



UNIVERSITAS INDONESIA

**MARKETING STRATEGY FOR NOT –FOR-PROFIT
ORGANIZATION (CASE STUDY: RSUD KOJA)**

THESIS

**ANNISA CITRA MASULILI
0806432266**

**FACULTY OF ECONOMY
MAGISTER MANAGEMENT
JAKARTA
JULY 2010**



UNIVERSITAS INDONESIA

**MARKETING STRATEGY FOR NOT-FOR-PROFIT ORGANIZATION
(CASE STUDY: RSUD KOJA)**

THESIS

**Submitted to fulfill one of the requirements to obtain degree of
Magister Management**

**ANNISA CITRA MASULILI
0806432266**

**FACULTY OF ECONOMICS
MAGISTER OF MANAGEMENT
MM-MBA**

**JAKARTA
JULY 2010
STATEMENT OF ORIGINALITY**

This final paper represents my own effort,
Any idea or excerpt from other writers in this final paper, either in form of
publication or in other form of publication, if any, have been acknowledged in this
paper in accordance to academic standard or reference procedures

Nama : Annisa Citra Masulili

NPM : 0806432266

Signature :

Date : 15 JULY 2010

LETTER OF APPROVAL

Proposed by :
Name : Annisa Citra Masulili
NPM : 0806432266
Study Program : MM – MBI
Title : **MARKETING STRATEGY FOR NOT-FOR-PROFIT ORGANIZATION (CASE STUDY: RSUD KOJA)**

Has successfully presented the thesis in front of Board of Examiner and is already approved as one of the requirements to achieve the title Magister Management (MM) and Master of Business International (MBI) in Magister Management Study Program Faculty of Economy, University of Indonesia

BOARD OF EXAMINER

Counsellor : **Avanti Fontana Ph.D., CF, CC** ()
Examiner : **Dr. Rima Agristina** ()
Examiner : **Budhi Sugarda, MBA** ()

Place : **Jakarta**

Date : **15 July 2010**

PREFACE

Praise to Allah SWT because of His grace, researcher acquire strength to finalize this thesis. This paper still has many shortcomings and to that end researcher would like to aks forgiveness when there are less acceptable manners during the process of settlement of this writing.

On this occasion researcher would like to say gratitude to:

1. Prof. Rhenald Kasali, PhD., as the head of MM-FEUI
2. Avanti Fontana Ph.D., CF, CPBC, as thesis advisor who has been willing to provide her time and share her knowledge for this thesis.
3. Management and administration staff at RSUD Koja for their excellent cooperation and guidance in an effort to obtain the necessary datas, in particular Bpk. Sugandhi and team (Ibu Noor, Ibu Wati and Ibu Nurul).
4. My lovely family for their affection, prayers and never ending support. I would like to dedicate this writing to my parents, sister, brothers and Nieces. I love you all and will always be.
5. Friends who always push and support me in finishing this paper, especially my comrades in MM-MBA 2008.

Furthermore researcher hope this study can provide scientific contributions to anyone who reads and needs it. Suggestions and constructive criticism as an input for enhancements and improvements for the next writing are welcome.

Jakarta, 15 July 2010

Annisa Citra Masulili

**LETTER OF AGREEMENT TO PUBLISH THE THESIS
FOR ACADEMIC PURPOSE ONLY
(Individual Assignment)**

As a member of society of academicians of University of Indonesia, I have agreed as stated below:

Name : Annisa Citra Masulili
NPM : 0806432266
Study Program : MM-MBI
Faculty : Economy
Assignment type : Thesis

On behalf of science development, I have fully agreed to give the **Non-exclusive Royalty-Free** of the thesis to the University of Indonesia which titled:

**MARKETING STRATEGY FOR NOT-FOR-PROFIT ORGANIZATION
(CASE STUDY: RSUD KOJA)**

Along with any related materials if needed.

With this Non-exclusive Royalty Free Right, University of Indonesia has the right to keep, transform and manage in forms of database, distribute and publish it in the internet and other media as well for academic purpose only, even without permission as long as my name is mentioned and included as the sole writer/author and as the copyright holder.

Any form of lawsuit which possibly occur in the future event considered as copyright violation of this thesis will be my personal responsibility.

Sincerely I declare the statement above is true indeed.

