



Analysis of Marketing Strategies with Marketing Mix at the Pratama Clinic of the Malang Police Station Using the SOAR Method

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A B S T R A C T

Malang District Police Principal Clinic is a first level health facility. Referring to the website of the Ministry of Health (Kemenkes) regarding Health Service Units (UPK), Based on existing data, there is a decrease in the number of visitors every year, starting from 2018 to 2022. The purpose of this study is to see how the implementation of marketing strategies using marketing mix at the Pratama Clinic of the Malang Police with the SOAR method. This research uses the soar analysis method which serves to analyze how the implementation of existing marketing strategies. The results of this study are that the implementation strategy implemented by this clinic has not been effective, based on the results of data processing through the IFE, EFE, and IE matrices from the questionnaires distributed, the results show that the marketing strategy that has been carried out at the Pratama clinic of the Malang police with the IFE score and EFE score in the IE matrix is in quadrant V (Medium-Medium) with the condition of hold and maintain (Market penetration and system development). From both IFE and EFE scores, the difference is quite small, meaning that both have a balanced point that is not too strong and not too weak. This proves that in the eyes of visitors to the Pratama clinic of the Malang police station there are still several things that need to be improved.

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1. INTRODUCTION

Malang District Police Principal Clinic is a first level health facility. Referring to the website of the Ministry of Health (Kemenkes) regarding Health Service Units (UPK), it states that a Pratama Clinic is a clinic that organizes basic medical services, while in its implementation there are health services such as the following, general practitioner services, general dentist services, simple action services, and medical record management services. Pratama Clinic of

Malang Police Station was established in 2006 and inaugurated as Pratama Clinic on April 6, 2021. At this time, the marketing strategy implemented by Malang Police Pratama Clinic is general health services, dental services, and counseling to the environment around the clinic regarding environmental hygiene and healthy lifestyle, besides, Malang Police Pratama Clinic also provides BPJS services to local residents so that they do not need to pay if they want to consult or seek treatment at this clinic.

However, this clinic does not use marketing strategies through online media, so the number of people who know about the existence of this clinic is limited.

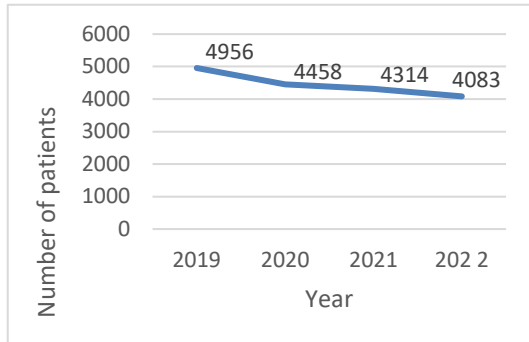


Figure 1. Number of patients Klinik Pratama Polres Malang

When referring to the graph above, there is a decrease in the number of patients who come to this clinic, based on existing data, patients visiting from 2019 to 2022 the number of patients who come continues to decrease. Based on the existing phenomenon, there is a decrease in the number of patients visiting the Pratama clinic of the Malang police every year from 2019 to 2022, so this affects revenue and service quality. In addition, data from the patient suggestion box in May 2023 complained about doctors who were considered slow in conducting examinations to administering drugs, so the time required for one patient ranged from 30-45 minutes. Testing services are a product quality control instrument, the implementation of which has a very important role in measuring the quality of the products produced. Errors in measurement results, whether caused by non-standard procedures or accuracy levels that are not following with applicable standards, will have fatal consequences that can endanger the safety and health of the soul and the environment In addition (Fathurahman et al., 2023) based on information from the head of the clinic that the Malang Police Pratama Clinic has hopes to continue to be able to improve facilities and services in accordance with health service standards and can develop itself as the main clinic. Therefore, it is necessary to analyze to see how the marketing strategy is implemented at Malang Police Pratama Clinic using 7P Marketing Mix and SOAR, so that it is expected to help the clinic management to improve the

marketing strategy that can be applied at Malang Police Pratama Clinic.

