

MARKETING STRATEGY DESIGN FOR CAGAK CIANJUR PRIMARY CLINIC TO INCREASE CAPITATION AND NON- CAPITATION REVENUE FROM BPJS-HEALTH

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ABSTRACT

This study aims to analyze the internal and external conditions that affect the performance of Pratama Cagak Clinic and formulate effective marketing strategies to increase revenue from capitation and non-capitation services. This study adopts a qualitative method with a case study approach to delve into the factors that affect marketing in the clinic, including BPJS policies and local patient preferences. The results of this analysis are then mapped in SWOT and used to compile the TOWS Matrix and Quantitative Strategic Planning (QSPM) to prioritize strategies that can increase revenue and operational sustainability of clinic operations. The five force model approach is used to understand the factors affecting the health industry in Cianjur Regency, namely, the PESTEL and Porter's Five Forces frameworks. The objective of this study is to provide a comprehensive overview of the condition of the clinic based on external and internal analysis, as well as interviews with several heads of health centers and managers of the primary clinic. In addition, a structured strategy and focusing on continuous evaluation are implemented to increase general patient visits and the number of pregnant women participating in the BMJ-Kesehatan capitation scheme.

INTRODUCTION

Universal Health Coverage (UHC) is a global initiative that aims to ensure that every individual has access to quality health services without financial barriers (Darrudi et al., 2022; Jaca et al., 2022; Koochpayehzadeh et al., 2021). In Indonesia, the government launched the National Health Insurance Program (JKN) in 2014 to achieve UHC, which is managed by BPJS Kesehatan, with a focus on expanding access to services for low-income and vulnerable people (Abadi et al., 2019). As of March 2023, JKN has covered more than 253.17 million people or around 90.79% of Indonesia's population. However, this achievement is faced with financial challenges, including budget deficits due to the imbalance between contributions received and claim costs, especially for chronic diseases.

Prior to JKN, the Pratama Clinic depended on income from general patients who paid directly. However, after the launch of JKN, many patients switched to more affordable BPJS services, leading to a decrease in revenue from this segment by up to 50% (Putri et al., 2022). With the change in patient visit patterns, clinics are facing a new reality where income from general patients has decreased drastically, putting them in a difficult position (Hasrillah, 2021). Primary clinics must adjust to new financing policies, including capitation schemes, although the implementation of these schemes brings its own challenges (Angelita et al., 2022).

In the implementation of JKN, the government introduced a capitation scheme that provides monthly fixed payments to First Level Health Facilities (FKTP) based on the number of registered participants (Dewi, 2022). However, challenges arise when the number of patient visits increases, while income from capitation does not change, especially when there is a surge in disease (Lubis et al., 2023).

The Pratama Cagak Clinic in Cianjur Regency felt the impact, where the increase in the number of visits was not balanced by the increase in revenue, so the clinic had to innovate and find additional funding solutions to maintain service quality (Prasja et al., 2023).

The Government of Indonesia introduced the Performance-Based Capitation (KBK) system to improve the efficiency and quality of health services provided by First Level Health Facilities (FKTPs). This system provides incentives or deductions based on the achievement of certain performance indicators, such as patient contact numbers and chronic disease management (Prolanis) (Putra & Hasana, 2020). Although it aims to encourage FKTP to be more active in providing quality services, this system also adds to the burden on clinics because failure to achieve the target will result in a cut in revenue, which can have a negative impact on the financial stability of Pratama Cagak Clinic (Harahap & Susilawati, 2023).

In facing this challenge, Cagak Primary Clinic needs to focus on achieving KBK indicators and improving service quality to remain competitive in the midst of fierce competition with other FKTPs in Cianjur Regency, where there are 28 private Primary Clinics in partnership with BPJS Kesehatan (Basri & Abdillah, 2021). Clinics must be proactive in increasing patient contact numbers, strengthening the competence of medical personnel, and reducing unnecessary referral rates. In addition, to maintain financial stability, the Cagak Primary Clinic can also consider the development of non-capitation services, which will help increase revenue and reduce dependence on capitation schemes (Tarigan & Suryati, 2018).

