Implementation of the Marketing Mix Clinic Fertility (IVF) Strategy with the Assurance System in the Kamala Clinic

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Currently, Indonesia has many fertility clinic-based health facilities that provide various kinds of affordable price offers. The Kamala Clinic is present as one of the clinics that offers a success guarantee system for patients who want to have children or add children. The Kamala Clinic is a premier clinic that is a network of private clinics providing fertility and gynaecology services. The Kamala Clinic is under PT. Medika Sehat Utama and has committed to developing fertility and gynaecology clinics and as well as offering an in vitro fertilization (IVF) program with a guarantee (self-insurance). Thus, study aimed to discuss the application of the NICE concept (Networking, Interaction, Common Interest, Experience) on marketing mix strategy at the IVF clinic. Here we use a SWOT (Strength, Weakness, Opportunity, and Threat) analysis to achieve the result with assign Segmenting, Targeting, and positioning over classify the market. In addition, Marketing mix implementation at The Kamala Clinic is expected to optimize the company's internal strengths and minimized threats from the outside. The results of this study are expected to apply the marketing concept so that it has superior, competitive, and profitable capabilities to become a new rule business model for other IVF clinics.

Keywords: Marketing Mix, IVF Clinic, Kamala Clinic.

1. INTRODUCTION

The trend of IVF every year is increasing. Based on PERFITRI data, 2009, IVF cycles in Indonesia is bellowed on 1,000, and in 2014 it was reached 5,888 cycles. This trend shows that IVF is a popular choice for married couples in Indonesia who have children. Based on National Statistics Department of Indonesia (BPS) data in 2019, the DKI Jakarta population reached 10,557,810 people and West Java is 49,316,712 people with the average fertile age couple (EFA) 17:12%, or 10,250,518. Meanwhile, the number of clinics and hospitals serving fertility in DKI Jakarta and the West Java province is 377 units. Based on these data, each health facility must serve 27,190 people with subfertility patients. If our clinic has a market niche of 1% or 102,000 patients, then the optimistic for the business development [1]. Thus, this study aims to analyze the B2B and B2C marketing strategies at the Kamala Clinic that offers IVF programs with self-insurance. Many fertility clinic-based health facilities that provide a wide range of offers affordable prices, but no one has offered IVF guaranteed to be successful. For this reason, Kamala Clinic is offers

the IVF program with self-insurance, of course, with terms and conditions set by the Clinic management. To analyze opportunities in facing competition, the SWOT, STP, and marketing mix methods are used as comparisons in facing competition, so that the Kamala Clinic can compete in the Health service industry and become a business model for other IVF Clinics.

2. METHODOLOGY

A. SWOT Analysis
A SWOT analysis consists of strengths and weaknesses, opportunities, and threats which is a planning process that helps companies to overcome the challenges and determine what should be addressed as a whole. We have identified the opportunities, strengths, weaknesses, and threats around the clinic [2, 3].

a) External Factor Analysis
Analysis of external PEST factors to determine opportunities and see potential threats in the company's future operations are shown in Table I.

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Table I. External Factor Analysis

	Opportunity		Threat
1	Prices are more flexible (not covered by BPJS)	1	Limitations of clinical services based on regulations
2	The highest growth was achieved by the Health Service Business Field	2	Limited market expertise
3	Decreased Total Fertility Rate (TFR) in Indonesia.	3	The weakening of the currency value affects the price of medicines
4	The trend of IVF is increasing in Indonesia	4	Patients are afraid to check their fertility problems at the clinic
5	Increased public consumption of health services	5	Increased unemployment during the Covid-19 pandemic
6	Development of medical equipment technology (2D, 3D, 4D ultrasound, and laboratory equipment)	6	RME's security system is still vulnerable to being hacked.
7	The existence of SIMRS, RME, and telemedicine services.	7	-

b) Internal Factor Analysis

Companies need to know Resources and Capabilities to develop their strategies and determine competitive advantage. Internal data is collected to analyze matters concerning the resources and capabilities that the Clinic has. This is important because internal factors are the ability to run the operation of the Kamala Clinic. This can be seen in Table II.

