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Visit Improvement Effort of Inpatient Obstetrics and Gynecology in RSIA Kirana Sidoarjo Using Blue Ocean Strategy

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ABSTRACT

Purpose: The purpose of this study is to identify and analyze innovation efforts to increase inpatient obstetrics and gynecology at the Kirana Sidoarjo Mother and Children Hospital (RSIA) using the Blue Ocean Strategy.

Design/methodology/approach: The design/methodology/approach used in this research is descriptive qualitative research with a case study. This research is directed to reach a strategic decision through the blue ocean strategy at RSIA Kirana Sidoarjo which is supported by analysis and clear arguments. The search for untapped market space makes it necessary to first configure the logic of the Blue Ocean Strategy.

Findings: The results showed that innovation efforts to increase inpatient visits to obstetrics and gynecology at the Kirana Sidoarjo Mother and Child Hospital (RSIA) using the Blue Ocean Strategy were by increasing digital marketing factors, quality of human resources and services, integrated hospital information systems, Hospital service innovation, Quality control/assurance. brand and the creation of Complimentary Service factors, After sales service.

Paper type: Research paper

Keywords: *Innovation, Blue Ocean Strategy, Inpatient Obstetrics, and Gynecology, Visit Improvement Effort*

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I. INTRODUCTION

The competition to gain market share causes marketing activities for hospital services to become common (Margaretha, 2013). Kotler & Keller (2012), states that marketing management is the art and science of choosing target markets and gaining, retaining, and growing customers by creating, delivering, and communicating superior customer value. The marketing function is the spearhead of companies that sell products or services. The marketing function is expected to be able to achieve the goals set by the company. The marketing function is not just selling products, but how in the end it can provide (maximum) profits for the company (Situmorang, 2012).

The impact of globalization and the development of information technology affect the development of the business world and competition between businesses, both manufacturing and services, in this context services are hospitals. Competition in the hospital business is getting tighter and shifts the service paradigm from comparative advantage to competitive advantage. Porter (2011) states that competitive advantage is the ability obtained through the characteristics and resources of a company to have higher performance than other companies in the same industry or market. Wen-Cheng et al. (2011) stated that in most successful organizations, consistent growth is the main factor to achieve success, and innovation is the trigger factor. The innovations carried out include product, sys, time, and service innovations, which must be customer-oriented and complete in the long term (Widelska & Krot, 2021).

Noruzy et al. (2013) conveyed a company that can innovate in creating the latest products and services so that the company's products are in demand by the market. This means that the company's competitiveness is rooted in the company's capabilities (hospitals) which are continuously developed by internal resources which include support from company leaders, financial, internal, and motivation to develop strength and innovation

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that is continuously created and has competitiveness in the market. Goldstein et al. (2011) stated that all industries, including hospitals, develop strategies to respond to environmental factors and competitive challenges. The needs and demands of the community for optimal health services from hospitals continue to increase. This phenomenon requires the hospital to continue to develop the quality of service (Mosadeghrad, 2014). In connection with the demands of the community for optimal health services, the performance of RSIA Kirana can be seen in Figure 1.

Class	Indicator	Year	
		2019	2020
VIP	Bed	3	3
	∑ patient (one year)	358	286
	BOR (%)	32%	26%
Class 1	Bed	5	5
	∑ patient (one year)	710	537
	BOR (%)	38%	29%
Class 2	Bed	5	5
	∑ patient (one year)	723	788
	BOR (%)	39%	43%
Class 3	Bed	10	10
	∑ patient (one year)	1791	1971
	BOR (%)	49%	54%
Total	Bed	23	23
	∑ patient (one year)	3560	3582
	BOR (%)	42%	43%

Figure 1 Performance of Obstetrics and Gynecology Inpatient Services by Class of Care at RSIA Kirana, Sidoarjo in 2019-2020

Source: Data Processed from RSIA Kirana Performance Report 2019-2020

From Figure 1, information is obtained that the average BOR (Bed Occupancy Rate) at RSIA Kirana-Sidoarjo 2019-2020 is 42-43%. This is below the 2005 Ministry of Health standard of 60-85%.

Number of obstetrics and gynecology/outpatient clinic patients at RSIA Kirana	
2019	10.430 patient
2020	11.763 patient

Figure 2 Performance of Obstetrics and Gynecology Outpatient Services RSIA Kirana, Sidoarjo in 2019-2020

Source: Data Processed from RSIA Kirana Performance Report 2019-2020

From Figure 2, information is obtained that the average number of visits to the obstetrics and gynecology specialist at RSIA Kirana-Sidoarjo in 2019 was 10,430 patients. While in 2020 it is 11,763. Here it appears that the outpatient polyclinic/obstetrics and gynecology polyclinic is quite large, but the number of outpatient/ob obstetrics polyclinic, who use inpatient delivery facilities is only 3560 (34%) patients in 2019 and 3582 (30.45). %) of patients in 2020 when compared to the number of obstetrics and gynecology poly patients.

The Kirana Mother and Child Hospital (RSIA) is one of 6 lists of private special hospitals in Sidoarjo Regency. Other RSIA in Sidoarjo Regency can be seen in Table 3 below.