2. LITERATURE REVIEW

The purpose of marketing is to attract new customers by creating products that meet consumer needs, promising superior value, setting attractive prices, distributing products easily, promoting effectively, and retaining existing customers by adhering to the principle of customer satisfaction. The premise of marketing begins with the existence of needs, wants, and demands; products (goods, services, ideas); value, cost, and satisfaction; exchanges and transactions; relationships and networks; markets; marketers; and potential buyers (Putri, 2017). The definition of marketing strategy is an effort to market a product, be it goods or services, using certain plans and tactics so that the number of sales becomes higher. The definition of marketing strategy can also be interpreted as a series of efforts made by the company to achieve certain goals because the potential to sell is limited to the number of people who know about it. (Italina, 2019). Marketing strategy has an important role in a company or business because it serves to determine the economic value of the company, be it the price of goods or services. There are three factors that determine the price value of goods and services, namely production, marketing, consumption (Haque & Iskandar, 2022).

Define marketing mix strategy to create value for customers and build and build strong and profitable customer relationships profitable customer relationships requires a reliable marketing strategy a reliable marketing strategy. Marketing strategy is the logic by which the company hopes to create customer value and profitable relationships profitable (Nurhayati, 2022). Marketing mix is a marketing strategy that is implemented in an integrated manner or a marketing strategy that is implemented simultaneously. The strategy is used by applying the strategic elements in the marketing mix itself. In marketing communication, a simple and flexible approach is needed, which is found in the marketing mix. The marketing mix is a product, promotion and pricing strategy that is unique and designed to create a mutually

beneficial exchange with the intended market. But now it is increasingly evolving not only in terms of product, promotion and price. But also about place, people, process and physical evidence (Saleh & Said, 2019). Place encompasses a company's activities to make products available to target consumers. Decisions about place are very important so that consumers can get the products they need, when they need them. In this case, place supports production by supporting product distribution so that the product is more readily available to consumers. For example, in the culinary field (cafes, restaurants, etc.), it has recently been observed that many consumers tend to choose a place that is comfortable, nice, and can be immortalized with a cell phone camera, rather than the taste of the food offered (Suratno & Catur-Rismiati, 2006)

Product is something that can be offered to the market to be bought, used or consumed to satisfy wants and needs. Products are goods or services produced for use by consumers to meet their needs and provide satisfaction. Products can also be defined as anything that can satisfy wants or needs in terms of use, consumption or acquisition (Assauri, 2007). Price is the amount of money consumers must pay to obtain a product. Price is measured by the perceived value of the product offered, otherwise consumers will purchase other products of the same quality from competing outlets. Price is the only marketing mix tool a company uses to achieve its marketing objectives. Pricing decisions must be coordinated with product design, distribution, and promotion to form a consistent and effective marketing program. Price is the only element of the marketing mix that generates sales, while the other elements are just ordinary elements. Although pricing is an important issue, there are still many companies that are less than perfect in dealing with these pricing issues. Because prices generate sales revenue, prices affect the level of sales, the level of profit, and the market share that the company can achieve (Suardi, 2021).

Promotion is an element in the company's marketing mix that is used to inform, persuade, and remind about the company's products.

According to Swasta and Irawan, promotion is essentially a form of marketing communication aimed at stimulating demand, which means marketing communication is a marketing activity that seeks to disseminate information, influence and/or remind target markets about companies and their products so that they are willing to accept, buy and be loyal to the products or services offered by the company concerned (Marius, 1999).

