

## **Competitive Strategies for Hospitals to Enhance Patient Loyalty at Mahkota Bidadari General Hospital in Langkat Regency, North Sumatra**

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### **Keywords:**

generic strategy; hospital; cost leadership; differentiation; focus.

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### **Abstract**

Competition between hospitals is currently increasing as the public's demand for fast, comfortable, and quality health services grows. In this situation, hospitals need to have a clear competitive strategy to be able to maintain patient trust and preferences. Patient loyalty is not only influenced by the results of treatment, but also by the overall service experience, such as the attitude of health workers, the availability of facilities, the timeliness of services, and the ease of the administrative process. The higher the patient loyalty, the higher the hospital's competitiveness, because patient loyalty creates a sustained competitive advantage through repeat visits, competency resilience, and positive recommendations. The purpose of this study was to analyze the application of cost leadership, differentiation, and focus strategies at RSU Mahkota Bidadari in order to increase patient loyalty. The research method used was descriptive with a qualitative approach, involving 4 resource persons from various hospital divisions such as the president director, service manager, doctor on duty and patients. RSU Mahkota Bidadari's competitiveness strategy in increasing patient loyalty is achieved through the integrated implementation of cost leadership, differentiation, and focus strategies by emphasizing standard-based service efficiency, humanistic and professional medical services, and consistency of service quality, thereby building patient trust, satisfaction, and loyalty in a sustainable manner. This research makes a theoretical contribution by expanding the understanding of the application of hospital competitiveness strategies in increasing patient loyalty, while integrating the concept of strategic management with health services.

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## **INTRODUCTION**

Hospitals are public service organizations whose role is to provide comprehensive health services, ranging from promotive, preventive, curative, to rehabilitative efforts. In the midst of the development of health science and technology, people are increasingly aware of the quality of services they receive. This requires each hospital to improve quality and competitiveness in order to be able to survive and provide services that meet patient expectations (Muninjaya, 2016).

Mahkota Bidadari Hospital as one of the private hospitals in Gebang, Langkat Regency has made efforts to meet the needs of public health services through the provision of health workers, medical facilities, and adequate supporting services. However, in recent months, competition between hospitals in the region has increased significantly (Al-Neyadi et al., 2018; Ghiasi et al., 2017; Goro et al., 2024; Siciliani et al., 2017). The existence of new hospitals, clinics with superior services, and the development of government hospitals are challenges for RSU Mahkota Bidadari in maintaining its position in the midst of competition in the health

industry (Halim & Putri, 2020).

Competition between hospitals is currently increasing as the public's demand for fast, comfortable, and quality health services grows. In this situation, hospitals need to have a clear competitive strategy to be able to maintain patient trust and preferences. Patient loyalty is not only influenced by treatment outcomes, but also the overall service experience, such as the attitude of health workers, availability of facilities, timeliness of services, and ease of administration (Zeithaml, Bitner, & Gremler, 2018). The higher the patient loyalty, the higher the hospital's competitiveness, because patient loyalty creates a sustainable competitive advantage through repeat visits, resistance to competitors, and positive recommendations (Griffin, 2005; Kotler & Keller, 2016). The formulation of the right strategy must be based on a systematic and academically tested conceptual framework. Michael Porter stated that the competitive advantage of an organization can be achieved through the application of generic strategies, which consist of cost leadership, differentiation, and focus strategy (Porter, 1980). A low-cost strategy emphasizes operational efficiency so that organizations are able to offer competitive pricing, while differentiation strategies focus on creating unique services that are of value to customers. The focus strategy is directed at serving certain market segments more specifically according to customer needs (Porter, 1985).

The provisions of laws and regulations affirm that hospitals are obliged to provide health services effectively and efficiently without neglecting the quality and safety of patients. This is reflected in the Law of the Republic of Indonesia Number 44 of 2009 concerning Hospitals, which states that hospitals are obliged to provide safe, quality, anti-discriminatory, and effective health services by prioritizing the interests of patients (Republic of Indonesia, 2009). The principle of effectiveness and efficiency is the basis for the implementation of a low-cost strategy (cost leadership) in the management of hospital services. The research will be conducted at the Mahkota Bidadari Langkat Hospital located in Gebang district, Langkat regency, North Sumatra. This hospital has been providing health services since 2021 and is still operating today. However, in recent months, competition between hospitals in the region has increased significantly. The existence of new hospitals, clinics with superior services, and the development of government hospitals are challenges for Mahkota Bidadari Langkat Hospital in maintaining its position in the midst of competition in the health industry. This phenomenon is important because revisits are key indicators of patient loyalty, revenue sustainability, and efficiency in the use of service resources as shown in Figure 1.1. Various studies have shown that patients' tendency to repeat visits is closely related to the ability of hospitals to create superior service value compared to their competitors. In line with Michael Porter's view, these advantages are not solely built through many marketing activities, but through consistent strategic choices in managing the service process, utilizing internal resources, and presenting physical evidence and service experience that has a distinctive character. When hospitals are able to organize these key activities efficiently and differently, patient trust, satisfaction, and loyalty will be built on an ongoing basis.