No	Hospital Name	Location
1	RS Ibu dan Anak Kirana	Jl. Raya Ngelom No. 87 Sidoarjo
2	RS Ibu dan Anak Mitra Husada	Jl. Raya Sruni No. 159 Sidoarjo
3	RS Ibu dan Anak Buah Delima	Jl. Sunandar Priyo Sudarmo 154
4	RSIA Pondok Tjandra	Jl. Mangga I No. E-225 Sda
5	RS Ibu dan Anak Soerya	Jl. Raya Kalijaten 11-15 Sidoarjo
6	RS Ibu dan Anak Prima Husada	Jl.Letjen Suprapto No. 3 Sidoarjo

Figure 3 Daftar Rumah Sakit di Kabupaten Sidoarjo Tahun 2018

Source: BPS Sidoarjo Regency, 2018

Based on Figure 3 shows that of the 6 special-type hospitals in Sidoarjo Regency, there are 2 hospitals located in Taman District, namely RSIA Kirana and RSIA "S", both of which are very strategically located, and the distance between RSIA Kirana and RSIA "S". only 500 meters. However, RSIA "S" although RSIA is still

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newly established compared to RSIA Kirana, the number of inpatient visits is quite high. RSIA "S" Bed Occupation Rate data can be seen in table 4.

Year	∑ Bed	∑ Patient	BOR
2019	35	1440	45%
2020	35	1467	46%

Figure 4 Bed Occupation Rate RSIA "S" in 2019 – 2020

Source: Data Processed from the 2019-2020 RSIA "S" Accreditation Performance Report.

Based on Figure 4 data the BOR (Bed Occupancy Rate) at RSIA Kirana-Sidoarjo 2019-2020 is 42-43%, table 1.2 shows that of the 100% of patients who are controlled in the obstetrics and gynecology polyclinic, only 30.45% - 40% want to use the facilities obstetrics and gynecology inpatient care, plus business competition from competitor RSIA, the researchers are interested in studying a strategy that can make companies superior and successful in business competition. This intense business competition is a compelling reason to use the Blue Ocean Strategy (BOS) approach.

The Blue Ocean Strategy is a breakthrough in the business world that describes alternative strategic options that focus on value innovation (Alam & Islam, 2017), amidst the limited resources of RSIA Kirana. A 4-step framework (eliminate-reduce-increase-create) and adhering to the principles of the blue ocean strategy will provide value innovation in hospitals to create and at the same time increase attractiveness for old and new customers (Hanifah et al., 2017). Hospitals that want to move forward and want to achieve great success become market leaders without competitors so they dare dared innovate changes, and move away from the competition with the age to be different and new mottos that attract customers (Weimann & Weimann, 2017). The Blue Ocean strategy creates value innovation, which focuses on winning the competition, making the competition irrelevant by creating a jump in value for buyers, as well as opening up new market space and our competitors (Hammer, 2022).

The purpose of this study was to identify and analyze innovative efforts to increase obstetric and gynecology inpatient visits at the Kirana Sidoarjo Mother and Child Hospital (RSIA) using the Blue Ocean Strategy.

II. METHODS

A. Types of research

The research method used in this research is descriptive qualitative research with a case study (Nassaji, 2015). This research is directed to reach a strategic decision through the blue ocean strategy at RSIA Kirana Sidoarjo which is supported by clear analysis and arguments.

B. Research Location and Time

The location of this research is RSIA Kirana, which is in obstetric care in the VIP room, Class 1, and Class 3 rooms. The time needed to carry out this research is from October to December 2021.

C. Data analysis method

The above analysis techniques can be explained through the following research discussion points (Creswell, 2014):

Data collection. The first stage was to collect data which was carried out through a Focus Group Discussion (FGD), namely gathering a group to equate perceptions of internal and external factors at RSIA Kirana, this FGD was attended by the owner, director of RSIA Kirana is also a doctor, Head of inpatient care at RSIA Kirana, who represents management and researchers.

SWOT Analysis. The second stage after the FGD is SWOT analysis, which is a managerial tool used to formulate or evaluate strategic business choices in a company by determining Internal and External factor scores (Sammut-Bonnici & Galea, 2015).

Benchmark Analysis. RSIA Kirana will carry out two benchmarks, namely RSIA "S" which is located closest and is the same type of special hospital as RSIA Kirana, and Hospital "MH" Sidoarjo which is in management and has good facilities and quite a lot of patient visits. The observations will be used as a reference to find out strategies that can help RSIA Kirana to increase the number of inpatient visits to obstetrics and gynecology at RSIA Kirana-Sidoarjo.

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Four Actions Framework. Reconstructing the elements of buyer value in creating a new value curve for RSIA Kirana, it is necessary to develop a four-step framework. There are four key questions to challenge the strategic logic and business model of the industry, namely:

1. What factors are directly accepted by the industry that needs to be eliminated?
2. What factors should be reduced below the industry standard?
3. What factors should be increased above the industry standard?
4. What factors have never existed in the industry that needs to be created?

Determining Key Success Factor (KSF). Based on the SWOT analysis and 4 action frameworks, several key discussions have the potential to define Key Success Factors (KSF) for the development of services to increase the number of inpatient visits to obstetrics and gynecology at RSIA Kirana-Sidoarjo.

