

Framing TOWS As Marketing Strategy Determiner Of Medical Equipment In PT. Tawada Healthcare Jakarta Indonesia

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Abstract.

The present study reports the comprehensive framing study around healthcare marketing strategy, inside the era of globalization has led to intense competition in various industrial fields, including the medical equipment in healthcare industry. PT. Tawada Healthcare was founded in 1999 with the aim of becoming the most integrated, reliable and customer-based healthcare provider in Indonesia. Over the years the company added a variety of different brands and products to its portfolio to serve a wider customer base, the company focused on providing the best customer experience and offering the highest quality products to customers in Indonesia. currently represents 20 major international principals and has a network to market its products throughout the country, covering provinces and major cities. It has 13 branches including its head office in Jakarta. The decline in sales of orthopedic implant medical devices at PT. Tawada Healthcare Jakarta in 2020 due to the pandemic impact of 41% of the total sales target of orthopedic implants in 2020 of 120,000,000,000 IDR. The cause of the decline in sales of orthopedic implant medical devices at PT. Tawada Healthcare is the rise of competitors of similar orthopedic implant medical device companies. The covid19 pandemic that hit the world, including Indonesia, resulted in a decrease in the budget for the procurement of orthopedic implant medical devices from the government because the budget was allocated for handling the covid19 pandemic and the decreasing demand for orthopedic implant medical devices from users due to the covid19 pandemic. This study aims to provide an overview of the TOWS (threat, opportunity, weakness and strength) method approach as an alternative solution and determine the strategy for selling medical devices at PT. Tawada Healthcare in 2021-2022.

Keywords: Marketing strategy, medical equipment, PT. Tawada Healthcare, and TOWS matrix.

I. INTRODUCTION

Globalization and the pandemic period have led to intense competition in various industrial fields, including the medical industry. Competition does not only occur with fellow domestic industries[1]. The medical device market is still quite promising, its development is in Indonesia but it requires a special approach and tips in marketing medical device products, this is different from the way of mass marketing of products such as fast-moving consumer goods (FMCG)[2]. The characteristics and target market are different from the target market, for example, most medical device products target the institutional segment or the business to business (B2B) market. Then, usually the education level of the targeted customers is also higher, the managers of hospitals and laboratories or the doctors. The marketing strategy and distribution of medical devices are not uniform, because the types of medical devices themselves are also very diverse. There are medical device products that are sold with the target market of end users, institutions and hospitals, but there are also medical devices that are marketed directly to individual users. The price also varies, from only hundreds of thousands to billions per unit. Marketing types of medical devices targeting institutions and hospitals (B2B) requires a different approach and marketing strategy, even though they can be categorized as users. In general, in the case of a B2B business, the transaction process is very much determined by several decision makers on the part of the buyer and the institution, such as the purchasing or finance department or whatever the name is whose task is in the field of procuring medical devices for the institution[3]. Marketers are also required to be able to educate the target market.

Therefore, it is better for marketers to know one step ahead in terms of the development of medical technology, so that they can provide more up-to-date solutions to users[4]. Moreover, marketers must also be able to explain the advantages that will be achieved from the side of competition with other hospitals when using the latest medical devices that they offer. Besides that, they must also be observant by not just marketing products that already have a demand in the market. But market also products that have good prospects in the future. Although now there is no demand. In this way, it means that marketers can build

new, less competitive markets so that there is no need to lower prices. This concept has recently become popular with the blue ocean strategy[4]. The key to success in marketing this medical device product lies in the ability to educate and provide solutions. Moreover, the products are quite expensive and the frequency of purchase is not as frequent as FMCG products. No matter how many types of medical devices are needed by hospital managers to improve service capabilities, they don't necessarily want to buy them. The main reason, especially if it is not a price constraint that is too high, for example, when it comes to marketing medical device products that cost billions of rupiah per unit, such as the full Arthroscopy unit. Therefore, marketers must be able to explain in detail the economic ratios by buying the tool, including the possibility of when the payback period is achieved. In this case, marketers must be able to ensure that the purchase of medical devices must be viewed as an investment that will return by explaining the calculations. For example, by describing the experiences of other hospitals that have used the tool, the value of return per rupiah on investment is actually greater[5].

