

SWOT ANALYSIS AS A BASIS OF STRATEGY IN EFFORTS TO INCREASE THE NUMBER OF PATIENT VISITS AT ABC HOSPITAL PAIN MANAGEMENT CLINIC

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ABSTRACT

Patient visits to ABC Hospital Pain Management Clinic before the pandemic: 181 per year, during the 2021 pandemic: 54 visits per year and in 2022: 90 visits, this is not in accordance with the set visit target. This type of research used is qualitative. The marketing strategy to increase the number of patients uses a SWOT analysis where the company is in quadrant 3 where the strategy used is a defensive strategy and is in cell 5 with a concentration strategy of growth through horizontal integration and stability, where the company does not make changes. The results of the strategic research carried out are making a practice schedule, online registration, determining a permanent practice room; improve teleconsult services, promote programs through social media and local media, create pain patient communities and program events or gatherings,

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1. INTRODUCTION

On January 30, 2020, WHO announced an outbreak of a new type of coronavirus (Novel Corona Virus or ncov), or officially known as COVID-19 which stands for "coronavirus disease that was discovered in 2019" as a disturbing Public Health Emergency world (Ahmada et al., 2022). The World Health Organization (WHO) has declared a global emergency against the Covid-19 virus outbreak. According to WHO data (2023) Covid-19 has infected 235 countries. According to the Indonesian Covid-19 Task Force as of May 20 2023, there were 6,800,943 Covid-19 cases and 161,658 deaths. This pandemic condition has affected many aspects of life, especially the health sector. The Covid-19 pandemic has caused changes in customer behavior in obtaining health services at health facilities (Private & Nadjib, 2023). The impact of this pandemic has also been felt by the ABC Hospital Pain Management Clinic, namely by reducing the number of patient visits.

Pain Management at ABC Hospital Pain Management Clinic, is managed by a pain management team consisting of various disciplines chaired by an anesthesiologist. In its operation, it is assisted by a pain link consisting of anesthesiologists, general practitioners, nurses, pharmacists, and physiotherapists. Pain management uses a combination of pharmacological and non-pharmacological techniques. Guided by the flow of each section, pain management is carried out in patients who are in the Emergency Room (ER), Outpatient, or Inpatient. As a provision, all health workers involved have been given pain management training. Inpatients are routinely visited by the pain management team every day. In emergency room patients, emergency room doctors and nurses have been given authority in the management of pain, if there are difficulties where pain is not handled properly, collaboration with the pain management team will be carried out. A pain management clinic has been set up for outpatient patients, but due to the Covid-19 pandemic, a separate clinic is needed for Covid-19 patients. The policy is to reduce the number of other clinics dedicated to Covid-19 patients. This has an impact on the operation of the Pain Management Clinic where the practice locations are shifted and always moving, so that other specialist doctors are reluctant to refer to the pain management clinic. Patients do not know that there is a pain management clinic at ABC Hospital Pain Management Clinic.

This can be seen from the number of patient visits to the pain management clinic at ABC Hospital Pain Management Clinic before the pandemic: 181 visits per year. Starting from the pandemic period in 2020 and 2021 the number of visits has decreased with a total of 54 visits per year. In 2022 the number will increase to 90 visits. It is felt that the increase in the number of visits has not recovered and can still be increased. Thus a strategy is needed to generate patient interest, so that patient visits increase.

2. LITERATURE REVIEWS

Painful

Pain management is a patient-centered approach, with nurses practicing patient advocacy, empowerment, compassion, and respect. Effective communication among patients, families and care professionals is essential to achieve adequate pain management (Novieastari et al., 2020).

Pain management is needed to reduce patient suffering caused by pain. Pain is the main reason someone seeks help, because pain is very disturbing and difficult for more people than any other disease. Pain management is grouped into two, namely pharmacological and non-pharmacological pain management, namely pharmacological management and non-pharmacological management. Where pharmacological management involves the use of opiates (narcotics), nonopiates / NSAIDs (non-steroidal anti-inflammatory drugs), adjuvant or co-analgesic drugs. While non-pharmacological management can be done with cutaneous stimulation and massage, ice and heat therapy, transcutene electric nerve stimulation (tens), distraction, relaxation techniques, (Fortune, 2020).