Declared at Jakarta,
On 15 July 2010

(Annisa Citra Masulili)

ABSTRACT

Name : Annisa Citra Masulili
Study Program : Magister of Management–Master of Business International
Title : **MARKETING STRATEGY FOR NOT-FOR-PROFIT ORGANIZATION (CASE STUDY: RSUD KOJA)**

This thesis identified a not-for-profit business model strategy that is mostly focuses on covering costs rather than optimizing profitability or revenue. To be able to compete in the future, Not-for-profit hospitals must embrace best practices of the for-profit and develop a cost limitation strategy to increasing revenue. This research was taken in one of class B-government own hospital in North of Jakarta, RSUD Kojja. Using a qualitative-descriptive approach through interview, questionnaires and observations, this research proven that not-for-profit organization such as RSUD Kojja has beginning to competitively generate profit without having to rely on government subsidies by developing a sounding marketing strategy, especially in pricing. Based on Internal – External Matrix and TOWS analysis for three major units in the hospitals; Emergency, Inpatient and Outpatient Unit, we found several improvement in service quality as well as in their human capital in order to achieve a competitive independent hospital.

Key Words:

Not-for-profit organization, hospital, marketing strategy, pricing strategy, business model, TOWS matrix, internal – external matrix

TABLE OF CONTENT

TITLE.....	i
STATEMENT OF ORIGINALITY.....	ii
LETTER OF APPROVAL.....	iii
PREFACE.....	iv
LETTER OF AGREEMENT TO PUBLISH THE THESIS FOR ACADEMIC PURPOSE ONLY.....	v
ABSTRACT.....	vi
TABLE OF CONTENT.....	vii
LIST OF FIGURES.....	ix
LIST OF TABLES.....	x
LIST OF ATTACHMENTS.....	xi
1. INTRODUCTION.....	1
.....	
1.1 Introduction.....	1
1.2 Main Problem.....	2
1.3 Research Question.....	5
1.4 Research Objective.....	5
1.5 Organization of the Study.....	6
2. CONCEPTUAL FRAMEWORK.....	8
2.1 Business Model Definition.....	8
2.2 Not-for-Profit and For-Profit Management.....	8
2.3 Component of a Not-for Profit Business Model.....	10
2.4 Analyzing the Cost Driver.....	15
2.5 Competition and the Environment.....	18
2.6 Empirical Studies.....	21
3. ORGANIZATION AND SITUATIONAL	24

PROFILE.....	
3.1 Indonesia Health Priorities and Programmes.....	24
3.2 Indonesia Health Profile.....	26
3.3 Indonesia Health Care System.....	28
3.4 RSUD Koja History.....	33
3.5 RSUD Koja Vission and Mission.....	33
3.6 RSUD Koja Organization Structure.....	35
3.7 RSUD Koja Staffing Composition.....	36
3.8 RSUD Koja Role and Participation.....	37
3.9 RSUD Koja Agreement with Companies or Third Parties.....	38
4. RESEARCH MODEL.....	39
4.1 Research Scope.....	39
4.2 Research Method.....	40
4.2.1 Data Processing for Primary Data.....	40
4.2.2 Data Processing for Secondary Data.....	41
4.3 Strategy Analysis.....	41
4.3.1 The Input Stage.....	42
4.3.2 The Matching Stage.....	43
5. ANALYSIS.....	46
.....	
5.1 Organization Assessment.....	46
5.1.1 Vission and Mission Assessment.....	46
5.1.2 Customer Assessment : Target and Value.....	49
5.1.3 Result Assessment.....	51
5.1.3.1 Service Performance Analysis.....	51
5.1.3.2 Service Performance for RSUD Koja.....	51
5.1.3.3 Service Performance for Emergency Unit.....	55
5.1.3.4 Service Performance for Inpatient Unit.....	59
5.1.3.5 Service Performance for Outpatient Unit.....	65

5.2 Developing Grand Strategy for RSUD Koja.....	71
5.2.1 Internal – External Analysis.....	71
5.2.1.1 External Analysis for Emergency Unit.....	71
5.2.1.2 External Analysis for Inpatient Unit.....	72
5.2.1.3 External Analysis for Outpatient Unit.....	73
5.2.1.4 External Analysis for Emergency Unit.....	74
5.2.1.5 External Analysis for Inpatient Unit.....	75
5.2.1.6 Internal Analysis for Outpatient Unit.....	76
5.2.1.7 Internal – External Matrix.....	78
5.2.2 TOWS Matrix.....	78
5.2.2.1 TOWS Matrix for Emergency Unit.....	79
5.2.2.2 TOWS Matrix for Inpatient Unit.....	80
5.2.2.3 TOWS Matrix for Outpatient Unit.....	81
5.2.3 Grand Strategy.....	82
6. SUMMARY AND SUGGESTION.....	83
6.1 Conclusion and Suggestions.....	83
6.2 Managerial Implications.....	85
REFERENCE.....	86
.....	

