innovative features (Taufiq A., 2005).

#### **d. Easily accessible location in Sawahlunto city**

Medical Check Up as part of RSUD Sawahlunto is located in Sawahlunto city, is the only hospital in Sawahlunto city and is easily accessible. This is a potential strength for the MCU unit of Sawahlunto Regional Hospital. According to the World Health Organization (WHO) (2011), a strategic hospital location can increase the number of patients accessing healthcare services, especially for preventive services.

e. The information system already uses SIMRS Sawahlunto Regional Hospital is a hospital that no longer uses manual methods but has adopted the SIMRS application, which allows for more efficient patient data management, reduces the risk of administrative errors, and improves overall service quality. According to P.R. Smith (2001), the main element of an information system is knowing what type of information is needed, by whom, and when it is performed. A good information system can reduce costs, increase customer satisfaction, and improve organizational effectiveness.

2. Identifying the weaknesses of the MCU at Sawahlunto Regional Hospital

a. The MCU is not yet a separate organizational unit and is not in one location.

To be independent and manage all matters concerning the MCU, the MCU unit should be a separate unit and have its own dedicated space. One factor considered in customer satisfaction is complete facilities in a comfortable single location, a beautiful environment, and fast and timely service. Because Medical Check-Up

examinations are not in one location, examinations such as laboratory, radiology, and others are still combined with other outpatient polyclinic patients. This needs to be a concern because some hospitals have their MCU units in one location. According to research by Hidayati & Rahayu (2020) in the Journal of Health Service Management, this study states that hospitals with separate and independent MCU units show a 25% increase in patient satisfaction compared to hospitals where MCU services are still combined with other outpatient services. This is due to a faster service flow and a more comfortable environment for patients who come specifically for health examinations.

b. Not yet having a dedicated marketing team, so marketing planning is not integrated and promotion is lacking.

Based on the results of interviews and observations by researchers so far, the Medical Check-Up unit of Sawahlunto Regional Hospital does not yet have a separate/dedicated marketing team. Marketing efforts have been carried out by the hospital's marketing department, such as leaflet creation, but these are not coordinated and not continuously evaluated due to the absence of dedicated MCU marketing personnel. The lack of a dedicated marketing team means that marketing strategies have not been optimally implemented. Minimal promotion can lead to a low patient visit rate. According to Kotler (2002), coordinated marketing refers to two things: first, marketing functions, advertising, product

management, marketing research, and so on must be coordinated. Second, marketing must be coordinated with other departments, because marketing will not succeed if done by only one department, so all employees must be aware of the impact of their work on customer satisfaction. This means that the marketing concept requires organizations to perform internal as well as external marketing. To support MCU productivity, a self-contained marketing unit is very much needed to carry out its functions from planning, implementation, to marketing evaluation. The consideration is whether a dedicated marketing team for the MCU unit is truly needed, as this would certainly burden the hospital in terms of cost and additional human resources. However, it can be considered by assigning a marketing executive specifically to market the MCU to both companies and individuals and providing adequate rewards. The executive of this company sought a medical professional who understood the importance of MCU in maintaining health quality and had good interpersonal skills, so that marketing, especially to companies, could establish cooperation.

**c. Lack of Human Resources**

A shortage of labor can affect service efficiency and lead to a high workload for existing medical personnel. This can also affect the quality of services provided. However, in line with current conditions, with relatively few patients, the option of adding MCU unit human resources

may be worth considering after the frequency of visits increases, keeping in mind the cost if human resources are added. The focus is on adding human resources for MCU-specific marketing. Human resources are very important for the success of production and services. This is a weakness of the MCU unit at RSUD Sawahlunto. According to the World Health Organization (WHO) (2010), the availability of sufficient health personnel is very important in ensuring effective and quality services. A shortage of human resources can lead to excessive workload, increased risk of medical personnel fatigue, and reduced quality of services provided to patients.

d. No cooperation with companies or schools yet

Lack of cooperation with companies or schools is one of the main obstacles in developing MCU services due to the absence of strong partnerships with companies and educational institutions. However, the industrial and educational sectors have a high need for regular health check-up services for employees and students. Cooperation with companies can include annual health check-up programs for employees, often part of occupational health policies. In addition, many companies are required to ensure employee health in accordance with labor regulations. By building partnerships, MCU services can gain regular customers and improve business sustainability. On the other hand, educational institutions such as schools and universities also have great

potential for this cooperation. Health checks for students or new students, regular health and wellness education programs can be provided services. In addition to benefiting educational institutions in maintaining student health, this cooperation can also help raise health awareness from an early age. Therefore, strategic steps must be taken to strengthen cooperation with different companies and educational institutions. This can start with direct approaches, providing a series of special services for groups, and developing attractive marketing strategies for industry and education. According to the World Health Organization (WHO) (2018), WHO emphasizes that cooperation between health facilities and the industrial and educational sectors can increase access to preventive health services, such as regular health checks. This program not only benefits individuals but also contributes to increasing labor productivity and overall public health. And according to Kotler & Keller (2016) in Principles of Marketing, strategic partnerships with companies and educational institutions are one effective way to increase the number of regular customers in the healthcare service industry. With cooperation agreements, health facilities can have a more stable source of patients, thereby increasing operational efficiency and revenue.

