

Strategic Mapping of Corporate and Business Strategies in the Healthcare Sector: A Case Study of ABC Hospital in Indonesia

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ABSTRACT

Advancements in medical technology, such as the implementation of electronic medical record systems and the adoption of telemedicine, have revolutionized the provision of healthcare services. This study aimed to formulate a suitable strategy for the company to foster growth and maintain its market position. The research employed a qualitative approach. Based on the findings, a growth strategy is strongly recommended for ABC Hospital. Given the rising demand for healthcare services and the imperative to deliver optimal care to the community, ABC Hospital should prioritize expanding its operations, acquiring established facilities, and investing in resources and capabilities to meet the needs of the growing population. Implementing a growth strategy will enable ABC Hospital to capitalize on market opportunities, strengthen its competitive position, and ensure long-term viability in providing exceptional healthcare.

INTRODUCTION

Industry structures are not stable over time. Rather, they are dynamic (Daidj, 2018). The strategic role of the design level of the strategy consists of in implementing the company's strategy can be utilized as a source of competitive advantage, and as a good return catalyst for the change of scope and direction of the Organization (Joziase, 2010). The strategic-management process is based on the belief that organizations should continually monitor internal and external events and trends so that timely changes can be made as needed (David & David, 2017).

The healthcare industry, including hospitals, has experienced rapid development in recent years. Advances in medical technology, such as electronic medical record systems and telemedicine, have transformed healthcare delivery by improving access to medical records and enabling remote consultations. Artificial intelligence and data analytics have also played a pivotal role in automating diagnoses and enhancing operational efficiency. Additionally, trends like value-based care, disease prevention, and mental health have gained prominence. Patient safety and data protection have become significant concerns, leading to increased security measures and regulatory compliance. These developments drive innovation and improve the quality of care in hospitals.

To achieve a competitive advantage, a company needs to pursue strategies that build on its existing resources and capabilities and formulate strategies that build additional resources and capabilities (develop new competencies). (Hill & Jones, 2007). In this context, business strategy plays an important role in guiding the organization to achieve its goals and outperform competitors. For ABC Hospital, capitalizing on its strengths in terms of skilled employees and professionalism is critical to providing high-quality healthcare services. Internal environmental factors, such as a skilled workforce and modern infrastructure, contribute to the hospital's strengths, while limited resources and low operational efficiency are weaknesses. Hospitals can address these weaknesses through strategies such as efficient resource management, human resource development, and process improvement. Meanwhile, external environmental factors represent challenges and threats to hospital operations, including regulatory changes, intense competition, and declining reimbursement. Hospitals should develop adaptive strategies, including monitoring environmental changes, collaborating with stakeholders, and implementing flexible management policies.

In conclusion, while ABC Hospital excels in service quality and human resource expertise, addressing the strategic weakness related to government health insurance cooperation is crucial for expanding their service offerings and reaching a broader patient population. By considering these factors and implementing the recommended growth strategy, ABC Hospital can enhance its competitive position, accommodate the increasing demand for healthcare services, and ensure long-term sustainability.

The purpose of this research is to identify and recommend the most suitable corporate strategy and business strategy for hospitals operating in the healthcare industry. The healthcare sector, including hospitals, faces various challenges and intense competition, necessitating the formulation of effective strategies to

maintain a competitive edge. To achieve this, the research employs a matching stage approach, utilizing several matrices. With various matrices, hospitals can gain valuable insights into their strategic position and make informed decisions. These findings will aid in formulating effective strategies that address the challenges and competition within the healthcare industry.

THEORETICAL REVIEW

Corporate and Business Strategy

Corporate strategy is primarily about the choice of direction for a firm as a whole and the management of its business or product portfolio (Harris & de Chernatony, 2001). Strategic management on the corporate level is concerned with decision making about major issues facing the organization, as well as ensuring that the ensuing strategy is put into effect (Joziasse, 2010). Corporate strategy is defined as an activity within the company to gain a competitive advantage (Barney & Hesterly, 2015) has related to the continuous creation of decisions for future businesses (Wheelen & Hunger, 2012).

Corporate strategy addresses three key issues facing the corporation as a whole: 1. The firm's overall orientation toward growth, stability, or retrenchment (directional strategy) 2. The industries or markets in which the firm competes through its products and business units (portfolio analysis) 3. The manner in which management coordinates activities and transfers resources and cultivates capabilities among product lines and business units (parenting strategy) (Harris & de Chernatony, 2001).

