Swot Analysis To Determine Competitive Strategies In Xyzhospital

By Adi Bandono

SWOT ANALYSIS TO DETERMINE COMPETITIVE STRATEGIES IN XYZ HOSPITAL

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ABSTRACT

The XYZ Hospital is a public hospital that gives a medical service, holds quality education and research. In carrying out its duties XYZ Hospital will immediately participate in competition with other hospitals. Therefore XYZ Hospital is required to be able to compete more competitively in determining strategies. Competitive strategy is one way to know competitiveness in every strength. Effective use of SWOT analysis can play an important role in determining competitive strategies, so that strengths, weaknesses, and challenges can be identified by XYZ Hospital in maintaining its existence and continuity. The problem that the answer to this research is looking for is whether the SWOT analysis is the right strategy to increase production at the XYZ Hospital and how is the competitive strategy applied in overcoming competition? In connection with this problem the hypothesis is proposed as follows: it is suspected that using a SWOT analysis can improve competitiveness so that XYZ Hospital has the advantage of being superior to other hospitals. This study uses primary data by providing questionnaires and secondary data to obtain archives or documents. In line with the problem and the research hypothesis, this research was carried out using the IFAS analysis method to analyze internal factors, EFAS analysis for external factors, then included in the quantitative model, namely the SWOT matrix. The results of the analysis show that, using IFAS and EFAS analysis and using the SWOT analysis show the position of the XYZ Hospital in cell 1, the strategy chosen to support the achievement of goals is the SO strategy.

Keywords: *Swot Analysis, competitive strategy.*

1. INTRODUCTION

The hospital is a professional health care institution whose services is provided by doctors, nurses, and other health professionals. These hospitals have sprung up hospitals or other health care institutions such as clinics and medical centers. This makes the existing hospital compete to provide the best service to attract as many patients as possible, so that along with the hall will provide benefits for the hospital. If previously the business orientation developed was a hospital that could freely impose its will on patients with the facilities and services they have, which sometimes are not in accordance with the wishes of patients, then what happens now is the opposite. The orientation shift is that patients will look for the best facilities and services provided by a hospital. So that a hospital is fully aware that in the current world of health services, patients are the holders of control over the services they will obtain. Patients in this case are very free to determine what type and form of service they can get and get from the hospital, thus the hospital seems "forced" to follow and provide services that are in accordance with the patient's values and desires if they still want to survive.

XYZ Hospital must also be able to provide better facilities and services from other hospitals. The average daily XYZ Hospital serves 425 patients with a total of 629 beds. This number is relatively less compared to the other surrounding hospital, which serves 800, 900 to 3000 patients per day. From this data it can be seen that hospitals also have increasingly fierce competition in attracting as many patients as possible. To address this, various efforts are needed. The best step to maintain and increase the number of patients is by following the trend of the development of services and facilities

provided by the hospital in accordance with the demands of the current era.

So, the function of the SWOT analysis and competitive strategy is to analyze the strengths, weaknesses and competitive advantages that the hospital has through analysis of the internal conditions of the hospital, as well as an analysis of the opportunities and threats faced by hospitals through analysis of external conditions the hospital.

One of the efforts made by XYZ Hospital is improving the services and health facilities it has. This is done in order to be able to stay in the hospital business competition or even increase its profitability. Improved services and facilities owned are expected to increase profit margins significantly. Factors of strengths, weaknesses, opportunities and threats are dynamic factors in SWOT (Strength, Weakness, Opportunity, and Threat) that can describe the ability of the hospital to optimize and allocate using its resources and the situation faced in an effort to achieve a goal.

2. METHODOLOGY

In this study using a type of qualitative research with a descriptive approach that is a study that aims to make a systematic, factual, and accurate depiction of the facts and characteristics of research objects (Sumadi Suryabrata, 2003) Prof. Dr. Saginaw (2013: 29). Descriptive Statistics is statistically that function to describe or give an overview of the object under study through sample data or population as it is, without analyzing and making conclusions that apply to the public. The research sample is part of the medium's power of the XYZ Hospital is a number of medical staff, 10 employees who have the potential to provide accurate data or information. Research on current conditions, by making an assessment of handling conventions as follows:

a. Very good with scores: 4

b. Good with a score: 3
c. Enough with a score: 2
d. Less with a score: 1
e. Number 1: not agreeing
f. Number 2: lack of green
g. Number 3: ugren
h. Number 4: very ugly.