Pain is an unpleasant sensory and emotional experience associated with, or similar to that associated with, actual or potential tissue damage. Where there are 6 key notes namely: 1. Pain is always a personal experience that is influenced by biological, psychological, and social factors to varying degrees, 2. Pain and nociception are different phenomena, 3. Pain cannot be inferred only from activity in sensory neurons, through their life experiences, individuals learn the concept of pain 4. One's reports of the experience as pain must be respected, 5. Although pain usually has an adaptive role, it can adversely affect social and psychological functioning and well-being, 6. Verbal description is only one of some behavior to express pain; (King et al., 2021).

This definition shows that pain is a personal phenomenon, which does not only include a biomedical process (eg as a symptom of a disease), but also relates to the patient as a whole human being. Pain management in various health care contexts still often encounters obstacles (Susilo & Sukmono, 2022). The obstacles referred to can be from various aspects so that this affects the number of patient visits.

Patient Visit

Interest as a source of motivation that can provide individual directions to what will be done if released in the election. Interest as an individual tendency to behave that can be supported by a feeling of happiness because it is considered to have benefits for him (Mendrofa et al., 2022). A patient is anyone who consults about their health problems to obtain the necessary health services, either directly or indirectly at the hospital (Sari, 2021).

It can be interpreted that patient interest is a source of motivation that can provide direction to everyone who wants to consult on their health problems to obtain health services, either directly or indirectly at the hospital.

Interest or interest in reusing health services is defined as the patient's desire to reuse services or not, which is part of the behavior after purchase after buying a product, consumers will experience a level of satisfaction or dissatisfaction. (Ahmada et al., 2022).

Marketing strategy

Each hospital has the right marketing strategy to increase the number of patient visits. (Zia et al., 2019) The marketing strategy that will be carried out is to increase competitiveness among similar companies so that the number of patient visits can increase, thus what is needed is an application to look for opportunities and threats so that companies can find out things that can still be developed (Nurbaiti & Napitupulu, 2020).

Competitive strategy is an effort so that the company wins the competition in order to achieve competitive advantage and get consumers or customers who are on target and more by providing the best possible service so that these consumers or customers feel satisfied. (Elvana et al., 2022).

Marketing strategy has a very important role for the success of the company. Marketing is an overall system of business activities aimed at planning, finding prices, promoting and distributing goods and services that satisfy needs to existing and potential buyers. So basically marketing is not just a business function but concerns matters regarding dealing with customers, understanding and creating communication and providing value and satisfaction to customers (Astuti & Ratnawati, 2020).

Marketing strategy is a series of goals and objectives, policies and rules that give direction to the company's marketing efforts from time to time, at every level and reference and allocation, especially as the company's response in facing the ever-changing competitive environment and conditions. There are three ways that can be used to create a marketing strategy, namely: a. Market segmentation strategy,

namely dividing the market into groups that have different characteristics. b. The target market determination strategy is an activity to determine the target market after the market segmentation process is complete. c. Market positioning strategy, in this strategy must have a way to get the attention of consumers to be interested in the products that have been produced.(Sutaguna et al., 2023)

Marketing management is an attempt to plan, implement (which consists of organizing, directing, coordinating activities) as well as overseeing or controlling marketing activities within an organization in order to achieve organizational goals efficiently and effectively(Sudarsono, 2020).

One of the tactical plans is to use the marketing mix concept. The marketing mix is the set of controllable, tactical marketing tools that the company blends to produce the response it wants in the target market. Elements of the 4P of the Marketing Mix, namely product, price, place, and promotion which from the consumer's point of view are explained in 4C(Pratama et al., 2023);