Business strategy focuses on improving the competitive position of a company's or business unit's products or services within the specific industry or market segment that the company or business unit serves (Harris & de Chernatony, 2001). Just as corporate strategy asks what industry(ies) the company should be in, business strategy asks how the company or its units should compete or cooperate in each industry.

METHODOLOGY

This research was conducted at ABC Hospital, which has several hospitals in Indonesia. The research was conducted for two months starting from March to April 2023. The type of data used is secondary data obtained from websites and other data sources. However, the researcher did not obtain official permission, therefore the name of the hospital was changed using initials, so as not to violate. Secondary data in the form of financial report data, annual reports and other information related to research objectives. Other data were obtained from journals, books, and other related sources.

Data processing and analysis was carried out in several stages, namely the input stage, where the researcher identified and evaluated internal and external environmental factors to be able to describe the strengths, weaknesses, opportunities and challenges of ABC hospitals in the IFE-EFE matrix and make a value chain analysis and TIROCA Matrix to describe the competitive strength of ABC hospitals. A SWOT analysis allows the strategist to evaluate a firm's current situation and future prospects by simultaneously considering internal and

external factors. The SWOT analysis encourages managers to scan the internal and external environments, looking for any relevant factors that might affect the firm's current or future competitive advantage (Daidj, 2018). The next stage is the matching stage where the researcher combines data on internal and external factors to obtain available alternative strategies using several tools, namely the BCG matrix, the Internal-External matrix. Finally, the decision stage is to use the TOWS matrix to choose the most appropriate strategy, and use the pros and cons approaches to reinforce recommendations.

RESULTS

Input Stage

This stage aims to identify and evaluate the external and internal environment, to produce appropriate alternative strategic inputs. Identification and evaluation of the near external environment using the IFE-EFE Matrix. In making the IFE matrix, it is necessary to analyse related business functions such as: marketing, finance, operations, human resources, management information systems, and other business functions.

Internal Factor Environment

ABC Hospitals has been a pioneer and has made significant contributions to the development of healthcare services in Indonesia. It became the first hospital in Indonesia to be internationally recognized through accreditation by the Joint Commission International (JCI) since 2007, and it has successfully maintained this accreditation to date.

From a financial perspective, ABC Hospitals has consistently reported satisfactory financial performance over the years. The opening of new hospitals and the acquisition of existing ones have contributed to the increased profitability of ABC Hospitals. However, the hospital still relies heavily on its controlling shareholders and strategic partners for location provision and hospital building development. Additionally, any changes in business or financial conditions of the strategic partners can have a negative impact on ABC Hospitals' operations.

In terms of operational analysis, ABC Hospitals focuses on product design, product manufacture, facilities and plant design, service delivery, as well as production planning and control. In human resource management, ABC Hospitals' strategic strengths lie in recruiting highly qualified medical and nursing staff, both domestically and internationally. The hospital has established collaborations with various leading national and regional universities and offers scholarships to general practitioners to pursue specialization programs, incentivizing them to work within the ABC Hospital network. ABC Hospitals also collaborates with renowned government doctors to work at the hospital. However, a strategic weakness of ABC Hospitals is the recruitment of medical staff through partnerships with universities that may not meet the standards set by ABC Hospitals. The distribution of medical personnel is also not evenly spread across every department within ABC Hospitals. Lastly, in terms of information system management, ABC Hospitals recognizes the crucial role of management information systems in delivering healthcare services to the community.

Table 1. IFE Matrix ABC Hospital

Strenght	Weight	Rate	Score	Description
Leader in Service, has JCI (Joint Commission International) accreditation	0,13	4	0,52	Become a reference for consumers for international standard hospitals
Having quality and up-to-date medical equipment	0,12	4	0,48	Existence of quality medical equipment and competent medical personnel supports primary care, and becomes a referral hospital
Has facilities for research and academics	0,09	4	0,36	Hospitals integrate clinical operations with excellent research and academic facilities.
Competitive service rates that are expected to be affordable by all levels of society	0,08	3	0,32	Health services can be enjoyed by all levels of society without the burden of expensive costs
Employee development program	0,09	4	0,36	The hospital provides an opportunity for all employees to attend training and self-development programs, to improve employee skills
Strategic location (urban)	0,11	3	0,33	The strategic location makes the hospital easily recognized and accessible to the public.
Weakness				
Services for the community by using health insurance.	0,13	3	0,26	Service is still slow when patients go home. Will lower the company's image
The HR quality system is still weak, and not evenly distributed.	0,10	3	0,3	Medical personnel are still not evenly distributed in ABC Hospitals, while qualified medical personnel are needed in hospital services
The narrowness of the parking area of the hospital. ABC Surabaya (less area), and no place of worship (mosque)	0,07	2	0,14	Parking areas and mosques are tangible elements of services that make it easier for patients or medical personnel to carry out their activities, and are things that can affect consumer satisfaction.
Labor Recruitment	0,08	2	0,16	Recruitments obtained from universities are inadequate in meeting the Company's standards.
Total	1,0		3,23	

