

RESEARCH ARTICLE

Marketing Strategy Based on Image of Hang Tuah University Dental and Oral Hospital in 2015

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ABSTRACT

Background: Individuals in our contemporary society tend to depend on various types of services, including health care service. Managers of health care services must be aware of this situation to improve image and reputation as a public's choice services. Image is an award obtained by a company for their excellence in services. In improving the image, a company needs the public's or consumer's appraisals for a marketing strategy formation. **Purpose:** As information to develop the image of Dental and Oral Hospital of Hang Tuah University, Surabaya. **Materials and Methods:** descriptive analysis with cross sectional research design was used in this study. Simple random sampling of probability sampling technique was used to choose 100 respondents of this study. Respondents were given a questionnaire to assess the image of Dental and Oral Hospital, Hang Tuah University Surabaya. The results of the questionnaire were analyzed by using descriptive statistics. **Result:** Results on the image of Dental and Oral Hospital of Hang Tuah University showed that 83 respondents rated moderately good image, while 17 respondents rated poor image. **Conclusion:** Based on the SWOT matrix, it can be concluded that several development through consideration of internal and external factors can be beneficial to the progress of Dental and Oral Hospital of Hang Tuah University, Surabaya.

Keywords: Image, Marketing Strategy, Consumer Behavior, SWOT Analysis

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BACKGROUND

Individuals in our contemporary society tend to depend on various types of services, including health care service. One of society's needed and desired services is the health care service. Managers of health care services must be aware of this situation to improve image and reputation of the health care service.¹

Each company has its own image, such as: poor, bias, unclear, good, strong, sympathetic or unique image. The emergence of image is largely determined by managerial policy in utilizing company resources, which influences the society's opinion.²

Marketing management is an art and science of choosing and acquiring target market, maintaining, and expanding customers by creating, delivering and communicating excellent customer value.³

One of the most important principals of a service company is to consistently provide a better quality than other competitors. A service company has to meet or exceed customer's expectation regarding a service quality. Customer's expectation is the result of past experiences, mouth to mouth conversations, and promotions from the service company. Customers tend to choose a service provider based on those factors, and after they received a service from the provider, they will compare the received service and the expected service. If the received service meet or exceed customer expectation, then they will have the tendency use the service from the same service provider again.¹

Consumer behavior is the study on how individuals, groups and organizations select, purchase and use

items, services, ideas or experiences to satisfy their needs and desires.⁴

A regulation from Indonesian Minister of Health 1173/MENKES/PER/X/2004 Chapter 1 Article 1 about Dental and Oral Educational Hospital stated that the Dental and Oral Educational Hospital is a hospital that performs dental and oral health services, and also as a learning, education, and research facility for the dental health professions and other health personnel that is bound to cooperate with the Faculty of Dentistry.⁵

Dental and Oral Hospital of Hang Tuah University is a learning facility for clinical students of Faculty of Dentistry in Hang Tuah University, who is currently taking the Medical Dentistry Professional Education Program.⁶

Dental and Oral Hospital of Hang Tuah University, Surabaya also provides specialist services in the field of dental and oral health. In performing its services, Dental and Oral Hospital of Hang Tuah University consists of general dentists, dental specialists, general practitioners, paramedical and non-medical personnel. Service Facilities include an integrated dental medical service, basic dental medical service, dental medical specialist, integrated operating room, implant center and emergency room. The building is also equipped with WIFI and LAN as an integrated management information system.⁷

A preliminary study was done by administering questionnaire about the Dental and Oral Hospital to 20 respondents, which purpose was to find out about people's knowledge related to the Dental and Oral Hospital of Hang Tuah University, Surabaya. Results showed that the majority of respondents

were not aware about the whereabouts of Dental and Oral Hospital of Hang Tuah University, Surabaya. Most of the respondents who were aware of the Dental and Oral Hospital of Hang Tuah University existence reported to have never visited it, while some respondent stated that they have visited and received a treatment from Dental and Oral Hospital of Hang Tuah University, Surabaya.

Related to the above description, it can be concluded that the Dental and Oral Hospital of Hang Tuah University is less reputable because the surrounding societies have less awareness about the facility and its services. As an effort to improve the image of Dental and Oral Hospital of Hang Tuah University, assessment on the surrounding societies is necessary to be done regarding the formation of a marketing strategy. Therefore, the research problem of this study is the marketing strategy based on the image of Dental and Oral Hospital of Hang Tuah University in 2015.