1. *Product* are customer needs and wants (customer solutions)
Product is a material produced to meet consumer needs or desires in the form of goods or services that can be offered to a customer group or market and can satisfy a want or need. To meet the diverse needs of consumers, product creation must still pay attention to adding product variations or carrying out product mixes so that each product will be complementary to other products.
2. *Price* is the cost to the customer (customer cost)
Price is the amount of money that must be paid by consumers to obtain the product. For producers, price is also important, because it determines the company's profit level, in other words, the company's sustainability. In determining the price of a product, it is necessary to pay attention to the value of the product for consumers "reference value" (comparison of product prices with competitors' prices) and "differentiation value" (consumer responses to product attributes compared to other products), must be taken into consideration. The amount of the price set is a consideration in determining the target market segment, whether it can be reached by consumers or not.
3. *place* Convenience Place means providing products in a place that provides convenience for consumers to access them. Place can also be equated with channel or distribution.
4. Promotion is communication Promotion can be interpreted in two ways:
 - a. In a narrow sense: promotion means incentives for consumers, for example price discount promotions or new product introduction promos by being priced.
 - b. In a broad sense: promotion is all communication methods used to provide information about products to consumers in the target market. Promotion is a way of communicating with consumers through advertising, personnel *selling* or public relations. Besides that, you can also use word of mouth which is informal communication individually.

So that the goods or products or services marketed can be sold in the market, it is necessary to formulate them(Sudarsono, 2020)

Stage 1: Conduct trend or trend analysis. Something is a tendency if it has a dynamic nature and contains elements of change. These changes are also permanent and relatively measurable.

Stage 2: Conduct internal and external analysis of the company. The first strategy is prepared based on an internal analysis called a strategy *inside-out*, while those that are compiled first in the external analysis are called *outside-in*. *Inside-out* strategies usually see limited resources as constraints, while *outside-in* strategies see opportunities as the main attraction, and in daily practice, the two are combined.

Stage 3: Planning alternative strategies that can be chosen. By combining the two strategies mentioned above, planned *alternative strategys* suitable for working on a project in the company.

Stage 4: Choose the strategy that best fits the company. The choice of strategy, of course, must take into account the vision and mission of the company, the values espoused, the expectations that develop in the surrounding environment, and the possibility of success or failure in implementation.

Stage 5: Implementation of the strategy. The strategy that has been formulated must be translated into a clear work program. One that must be built is the enterprise architecture

SWOT analysis

SWOT analysis can be used to determine the strategy and framework development. The use of SWOT Analysis has become successful in the global environment and is a marketing research method used in analyzing competitive environmental factors and identifying several factors systematically to formulate hospital marketing strategies(Permadi & Sarikusumaningtyas, 2020).

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SWOT is a tool that can be used in companies or hospitals to get a good strategy in making a policy (Wijayanto & Hardisman, 2022).

SWOT analysis identifies Strengths (strengths) and Weaknesses (weaknesses) on the internal aspect as well as Opportunities (opportunities) and Threats (threats) on the external aspects of the company (Redjeki et al., 2023).

The SWOT matrix is a tool that is often used in compiling marketing strategy factors by companies. With this SWOT matrix, the company's external opportunities and threats can be illustrated and adapted to the company's strengths and weaknesses (Nathanael K & Dwi Susanti, 2022). Thus, the company is able to compete and achieve goals effectively and efficiently.

3. METHODS

The research method is a series of activities in seeking the truth of a research study, which begins with an idea that forms the formulation of the problem giving rise to the initial hypothesis, with the assistance and perceptions of previous research, so that the research can be processed and analyzed which ultimately forms a conclusion.

The nature of the research method based on the problems studied are:

- a. The historical research method is the nature of research that wants to reconstruct old events in a structured and objective manner
- b. The descriptive research method is the nature of the research which describes a phenomenon with accurate data which is examined systematically.
- c. The developmental research method is the nature of research that wants to know the flow of sequence and change as a function of time.
- d. The case research method is research with the nature of studying the current situation and how the research object interacts with its environment.
- e. Correlational research method is research with the nature of examining the level of relationship between one variable and another variable that is being studied based on the correlation coefficient.
- f. The experimental research method is research with the nature of examining a causal relationship by adding a control variable.
- g. The quasi-experimental research method is the nature of research on how causal relationships are without control, but can use other methods to control research.
- h. The comparative research method is a research method with the nature of examining the relationship with direct observation of the factors suspected as the cause as a comparison.
- i. The action research method is a research method with the nature or action of developing new skills and examining the results. (Sahir, 2022)

The research method used in this study is a descriptive method with a qualitative approach. This method is carried out by analyzing the internal environment (strengths and weaknesses) and external (opportunities and threats) as well as an overview of the marketing mix strategy. This method forms the basis for a SWOT analysis. SWOT analysis is carried out through the IFE (Internal Factor Evaluation) matrix which will describe the internal factors which are the biggest strengths and weaknesses of the company and the EFE (External Factor Evaluation) matrix which will describe the external factors which can be used as opportunities as well as threats that are owned. company and this IE (Internal External) matrix that shows where the company's current position is (Astuti & Ratnawati, 2020)

