

Integrated Marketing Communication Strategy To Increase The Number Of Outcoming Visits At Royal Prima Hospital

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Abstract.

Competition in a healthy hospital business lies in how to maintain patient trust as consumers or how to grow trust in prospective patients as consumers so that they want to seek treatment at the hospital. Integrated Marketing Communication (IMC) has great potential in influencing business performance, to give hospitals a competitive advantage. This study aims to analyze making a strategy to create an Integrated Marketing Communication strategy in order to increase the number of outpatient visits at the Royal Prima Hospital. This type of research is a qualitative research. The location of this research was conducted at the Royal Prima Hospital. Research informants are 1 head of outpatient installation, 3 medical staff, 3 old patients, 3 new patients. Data were collected by FGD, questionnaire, observation. The results show that the advertising strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has been carried out by the marketing department both with print media and electronic media, the personal selling strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has not been implemented. optimally, the public relations strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has been implemented well, the direct marketing strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital in writing is good but verbal delivery is not optimal, the word of mouth strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital in writing has been good but the verbal implementation has not been carried out properly. The results of this study suggest that the hospital evaluates the Integrated Marketing Communication strategy so that it can conduct training for all officers.

Keywords: Strategy, Integrated Marketing Communication, Outpatient

I. INTRODUCTION

Hospitals have their own uniqueness, especially regarding their role in society, the types of services provided, the nobility of the service providers who work in them, the nature of the consumers served, and the content of the moral, humanitarian and social responsibilities they carry. Thus, even though the management of the hospital has shifted to the management of a professional business organization, it cannot be separated from the social and humanitarian missions. Health care is experiencing significant problems that arise in hospital services which have developed into an industrial and profit-oriented. This problem puts pressure on hospital managers and owners, especially on the cost dimension in private hospitals. Private hospitals must continue to improve management capabilities in running hospital operations with good quality standards to be the best compared to other hospitals. Based on data from the

Directorate General of Health Services, Ministry of Health of the Republic of Indonesia in 2018, 2,813 general hospitals in Indonesia, 2,269 general hospitals and 544 special hospitals and 2,395 privately owned hospitals (Terefe, 2021). At Province of North Sumatra 2021 has 60 hospitals Certified National Accreditation and 146 private hospitals.

With the large number of hospitals, the competition for services is also getting tougher. Therefore, hospitals must continue to improve the quality of their services. One of the Hospitals private sector in North Sumatra that experienced a decrease in the number of visitors was the Hospital Royal Prima which is located in the city of Medan with location sufficient Strategically already has complete health service support facilities and is supported by quality Human Resources (HR). Number of visits at Royal Prima Hospital starting from September until December 2019 very drastically decreased and number of visits in 2020 when compared the number of visits in 2019 greatly decreased, namely the difference reached 19. 596 while in 2021 the number of visits is only 23,024. Therefore, on the 12th January 2022, researchers conducted an initial survey at the hospital Royal Prima to find out what causes the decrease in number of visits to the hospital. Based on the initial survey conducted by researchers by observation, it turns out that one of the contributing factors is the lack of marketing strategies carried out by the hospital's internal management to the community. Strategic management at a hospital can also be used by functional level managers in formulating strategies at the functional level.

Quality of service in all its aspects, is a job that must always be completed. Consequently, the superiority of a hospital service is not only determined by comparative advantage, but must also be directed at competitive advantage (Kotler, 2020). In an era where hospitals still function as social institutions, hospital promotion is still considered a taboo subject. However, in this era of globalization where the free market is wide open, hospitals inevitably begin to shift from non-profit institutions to profit-oriented institutions. So the old concept where hospital promotion was still considered taboo began to change. Hospitals are now deemed necessary to carry out promotional activities, especially promotional activities which are now being developed by many hospital business people who are proven to be able to help the marketing activities of the hospital itself. However, in carrying out hospital promotions, hospital business people must still refer to the existing hospital promotion ethics (Hariyanti, 2020). Marketing communication is a tool that hospitals use in their efforts to inform, and remind consumers directly about the existence of the hospital and the products offered. Integrated Marketing Communication (IMC) has great potential in influencing business performance, to give hospitals a competitive advantage, to increase brand equity, and to ensure the effectiveness and consistency of communication by facilitating the achievement of communication and marketing objectives (Kotler, 2020).