Eliminate Reduce Raise Create (ERRC) Grid. According to Kim (2005) to reconstruct the elements of buyer value in creating a new value curve, is to develop a four-step framework. The ERRC is in combination with one or more of the Six Search Paths.

Eliminate	Raise
Reduce	Create

Figure 5 ERRC Grid for "Kirana" Mother and Children Hospital

Kim and Mauborgne also found six basic approaches to reshaping market boundaries, the six approaches are referred to as a six-step framework, namely:

1. Observing alternative industries
2. Observing strategic groups in the industry
3. Observing the buyer chain
4. Observing complementary product and service offerings
5. Look at the Emotional or functional appeal to the buyer
6. Pay close attention to the time

Analysis Canvas Strategies. Based on interviews and observations that have been conducted by researchers on 6 informants, SWOT analysis, ERRC combined with one or more of the Six Search Paths, Benchmarking to see similar industries and literature review, a canvas strategy for RSIA Kirana-Sidoarjo.

Innovation Strategy. From the analysis of the Canvas Strategy, an Innovation Strategy can be obtained for services that meet the needs of patients (customers) for inpatient services as well as those that have value innovation for RSIA Kirana's competitiveness.

Recommendation. From the results of the research study, the final result in the form of a value innovation strategy will be used as a reference in compiling recommendations for efforts to increase obstetric and gynecology inpatient visits at RSIA Kirana Sidoarjo using the Blue Ocean Strategy.

III. RESULTS AND DISCUSSION

A. SWOT weighting

This SWOT stage will determine the size of the Internal and External factor scores (PESTLE and Porter's 5 forces). SWOT consists of 4 SO, WO, ST an,d WT matrices where the meaning of each strategy is as follows:

1. SO (Strength-Opportunity): Using internal strengths to take advantage of external opportunities
2. WO (Weakness-Opportunity): Improve internal weaknesses by using external opportunities
3. ST (Strength-Threat): Using internal strengths to avoid external threats
4. WT (Weakness-Threat): The most defensive strategy, avoiding threats and minimizing weaknesses

Of the 4 strategy matrices (SO, WO, ST, and WT) the most significant strategy was chosen. To produce the most significant 1 strategy, weighting and rating of each strategy are carried out. Weighting is calculated from 0.0 (not important) to 1.0 (important) with a total weight of 1.0. While the score is the level of importance with a scale: of 1 (not important), 2 (less important), 3 (sufficient), 4 (important), and 5 (very important).

The results of weighting and rating calculations for Strength-Weakness conditions in the form of scores are presented in the following table.

Based on figure 6 of the weighting and rating as well as the reduction of Total Strength with Total Weakness items which are converted into Cartesian coordinates, the X axis is obtained d.ed. In the Cartesian diagram, the X-axis item Strength – Weakness is 0.29.

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Opportunity - Threat conditions are treated in the same way as Weakness - Strength. Furthermore, related to Opportunity - Threat items, the results of calculations, weighting, and rating scores for Opportunity - Threat conditions can be seen through Porter's 5 forces and PESTLE in figure 6.

Strength	Weight	Score	Total Score
Has used the planned strategic management concept, namely the Strategic Plan which has been applied to the hospital program in the form of an annual RKA (Budget Work Plan) and implemented in each hospital unit and at the end of each year an evaluation will be made for the preparation of the RKA in the following year. (S1)	0,042	5	0,208
RSIA goals and objectives are measurable and well communicated. There is a vision and mission, clear organizational structure, and SOP,and managers at all hierarchical levels plan effectively (S2)	0,042	5	0,208
RSIA services are good, this is proven by having passed basic level hospital accreditation (4 services) (S3)	0,042	5	0,208
Each unit head delegates authority properly in the form of an annual program. In this annual program, the manager documents the delegation of authority according to the unit, for example delivery room, delivery care, child care, emergency room pharmacy installation. (S4)	0,042	5	0,208
The Organizational Structure is by the RS Accreditation Standard (S5)	0,042	5	0,208
Job descriptions and specifications are clear where there is an SPK (Clinical Assignment Letter) which is described in the RKK (S6)	0,042	5	0,208
RSIA employee morale is good because there are standards at the time of recruitment, and there is an evaluation stage from new employees to permanent employees if performance is assessed as poor, employees are not appointed as permanent employees (S7)	0,042	5	0,208
Low employee absenteeism and turnover rates (S8)	0,042	5	0,208
There are already organizational rewards and effective control mechanisms, which have been realized in employee regulations regarding rewards (S9)	0,042	5	0,208
The strategic location of RSIA on the Surabaya – Sidoarjo highway, and easily accessible by transportation, and densely populated (S10)	0,042	5	0,208
RSIA Kirana has assets in the form of 1300 m2 of land, a building of 3000 m2, as well as a brand that is well known to the local community, and a firsfirst-levellth facility clinic (Permata Kirana clinic) (S11)	0,042	5	0,208
The services of doctors, midwives, and nurses as well as other human resources have been good,and proven to have pasbasic-level hospital accreditation (4 services). (S12)	0,04	5	0,208
RSIA services/tariffs are determined based on the calculation of the unit cost (S13)	0,042	4	0,167
RSIA has an effective promotion, advertising, and publicity strategy, promotion only through social media such as the website, Facebook, IG and several influencers such as doctors and midwives. (S14)	0,042	4	0,167
The company's financial position is in a current cash flow position and earns profit (S15)	0,042	4	0,167
Companies can raise short-term capital required smooth cash flow. Short-term capital from income from various business units, profit from drugs/lakes (S16)	0,042	4	0,167
Companies raise long-term capital through debt or equity cash flow and some banks offer capital loans. The company has assets in the form of buildings, land (S17)	0,042	4	0,167
The company has adequate capital (legalities such as PT, Brand, building, la,nd and highly dedicated human resources) (S18)	0,042	4	0,167
Experienced and well-trained corporate finance manager (S19)	0,042	4	0,167
Supply of raw materials/consumables from reliable suppliers, the company has several suppliers so it can choose the cheapest one and provide longer payment credit 30-45 days (S20)	0,042	3	0,125
Facilities, equipment, machinery, and offices in good condition operating room, delivery room, outpatient and inpatient facilities (S21)	0,042	3	0,125
Effective RSIA consumables control policies and procedures (S22)	0,042	3	0,125
Human resources are quite good because they are regularly given competency-based training (S23)	0,042	2	0,083
Employees are given computer training for information system users (S24)	0,042	2	0,083
Total Strength Score	**1,000**		**4,208**