The focus of this research is as follows: 1) Implementation of hospital cost leadership strategies in improving service efficiency and affordability. 2) Hospital service differentiation strategy in creating uniqueness and value for patients. 3) The hospital's strategy focuses on specific patient segments to strengthen its competitive position. 4) Porter's generic strategy contributes to increasing hospital patient loyalty.

Previous research conducted by Purwadhi et al. (2024) in Hospitals analyzed marketing strategies using the SWOT method in dealing with a decline in the number of inpatient visits to increase hospital competitiveness in the digital era. The results of the study show that strategies that can be applied by hospitals include building brand awareness through digital platforms, increasing engagement with patients, utilizing digital technology to improve patient services. In addition, the research also emphasizes the importance of building networks and collaborations as well as building an effective referral system for patient loyalty. These findings indicate that the SWOT analysis is able to provide recommendations for the development of effective marketing strategies to increase the competitiveness of hospitals in the digital era which is a continuous process (Quan et al., 2023; Sari et al., 2021; Xu, 2024).

The novelty of this research lies in the combination of Porter's generic strategy with the perspective of patient experience in analyzing the competitiveness of hospitals. This research not only discusses strategies in theory, but also looks at them from the perspective of management, medical personnel, and patients. In addition, the research was conducted at RSU Mahkota Bidadari as a regional hospital with its own characteristics, and highlighted the role of superior services such as hemodialysis, medical rehabilitation, radiology, and laboratories in increasing patient loyalty, thereby making a more practical contribution to the development of hospital strategies.

Based on the above background description, the author is interested in researching more deeply related to " Hospital Competitiveness Strategy in order to increase patient loyalty at Mahkota Bidadari Hospital, Langkat Regency, North Sumatra."

## **RESEARCH METHODS**

### **Research Methods**

The methods used in this study were described in detail to provide an overview of the research procedures and approaches:

### **Research Design**

This research uses a descriptive qualitative approach and was carried out at Mahkota Bidadari Hospital. The qualitative approach was chosen because this study aims to understand in depth how the competitiveness strategy implemented by hospitals and how these strategies can increase patient loyalty. Strategy and loyalty issues are not only measured by numbers, but need to be understood through the experiences, views, and perceptions of management, healthcare workers, and patients.

### **Forms of Qualitative Research**

The form of qualitative research used in this study is a case study. Case studies are a form of research that emphasizes in-depth exploration of a particular case that is considered unique, important, or representative in a limited scope. In this study, the case studied is the competitiveness of Mahkota Bidadari Hospital.

### **Participants**

Participants in the study are individuals or groups who are directly involved as the main source of information to answer research questions. In this study, participants consisted of parties who played a role in the service process of Mahkota Bidadari Hospital, namely hospital director, management staff, doctor on duty and patients of Mahkota Bidadari Hospital.

## **Data Collection**

Data collection is an important step in research to obtain valid and relevant information to answer research questions and achieve the goals that have been set. This technique is carried out with various methods that are adapted to the research approach, both through direct interaction with participants and through searching for available data.

## **Interview**

An interview is an oral question and answer activity to obtain information. In selecting informants, the researcher chooses informants who have special knowledge and are close to the focus of the research.

Interviews were conducted with informants, namely key informants and supporting informants. Interviews are question-and-answer activities either orally or then copied in the form of written text (Sugiyono, 2022).

## **Observations**

Observation is data collection that directly conducts observations in the field to obtain accurate data. Observation is the process of recording and observing phenomena in an objective, logical, rational, and systematic manner, both in artificial and actual conditions so that a goal can be achieved (Sugiyono, 2022).

## **Documentation Studies**

Documentation is the collection of data with informants in the form of documents, archives, books, writings, numbers and images can be in the form of adequate information or reports that are useful for obtaining accurate data and information sources in a study (Sugiyono, 2022).

## **Data Analysis**

Data analysis is the process of compiling data in the form of interviews, observations, and documentation as well as other materials collected by researchers to find a pattern or model that will later be reported systematically. Activities in this data analysis will use the Miles and Huberman model, which include data reduction, data display, and conclusion drawn.

### **1. Data Collection**

In this case, the researcher collects research data in the form of interviews, observations, and documentation in the field objectively (Setiyanti and Dwikusumaningsih, 2023).

### **2. Data Reduction**

Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns and discarding unnecessary ones (Setiyanti and Dwikusumaningsih, 2023).

### **3. Data Presentation**

Data presentation is the presentation of data in the form of brief descriptions, charts of relationships between categories and the like. In this case, (Kojongian et al., 2022).

### **4. Conclusion Drawing**

Data analysis recognizes the flow of marketing implementation carried out during data collection and after data collection is used to draw conclusions so that it can find patterns about events that occur according to the focus of the discussion.

## **RESULTS AND DISCUSSION**

### **Duties and Functions of the Hospital**

Basically, the duties and functions of Mahkota Bidadari Langkat Hospital are the same as the duties and functions of hospitals in general, namely providing comprehensive health services to the community. The main tasks of the hospital include medical services ranging from examinations, diagnosis, to patient care with the aim of improving optimal health degrees. In addition, hospitals also act as nursing service centers, where nursing staff provide comprehensive care and emotional support to patients and their families.