According to Hasri (2017), to win a competition, service and quality are no longer sufficient, so that other strategies are needed that can provide different values from other competitors in facing world competition, especially for hospitals. Effective marketing is one of the efforts that can be done to win the competition. Marketing hospital aims to introduce the hospital to the wider community, inform clearly about the facilities and services owned by the hospital, and build a good image through public trust (Herfiza, 2018). Marketing communication is a tool used by hospitals in an effort to inform, and remind consumers directly about the existence of the hospital and the products offered (Wahyuni, 2019). Marketing communication plays an important role in patient actions to determine the health services to be used. Through marketing communications, agencies can plan and compile any information that will be conveyed in order to be effective. Integrated Marketing Communication (IMC) has great potential to affect performance business, to give hospitals a competitive advantage, to increase brand equity, and to ensure the effectiveness and consistency of communication by facilitating the achievement of communication and marketing objectives (Bruhn & Stefanie, 2017).

Integrated Marketing Communication is a strategy that runs with media that is integrated by a message, so that it can convey messages consistently, efficiently, and effectively (Santoso, 2018). The decrease in the number of patient visits at the outpatient clinic at Royal Prima Hospital is inseparable from the Integrated Marketing strategy communication, like how advertising, how about personal selling, public relations, direct marketing and word of mouth as part of increasing the number of outpatient visits at Royal Prima Hospital. The strategy advertising method chosen by Royal Prima Hospital is by using the following methods: standard and adjusted to the rules that bind to a hospital when using advertising methods. So the advertising method is usually used by sponsoring certain events, for example sponsoring seminars or other certain activities by placing banners during activities. Meanwhile, the Personal Selling method used by Royal Prima Hospital is by collaborating with various companies. For example cooperates with insurance companies to insure their employees by cooperating with the Hospital. In addition, to collaborate with smaller agencies, such as clinics. Based on the explanation above, the researcher is interested in conducting a research entitled "Integrated Marketing Communication Strategy in the Context of Increasing the Number of Outpatient Visits at Royal Prima Hospital".

II. METHODS

The type of research in this research is descriptive qualitative research. Qualitative research is one whose findings are obtained from the results of understanding and interpreting the meaning of an event of human behavior interaction in certain situations according to the researcher's own perspective in accordance with the facts in the field. The qualitative research that will be carried out is aimed at which aims to find patterns Integrated Marketing Communication strategy in order to increase

the Number of Outpatient Visits at Royal Prima Hospital. This research conducted in Outpatient Clinic Royal Prima Hospital, Medan, North Sumatra from January to February 2022.

In qualitative research, participants are people who are involved or experience the process of conducting research. In this study the participants involved were the head of marketing, 1 marketing staff, 2 medical staff, 3 old patients, 3 new patients. Sampling in this study using purposive sampling. Purposive sampling is taking participants based on the beliefs, knowledge of researchers about the population that is used to determine participants who understand the research problem. Then the researcher determines the characteristics to limit the population in this study through eligibility criteria or in other terms inclusion criteria (Polit and Beck, 2014). In this study the data collection method was carried out by Focus Group Discussion (FGD), distributing questionnaires, and observation. Data analysis in this study used qualitative and quantitative analysis. Qualitative analysis was used to analyze the data collected through FGDs, while quantitative analysis was used to analyze answers from respondents to the questionnaire in the form of demographic data, participant knowledge about Integrated Marketing Communication strategies in order to increase the number of outpatient visits.

III. RESULT AND DISCUSSION

The results of research at the Royal Prima Hospital on marketing strategies are when the orientation of thinking is only limited to company (micro thinking), it will only get short term results. What is meant by strategy here is the leader's ability to build a vision that will direct the Royal Prima Hospital in the future or build a business model that becomes a reference for the organization in allocating its resources by means of marketing. The vision of the Royal Prima Hospital is like the big ship of the organization sailing in the right direction. In directing the organization through a vision that reaches far into the future, this is what is meant by strategy in the concept of The Leadership Philosophy (Arif Yahya, 2013: 108). Advertising This is done by the hospital by inviting cooperation with various other agencies, for example so that a company insures its employees who work with hospitals. Or offer smaller hospitals or midwives who receive outpatient deliveries to refer their patients if there are patients who need to be referred to a larger hospital. This research is in line with research conducted by Tanti, et al (2020) with the research title Hospital Marketing Communication Strategy as an Effort to Increase Publicity (Development of an Integrated Marketing Communication Strategy Model in Three Private Hospitals) Even though private hospitals in Surakarta have implemented this type of marketing communication, the packaging is still not well organized.