Optimization of non-capitation services provides additional advantages for Pratama Cagak Clinic in diversifying its sources of income, so that the clinic can be more flexible in facing BPJS policy challenges. This strategy also improves relationships with patients, as more diverse and quality services can increase their satisfaction and loyalty (Silfiani, 2021). Clinics need to maximize non-capitation services, such as laboratory examinations, chronic disease management programs (PROLANIS), and disease early detection services, to submit additional claims to BPJS without charging patients directly (Hasibuan et al., 2021; Prasetyo & Safuan, 2022). In this way, the clinic can not only increase revenue, but also strengthen its image as a comprehensive healthcare provider.

However, Pratama Cagak Clinic also faces obstacles in its minimal digital marketing strategy. Currently, clinics rely on conventional promotions such as brochures and banners, which are less effective in reaching new patients, especially the younger generation who are more familiar with technology (Afifah et al., 2022; Kuraini, 2021). To address this problem, clinics need to develop digital campaigns by promoting non-capitation services on social media through informative and educational content, as well as collaborating with local communities to organize health screening programs or seminars. This strategy can attract the attention of the public and build closer relationships, creating patient loyalty in the long run.

In the future, Pratama Cagak Clinic needs to invest in competent human resources in the field of digital marketing and develop a long-term strategy that integrates digital and conventional services. This includes recruiting personnel with expertise in digital marketing to design online advertising campaigns, manage social media accounts, and use data analytics to monitor campaign effectiveness (Maulida & Djunawan, 2022). With this approach, it is hoped that clinics can increase the number of patients who take advantage of non-capitation services, both from BPJS patients and general patients who are looking for quality health services (Tridiyawati & Prahasta, 2022).

The integration of digital and conventional services is also important, such as utilizing online registration applications to make it easier for patients to make appointments and reduce waiting times. This application can send automatic reminders to patients regarding routine check-up schedules, especially for those who follow the PROLANIS or ANC program (Sulfiani, 2021). With a combination of a strong digital marketing campaign and innovation in services, Pratama Cagak Clinic was able to increase its visibility amid fierce competition in Cianjur Regency, as well as strengthen financial stability by reducing dependence on capita income. Optimization of non-capitation services and targeted marketing will help maintain the sustainability of clinic operations in the future.

This study adopts a comprehensive strategic analysis approach to design an effective marketing strategy for Pratama Cagak Clinic, with the aim of increasing revenue from capitation and non-capitation services. Various analytical tools are applied to understand the external and internal conditions that affect the performance of the clinic. PESTEL Analysis is used to evaluate external factors such as political, economic, social, technological, environmental, and legal factors that have an impact on clinic operations, including changes in capitation rate policies by BPJS Kesehatan. In addition, Porter's Five

Forces was analyzed to understand the level of competition in the healthcare industry in Cianjur Regency, which includes the bargaining power of patients and suppliers as well as threats from newcomers and substitute products.

From an internal perspective, the VRIO Framework is applied to evaluate the clinic's resources and determine its competitive advantage. The Segmenting, Targeting, Positioning (STP) approach helps clinics identify potential market segments, while Marketing Mix (4P) is used to maximize non-capitation services. The SWOT Analysis assesses the strengths, weaknesses, opportunities, and threats facing clinics, and the results are integrated into the TOWS Matrix to formulate a concrete strategy. Finally, the Quantitative Strategic Planning Matrix (QSPM) helps determine the most effective strategic priorities to increase revenue and operational sustainability of clinics. With this systematic approach, it is hoped that Pratama Cagak Clinic can increase revenue from capitation and non-capitation services, as well as strengthen its position in a competitive market.