The results of the IFE matrix analysis, with a total score of 3.23, ABC Hospitals are rated high in strengths and have few weaknesses. The main activities in Value Chain Analysis at ABC Hospitals are: Inbound Logistics, Operations, Outbound Logistics, Marketing and Selling, Services.

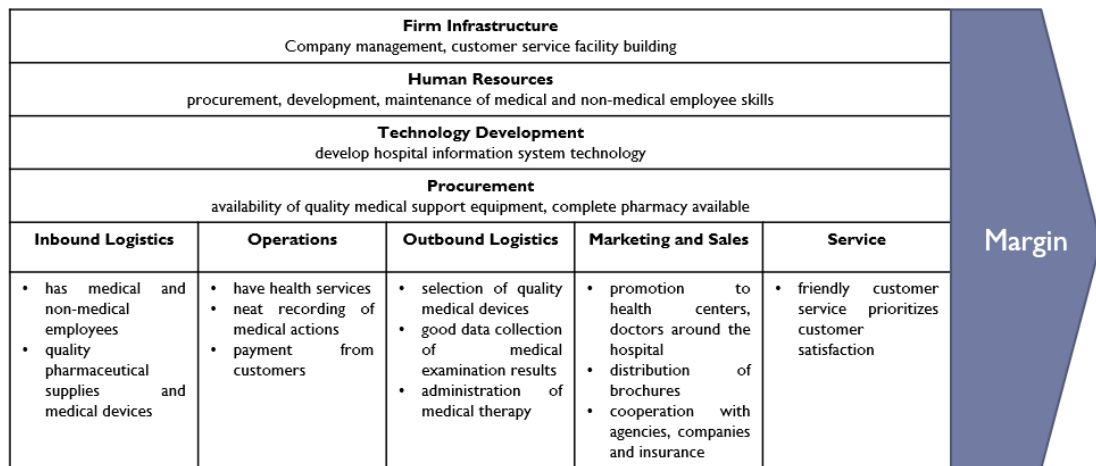


Figure 1. Value Chain Analysis

Table 2. TIROCA Matrix ABC Hospital

Tangible Resources		V	R	I	N	Competitive Advantage
Financial	Cash account	Yes	Yes	-	-	TCA
	Receivable	Yes	Yes	-	-	TCA
	borrowing capacity	Yes	Yes	-	-	TCA
Physical	Hospital modernization	Yes	No	Yes	-	TCA
	strategic location	Yes	No	No	-	CP
	machine sophistication	Yes	Yes	Yes	-	TCA
Technological	confidential patient records	Yes	Yes	Yes	Yes	SCA
	excellent health services	Yes	Yes	Yes	-	SCA
	patent	Yes	-	-	No	CDA
	intellectual property rights	Yes	-	Yes	Yes	SCA
Organizational Capability	trademark	Yes	-	Yes	Yes	SCA
	strategic planning effectiveness	Yes	Yes	Yes	-	SCA
	control system excellence	Yes	Yes	Yes	-	SCA
	evaluation system excellence	Yes	Yes	Yes	-	SCA
Intangible Resources		V	R	I	N	Competitive Advantage
Human resources	experience and capability	Yes	Yes	Yes	-	SCA
	ability to be trusted	Yes	Yes	Yes	-	SCA
	effectiveness of the work team	Yes	Yes	Yes	-	SCA
	managerial skills	Yes	Yes	-	-	TCA
Innovation & Creativity	scientific expertise	Yes	Yes	No	-	TCA
	technical expertise	Yes	Yes	-	-	TCA
	creative idea generation	Yes	Yes	-	-	CP
Reputation	brand name	Yes	Yes	Yes	Yes	SCA
	reputation (with suppliers)	Yes	Yes	No	No	CP
	reputation (with customers)	Yes	Yes	No	-	TCA
	product reliability	Yes	Yes	Yes	-	SCA
	product quality performance	Yes	Yes	Yes	-	SCA
Organizational Capability		V	R	I	N	Competitive Advantage
Adaptability to consumer	superior customer service	Yes	Yes	-	Yes	SCA
Product development process	medical services according to service standards	Yes	Yes	No	No	CP
	patient safety	Yes	Yes	No	No	CP
HRM Process	ability to recruit, motivate and retain HR capital	Yes	No	No	No	CP

