



Research

An Analysis of the Promotional Strategy at RSIA Fadhila Batusangkar

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A B S T R A C T

Background: According to the 2016 Indonesia Health Profile, the quantity of hospitals in Indonesia experienced growth between 2013 and 2016. The quantity of hospitals witnessed a rise from 2,228 in 2013 to 2,601 in 2016. As of 2016, Indonesia had a total of 555 Special Hospitals and 2,046 General Hospitals operating within its hospital system. Hospitals in Indonesia undoubtedly face fierce competition; consequently, it is not illogical for hospital administrators to consider marketing strategies in an effort to overcome the obstacles that already exist.

Method: The research employed a qualitative methodology, encompassing in-depth interviews, document analysis, and observations conducted at RSIA Fadhila Batusangkar. By employing the triangulation technique and conducting content analysis and data validation, conclusions will be reached.

Result: The study's findings indicate that each component of the marketing communication combination yields distinct outcomes. There are low, medium, and high impacts of each of the eight elements on the enthusiasm of the target market. Additionally, the issues that are present in each element are distinct. Every aspect is beset with challenges, commencing with subpar human resources that lacks development and training, supporting facilities for mobilization, and materials for producing promotional content; the dissemination of promotional media continues to be limited in scope and lacks a comprehensive evaluation system; and so forth. The hospital must implement both short-term and long-term solutions, including enhancing its human resources and implementing promotional support recommendations.

INTRODUCTION

Hospitals belong to the service sector, namely in the field of healthcare. Hospitals, being part of the service industry, must also perform business operations in their management, including the production of high-quality service offerings [1]. Pursuant to the Law of the Republic of Indonesia Number 36 of 2009 on Health, the objective of health development is to attain the capacity for all individuals to lead a healthy life, thereby achieving an optimal state of health that serves as an investment in the development of socially and economically productive human resources [2]. According to the 2016 Indonesian Health Profile, there has been an increase in the number of hospitals in Indonesia between 2013 and 2016. The number of hospitals rose from 2,228 in 2013 to 2,601 in 2016. In 2016, Indonesia has a total of 2,046 General Hospitals (RSU) and 555 Special Hospitals (RSK). Evidently, hospitals in Indonesia are currently facing fierce competition. Consequently, it is justifiable for hospital management to explore marketing strategies as a means to tackle these prevailing issues [3].

The assessment of hospital competition in Indonesia can be conducted by utilizing the Herfindahl-Hirschman Index (HHI), a metric that quantifies market concentration and aids in determining market structure and level of competition. The Herfindahl-Hirschman Index (HHI) of Indonesia has shown a steady increase, rising from 0.27 in 2011 to 0.31 in 2013 and further to 0.32 in 2016. This upward trend suggests a growing level of competition in the market [4].

RSIA Fadhila has developed both online and offline promotional channels for marketing purposes. However, there are several deficiencies in these efforts since they have not been executed by a dedicated marketing department, resulting in suboptimal outcomes. Effective promotion is crucial for private hospitals as it allows them to reach not just the segment of customers seeking insurance services, but also the broader consumer base, which represents a very desirable target market for hospitals. Effective promotion will generate consumer interest and confidence in selecting RSIA Fadhila as their preferred healthcare provider. In addition to seeking new customers, the marketing also serves as a reminder to previous consumers to resume utilizing RSIA Fadhila as their healthcare provider. Promotions also serve to inform clients about the latest services offered by the hospital.

Based on statistics collected in 2019, the total count of patients who received outpatient care at RSIA Fadhila. In 2020, there were a total of 8198 outpatients and 2163 inpatients, with 5445 outpatients and 799 inpatients. Based on the data, it is evident that there has been a decline in the number of patients receiving outpatient and inpatient care. Amidst the ongoing pandemic, there has been a considerable decline in the number of patients seeking medical care at hospitals. However, it is crucial for RSIA Fadhila to ensure that the quality of their services is unaffected by this decrease. Therefore, it is vital to assess the areas where gaps still exist. Therefore, it is imperative to examine which characteristics are suboptimal and require enhancement in order to maximize the number of patients.