To obtain accurate data that can be trusted with the truth and relevant problems examined, the data collection is carried out by several methods: Interview, Observation, Questionnaire, Literature Study.

Operational variables are everything in the form of what is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn (Prof. Dr. Sugiono: 2013). The variables in this study are independent variables (free) and dependent variables (bound). The independent variable (independent variable) or variable X Sugiono (2013: 04) is often also called the stimulus variable, predictor, antecedent. The independent variable is a variable that affects or which is the cause of the change or the emergence of the dependent variable. In this study independent variables are the four constituent elements of SWOT, which include:

a. Strengths as X1
b. Weaknesses, as X2
c. Opportunities as X3
d. Threats as X4.

The dependent variable (dependent variable) or variable Y Sugiono (2013: 04) is often also called the output variable, criteria, consequently. The dependent variable is a variable that is influenced or that becomes a result, because of the existence of independent variables. Which is the dependent variable (independent variable) in this research is a competitive strategy.

The analysis in this study is to use SWOT analysis, where this method shows hospital performance by determining a combination of internal and external factors. SWOT analysis compares internal factors, namely strength (weakness), and weakness (weakness). With external factors, namely opportunities and threats. Internal factors are included in the matrix called IFAS factor matrix (Internal Strategic Factor Analysis Summary). External factors are included in the matrix called the external factor matrix or EFAS (External Strategic Factor Analysis Summary). After the internal and external strategy factor matrix was completed, the results were included in the qualitative model, namely the SWOT matrix to formulate the competitive strategy of the hospital.

2.1 Research Place and Time

The time used to conduct this research is in January to June 2018. The location of this study is located at XYZ Hospital, Surabaya City.

2.2 Data

The type of data used is the primary data by conducting interviews and direct observation.

2.3 Data Collection Techniques

The technique of data collection is done by conducting observations and interviews directly coming to the Decoration X business place.

2.4 Data Analysis Techniques

According to Rangkuty (2006), the data analysis used to solve the problem is as follows:
On cell Opportunities (O), several opportunities are formulated by the hospital. This must consider industrial deregulation as one of the strategic factors.
a. On cells Threats (T), determine some of the threats facing the hospital.

b. On cell Strengths (S), determine several threats facing the hospital.
c. On cell Weaknesses (W), determine a number of weaknesses that still entwine the hospital.
d. Formulate several possible alternative strategies for the hospital based on consideration of the combination of four opportunities for the strategic factor, which consist of:
1) SO Strategy, This strategy is based on a way of thinking, namely how hospital uses all the power to take advantage of opportunities.
2) ST Strategy, this strategy is to use the strengths that the hospital has by avoiding threats.
3) WO Strategy, this Strategy is implemented by utilizing existing opportunities and overcoming weaknesses possessed.
4) WT Strategy, this Strategy is based on activities that are defensive and aimed at minimizing existing weaknesses and avoiding threats.

Furthermore, by using strategic factors, both internally and externally as explained in the EFAS and IFAS tables, then continue the stages one through six above. Transfer opportunities and threats (stages one and two) of the EFAS table and add strengths and weaknesses (from the third and fourth stages). Based on this approach, various possible alternative strategies can be made (SO, ST, WO, WT).

3.   RESULTS AND DISCUSSION
3.1 Analysis of Internal Factors and SWOT External Factors

The results of the analysis of internal factors of this hospital are as follows:

Table 1. SWOT internal factors

Internal Strategy Factors		Priori scale (PS)	Constants (C)	PS*C	Score (S)
Strength:					
1	XYZHospital is well known to the public	1	4	4	0,077
2	There are health facilities that are not owned by other hospitals	3	4	12	0,231
3	Employees who have high discipline	5	4	20	0,385
4	The number of patients tends to be stable	4	4	16	0,308
Total				52	1,00
Weakness:					
1	Publication is still lacking	4	4	16	0,444
2	Limited availability of experts	3	4	12	0,333
3	The bureaucracy is still long	2	4	8	0,222
Total				36	1,000

Table 2. SWOT external factors

External Strategy Factors		Priori scale (PS)	Constants (C)	PS*C	Score (S)
Opportunity:					
1	Open good opportunities for patients	2	4	8	0,667
2	There are still opportunities for patients with certain diseases	1	4	4	0,333
Total				12	1,000
Threats:					
1	The location is located adjacent to another hospital	3	4	12	0,429
2	Patient dissatisfaction with service	4	4	16	0,571
Total				28	1,000

3.2   IFAS and EFAS on XYZHospital

Below is the IFAS (Internal) table Strategic Factors Analyst Summary).