MATERIALS AND METHOD

Descriptive analysis with cross sectional study research design was used in this study. The observed parameter was the image of Dental and Oral Hospital, Hang Tuah University, Surabaya in 2015. Participants of this study were 100 residents who live around the Dental and Oral Hospital of Hang Tuah University, Surabaya. Simple random sampling technique was used as the sampling method. Tools and materials used in this study were the questionnaire and a pen.

The research was done by directly visiting the research participants in cross sectional method. This study used primary data, which were obtained by

using a 25 items questionnaire about Dental and Oral Hospital of Hang Tuah University.

The researcher directly visited residents in the Dental and Oral Hospital of Hang Tuah University area, and then the sample was defined at random from the surrounding societies. Respondents were given an informed consent before filling out the questionnaire, which contained a statement of approval to be the respondent of this study. If the respondent agreed, then the respondent was asked to fill their identity and answer the questionnaire.

The obtained data was analyzed by using descriptive statistic to examine the image of Dental and Oral Hospital, Hang Tuah University, Surabaya.

RESULT

The data were tabulated and analyzed descriptively to obtain a distribution overview related to the image of Dental and Oral Hospital, Hang Tuah University, Surabaya.

Table 1. Respondents Characteristics by Age

No.	Age Group (Year)	N	%
1.	18-25	5	5
2.	26-33	14	14
3.	34-41	12	12
4.	42-49	46	46
5.	>50	23	23
Total		100	100

Results showed that the majority of respondents were 42-49 years old (45%), followed by respondents aged >50 years old (24%), 26-33 years old (13%), 34-41 years old (12%), and 18-25 years old (6%).

Table 2. Public Impression about Dental and Oral Hospital of Hang Tuah University

Public Trust to the Dental and Oral Hospital of Hang Tuah University			
No.		N	%
1.	Very Poor	27	27
2.	Poor	71	71
3.	Moderate	2	2
4.	Good	0	0
5.	Very Good	0	0
Total		100	100

Results showed that 84 respondents (84%) had moderate impression about Dental and Oral Hospital of Hang Tuah University, Surabaya. Meanwhile, 13 respondents (13%) had poor impression, and 3 respondents (3%) had good impression about Dental and Oral Hospital of Hang Tuah University, Surabaya. Based on the table, it can be seen that no respondents had very bad and very good impression.

Table 3. Public Trust to the Dental and Oral Hospital of Hang Tuah University.

Public Attitude towards Dental and Oral Hospital of Hang Tuah University			
No.		N	%
1.	Very Poor	0	0
2.	Poor	90	90
3.	Moderate	10	10
4.	Good	0	0
5.	Very Good	0	0
Total		100	100

From the table, it can be seen that the majority of public trust towards the Dental and Oral Hospital of Hang Tuah University was poor (90%). Twenty seven respondents had very poor public trust and 10 respondents had moderate

public trust towards the Dental and Oral Hospital of Hang Tuah University.

Table 4. Public Attitude towards Dental and Oral Hospital of Hang Tuah University

Public Impression about Dental and Oral Hospital of Hang Tuah University			
No.		N	%
1.	Very Poor	0	0
2.	Poor	13	13
3.	Moderate	84	84
4.	Good	3	3
5.	Very Good	0	0
Total		100	100

Results showed that 90 respondents had a poor attitude towards Dental and Oral Hospital of Hang Tuah University, while 10 respondents had moderately good attitude. Based on the table, it can be seen that no respondents had very poor attitude, good, and very good attitude towards Dental and Oral Hospital of Hang Tuah University.

Table 5. Image on Dental and Oral Hospital of Hang Tuah University.

Image on Dental and Oral Hospital of Hang Tuah University			
No.		N	%
1.	Very Poor	0	0
2.	Poor	17	17
3.	Moderate	83	83
4.	Good	0	0
5.	Very Good	0	0
Total		100	100

Table 5 showed that 83% of respondents rated moderately good regarding the image on Dental and Oral Hospital of Hang Tuah University, 17% respondents rated poor image and 0 respondents rated very poor, good and very good.

Based on the results, SWOT analysis will be used to determine an appropriate marketing strategy to improve the image on Dental and Oral Hospital of Hang Tuah University, Surabaya.

