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## MARKETING STRATEGY OF MUHAMMADIYAH SELOGIRI HOSPITAL IN 2025: DESCRIPTIVE QUALITATIVE

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### ABSTRACT

*Marketing strategy is a crucial component in hospital management, playing a significant role in enhancing competitiveness and expanding public outreach. In the context of healthcare services, hospitals are not only required to provide high-quality services but also to effectively introduce those services through marketing strategies tailored to community needs. This study aims to describe the marketing strategies implemented at Muhammadiyah Selogiri Hospital in 2025 using the 4P marketing mix approach: Product, Price, Place, and Promotion. This research employed a descriptive method with a qualitative case study approach. Data were collected through in-depth interviews with key and supporting informants, direct field observation, and document analysis. Data analysis was carried out through the stages of data reduction, data display, and conclusion drawing. The research findings indicate that the product strategy of Muhammadiyah Selogiri Hospital focuses on services aligned with the needs of the community, such as 24-hour emergency care, specialist polyclinics, inpatient care, medical check-ups, and home visit services. The pricing strategy is determined through unit cost analysis, adjusted to the local economic conditions, with evaluations conducted every three months. The place strategy involves direct engagement with the community, health centers, and local leaders to expand service coverage. Meanwhile, the promotion strategy combines digital media like social media with conventional methods such as banners and brochures. The study concludes that Muhammadiyah Selogiri Hospital has implemented a comprehensive and adaptive marketing strategy. The successful implementation of this strategy is influenced by cross-unit collaboration, structured planning, and regular evaluations.*

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*This approach helps the hospital maintain its relevance and presence amidst the changing needs and expectations of the public regarding healthcare services..*

**KEYWORDS**

Marketing Strategy, Product, Price, Promotion, Place



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## INTRODUCTION

An effective marketing strategy focuses not only on promoting products and services, but also involves a deep understanding of customer needs and desires, and how to deliver that value in a relevant and engaging way. Traditional marketing models, such as the 4Ps (Product, Price, Place, Promotion) developed by Jerome McCarthy, remain relevant but need to be adapted to modern contexts that involve additional elements such as digital technology and more complex customer interactions (McCarthy, 2020).

As technology advances and consumer behavior changes, marketing strategies must become more adaptive. The 7Ps marketing model, which expands the 4Ps by adding People, Process, and Physical, demonstrates the importance of these elements in the customer experience, especially in the service sector (Zeithaml et al., 2022). Value-based marketing, which focuses on creating and communicating relevant value to customers, is also increasingly important amid rising customer expectations (Lemon & Verhoef, 2016). Consumer behavior in using the internet and social media influences the marketing strategies employed by hospitals.

Muhammadiyah Selogiri Hospital employs marketing strategies that are easily accepted by the public. It not only uses one promotional method but also uses promotions tailored to the target market. Marketing activity scheduling at Muhammadiyah Selogiri Hospital is divided into two categories: monthly and annual. Monthly activities must be scheduled one month before the event, while annual activities are planned in December and implemented the following year. In 2024, marketing activities were conducted daily, including events, products, and field activities, which must be disseminated through online media.

## RESEARCH METHOD

The research design used in this study is a qualitative descriptive research design. Describe and understand the phenomena in the object being studied. A case study approach on the Marketing Strategy Overview at Muhammadiyah Selogiri Hospital in 2025. The research object is an overview of marketing strategies at Muhammadiyah Selogiri Hospital. Research subjects were selected purposively, that is based on specific considerations that align with the research objectives.

## RESULT AND DISCUSSION

The results and discussion on our research is :

### 1. Muhammadiyah Selogiri Hospital Product Marketing Strategy

According to Tjiptono (2014), a product is a form of offering offered to the market for consumption, use, and ownership by customers with the aim of satisfying desires and needs. Hospital products are services provided by the hospital to achieve value and provide benefits to patients. Muhammadiyah Selogiri Hospital demonstrates a concrete effort in

providing healthcare services based on local needs. This approach reflects the application of modern healthcare management principles, where hospitals are not only places of healing but also play an active role as social institutions responsible for maintaining and improving the health of the community.

The services provided cover all healthcare needs, from outpatient care, inpatient care, the Emergency Department (ER), supporting services such as laboratory and radiology, to rehabilitation services and home visits. The results of this study also support previous research (Ekawati, 2018), which stated that comprehensive service delivery will provide patient satisfaction and comfort. The quality of service is determined by the structure, processes, and outcomes of this hospital. This hospital has demonstrated readiness in terms of an adequate service structure, regularly evaluated processes, and outcomes in the form of services that meet community needs. The alignment of service types with the socio-economic characteristics of the surrounding community reflects the application of a needs-based planning approach.

