



Analyzing medical check-up unit performance through the 7Ps marketing mix framework in a private hospital setting

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ABSTRACT

Background: Medistra Hospital's Medical Check-Up (MCU) Unit plays a crucial role in supporting patient health monitoring and hospital revenue. However, the MCU unit failed to meet its annual Key Performance Indicator (KPI) target of a 40% increase in patient visits, achieving only 19.7% in 2023. This study explores the marketing mix factors (7Ps) influencing the underachievement of MCU targets. **Methods:** A qualitative method was used through structured interviews with three key informants: two MCU administrative staff and one marketing staff. Data were collected during a four-month internship period in 2024. Interview questions were structured around the 7Ps marketing mix framework: Product, Price, Promotion, Place, People, Process, and Physical Facilities. **Findings:** The study found several factors contributing to KPI underachievement: limited service offerings (e.g., absence of PET scan), price competitiveness against peer hospitals, incomplete one-stop service process, lack of promotional materials and coordination, restricted doctor schedules, technical issues in the registration system, and suboptimal locker room placement. Despite an increase in patient numbers from 1,123 in 2022 to 1,344 in 2023, the growth was insufficient to meet targets. **Conclusion:** Enhancing service availability, system reliability, targeted promotions, flexible scheduling, and integrated service delivery are crucial for improving MCU performance. Strategic adjustments to the marketing mix can better align services with patient expectations and increase satisfaction, leading to KPI improvement. **Novelty/Originality of this article:** This study uniquely analyzes hospital medical check-up performance through a comprehensive 7Ps marketing mix framework, offering detailed qualitative insights from operational-level staff. It provides practical recommendations tailored to private hospital settings with similar organizational structures and market segments.

KEYWORDS: key performance indicator; medical check-up; hospital administration; service strategy.

1. Introduction

Hospitals are health care institutions that organize comprehensive individual health services that provide inpatient, outpatient, and emergency services (Ministry of Health of the Republic of Indonesia, 2019). Hospitals provide services with their own characteristics. Apart from having a social mission, hospitals must also carry out their business functions in order to grow and develop. The development of hospital management and operations is strongly influenced by various demands, both from the external and internal environment. Demands from the external environment include the need to provide quality health services and control service costs so that patient satisfaction can run well. On the other hand,

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internal demands include growing welfare improvements for patients to support overall hospital services (Mulyasari et al., 2014).

One of the special facilities in the hospital is the Medical Check Up Unit (MCU) which is focused on providing patient health examination services. According to Maulana (2023), a medical check up is a comprehensive health examination procedure that includes an evaluation of medical history, examination of vital organs, physical, laboratory, radiology, and others. The aim is to detect indications of disease or health problems as soon as possible so that treatment can be carried out appropriately and efficiently. It is important to note that not all hospitals provide medical check-up services (Maulana et al., 2023). Medical check-ups utilize a variety of early detection approaches, tailored to factors such as age, gender, and family health history. Doctors can also provide advice to patients on how to avoid health problems that may arise due to the patient's lifestyle (Maulana et al., 2023).

Medistra Hospital is a private hospital and is currently only located on Jalan Gatot Subroto, South Jakarta and does not have branches of other health service facilities such as hospitals, clinics, institutions or other types of businesses on behalf of Medistra Hospital. Medistra Hospital has a number of services both inpatient and outpatient. The types of inpatient facilities available at Medistra Hospital include general care, infant & child care and intensive care. Types of outpatient facilities available at Medistra Hospital include polyclinics specializing in internal medicine, heart disease, kidney disease, liver and gastrointestinal diseases, lung disease, blood diseases, allergic diseases, clinical nutrition, eye diseases, chemotherapy, dental specialists and medical check-ups.

The Medical Check Up Unit at Medistra Hospital is one of the units that contributes importantly because it can be used as a medium for monitoring patient health, establishing partners with health insurance and as additional income for Medistra Hospital. By providing quality medical check up services, the hospital can attract the attention of the community and patients. Between income and the number of patient visits is directly proportional, meaning that the more the number of patients, the more the hospital's income will increase. The medical check up unit at Medistra Hospital itself has a target number of patient visits to be achieved in each period. When developing a medical check-up patient target, the Key Performance Indicator (KPI) is set at 40% annually. However, according to existing data, the target cannot be achieved in the period 2022 to 2023. The target was not achieved due to several factors. According to Rahmawati (2018) in Prihandayani (2021), the main objective of the marketing mix strategy is to develop and create future opportunities and utilize them optimally (Prihandayani, 2021). According to Syahroni (2012) in Prihandayani (2021), the purpose of the hospital marketing mix strategy is to ensure the implementation of marketing activities with flexibility, clarity, and specific direction (Prihandayani, 2021).