METHOD

This study employs a qualitative approach, including in-depth interviews, document analysis, and observations conducted at RSIA Fadhila Batusangkar from July to September 2022. Up to 5 individuals with expertise in specific sectors were selected as informants from among the hospital's internal parties. Subsequently, the data will undergo data reduction, presentation, data validation, and the derivation of conclusions. The outcomes will be determined by the analysis of the content. The process of analyzing and validating data using the triangulation method, namely through source triangulation and method triangulation.

Table 1 In-depth interview informants

Informant Code	Position	Education	Interview Time
Inf-1	President director	S2	September 2, 2023
Inf-2	Public Relations and Marketing Department	D3	September 5, 2023
Inf-3	Medical Services Manager	S1	September 9, 2023
Inf-4	Information Technology	S1	September 16, 2023
Inf-5	Administrative, General and Financial Managers	S1	September 18, 2023

RESULT DAN DISCUSSION

1. Documentation Study

The findings derived from the examination of the RSIA Fadhila documents are as follows: The hospital's patient count for the entirety of 2022 is as follows:

Table 2 Number of patients in 2022

No	Month	Number of Patients
1	January	274
2	February	257
3	March	239
4	April	228
5	May	283
6	June	344
7	July	301
8	August	319
9	September	355
10	October	284
11	November	274
12	December	266

Promotional media from RSIA Fadhila is in the form of offline and online media. Several types of media are as follows:

Table 3 Media promosi RSIA Fadhila

Online Media	Offline Media
Facebook	Leaflet
Instagram	Banner
You Tube	Radio
Website	
TikTok	

The Hospital Bed Occupancy Rate (BOR) data is a crucial evaluation criterion for hospital promotion. Here is the BOR statistics for RSIA Fadhila in 2022:

Table 4 RSIA Fadhila BOR 2022

No	Month	Total Number of Patients / Month	BOR (%)
1	January	464	73,1
2	February	420	57,7
3	March	365	45,3
4	April	343	44,0
5	May	488	60,5
6	June	513	65,8
7	July	485	60,2
8	August	471	58,4
9	September	630	80,8
10	October	496	59,6
11	November	500	75,7
12	December	463	70,2

2. Indepth Interview

a. Elements of the marketing communications mix

The work plan encompasses all methods of the marketing communication mix, which are executed by the public relations and marketing departments. The current challenges encompass technical impediments, staffing constraints, insufficient training opportunities, and inadequate facilities support. Currently, there is no quantifiable assessment of the marketing communication mix method. Assessment conducted through weekly meetings involving the director and the public relations and marketing staff.

RSIA Fadhila has already developed a comprehensive marketing work plan that encompasses all aspects of marketing communication. The marketing department and director collaborate annually to create a marketing work plan. This work plan was prepared based on the evaluation findings, incorporating strategies that were identified as

more efficacious for the hospital. The hospital has implemented several promotional strategies, although it continues to face challenges, resulting in suboptimal outcomes. Each strategy employs distinct strategies and channels to effectively reach the intended audience. The amalgamation of these many advertising strategies will successfully attain the hospital's target market objectives.

Lestari's (2015) research elucidates that there is a notable correlation between marketing and promotional communications and the selection of health services. 5 Potential consumers prioritize marketing and promotional communications as crucial elements. In addition, Santoso (2018) conducted study which indicated that social media, in the context of the digital era, serves as a novel medium for effectively disseminating messages and information to the general audience [6].

Wachdaniyah's (2020) literature review identifies six listed items. Out of the 9 articles, it is stated that advertising aspects have an impact on hospital marketing activities. Seven papers posit that word of mouth is a factor in hospital marketing, while two articles assert that personal selling and public relations also impact hospital marketing. Additionally, one article suggests that direct marketing also influences hospital marketing endeavors.

b. Advertising

Advertising is present in both offline and online formats. Traditional forms of media, including printed materials like leaflets, brochures, and banners, as well as physical signposts and radio advertisements. Online media, namely in the form of social media platforms Facebook, Instagram, TikTok, YouTube, and various websites Several emerging print media exist within the interior environment of hospitals. The dissemination of leaflets and brochures in public facilities, offices, and communities in the city of Batusangkar is currently limited. Online media lacks interactivity and certain platforms suffer from irregular updates. Although there has not been a quantifiable assessment of this approach, its effectiveness is diminished by the absence of widespread dissemination and media attention. Based on the patient count, there has been no rise observed.