This study formulates several main problems, namely the analysis of the internal condition of the Cagak Pratama Clinic related to the dependence on the BPJS-Kesehatan capitation scheme and operational sustainability, the analysis of external conditions that affect the clinic in competition with other health facilities in Cianjur Regency, as well as the development of marketing strategies to increase general patient visits and the number of BPJS Kesehatan participants. The objectives of this study include analyzing internal and external conditions that affect the performance of the clinic and formulating effective marketing strategies to increase revenue from capitation and non-capitation services. The benefits of this research are expected to contribute to the development of literature in the health sector, add insight for readers and health practitioners, and provide recommendations for marketing strategies that can be applied by Pratama Cagak Clinic to increase competitiveness and operational sustainability in the midst of fierce competition.

METHODS

The object of this research is the Cagak Primary Clinic located in Cianjur Regency, as a first-level health service center that seeks to increase the number of capitation and non-capitation income in conditions of fierce competition. The clinic was faced with the challenge of having to compete with other facilities that were superior in terms of brand, facilities, and capital, so it needed an effective marketing strategy to attract more BPJS and non-BPJS patients. This study uses a qualitative method with a case study approach to delve into the factors that affect marketing in the clinic, including BPJS policies and local patient preferences.

The research stage is carried out systematically starting with external analysis using the PESTEL and Porter's Five Forces framework to understand the factors affecting the health industry in Cianjur. Furthermore, an internal analysis is carried out with STP, Marketing Mix, and VRIO frameworks to evaluate the strengths and weaknesses of the clinic. The results of this analysis are then mapped in SWOT and used to compile the TOWS Matrix and Quantitative Strategic Planning Matrix (QSPM) to prioritize strategies that can increase revenue and sustainability of clinic operations. Data were collected through interviews and observations, and the analysis was carried out with a qualitative approach that included reduction, presentation, and drawing conclusions, paying attention to the ethical aspects of the research to maintain confidentiality and transparency.

RESULTS

External Analysis of PESTLE and EFE Matrix

External and internal analysis is needed so that Cagak Cianjur Pratama Clinic can identify factors that affect its operations and business development. Based on interviews with interviews, the following is an external analysis using the PEST approach.

Table 1. Results External Analysis of PESTLE and EFE Matrix

Parameter	Information
Politics	BPJS's policy provides additional capitation for dentist services, opening up stable income opportunities. However, the prohibition of additional levies for BPJS patients is a challenge.
Economics	Difficult economic conditions make non-BPJS patients prefer BPJS services, affecting the clinic's cash flow. Income stability from dentist capitation can help reduce financial stress.

Parameter	Information
Social	Many patients choose Cagak Clinic because of its excellent services such as the free ultrasound program. The clinic is actively promoting to increase public trust.
Technology	The clinic began using EMR and planned an online queue system, despite being constrained by slow internet infrastructure. Social media is an effective promotional tool.
Legality	Changes in BPJS regulations require clinics to comply with rules, including non-capitation claims. Cooperation with private insurance is considered to increase revenue.
Milieu	The clinic focuses on managing medical waste in accordance with environmental regulations to maintain health and safety.

The Cagak Primary Clinic also conducts external audits to identify opportunities and threats. Here are the external key factors:

Table 2. External Key Factors

No	External Key Factors	Weight Rating Weighted		
O	Effective promotional programs	0.10	4	0.40
O	The high public interest in	0.08	4	0.32
O	The clinic's location is strategic	0.09	3	0.27
O	Stable revenue potential from	0.07	4	0.28
O	Service-based improvements	0.06	3	0.18
T	BPJS policy that prohibits boarding houses	0.10	4	0.40
T	Community stigma that service	0.09	3	0.27
T	High dependence on	0.09	4	0.36
T	Internet infrastructure constraints	0.07	3	0.21
T	Medical waste management	0.07	3	0.21

Based on the EFE Matrix analysis, Pratama Cagak Clinic obtained a total score of 2.90, reflecting the clinic's ability to take advantage of opportunities despite being faced with challenges. The biggest opportunity is stable income from dentist services through additional capitation from BPJS. The promotion of free ANC and ultrasound services is an important attraction, while the clinic's strategic location supports accessibility for patients.