2. Methods

2.1 Type of research

The research was conducted within the scope of Medistra Hospital Jakarta which is located at Jalan Jendral Gatot Subroto, Kav. 59, Jakarta 12950. The research process took place during internship activities starting for four months from January 8 - April 25, 2024. According to Arifin (2017) in Jasmin et al., (2023) the main function of a research instrument is for data collection. Therefore, the position of research instruments in the entire research series is one of the most important and strategic parts because it affects the quality of a study. This means that if the instrument made or used meets good criteria, the quality of the research is also good, and vice versa (Jasmin et al., 2023).

This research method uses qualitative methods. According to Bryman (2016) in Jasmine et al., (2023) qualitative research is a research strategy that usually emphasizes words over quantification or numbers in the data collection and analysis process. According to Purwanto (2018) in Jasmine et al., (2023) qualitative research can be in the form of a guide or interview guide that is generally prepared (Jasmin et al., 2023). This study uses primary data taken directly by the author by conducting interviews with HR related to the

medical check up unit. According to Fadhallah (2021) in Utama et al., (2023), an interview is a communication process in which two or more parties interact directly, where one party acts as an interviewer and the other as a respondent, with the intention of obtaining certain information (Utama et al., 2023).

According to Sugiyono (2012) in Thalib (2022) in the data collection method in the form of interviews there are two techniques, namely structured interviews and unstructured interviews. Structured interviews are data collection techniques where researchers already know with certainty about what information is obtained, therefore in conducting structured interviews the researcher has prepared research instruments in the form of written questions whose alternative answers are predictable. Second, unstructured interviews are free interviews where researchers do not use interview guidelines that have been arranged systematically and completely for data collection. The interview guide used is only an outline of the problems to be asked (Thalib, 2022).

The method of data collection in this study used a qualitative approach by conducting in-depth structured interviews and took place on March 20, 2024. Structured interviews were conducted with 2 (two) Medical Check Up Administration teams at Medistra Hospital and 1 (one) Medistra Hospital Medical Check Up Marketing team. The structured interview guidelines in this study refer to the seven approaches (7P) of patient satisfaction, namely product, price, promotion, place, people, process and physical facility.

2.2 Data analysis

At this stage, the author will conduct qualitative data management by conducting interviews with 2 administrative officers and 1 marketing of the Medical Check Up Unit at Medistra Hospital to obtain answers to questions that will be asked by the author as research material for this final work. The questions to be asked by the author refer to the 7Ps, namely product, price, promotion, place, people, process and physical facility by analyzing the factors that cause patient satisfaction that affect the marketing mix strategy of the Medical Check Up Unit at Medistra Hospital. In the product section, the list of questions asked about what products are in medical check up, what is the specialty of Medical Check Up at Medistra Hospital and how the results of products issued by medical check up. In the price section, a list of questions will be asked about the prices issued by the medical check up tariff section and responses from sources regarding these prices. In the promotion section, a list of questions that will be asked about how marketing performance has been carried out. In the place section, the list of questions that will be asked is how the location or place of both the Medistra Hospital and the medical check-up itself. In the people section, questions will be asked how the interviewees respond about the human resources in the medical check up and the human resources related to the medical check up. In the process section, the list of questions that will be asked is how the process starts from the patient registering, carrying out the examination until the patient goes home and what are the obstacles during the process contained in the medical check up. In the physical facility section, the author will ask questions about the examination locations or supporting locations in the Medical Check Up at Medistra Hospital. In-depth interviews in this qualitative research were conducted with 2 medical check up administration teams. The characteristics of the informants will be displayed in table 1 below:

Table 1. Characteristics of research informants

Informant	Gender	Last Education	Age	Length of Service	Position
1	Female	Diploma	27	6 years	MCU Administration
2	Female	High School	23	3 years	MCU Administration
3	Male	High School	--	2.5 years	Marketing (Handle Corporate & Insurance)

3. Results and Discussion

3.1 The number of medical check up patient visits in 2022 and 2023

Based on the results of the Medical Check Up Unit research at Medistra Hospital, it shows that the number of patient visits varies every month. In 2022 Medical Check Up at Medistra Hospital recorded 1123 patients. The highest patient visit occurred in December with the number of visits reaching 139 patients, and the lowest visit was in February 2022, namely 26 patients. The number of Medical Check Up patient visits can be seen in table 2 below.