RSIA Fadhila has implemented advertising strategies through several media channels, including both online and offline platforms. Advertisements provide comprehensive details regarding the hospital's services, including pricing, scheduling, physician profiles, and additional offerings. The hospital has utilized social media platforms such as Instagram, TikTok, Facebook, and YouTube to disseminate advertisements. Additionally, the institution maintains a website. Regularly updated advertisements on social media platforms like Instagram provide daily information about hospital services and promotions. Nevertheless, the YouTube social media platform continues to lack regular updates. As reported by the marketing staff, the main hindrances are the limited availability of time for video production, inadequate facilities, and unreliable staff. The website currently lacks efficiency in promoting promotions. Thus far, it has not been updated with any promotional content and is solely being utilized for managing patient queues. Radio has been used to broadcast offline advertisements.

In addition, the marketing staff has disseminated leaflets and brochures detailing the hospital's services and promotions. In addition, hospitals also display banners and posters, but exclusively in the vicinity of the hospital. Hospitals strategically place directional signage at surrounding junctions to provide clear guidance and effectively advertise the hospital to individuals in the vicinity. An inherent drawback of online marketing is the absence of regularity in updating promotional broadcasts across various media platforms. This results in suboptimal performance in attracting the intended target audience. Individuals who have a preexisting interest in a hospital may potentially overlook or opt for a different hospital to avail themselves of services due to the presence of ongoing promotional activities by other hospitals.

Utilizing offline promotion or employing printed media directly is, in fact, the most efficient method to captivate the intended audience. Tanah Datar Regency generally has a relatively low adoption of internet media, resulting in a

limited reach of the target market. There should be a broader dissemination of print media, such as pamphlets, particularly to primary health facilities, not only inside Tanah Datar Regency but also in the neighboring areas. Due to the potential for market growth, such as through established insurance partnerships and the presence of adjacent hospitals, consumers will be inclined to show interest in the hospital. Overall, the advertising campaign has been suboptimal, leading to unsatisfactory outcomes. No assessment is employed to gauge the effect of utilizing this promotion.

As per the service department, the observable effect is that patients bring pamphlets as a point of reference during their visits. According to Patel et al.'s (2017) study, advertising has the ability to capture the attention of patients. A staggering 95% of respondents have a favorable attitude towards advertising activities, encompassing various channels such as online media, electronic media (television, radio, and communication media), as well as print media like catalogs and brochures. The number is 8. Publicizing social activities conducted by hospitals generates consumer interest in the facility. According to Anggraeni's study (2015), hospitals that promote their services, facilities, and upcoming events can elicit favorable reactions from consumers and entice them to visit the hospital directly, thus fostering consumer loyalty [9].

c. Sales Promotion

This approach is implemented by actively advertising the hospital to new target markets and potential partners who have not yet engaged in any collaboration with the hospital. This strategy is implemented either through personal visits or by extending collaboration proposals to partners. There are still a few staff members that have not yet been organized into teams. The coverage area is limited due to the absence of facilities to facilitate staff mobility. This approach has not been evaluated yet. Merely observing the rise in patient numbers, there remains a lack of progress. The amount of interest in direct promotional actions targeting new markets remains low.

This sales promotion technique is quite effective in disseminating information about home services. Introduce the concept of disease to the target market who are unfamiliar with hospital services. The objective of this strategy is to allure fresh customers and maintain existing customers. The implementation of sales promotion focuses on certain targets, including the target market and other sectors capable of attracting the target market for the hospital. Hospitals have adopted this approach by actively marketing it to the community, health facilities, midwives, and other relevant sectors. This approach is of a limited duration, thus necessitating recurrent implementation and prioritization for target markets or partners who are newly affiliated with the hospital. This approach is also beneficial for consistently prompting current consumers to resume utilizing hospitals as their primary healthcare facility. The marketing department implements direct promotional activities to the target market by offering hospital services, facilities, and other relevant information. Hospitals implement this promotion either alone or collectively.