DISCUSSION

From the total respondents who agreed to fill out the questionnaire, 46% of respondents were aged 42-49 years old. It was due to the research time, which was conducted from morning until noon so respondents had enough time to fill out the questionnaire.

Table 2 showed the public impression on Dental and Oral Hospital of Hang Tuah University, Surabaya. This public impression assessed people's awareness related to the existence and services provided by Dental and Oral Hospital of Hang Tuah University. Researchers asked some questions such as the location, hours of practice and the benefit of Dental and Oral Hospital of Hang Tuah University in public eyes. Table 5.2 showed that the majority of respondents had a moderately good impression towards the Dental and Oral Hospital of Hang Tuah University, Surabaya. It indicated that respondents were aware of the Dental and Oral Hospital of Hang Tuah University location. It might be due to the fact that it is very close to their residents, and also because Dental and Oral Hospital of Hang Tuah University participated in the *Bulan Kesehatan Gigi Nasional* (Month of National Dental Health) yearly event held by PT Unilever.

Table 3 showed the public trust on the Dental and Oral Hospital of Hang Tuah University, Surabaya. Researchers asked some questions related to patient's trust on services

provided by the Dental and Oral Hospital of Hang Tuah University, Surabaya. Results revealed that 71% respondents had poor trust in Dental and Oral Hospital of Hang Tuah University, while 27% respondents had very poor trust and only 2% of respondent had moderately good trust in Dental and Oral Hospital of Hang Tuah University, Surabaya. From these results, it can be concluded that services provided by Dental and Oral Hospital of Hang Tuah University was not trusted by the public. After conducting some interviews, respondents stated that they chose other institutions to check their oral health because other institutions were listed in the BPJS program (*Badan Penyelenggara Jaminan Sosial*/ a government program to assist low financial people in the form of treatment cost alleviation). Some respondents also stated that they considered dental health check as a quite expensive treatment, so when they have a toothache, they prefer to take painkillers rather than a proper health examination from Dental and Oral Hospital of Hang Tuah University, Surabaya.

In Table 4, researchers presented an overview of public attitudes towards Dental and Oral Hospital of Hang Tuah University, Surabaya. Aspects of the attitude was divided into three stages: (1) the cognitive component was the attitude that reflected knowledge and perception of the individual towards the Dental and Oral Hospital of Hang Tuah University, (2) the affective component was used to describe the individual's feelings and emotions towards Dental and Oral Hospital of Hang Tuah University, and (3) the conative component was used to describe the individual's actions towards Dental and Oral Hospital of Hang Tuah University,

Surabaya. Results showed that, generally, respondents had poor attitude towards Dental and Oral Hospital of Hang Tuah University, Surabaya. Most respondents were aware Dental and Oral Hospital of Hang Tuah University from friends or relatives.

This is because some people had been a patient at the Dental and Oral Hospital of Hang Tuah University Surabaya. In addition, most respondents stated that the promotional banner of Dental and Oral Hospital of Hang Tuah University is less visible and less attractive to people. The public's ratings also showed that Dental and Oral Hospital of Hang Tuah University is less sociable with the surrounding societies, so it resulted in people's less awareness about Dental and Oral Hospital of Hang Tuah University, Surabaya. Some respondents stated that Dental and Oral Hospital of Hang Tuah University is only for graduate students' learning, and not for general patients. In addition, some respondents just do not want to visit the Dental and Oral Hospital of Hang Tuah University, Surabaya. It was caused by many other more reliable institutions which have the same services with Dental and Oral Hospital of Hang Tuah University, Surabaya. The Dental and Oral Hospital of Hang Tuah University hours of practice are not optimal because it only starts from 09:00 until 15:00 on Monday and Friday, so people in surrounding societies tend to pick the other institutions. The introduction of Dental and Oral Hospital of Hang Tuah University is considered to be a factor that caused many people to not using the services from Dental and Oral Hospital of Hang Tuah University, Surabaya.

From these discussions, it can be concluded that the image of Dental and Oral Hospital, Hang Tuah University is quite good, it was proved by the public's awareness on the existence of Dental and Oral Hospital, Hang Tuah University, Surabaya. Despite that, not many people have used services at the Dental and Oral Hospital of Hang Tuah University. Thus, the next step is to create a strategy, which purpose is to improve the image of Dental and Oral Hospital, Hang Tuah University, Surabaya.