Table 2. Data on the number of medical check up patient visits in 2022

No	Month	Total
1	January	84
2	February	26
3	March	66
4	April	50
5	May	54
6	June	131
7	July	132
8	August	106
9	September	97
10	October	86
11	November	122
12	December	139
Total		1123

In 2023 Medical Check Up at Medistra Hospital recorded 1344 patients. The highest patient visit occurred in November with the number of visits reaching 236 patients, and the lowest visit was in April 2023, namely 21 patients. The number of Medical Check Up patient visits can be seen in table 3 as follows:

Table 3. Data on the number of medical check up patient visits in 2023

No	Month	Total
1	January	104
2	February	64
3	March	41
4	April	21
5	May	54
6	June	84
7	July	76
8	August	103
9	September	159
10	October	232
11	November	236
12	December	170
Total		1344

3.2 KPI achievements related to patient visits in 2022 to 2023

From table 4, it can be seen that in 2022, Home Medical Check Up at Medistra Hospital recorded a total of 1,123 patient visits in that period and in the following year, where the number of patient visits rose to 1,344 in 2023. The number of Medsitra Hospital KPI achievements related to patient visits in 2022-2023 can be seen in table 4 below:

Table 4. Key performance indicator achievements related to the number of medical check up patient visits

No	Month	2022	2023	Increase (%)
1	January	84	104	23.8%
2	February	26	64	146.2%
3	March	66	41	-37.9%
4	April	50	21	-58.0%
5	May	54	54	0.0%
6	June	131	84	-47.8%
7	July	132	76	-42.4%
8	August	106	103	-2.8%
9	September	97	159	63.9%
10	October	86	232	169.8%
11	November	122	236	93.4%
12	December	139	170	22.3%
Total		1123	1344	19.7%

Despite an increase in the number of patient visits from year to year, the achievement of the KPI target in 2023 did not meet expectations. The KPI target was set at 40%, but in reality it was only achieved by 19.7%. This shows that despite the increase in patient visits, there is still a gap between the set target and the actual achievement. The mismatch between KPI targets and actual achievements can be caused by various factors. The efforts of hospital management to increase the number of patient visits are to carry out a marketing mix strategy, one of which uses 7p. The marketing mix can increase consumer assessment of services or products to be provided (Alfani et al., 2023).

3.3 KPI non-achievement factors related to the number of patient visits seen from the product aspect

A product is anything that refers to all goods or services offered to the market with the aim of attracting attention, being purchased, used, or consumed by consumers to fulfill their wants, needs and customer satisfaction. Product attributes are the main elements that are considered important by consumers and become the basis for making purchasing decisions (Hanafi et al., 2024). According to Safi & Sulistiadi (2020) products are the main element in marketing and play an important role in business management. Consumers will consider product quality before buying it. In principle, products include diverse satisfaction values, which are assessed by buyers based on the benefits they get from using them (Safi & Sulistiadi, 2020). The product referred to in this discussion is the type of health check provided by Medical Check Up at Medistra Hospital.

The types of services provided include laboratory, x-ray, ultrasonography, physical examination by general practitioners and internists, specialist examinations (eye, tooth, ear nose throat), echocardiography, BMD, spirometry, gynecology, treadmill and electrocardiography (ECG). All types of examinations will be grouped into predetermined packages. The grouping of these packages is adjusted to the type of medical examination needs required by the patient, making it easier to choose medical check-up services that suit individual needs. This is in accordance with what informants 1 and 2 stated that

"In our MCU, the form is in the form of packages. Well, there are several packages, quite a lot. For packages examined by internists, we have the Platinum package, Executive Complete, Executive, like that. For general practitioners, we have a Comprehensive package, Pre employment, there is also a Korean Visa package. In addition, we also have a special heart package and that is usually examined by the heart doctor himself. The point is that the examination results are different" (Informant 1).

"There are various products because we are in the form of packages for medical check-ups, so it depends on the packages. Sometimes there is a treadmill, sometimes with a specialist" (Informant 2).

From the information provided by informants 1 and 2 that the medistra medical check-up package consists of several different types of services according to patient needs. The stronger the competition in capturing market share, hospitals are required to be able to know what causes consumer interest in certain products. Hospital leaders must be sensitive to changes and developments in patient behavior. So that it can make the right marketing strategy mix to market its products so that it will provide an interest to patients in choosing the products offered. The patient's decision to choose the product offered is the main goal of the hospital in marketing its products, so that it will provide benefits and increase the number of visits and will allow the hospital to survive the existing competition (Sahubawa et al., 2023).

Medistra Hospital is known for providing comprehensive medical check-up services, covering various aspects of health checks to meet patient needs. However, there are still some types of check-ups that are not yet available according to each patient's individual needs. For example, advanced Positron Emission Tomography (PET) Scan technology and specialized packages for early cancer detection are not yet accessible at Medistra Hospital. This is in accordance with what informant 1 stated as follows:

"In the MCU, there are quite a few examinations that are not yet available, for example, such as special packages, there are several patients who ask for a PET Scan, right, there is no PET Scan examination, then or packages that ee lead directly to cancer" (Informant 1).