The hospital marketing department engages in direct outreach to the community, targeting locations such as sub-district areas, organizational groupings, markets, and primary health institutions such as community health centers or supporting community health centers. This strategy is also utilized for hospital partners, including other healthcare institutions, offices, insurance companies, and other entities. Advertising and promoting products or services. Visiting partners who have partnered to reiterate their cooperation and assess the presence of any grievances or recommendations. The marketing department is hindered by a shortage of personnel to implement all available promotional strategies. In addition, in order to extend the coverage area, adequate resources such as vehicles and a competent team are required, which the hospital now lacks. The hospital lacks an assessment mechanism to ascertain the specific effects of each promotional approach. Per Ahmad's (2016) findings, sales promotion has limited impact on enhancing brand image. 10 Similarly, the study conducted by Wahyuni (2019) indicates that sales promotion activities elicit a favorable response, but their execution has not resulted in the development of brand awareness. 11

d. Personal Selling

This approach is implemented by visiting each household within the intended market. This activity is conducted biweekly in every sub-district, occurring twice a week. Personnel execute promotional activities and distribute pamphlets. Uncertain constraints on personnel that have not been determined yet. Teams representing multiple regions. Furthermore, the absence of personnel mobilization facilities restricts the extent to which this activity can be carried out. This approach has not been evaluated yet. The observed rise in patient numbers is not yet statistically significant. Nevertheless, the target market exhibits a significant level of interest in this approach, leading to a strong inclination to utilize hospital services.

Utilizing personal selling or individual promotion is the most efficient strategy for attracting the target market. Hospitals have used this approach through a systematic visitation of residences. Leaflets and pamphlets were distributed in residents' homes and marketplaces to inform them about the hospital's services and promotions. This activity is conducted biweekly, with limited geographical coverage extending solely to Batusangkar City. The coverage of this area is still significantly smaller in comparison to the hospital area. The challenges faced by the marketing department stem from a staffing shortage, as there are only two employees available, which hampers their ability to promptly cover a wide geographical area. This work is also hindered by the absence of necessary resources, such as automobiles for transportation. The efficacy of this personal selling endeavor is in its ability to directly deliver promotional offers to the specific target market, resulting in heightened interest and improved brand recall for the hospital due to the direct interaction. The hospital has not conducted any assessment of the procedure. In her 2018 study, Herfiza asserts that Malahayati Islamic Hospital utilizes personal selling as a promotional strategy to augment patient numbers. The objective is to directly observe consumer response to the information provided, specifically in terms of the services and facilities they receive following an explanation. Discharged from the hospital. Utilizing personal selling promotions as a promotional strategy serves the purpose of both communication and fostering trust among patients. Consequently, this approach piques the attention of both current and potential patients, enticing them to seek out and utilize the hospital's services and facilities.

e. Direct Selling

This method is carried out face to face or through communication media. Apart from visiting the public in public facilities, organizations or offices, this method is also carried out through WA communication media. Limited staff who cannot routinely carry out this method. Apart from that, communication media is only limited to existing consumers and partners that the hospital already has. There is no evaluation of this method yet. Just looking at the increase in the number of patients, it is still not good. The target market's interest in this activity is still low, especially through communication media, but the target market is quite interested in direct promotions such as in public facilities, groups or offices, thereby creating a desire to use hospital services.

f. Public Relation

This technique is accomplished by the process of interlacing. Establishing strong partnerships through regular visits, effective communication, and providing incentives to partners. Partners with limited consumer coverage have a relatively small impact on hospitals. In addition to a lack of adequate supporting facilities and the mobility of staff being restricted. Thus far, the hospital has successfully sustained collaboration with its current partners. There is a growing number of visits from partners' consumers.

The hospital has applied this technique by fostering collaboration and cultivating strong relationships with many relevant entities that bolster the institution's target markets to achieve optimal outcomes. The collaboration was executed including insurance, medical offices, health facilities, and midwives. This advertising approach is implemented to build collaboration with hospitals by targeting insurance companies, primary health centers, midwives,

and offices. Implementing this strategy is effective in expanding the hospital's target market as a significant number of insurance policyholders ultimately utilize the services provided by RSIA Fadhila. The hospital established a WA telecommunications group with midwives in Tanah Datar Regency to facilitate communication with patient referrals, daily services, and other hospital-related information. The hospital also offers services to midwives who recommend patients, which serves as an incentive to encourage them to promote referrals to RSIA Fadhila.