Types of Data and Data Collection Techniques

This research was conducted at ABC Hospital Pain Management Clinic from February to April 2023. Data sources consist of primary and secondary data sources. Primary data sources were obtained from in-depth interviews with informants, while secondary data were obtained from written sources in the form of document studies at the ABC Hospital Pain Management Clinic. Data collection techniques are observation, interviews, study documentation and Focus Group Discussion (FGD).

4. RESULTS AND DISCUSSION

By considering the situation analysis obtained from all external and internal factors, opportunities and threats, as well as existing strengths and weaknesses can be determined.

Data analysis will be carried out in the following stages (Ponirah et al., 2021):

1. Input Stage (Internal and External Environment Analysis)
 - a. Comparative analysis

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This analysis is needed to obtain the weights that will be included in the IFE (Internal Factor Evaluation) matrix and the EFE (External Factor Evaluation) matrix. The evaluation method will be carried out in a way comparing 2 different factors in the same category based on the level of importance for the development of the ABC Hospital Pain Management Clinic.

In determining the weight of each variable, scales 1, 2 and 3 are used in filling out the columns with the following explanation:

1. If the horizontal factor is less important than the vertical factor.
2. If horizontal factors are equally important than vertical factors.
3. If the horizontal factor is more important than the vertical factor.

b. IFE analysis (*Internal Factor Evaluation*) and EFE (External Factor Evaluation)

IFE/EFE analysis is carried out by creating a matrix consisting of weighted columns, ratings strengths, weaknesses, opportunities and threats as follows:

1. Column 2, strengths, weaknesses, opportunities and threats.
2. Column 3, weighted between 1 (very important) to 0 (not important).
3. Column 4, gives a rating on a scale of 4 (outstanding) to 1 (poor).
4. Column 5, multiplication between the weight (column 2) and the rating (column 3).

2. Process Stages

a. SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*)

Each of the strengths (strengths), weaknesses (weaknesses), opportunities (opportunities) and threats (threats) with the highest score in the comparative analysis, then entered into the matrix SWOT.

b. IE Matrix

The combination of the two IFE matrices and the EFE matrix produces an internal-external matrix containing 9 types of cells that show the combination of the total scores from the IFE matrix and the EFE matrix.

The following is a reduction in the results of in-depth interviews about the strengths of the ABC Hospital

Table 1. Interview reduction results

Topic	Answer Analysis	Conclusion
Strength	1. Type B Hospital with Foreign Investment (PMA) was founded in 1998	1. PMA Hospital according to type B
	2. Strategic location and easy access, with adequate building physical facilities	2. Adequate facilities and infrastructure
	3. ISO 1995-International and National Accredited Hospital	3. Hospital accredited Nationally and Internationally
	4. The number of beds is 208 with active status	4. Has 2 Centers of Excellence
	5. Has a Center of Excellence: Spine Center, Orthopedic Center, The number of pain management consultant doctors is 2 people, namely anesthesiologists	5. Have a pain management specialist consultant anesthesiologist
	6. Has 1 supervisor with 17 Link Pain people consisting of general practitioners, nurses in each room, pharmacy, physiotherapy.	6. Have a pain management structure and team
	7. ABC Hospital Pain Management Clinic, the Pain Management Team is well coordinated, where there is a structure that has been established with the issuance of a decree	7. Cooperate with related guarantees
	8. RS accepts payments from 11 insurers, company guarantees, and personal	8. Hospital uses Electronic Medical Record
	9. The hospital has used Electronic Medical Records since 2011	
Weakness	1. The Pain Management Team is still part of the care providers both outpatient and inpatient.	1. The pain management team and operational staff
		2. The surrounding community has not been socialized about