Muhammadiyah Selogiri Hospital actively adapts its services by considering community input, conducting market research, and analyzing local health data, demonstrating the hospital's sensitivity to the surrounding social context. Furthermore, the hospital also fulfills its regulatory obligations by referring to the Minimum Service Standards (SPM) stipulated in Minister of Health Regulation No. 4 of 2019 concerning Technical Standards for Basic Services in the Minimum Service Standards in the Health Sector. Thus, the hospital not only adapts to community demand but also ensures that all basic services are provided in accordance with applicable laws and national standards. Interestingly, in decision-making regarding the determination of service types, Muhammadiyah Selogiri Hospital prioritizes a collaborative and participatory approach. Decision-making involves various internal elements, such as the board of directors, heads of service departments, finance, nursing, public relations, and marketing. Furthermore, the hospital also welcomes external contributions, such as community leaders and patient representatives. However, the service determination process does not always run smoothly. The hospital faces a number of challenges, both internal and external. Differences in perspectives between teams often slow down decision-making.

Furthermore, the gap between designed services and community expectations indicates that the needs identification process is not yet fully optimal. Other challenges include limited human and financial resources. As a form of accountability for its services, Muhammadiyah Selogiri Hospital conducts regular monthly and quarterly evaluations. These evaluations target key service aspects and are conducted by a dedicated team tasked with assessing service performance and effectiveness. With structured and systematic evaluation, hospitals can detect problems early and dynamically adjust services to remain relevant to the evolving needs of the community. Overall, Muhammadiyah Selogiri Hospital has successfully integrated regulatory, market-based, and participatory approaches in managing its healthcare services. By combining SPM regulations, local needs analysis, external stakeholder involvement, and regular evaluations, the hospital has been able to create a service system that is well-received by the community. However, to maintain and improve its performance, the hospital needs to continuously strengthen internal coordination, develop human resource capacity, and improve its understanding of the dynamic needs of the community.

With the right strategy, Muhammadiyah Selogiri Hospital can become an example of a community-based hospital that excels in service and is innovative in management. Based on observations conducted by researchers, it was found that Muhammadiyah Selogiri Hospital provides services based on applicable regulatory standards, namely inpatient care,

outpatient care, and IDG. The services provided to the community align with those already available at the hospital.

## **2. Muhammadiyah Selogiri Hospital's Marketing Strategy**

According to Tjiptono (2014), pricing is a pricing mix decision concerning a hospital's policy in creating, setting, and implementing prices in accordance with applicable regulations. Pricing of services at Muhammadiyah Selogiri Hospital is carried out systematically, taking into account various cost components and the principles of transparency and accountability. According to informants, this process involves calculating unit costs and specific needs such as consumables (BHP), service fees, doctor fees, and other incentives. In practice, the hospital establishes final service rates based on a detailed breakdown of all cost elements, including administrative costs, equipment usage, medical personnel, and overhead costs such as electricity, water, waste management, and cleaning services. This reflects the principle of cost-based pricing, which is a pricing strategy based on the total cost of producing a service plus a desired profit margin. The results of this study reinforce previous research (Septian, 2022), which stated that determining a service price must consider the target market, the presence of competitors, and operational costs.

The tariff determination was carried out by a special team involving various key elements of the hospital, such as the director, the head of administration and finance, the head of service, and the person in charge of the service unit. This indicates that the decision-making process for determining tariffs is collective and coordinated across units. The involvement of multiple parties allows for more accurate and equitable tariff development, as it reflects the realities of services in each unit. Although the pricing process is relatively structured, Muhammadiyah Selogiri Hospital still faces several technical and conceptual obstacles. Several informants expressed confusion in determining the ideal tariff rate due to the lack of standard indicators that can be used as benchmarks to assess the appropriateness of tariffs based on hospital capacity, the quality of medical personnel, and service coverage.