Figure 6 Total Streght Weight Value of RSIA Kirana

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Weakness	Weight	Score	Total Score
Having marketing staff, but not optimal in implementing the hospital program to further increase the target market for RSIA, namely productive women aged 17-45 years, pregnant women, infants, and children.	0,090	5	0,454
RSIA Kirana does not yet have an effective marketing team. There is no special sales division. There are still multiple jobdis to reduce operational costs	0,090	5	0,454
RSIA has not conducted market research	0,090	5	0,454
Marketing, planning, and budgeting are not yet effective,e and do not have good experience and training	0,090	4	0,363
The accounting system has not been integrated with the RS SIM so it cannot provide real real-timeital financial information	0,090	4	0,363
Quality control policies and procedures have not been effective even though there are SOPs	0,090	4	0,363
RSIA does not yet have adequate technological competence, for example, laparoscopic equipment	0,090	4	0,363
The company does not yet have R&D facilities. R&D is needed for the process of research and development of service products or services that the hospital wants to make. Hospitals need R&D to have a competitive advantage to be superior to competitors.	0,090	4	0,363
Enough to compete with competitors around the area. However, it cannot compete with modern RSIA with the sophistication of laparoscopic tools and digital marketing	0,090	4	0,363
The company has not yet used an integrated information system	0,090	3	0,272
Enterprise information systems have not been upgraded in content and user-friendliness	0,090	3	0,272
Total Weakness Score	1,000		4,090

Figure 7 Total Weakness Weight Value of RSIA Kirana

The following is the calculation of the external factor score of RSIA Kirana Sidoarjo:

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Opportunies	Weight	Score	Total Score
Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020 Concerning Hospital Classification and Licensing (O1)	0,018	5	0,094
Electronically Integrated Business Licensing or Online Single Submission, hereinafter abbreviated as OSS. (O2)	0,018	5	0,094
Regulation of the Minister of Health of the Republic of Indonesia number 85 of 2015 concerning the national hospital rate pattern: Privately Managed Hospital Rates are Determined by the Head of the Hospital or Hospital Director with the Approval of the Hospital Owner. (O3)	0,018	5	0,094
Safe domestic politics stabilizes the health industry (O4)	0,018	5	0,094
Age of digitalization, information is very open and easy, and voters/consumers are free and you accessing information to choose health services, according to their preferences (O5)	0,018	5	0,094
The government provides stability in the field of pests, and minimal complaints, as evidenced by the state of a safe country. (O6)	0,018	5	0,094
UU no. 14/2001 concerning Patents, allowing the company to obtain legal protection. The hospital logo has been patented in IPR (O7)	0,018	5	0,094
RSIA Kirana has analyzed the environmental impact of the Midwife Health: UKL-UPL Maternity Hospital and Children (O8)	0,018	5	0,094
UU no. 13 of 2003 concerning Expansion of employment opportunities à PT Kirana creates new jobs/jobs available for those who have health and non-health backgrounds (financial accounting, marketing, warehouse, IT) (O9) (O9) (O9)	0,018	5	0,094
During the JKN era, all Indonesian citizens must participate in becoming BPJS Health participants (O10)	0,018	4	0,075
The central government and the regional government support the health industry business to facilitate the management of the legality of the Hospital Permit (O11)	0,018	4	0,075
RSIA lobbying activities with the Health Office and related agencies are good/have been carried out according to procedures (O12)	0,018	4	0,075
Cooperation with many health insurances (O13)	0,018	4	0,075
Successful elections in Indonesia bring the security of the state and politics, and support the health industry climate (O14)	0,018	4	0,075
The trend in the health industry has increased because the pandemic Covid 19 makes the community aware of the importance of maintaining health and cleanliness. The community is increasingly aware of the importance of increasing health, and visits to the hospital increased during the Pandemic (O15)	0,018	4	0,075
Many banks give credit to RSIA to allow companies to invest (O16)	0,018	4	0,075
The ease of loan requirements submitted by the bank enables the company to invest (O17)	0,018	4	0,075
During the Pandemic, reducing the purchasing power of the community but pregnant women /pediatric patients look for hospitals that are not Covid referrals so that the hospital visit increases (O18)	0,018	4	0,075
Money Market: Banks, businesses, and the government set money by selling short-term debt to MLinvestors's in Money Market accounts and other investments. Can be used to gain financing access at low prices (O19)	0,018	4	0,075
According to BPS 5/82021: GDP rose 7.07 %. GDP will increase community purchasing power, it is hoped that the RS visit will increase (O20)	0,018	3	0,056
During the Pandemic Period, consumption patterns change from retail and outline outlets to online. Supplements can be purchased both offline and online. Doctor Consultation Can Go Online RS Create a QNA website for patients. (O21)	0,018	3	0,056
The trend during the pandemic was that the stock market fluctuated, and the value of shares increased in the pharmaceutical industry because of public awareness of maintaining health and administering vaccines in hospitals (O22)	0,018	3	0,056
Digitalization of Technology, easy access to hospital information, easy delivery of hospital information, education, and testimonials for hospital brand awareness (O23)	0,018	3	0,056
The increasing demand for quality services and general/ premarital/ reproductive health examinations, laboratories so that many consumers go to the hospital (O24)	0,018	3	0,056
Differences in income between regions cause hospital rates to differ between regions. Tariffs are determined by the policies of the Director and owner as well as the purchasing power of consumers for each hospital (O25)	0,018	3	0,056
Ease of RSIA Kirana in meeting the needs of HR Hospital (O26)	0,018	3	0,05
The higher the marriage rate, the higher the pregnancy and the hospital visits will increase (O27)	0,018	3	0,056
The higher the childbearing age, the higher the pregnancy and birth (O28)	0,018	3	0,056
Social security program coverage increases and patient visits also increase (O29)	0,018	3	0,056
The higher the life expectancy, the visit to the hospital will increase (O30)	0,018	3	0,056
Consumer behavior toward Business increases along with the increasing digitalization of information media (O31)	0,018	3	0, 056
Lifestyles are increasingly modern, urban and rural communities use gadgets a lot, so they are familiar with social media which allows consumers to seek information on health services through social media (O32)	0,018	3	0,056
People are lazy to go out to buy their needs using an application to buy all their needs, and looking for health service information through social media (O33)	0,018	3	0,056
The income of the community increases, and the hospital visits increase (O34)	0,018	3	0,056
Increased trust in the Social Security Program is good, then hospital visits will increase (O35)	0,018	3	0,056
RSIA Kirana is in an environment with a Muslim majority, with the services of doctors / medical personnel at Kirana who prioritize excellent and trustworthy services (O36)	0,018	3	0,056
Education with high knowledge/awareness of health increases hospital visits (O37)	0,018	3	0,056
Government regulations favoring employers in the healthcare industry (O38)	0,018	3	0,056
Lots of research in the health/medical sector has a positive impact on the Hospital industry (O39)	0,018	3	0,056
It is easy for the public to find information on social media about professional health services (O40)	0,018	3	0,056
Good product quality/good health services will increase hospital visits (O41)	0,018	2	0,037
RSIA Kirana is in a densely populated environment so more people can use the services of the hospital (O42)	0,018	2	0,037
CSR that is carried out by RSIA Kirana every year is: free medical treatment, family planning safari/free family planning services for the community, and free vaccination (O43)	0,018	2	0,037
Productive age has a positive effect on the health industry as more and more populations of childbearing age increase pregnancy and childbirth, increasing hospital visits (O44)	0,0188	2	0,037
Authorities related to the health industry such as Health Services provide convenience in managing hospital permits (O45)	0,0188	3	0,056
Population changes in the Sidoarjo area and its surroundings have a positive effect on the health industry, more and more populations of childbearing age increase pregnancy and childbirth thereby increasing hospital visits (O46)	0,0188	3	0,056
Increasing and open information on social media, the public will know that they can obtain information and compare health services so that they change their preferences for health servandesides consumers know the importance of health during a pandemic (O47)	0,0188	3	0,056
Hospital planting trees/greening to overcome air waste, Green Hospital (O48)	0,0188	3	0,056
Waste inspection at RSIA Kirana is carried out every 6 months to ensure there is no environmental pollution (O49)	0,018	3	0,056
Hospitals reduce the use of air conditioning, and unnecessary electricity for cost containment (O50)	0,018	3	0,056
Total Opportunies Score	1,000		3,452