Topic	Answer Analysis	Conclusion
	2. The surrounding community is not yet aware of the pain management team services at ABC Hospital Pain Management Clinic	the existence of a pain management team at ABC Hospital Pain Management Clinic
Opportunity	1. The average number of patient visits for the period June 2021-July 2022 is 1670 people/month. 2. Collaboration with various health facilities and agencies in the health sector 3. As a referral Center of Excellence with insurance underwriting 4. The environment at ABC Hospital Pain Management Clinic is in the upper middle class 5. <i>Digitally Hospital System</i>	1. The average number of patient visits for the period June 2021-July 2022 is 1670 people/month. 2. Collaborate with health related parties 3. As a referral hospital center of excellence 4. Environment in the upper middle class 5. <i>Digitally Hospital System</i>
Threat	1. There are more and more competing hospitals around ABC Hospital Pain Management Clinic 2. The existence of social media so that competitors can carry out marketing promotions more aggressively	1. Many competitors around ABC Hospital Pain Management Clinic 2. Massive promotion from competitors through social media

The following is the weighting of Internal and External factors

Table. 2. Internal Factor Evaluation (IFE) Matrix

No	key factor	Weight	Ratings	Weighting Score	Information
Strengths					
1	PMA Hospital according to type B	0.06	3	0.18	<ul style="list-style-type: none"> •Column 3 = Weighting between 1 (very important) to 0 (not important). •Column 4 = <i>Ratings</i> is the level of importance of each factor <ul style="list-style-type: none"> - <i>Ratings</i> 1, when the indicator is very bad - <i>Ratings</i> 2, if the indicators are the same as similar hospitals - <i>Ratings</i> 3, if the indicator's response to these factors is better than the response of similar hospitals - <i>Ratings</i> 4, when the indicator response is very good or optimal •Column 5 = Multiplication between weight (column 2) and rating (column 3).
2	Adequate facilities and infrastructure	0.07	3	0.21	
3	Hospital accredited Nationally and Internationally	0.04	2	0.08	
4	Has 2 Centers of Excellence	0.07	3	0.21	
5	Having a pain management consultant doctor, namely an anesthesiologist	0.07	3	0.21	
6	Have a pain management structure and team	0.07	3	0.21	
7	Cooperate with related guarantees	0.06	3	0.18	
8	Hospital uses Electronic Medical Record				
	Sub-Total	0.5	23	1.46	
Weakness					
1	The pain management team and operational staff	0.25	3	0.75	<ul style="list-style-type: none"> •Column 3 = Weighting between 1 (very important) to 0 (not important). •Column 4 =
2	The surrounding community has not been	0.25	3	0.75	<ul style="list-style-type: none"> •Column 4 =

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No	key factor	Weight	Ratings	Weighting Score	Information
	socialized about the existence of a pain management team at ABC Hospital Pain Management Clinic				<p><i>Ratings</i> is the level of importance of each factor</p> <ul style="list-style-type: none"> - <i>Ratings</i>4, when the indicator is very bad - <i>Ratings</i>3, if the indicators are the same as similar hospitals - <i>Ratings</i>2, if the indicator's response to these factors is better than the response of similar hospitals - <i>Ratings</i>1, if the indicator response is very good or optimal <p>• Column 5 = Multiplication between weight (column 2) and rating (column 3).</p>
	Sub-Total Total	0.5 1	6 29	1.5 2.96	

Table 3. External Factor Matrix Evaluation (EFE)

No	key factor	Weight	Ratings	Weighting Score	Information
Opportunity					
1	The average number of patient visits for the period June 2021-July 2022 is 1670 people/month.	0.11	3	0.33	<ul style="list-style-type: none"> • Column 3 = Weighting between 1 (very important) to 0 (not important). • Column 4 = <i>Ratings</i> is the level of importance of each factor - <i>Ratings</i> 1, when the indicator is very bad - <i>Ratings</i>2, if the indicators are the same as similar hospitals - <i>Ratings</i> 3, if the indicator's response to these factors is better than the response of similar hospitals - <i>Ratings</i> 4, when the indicator response is very good or optimal <p>Column 5 = Multiplication between weight (column 2) and rating (column 3).</p>
2	Collaborate with health related parties	0.05	2	0.1	
3	As a referral hospital center of excellence	0.11	3	0.33	
4	Environment in the upper middle class	0.12	3	0.36	
5	<i>Digitally Hospital System</i>				
	Sub-Total Threat	0.5	14	1.45	
1	Many competitors around ABC Hospital	0.25	3	0.75	<ul style="list-style-type: none"> • Column 3 = Weighting between 1 (very important) to 0 (not important). • Column 4 = <i>Ratings</i> is the level of importance of each factor - <i>Ratings</i> 4, when the indicator is very bad
2	Pain Management Clinic Massive promotion from competitors through social media	0.25	3	0.75	

- Ratings 3, if the indicators are the same as similar hospitals
- Ratings 2, if the indicator's response to these factors is better than the response of similar hospitals
- Ratings 1, if the indicator response is very good or optimal
- Column 5 = Multiplication between weight (column 2) and rating (column 3).