External Factor Environment

ABC Hospitals is subject to the political, economic, legal, and regulatory environment in Indonesia. Almost all of ABC Hospitals' operations and assets are in Indonesia. ABC Hospitals may be affected by changes in government policy, social instability, natural disasters or political, economic, or legal developments in Indonesia which are not within the control of ABC Hospitals. This, in turn, could

have an adverse impact on ABC Hospitals' business activities, financial condition, results of operations and prospects.

The growth of the middle class and the need for quality health services are marked by the large "leakage" of profits flowing to other countries, namely through medical tourism. Spending USD 1.4 billion on medical tourism is a potential profit that can be obtained by hospitals in Indonesia. Facing this condition, Indonesia plans to improve the quality of its hospitals so that they comply with international standards, with JCI accreditation and strive to become a destination country for medical tourism in 2015. ABC Hospitals has had JCI Accreditation since 2007, and became the first hospital in Indonesia with a standard international.

In the economic environment, hospitals can be affected by events and circumstances including, inter alia: demand for services, physicians' trust in facilities, management capabilities, competition with other hospitals, attempts by insurance companies to limit costs, economic circumstances, fluctuations in exchange rates, and costs increase, as well as the possibility of unavailability of malpractice insurance. These things can have a negative impact on the company and the company's financial health.

Many of the company's medical devices and medical facilities come from imports from other countries, so the procurement of these medical devices is affected by exchange rate fluctuations. This is a threat that can disrupt the financial health of ABC Hospitals.

ABC Hospitals plans to fund the development of new hospitals and the acquisition of existing hospitals with internal cash and proceeds from public offerings, as well as additional funding from banks and other third-party financial providers (strategic partners). However, ABC Hospitals is not certain about the availability of these additional funds, either in the short term or long term, or if they are available, they will have favorable terms for ABC Hospitals. Thus, there is no certainty that the projects or acquisitions that have been prepared will be carried out successfully or properly integrated.

In the social and cultural environment, people who are increasingly knowledgeable about health make them more aware of their health, so that hospitals see this phenomenon as an opportunity to remind them of the importance of health by means of early detection of emerging disease symptoms.

The current consumption patterns of society that are more concerned with effective and efficient ways of serving food encourage unhealthy lifestyles by consuming ready-to-eat food. This has resulted in an increase in the morbidity rate of non-infectious diseases such as diabetes mellitus, coronary heart disease, and obesity. This is seen as a business opportunity by ABC Hospitals by providing the latest technological equipment such as: Cath-Labs, MRI equipment, CT Scanners, the first Gamma Knife in Indonesia, Linear Accelerators, and Cyclotron.

Current technological developments facilitate access for the public to obtain information about products and services offered by hospitals. In addition to developing technology for the community, the hospital is also greatly assisted by

technological advances in terms of procurement of hospital equipment which aims to improve the hospital's medical services.

The strategic opportunity taken by ABC Hospitals in terms of hospital technology is the first use of the latest medical equipment in Indonesia. Cath-Lab, MRI tools, CT Scanners, the first Gamma Knife in Indonesia, Linear Accelerators, and Cyclotron. High-tech equipment is also supported by excellent hospital services to increase the number of patient visits to ABC Hospitals.

The strategic threat that ABC Hospitals has is the lack of information regarding these technological equipment and services in the community. The technology provided by hospitals has not been spread evenly in other hospitals, this can cause patients treated by ABC Hospitals who are located far from the center to find it difficult to get health facilities from these technological advances.

On the ecological, ABC Hospitals may contain or use certain materials, processes or installations that are regulated in accordance with environmental laws and regulations, or may require environmental permits from regulatory authorities, including but not limited to medical waste or infectious disease waste, incinerators, and small quantities of materials. containing asbestos which is easily broken.