However, BPJS's strict policies and public stigma about the cost of private clinics are a big threat. Clinics need to expand their service portfolio and reduce their dependence on BPJS. Technological constraints and medical waste management also need to be considered to maintain legal compliance and the clinic's reputation.

Five Forces Model External Analysis

The Five Forces Model approach was used to understand the competitive situation of the Cagak Primary Clinic in the Cianjur area based on interview transcripts with several heads of health centers and managers of the primary clinic. This analysis aims to evaluate external factors that affect the strategy and competitiveness of Pratama Cagak Clinic in the healthcare industry.

Competition Between Competitors

Competition in the healthcare industry in Cianjur is very fierce, especially with private health centers and clinics that serve BPJS-Kesehatan patients. Puskesmas offer more affordable services and preventive programs, such as health counseling and mobile ultrasound for pregnant women. Private clinics such as Asri Clinic and Harapan Sehat Clinic attract patients with quality services and active promotions. Pratama Cagak Clinic needs to differentiate its services, take advantage of strategic locations, and increase the promotion of superior services such as free ultrasound for pregnant women.

Threats from Newcomers

The threat from newcomers in Cianjur is relatively low to medium due to high investment and strict regulations. Although there is a potential threat from new private clinics that use advanced technology, health centers view primary clinics more as partners. Pratama Cagak Clinic needs to focus on technology integration to attract younger, more tech-savvy patients.

Threats from Substitute Products or Services

The threat from digital health services is increasing, but in Cianjur, people's preference remains on face-to-face services. Although clinics are starting to use technology, digital adoption is still limited. Clinics need to prepare for digital innovation to increase competitiveness in the future.

Buyer's Bargaining Power

BPJS patients have high bargaining power, with complaints about service attitudes and drug availability. Pratama Cagak Clinic can improve patient satisfaction through additional services such as free ultrasound and need to expand the non-BPJS patient base to reduce the risk of dependence on BPJS.

Bargaining Power of Suppliers

Pratama Cagak Clinic relies on pharmaceutical providers and medical distributors. Price fluctuations and supply delays can be constraints. Clinics need to establish strategic partnerships and diversify supply to maintain operational sustainability.

Internal Analysis of SWOT and IFE Matrix

This analysis aims to evaluate the internal factors of Pratama Cagak Clinic in order to increase competitiveness in the healthcare market in Cianjur. With a SWOT approach, clinics can understand their strategic position as well as areas that need to be improved.

Table 3. Internal Factor Key

No	Internal Factor Key	Weight Rating Weighted		
St	The ultrasound program is free in all trimesters for BPJS patients, becoming a competitive advantage compared to other clinics.	0.11	4	0.44
St	Active digital marketing through Instagram, which has succeeded in increasing awareness and attracting more new patients.	0.10	4	0.40
St	Friendly, patient, and personalized service to patients, especially the elderly.	0.09	4	0.36
St	The strategic location is close to factories and housing, attracting patients from among workers.	0.09	3	0.27
St	The potential of dentist services to provide stable income from BPJS capitation.	0.11	4	0.44
St	The service price is competitive and more affordable than other clinics.	0.09	3	0.27
St	Effective offline promotion programs through free medical treatment in villages.	0.10	4	0.40
St	Longer operational hours (8 am - 8 pm) than Puskesmas.	0.09	4	0.36
St	Good reputation in the community because it focuses on maternal and child health services.	0.07	4	0.28
St	The potential for service diversification to strengthen the clinic's position as an integrated healthcare provider.	0.06	3	0.18
		1.00		3.37