RSU Mahkota Bidadari Langkat also has advantages in several excellent services such as hemodialysis services, medical rehabilitation (physiotherapy), and supported by adequate radiology and laboratory facilities. This is an added value in improving the quality of service and competitiveness of hospitals.

The general duties and functions of RSU Mahkota Bidadari Langkat include:

#### **Medical Services**

- a. Patient reception and handling.
- b. Outpatient and inpatient services.

#### **Emergency Services**

- a. Treat patients in medical emergencies.
- b. Provide first aid and quick action in case of emergency.

#### **Surgical Services**

- a. Perform surgery according to medical indications.
- b. Providing surgical services both minor and major.

#### **Nursing Services**

- a. Provide nursing care to patients.
- b. Provide support in the patient's recovery process.

#### **Medical Rehabilitation Services**

- a. Organizing physiotherapy services for patients.
- b. Helps the recovery of the patient's body function after illness or after medical procedure.

#### **Hemodialysis Services**

- a. Providing dialysis services for patients with kidney disorders.
- b. Supporting the improvement of the quality of life of patients with chronic kidney disease.

#### **Counseling and Education Services**

- a. Providing health education to patients and the community.
- b. Carry out health promotion and disease prevention activities.

#### **Pharmaceutical Services**

- a. Provide medicines according to the patient's needs.
- b. Provide information related to the safe and appropriate use of drugs.

#### **Radiology Services**

- a. Providing supporting examination services such as X-rays and CT Scans.
- b. Aids in the diagnosis process through accurate medical imaging.

#### **Laboratory Services**

- a. Conducting laboratory tests such as blood, urine, and others.
- b. Supports accurate diagnosis and monitoring of patient conditions.

## **Environmental Conditions**

The state of the environment, both internal and external, is very important for the continuity of the organization. The internal environmental conditions of Mahkota Bidadari Hospital maintain cleanliness and sterilization of both treatment rooms and public areas, this is also supported by wastewater management installations and good medical waste handling using special storage facilities. In addition, hospitals ensure security within the scope of their territory to protect patients and their facilities. In terms of handling patients with infectious diseases, RSU Mahkota Bidadari has a special isolation room to prevent transmission to other patients and staff.

Meanwhile, the dominant external factor is that the hospital is supervised by a government agency, which in this case is the Langkat Regency Health Office, to maintain the conformity of the hospital with the regulations that have been set by the government. In addition, another external factor is the environment around the hospital which tends to be safe because of the high public awareness of the security of the village area where they live. In addition, Mahkota Bidadari Hospital has the advantage of location because it is around a residential area, so it is easily accessible to patients and patients' families. The proximity to the residential environment makes this hospital one of the main choices of the community in obtaining health services, especially for routine and continuous medical needs. This condition provides strategic advantages for hospitals in maintaining the number of visits and building long-term relationships with patients.

## **Quality Improvement**

Improving the quality of hospitals is a crucial step to increase competitiveness and provide optimal health services. Some of the strategies that can be implemented to achieve this goal involve various aspects, including management, service, and human resources. Here are some of the steps taken by RSU Mahkota Bidadari in improving quality:

1. Performance Measurement and Monitoring. Monitoring is carried out on hospital performance both internally and externally, internal monitoring is carried out by assessing service activities and procedures by the internal supervisory unit (SPI). Performance measurement by external is carried out by the Health Office, in addition to that this hospital also participated in accreditation organized by the Indonesian hospital accreditation institution and received the title of plenary achievement on November 6, 2022. And accreditation carried out by the Damar Husada Plenary Hospital Accreditation Institute and graduated (type C) in 2022.
2. Training and Human Resource Development. Provide training to staff, and ease medical personnel to continue their studies at a higher level.
3. Feedback from Patients, Partners and Staff. Receive feedback from patients, partners and staff to evaluate satisfaction, detect problems and design necessary improvements.
4. Technology Implementation. Adopt the latest communication technology to improve operational efficiency on online registration services and technology operation in medical procedures.
5. Collaboration with health centers. Collaborating with other institutions, namely villages, to improve the coordination of health services that touch the community more.

## **Interview Mechanism**

The selection of resource persons in this study is based on the criteria that have been set

by the researcher, which are as follows:

1. The resource person is a party directly involved in the management and implementation of services at the Mahkota Bidadari Lalat Hospital.
2. The resource persons have knowledge and experience related to service strategies and direct interaction with patients.
3. The resource persons were able to provide relevant information related to efforts to improve service quality and patient loyalty.

Based on these criteria, the researcher determined several speakers as follows:

#### **Director**

The selection of the director as a resource person is based on his position as the highest policyholder in the hospital. The Director has an important role in formulating strategies, decision-making, and supervising the implementation of services and developing the overall competitiveness of the hospital.

#### **Service Manager**

Service managers are chosen because they have a strategic role in managing and coordinating services to patients. This position functions as a link between management policies and implementation in the field, and is responsible for ensuring that the quality of service is maintained.