e. Lack of public awareness of the importance of health

Low public awareness of the importance of routine health checks is a major challenge in

increasing the number of patients undergoing Medical Check-Up (MCU). Many people only use health services when they already experience symptoms of illness, not as a preventive measure. The main factors influencing this condition are a lack of health education, economic limitations, and a culture that considers health check-ups unnecessary if one does not feel sick. To address this, RSUD Sawahlunto needs to increase public awareness through community-based education programs, collaborate with institutions to provide more affordable health services, and conduct promotional campaigns through social media and direct outreach. Additionally, collaboration with companies and educational institutions can help expand the reach of MCU services. With a more proactive approach, it is hoped that more people will become aware of the importance of routine health check-ups, thereby fostering a stronger culture of disease prevention. According to the World Health Organization (WHO) (2018), public health awareness is greatly influenced by good education and access to information. Effective health campaigns can change public behavior from a curative mindset (seeking treatment when sick) to a preventive one (preventing illness before it occurs). WHO also recommends community-based health promotion to increase public awareness.

3. Identifying opportunity factors for RSUD Sawahlunto's MCU

a. Increase in Sawahlunto city's GRDP

According to Taufiq A. (2005), economic factors have a significant influence on marketing activities, such as Gross Domestic Product (GDP) in a country or GRDP in a region, which ultimately affects people's income. Income, in turn, affects people's purchasing power. Sawahlunto city has experienced an increase in GRDP from year to year. This can be an opportunity for the RSUD Sawahlunto MCU unit.

**b. High number of industrial and trade workers**

The development of the industrial and trade sectors from year to year also encourages labor absorption in these sectors. This needs special attention. The large number of workers presents an opportunity for the RSUD Sawahlunto MCU unit to collaborate with these industrial companies.

**c. Population increase**

The demand for goods and services is influenced by the population size. An increasing population will increase demand, in other words, it will also increase the need for goods and services. This population increase will also increase the need for health maintenance. Based on data from the Central Statistics Agency of Sawahlunto city, the population of Sawahlunto city in 2022 was 67,344 people, increasing to 67,769 people in 2023. This can be an opportunity to increase demand for healthcare, especially for Medical Check-ups.

**d. Regulations on occupational health and social security for workers**

Health Law No. 36 of 2009, summarized in chapter XII concerning occupational health, and Labor Law No. 13 of 2003, concerning the provision of social security to workers for their health examinations, which is a company's obligation to examine the health of its employees. This is an opportunity factor for periodic examinations for company employees to undergo examinations at the RSUD Sawahlunto MCU unit.

**e. Relatively high market share**

Market share is an opportunity for the RSUD Sawahlunto MCU unit. This can be seen from the report of the Central Statistics Agency of Sawahlunto city, namely:

- Out of the total population of Sawahlunto city in 2023, which was 67.76 thousand people, Barangin sub-district was the largest in population, with approximately 21.78 thousand people.
- Out of the total number of companies in Sawahlunto city in 2023, there were 116 companies with 2,604 employees.

**4. Identifying Threat Factors for the MCU Unit of RSUD Sawahlunto**

**a. Many other health institutions also provide MCU services**

The large number of health institutions offering Medical Check-Up (MCU) services has led to increasingly intense competition. Without an effective marketing strategy, this health service may lose market share. According to Kotler & Keller (2016) in *\*Marketing Principles\**, Kotler

emphasizes that branding and differentiation strategies are essential to winning competition. Health institutions that can build a reputation through quality services, service innovation, and effective marketing communication will have a competitive advantage.

**b. Geographical location less supportive**

Although RSUD Sawahlunto is located in the city center, the geographical conditions of Sawahlunto, which is hilly with limited road infrastructure, can affect accessibility, especially for people living in remote areas or those with inadequate transportation infrastructure. According to the World Health Organization (WHO, 2010), access to health services is influenced by geographical factors, transportation infrastructure, and the distribution of health facilities. Difficult geographical conditions, such as hilly or remote areas, can hinder people from accessing health services.

**c. More aggressive promotion by other hospitals**

Competition in health services is becoming tighter as many other hospitals carry out aggressive and extensive promotional activities. Competitors' marketing strategies include the use of digital media, partnerships with large companies, and various discount programs and attractive service packages for the public. If this health service does not immediately improve its marketing strategy, there is a risk of losing market share. Therefore, RSUD Sawahlunto needs to develop a more innovative marketing

approach, such as strengthening branding, increasing community engagement through social media, and organizing more engaging and sustainable health education and promotion programs. According to Kotler & Keller (2016), aggressive and effective marketing strategies are key to the competitiveness of a service. In the healthcare industry, strong promotion can raise public awareness of a health service, increase patient trust, and build long-term loyalty.

**5. Examining the Characteristics of MCU Users at RSUD Sawahlunto in Selecting Alternative Marketing Strategies**

The characteristics of MCU unit customers at RSUD Sawahlunto are intended to assess whether the selected strategy aligns with customer characteristics, as well as to ensure that marketing strategies match the segment, target market, and consumer needs.