Table 3. EFE Matrix XXX Hospital

Opportunities	Weight	Rate	Score	Description
Population Growth	0,12	5	0,60	The increasing population of Indonesia indicates the increasing need for health service units (hospitals) which means the development of industries in the health sector.
Lifestyle	0,11	4	0,44	Can be a medical tourism destination, the higher level of lifestyle causes the emergence of new diseases.
Corporate Social Responsibility Program	0,1	4	0,40	Companies implement CSR programs in accordance with their commitment to care for the ecological environment and surrounding communities.
Exchange rate fluctuations	0,13	4	0,52	Medical equipment and health facilities owned by the company come from imported goods and the exchange rate greatly impacts the cost of procuring these goods.
Technology advancement	0,08	3	0,24	The hospital is greatly helped by technological advances in medical equipment, and can improve the hospital's medical services.
Threats				
Tightened government regulations on the creation of new hospitals.	0,12	3	0,36	Hospital will still create new hospitals and acquire existing hospitals, with increasingly tightened regulations that will make it difficult for ABC Hospital in terms of licensing.
No certainty on additional funding for ABC Hospital.	0,08	4	0,32	This can affect the smooth running of the program that has been made by the company in terms of creating new hospitals or acquiring existing hospitals.
Lack of consumer knowledge of technology in medical devices.	0,11	2	0,22	If consumers do not know the function of medical devices owned by the company in serving consumer demand. This can affect the decline in demand for Hospital's health services.
Global political and economic conditions	0,05	2	0,10	The company buys some raw materials from imports, this will affect the existence of raw materials, and the price of raw materials.
Ecological changes	0,10	3	0,30	Ecological changes will give Hospital a bad image in the eyes of the surrounding community, public, government, or even consumers.
Total	1,0		3,50	

The results of the EFE matrix analysis, with a total score of 3.50, ABC Hospitals is rated high in effectiveness in taking advantage of opportunities and overcoming important threats from outside the company.

Task Environment

Competitor analysis can be done in three ways, namely industry analysis (Porter's Forces Model of industry Competition), strategic group analysis (Strategic group analysis) and analysis of key success factors (Key success factors analysis). The following is a competitor analysis based on the five main strengths of the company introduced by Porter.

1. **Treats of new entrants**, new entrants can be a threat to existing companies because they bring new capacity and to maintain their existence, existing companies can provide barriers to new entrants, barriers to entry for new entrants, including:
 - a) The high cost of establishing a hospital is a separate obstacle for new companies, where hospitals are a capital-intensive and labor-intensive business.
 - b) Government regulations regarding permits to build hospitals,
 - c) Economics of scales, the high loan interest rates set by banks are also a separate obstacle for new companies that will establish hospitals through bank loans.
 - d) Product differentiation, is a company's ability to differentiate its offer compared to its competitors, where the health industry (hospitals) offers full health services that are like each other, the differentiation that can occur will be a competitive advantage for these companies such as supporting examinations (laboratories) with equipment and equipment modernization.
 - e) Cost advantage of independent of scale, namely hospitals that have been established for a long time have better distribution networks and access to consumers, suppliers, and distributors.
2. **Rivalry Among Existing Firms (Competition among existing companies)**, Competition with fellow private hospitals and government hospitals which is perfect competition.
3. **Threat of substitute product or services**, In some cities there are herbal hospitals. Besides that, there are also some traditional medicines which are a threat of substitute products.
4. **Bargaining Power of Buyers**, There are 2 groups of buyers, namely B2B and B2C. For B2B, they are buyers who provide health services for their providers, including insurance companies, the government, and companies. For B2B buyers there is usually a bargain which can result in a deal rate.

5. **Bargaining Power of Supplier**, Suppliers usually offer competitive prices because the number of suppliers is quite large so the hospital will choose a supplier that offers low prices but quality is also the main thing.
6. **Relative power from other stakeholders**, Other stakeholders are the Health Insurance Administration Agency (BPJS), Indonesian Private Hospital Association (ARSSI), Indonesian Doctors Association (IDI), Indonesian Nurses Association (PPNI), and several other organizations, where these stakeholders set regulations for hospitals throughout Indonesia. in carrying out its operational activities according to the existing framework.