Image is an award obtained by a company due to its advantages, such as the ability possessed by a company, and thus, the company has to continuously developing to be able to create new things to fulfill the needs of consumers⁸. A marketing strategy is necessary to enhance the image of a company.

A marketing strategy is a plan that has to be carried out by the marketing manager. The action plan is based on the situation analysis and company objectives, in which the action plan is a way to achieve the company objectives⁹.

SWOT analysis was used to make a marketing strategy. It is useful to formulate a marketing strategy based on strengths, weaknesses, threats, and opportunities of a company. In this case, the company is Dental and Oral Hospital of Hang Tuah University, Surabaya. The analysis was done through two stages: matrix IFAS (Internal Strategy Factors Analysis Summary) and matrix EFAS (External Strategy Factors Analysis Summary). IFAS matrix was made based on the strengths and weaknesses of the Dental and Oral Hospital of Hang Tuah University, while EFAS matrix was made based on the opportunities and

threats of Dental and Oral Hospital of Hang Tuah University.

After knowing the value of IFAS and EFAS matrix, the next step was to look at the position of the company

based on the IFAS and EFAS matrix value on the IE (Internal External) matrix, which was used to determine the useful marketing strategies for the company.

Table 6. EFAS Matrix

EXTERNAL KEY FACTOR	VALUE	RATING	SCORE
OPPORTUNITIES			
1. Regulation from the Indonesian Minister of Health 1173/MENKES/PER/X/2004 on Licensing	0.2	3	0.6
2. Regulation from the Indonesian Minister of Health 1173/MENKES/PER/X/2004 Chapter II on the implementation of article 9, paragraph 2 and 4	0.2	3	0.6
3. Cooperating with the Faculty of Dentistry, Hang Tuah University, Surabaya	0.1	3	0.3
4. A hospital that promote services protected by the 44 th law of 2009 about hospital	0.1	3	0.3
Subtotal	0.6		1.8
THREATS			
1. Health center and dental clinic that has BPJS facility	0.1	1	0.1
2. Dental clinic with night hours of practices	0.1	2	0.2
3. Hospitals and other institutions with same services as the Dental and Oral Hospital of Hang Tuah University, Surabaya	0.2	1	0.2
Subtotal	0.4		0.5
Total	1.00		2.3

Table 7. IFAS Matrix

INTERNAL FACTOR	VALUE	RATING	SCORE
STRENGTHS			
1. The strategic location of Dental and Oral Hospital	0.15	3	0.45
2. Adequate medical equipment and services	0.15	3	0.45
3. Medical services are also performed by a dental specialist	0.1	3	0.3
Subtotal	0.5		1.2
WEAKNESSES			
1. No SOP	0.1	2	0.2
2. The service time is not in accordance with the rules of hospital services	0.1	1	0.1
3. Lack of specialized human resources marketing	0.1	1	0.1
4. The service system is not well organized yet	0.1	2	0.2
5. No operational license and the class establishment for the hospital	0.1	1	0.1
Subtotal	0.5		0.7
Total	1.00		1.9

Table 6.2 showed that the score was 1.8 for opportunity factor and 0.5 for threat factor. Furthermore, the detailed score for each factor are as follow: 1.2 for strengths, 0.7 for weaknesses, 1.8 opportunities and 0.5

threats. It can be seen that strength score was higher than weakness score with (+) 0.5 difference, while opportunity score was higher than threat score with (+) 1.3 difference.

Table 8. SWOT MATRIX

EFAS IFAS	OPPORTUNITIES 1. Regulation from the Indonesian Minister of Health 1173/MENKES/PER/X/2004 on Licensing 2. Regulation from the Indonesian Minister of Health 1173/MENKES/PER/X/2004 Chapter II on the implementation of article 9, paragraph 2 and 4 3. Cooperating with the Faculty of Dentistry, Hang Tuah University, Surabaya 4. A hospital that promote services protected by the 44th law of 2009 about hospital	THREATS 1. Health center and dental clinic that has BPJS facility 2. Dental clinic with night hours of practices 3. Hospitals and other institutions with same services as the Dental and Oral Hospital of Hang Tuah University, Surabaya
STRENGTHS 1. The strategic location of Dental and Oral Hospital 2. Adequate medical equipment and services 3. Medical services are also performed by a dental specialist	S-O strategy: 1. Hold a Free Service Month to introduce the Dental and Oral Hospital to the public. 2. Improve medical services at the Dental and Oral Hospital of Hang Tuah University, Surabaya. 3. Cooperate with the surrounding schools by doing a screening and analyzing the students to get treatment at the Dental and Oral Hospital of Hang Tuah University, Surabaya.	S-T Strategy: 1. Give an education about oral health in the surrounding area once every 6 months. 2. Adjust the capacity of dental units or equipments as needed.