Table II. Internal Factor Analysis

	STRENGTH		WEAKNESSES
1	The Clinic location is in the golden triangle of the Bekasi	1	The capital structure is mostly supported by third parties
2	Modern medical equipment	2	The Reputation built through the performance of the experts
3	Experienced and competent experts	3	The level of authority in the decision-making system is low
4	Using the latest and modern payment systems	4	The Organizational culture that still does not support performance
5	Guarantee (self-insurance)	5	knowledge management is still not smooth sailing
6	The price includes the entire program	6	The organizational structure is too simple
7	Digital marketing through websites and social media	7	Service procedures with a comprehensive approach to patients
8	SIMRS, RME, Telemedicine	8	-

B. Competitive Advance Analysis

The guarantee or refund or cashback system for fertility programs is not new in infertility programs. Before this, there have been a lot of fertility clinics that offered success guarantee programs for their patients. Currently, in Indonesia, no one has applied and taken into account

their business strategy. The following are some fertility clinics in the world that have used the same program (see Table III).

Table III: IVF Guarantee Clinics in the world

Country	Clinic
Dubai	A-IVF
India	Nova IVF
UK	World Fertility Service
	Simply Fertility
	Fertility Plus
	Care Fertility
	Create Fertility
USA	Tennessee Reproductive Medicine
	Shady Grove Fertility
	San Diego Fertility Center
	Reproductive Gynecology & Infertility
	Institute for Reproductive Health
	Fertility Center

C. IE Matrix

The IE matrix is obtained from the total IFE of 2.84 and a total EFE of 3.00. Figure 1 shows Kamala Clinic placed at IE Matrix.
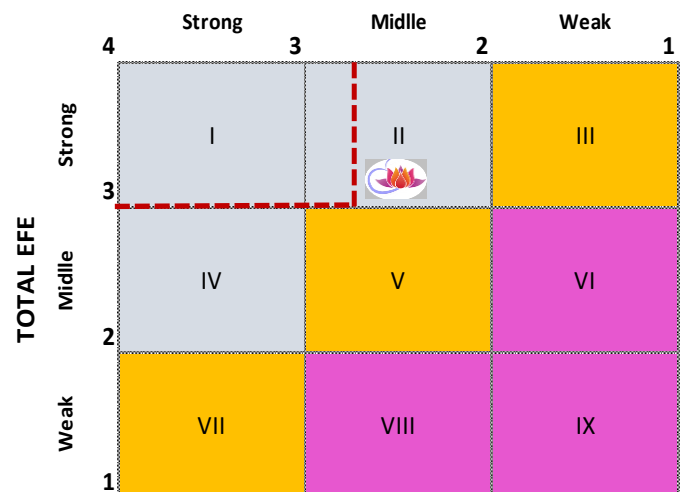

Figure 1. IE Matrix of Kamala Clinic

The IE Matrix can be divided into three major regions that have different strategy implications. First, the prescription for divisions that fall into cells I, II, or IV can be described as *grow and build*. Intensive with market penetration, market development, and product development or integrative with backward integration, forward integration, and horizontal integration strategies can be most appropriate for these divisions. Kamala clinic is currently entering the second phase (II).

In this phase, Kamala Clinic focusing with 3 large strategies: *Market Penetration* which mean seeking increased market share for Kamala Clinic services especially in Jakarta and Bekasi through greater marketing efforts. *Market Development* is introducing the Kamala Clinic services into 5 major cities in Indonesia, Medan, Bandung, Semarang, Surabaya, dan Denpasar. And *Vertical Integration* seeks to increase and develop sales by improving services and building a Mother and Child Hospital, so that the Clinic does not needs to carry out a referral process for invasive procedures. Table IV shows QSPM index for the strategies -

D. Rivalry among Competition Index

Recognizing our existing or emerging competitors can be done in several ways. One thing that can be done is by conducting a CPM (Competitive Profile Matrix) analysis. This analysis is carried out by several competitors who have the same service [3, 4]. Based on the results of the CPM analysis, it was found that the Kamala Clinic that was to be established had more competitiveness than similar competitors around it. Here, the established clinic must has achieved matrix to assess they business.