#### **Doctor on Duty**

The doctor on duty was chosen as a resource person because he interacted directly with patients in the medical service process, both in the Emergency Installation (IGD) and inpatient. Doctor on duty has practical experience related to the implementation of services, so that they can provide a clear picture of the quality of service and factors that affect patient satisfaction.

#### **Patients**

Patients were chosen as resource persons because they were direct recipients of hospital services. The patient's perspective is very important to know the level of satisfaction, experience during receiving services, and factors that affect patient loyalty to the hospital.

#### **Data Processing and Analysis Results**

This section describes the results of the research obtained from the interview and observation process regarding the competitiveness strategy of RSU Mahkota Bidadari.

#### **Cost Leadership to Increase Patient Loyalty**

The cost leadership strategy at RSU Mahkota Bidadari is implemented through efficient service cost management without reducing the quality and safety of patients. Efficiency is not interpreted as a restriction on services, but rather as an optimization of service processes based on measurable clinical and managerial standards. This is in line with Porter's generic strategy that emphasizes operational efficiency as a source of competitive advantage.

The results of the interviews show that the implementation of cost leadership is realized through compliance with the Medical Practice Guidelines (PPK), Standard Operating Procedures (SOP), and BPJS Kesehatan regulations. This approach prevents unnecessary medical procedures and supports systematic cost control. The Director of RSU Mahkota Bidadari emphasized that efficiency is achieved by ensuring that services are provided appropriately and according to standards, as stated:

*"The efficiency we do is not by reducing services, but by carrying out services according to the Medical Practice Guidelines and SOPs that have been set."* (Interview with the Director on

January 27, 2026)

From the managerial side, the Service Manager said that efficiency is also supported by technology-based service innovation and increased access to information for patients. The publication of doctors' schedules, as well as health education through digital platforms are efforts to speed up the flow of services and reduce patient waiting times. It is expressed as follows:

*"We carry out service innovations such as publication of doctors' schedules, as well as education from specialist doctors through digital platforms so that services are more efficient and accessible."* (Interview with Service Manager on January 27, 2026)

In daily clinical practice, the Doctor on Duty of RSU Mahkota Bidadari explained that time efficiency and accuracy of actions are achieved through the consistent implementation of SOPs, team coordination, and an integrated medical recording system. The accuracy of the initial clinical assessment also plays an important role in preventing delays and unnecessary actions. Doctor Jaga stated:

*"Consistent implementation of SOPs, coordination between teams, and integrated medical records help services become faster and more precise."* (Interview with Doctor Jaga on January 27, 2026)

The effectiveness of the cost leadership strategy was also felt directly by the patient. The patient said that the nurse and doctor services were fast and responsive, so that medical needs could be handled immediately. The patient's experience is expressed as follows:

*"I pressed the nurse's bell and came right away," and "The nurse immediately contacted the doctor and I was immediately given medicine."* (Interview with Patient on January 27, 2026)

This responsiveness reflects the efficiency of the service which has an impact on patient comfort and satisfaction.

Thus, the cost leadership strategy at RSU Mahkota Bidadari is reflected through the integration of service standards, managerial innovation, precision of clinical actions, and responsiveness of service to patients. This approach not only improves the efficiency of resource use, but also strengthens patient trust and the hospital's competitiveness on an ongoing basis.

### **Differentiation in Increasing Patient Loyalty**

RSU Mahkota Bidadari's differentiation strategy is built through the creation of unique value that is felt directly by patients, not only from the aspect of facilities, but also the guarantee of medical services, quality of human resources, and consistent service experience. In Porter's generic strategy perspective, differentiation allows hospitals to have a competitive advantage through services that are meaningful and difficult for competitors to replicate.

Based on the results of the interview, the Director of Mahkota Bidadari Hospital emphasized that the main differentiator of the hospital lies in the guarantee of the presence of specialist doctors for both inpatient and outpatient patients. This guarantee provides certainty and a sense of security for patients in obtaining professional medical services. The Director said:

*"The difference is the guarantee of the presence of a specialist doctor. At Mahkota Bidadari Hospital, it is ensured that there are always specialist doctors who will see patients."* (Interview with the Director on January 27, 2026)

In addition, differentiation is strengthened through the implementation of a culture of

*service excellence* to create a sense of security, value, and comfort for patients, as expressed: "We require all employees to implement excellent service so that patients feel safe, appreciated, and comfortable during treatment." Interview with the Director on January 27, 2026)

In terms of service operations, the Service Manager explained that differentiation is realized through a personalized service approach and active assistance to patients from the beginning of arrival. Patients are welcomed, greeted, and assisted if they experience administrative difficulties, so that the service process becomes easier and friendlier. This is conveyed as follows:

"We always welcome and greet patients first. If the patient does not understand the registration, we help and guide until it is finished." (Interview with Service Manager on January 27, 2026)

The implementation of *service excellence* is also supported by the use of JKN Ambassadors, self-service platforms, and registration through Mobile JKN to facilitate service access.