"Yes, we have several examinations that are not available to us" (informant 3).

According to Reni et al (2018) in Ekawati & Andriani (2022) hospitals with complete product services will trigger patient interest in using these hospital service facilities (Ekawati & Andriani, 2022). At Yadika Pondok Bambu Hospital, service products that are more diverse and in accordance with the needs of patients are recognized as attracting attention which influences the community to continue using the services of Yadika Pondok Bambu hospital (Ekawati & Andriani, 2022).

When compared with the research of Ekawati & Adnriani (2022) and Yadika Pondok Bambu Hospital with the results of research conducted through interviews, it reveals that the findings related to Medical Check Up services at Medistra Hospital still have evaluations on product aspects, especially related to the types of services that have not been fully fulfilled. One example is the unavailability of PET Scan services in Medical Check Up at Medistra Hospital. The existence of this evaluation highlights the need for further improvement and development efforts in providing comprehensive health services and according to patient needs. Recognizing the need for service improvement, the hospital may consider strategic mix measures to increase the availability of required examination types, such as PET Scan.

As such, it is expected that Medistra Hospital will be able to enrich and expand its Medical Check Up services at Medistra Hospital, thereby meeting the diverse health needs of patients more effectively. These measures will help improve patient satisfaction and the hospital's reputation for quality healthcare provision.

3.4 Factors of KPI non-achievement related to the number of patient visits from the price aspect

Pricing is an important element in the service marketing strategy mix because it determines the revenue of a company and there is a relationship between visit costs and patient satisfaction (Oktania & Ashari, 2019). This can be seen and reinforced from the

research of Wijaya et al (2024) where the evaluation of patient satisfaction is the main measure in assessing service quality in a health care facility. The confidence and trust of consumers or patients play an important role in shaping their level of satisfaction. Service quality in the health sector has a significant impact. High-quality services can increase patient satisfaction, while unsatisfactory services can decrease it. The concept of price fairness reflects the price that consumers consider fair based on the quality of the product or service received. This principle has great relevance in the business world as an appropriate price can influence consumers' decisions in choosing a particular product or service. Patient satisfaction is the most crucial aspect in health services, because satisfied patients tend to become regular customers and even recommend the clinic to others (Wijaya et al., 2024).

The opinions expressed by both informants indicate that the perception of price is relatively dependent on the intended market segment. Medical Check Up at Medistra Hospital caters to middle to upper class patients, and according to informants, the price set is still in line with the expectations of this market. This shows that prices that are considered expensive or cheap can vary depending on the intended market segment. Patient satisfaction is also related to price, because prices that are considered in accordance with the value provided by the hospital can increase patient satisfaction, especially if patients feel that they are getting services that are comparable to the price they pay (Karunia et al., 2022).

Therefore, in setting prices, it is important for Medistra hospitals to consider the profile and preferences of their target market to ensure that the prices set meet expectations and increase patient satisfaction. This is because the majority of patients believe that the price they pay is commensurate with the quality of service received and within their economic means. Patients are also willing to pay a certain fee as long as the services provided meet their expectations and can guarantee a cure. Therefore, the cost factor is an important consideration for individuals in choosing health services (Oktania & Ashari, 2019). But this is not in accordance with what informant 3 stated as follows:

"We have to compete with prices because if we stick to the principle of middle and upper class hospitals we will lose. Because it's not just one hospital or hospital that offers to work with them. We also talk to related units to please make prices that we can also" (informant 3).

According to Sahubawa's research (2023), the factor associated with interest in repeat visits by antenatal care patients at Sunan Kudus Islamic Hospital is the patient's perception of cost. The results of research by Kummarudin et al. also concluded that cost is one of the factors considered by consumers (Sahubawa et al., 2023).

3.5 KPI non-achievement factors related to the number of patient visits seen from the place aspect

Place or location is everything related to the physical location and activity of goods including stores or offices or factories or instances. The choice for this location is very important for every agency, and is a key to all aspects of marketing for retail or gauze businesses (Majid et al., 2022). Location is a place to relate to the way products and services are delivered to consumers. Location has several indicators, namely the ease of reaching locations and strategies and easy to see its existence (Sahubawa et al., 2023). Based on the information submitted by informant 2, the location of Medsitra Hospital is quite strategic because it is in the middle of the city. According to informant 2, the location of Medistra Hospital itself is strategic because it is between cities and is passed by several means of public transportation. At Anna Medika Bekasi Hospital, adequate transportation facilities that facilitate access and large highway facilities that are traversed by many types of transportation can be an opportunity for hospitals to increase marketing (Mulyasari et al., 2020). When compared to Medistra Hospital, it has implemented the same thing from the

place aspect of Medistra Hospital to improve the quality of service that will be provided to patients.