So, here educational work is needed, even though, if possible, input on sales tips that lead to solutions is also provided, so that the return on investment in purchasing the tools offered is quickly realized. Marketing is a social process by which individuals and groups in society seek to satisfy needs and get what they want through the creation, supply, and free exchange of goods and services[6]. Medical device distributor companies in Indonesia have started marketing using various methods aimed at attracting customers. This will result in an increase in the number of sales to hospitals and an increase in the income of medical equipment distributor companies and give the impression of a good image for those who do marketing[7]. Therefore, every medical device industry must be able to make an appropriate marketing strategy and be able to make a plan to be able to compete in the present and in the future. This strategy is needed to increase competitiveness among similar companies. This business is not easy because medical device companies must have the right competitive strategy in their efforts to achieve competitive advantage, the changing situation of the times can create opportunities to increase business or even become a threat to medical device companies. In a similar way, the covid19 pandemic that hit the world, including the country of Indonesia, resulted in a decrease in the budget for the procurement of orthopedic implant medical devices from the government because the budget was allocated for handling the covid19 pandemic and the decreasing demand for orthopedic implant medical devices from users due to the covid19 pandemic[8]. One of the efforts to find out the right strategy for a health equipment company is a TOWS analysis. TOWS matrix can be used to deploy the strategies developed in order to be successful in the global environment in the future[9].

The approach of the TOWS analysis is the systematic identification of various factors to formulate a company strategy in the health sector, including medical device companies, starting with recognizing the opportunities and treats contained in the external environment and understanding the strengths and weaknesses. on the internal aspects of the company, thus, the company is able to compete and achieve goals effectively and efficiently such as PT. Tawada Healthcare in this research[10].

II. METHODS

This research method used in this research is a qualitative research method that is in-depth interview with a case study approach. The author uses qualitative research methods as a basis for writing. The informants in this study are: key informants, and support informants. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation and action holistically and by way of description in the form of words and language in a special natural context by utilizing various natural methods. Thus, this qualitative research was used to obtain in-depth and detailed information about the analysis of TOWS process at PT. Tawada Healthcare Jakarta[11]. In this study, researchers used interview guidelines that will be used in conducting interviews with all informants.

In addition, researchers also used document review guidelines owned by the orthopedic division of PT. Tawada Healthcare in carrying out sales and marketing activities. Furthermore, the researchers also used a recording device and field notes that functioned to collect the results of interviews as research evidence. The

primary data collection method used in this study was observation and interviews. Secondary data is supporting data from primary data, secondary data in this study is the result of a document review conducted by researchers related to the topic of secondary data taken, in the orthopedic division of PT. Tawada Healthcare[12].

III. RESULT AND DISCUSSION

Research limitations

This research was attempted and carried out in accordance with scientific procedures, however, it still has limitations. There is a limitation of research with the interview method, namely, an answer, from the informant does not show the actual condition. Informants refused to be recorded due to the reason that the problem was very sensitive, thus reducing the accuracy of the data[13]. Limited data collection time, because the interview was carried out during the informant's work time, which means that it could affect the results of the interviews conducted.

3.1. Overview analysis of Internal Environmental Factors (Strength) as a determinant of the marketing strategy of medical devices at PT. Tawada Healthcare.

Statements from the informans:

1. Key Informants 1

“Resources owned by the company include man power, money, market. The tangible assets owned by the company are offices, vehicles, and the company's advantages are distribution, technology and the company's experts also have an R&D division.

2. Key Informants 2

“The resources owned by the company are human resources (employees), stock of goods and strong capital. Tangible assets owned by the company are buildings, stock of goods, operational vehicles for company excellence, are strong capital so that it is more stable and has many divisions or fields as well as the company already has an R&D Division to manage human resources.