In medical services, differentiation is reflected in the accuracy of action and time efficiency that still prioritizes patient safety. The Doctor Guard of Mahkota Bidadari Hospital said that the consistent implementation of SOPs and coordination between professions are the main keys in maintaining service quality. Doctor Jaga stated:

"Services are carried out with the consistent implementation of SOPs, coordination between teams, and integrated medical records." (Interview with Doctor Jaga on January 27, 2026)

In addition, rapid and precise clinical assessments allow medical decision-making to be carried out efficiently without neglecting the safety aspect of the patient. The advantage of differentiation is felt directly by the patient. Patients assessed that the service of Mahkota Bidadari Hospital was fast, the doctor came on time, and the health workers were friendly. One of the patients said:

"The advantage is speed, the doctor comes on time, and also the friendliness."

In addition to services, the existence of superior facilities such as dialysis services is also a differentiating value that increases patient trust, as expressed:

"There are many dialysis facilities here and they are superior, because there are no other hospitals around yet." (Interview with Patient on January 27, 2026)

Thus, the differentiation strategy of RSU Mahkota Bidadari is realized through the integration of specialist doctor service guarantees, *service excellence* culture, precision of medical services, and superior facilities that are directly felt by patients. This approach shapes a positive and sustainable patient experience, while strengthening the hospital's competitiveness amid healthcare competition.

### **Focus Strategy on Increasing Patient Loyalty**

The focus strategy of RSU Mahkota Bidadari is realized through a commitment to provide equal services to all patient segments without differentiating financing sources. The director of the hospital confirmed that

"Hospitals do not privilege certain patients and all patients get the same services, both BPJS patients, insurance, Jasa Raharja, and general patients." (Interview with the Director on January 27, 2026)

This focus shows the hospital's orientation on equitable service quality as the main identity in the competition for health services. In its implementation, the focus of service is

directed at providing optimal services according to the hospital's competence, while still prioritizing patient safety through a referral system if needed. The Director said that *"Services are provided as much as possible according to the hospital's capabilities, and if necessary will be referred to other hospitals, This approach is strengthened by the application of excellent service by all human resources as the main strategy in building patient trust and loyalty."* ( Interview with the Director on January 27, 2026)

From the side of the Service Manager, he explained that the hospital's focus is reflected in the patient's experience from the beginning of arrival, especially in the inpatient group. The quality of the welcome, the comfort of the facilities that are relatively evenly distributed in each treatment class, and the personal approach of the nurses are important factors in encouraging patients to return to treatment. This is as conveyed by the informant that

*"Starting from the welcome which was good at the beginning, it is likely that patients will be happier with the hospital, supported by comfortable room facilities and do not show significant differences between classes."* ( Interview with Service Manager on January 27, 2026)

In addition, the interpersonal approach of nursing personnel is also part of the focus strategy that is oriented to the needs of patients. Nurses not only carry out medical procedures, but also build communication and emotional closeness with patients. The informant said that *"What is more influential is the approach to the patient, chatting while inserting medication, which is considered to be able to increase the patient's enthusiasm to recover and strengthen the bond with the hospital."* ( Interview with Service Manager on January 27, 2026)

From the perspective of medical services, Doctor Jaga emphasized that the hospital's focus in building patient loyalty lies in the consistency of service quality, the empathetic attitude of medical personnel, and the results of treatment that are felt by patients. This is confirmed through the statement that

*"The most influential factors are the consistency of service quality, the empathetic attitude of medical personnel, and the treatment results that the patient feels are useful."* ( Interview with Doctor Jaga on January 27, 2026)

This focus on clinical quality and empathy is the basis for the formation of patient trust in hospitals. The positive experience was also felt directly by the patient. The outpatient said that the decision to return to treatment and recommend Mahkota Bidadari Hospital was influenced by the friendliness of the staff, the cleanliness of the environment, as well as the timeliness and professional attitude of the doctors. Patients state that:

*"If I am sick or my family is sick, I will recommend this hospital because of the hospitality, cleanliness, and the doctor came on time and friendly"*.( Interview with Patient on January 27, 2026)

These findings show that the focus strategy of RSU Mahkota Bidadari which is oriented towards equitable quality, humanist service, and service consistency has succeeded in building patient loyalty and increasing the hospital's competitiveness.

From the results of the research that has been carried out on the competitiveness strategy of RSU Mahkota Bidadari, the evaluation of cost leadership, differentiation, and focus, both focus related to *cost* and focus related to differentiation in the context of business functionality refers to the theory of Michael Porter's competitive strategy as seen in table 4.1 and figure 4.1. The purpose of this evaluation is to identify and evaluate the linkages between the various aspects of the hospital foundation to increase loyalty with the following details:

### **Cost leadership to Increase Competitiveness**

Based on the results of interviews and researchers' observations, RSU Mahkota Bidadari's competitiveness strategy in increasing patient loyalty is reflected through the implementation of cost leadership that is oriented towards service efficiency without neglecting quality and patient safety. Efficiency is not interpreted as a restriction on services, but rather as an effort to optimize service processes based on clinical standards, regulations, and consistent managerial governance.