According to (Hasyim, 2023) in his research stated that the results of the research conducted were only carried out by the SOAR method without using Marketing Mix. Meanwhile, in this study the researcher combines the SOAR method with the Marketing Mix which is expected to provide a better picture of the marketing strategy to be applied. People are people who have a hand in providing or demonstrating the services provided to consumers during the purchase of goods. Based on Nirwana's research, health workers play an active role in providing services to consumers during health services, this people factor plays an active role and can have a positive impact on purchasing decisions, the more positive the performance given to consumers, the better the impact on purchasing decisions (Nirwana, 2004). The production or operational process is an important factor for consumers. Process is the course of an event from beginning to end or still running over an action, work and action. Patients, for example, are greatly affected by the health care workers who serve them and the length of waiting during the administrative process, waiting for prescriptions, and others. Process is an important variable in service organizations that is closely related to activity or performance. Process activities can include elements of procedures, tasks, work plans, mechanisms, and activities (Abdillah & Andry, 2018).

Supporting facilities are an important part of service marketing. Because the services provided to customers often require supporting facilities in the delivery. This will further strengthen the existence of these services. Because with the physical supporting facilities, the service will be understood by the customer. Marketers in creating quality services must pay attention to the physical

service elements, namely infrastructure related to customer service must also be considered by company management. A magnificent building with cooling facilities, sophisticated telecommunications equipment, or quality office furniture and others are considered by customers when choosing a product or service (Nirwana, 2004). SOAR stands for Strength, Opportunities, Aspirations, and Results. The SOAR methodology is a strategy planning tool. After conducting a SOAR analysis, it can identify the right strategies and activities for maximum results. The SOAR approach to strategic planning has several advantages over traditional models. The internal focus of SOAR is the strength of an organization/company. (Siswoyo & Sistarani, 2020)

2. RESEARCH METHOD

The population of this study was conducted on patients of Pratama Clinic of Malang Police Station using sample data. The sample is the object of study and is considered to be representative of the whole population (Notoadmodjo, 2012). The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique with certain considerations. (Suugiono, 2016). The reason for using this purposive sampling technique is because it is suitable for quantitative research or research that does not generalize.

The data used is data obtained directly from the original source in the form of questionnaires or surveys, and traces of opinions of individuals distributed through Google form media. As for obtaining data, it is done using a questionnaire or a questionnaire related to the problem to be studied. In this study, researchers will manage the data by providing an evaluation of the instrument or questionnaire distributed to visitors using a Likert scale to make it easier for researchers to measure respondents' agreement and disagreement with an object. The answer to the questionnaire refers to the Likert scale.

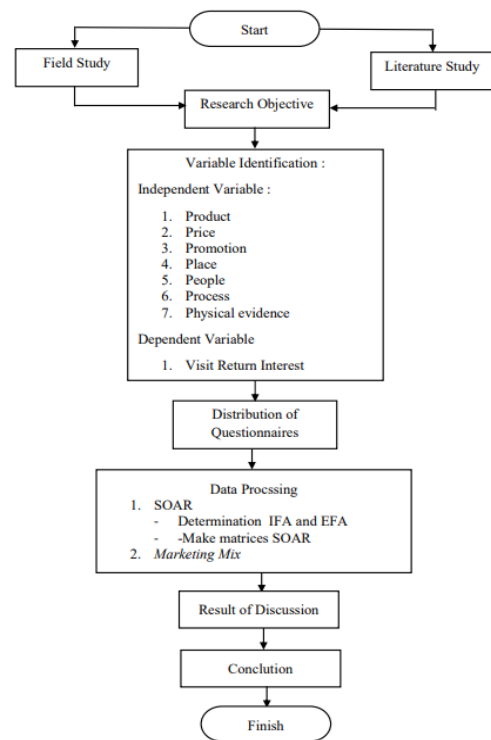


Figure 2. Research flowchart

**3. RESULT AND DISCUSSION
MARKETING MIX 7P**

Product

The Pratama clinic of the Malang police station is a first-level health facility (FKTP) that provides 2 poly, namely general poly and dental poly. As for its implementation, there are simple action services, medical record administration services, and other services. In addition, the clinic also provides drug sales that can be taken or purchased with a doctor's prescription.

Price

The average visitor or patient who comes to the Malang Police Pratama Clinic uses BPJS so that they do not spend any money, while the fees offered by the clinic for consulting a doctor range from IDR 25,000, this price can be said to be relatively cheap compared to its competitors.