3. Supporting Informants 1

“Resources owned by the company include capital, human resources. Tangible assets owned by the company are buildings, operational vehicles, and land. The company's advantages include selling the best quality products, providing almost 50% of the main needs of hospitals. The company also has a pretty good R&D division.”

4. Supporting Informants 2

“The company's resources are having products that can be sold to the market, having a national network, having cooperation with hospitals and the Ministry of Health, being the market's trust for more than 20 years. The tangible assets owned by the company include permanent office buildings, warehouses, operational vehicles, loyal employees, branch offices throughout Indonesia. The advantages of the company compared to competitors are having the largest market and turnover, fully serving market needs and having R&D facilities to manage its human resources”.

3.2. Overview analysis of Internal Environmental Factors (Weaknesses) of the marketing strategy of medical devices at PT Tawada.

1. Key Informants 1

"The factors that hinder the company in achieving the target are the most frequent availability (availability of goods) while the fields or divisions that need to be improved are supply chain, finance and orthopedic".

2. Key Informants 2

"The factors that hinder the company from achieving the target are limited stock and limited human resources".

3. Supporting Informants 1

“Factors that hinder the company from achieving its targets are the existence of a complicated bureaucracy, the nature of family intervention in the company. The company currently has limited resources, the office location is in a less strategic location, the field or division that needs to be improved is logistics and delivery”.

4. Supporting Informants 2

"Factors that hinder the company in achieving its targets are the changing policies of the central government, delays in goods/products, most of the products are produced outside Indonesia, do not sell local products, market price competition, areas that need to be improved in the CS and sales team and lack of new products".

3.3. Overview Analysis of External Environmental Factors (Threats) as a determinant of the marketing strategy of medical devices at PT. Tawada Healthcare.

The results of interviews conducted show that the threats that PT. Tawada Healthcare poses include competition from other companies with similar products, local companies with similar products at low prices, the emergence of new competitors and government policies that prioritize local products that are included in the e-catalogue. Threat is something that is very likely to happen to the company's operations and has the potential to cause harm to the company. The discussion on the variables shows the threats owned by PT. Tawada Healthcare including competition from other companies with similar products, local companies with similar products at low prices, the emergence of new competitors and government policies that prioritize local products that are included in the e-catalogue. This prevents the company from being able to compete and achieve its targets. Suggestions for making a marketing strategy with a threat variable is the WT Strategy, this strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats[14]. By providing local products at competitive prices so that they can enter the e-catalogue and can cooperate with the Ministry of Health for the procurement of medical devices[15]. Among them:

1. Creating more varied medical device products by paying attention to quality and price.
2. Improve the quality of service to all customers.

3.4. Overview analysis of the External Environmental Factors (Opportunities) as a determinant of the marketing strategy medical devices at PT. Tawada Healthcare.

The results of interviews conducted, show the opportunities that PT. Tawada Healthcare has, including a wide market, in other words, increasing demand in many hospitals, many consumers are satisfied with the products and services provided by the company, free from pandemic market growth will increase as well as government policies. Opportunities are opportunities that exist, of course, have the potential to generate profits through efforts that are directed to take advantage of these opportunities.

The discussion on the variables shows the opportunities owned by PT. Tawada Healthcare including a broad market in other words the increasing need in many hospitals, many consumers are satisfied with the products and services provided by the company, free from pandemic market growth will increase and the existence of conducive government policies[16]. If the company can take this opportunity by using strengths and minimizing weaknesses to be able to compete and achieve company targets. Suggestions for making a marketing strategy with opportunity variables are the WO Strategy, this strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses[17]. By establishing relationships with loyal customers and new customers, taking new opportunities such as requests from the Ministry of Health by preparing new products from local with the right price[17]. Among them:

1. Always participate in various medical equipment exhibition events so that they are not less competitive with competitors who issue the same product.
2. Increase the variety of existing medical device products by looking at the tastes or demands of customers in the market.

3.5. The analysis of Internal Environmental Factors (Weaknesses) as a determinant of the marketing strategy of medical devices at PT. Tawada Healthcare.