However, in increasing patient satisfaction so that the marketing mix strategy runs effectively and efficiently, the location of the Medical Check Up Unit at Medistra Hospital also needs to be considered. The location of the Medistra Hospital Medical Check Up Unit is on the 4th (fourth) floor or the top of building b which is devoted to outpatient services while building a is generally devoted to inpatients. In terms of place, the medical check-up unit is also quite strategic because its position is on the top floor which is far from noise and its location is in an area with minimal busy polyclinics because the main polyclinic is on the 3rd floor (three) and helps reduce patient traffic from other units. This was conveyed by informant 1 as follows:

"Hmmm, for the MCU itself, from the location, it is quite good, because it is at the top and it happens that the top is not a busy polyclinic. Incidentally, the MCU is located in the corner so it slightly reduces patient traffic" (informant 1).

However, the evaluation is that the inspection is still in the trial stage for one stop service, so not all processes can be carried out completely in one area. The same thing was also conveyed by informants 2 and 3 as follows:

"The unfortunate thing is that eee the inspection is still in the trial stage for one stop service, so not everything can be one stop service yet" (informant 2).

"Yes, for one stop service, we are still in the process and we will continue to improve it, for example" (informant 3).

Based on the information submitted by informant 2, there are several types of examination services that are not yet on the same floor as the Medistra Hospital Medical Check Up. This is in accordance with what informant 1 stated as follows:

"Hmm, for the above examinations, we have a laboratory to take blood, X-rays, abdominal ultrasound, ECG, treadmill, physical examination with a doctor then, for example, he takes the Eye, Dental, ENT package, including the examination on the fourth floor, besides on the fourth floor, there is an osteoporosis examination that must go down on the third floor or if the patient does not allow the treadmill and also the echo, the patient must also go down to the third floor. Then for patients who take a package that includes breast examination, the patient must also go down to the first floor" (Informant 2).

Based on the information submitted by informant 2, the types of examinations on the same floor as the medical check-up are laboratory, x-ray, ultrasound, ECG, treadmill, physical examination with a doctor, eye examination, dental and ENT. While the type of examination on the 3rd floor is Bone Mineral Densitometry (BMD) and echocardiography and the examination on the 1st floor is breast ultrasound. At Andi Regional General Hospital Makassar Parepare, the services provided are already one stop service, meaning that all health service needs related to patients must be served by the hospital quickly, accurately, quality, and affordable, which in turn can provide satisfaction in the treatment results according to the disease they suffer (Taufiq et al., 2022). When compared with research at the Makassar Parepare Regional General Hospital, there is still an evaluation of the place aspect, namely not fully implementing the one stop service system at Medistra Hospital. Place is an important aspect chosen by patients and an adequate location to fulfill patient access locations will be rated favorably by patients (Alfani et al., 2023).

3.6 KPI non-achievement factors related to the number of patient visits seen from the promotion aspect

According to Ekawati & Andriani (2022) hospital promotion is one of the marketing mixes carried out by disseminating honest information about the services and conditions of the hospital itself, with the aim of providing understanding to the target market regarding the health services it will receive. In conducting promotions, hospitals are required to follow applicable promotional rules so that there are no violations of hospital promotion ethics. Hospital promotion activities as an economic organization that also carries a social mandate and is regulated by government regulations including Permenkes number 1787 of 2010 concerning Health Service Advertising and Publication, the Indonesian Hospital Code of Ethics/*Kode Etik Rumah Sakit Indonesia* (KODERSI), and the Hospital Promotion Ethics Rules of the All Indonesian Hospital Association (Ekawati & Andriani, 2022). In conducting hospital marketing, it requires mediation both online, for example by marketing through platforms on social media, for example by using the Instagram application, Tiktok, Facebook, LinkedIn, websites and various platforms currently circulating.

In the current era, the growth of social media use in hospitals is widespread. This signifies the increasing value of social media to hospitals in terms of its potential to increase market share, engage with patients, increase profits, and advance the mission in health and healthcare. Hospitals use various social media platforms to engage with patients, depending on the type of information they want to convey. However, most hospitals tend to use more than one social media platform. Large, non-profit, private, urban and teaching hospitals tend to use multiple platforms and receive responses in the form of more likes, followers and reviews. The use of multiple platforms is aimed at people with specific demographics or with specific needs and interests. Some social media features generally have integrated systems, so the social media are interconnected.