Place

The Malang Police Pratama Clinic is located at Jalan Ahmad Yani No. 1, Ardirejo, Kec. Kepanjen, Malang Regency. This location is right next to the Malang Police Station. This location is on the side of the road so it can be said to be strategic, and there are also several signs to guide you to the clinic.

Promotion

The promotion used by the Malang Police Pratama Clinic is by conducting socialization to the local residents, besides that, every Saturday a joint gymnastics is held. Some other promotions carried out by the Malang Police Pratama Clinic are by placing several billboards around the clinic, the Malang Police Pratama Clinic also has social media accounts such as Instagram and Facebook, but these social media accounts are no longer used. This can be seen from the last post on Instagram, which was 2 years ago.

Physical Evidence

The facilities owned by the Pratama Clinic of Malang Police are a waiting room that uses a sofa, then has entertainment or entertainment so that patients are not bored while waiting for the ongoing queue, the Pratama Clinic of Malang Police also has a toilet for waiting visitors.

People

The health workers at Malang Police Pratama Clinic consist of several elements such as doctors and nurses. At the Malang Police Pratama Clinic, there are 2 doctors who work in the general clinic and 2 doctors who work in the dental clinic. Meanwhile, there are 8 nurses who are in charge of assisting the doctors, helping the patients, and managing the clinic, so there are a total of 12 health workers.

Process

The process included in the Pratama Clinic of Malang Police Station starts from the arrival of the patient, then the patient will go to the registration counter, after that the patient will be given a queue number according to the running queue, then the patient will fill a patient screening form to see the patient's complaints, then a poly examination will be done. After the poly examination, the patient is given a consultation, information and education, the patient goes home, or if the doctor gives a prescription for medication, it can be taken at the medication collection point. If it turns out that the patient needs to be referred to the hospital, the doctor will give a referral letter to the hospital according to the referral.

Table 1. Characteristics of respondents

No	Item	Remarks	Amount	Percentage
1	age	<18 years old	6	5.7%
		18-25 years old	60	57.1%

2	Gender	26-40 years old	25	23.8%
		>40 years old	14	13.3%
		Male	53	50.5%
		Female	52	49.5%
3	Job	Student	54	51.4%
		state employees	10	9.5%
		private employee	12	11.4%
		self-employed	20	19%
		more	9	8.5%
4	Education	SD	1	0.9%
		SMP	4	3.8%
		SMA	39	37.1%
		S1/D3	61	58%
5	Revenue	<IDR 2.000.000	50	47.6%
		IDR 2.000.000 - IDR 4.000.000	17	16.2%
		IDR 4.000.000 - IDR 6.000.000	17	16.2%
		IDR 6.000.000 - IDR 8.000.000	10	9.5%
		> IDR 8.000.000	10	9.5%
6	Status	Patient	95	90.5%
		medical staff	10	9.5%

From the Table 1, can see what are the characteristics of Malang Police Pratama Clinic visitors.

Table 2. Rating calculation result, This rating table will later be used to calculate the ife, efe, and ie matrices

No	Factor	Rating	Soar	Information
1	Type of Treatment According to the Screening Given	3.028571	Strength	Good
2	Complete Availability of Medicines	2.790476	Strength	Good
3	Friendly Clinic Services	2.838095	Strength	Good
4	Adequate Health Personnel	2.904762	Strength	Good
5	Competent Health Personnel	2.866667	Strength	Good
6	Information regarding the doctor's availability schedule is displayed on the information board	3.038095	Strength	Good
7	Carry out promotions using social media such as Instagram and Tiktok	3.266667	Opportunities	Good
8	Collaborating with several schools to provide education regarding health	3.190476	Opportunities	Good
9	Conducting outreach using online media to reach more patients	3.495238	Opportunities	Very Good
10	Strategic Clinic Location	3.647619	Opportunities	Very Good
11	Improving road access to the clinic	2.961905	Opportunities	Good
12	Added Directions to Make It Easy for People Who Want to Seek Treatment	3.638095	Opportunities	Very Good
13	Easy to Understand Patient Registration Flow Process	3.152381	Aspiration	Good
14	Existing Health Workers Can Help Provide Information Regarding Service Flow	3.152381	Aspiration	Good
15	Added Registration Option Using Online Media	3.028571	Aspiration	Good
16	Additional toilet facilities for men, women and people with disabilities	3.028571	Aspiration	Good