So this problem is more focused on how the existing marketing communications in the three private hospitals make a model of the communication strategy, so that health messages and existing services are delivered in an integrated

manner. Kotler, et al (2004: 220) formulated Integrated Marketing Communications as a concept that underlies the company's efforts to integrate in order to convey a clear, consistent and persuasive message about the organization and its products. From Kotler's definition it is clear that the message conveyed by the hospital must be clear, consistent and persuasive. It is clear in the sense of the word, what the hospital wants to convey should stem from the hospital's vision and mission, so that the message does not deviate from the hospital's goals. Consistent in the sense that all messages conveyed through various types of marketing communications should not be different. While persuasive, able to influence people to want to use the services offered by the hospital. Based on the researcher's assumption, it is known that the main purpose of the hospital. Doing advertising is to support the vision and mission of Royal Prima Hospital in finding customers (patients).

Advertising conducted by Royal Prima Hospital also always tries to see the characteristics of the community around the hospital. What is needed and what is advertised to attract potential users of the Royal Prima Hospital's health services. The results of research conducted at the Royal Prima Hospital are known that one of the strategies that is often applied but must be improved is personal selling. Personal selling can be done in various ways, one of which is by giving discounts to patients who have membership cards, providing cost relief to underprivileged patients and offering several conveniences for managing fee waivers. The personal alternation strategy has been carried out by the Royal Prima Hospital, including providing free medical treatment, mass circumcision, being involved in enlivening social events by using medical costumes. Personal selling is done, among others, by creating a hospital website that can be accessed in general. Meanwhile, from external parties (patients, patients' families, the surrounding community), it turns out that what is done by the hospital, some are known by external parties, but some are not known by the community. Personal selling has also been carried out by visiting mothers who are about to give birth requiring obstetrician care. Sales promotions are carried out by providing cost relief to underprivileged patients, giving discount cards to regular customers. This research is in line with the research conducted by Surti and Arif (2020) with the title "Efforts to Increase Publicity Through the Integrated Marketing Communication Model at a Private Hospital in South Tangerang. There are two Hermina Hospitals in South Tangerang.

Even though they have implemented a marketing communication strategy, it is not an Integrated Marketing Communication (IMC) model". Based on the results of research conducted at the Royal Prima Hospital, Public Relations was carried out by coordinating hospital protocol activities, carrying out promotional activities to introduce the services at the hospital to the public/consumers, so that they would take advantage of the health services offered by the Royal Prima Hospital. Public relations can also be done by choosing a website that contains matters relating to the services of the Royal Prima Hospital. When the data is cross-checked with external informals, it

turns out that not all marketing communications carried out by Royal Prima Hospital are known by the public. There are some who never see local TV. But there are some who say they have seen it. Patients who come usually do not know about the cooperation that the hospital has with certain agencies it establishes. They come for treatment, some pay for it themselves, some use health insurance. However, consumers stated that they knew from the village head who informed them or there were also neighbors. Officers for public relations also do not all understand. Indeed, there are those who use the facilities of the poor. However, there are also people who object to hospital fees, but do not get relief. Public relations is needed to deal with, overcome, stem, restore, and increase public confidence in the activities carried out by the agency. Public Relations is the spearhead in programs or activities carried out by hospitals, both institutional activities and social activities that are able to bring closer good relations between hospitals and the wider community. Based on the assumptions of researchers, public relations strategy is closely related to communication facilitators, problem handling facilitators, media relations, marketing facilities and communication technicians.

As communication facilitators, public relations practitioners act more as communicators or mediators to assist management in hearing the wishes and expectations of the public. On the other hand, public relations are also required to be able to re-explain the wishes and expectations of the hospital to the public. So that from this reciprocal communication, it is hoped that mutual understanding, trust, respect and support from both parties can be created. One of the public relations activities of the Royal Prima Alam Hospital to provide information to the public to gain public support and trust is media relations activities, namely fostering good relations with the media, both print media (newspapers/magazines) and electronic media (TV/magazines). Radio). Royal Prima Hospital also carries out a lot of information management activities through the internal media coverage stage, documenting activities, then collecting data to be used as news, then the news is published on websites, magazines, bulletins and disseminated through social media. Based on the results of the study, as for one of the causes of the decrease in The number of outpatient visits according to the marketing team of the Royal Prima Hospital is due to pressure from competitors and the lack of promotional activities carried out in disseminating information about the hospital. This caused Royal Prima Hospital to start developing marketing by forming a new division, namely the Marketing and Cooperation division.