Based on information from the three informants, it can be concluded that the media used to carry out marketing activities are Instagram, pamphlets and billboard advertisements at Medistra Hospital. However, in marketing there are still several obstacles, especially those experienced by the Medical Check Up Administration section at Medistra Hospital. Based on information from Informant 1, it can be concluded that there is an ongoing evaluation of the marketing strategy mix that has been carried out by Medistra Hospital. This evaluation is carried out because the packages made have not received enough enthusiasm from patients due to a lack of effective promotion on social media or a lack of information conveyed to patients who will conduct examinations in units other than medical check-ups. Patients performing check-ups in other units may not be aware of the existence of attractive medical check-up packages. In addition, the target market in the corporate section was also mentioned to be less than optimal. This suggests that there is potential to increase market penetration in the corporate segment with a more appropriate and effective marketing strategy mix. In addition, there are still other obstacles in marketing medical check-up products experienced by the Medical Check Up Administration department at Medistra Hospital. From the information provided by informants 1 and 2, there are obstacles in communication related to medical check-up brochures that have not been received until now, which should have been given to patients. Moreover, with the new package and the brochure not yet received, this creates confusion in communication, especially for marketers who are not aware of the constraints that exist in medical check-ups. This shows the importance of better coordination between the marketing team and those who provide brochures, namely the medical check-up administration, to ensure the right information is conveyed to patients.

At 'Aisyiyah General Hospital ST. Khadijah' Pinrang Regency marketing strategy mix is carried out with a focus on efforts to communicate and convince customers. The essence of this promotion is a form of marketing communication that seeks to disseminate information, influence, and remind the target market to accept, buy, and remain loyal to the products offered by the hospital. The concept of hospital promotion involves how patients gain knowledge about the services available at the hospital, as well as how they are

motivated to use them continuously and pass on the information to those around them. Hospital promotion can be done through various means, such as delivering information and promoting services through electronic media, print media, in the hospital environment, as well as through hospital activities. Hospital promotion can be done through various ways, such as delivering information and promoting services through electronic media, print media, in the hospital environment, as well as through public relations activities such as cooperation and special events (Bayty & Ramlan, 2022).

When compared to research with Bayty & Ramlan's research at 'Aisyiyah General Hospital ST. Khadijah' Pinrang Regency with the results of research conducted at Medical Check Up Medistra Hospital there is still an evaluation in the promotion aspect, especially regarding packages that have been made that have not attracted enough enthusiasm from the community and brochures that have not been received by the medical check up section which are an obstacle in marketing if there are patients who want to ask about the types of services available at Medical Check Up Medistra Hospital.

Hospital promotion related to communicating activities can influence patients. The concept of hospital promotion is how patients know what types of services are available, how patients are motivated to perform services and even carry out repeated examinations and spread positive information about the hospital. There is an influence between the marketing mix and patient satisfaction because promotion is related to efforts to communicate service products to patients with the aim that patients have an effect on utilizing these health services (Handayani et al., 2022).

3.7 KPI non-achievement factors related to the number of patient visits seen from the people aspect

People or humans are all actors who play a role in the presentation of services, so that they can influence consumer perceptions. All attitudes and actions of officers, even the way officers dress and the appearance of officers have an influence on consumer perceptions or the success of service delivery (service encounter) (Safi & Sulistiadi, 2020). In terms of people, the factor for the non-achievement of KPIs in the Medistra Hospital Medical Check Up Unit related to patient visits is that specialist doctors such as radiologists, dentists, ENTs, have special schedules that are only available up to a certain time limit, as well as the availability of diagnostic examinations such as x-rays and ultrasonography (USG) and another challenge is that some patients arrive late, resulting in the necessary adjustments in time management and medical resources not in accordance with the provisions of the initial schedule. The same thing was also conveyed by informant 2, namely that doctors have busy schedules, causing patients to take a long time to meet with doctors when they want to do an examination even though there are still other examinations that need to be done by patients.

Medical Check Up at Medistra Hospital has several types of services through the types of packages that have been determined. The service product provided is a series of medical examinations performed by general practitioners and specialists with several examination allowances such as laboratory and radiology. However, in carrying out services at Medical Check Up at Medistra Hospital, several times experienced obstacles related to doctors' schedules that were too busy and the availability of medical services. This causes some patients to wait for doctors outside the predetermined schedule.

These obstacles are one of the factors in not achieving the KPI in terms of the number of patient visits at the Medistra Hospital Medical Check Up Unit so that several strategies must be made. First, there needs to be better coordination between management and specialist doctors, such as ophthalmologists, dentists, and ENTs, to ensure a more flexible schedule according to patient needs. This could involve better schedule planning and time adjustments that allow meetings with doctors and diagnostic examinations according to patient needs.