Table 3. Table IFAS SWOT

Internal Strategy Factors		Score (S)	Rating (R)	S x R
Strength:				
1	XYZHospital is well known to the public	0,077	3	0,23
2	There are health facilities that are not owned by other hospitals	0,231	3	0,69
3	Employees who have high discipline	0,385	4	1,54
4	The number of patients tends to be stable	0,308	4	1,23
Total		1		**3,69**
Weakness:				
1	Publication is still lacking	0,444	2	0,89
2	Limited availability of experts	0,333	4	1,33
3	The bureaucracy is still long	0,222	3	0,67
Total		1		**2,89**

Table 4. Table EFAS SWOT

External Strategy Factors		Score (S)	Rating (R)	S x R
Opportunity:				
1	Open good opportunities for patients	0,667	3	2,000
2	There are still opportunities for patients with certain diseases	0,333	4	1,333
Total		1		3,333
Threats:				
1	The location is located adjacent to another hospital	0,429	2	0,86
2	Patient dissatisfaction with service	0,571	3	1,71
Total		1		**2,57**

After we get the score or the value of strengths, weaknesses, opportunities and threats, then the next step is to determine the type of strategy in the way below: Strategy Determination

= {(Strength score - weakness score) /2}; {(opportunity score- Threat score) /2}

= {(3.69-2.89)/2} ; {(3.33-2.57)/2}

= 0.42 ; 0.38

Then the type of strategy chosen is strategically at the coordinate point (0.42; 0.38), can be described as follows:
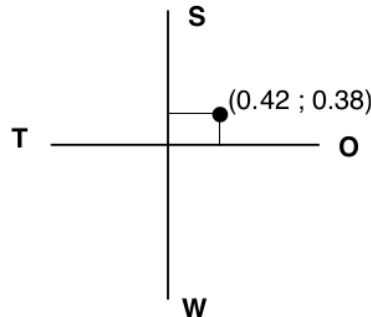

Figure 1. Coordinate strategy

Figure 1 shows that strategy generated is the SO strategy, namely the organization have the strength and opportunity in the organization in prime and steady state. Organization enabled to continue to expand, increase growth and achieve progress maximally.

3.7   SWOT Matrix on XYZ Hospital

Table 5. Swat matrix table

IFAS \n\n EFAS	Strength: \n ✓ XYZHospital is well known to the public \n ✓ There are health facilities that are not owned by other hospitals \n ✓ Employees who have high discipline \n ✓ The number of patients tends to be stable	Weakness: \n ✓ Publication is still lacking \n ✓ Limited availability of experts \n ✓ The bureaucracy is still long
Opportunity:	**SO strategy:**	**WO strategy:**
✓ Open good opportunities for patients	✓ Provide opportunities for general patients to get certain services and facilities that other hospitals do not have.	✓ Add to hospital socialization and promotion
✓ There are still opportunities for patients with certain diseases	✓ More improving services and adding facilities to increase the number of patients.	✓ Providing education for existing staff to become specialists
Threats:	**ST strategy:**	**WT strategy:**

IFAS	Strength:	Weakness:
✓ The location is located adjacent to another hospital	✓ Add hospital facilities that are not owned by the surrounding hospitals	✓ Carry out publications with methods and methods that are different from the surrounding hospitals
✓ Patient dissatisfaction with service	✓ Improve service by minimizing patient complaints.	✓ Repair bureaucracy to avoid patient complaints.

4.   CONCLUSION

From the description and previous discussion, some conclusions can be drawn as follows:

The most influential internal factors on the strength by XYZ Hospital is an employee who has a high discipline (1.54) and for weaknesses is still a lack of experts (1.33).

The external factors of the hospital that most influence in terms of opportunities, namely still open opportunities for more patients (2.00) and

For threats are patient dissatisfaction with the service (1.71)

The results of the SWOT analysis in this study are SO strategies, first is provide opportunities for general patients to get certain services and facilities that other hospitals do not have and the second is more improving services and adding facilities to increase the number of patients.

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