Table 4. Porter's Forces Model of Industry Competition

Forces	Rating
1) <i>Treats of new entrants</i>	Medium
2) <i>Rivalry Among Existing Firms</i>	Medium To High
3) <i>Threat of substitute product or services</i>	Low To Medium
4) <i>Bargaining Power of Buyer</i>	Medium To High
5) <i>Bargaining Power of Supplier</i>	Low
6) <i>Relative power from other Stakeholder</i>	Medium

DISCUSSION

The Matching Stage

From the results of the EFE matrix which received a value of 3.23 and the IFE matrix with a value of 3.50, it can be determined that the position of ABC Hospitals in the IE Matrix is in invest for growth. The company's alternative business strategies generated by the IE Matrix are analyzed for alignment with alternative business strategies per customer segment using the BCG Matrix.

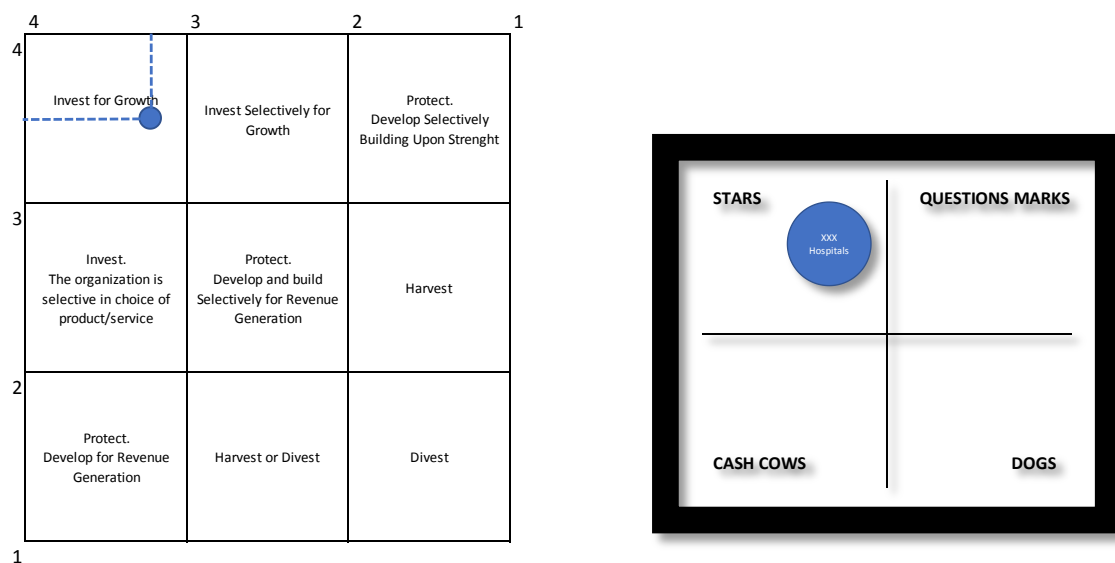


Figure 2. IE and BCG Matrix ABC Hospitals

The Invest for Growth quadrant in the internal-external matrix refers to the strategic position where an organization, in this case, ABC Hospitals, has strong internal capabilities and the potential to leverage favorable external opportunities. This indicates that ABC Hospitals possesses adequate internal resources and capabilities and can capitalize on external environmental opportunities for further growth and development. In the context of ABC Hospitals, having international accreditation from the Joint Commission International (JCI) and successfully maintaining that accreditation is a significant internal strength. It demonstrates that ABC Hospitals has high-quality service systems and standards, which instill confidence in patients and the general public.

On the external front, the increasing demand for healthcare services and improved government support in the form of healthcare policies and insurance can be considered significant growth opportunities for ABC Hospitals. In the "Invest for Growth" quadrant, ABC Hospitals can take strategic steps such as expanding operations by opening new hospitals or acquiring existing healthcare facilities, increasing investment in human resources by recruiting highly qualified medical professionals, and enhancing technological capabilities and infrastructure to improve efficiency and the quality of services provided.

The "Stars" quadrant in the BCG matrix represents products or business units that have high market growth and high market share. These are considered highly favorable positions within the matrix. In the Stars quadrant, companies have products or business units that are performing well and have the potential to generate significant revenue and profit in the future. In the context of the BCG matrix, the Stars quadrant suggests that the products or business units have strong growth prospects and are leaders in their respective markets. They require continued investment and resources to maintain their market position and capitalize on the high growth potential. As market leaders, these products or business units typically generate substantial cash flows and contribute to the overall success and profitability of the company.