The researcher assessed that the hospital's compliance with the Medical Practice Guidelines (PPK), Standard Operating Procedures (SOP), and BPJS Kesehatan regulations are the main foundation in controlling service costs. This approach contributes to the accuracy of medical measures, the prevention of unnecessary actions, as well as the efficiency of resource use. From the researcher's point of view, the consistency of the implementation of the standard shows that cost efficiency at RSU Mahkota Bidadari is achieved through improving the quality of the service process, not through reducing the quality of service.

In addition, researchers see that service innovations carried out by management, such as the use of information technology and the provision of access to information services, strengthen the efficiency of service flows and reduce patient waiting times. This has a direct impact on patients' perception of the convenience and speed of service. In clinical practice, coordination between medical personnel, the implementation of SOPs, and the accuracy of initial clinical assessments help speed up medical decision-making and improve patient safety.

From the perspective of the researcher, the responsiveness of health workers felt directly by patients is proof that the cost leadership strategy implemented is not only effective internally, but also produces a positive service experience. These experiences play an important role in building patient trust, satisfaction, and loyalty. Thus, the researcher concluded that the competitiveness strategy of RSU Mahkota Bidadari through a cost leadership approach was able to increase patient loyalty in a sustainable manner and strengthen the hospital's position in the competition for health services.

### **Differentiation to Increase Competitiveness**

Based on the results of interviews and researcher analysis, the differentiation strategy of RSU Mahkota Bidadari plays a significant role in shaping patient loyalty through the creation of service value that is felt directly and sustainably. Differentiation is demonstrated not only through the availability of facilities, but also through the assurance of medical services, the quality of healthcare worker interactions, and the consistent service experience, as affirmed in Porter's generic strategy framework.

The researcher assessed that the guarantee of specialist doctor attendance conveyed by the Director of Mahkota Bidadari Hospital was the main differentiator compared to other hospitals in the surrounding area. The certainty of patients to get direct services from specialist doctors provides a sense of security and increases confidence in the quality of service. The culture *of service excellence* that is required of all employees also strengthens differentiation through the emotional experience of patients who feel valued and comfortable during treatment.

From the operational side, the researcher sees that the personal service approach described by the Service Manager, such as active assistance from registration to medical services, creates ease of access to services and reduces non-medical barriers for patients. The use of JKN

Ambassadors, self-service platforms, and Mobile JKN emphasizes hospital differentiation in providing services that are adaptive and oriented to patient needs.

In clinical practice, researchers consider that the accuracy of medical measures, time efficiency, and consistency in the implementation of SOPs delivered by Jaga Doctors are a form of differentiation based on the quality of medical services. This strengthens patients' perception of the professionalism and reliability of hospital services. This perception is in line with the patient experience who assesses the speed of service, the timeliness of doctors, the friendliness of health workers, and the existence of superior facilities such as dialysis services as reasons to return to treatment and recommend hospitals to other parties.

Thus, according to the researcher's point of view, the differentiation strategy of RSU Mahkota Bidadari is able to increase patient loyalty through the integration of clinical excellence, humanist services, ease of access, and superior facilities. This patient-experience-oriented differentiation is a source of continuous competitive advantage that is difficult for other hospitals to replicate.

### Focus on Improving Competitiveness

The results of the analysis show that the focus strategy of RSU Mahkota Bidadari is realized through the consistency of providing equal services to all patients, a humanistic approach to service, and an emphasis on empathy and clinical quality. The hospital's focus is not directed at market segments based on financial capabilities, but on patient groups that prioritize comfort, trust, and continuity of service. This approach aligns with Porter's focus strategy, where organizations select specific strengths through a deep understanding of patient needs.