Based on the results of research conducted in RS Royal Prima has a strategy in building brand awareness that is carried out by RS Royal Prima, one of which is by conducting direct marketing activities. Effective marketing communication is very important for the existence of the hospital. Without good communication, consumers as a whole will not know the existence of hospital products or services. This marketing communication is a means used by hospitals in an effort to inform, and remind

consumers directly about the existence of the hospital and the products offered. Direct marketing have a significant role important by being a differentiator between the products offered by RS Royal Prima and its rival brands. Having a strong direct marketing attractive and good is a must for every company including hospitals. The strong, attractive and good direct marketing is not only found in the products produced, but also in the name of the hospital. Therefore, direct marketing that is strong, attractive and good, needs to be managed, developed, strengthened, and improved in quality so that it can provide a sustainable competitive advantage (Rangkuti, 2002:10). According to the same research (Wahyuni, 2019), direct marketing is more easy to trace, especially consumers who provide a response. One is used by the hospital by using the telephone.

By telephone, the information to be conveyed by the hospital can be conveyed directly and is indeed a consumer need. In addition to telephones, hospitals also use letters as an intermediary for the implementation of socialization activities so that the information needed by consumers can be conveyed in detail through letters. This is in accordance with direct marketing activities carried out by Royal Prima Hospital which uses telephone, whatsapp and email applications to get responses from consumers who need health services at Hermina Karawang Hospital. Regarding the hospital marketing communication strategy model, the researcher designed a model that the hospital management team could use as a reference in planning the marketing communication strategy to be implemented in the hospital. This model was created to provide direction that every person who will choose marketing communication must always remember what the main goal of the hospital is. Seeing the company's vision and mission in this case the hospital. In addition, it must also look at the characteristics of the community around the hospital. This research is in line with the research conducted by Tanti, et al with the title "Development of an Integrated Marketing Communication Strategy Model in Three Private Hospitals" from this research, an integrated marketing model of communication strategy can be produced, with the identification of marketing communications applied in hospitals.

The integrated marketing communication strategy model can be used as hospital input as a basis for making policy for community hospital messengers that are packaged in an integrated manner so as to increase publicity. The Direct Marketing method in the form of a website turns out to be the patient and the general public also not all have accessed the website, but there are some patients who claim to have read it but only briefly. Based on these data, it can be analyzed that the management of Royal Prima Hospital needs to know the culture of the surrounding community, especially to hospital service users, thus in determining what communication to choose, the message to be conveyed can be received by the target. Therefore, it is necessary to conduct a survey first by the hospital and then make an "integrated communication plan or better known as Integrated Marketing Communication (IMC). Utilization of direct marketing is carried out by marketing staff by: send emails or telephone companies in the Medan

area and do follow-up, this is done so that there is a greater chance of interaction. With the Covid-19 pandemic, hospital marketing communications are going well using telephone and email. According to Herfiza (2018), word of mouth marketing is suitable for use because of the nature of the community Indonesians who like to gather and socialize to talk about the things they like and experience. Personal recommendations from the closest people can increase consumer confidence in the hospital.

This is supported by Patel et al. (2017), recommendations by family, neighbors, and friends about hospitals that have provided services that are in accordance with what they want and expect, can influence and attract other people to come and use these services. The researcher assumes that the Word Of Mouth strategy is carried out by conducting seminars on health. Certain activities held by the Hospital with participants from the general public around the Royal Prima Hospital and seminar participants are free of charge for their participation in seminar activities. Meanwhile, the Hospital's direct marketing activities also have a website where the website contains all information about the Royal Prima Hospital that can be accessed in general. However, all the information submitted to the public is not yet fully known and in the marketing communication process it has not been fully integrated properly. All marketing communication activities are carried out independently.

IV. CONCLUSION

In this study it can be concluded that the advertising strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has been carried out by the marketing department both with print media and electronic media. The personal selling strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has not been implemented optimally. The public relations strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital has been well implemented. The direct marketing strategy as part of increasing the number of outpatient visits at the Royal Prima Hospital in writing is good but verbal delivery is not optimal.

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VI. ETHICAL CONSIDERATIONS

The research will be conducted after the researcher has obtained ethical clearance from the Prima University Ethics Committee. Ethical considerations are standards of behavior that distinguish between acceptable behavior and unacceptable behavior (Tappen, 2016). To ensure accountability to participants, a study requires the

protection of human rights which include autonomy, privacy, confidentiality, and justice (Wood and Ross-Kerr, 2011).

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