Decision Stage

Based on the information provided, the decision-making process for selecting a business strategy involves evaluating the relative attractiveness of different options. This assessment can be conducted using qualitative methods such as the TOWS Matrix and pros-cons analysis of alternative strategies.

The TOWS Matrix is a strategic tool that helps analyze the relationships between internal strengths and weaknesses, and external opportunities and threats. By considering these factors, organizations can identify strategic options and make informed decisions. This matrix enables a systematic evaluation of various strategies by matching internal capabilities with external factors, ultimately leading to the identification of the most suitable business strategy.

Additionally, conducting a pros-cons analysis of alternative strategies allows for a comprehensive evaluation of the advantages and disadvantages of each option. This analysis helps assess the potential benefits, risks, and trade-offs associated with different strategies. By weighing the pros and cons, organizations

can gain insights into the potential outcomes and make well-informed decisions that align with their goals and priorities.

It is important to note that the decision-making process should also consider other factors such as market dynamics, competitive landscape, financial feasibility, and organizational resources. Organizations should conduct thorough research, gather relevant data, and engage stakeholders to ensure a comprehensive evaluation of the available strategy options.

		Internal Factor Environment	
		Strenght	Weakness
External Factor Environment		S1. Market Leader & accredited (JCI)	W1. Slow insurance services
		S2. Complete and Quality Medical Equipment	W2. Weak and Unequal HR Quality System
		S3. Research and Academic Support	W3. Lack of Public Facilities (Parking Areas, Places of Worship)
		S4. Competitive service rates	W4. Labor Recruitment System
		S5. Employee Development Program	
		S6. Strategic location	
O p p o r t u n i t y	O1. Population growth	SO Strategy Growth Strategy Product Development (S1,S2,S3,S6,O1,O2,O5)	WO Strategy HRM Strategy Procurement & Development (W2,W3,W4,O2,O5)
	O2. Lifestyle		
	O3. Corporate Social Responsibility Program		
	O4. Exchange Rate Fluctuations		
	O5. Technology advances		
T h r e a t s	T1. Government regulations regarding the construction of new hospitals	ST Strategy Positioning Strategy Spesialisasi Product (S1,S2,S3,T1,T3,T5)	WT Strategy Delay Strategy Pause Strategy (W1,T2,T4)
	T2. Funding Certainty		
	T3. Lack of Patient Knowledge of Technology and Medical Devices		
	T4. Global Political and Economic Conditions		
	T5. Ecological Change		

Figure 3. TOWS Matrix ABC Hospitals

In conclusion, based on the analysis using the TOWS Matrix, the following strategies are recommended for each quadrant:

1. SO Strategy (Strengths-Opportunities): Growth Strategy

By leveraging the organization's internal strengths and capitalizing on external opportunities, implementing a Growth Strategy is recommended. This strategy focuses on expanding operations, acquiring existing facilities, and investing in resources and capabilities to accommodate the increasing demand for healthcare services and provide optimal care to the community.

2. WO Strategy (Weaknesses-Opportunities): HRM Strategy

To address the weaknesses identified and take advantage of external opportunities, implementing an HRM (Human Resource Management) Strategy is recommended. This strategy involves recruiting and developing high-quality healthcare professionals, strengthening collaborations with reputable educational institutions, and offering incentives and collaboration opportunities with government healthcare providers. By doing so, ABC Hospitals can overcome its weaknesses related to medical staff distribution and ensure a skilled workforce to deliver quality healthcare services.

3. ST Strategy (Strengths-Threats): Positioning Strategy (Specialization Strategy)

Building upon the organization's strengths while mitigating potential threats, a Positioning Strategy (or Specialization Strategy) is recommended. ABC Hospitals can differentiate itself by specializing in specific healthcare services or areas of expertise. This strategy involves developing a strong reputation and credibility in specialized fields, attracting patients seeking specialized care, and collaborating with leading specialists. By focusing on specific areas, ABC Hospitals can enhance its competitive position and establish itself as a top choice for specialized healthcare services.