Figure 8 Total Opportunity Weight Value of RSIA Kirana

Threats	Weight	Score	Total Score
The regulations for the JKN/BPJS Law are quite difficult so RSIA has not been able to work together with BPJS Kesehatan to become a level II advanced health facility	0,055	5	0,277
Regulation of the Minister of Health that hospitals must meet accreditation standards as recognition of service quality, so RSIA Kirana must always improve hospital quality services	0,055	5	0,277
The UMK (Regency minimum wage) of Sidoarjo/Surabaya is quite high, burdening the hospital. Where the human resources needed by the hospital are human resources who must have special skills.	0,055	4	0,222
The Covid 19 pandemic, people must comply with large-scale social restrictions (PSBB), has made people tend to shop online, based on many surveys, people buy more supplements online. And not control the doctor	0,055	4	0,222
Inflation: the process of increasing prices in general and continuously within a certain period. Inflation has made it difficult for exporters and importers, the price of medical devices has increased, the selland ing price for patients has also increased.	0,055	3	0,166
State spending is greater than revenue, affecting interest rates affecting the pharmaceutical and health industries	0,055	3	0,166
The dollar exchange rate has increased so that the price of medical devices/supplements has become more expensive for hospitals	0,055	3	0,166
Price fluctuations cause price volatility for pharmaceuticals and medical devices, affecting hospitals	0,055	3	0,166
The world oil market is increasing, and the price of medical devices and medicines is increasing because some of the supplements at RSIA Kirana are imported from the USA	0,055	3	0,166
The dollar went up, the price of imported medicines and medical equipment went up, and the selling price of the hospital went up, this is because some of the supplements at RSIA Kirana were bought imported from the USA.	0,055	3	0,166
The child allowance for civil servants is only for 3 children	0,055	3	0,166
Increase the speed of information in hospitals, hospitals have used the internet, online marketing, and application accounting systems but have not integrated the hospital SIM so they cannot provide information per hospital unit	0,055	2	0,111
Potential New Entrants – New entrants to the hospital industry. The presence of new entrants will increase the level of competition in the hospital industry. The new hospital comes with a more modern concept of technology and facilities	0,055	2	0,111
Buyer–Buyer Power. Hospitals are institutions with standardized service products so that hospitals of the same type and class tend to offer the same or better services. The power of the patient to choose a hospital is very high.	0,055	2	0,111
Subtitute - Product Substitution. The existence of health facilities that substitute for hospitals such as primary health clinics, midwife maternity homes, health centers, midwife practices, and doctor practices poses a high threat to RSIA Kirana.	0,055	2	0,111
The power of suppliers is many and varied so hospitals have many choices, the need for medicine/lakes procurement between management and doctors as users is sometimes not the same.	0,055	2	0,111
Rivalry among competitors – Competition among similar companies. Many Maternity Hospitals in Sidoarjo and its surroundings	0,055	2	0,111
Total Threats Score	1,000		3,000

*Figure **9** Total Threats Weight Value of RSIA Kirana*

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Based on table 8, the results of reducing the total opportunity with the total threat produce a score of 0.45. These values are then converted to Y-Cartesian diagrams.

The X, Y (x,y) coordinates are the compounding axes of the Strength coordinates – weakness and coordinates Opportunity – Threat. In the Cartesian diagram, the matrix axis is (x,y):

1. Axis X Score
   Strength = 4,208
   Weakness = 4,090
   Strength – Weakness = 0,29
2. Axis Y Score
   Opportunity = 3,453
   Threat = 3,000
   Opportunity – Threat = 0,45

The Total Threat Score value produces a score of 0.45. These values are then converted to Y-Cartesian diagrams. In the form of a Cartesian diagram, the Y-axis item Opportunity – Threat is obtained, namely: 0.45.

X, Y (x, y) coordinates are the axes of the combination of Strength – Weakness item coordinates and Opportunity – Threat item coordinates. In the Cartesian diagram, the matrix axis is (x, y) = (0.29, – 0.45).

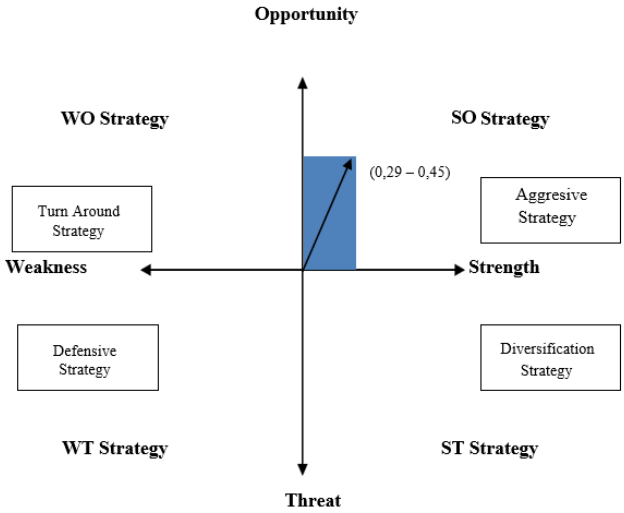


Figure 10 SWOT Quadrant RSIA Kirana

Based on Figure 1 as a representation of the SWOT strategy Cartesius graph, RSIA is in quadrant 1 or the Aggressive Strategy quadrant, meaning that RSIA can use internal strengths to take advantage of external opportunities.

To form ST strategy items, each strategy matrix item needs to be linked in a relational form, so that a synthesis of strategy items is produced.