Table IV. QSPM Index of Kamala Clinic

No	Key Success Factor	Weight	Market Penetration		Market Development		Integration	
			AS	TAS	AS	TAS	AS	TAS
	Opportunity							
1	Prices are more flexible (not covered by BPJS)	0.07	3.00	0.21	-		-	
2	The highest growth was achieved by the Health Service Business Field	0.07	2.00	0.14	-		-	
3	Decreased Total Fertility Rate (TFR) in Indonesia.	0.10		-	-		-	
4	The trend of IVF is increasing in Indonesia	0.10	3.00	0.31	3.00	0.31	3.00	0.31
5	Increased public consumption of health services	0.07		-	4.00	0.28		-
6	Development of medical equipment technology (2D, 3D, 4D ultrasound and laboratory equipment)	0.10	4.00	0.41	4.00	0.41	4.00	0.41
7	The existence of SIMRS, RME and telemedicine services.	0.10	3.00	0.31	3.00	0.31	4.00	0.41
	Threat							
1	Limitations of clinical services based on regulations	0.07	2.00	0.14	3.00	0.21	4.00	0.28
2	Limited market expertise	0.07		-	-		-	
3	The weakening of the currency value affects the price of medicines	0.07	2.00	0.14	-		-	
4	Patients are afraid to check their fertility problems at the clinic	0.07		-	-		-	
5	Increased unemployment during the Covid-19 pandemic	0.03	1.00	0.03	-		-	
6	RME's security system is still vulnerable to being hacked.	0.07		-	4.00	0.28	2.00	0.14
	Strength							
1	The Clinic location is in the golden triangle of the Bekasi	0.10	4.00	0.39	3.00	0.29	4.00	0.39
2	Modern medical equipment	0.10	3.00	0.29	4.00	0.39	3.00	0.29
3	Experienced and competent experts	0.06	4.00	0.26	3.00	0.19	3.00	0.19
4	Using the latest and modern payment systems	0.10	3.00	0.29	4.00	0.39		-
5	Guarantee (self insurance)	0.10	4.00	0.39	4.00	0.39	4.00	0.39
6	The price includes the entire program	0.03	3.00	0.10	3.00	0.10		-
7	Digital marketing through websites and social media	0.10	3.00	0.29	3.00	0.29		-
8	SIMRS, RME, Telemedecine	0.06		-	3.00	0.19	4.00	0.26
	Weakness							
1	The capital structure is mostly supported by third parties	0.06	2.00	0.13	3.00	0.19	4.00	0.26
2	Reputation built through the performance of the experts	0.06	2.00	0.13		-	4.00	0.26
3	The level of authority in the decision-making system is low	0.03		-	2.00	0.06	4.00	0.13
4	Organizational culture that still does not support performance	0.03		-		-	3.00	0.10
5	knowledge management is still not smooth sailing	0.03		-	2.00	0.06	3.00	0.10
6	The organizational structure is too simple	0.03		-	1.00	0.03	3.00	0.10
7	Service procedures with a comprehensive approach to patients	0.10	2.00	0.19	2.00	0.19	3.00	0.29
	TOTAL			**4.14**		**4.57**		**4.29**

The strategy that will be carrying out in the first year is, Kamala Clinic will be focused on market penetration to build a reputation and brand image with the consumer. And for the next 3 years, we can build a larger market with market development and vertical integration.

The achieved matrix by compared they competitor it can be used as an audit tool. Thus, in this study we compare four competitors (including Kamala Clinic) to assess eight variable using scoring and rating factor. Table V shows CPM matrix of Kamala Clinic.

Table V. CPM Matrix of Kamala Clinic

No	Critical Success Factor	Weight	Kamala Clinic		IVF Morula		Edelwiess Clinic		Umadre Clinic	
			Rat	Score	Rat	Score	Rat	Score	Rat	Score
1	Service quality	0.11	3	0.34	4	0.46	3	0.34	2	0.23
2	Market share	0.11	3	0.34	4	0.46	3	0.34	2	0.23
3	Expert Doctor	0.11	3	0.34	4	0.46	3	0.34	2	0.23
4	Promotion	0.09	3	0.26	4	0.34	3	0.26	3	0.26
5	Customer loyalty	0.09	2	0.17	3	0.26	3	0.26	2	0.17
6	Modern laboratory equipment	0.11	3	0.34	3	0.34	4	0.46	1	0.11
7	Rates	0.11	3	0.34	2	0.23	3	0.34	2	0.23
8	Guarantee (Self Insurance)	0.11	4	0.46	1	0.11	1	0.11	1	0.11
7	Location	0.06	3	0.17	2	0.11	3	0.17	2	0.11
8	Completeness of Facilities	0.09	2	0.17	3	0.26	4	0.34	2	0.17
	Total	1		2.94		3.03		2.97		1.86

3. RESULT AND DISCUSSION

The Kamala Clinic which is strategically located in the golden triangle of Bekasi city develops competitive advantages by segmenting, targeting, and positioning the company precisely in the minds of consumers. The main objective of the STP strategy is to position a brand in the minds of the consumer so that the brand has a sustainable competitive advantage [5]. A product will have a competitive advantage if the product offers determinant, important and unique attributes by the customer [6]. The company realizes that not all of the products offered can attract all consumers, there are very many consumers, it is widespread and the needs & wants of consumers are always changing.