Sub-Total	0.5	6	1.5
Total	1	20	2.95

After determining the score of each variable, from the table we can compare it through the rating we get, namely:

- a. Rating 1 is in strength (strengths) with a value of 23 which describes the ABC Hospital Pain Management Clinic as having great strengths.
- b. Rating 2 is on opportunities (Opportunities) with a value of 14 which illustrates that ABC Hospital Pain Management Clinic has great opportunities (Opportunities) that can be developed.
- c. Rating 3 is in weaknesses and threats where the value of both is 6, so ABC Hospital Pain Management Clinic has weaknesses and threats that can reduce the value of strengths and opportunities.

Through the table above, it can be determined the total score of each factor, namely the internal factor of 2.96 and the total score of external factors of 2.95. This proves that internal factors have a greater value than external factors, this will form the basis for determining the strategy to be carried out.

On the strength factor the weighting score is 1.46 where this value is smaller than the weakness factor score of 1.5. This can be interpreted that the weakness factor is greater than the threat factor. Whereas for external factors the score for the opportunity factor is 1.45 which is also smaller than the threat factor which is 1.5. From this analysis, the company must survive by utilizing its strengths and opportunities to determine future strategies. After analyzing this, the next step is to determine the SWOT strategy.

The IE matrix analysis is arranged by placing the total weight of the average score of the matrix IFE 2.96 on the X axis and EFE 2.95 on the Y axis, it is found that the position of the ABC Hospital Pain Management Clinic is in quadrant 5, according to the following figure:



Figure 1. IFE and EFE weighting

According to Figure 1, nine strategy cells can be identified, but in principle the nine cells can be grouped into three main strategy categories. (Wardhana, 2021), that is:

- a. Growth strategy which is the growth of the company itself (cells 1,2,4) or verified efforts.

- b. Stability strategy (cells 3,5,7) is a strategy that is implemented without changing the direction of the strategy implemented.
- c. Retrenchment strategy (cells 6, 8, 9) is an attempt to reduce or reduce the efforts made by the company.

The following is an explanation of the nine contained in the IE matrix cells as shown in Figure 1:

- a. Cell I Concentration through Vertical Integrity
Growth through concentration can be passed through integrity by means of backward integration or forward integration. This is the main strategy for companies that have a strong market competitive position (high market share) in high attractiveness.
- b. Cells II and V Concentration through Horizontal Integrity
Horizontal integrity growth strategy is an activity that expands the company by building in other locations and improving products and services.
- c. Cell III Turnaround
This strategy is appropriate for companies in high industrial attractiveness when the company's problems are starting to be felt but not yet critical. This strategy is carried out by the company by making savings on the company's operations
- d. Cell IV Stability
The strategy of silence may be appropriate to serve as a temporary strategy that allows companies to combine all of their resources after experiencing rapid growth from an industry that then faces an uncertain future.
- e. Cell VI Divestment
This is the right strategy for companies that are in a weak competitive position and with medium industry attractiveness.
- f. Cell VII Verified Related
The growth strategy through verification is generally carried out by companies that have a very strong comparative position but have low industrial attractiveness. The emphasis of this strategy is more on financial strategy than on product market synergy (strategy contained in verified).
Cell IX Bankruptcy or Liquidity Liquidity is a strategy carried out by selling part or all of an existing company with the aim of getting money to pay all of the company's bonds and then handing over the rest to the shareholders

Analysis:

In accordance with the SWOT matrix, the pain management clinic is in cell 5 where it can be said that it has moderate internal and external capabilities. Potentials in terms of marketing can be increased both in terms of sales, assets, profits, or a combination of the three. Therefore the strategy is best controlled with a growth strategy by maximizing the available strengths and opportunities