Table 4. Weakness Analysis

No	Internal Factor Key	Weight Rating Weighted		
We	High dependence on BPJS patients, which makes the clinic's revenue fluctuate.	0.12	3	0.36
We	Considerable initial capital for investment in dentist equipment.	0.11	2	0.22
We	Limited human resources in the digital marketing department.	0.10	2	0.20
We	The stigma of high costs even though many services are actually free.	0.09	3	0.27
We	The BPJS administration process is slow and takes longer.	0.08	2	0.16
We	Lack of promotion on other platforms such as TikTok and YouTube.	0.09	3	0.27
We	The queue system is still manual, so patients have to wait longer.	0.08	2	0.16
We	There has been no cooperation with private insurance.	0.07	3	0.21
We	Facilities are limited, especially when it comes to medical equipment.	0.07	3	0.21
We	Lack of diversification of services, such as dentist or laboratory services.	0.06	2	0.12
		1.00		1.95

Pratama Cagak Clinic has a number of strengths, but it also faces some internal weaknesses that need to be addressed to ensure operational sustainability and the effectiveness of marketing strategies. The high dependence on BPJS patients as the main source of income makes clinics vulnerable to policy changes, which can disrupt financial stability. In addition, a large initial capital is required for investment in dentist services, where careful financial planning is needed to avoid disruption to existing services.

The limitation of human resources (HR) in the field of digital marketing is an obstacle in utilizing the potential of online promotion. Currently, marketing teams do not have a focus on strategic platforms such as TikTok and YouTube, which can reach young audiences. In addition, the stigma of high costs inherent in private clinic services also needs to be overcome through public education to increase public perception of affordable services. The slow BPJS administration process and manual queuing system also reduce patient satisfaction, so investment in technology is needed to improve service efficiency.

Pratama Cagak Clinic has also not taken advantage of opportunities to collaborate with private insurance, which can help diversify income and reduce dependence on BPJS. Limited facilities are a challenge in the face of a surge in patients, and a lack of service diversification can limit growth. By overcoming these weaknesses and adding new services, clinics can increase their competitiveness in an increasingly competitive healthcare market.

STP Internal Analysis

After conducting an analysis of external factors, Pratama Cagak Clinic continued with Segmentation, Targeting, and Positioning (STP) analysis to formulate a more effective marketing strategy. Through this approach, clinics can understand the audiences served, determine market priorities, and position themselves competitively in the healthcare industry in Cianjur. The results of this analysis are based on interviews with marketing, operations, and patient managers.

In segmentation, Pratama Cagak Clinic focuses on the geographical area around Cianjur, especially the Karang Tengah area, which is inhabited by many industrial workers and young families. Demographic segmentation includes patients of various ages, with special attention to pregnant women and young families, especially BPJS users. In terms of psychographics, clinic patients generally care about the health of mothers and children, and prioritize friendly service. Patient behavior indicates that they are looking for quick and easy access, especially after hours, and are likely to become loyal customers if they are satisfied with the services provided.

The clinic implements the Multiple Segment Concentration strategy with the main focus on BPJS patients, especially pregnant women who need ultrasound examinations. Secondary targets are non-BPJS patients with competitive healthcare offerings. The clinic plans to expand the market by increasing promotions to young families and industrial workers through digital campaigns. In terms of positioning, Pratama Cagak Clinic stands out as a friendly and affordable healthcare provider, with the advantage of

free ultrasound services for BPJS patients as well as longer operating hours, building a reputation as a top choice for the local community.

Analisa Marketing Mix

Pratama Cagak Clinic offers a variety of health services that are tailored to the needs of the community, especially for BPJS patients. Their flagship program is free ultrasound in each trimester, which sets this clinic apart from others that only provide similar services in certain trimesters. In addition to maternal and child health services, the clinic also plans to add dentist and laboratory services to attract more patients. This addition is expected to increase the number of visits and expand patient segments.