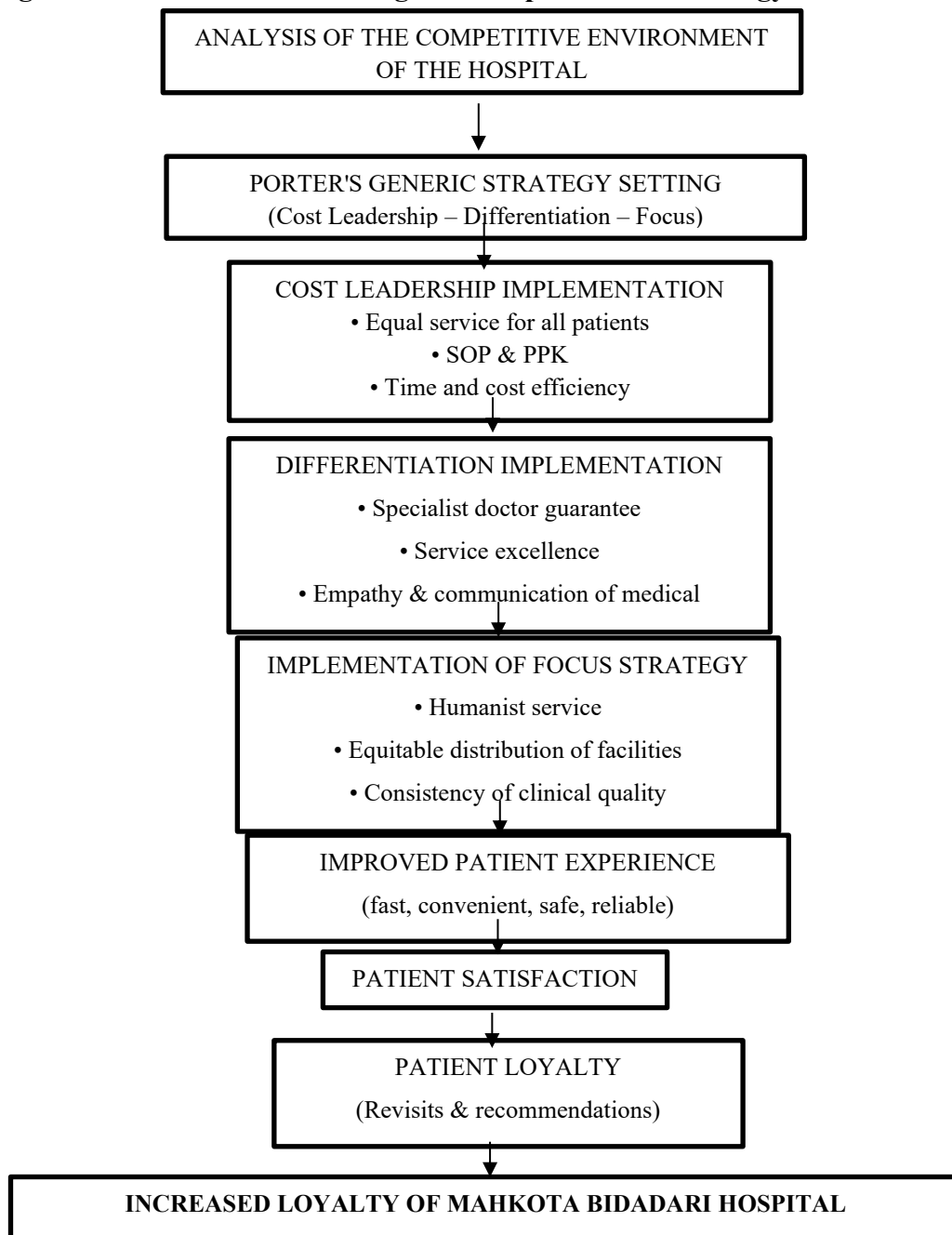
According to the researcher's point of view, the main strength of the focus strategy of RSU Mahkota Bidadari lies in the alignment between managerial policies, health worker behavior, and real patient experience. The consistency of the empathic attitude of doctors and nurses, supported by friendly and professional service, forms an emotional connection between the patient and the hospital. This relationship not only drives patients' decision to return for treatment, but also strengthens long-term loyalty and increases hospital competitiveness amid increasingly competitive healthcare competition.

**Table 1 Porter's Competitive Strategy Matrix at Mahkota Bidadari Hospital**

	Differentiation	Cost Leadership
<b>Across Industries</b>	RSU Mahkota Bidadari builds excellence through the assurance of the presence of specialist doctors, a culture of service excellence, and the friendliness and punctuality of medical services. These differentiating values create a positive patient experience and improve the perception of quality of service.	RSU Mahkota Bidadari implements service efficiency through compliance with SOPs, PPK, and BPJS regulations so that service costs can be controlled without compromising the quality and safety of patients. Fast, precise, and standardized services allow hospitals to provide affordable services for all patient segments.
<b>Specific Segments</b>	<b>Differentiation Focus</b> RSU Mahkota Bidadari focuses on differentiation in patient groups	<b>Cost Leadership Focus</b> Hospitals focus on cost efficiency on certain patient segments,

that prioritize comfort and especially BPJS patients and sustainability of care, with a inpatients, through efficient and personal approach, empathy of responsive service flow health workers, equitable management, so that patients distribution of facilities between continue to receive optimal classes, and consistent humanist services at controlled costs. services.

**Figure 1 The Process of Running the Competitiveness Strategy**



### **The Positive Impact of the Competitiveness Strategy of RSU Mahkota Bidadari**

Based on the results of interviews, field observations, and researchers' analysis of the application of Porter's generic strategy, a number of positive impacts of the competitiveness strategy implemented by RSU Mahkota Bidadari in an effort to increase patient loyalty can be

identified, including:

### **Increasing service efficiency without lowering quality**

The *cost leadership strategy* encourages the optimization of service processes based on SOP, PPK, and BPJS regulations, so that efficiency is achieved through improving the quality of the service process, not through restricting services to patients.

### **Accuracy of medical procedures and control of service costs**

From the perspective of researchers, the consistency of the application of clinical standards is able to prevent unnecessary medical procedures, improve the accuracy of therapy, and make the use of hospital resources effective.

### **Acceleration of service flow and reduction of patient waiting time**

Managerial innovation and the use of information technology facilitate the administrative process and medical services, which has a direct impact on improving patient comfort and satisfaction.