Furthermore, it is important to improve communication between medical and administrative staff to anticipate patients who may arrive late. This could include more

effective reminders and scheduling systems to ensure that patients are informed of their arrival time and its consequences to the doctor's schedule and diagnostic examinations. In addition, considering the implementation of policies or procedures that allow for flexibility in doctor schedules and diagnostic examinations can help address this challenge. For example, consider extending operating hours or allocating additional time for examinations that may be needed by late-arriving patients. Finally, it is important to continuously evaluate and improve the scheduling and time management system to ensure optimal efficiency and quality of service for patients. Thus, a concerted effort between management, medical staff, and administration can help overcome the challenges associated with doctor schedules and diagnostic examinations, and improve patient satisfaction and KPI achievement.

At Yadika Pondok Bambu Hospital in making policy-related decisions, management discusses with various related parties, one of which is regarding evaluation and improvement of services to ensure that human resources in the hospital continue to operate optimally, with the aim of improving service quality and gaining public trust. Collaboration between all human resources allows the hospital to manage the situation. The medical committee plays an important role in maintaining standards of professionalism and overseeing medical qualifications to ensure optimal quality of health services in the hospital (Ekawati & Andriani, 2022). When compared between Ekawati & Andriani's research at Yadika Pondok Bambu Hospital and the research conducted by the author at Medistra Hospital, there is still an evaluation of the people aspect, especially regarding human resources available at certain times only, causing several obstacles for further examination.

All HR attitudes and actions affect consumer perceptions or the success of service delivery. Serving customers in hospitals is an important activity that can gain customer satisfaction, so it is important for hospitals to have excellent standards. HR has a positive influence on patient loyalty. Excellent service itself is very much determined by officers in the hospital. This means that the better the hospital provides HR, the more patient satisfaction will also increase. The marketing mix strategy for people to survive in their operations can be done by managing and evaluating the HR system properly so that it can support the creation of good service quality (Handayani et al., 2022).

3.8 KPI non-achievement factors related to the number of patient visits seen from the process aspect

Process is all the actual procedures, mechanisms and activity flows by which services are delivered which constitute the service delivery or operation system. The process includes service procedures, including the stages that are passed. The same service results can differ in value if the process is different. The speed and accuracy of the service process can also be used as a tool to attract consumer interest (Safi & Sulistiadi, 2020).

According to Alfani et al (2023) a process is a set of rules and mechanisms used in providing services (Alfani et al., 2023). Managing the hospital marketing process is one of the most challenging aspects of hospital management (Maulana, 2020). Service to patients involves a series of processes from registration to receiving medical check-up results. Based on the results of the author's research, the procedures for implementing a Medical Check-Up at Medistra Hospital begin with the patient contacting the administration team at least one day in advance via WhatsApp or by visiting in person to register. On the day of the check-up, patients are required to bring original identification, such as an Identity Card/*Kartu Tanda Penduduk* (KTP) and a passport or an official letter from the embassy if the check-up is intended for visa purposes. For patients using insurance or those referred by a company, a medical check-up referral letter must also be presented. The administration team will then input the patient's personal details, the examining doctor's name, and the types of examinations into Medistra Hospital's dedicated website.

Following registration, patients will undergo laboratory tests according to the requests stated or written on the referral letter. If the tests require fasting or include an ultrasound, the medical check-up officer will instruct the patient not to eat or drink anything except

clear water from 10:00 PM the night before until 8:00 AM on the day of the examination. In cases where a stool sample is required, the patient must bring it from home, and female patients must ensure they are not menstruating during the check-up. After laboratory testing, the patient proceeds to an X-ray examination on either the 1st or 4th floor.

Patients who fasted are allowed to eat and drink after giving their urine and blood samples. However, if their package requires it, they must fast again for two more hours to allow for a second collection of urine and blood samples. During this waiting period, the patient undergoes a physical examination with a general practitioner or internist, followed by additional examinations such as eye, ENT (ear, nose, throat), dental, BMD, gynecological, echocardiography, and other tests, depending on the selected package. One hour into the fasting period, patients are also directed to perform a treadmill test under the supervision of a nurse and a general practitioner. Finally, payment is made at the cashier, accompanied by a medical check-up officer who will also inform the patient that the results can be collected within 5 to 7 days, depending on the chosen package.