S – O Strategy	Strength
Opportunities	1. Product development (New Product–Old Market) Complementary services (complimentary services) such as oxytocin massage, premarital check-ups, exercise for pregnant women, Zumba for mothers and adolescents, free delivery packages, Post Pregnancy Spa for relaxation for postpartum mothers to eliminate strechmarks. 1 package with 1 delivery package, Post Pregnancy exercise : Post-Pregnancy exercise (S3,S21, O24, O41)
	2. Market Development (Old Product–New Market) Improving offline and online marketing (Digital Marketing), how to outsource HR Marketing offline and online / people who manage Social Media (Website, FB, IG to increase brand awareness, and the number of hospital visits, hire SEO Consultants (Search Engine Optimization) so that the website RS appears on search engine pages, Gets targeted visitors, increases sales, increases brand awareness (S14, S23, O32, O47)
	3. Market Penetration (Old Product–Old Market Innovating new services, for example delivery methods ERAC, ILA (S12,O32,O39)

Figure 11 Synthesis of the relative power relations of the S – O Strategy

From the synthesis according to table 9, 3 SO strategies are formed which are the initial results of the formation of the SWOT Matrix.

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C. Discussion

This section is the stage for creating a blue ocean strategy with a four-step framework (4 action frameworks). The following is the result of an interview using the four-step framework method by triangulating the value factors of RSIA Kirana.

1. Eliminate factor
   Service delays are a concern that patients have complained about, therefore let's try to assess this issue. Long wait times are experienced by patients who come in for an assessment before receiving medication. The issue of receiving outdated medications can be solved if the system is integrated and the pharmacy division is directly integrated with the poly and inpatient care. How can you receive quick service if the system is still not integrated, or, after the patient returns home, you must also wait a long time to receive a hospital charge from the administration? Normally, these patients use the hospital website and alodoc to request an examination, but because they have not yet been integrated, the front office frequently follows up late and patients who travel from the front office to the ER to the delivery room must wait a long time because the information has not been integrated.
2. Reduce the factor
   RSIA Kirana operates under PT Kirana, and the management of PT and the Hospital is different. As well as the existence of hospital regulations namely Law number 44 of 2009 article 34 that: the owner of the hospital may not concurrently be the head of the hospital. So the decisions between hospital owners and hospital management are sometimes not the same.
3. Boost factor
   Currently, RSIA Kirana must improve its services and innovate even more because there are many competing hospitals, especially to anticipate the free market in the ASEAN region where there will be many health service providers from abroad who are of higher quality at competitive prices.
4. The creation factor
   As revealed by the owner of RSIA Kirana, to meet patient needs and to reach old and new patients, RSIA Kirana needs to create complementary delivery services.

Several key discussions have the potential to define Key Success Factors (KSF), namely:

1. The service is slow because the information system at the hospital is not yet integrated
2. Internal conflicts between interested parties, either between owners and managers or managers and staff
3. Offline and online marketing
4. Human Resources and Service Quality
5. Service Innovation
6. Integrated system
7. Quality control
8. Brands
9. Complimentary services
10. After-sales service

The above are aspects that are used as a competition arecompetitive Kirana. The 10 Key Success Factors correlate with the RSIA Kirana Canvas Strategy.

Eliminate, Raise, Reduce, Create (ERRC) Grid combined with one or more than six search paths (Six Searching Paths-Framework or SSPF) will be able to describe the canvas strategy. The combination of ERRC with the six search paths of the Six Searching Paths Framework (SSPF) in formulating and implementing blue oceans allows companies to step away from competition and open up uncontested market space. These six basic approaches to reshaping market boundaries.

Based on the analysis of the 4 action frameworks and interviews with the six search paths (Six Searching Paths-Framework or SSPF), an ERRC Grid or an eliminate-reduce-increase-create box was formed to create a new value curve for RSIA Kirana towards the condition of the Blue Ocean Strategy. The ERRC Grid is presented in table 10.

Eliminate	Raise
Slow service because the information system has not been integrated	1. Digital marketing, 2. quality of human resources and services, 3. integrated systems, 4. service innovation, 5. Quality control/assurance 6. brands
Reduce	**Create**
Internal Organizational Conflict	Complimentary Service / Complementary services After sales service (homecare, mother and new baby care home born)

Figure 12 ERRC Grid RSIA Kirana Sidoarjo

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Reading the value curve of the strategy canvas allows a company to see both the future and the present. To do this, companies must understand how to read value curves. A value curve contains a wealth of strategic knowledge about the current and future status of a business.