Evaluation of a service is not only based on costs incurred, but also on the value of the clinical outcomes or benefits generated. Failure to meet these measurement indicators makes it difficult for hospitals to assess whether the established rates reflect the efficiency and effectiveness of resource use. Furthermore, challenges arise in bridging the gap in perceptions between the hospital and patients regarding the value of a service. As a control and improvement effort, Muhammadiyah Selogiri Hospital conducts quarterly rate evaluations. These evaluations include analyzing the profits and losses of each service, monitoring the balance between revenue and costs, and adjusting rates if discrepancies are found. These regular evaluations help the hospital maintain competitive, rational rates, and align with sustainability principles. Furthermore, systematic evaluations enable the hospital to anticipate changes in operational costs, market dynamics, and patient expectations, allowing it to adjust its rate policy accordingly. Thus, it can be concluded that service pricing at Muhammadiyah Selogiri Hospital reflects an integration of financial management principles, a participatory approach, and data-driven analysis. Despite facing challenges in technical calculations and customer perceptions, the hospital continues to strive to develop a fair, transparent, and sustainable tariff structure. This strategy demonstrates Muhammadiyah Selogiri Hospital's commitment to providing healthcare services that are not only medically high-quality but also professionally managed from an economic and managerial perspective. The researcher did not observe the price element because it concerns the confidentiality of Muhammadiyah Selogiri Hospital.

### **3. Muhammadiyah Selogiri Hospital's Marketing Promotion Strategy**

Promotion According to Tjiptono (2014), the promotional mix encompasses all methods used to communicate service benefits to actual and potential customers. The service promotion strategy at Muhammadiyah Selogiri Hospital reflects a comprehensive healthcare marketing approach, synergistically combining digital (online) and conventional (offline) methods. The hospital utilizes various social media platforms such as Instagram, TikTok, and Facebook as digital communication tools to disseminate service information quickly and widely. In addition to digital promotion, the hospital also relies on conventional promotion through print media such as banners, brochures, and leaflets. This strategy is considered important, considering the characteristics of the Selogiri community, most of whom live in rural areas and are not yet fully familiar with digital technology. Furthermore, promotion is not only carried out one-way, but also through an educational approach through social activities and community outreach.

This strategy reflects the implementation of social marketing in the context of healthcare, where promotions are not only oriented toward increasing patient volume but also toward increasing public health awareness and literacy. Muhammadiyah Selogiri Hospital, therefore, not only sells services but also builds long-term relationships with the community through empowerment and education.

The geographical location of Muhammadiyah Selogiri Hospital, located on the border of three districts, provides a strategic advantage in reaching communities across regions. However, the sociological conditions of the surrounding community, which tend to be traditional, require a contextual promotional approach oriented toward local culture. Therefore, before implementing promotional activities, market targeting is first carried out. Target markets typically have certain characteristics, such as gender, age, income, lifestyle, and so on.

The determination of promotional methods is based on several considerations, one of which is identifying the target market so that those receiving the promotion will understand and comprehend the promotion. The results of this study also align with research conducted by (Huda, 2024), which states that determining the target market is important because it serves as a benchmark for hospitals in determining effective promotions for all groups.

In implementing its promotional strategy, Muhammadiyah Selogiri Hospital involves public relations and marketing teams in collaboration with medical personnel and other service staff. This cross-divisional collaboration demonstrates that service promotion is not viewed as the exclusive responsibility of the marketing department, but rather as a collective responsibility of all work units. Although the core marketing team is limited, the team's cohesiveness and support from other healthcare professionals strengthens the implementation of promotions that are more contextual, informative, and tailored to community needs.

Obstacles to promotional strategies are unavoidable. In conventional promotions, location permitting issues and the high cost of banner installation pose technical challenges that impact budget effectiveness and efficiency. Meanwhile, in digital promotions, limited funding hinders collaboration with local influencers, who could potentially increase the reach of promotions on social media. Other issues, such as a lack of public feedback on promotional materials, are also considered in the strategy evaluation.

Muhammadiyah Selogiri Hospital conducts promotional evaluations through pre-promotion and post-promotion mechanisms. This evaluation includes an analysis of the promotion's impact on public understanding, interest in services, and the effectiveness of the media used. Through this evaluation, the hospital can improve its communication strategy to make it more relevant, cost-effective, and targeted. Public feedback serves as a

primary indicator for assessing the success of the promotion and the basis for developing subsequent communication strategies.

This promotional strategy demonstrates Muhammadiyah Selogiri Hospital's commitment to the principles of transparency, community engagement, and accountability in delivering health information effectively and humanely. Based on observations by researchers, it was discovered that Muhammadiyah Selogiri Hospital's promotional activities utilize digital media such as Instagram, Facebook, WhatsApp, and others for online promotion, as well as conventional media such as banners, posters, and other print media.