4. WT Strategy (Weaknesses-Threats): Pause Strategy,

Given the identified weaknesses and potential threats, implementing a Pause Strategy is recommended. This strategy involves a cautious approach, temporarily slowing down or pausing certain initiatives or expansions. By reassessing internal capabilities, addressing weaknesses, and closely monitoring external threats, ABC Hospitals can ensure a more sustainable and resilient position. This strategy allows the organization to focus on strengthening its foundation, improving operational efficiency, and addressing any vulnerabilities before resuming growth or pursuing new initiatives.

Implementing these recommended strategies will enable ABC Hospitals to navigate the complex healthcare industry, capitalize on opportunities, address weaknesses, and mitigate threats. By aligning their strategies with the identified quadrants, ABC Hospitals can enhance their competitive advantage, provide superior healthcare services, and ensure long-term sustainability in an evolving healthcare landscape. Analysis of the pros and cons was carried out on the results of the assessment and determination of the strategy from the TOWS matrix.

Table 5. Pro-contra Alternative Strategy

Alternative Strategy	Recommended Strategy	
	Pro	Contra
SO Strategy		
1. Growth Strategy (Product Development)	expanding market share, developing the company, increasing the company's business scale	requires a large cost, requires the company's internal readiness and commitment
ST Strategy		
2. Positioning Strategy (Product Specialization)	increase market awareness, increase sales, build corporate image, increase consumer knowledge about products, can increase market share, competitors are not easy to imitate	increase market awareness, increase sales, build corporate image, increase consumer knowledge about products, can increase market share, competitors are not easy to imitate
WO Strategy		
3. HRM Strategy (Procurement & Development)	membantu membentuk image perusahaan dan dapat meningkatkan kualitas pelayanan	requires the commitment of the company's internal parties, financial-HR-operational readiness, requires a long adaptation time in the delivery process
WT Strategy		
4. Delay Strategy (Pause Strategy)	analyzing industry and market conditions, increasing efficiency in preparation for implementing a new strategy	requires the commitment of internal parties, if it takes too long it can result in reduced public trust in the company's image
Alternative Strategy by IE Matrix		
5. Growth Strategy (Concetric Strategy)	helps companies concentrate on serving existing market segments	requires the company's intensity to understand the market it has served
Alternative Strategy by BCG Matrix		
6. Intergration Strategy (Forward Integration)	expanding market share, developing the company, increasing the company's business scale	requires a large cost, requires the company's internal readiness and commitment

CONCLUSIONS AND RECOMMENDATIONS

In the long term, addressing the strategic factors requires a focus on developing a skilled workforce in the healthcare industry. The increasing population implies an increased demand for healthcare services. To meet this demand, it is crucial to invest in the training and development of employees who can deliver effective and efficient healthcare services. Additionally, government regulations that limit the construction of new hospitals may hinder the ability to expand healthcare infrastructure. As a result, hospitals with strong financial capabilities are adopting the strategy of acquiring existing hospitals to ensure the provision of optimal healthcare services to the growing population.

In the medium term, strategic factors involve the management of hospital equipment and the development of information systems. The advancements in technology, especially in the field of medical devices, require hospitals to stay up-to-date with the latest equipment to deliver state-of-the-art services to their patients. Additionally, the development of information systems plays a crucial role in managing and integrating various types of data within the hospital, such as patient

records, pharmaceutical information, and employee details. By effectively managing equipment and implementing robust information systems, hospitals can enhance their service capabilities and improve patient care.

In the short term, strategic factors involve focusing on delivering accredited and excellent healthcare services. The accreditation received by ABC Hospital signifies their commitment to prioritizing high-quality healthcare services. By continuously improving and expanding their service offerings, ABC Hospital aims to create competitive advantages that set them apart from their competitors. This approach enables the hospital to meet the immediate needs of the community while positioning itself as a leader in providing exceptional healthcare services.

In conclusion, the recommended strategies for ABC Hospitals are as follows:

1. Growth Strategy (SO quadrant) to capitalize on opportunities and expand operations, IE matrix analysis results show that ABC Hospitals should invest to increase market share (Growth Strategy)
2. HRM Strategy (WO quadrant) to address weaknesses and strengthen the workforce. Carried out to support the company's service quality, carried out after analyzing the actual conditions in the field.
3. Positioning Strategy (ST quadrant) to leverage strengths and specialize in specific areas. This supports the previously determined growth strategy to further penetrate the market and position the company.
4. Pause Strategy (WT quadrant) to mitigate weaknesses and manage potential threats. In the process of implementing the 3 strategies above, the company should analyze what the market situation is like so that it is wiser in making decisions.

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