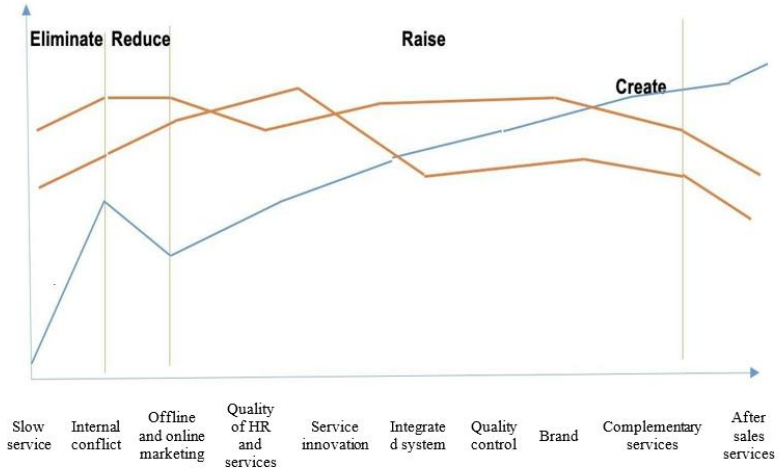


Figure 13 RSIA Kirana Sidoarjo RSIA Strategy Canvas

Information:
1. The blue line is RSIA Kirana Sidoarjo
2. The red lines are RSIA Competitors 1 and 2 (observations are made through secondary data and internal informants from Competitor Hospitals)

C. Research Implication and Limitation

To be able to implement the new strategy, several managerial strategy adjustments are needed, namely:
1. For Complimentary services, Management needs to prepare human resources (midwives/nurses) to carry out training and prepare service rooms for complimentary services. Management can work with suppliers of maternal and baby care products and suppliers of products to be used.
2. Implementation of after-service sales, management needs to conduct internal training for postpartum maternal care, breast care, and baby care as well as how to communicate effectively with patients. So that costs are not too high, employee financing is taken from the project.

The limitation of this study is the research was conducted during the Covid 19 Pandemic which caused the in-person interview process to be often constrained in terms of time and opportunity because they still had to pay attention to strict health protocols. Several respondents asked for special conditions for the prokes during the interview.

IV. CONCLUSION

Based on the results of the analysis and discussion that has been carried out regarding innovative efforts to increase obstetric and gynecological inpatient visits at the Kirana Sidoarjo Mother and Child Hospital (RSIA) using the Blue Ocean Strategy, where this innovation can become a recommendation for the Hospital, namely:
1. Innovation Efforts by increasing factors
   a. Digital marketing

1) 24-hour health consultation hotline.
2) Using Search Engine Optimization (SEO).
3) ePrescribing.
4) Electronic computerization of doctor's care while receiving results.
5) Electronic health records.

   b. HR and service quality

1) Development of human resources through training, education, and development programs

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2) Increase job satisfaction with a combination of practices involving training, management support, teamwork, promotions, autonomy, financial incentives, scheduling, and job appraisal.
   c. Integrated system
      Develop Integrated SIMRS (Hospital Management Information System), which is linked online to all Hospital service functions, from registration transactions, treatment, laboratory tests, and medication administration, to patient check-out, as well as financial, accounting activities, management of accounts receivable, stock of goods/medicine, debt, asset management, nutrition, sterilization, laundry, staffing, and other functions.
   d. Service innovation

1) Painless delivery using the ILA (Intrathecal labor Analgesia) method.
2) Delivery with Sectio Caesaria without pain and fast recovery period with the ERACS (Enhanced Recovery After Caesarean Surgery) method.
3) Elective surgery queue service that can wait at home.
4) Minimally invasive surgery services to perform operations on cysts, uterine myomas, and others
   e. Quality control/assurance
      Determination of standards or SOPs for input, process, output, outcome preliminary control, concurrent control, and rework control.
   f. Improving the RSIA Kirana brand by

1) Marketing
   a. Improving brand positioning a lot of people talk about the brand.
   b. Reach new customer segments.
   c. Manage a medium of communication with customers.
   d. Increase traffic to the Hospital Web site.
   e. Improve customer service.
   f. Conduct market and competition analysis research.
2) Selling
   a. Increase customer satisfaction.
   b. Increase the number of service sales.
   c. Opening a new sales channel.
   d. Promote a new sales channel.
3) Company
   a. Increase employee retention.
   b. Improve Internal communication.

2. Innovation efforts to create new factors, namely
   Complimentary *Service*/ Layanan pelengkap

1) Delivery packages added with, Post Pregnancy Spa for relaxing postpartum mothers, eliminating stretchmarks. 1 package with 1 delivery package, Post Pregnancy exercis : Post-Pregnancy exercise,
2) Procurement of oxytocin massages for pregnant or postpartum women, pre-marital examinations, exercise for pregnant women, and provision of yoga/zumba exercises for mothers and adolescents.
   c. After-sales service

1) Provide post-hospital home care services performed by midwives or trained nurses or postnatal midwifery home visiting services (postpartum maternal care, breast care, newborn care).
2) 24-hour patient pick-up.

Practical advice that can be given are:

1. RSIA Kirana Sidoarjo needs to determine the aspects of weaknesses and threats to RSIA Kirana Sidoarjo, including: marketing is still not intense, the brand is not well known and the information system is integrated, the threat posed by RSIA Kirana Sidoarjo is the large number of competitors from outside.
2. RSIA Kirana Sidoarjo needs to improve and create 10 Key Success Factors which are aspects that are used as a competitive arena in the hospital service industry.

Suggestions for further research are:

1. It needs to be explored regarding marketing aspects and hospital branding strategies.
2. Additional aspects of benchmarking and analysis of RSIA competitors are added to become a more comprehensive research in the aspect of mapping the competition.
3. It is necessary to analyze using other managerial tools.

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