LIST OF FIGURES

Figure 1.1	Infant Mortality Rate in 2007.....	2
Figure 1.2	Organization of the Study.....	6
Figure 2.1	Component of a Business Model.....	11
Figure 2.2	Map of Health and Fund Resources in Indonesia.....	14
Figure 2.3	ABC Concept.....	16
Figure 3.1	Health Development Targets.....	25
Figure 3.2	Incidence Rate of Dengue Fever in 2008.....	28
Figure 3.3	Number of Health Center in Indonesia.....	29
Figure 3.4	Hospital by Type in Indonesia for 2008.....	30
Figure 3.5	Hospital by Type in DKI Jakarta for 2008.....	31
Figure 3.6	Pulic Hospital by Ownership in DKI Jakarta Year 2008.....	32
Figure 3.7	Government Hospital by Class for 2008.....	32
Figure 3.8	RSUD Koja Organization Structure.....	36
Figure 4.1	The Strategy Formulation Analytical Framework.....	42
Figure 4.2	The Internal – External Matrix.....	44
Figure 5.1	RSUD Koja Distribution of Income for 2008 and 2009.....	52
Figure 5.2	ER Patient in RSUD Koja.....	56
Figure 5.3	RSUD Koja Budget Vs Actual Income for ER.....	57
Figure 5.4	Number of Patient in Inpatient Unit Based on Class.....	61
Figure 5.5	Bed Capacity Based on Class in RSUD Koja.....	62
Figure 5.6	RSUD Koja Income for Inpatient for 2007- 2009.....	63
Figure 5.7	Inpatient Room Rate Vs Number of Patient in 2007.....	64
Figure 5.8	Major Outpatient Care Diseases in 2003-2007.....	66
Figure 5.9	Number of Pateint for Outpatient Unit in 2002-2007.....	67
Figure 5.10	RSUD Koja Income for Outpatient in 2007-2009.....	68
Figure 5.11	Simulation for Policlinic Income Distribution Vs Number of Patient.....	70
Figure 5.12	Internal – External Matrix for RSUD Koja.....	78

LIST OF TABLES

Table 2.1	Segmentation of Market and its Value to The Organization.....	12
Table 3.1	Economic Indicators of Indonesia.....	27
Table 3.2	Facilities for Outpatient Unit in RSUD Koja.....	35
Table 3.3	RSUD Koja Staffing Composition.....	36
Table 3.4	RSUD Koja Employment Type.....	37
Table 5.1	Mission Assessment Checklist.....	47
Table 5.2	Target Primary Customer and Value.....	49
Table 5.3	Target Supporting Customer and Value.....	50
Table 5.4	RSUD Koja Key Financial Result for 2008 and 2009.....	53
Table 5.5	RSUD Koja Full Cost Recovery for 2008 and 2009.....	54
Table 5.6	RSUD Koja Partial Cost Recovery for 2008 and 2009.....	55
Table 5.7	RSUD Koja Service Rate for Emergency Unit.....	56
Table 5.8	Simulation of Income Distribution for ER.....	58
Table 5.9	RSUD Koja Inpatient Unit Key Indicator.....	60
Table 5.10	Hospital Rate for Hospital in North of Jakarta.....	64
Table 5.11	Distribution of Income for Outpatient Unit in 2007.....	69
Table 5.12	Key Indicators for Opportunities and Threats for Emergency Unit.....	72
Table 5.13	Key Indicators for Opportunities and Threats for Inpatient Unit.....	72
Table 5.14	Key Indicators for Opportunities and Threats for Outpatient Unit.....	73
Table 5.15	Key Indicators for Strengths and Weaknessess for Emergency Unit.....	74
Table 5.16	Key Indicators for Strengths and Weaknessess for Inpatient Unit.....	75
Table 5.17	Key Indicators for Strengths and Weaknessess for Outpatient Unit.....	76
Table 5.18	TOWS Matrix for Emergency Unit.....	79
Table 5.19	TOWS Matrix for Outpatient Unit.....	80
Table 5.20	TOWS Matrix for Inpatient Unit.....	81

LIST OF ATTACHMENTS

- Attachment 1 Number of Hospitals and Beds Based on Management and Type in Indonesia
- Attachment 2 Number of Hospitals and Beds Based on Management and Type in DKI Jakarta
- Attachment 3 Number of General Hospital Manage by Government Based on Class in Java Island
- Attachment 4 Room Distribution for General Hospital owned by Government
- Attachment 5 Room Trend in Number of Government General Hospital Based on Class in Indonesia
- Attachment 6 Bed Capacity in RSUD Koja
- Attachment 7 Inpatient Indicator in RSUD Koja
- Attachment 8 Disease Record in RSUD Koja
- Attachment 9 Number of Patient in RSUD Koja
- Attachment 10 Financial Performance of RSUD Koja in Year 2008 and 2009