Nevertheless, this approach remains somewhat ineffective due to the relatively small size of the consumer base among multiple insurance firms and the limited number of personnel in offices. The partnership with midwives is highly effective in recruiting the desired clientele to the hospital. This approach is enough for expanding the hospital's target market as a significant number of insurance policyholders ultimately avail themselves of RSIA Fadhila's services. The hospital established a WA telecommunications group with midwives in Tanah Datar Regency to facilitate communication with patient referrals, daily services, and other hospital-related information. The midwife escorted the patient.

The hospital offers several services as a means to entice midwives and encourage them to recommend patients to RSIA Fadhila. Research conducted by Patel et al. (2017) has demonstrated that hospitals engaging in community relations activities, such as providing social services, free medical treatment, blood donation events, health seminars, and talk shows, can effectively entice customers to visit and witness these efforts firsthand [8]. According to Ahmad (2016), public relations has the potential to enhance a positive reputation. The hospital's engagement in external activities can enhance its brand reputation.10

g. Interactive Marketing

This method is implemented through two distinct approaches: direct interactive communication and media channels. This is accomplished through direct interaction with the target market, either in person or during a specific event. Media facilitates communication and connection through platforms like WA, where individuals can engage in question and answer exchanges. Amidst the pandemic, engaging in direct, in-person connection poses challenges. The reach and scope of social media or communication media are still limited, resulting in inadequate coverage. Currently, there is no quantifiable assessment available. The demand for direct interactive contact is significant, but it remains relatively modest when it comes to social media platforms. The interactive marketing method is a form of communication that involves two-way interaction in order to generate interest in utilizing hospital services. The hospital can effectively appeal to the target market by providing comprehensive and effective two-way communication. This strategy is implemented with the aim of reaching specific markets and establishing partnerships with hospitals. This will serve as a method for the target audience and hospital partners to obtain the desired information about RSIA Fadhila, hence generating interest and enthusiasm in utilizing its services.

Desy Wahyuni (2019) conducted a study at PBEC Hospital, revealing that the website offers multiple menu options encompassing various types of information. These include details about available services, profiles of doctors, schedules of doctors, frequently asked questions by patients, and contact information for prospective patients and the general public. The number is 12. Additionally, the website features a section dedicated to the doctor's responses, where they address inquiries posed by potential patients or the general public. Similarly, Instagram is utilized to engage with followers by sharing significant details pertaining to health. This engagement has the potential to foster intimacy with the target audience. The primary challenge in using interactive marketing features is creating an aesthetically appealing design that captivates users upon their initial visit and entices them to engage with it repeatedly. According to study, Hermina Karawang Hospital utilized live Instagram media to engage with the public during the Covid-19 pandemic. Additionally, they have been refining the usage of telemedicine from its initial implementation in August 2020.

h. Event and Experiences

This event has been implemented through the provision of complimentary health examinations, complimentary ultrasound examinations, and other similar services. Therapeutic guidance. The hospital ensures a positive patient experience when utilizing its services. Due to the substantial requirement of personnel, financial resources, and time, this procedure cannot be executed frequently. The extent of coverage remains highly restricted. This approach has not been evaluated yet. Merely observing the rise in patient numbers, the situation remains unfavorable. Nevertheless, the activity generates a strong interest within the target population, leading to a desire to utilize hospital services. The service's experience has successfully ensured patient retention for continued utilization of hospital services.

This strategy is already included in the hospital's work plan, consisting of complimentary health screenings and ultrasound examinations. This activity garnered significant public enthusiasm, which is highly advantageous for attracting the target market. By allowing consumers to directly experience one of the hospital's services, it naturally piques their curiosity and encourages them to return to the hospital to explore additional offerings.

Activities are conducted not only directly targeting the market, but also targeting midwives in order to attract their patients to hospitals. The hospital has also conducted health education sessions at organization-hosted events, which is satisfactory. The hospital's participation in an organizational event, rather than hosting a separate event, is both cost-effective and attention-grabbing, making it an attractive option for promoting the hospital. Additional activities include regular health assessments and early morning research sessions.

The recent challenge encountered is the hindrance caused by the epidemic, which has rendered gatherings involving a significant number of individuals arduous. The marketing department has attempted to conduct online activities, however, the efficacy of these endeavors falls short compared to in-person activities. In addition, this method of promotion is not frequently feasible due to the substantial expenses, manpower, and time required.