17	Addition of a Lactation Room	2.961905	Aspiration	Good
18	Clinic Facilities that are Friendlier for Disabilities	3.161905	Aspiration	Good
19	The prices offered are commensurate with the quality of service	3.190476	Result	Good
20	Collaboration with various health insurances besides BPJS	3.771429	Result	Very Good
21	Affordable Care Costs	2.895238	Result	Good

In the Table 2, a rating calculation is carried out which will later be used as input for the IFE and EFE analysis to produce further scores for the SOAR matrix.

Table 3. Matriks IFE

Factor		TS (1-3)	Weight	Rating	Score	
Strength	Type of treatment according to the screening given	3	0.13	3.03	0.40	
	Complete availability of medicines	2	0.09	2.79	0.24	
	Friendly clinic services	2	0.09	2.84	0.25	
	Adequate health personnel	2	0.09	2.90	0.25	
	Competent health personnel	2	0.09	2.87	0.25	
	Information regarding the doctor's availability schedule is displayed on the information board	2	0.09	3.04	0.26	
	Aspiration	Easy to understand patient registration flow process	2	0.09	3.15	0.27
		Existing health workers can help provide information regarding service flow	1	0.04	3.15	0.14
		Added registration option using online media	1	0.04	3.03	0.13
Additional toilet facilities for men, women and people with disabilities		2	0.09	3.03	0.26	
Addition of a lactation room		2	0.09	2.96	0.26	
Clinic facilities that are friendlier for disabilities	2	0.09	3.16	0.27		
Total		23			2.99	

From the table above, it can be seen that there are 12 factors from the strength and aspiration elements that produce an IFE score of 2.99. It is known that this score indicates that the IFE matrix score is at a moderate level which is then combined with the results of the EFE matrix score to be included in the IE matrix analysis.

Table 4. Matriks EFE

Factor		TS (1-3)	Weight	Rating	Score
Opportunities	Carry out promotions using social media such as Instagram and Tiktok	2	0.11	3.27	0.34
	Collaborating with several	2	0.11	3.19	0.34

	schools to provide education regarding health				
	Conducting outreach using online media to reach more patients	1	0.05	3.50	0.18
	Strategic clinic location	1	0.05	3.65	0.19
	Improving road access to the clinic	3	0.16	2.96	0.47
	Added directions to make it easy for people who want to seek treatment	3	0.16	3.64	0.57
Result	The prices offered are commensurate with the quality of service	2	0.11	3.19	0.34
	Collaboration with various health insurances besides BPJS	2	0.11	3.77	0.40
	Affordable care costs	1	0.05	2.90	0.15
Total		17			2.98

From the Table 3, it can be seen that there are 9 factors from the Opportunity and Result Elements that produce a total EFE score of 2.98. It is known that this score indicates that the EFE matrix score is at a moderate level, which is then combined with the results of the IFE matrix score to be included in the IE matrix analysis.

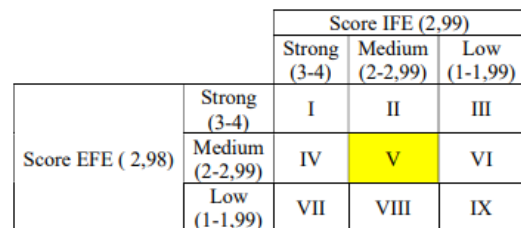


Figure 3. IFE and EFE scores

From the Figure 3, we can see that the IFE and EFE scores in the IE matrix are in quadrant V (medium) with hold and maintain conditions (market penetration and system development). The difference between the IFE and EFE scores is quite small, which means that both have a balanced point that is neither too strong nor too weak. This proves that in the eyes of the visitors of the Pratama Clinic of the Malang Police Station, there are still some things that need to be improved. As it is known, the Pratama Clinic of Malang Police Station has only 2 poly, namely general poly and dental poly. So it is necessary to improve the system to maximize clinic services. the poor police Pratama clinic also needs to improve how to introduce products to consumers to increase public

knowledge. the following grouping of alternative strategies as a basis for determining alternative strategies in the SOAR matrix