### **Formation of superior and consistent service experience**

The differentiation strategy through the assurance of the presence of specialist doctors, the implementation of *service excellence*, and a personalized service approach creates a positive and memorable treatment experience for patients.

### **Increased trust and perception of hospital professionalism**

The punctuality of doctors, the friendliness of health workers, and the existence of superior facilities strengthen the image of RSU Mahkota Bidadari as a reliable, professional, and trustworthy hospital.

### **Strengthening the emotional connection between the patient and the hospital**

A focus strategy that emphasizes empathy, humanist service, and equitable service quality builds an emotional bond that encourages patients to return to treatment and maintain a long-term relationship with the hospital.

### **Increased patient loyalty and recommendations**

According to the researchers' assessment, the combination of cost efficiency, service differentiation, and focus on patient experience contributed to increased loyalty as well as patients' tendency to recommend Mahkota Bidadari Hospital to families and the community.

### **Strengthening the competitiveness of hospitals in a sustainable manner**

The integration of *cost leadership*, differentiation, and focus strategies makes RSU Mahkota Bidadari have a competitive advantage that is sustainable, adaptive to environmental changes, and difficult to be replicated by other hospitals.

### **Weaknesses of the Competitiveness Strategy of RSU Mahkota Bidadari**

The weakness of the competitiveness strategy of RSU Mahkota Bidadari can be seen from several aspects that are still obstacles in its implementation. In general, such disadvantages include:

#### 1. Limitations of patient digital literacy.

Most of the patients in the region are dominated by the elderly group who are not used to using smartphones and social media, so digital-based promotion and communication strategies have not reached all targets optimally.

#### 2. Communication barriers due to limited service time

The high number of patients, especially in the Emergency Department (IGD), causes the interaction time between the doctor on duty and the patient to be limited, so that in-depth

communication and health education cannot always be carried out optimally.

### 3. Lack of continuity of doctor-patient relationship

The alternating scheduling system of on-call physicians results in patients not always being treated by the same physician on the next visit, making it difficult to build sustained personal relationships.

### 2. Reliance on hospital systems and facilities

The implementation of service strategies is greatly influenced by the availability of facilities, queue systems, and internal hospital policies which, if lacking in support, can hinder the effectiveness of services.

### 3. Differences and high patient expectations

Patients have diverse backgrounds and expectations for hospital services, so not all patients can feel satisfied even though the services have been provided according to standards.

### 4. Cultural challenges in the implementation of soft spoken services

The strategy of habituating soft communication (soft spoken) faces cultural challenges and the communication character of the surrounding community that tends to be straightforward, so it requires a process of adaptation, coaching, and continuous evaluation.

Not all people choose hospitals as the main place for treatment. Habits of people, perceptions, and preferences towards other health facilities are weaknesses in efforts to increase overall patient loyalty.

## **Research Limitations**

This study has several limitations that need to be considered for future studies, including the following:

This study uses a qualitative approach with a limited number of informants, so the findings obtained represent the views and experiences of the informants involved in the study, but cannot be generalized widely to all hospitals with different characteristics.

The research data was obtained through interviews and observations at one hospital, so that the results of the analysis were greatly influenced by the context of internal policies, organizational culture, and operational conditions of RSU Mahkota Bidadari at the time of the study. Changes in management policies or external environmental dynamics in the future have the potential to affect the implementation of different competitiveness strategies.

This study focuses more on informants' perceptions of competitiveness and patient loyalty strategies, so it is not fully supported by quantitative data such as patient revisit rates, statistical patient satisfaction indicators, or analysis of hospital financial performance. This limits the ability of researchers to measure the magnitude of the impact of the strategy numerically.

The focus of the research is directed at Porter's generic strategy, so other factors outside the framework, such as the influence of local government policies, price competition between hospitals, or the socioeconomic characteristics of patients, have not been studied in depth.

These limitations are important considerations in interpreting the results of the research and opening up opportunities for future research to develop studies with a wider method and scope.

## **CONCLUSION**

Based on the formulation of the problem and the findings of research in the field, the data studied in accordance with the title and theory studied at RSU Mahkota Bidadari can be

concluded as follows: The cost leadership strategy is realized through the efficiency of the service process that is consistent with the implementation of SOPs, Medical Practice Guidelines, and BPJS Kesehatan regulations. The efficiency is not directed at reducing services, but at optimizing work processes and the accuracy of medical procedures, so that service costs can be controlled without reducing the quality and safety of patients. This condition increases patient satisfaction and strengthens trust in the hospital. The differentiation strategy is applied through the creation of distinctive service values, especially in the aspects of medical service quality, the presence of responsive health workers, and a friendly and humane approach to service. Consistent and professional service experience shapes patients' positive perception of Mahkota Bidadari Hospital, thereby encouraging patients' desire to return for treatment and recommending the hospital to other parties. The focus strategy is carried out by understanding the characteristics and needs of local patients, including the social and cultural backgrounds of the surrounding community. Services that are oriented towards empathy, comfort, and continuity of the relationship between patients and hospitals create an emotional bond that is the basis for forming long-term loyalty.

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