WEAKNESSES 1. No SOP 2. The service time is not in accordance with the rules of hospital services 3. Lack of specialized human resources marketing 4. The service system is not well organized yet 5. No operational license and the class establishment for the hospital	W-O strategy: 1. Make a concrete Service SOP. 2. Enhance the role of students as a marketing person to invite the public to Dental and Oral Hospital of Hang Tuah University. 3. Ask permission to the Provincial Health Office through the City Health Office to obtain Operation Permission.	W-T strategy: 1. Follow the BPJS program 2. Open the public service system throughout the day, starting 07-00-14:00, followed by 14:00-21:00, and an 24 hours ER 3. Cooperate with the health center or other institution. 4. Cooperate with the Department of Health, Religious Center, Social Services and other companies.
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Based on Table 8, Dental and Oral Hospital of Hang Tuah University are advised to do these steps in applying the marketing strategy. The first step is to ask a license from the City Health Office to getting Operation Permission. After asking for the license, the Dental and Oral Hospital of Hang Tuah University have to wait for the Department of Health decision. The second step is making SOP or Standard Operating Services concretely, which purpose is to improve the services quality of Dental and Oral Hospital of Hang Tuah University, Surabaya. This step begins by emphasizing to the graduate students about the service and examination standards, because the majority of patients in Dental and Oral Hospital of Hang Tuah University will get treatment from graduate students.

The third step is to conduct a campaign that can be done in various ways, such as by making the banner to look more attractive for the public. The banner of Dental and Oral Hospital of Hang Tuah University were said to be

less attractive and less visible to the public, so it is necessary to change the location and design of the banner in order to attract more people. The second promotion can be done by using the graduate students as a marketing person by spreading flyers to give an overview of services in Dental and Oral Hospital of Hang Tuah University, Surabaya. Graduate students can also do a dental health education (DHE) that can be followed by a screening in schools around the Dental and Oral Hospital of Hang Tuah University, which is then analyzed to decide the needed treatment. This activity can be done once every 3 months or 6 months in accordance to the approval from Director of Dental and Oral Hospital of Hang Tuah University. The DHE have to be presented as attractive as possible to reduce children's fear for dental examination. The DHE may also be given to the surrounding societies.

The fourth step is to receive hospital accreditation to follow BPJS program. Regulation from the

Indonesian Minister of Health Number 012 Year 2012 Chapter 1 Article 1 stated that accreditation is recognition towards a hospital given by accreditation organizer independent institutes chosen by the Minister, after it is assessed that the hospital has met the applied Standard of Hospital Services to improve the quality of Hospital service on an ongoing basis. Article 2 stated that accreditation is intended to improve the quality of hospital services; improve patient safety; increase protection for patients, society, Hospital human resources and Hospital as an institution; and supports the Government's program in the field of health.

The fifth step is to work together with the health center or other institution as a referral center. Dental and Oral Hospital of Hang Tuah University, Surabaya has a radiology laboratory which is necessary for dentists in diagnosing and determining treatments for the patient. This advantage can be used by cooperating with health centers that have no radiology laboratory facility. Dental and Oral Hospital of Hang Tuah University can also cooperate with the Health Department, Religious Central and Social Service Department in improving its services.

CONCLUSION

The marketing strategy is an effort to improve the company image. In this case, it is known that without a marketing strategy the image of Dental and Oral Hospital of Hang Tuah University is quite good. To improve the image, a marketing strategy has been made. One of the ways to make a marketing strategy is by using SWOT

analysis. Based on the SWOT matrix, it can be concluded that several development through consideration of internal and external factors can be beneficial to the progress of Dental and Oral Hospital of Hang Tuah University, Surabaya.

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