In terms of price, Pratama Cagak Clinic implements a competitive pricing strategy, especially for non-BPJS services, with consultation fees ranging from IDR 80,000 to IDR 150,000. The clinic also maintains a balance between price and quality of service, with programs such as free treatment that increase patient loyalty. The strategic location in the Karang Tengah industrial area and flexible operating hours from 08.00 to 20.00 make it easy for patients, especially workers.

The Pratama Cagak Clinic is also active in promotions, using online channels such as Instagram and WhatsApp as well as offline activities such as free medical treatment in the villages. A friendly and professional medical team is a competitive advantage, although challenges arise from dual positions among medical personnel. The clinic seeks to optimize the service process to increase efficiency, including consideration of the online queue system. Renovation of physical facilities, such as comfortable waiting rooms, helps to build a positive image of the clinic in the eyes of patients.

VRIO Analysis

Pratama Cagak Clinic has successfully positioned itself as a health facility that focuses on patient needs through friendly, efficient, and innovative services. One of the main values is the provision of free ultrasound services for pregnant women in every trimester, which sets this clinic apart from other health facilities. The clinic also applies a personal approach without differentiating between BPJS and non-BPJS patients, creating patient loyalty. With flexible operating hours until 8 pm and clean and comfortable facilities, the clinic is able to meet the needs of busy patients.

The uniqueness of Pratama Cagak Clinic lies in the free ultrasound program offered in all trimesters for BPJS patients and an equal service approach for all patients. The clinic also regularly holds free treatment programs in the surrounding villages, which helps build a positive image in the community. The friendly and patient service of the clinic staff adds to the uniqueness, making patients feel comfortable and more likely to return.

Although some services can be replicated by other clinics, aspects of BPJS's friendly service culture and experience in managing patients are difficult to replicate. Pratama Cagak Clinic has a solid and flexible organizational structure, with management support for innovation and technology. However, there are still opportunities to improve digital marketing and cooperation with local companies, which can expand patient reach and improve services.

Formulation

SWOT Matrix

The SWOT Matrix is used by Pratama Cagak Clinic to formulate strategies based on the analysis of strengths, weaknesses, opportunities, and threats. The SO (Strengths-Opportunities) strategy focuses on leveraging the strengths of clinics, such as dentist services and digital marketing, to attract BPJS and non-BPJS patients. The clinic also takes advantage of strategic locations and long operating hours to provide flexibility to patients, as well as introducing offline promotional programs such as free treatment.

The ST (Strengths-Threats) strategy seeks to deal with the threat of competition by utilizing dentist services to attract more patients. The clinic will improve technology-based services to speed up administration and reduce dependence on BPJS by offering non-BPJS services. Intensive promotion will be carried out to overcome the stigma of high costs that are often attached to private clinics.

The WT (Weaknesses-Threats) strategy focuses on reducing weaknesses while facing external threats. The clinic will collaborate with private insurance and add medical personnel to support new services. An online queuing system will be implemented to improve efficiency, and the promotion of free services will be carried out to overcome the stigma of high costs. The WO (Weaknesses-

Opportunities) strategy encourages the use of dentist services as a diversification to attract more patients, as well as increasing promotion through social media and cooperation with local companies to expand the patient base.

Internal-External Matrix

Table 5. EFE and IFE Formulation Results

	<i>IFE Score</i>	<i>Strong 3.00 - 4.00</i>	<i>Average 2.0 - 2.99</i>	<i>Weak 1.0 - 1.99</i>
	High 3.0 - 4.0	I: Grow & Build	II	III
<i>EFE Score</i>	Medium 2.0 - 2.99	IV	V	WE
	Low 1.0 - 1.99	VII	VIII	IX

Based on the analysis, Cagak Primary Clinic obtained an IFE score of 3.37, indicating excellent internal strength to support growth. An EFE score of 2.90 indicates the clinic's ability to respond to opportunities and face threats well. With a position in Quadrant I (Grow & Build) in the IE matrix, clinics are advised to implement aggressive strategies in expanding services and increasing operational capacity.