Based on the SWOT quadrant diagram, to determine the organizational position the calculation is based on the results obtained from the EFE and IFE matrices as follows:

- Internal Analysis Coordinate
Strengths - Weaknesses = 1.46 - 1.5 = -0.04
- External Analysis Coordinate
Opportunity - Threat = 1.45 - 1.5 = -0.05
So the point coordinates (x, y) are located at (-0.04; -0.05)

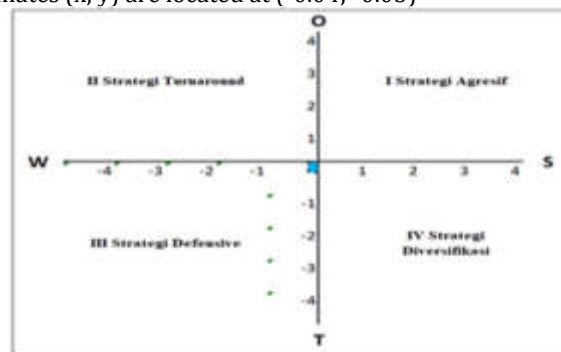


Figure 2. SWOT quadrant diagram

The SWOT analysis diagram in the figure produces four quadrants which can explain the influence of strengths and weaknesses explained as follows:

a. Quadrant 1

This quadrant is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (Growth Oriented Strategy). This strategy signifies a company that is strong and able to continue to grow by taking existing opportunities to achieve maximum turnover

b. Quadrant 2

This quadrant indicates that the company has internal strength. The strategy that must be implemented is to use strength to take advantage of long-term opportunities by way of a diversification strategy (product/market).

c. Quadrant 3:

This quadrant clearly shows that the company's condition is very weak but has a great opportunity to grow. For companies it is advisable to stick with a Defensive Strategy, and change the previous strategy, because it is feared that the company will find it difficult to seize the opportunities that exist, and the company must improve the performance of internal parties.

d. Quadrant 4:

Quadrant This is a very unfavorable situation, because it is clear that internally and externally it is very weak. For this reason, it is hoped that companies will be advised to use a survival strategy, by improving their internal performance so that they don't get worse(Qomariyah, Siti & Nurfaizin, 2021)

Analysis:

From the diagram above, the strength is slightly smaller than the weakness factor, and the opportunity factor is smaller than the threat factor. Therefore the position of ABC Hospital Pain Management Clinic is in quadrant III position, namely with a Defensive Strategy, namely by surviving and changing the previous strategy, because it is feared that the company will find it difficult to seize the opportunities that exist, and the company must improve internal performance.

Based on the SWOT analysis quadrant at the ABC Hospital Pain Management Clinic, a defensive strategy can be implemented through the Growth and Stability strategy. This will be explained in table 4. SWOT matrix, where the application is how strengths are able to take advantage of existing opportunities, and how to overcome weaknesses that prevent advantages from opportunities (opportunities) that exist, then how strengths are able to deal with existing threats, and finally how to overcome weaknesses that can make threats real or create a new threat.(Qomariyah, Siti & Nurfaizin, 2021)

Table 4. SWOT Matrix

		Strengths(S)	Weaknesses(W)
Internal	External	1. PMA Hospital according to type B	1. The pain management team and operational staff
		2. Adequate facilities and infrastructure	2. The surrounding community has not been socialized about the existence of a pain management team at ABC Hospital
3. Hospital accredited Nationally and Internationally			
4. Has 6 Centers of Excellence			
5. Have a specialist pain management consultant			
6. Have a pain management structure and team			
7. Cooperate with related guarantees			
8. Hospital uses Electronic Medical Record			
Opportunities(O)		SO strategy	WO strategy
1. The average number of patient visits for the period June 2021-July		1. Maintain and improve service quality	1. Improving services by making service practice schedules so that pain

- 2022 is 1670 people/month.
2. Collaborate with health related parties
 3. As a referral hospital center of excellence
 4. Environment in the upper middle class
 5. *Digitally Hospital System*

Threats(T)

1. Many competitors around the ABC Hospital
2. Massive promotion from competitors through social media

2. Maintain cooperation with various Health Facilities and agencies in the health sector; monitor and evaluate cooperation with external parties
3. Promoting the Center of Excellence for Pain Management Clinic Services as a referral point for pain patients
4. Online Registration; Chatbot service to help registration services

ST Strategy

1. Improving teleconsul services; Facilitate service without being physically present
2. Make promotions through social media (Youtube, Instagram, Tik Tok, Whatsapp) such as advertisements
3. Make scheduled program programs that air on social media (Podcasts, Casual Talks, Educational Videos)

management services can be carried out at any time.