Table 5. SOAR Matrix

Item	Strength	Opportunities
Aspiration	A strategy that uses power to create aspirations	Create a strategy oriented towards the desired aspirations to take advantage of opportunities
Result	Create strengths-based strategies to achieve measurable results	An opportunity-oriented strategy to achieve measurable results

Strategy (S-A)

Industry can take advantage by 2 alternative strategies are obtained. The first is that the screening form provided is easier to understand, so that patients who come can more easily understand the registration flow process, and friendly and adequate medical personnel can also help patients who have difficulty filling out the screening form. And the second is the complete availability of drugs, which can be displayed through online media, so that patients can see the current availability of drugs in the clinic. Since many people use online media, content through social media is needed so that people can more easily access information about things related to the clinic.

Strategy (O-A)

Industry can take advantage by 2 alternative strategies are obtained. The first is to use online media to register patients and explain the easier registration flow and become one of the registration options at the clinic, besides that existing online media can also be used for counseling. Then the second is to improve clinic facilities and access to clinics such as toilets for men, women and disabled, besides that it is also necessary to add a lactation room for breastfeeding mothers. In this case, the online media must be more informative so that patients who want to visit can get information about the clinic more easily, besides that it is necessary to improve the access and also add facilities in the clinic so that visitors or patients can be more comfortable when they are in the clinic.

Strategy (S-R)

Industry can take advantage by 2 alternative

strategies are obtained. At present, the Pratama Clinic of the Malang Police only serves the BPJS health insurance, so the clinic needs to cooperate with other health insurance companies so that the number of patients and visitors increases. This also needs to be supported by the capacity of more competent medical staff so that patients will return for treatment.

Strategy (O-R)

Industry can take advantage by alternative strategy is obtained, namely, collaborating with several schools and providing promotions at a more affordable price to conduct light medical examinations to students so that students are more aware of the importance of health. This can increase the number of patients visiting the clinic because more people know about the clinic information, besides, the community is also more aware of the importance of health through counseling conducted in schools.

4. CONCLUSION

Based on the results of the research conducted, it can be seen from the IE table that it is in quadrant V (Medium-Medium) with holding and maintaining conditions (market penetration and system development). From both the IFE and EFE scores, the difference is quite small, which means that both have a balanced point that is neither too strong nor too weak. This proves that in the eyes of the visitors to the Pratama Clinic of the Malang Police Station, there are still some things that need to be improved. Through the existing SOAR matrix, there are several alternative strategies that can be used, namely. The screening form provided is easier to understand, so that patients who come can more easily understand the registration flow process, and friendly and adequate medical staff can also help patients who have difficulty filling out the screening form. And the second is the complete availability of drugs, which can be displayed through online media, so that patients can see the current availability of drugs in the clinic. Use online media to register patients and explain the easier registration flow and become one of the registration options at the clinic, besides that the existing online media can also be used for counseling. Then the second is to improve clinic facilities and access to clinics

such as toilets for men, women and disabled, besides that it is also necessary to add a lactation room for breastfeeding mothers.

Competent medical personnel must improve the quality of services so that the prices offered become more comparable and more affordable, and also display information on the availability of doctors on information boards and explain the health insurance that works with the clinic. Collaborate with various schools and offer promotions at more affordable prices to provide light medical screenings for students to make them more aware of the importance of health. The suggestion that can be given by researchers in further research is that it can use the 9p marketing mix which is expected that the results obtained can be more specific and organized with the use of a clearer picture.

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