The results of interviews and the results of observations and document reviews that have been carried out show the weaknesses that PT Tawada Healthcare has, including the availability of goods/stocks of medical equipment products which are often empty, the human resources of the sales team who often go in and out so that many new employees are not qualified and there are divisions. performance that needs to be improved, such as the orthopedic division, supply chain and delivery. This weakness needs to be corrected so that in the future it will be better[2], [18]. The results found that the weaknesses possessed by them include

a work culture that has not been formed, the lack of clinical promotion and specialist doctor services is still limited, these weaknesses need to be improved so that in the future it will be better[3].

Weaknesses are factors that can reduce the company's operating capabilities. This must be minimized so as not to interfere with the running of the company[15]. Discussion on the weakness variables owned by PT. Tawada Healthcare includes the availability of goods/stock of medical device products which are often empty, HR sales team that often goes in and out so that many new employees are not qualified and there are divisions that need to improve their performance such as the orthopedic division, supply chain, and delivery[19]. This weakness needs to be corrected so that in the future it will be better to be able to compete and be able to achieve the company's targets. Suggestions for making a marketing strategy with a weakness variable is the ST Strategy is a strategy in using the strengths of the company to overcome threats and weaknesses. Improving the availability of goods, providing good and continuous training and education as well as providing training and support to the OT and supply chain divisions[20], including:

1. Maintaining affordable medical device prices so that they are not less competitive with companies that issue the same product.
2. Prioritizing customer loyalty by creating good service.
3. Conducting experiments to obtain alternative quality medical devices when prices rise.

3.6. The analysis of Internal Environmental Factors (Strength) as a determinant of the marketing strategy of medical devices at PT. Tawada Healthcare.

The results of interviews and observations as well as document reviews that have been carried out show that PT. Tawada Healthcare's strengths are able to win the competition and excellence, namely self-owned office buildings, operational vehicles, strong financial capital, quality medical device products, having a good national network. and has an R&D division to manage its human resources[18].Based on previous research regarding the TOWS description of internal strength factors that was carried out with the title TOWS Analysis with the results of his research that the strengths possessed by the competition and achieve excellence, namely the availability of medical personnel and sufficient non-medical[19].

Building infrastructure and transportation facilities that support clinical services, strategic clinic locations, being BPJS partners, supporting service facilities, clinical services such as inpatient and outpatient services[21]. Strength (strength) is the main ability that has more value from the company than the ability of competitors[22]. The discussion on the strength variable is the strength possessed by PT Tawada Healthcare being able to win the competition and excellence, namely self-owned office buildings, operational vehicles, strong financial capital, quality medical device products, having a good national network and having an R&D division to manage its human resources[23].

Suggestions to create a marketing strategy with a strength variable is the SO Strategy[24]. This strategy is based on the company's mindset, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible[5]:

1. Improving marketing strategies through social media by following technological advances.
2. Prioritizing product quality by looking at purchasing power and customer demand/needs.
3. Maintaining the company's performance that can increase cooperation with various business actors.

IV. CONCLUSION

The conclusion from this research:

1. Strength internal environmental factors are factors of resources, assets, company advantages, and R&D facilities owned by the company as strengths in the marketing strategy of PT. Tawada Healthcare's medical devices.
2. Weaknesses are factors that hinder the internal environment, limited resources, non-strategic business locations, divisions that need to be improved as weaknesses in the marketing strategy of PT. Tawada Healthcare's medical devices.
3. Opportunity external environmental factors are factors or potentials possessed by the target market, consumer perceptions of the business, a certain period of time there will be market growth, conditions

that can provide opportunities, as weaknesses in the marketing strategy of PT. Tawada Healthcare's medical devices.

4. Threats are external threat factors, business competitors, factors that endanger business, market trends that cause business losses, consumer behavior, economic conditions, government regulations that can affect business, as weaknesses in the marketing strategy of PT. Tawada Healthcare's medical devices.

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