This strategy also encompasses the experiences that consumers acquire from hospitals. This experience encompasses the provision of services and the relationship between the hospital and consumers. Consumers' interest in using hospital services again is directly proportional to the quality of the impression they receive. Research conducted by Patel et al. (2017) demonstrates that hospitals engaging in community relations activities, such as social service, free medical treatment, blood donation campaigns, health seminars, and talk shows, can effectively entice customers to experience these services firsthand [8]. The findings of Nurbayti's study conducted in 2014 at RSIA Kemang Medical Care indicated Marketing events, such as talk shows and contests, are successful in boosting customer brand awareness, which is a crucial factor influencing consumers' decision to use the services provided. Fourteen

i. Word of Marketing

This approach commences with hospital personnel disseminating favorable impressions regarding hospital services and supplementary information. In addition, hospitals strive to offer top-notch services that adhere to established standards, aiming to generate favorable feedback from consumers that they can then share with others. Any negative perception of hospital services can rapidly disseminate. This approach has not been evaluated yet. Just looking at the growth in the number of patients, it is still not good. Nevertheless, elderly folks typically revert to utilizing hospital services on subsequent occasions.

The approach of promotion through word of mouth is extensively practiced and not limited to hospital workers, but also anticipated from consumers who have availed medical services. This approach can achieve maximum efficiency provided consumers are content with the services they receive from the hospital. The paramount concern in this context is the contentment of the patients. Patients who are highly satisfied are more likely to share positive opinions about the facility. From one customer to another, including the target market and beyond, this is what will enhance an individual's inclination to utilize healthcare services. Delivering exceptional care to patients can foster a

willingness to voluntarily share information with their family, friends, and neighbors, so promoting satisfaction. This information will be taken into account when deciding whether to purchase or test a product or service.

According to Ahmad's (2016) research, individuals' decisions to use hospital services are influenced by the experiences of their closest friends or family members who have previously used these services. 10 Consumers who have positive experiences have a tendency to share their satisfaction with individuals in their immediate circle. Hence, a positive consumer experience can enhance the hospital's brand reputation, whereas a negative consumer experience can diminish the hospital's brand image.

Based on Anastasia Yekti's (2019) research at H Abdul Manap Hospital Jambi, the hospital marketing strategy was implemented by evaluating customer responses to a questionnaire. The findings revealed that the majority of customers became aware of the hospital through word-of-mouth, specifically from neighbors, friends, or family members. The management is actively addressing this issue by enhancing the hospital's internal conditions. It is anticipated that this will lead to increased customer satisfaction and positive word-of-mouth referrals.

Wahyuni's (2019) research reveals that PBEC Eye Hospital implements a word-of-mouth marketing communication approach by delivering exceptional service to patients. In order to ensure patient satisfaction Willfully disclose facts to acquaintances, neighbors, or relatives. Potential consumers or the public can place trust in this product due to the opportunity to visually inspect and evaluate the desired item before making a purchase or attempting it. In addition, hospitals utilize a form of word-of-mouth marketing to establish brand recognition. This involves the use of promotional materials, such as brochures, which are provided through the hospital's registration area. Furthermore, hospitals engage in external activities to further promote their brand within the hospital's surrounding environment.

CONCLUSION

All parts of RSIA Fadhila's marketing communication mix promotions have been implemented. Each part has flaws, thus it hasn't maximized target market growth. Many challenges remain in its implementation. RSIA Fadhila has adopted promotional tactics according to the 8 aspects of the marketing communication mix, but some have not been consistent, have not reached a wider area, or have not met technological standards. Staff shortages and lack of facilities hinder this promotion's implementation. Public relations and marketing staff lack knowledge development. • Promotional strategies have short and long-term effects. Kotler believed that a person would make a buying decision after a period of interest, attraction, and desire. Marketing communications develop interest in the target market to encourage hospital service purchases. This impact can be seen at every level: short-term techniques develop interest in the target market, then repeated application creates purchasing decisions. Many people are interested in direct selling, personal selling, events, and word-of-mouth marketing. These approaches attract new customers, while advertising, PR, sales, and interactive marketing are longer-term. Keep existing customers interested in RSIA Fadhila. The general evaluation shows no rise in patients.

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