2. Determining a permanent practice room as a place for Pain Management Clinic services

WT Strategy

1. Conduct periodic evaluations of Pain Management Services, analyze developments and carry out actions for improvement
2. Promote superior services from the Center of Excellence for Pain Management Clinic Services through social media and local media (such as the Kicau Bintaro bulletin)
3. Carrying out repeated promotions such as through Greeting Announcements, broadcasting on internal TV, making programs or gatherings of Pain Management patients.
4. Creating a Pain Management Patient community and carrying out scheduled activities and overseeing Pain Management activities.

5. CONCLUSION

Based on the results of the SWOT Matrix analysis, ABC Hospital Pain Management Clinic is in cell 5, where the strategy that can be used is a growth strategy, namely to achieve growth, both in sales, assets, profit, or a combination of the three. ABC Hospital Pain Management Clinic can maximize the strengths and opportunities available by concentrating on horizontal integration by taking advantage of existing strengths and opportunities and Stability, namely where the organization does not make changes as a strategy to focus on overcoming all weaknesses. In the SWOT quadrant, ABC Hospital Pain Management Clinic is in quadrant 3. In this position, the hospital is in a moderately attractive industry that allows a consolidation strategy to be used. This has a defensive purpose, namely to avoid losing sales and losing profits. In this strategy, ABC Hospital Pain Management Clinic can expand markets, production facilities, and technology through internal and external development through acquisitions or joint ventures with other companies in the same industry. the organization competes in a slow-growth industry and has a weak competitive position. ABC Hospital Pain Management Clinic had to make some drastic changes quickly to avoid further decline and possible liquidation. The strategy that will be carried out by the ABC Hospital Internal Pain Management Clinic maintaining and improving the quality of service by making a service practice schedule so that ABC Hospital Pain Management Clinic services can be carried out at any time, determining a permanent practice room as a place of service for ABC Hospital Pain Management Clinic,

making Online Registration; chatbot services to assist registration services, improve teleconsult services; to facilitate services without being physically present, make promotions through social media (youtube, instagram, tik tok, whatsapp) such as advertisements, make scheduled program programs that air on social media (podcasts, casual talks, educational videos), carry out promotions for superior services Center of Excellence in ABC Hospital Pain Management Clinic services through social media and local media, carry out promotions for the Center of Excellence services at ABC Hospital Pain Management Clinic as a place for referrals for pain patients, carry out promotions that are carried out repeatedly such as through Greeting Announcements, broadcast on internal TV, making programs or gatherings of pain patients at ABC Hospital Pain Management Clinic. Creating a community of pain patients at ABC Hospital Pain Management Clinic and carrying out scheduled activities and overseeing team activities, maintaining cooperation with various health facilities and agencies in the health sector, monitoring and evaluating collaboration with external parties, conducting periodic evaluations of ABC Hospital Pain Management Clinic services , making development analysis and taking action for improvement. broadcast on internal TV, create programs or gathering pain patients at ABC Hospital Pain Management Clinic. Creating a community of pain patients at ABC Hospital Pain Management Clinic and carrying out scheduled activities and overseeing team activities, maintaining cooperation with various health facilities and agencies in the health sector, monitoring and evaluating collaboration with external parties, conducting periodic evaluations of ABC Hospital Pain Management Clinic services , making development analysis and taking action for improvement. broadcast on internal TV, create programs or gathering pain patients at ABC Hospital Pain Management Clinic. Creating a community of pain patients at ABC Hospital Pain Management Clinic and carrying out scheduled activities and overseeing team activities, maintaining cooperation with various health facilities and agencies in the health sector, monitoring and evaluating collaboration with external parties, conducting periodic evaluations of ABC Hospital Pain Management Clinic services , making development analysis and taking action for improvement.

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