#### **4. Muhammadiyah Selogiri Hospital's Place Marketing Strategy**

In addition to ease of access for patients, according to Tjiptono (2014), place encompasses decisions about the physical location of the building. Muhammadiyah Selogiri Hospital is one of Muhammadiyah's charitable organizations (AUM) in the health sector, playing a crucial role in providing healthcare services in Wonogiri Regency, particularly Selogiri District. This hospital began as a simple maternity unit that began operating in 1970. At that time, the services available were very limited and focused on maternal and child health. There was no official name or complex organizational structure, as this service arose from the community's pressing need for basic healthcare facilities.

The services provided at that time were social in nature, managed independently by the community and Muhammadiyah cadres with a spirit of dedication. In research by Windy Suganda (2024), it was stated that when deciding which location to use, it is important to consider how services will be provided to consumers and where they will be performed or conducted. Aspects of service value and excellence encompass the context in which and how services will be provided, and location plays a crucial role.

The main factor driving the establishment of this hospital was the lack of healthcare facilities in the Selogiri area. At that time, people had to travel long distances to the city or the nearest hospital, which was certainly difficult, especially in emergencies or during childbirth. This situation illustrates the unequal access to healthcare services. Over time, the demand for more comprehensive and professional healthcare services increased. In 2001, this maternity hospital underwent a major transformation with its status upgraded to a general hospital. At this time, the hospital officially adopted the name PKU Muhammadiyah Nambangan Selogiri Wonogiri Hospital. This name change marked the official integration of the 85 hospitals into the Muhammadiyah PKU (General Assistance for the Poor) network, while expanding the scope of services from maternity to general healthcare. The institution's identity was further strengthened when the name was changed to Muhammadiyah Selogiri Hospital.

The establishment and management of this hospital are inseparable from the important role of the Muhammadiyah Selogiri Branch Leadership (PCM). This hospital is owned by Muhammadiyah and managed as part of its Islamic-based charitable enterprise. Muhammadiyah's vision of "charity and knowledge" encourages the creation of social and community service institutions, including in the health sector. However, amidst efforts to improve service quality, the hospital must also face complex challenges, particularly regarding regulatory changes. Policy changes from the Ministry of Health and the Social Security Agency (BPJS) often occur suddenly, forcing the hospital to adjust its operations. This situation requires a high level of adaptability to ensure uninterrupted service delivery. Hospitals must be able to adapt to changes in regulations, payment systems, and reporting mechanisms from the Social Security Agency (BPJS), while maintaining consistent service quality. Marketing must be careful in determining promotional locations. Therefore,

hospital strategies are always adjusted to actual conditions on the ground to remain efficient and avoid burdening the workforce.

Muhammadiyah Selogiri Hospital reflects the synergy between socio-religious commitment, responsiveness to local needs, and adaptability to external challenges. From a simple maternity hospital to a general hospital integrated into the national system, this hospital has entered a phase of institutional development that is strong, value-based, and socially relevant. Based on observations made by researchers, it was discovered that the location of service delivery is differentiated based on the services provided. The facilities provided, including visitor parking, are very adequate, and the hospital utilizes its own land for parking.

## **CONCLUSION**

Based on the research results on the Marketing Strategy Overview at Muhammadiyah Selogiri Hospital in 2025, the following conclusions can be drawn:

1. The product marketing strategy implemented by Muhammadiyah Selogiri Hospital demonstrates a strong commitment to providing healthcare services tailored to the needs of the community. The hospital focuses not only on a comprehensive range of services but also on structured, measurable service quality that is oriented toward patient satisfaction.
2. The pricing strategy at Muhammadiyah Selogiri Hospital is implemented systematically and professionally using cost-based pricing principles. This process involves various cost components and is implemented in a participatory manner by a cross-unit team, creating a fairer tariff structure that reflects the actual conditions of service.
3. The promotion strategy at Muhammadiyah Selogiri Hospital is implemented in an integrated manner, utilizing a mix of digital and conventional promotions tailored to the characteristics of the local community. This demonstrates that the hospital is not only focused on increasing the number of patients but also on improving public health literacy and awareness through educational and social approaches. 90
4. The place strategy at Muhammadiyah Selogiri Hospital began as a simple maternity hospital in 1970 in response to limited access to healthcare services in Selogiri. With the support of the Muhammadiyah Branch Leadership, the hospital developed into a public healthcare institution based on Islamic and social values. Throughout its journey, the hospital has continuously adapted to changing regulations and community needs, and implemented appropriate marketing strategies to remain relevant and sustainable in providing services.

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