Diversification of services, especially with the addition of dentist services, is a key strategy. This service takes advantage of BPJS additional capitation opportunities and attracts non-BPJS patients. Promotion of services can be done through digital platforms such as Instagram and TikTok to reach young patient segments and working families. Market development is also important, by taking advantage of the clinic's strategic location in the industrial area through cooperation with companies to offer routine health services.

To increase efficiency, the optimization of online queue systems and electronic medical records (EMR) is urgently needed. Investments in IT infrastructure and offline promotions through brochures in nearby villages can help reach patients. Clinics also need to conduct educational campaigns to address the stigma of high costs, highlighting free and affordable services. By combining digital, offline, and technology-based strategies, Pratama Cagak Clinic can strengthen its position in the healthcare market and continue to grow.

Quantitative Strategic Planning Matrix

Table 6. QSPM Matrix
Alternative Strategies

Internal Factor Key	Weight	Increase Sales		Build a service focus new	
		AS	TAS	AS	TAS
Strength					
Free ultrasound flagship program	0.10	4	0.40	4	0.40
Active promotion through digital marketing	0.08	4	0.32	3	0.24
Friendly and personalized service	0.10	4	0.40	4	0.40
Strategic location	0.07	4	0.28	3	0.21
Competitive service price	0.08	4	0.32	4	0.32
Weakness					
Dependence on BPJS	0.10	3	0.30	3	0.30
Lack of promotion of other platforms (TikTok, YouTube)	0.06	3	0.18	2	0.12
Manual queuing system	0.07	3	0.21	4	0.28
SUBTOTAL INTERNAL	1		2,41		2,37
Key External Factors	Weight	Increase Sales		Build a new service focus	
		AS	TAS	AS	TAS
Opportunities					
The high interest of pregnant women participating in BPJS-Kesehatan in free ANC and ultrasound services	0.09	4	0.36	3	0.27
Potential cooperation with companies for healthcare	0.08	4	0.32	3	0.24

Potential additional capitation from dentists	0.10	3	0.30	4	0.40
Threats		AS	TAS	AS	TAS
BPJS strict policy	0.10	3	0.30	3	0.30
Competition with other clinics and health centers	0.06	4	0.24	3	0.18
Suboptimal IT infrastructure	0.05	3	0.15	4	0.20
SUBTOTAL	1		2,47		2,44

Based on the results of the Quantitative Strategic Planning Matrix (QSPM) analysis summarized in the table above, it can be concluded that the two alternative strategies, namely Increasing Sales and Building a New Service Focus, have a balanced value and are worth choosing. The Strategy of Building New Service Focus, such as the opening of dentist services, shows strong potential to provide revenue stability through additional capitation of BPJS, while the Strategy of Increasing Sales has significant traction through digital promotion and proven superior services.

These two strategies complement each other, where Building a New Service Focus can directly contribute to increased sales through diversification of services that are relevant to BPJS and non-BPJS patient segments. In addition, this strategy also opens up opportunities to attract new customers from a wider market segment while increasing the loyalty of existing customers. Thus, the synergistic implementation of the two strategies is expected to strengthen the position of Pratama Cagak Clinic in the local health service market.

CONCLUSION

The study provides a detailed assessment of Pratama Cagak Clinic's condition through internal and external analyses, highlighting its strengths, such as the free ultrasound program for BPJS patients, which enhances its reputation in maternal and child health services. However, the clinic faces challenges due to limited digital marketing, reliance on BPJS patients, and manual operational systems that can lead to longer wait times and reduced patient satisfaction. Externally, its strategic location near industrial and residential areas offers opportunities for attracting working patients, yet competition with other healthcare providers remains a concern. Proposed strategies for enhancing competitiveness include developing dental services, optimizing digital marketing, diversifying health offerings, investing in operational technology, and forming strategic partnerships. Future research could focus on the effectiveness of these strategies, patient satisfaction, the impact of BPJS policy changes, competitive analyses, and the potential for service diversification.

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