- Age: Majority in the 21–40 year age group
- Gender: Majority male
- Source of financing: Self-funded or personal
- Residence: Majority reside in Sawahlunto city, particularly in Lembah Segar, Barangin, Silungkang, and Talawi subdistricts.

**6. Evaluating the Segmenting, Targeting, Positioning, and Marketing Mix Strategies of MCU RSUD Sawahlunto**

**a. Segmenting**

Market segmentation at RSUD Sawahlunto is based on demographic and geographic approaches. Demographic segmentation includes age, gender, occupation, and education. Geographically, the focus is on Sawahlunto City and surrounding areas such as Sijunjung Regency and Solok City. Interviews revealed that most Medical Check-Up patients are industrial and office workers who require regular MCU services to comply with labor regulations according to Minister of Manpower Regulation No. 02 of 1980.

**b. Targeting**

The target market at RSUD Sawahlunto consists of companies and institutions obliged to conduct periodic health checks for their employees. This group is considered the most potential and stable in demand due to formal obligations and continuous service use. The secondary target is the general public, especially the middle class, who have high awareness of early detection and disease prevention through comprehensive health checks. This segment is chosen because they are economically able to purchase services and show a growing tendency to use preventive services. This target market determination demonstrates RSUD Sawahlunto's focus on customer groups with high needs for MCU services and sufficient purchasing power, with the expectation of increasing visits and hospital revenue.

**c. Positioning**

RSUD Sawahlunto positions itself as a provider of quality Medical Check-Up (MCU) services at affordable prices. The positioning strategy applied is value-based positioning, offering high benefits at competitive costs. Service differentiation is supported by the use of the Hospital Information Management System (SIMRS) for fast and accurate service, flexible MCU packages, and short waiting times. To strengthen its market position, the hospital also develops digital promotions and improves service quality to create an image as a professional, reliable, and responsive MCU provider.

**d. Marketing Mix**

The MCU marketing strategy at RSUD Sawahlunto is developed based on internal and external factor analysis (IE and QSPM) and customer characteristics. This strategy refers to the 4Ps marketing mix: Product, Price, Place, Promotion.

- **Product Strategy:** Modification and development of check-up packages according to market needs, such as drug screening packages for students, women's packages, pre-marital packages, heart health packages, or specific packages based on occupational risk. Product development is based on market research, consumer needs, and strengthening the MCU brand.
- **Price Strategy:** Pricing is adjusted to unit cost and customer purchasing power, supported by

cost research to ensure efficiency and affordability.

- Place Strategy: MCU services are centralized in one location (one-stop service) to speed up processes, reduce waiting time, and improve customer satisfaction.

- Promotion Strategy: Promotion is expanded throughout Sawahlunto City and to companies via print media, seminars, presentations, and the creation of a dedicated MCU website. Promotional activities also include thematic discounts, giveaways, customer satisfaction surveys, complaint handling, and the formation of a dedicated MCU marketing team.

## 7. Formulating Alternative Marketing Strategies to Increase MCU Patient Visits at RSUD Sawahlunto

Alternative strategies were selected after conducting IE Matrix and SWOT Matrix analyses, followed by matching the alternative strategies from each analysis.

a. IE Matrix: This matrix is based on scores from the IFE Matrix (2.84) and EFE Matrix (2.45). The results show that the MCU unit of RSUD Sawahlunto is in Cell V, which corresponds to a “Hold and Maintain” strategy. According to David (1998), the recommended strategies include intensive strategies—market penetration, market development, and product development—and integrative strategies—forward, backward, and horizontal integration.

b. SWOT Matrix: In the IE Matrix, the weakness score (1.32) is lower than the strength score (1.52), while the opportunities score (1.3) is higher than the threats score (1.15). Therefore, in the SWOT Matrix, the recommended strategy falls within the Internal Fix-It Quadrant. According to Duncan (1996), the SWOT Matrix is based on comparing Strengths with Weaknesses and Opportunities with Threats. Strategies recommended in the Internal Fix-It Quadrant include Retrenchment, Enhancement, Market Development, Product Development, Vertical Integration, and Related Diversification.

c. QSPM Matrix: Two alternative strategies emerged—Market Development and Product Development. Based on QSPM analysis, the Total Attractiveness Scores (TAS) are as follows:

- Market Development: TAS = 5.53
- Product Development: TAS = 4.63

The top priority strategy for the hospital, based on these results, is Market Development.

## CONCLUSION

Based on this study, it can be concluded that marketing strategies play a crucial role in increasing the number of MCU patients at RSUD Sawahlunto. By identifying internal strengths and weaknesses as well as external opportunities and threats, RSUD Sawahlunto can formulate more adaptive marketing strategies that are market-oriented. The most

potential strategies to implement include strengthening digital promotion, developing MCU packages tailored to corporate needs, and improving overall service quality. The implementation of appropriate marketing strategies is expected to enhance RSUD Sawahlunto's competitiveness in preventive health services, resulting in increased revenue and an improved overall hospital image.

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