However, in the process of implementing Medical Check Up services at Medistra Hospital, several times experienced problems when inputting patient data, filling in the name of the doctor and the type of package to be selected on the Medistra Hospital special web. Based on the information submitted by informant 1 and informant 2, it can be seen that several times we experienced difficulties with the new system when we wanted to register patients because the computer system could not be accessed. The new system has only been implemented this year but the medical check-up administration team often experiences the same problem. As a result, patients and medical check-up staff experience inconvenience and disruption in the registration and data entry process. For patients, this can cause delays in getting the health services they need, and potentially cause anxiety or uncertainty. Meanwhile, medical check-up staff also experience problems accessing the computer system, which can slow down the work process and interfere with productivity. This can also cause successive problems and these problems also continue to recur. This problem has been recognized by the Information Technology (IT) of Medistra Hospital but no appropriate solution has been found to overcome these obstacles.

When patients feel that the service provided is inconvenient, slow, or inappropriate, they tend to look for alternatives that can provide a more satisfying experience. Patients want a service process that is fast, efficient, and provides the right solutions to their health needs. Thus, good service delivery is not only about providing effective treatment or medical care, but also encompasses the overall patient experience, including comfort, speed, and accuracy in the service process. By providing a positive experience, healthcare services can increase patient trust and loyalty, as well as influence their decision to keep choosing the service in the future. According to Arifiyanti (2013) in Nafi'a (2021) optimal service quality will have an impact on patient satisfaction, which in turn can encourage patients to return to use the service in the future (Nafi'a, 2021).

At Ambon Hospital Medical Check Up, the service process provided to patients runs well and in accordance with the Standard Operating Procedure (SOP). In an effective and efficient service process, it will give a good impression to the patient. In addition, it can also create a conducive atmosphere so as not to minimize the obstacles that exist for officers and patients (Sahubawa et al., 2023). When compared between Nafi'a and Sahubawa's research at Ambon Hospital, there is still an evaluation of the process aspect, especially regarding the system that is an obstacle in the process of providing services to patients.

3.9 KPI non-achievement factors related to the number of patient visits seen from the physical facility aspect

Physical facilities are physical facilities in which the environment where service delivery occurs between producers and consumers interacts, as well as every other consumer that facilitates the appearance of the services offered (Safi & Sulistiadi, 2020). One of the physical facilities in the Medical Check Up at Medistra Hospital is a locker room that is used as a place to store goods and a patient's changing room. Currently, there is a

change in the placement of the locker room door which is less effective and efficient so that when the medical check up administration informs the patient about the availability of the locker, they have to walk to the hallway first to put their items because the direction of the room door does not face each other with the medical check up room. But previously, lockers were located close to the registration area, which facilitated access for patients and also medical check-up officers to serve patients.

At Siti Rahmah Sanjaya Hospital, physical facilities are an aspect that has an important effect on satisfaction with services because hospital management improves existing physical evidence, such as arranging the interior and exterior so that patients and visitors feel comfortable, then arranging supporting facilities such as patient locker rooms to increase the satisfaction value of patients (Safi & Sulistiadi, 2020). When compared with Safi and Sulistiadi's research with the research conducted by the author at Medistra Hospital, it still requires an evaluation of the physical facility aspect to improve the quality of service that will be provided to patients, namely the placement of locker rooms that are still not optimal in carrying out patient satisfaction.

4. Conclusions

The number of Medical Check Up patient visits at Medistra Hospital in 2022 was 1,123 patients and in 2023 there were 1344 patients. KPI achievement related to medical check-up patient visits is 19.7% of the total KPI target of 40%. Factors causing KPI non-achievement from the product aspect, there is no type of Positron Emission Tomography (PET) Scan service specifically for early cancer detection. From the price aspect, pricing is in accordance with the quality of services provided to patients. However, to attract cooperation with price insurance is an obstacle because there are many hospitals that offer cheaper than Medistra with the same quality of service. Factors causing non-achievement of KPIs from the aspect of place, not yet fully implementing a one stop service system or not yet in the same area such as BMD examination, echocardiography and breast ultrasound. Factors causing non-achievement of KPIs from the promotion aspect, the marketing system carried out has not attracted the enthusiasm of the community and the new package brochure has not been given to medical check-up officers so that it becomes an obstacle in marketing. Factors causing non-achievement of KPIs from the aspect of people, some medical personnel only examine at certain times and are limited, causing patients to wait for medical staff even though there are still other examinations that must be carried out. Factors causing non-achievement of KPIs from the process aspect, information systems still often experience problems so that the examination experiences obstacles and some patients who also arrive late due to several things cause the examination process to not run according to the specified schedule. Factors causing non-achievement of KPIs in terms of physical facilities, dressing room doors or lockers that do not face each other with the medical check-up room which will cause less effectiveness and efficiency when delivering and serving patients.

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