A. Segmenting

Market segmentation is carried out to know which potential markets are used as target markets to increase the number of visits [7]. The segmenting strategy carried out by the Kamala Clinic is based on geographic and demographic segmentation. Geographical segmentation at the beginning of its development, Kamala Clinic will focus on West Java (especially Bekasi) and DKI Jakarta. Meanwhile, the demographic segment include; age, gender, education, the economy of the Bekasi community, the fertile age rate, and the birth rate and fertility rate.

a. Geographic

The location of the Kamala Clinic, which is in the city of Bekasi, is a strategic golden triangle of Bekasi city between housing, shopping centers, and other supporting health centers. Bekasi city area is very easily accessible both for patients from Jakarta and patients from West Java such Cikarang, Karawang, Cikampek to Bandung. Its location close to the toll road makes the routes in and out between regions easy to reach. However, this is also a drawback in determining the level of competition in the Jakarta - Bekasi - West Java and surrounding areas (see Table VI).

Table VI. IVF Clinic around DKI Jakarta & West Java

Region	Clinic / Hospital
West Jakarta	RSAB Harapan Kita
Central Jakarta	Morula IVF Jakarta
	Klinik Ginekologi dan Infertilitas
	RSIA Bunda Menteng
South Jakarta	Fertilitas Endokrinologi Produksi
East Jakarta	SamMarie Family Healthcare
North Jakarta	Teratai Fertility Clinic
	Klinik Fertilitas Dan Bayi Tabung
	K-Clinic (Klinik Kesehatan Reproduksi)
Depok	Morula IVF Depok
Bogor	Klinik Nuraida - Klinik Kesuburan dr. Lukman Hakim
Bandung	Klinik Fertilitas Aster RSHS Bandung
	Bandung Fertility Center (BFC) RSIA Limijati
Bekasi	Rumah Sakit Anna (Smart IVF)
	Klinik Edelwiss - RS Hermina

b. Demographic

The total population in both provinces in DKI Jakarta and West Java is an overdraft market that will be the target consumers for the Kamala Clinic (see Table VII).

Table VII. Population of DKI Jakarta & West Java 2019

Province	Total Population (2019)	Number of Fertility Clinics	Fertile Age Couples (17.12%)
DKI Jakarta	10,557,810	252	1,807,497
West Java	49,316,712	125	8,443,021

c. Operating Variables

Operation variables are generally stable and include technology, customer status, and customer capabilities. Kamala Clinic classifies customer segments based on 3 parts (see Table VIII).

Table VIII. Operating Variable of Kamala Clinic

	Operating Variables
1	A newly married couple who want to have children quickly
2	Married couples who have been married for more than 1 year and cannot have a children
3	Couples who have had children before but find it difficult to add more.

The Kamala Clinic carries out the process of market penetration through several health events, promotions to various wedding organizer events to targeting young couples to do pregnancy program soon, and participation in health and reproductive system exhibitions.

d. Purchasing approaches

One of the most overlooked but valuable methods of segmenting industrial markets involves a consumer buying approach and a company philosophy. The division of market segmentation based on the buying approach is based on the classification of price and quality (see Table IX).

Table IX. Purchasing Criteria of Kamala Clinic

Purchasing Criteria
1	Customers perceive the price as an important criterion in using the service.
2	Customers who expect a better service quality.
3	Customers who prioritize maximum results.

e. Situational Factors

In particular, the value proposition taken by the Kamala Clinic is showed in Table X.

Table X. Value Proposition of Kamala Clinic

Type of Service	Value Proposition
Digital	• Handling digital patient examinations • Consultation access via chat line • Digital medical record
Consultation	• Reproductive examination, • Lifestyle checks, • Patients Psychological Condition,
Payment	• e-payment • Installment
Competitive Advantage	• Guarantee of success

B. Targeting

The strategy used by the Kamala Clinic in deciding the target market is to pay attention to the size or size of the segment that has been selected [8]. The market segments chosen to be targeted are newly married couples, married couples who are more than 1 year old and do not have children, couples who want to have more children after not using contraceptives for a long time. A young mother who became the main target IVF Clinic Kamala can have a high rate of sales growth by providing easy service that gives satisfaction to the patient. The strategy for determining the target market for the Kamala Clinic uses a multi-segmented targeting strategy, namely, the company adopts multiple marketing systems, where the company creates several types of services and support services to meet the needs of all patients (see Table XI).

Table XI. Targeting Criteria of Kamala Clinic

Targeting	
Geographic	DKI Jakarta and West Java
Demographic	Married couples aged 25 - 40 years, local standard income (UMR)
Operating Variables	• A newly married couple who want to have children soon • Married couples who have been married for more than 1 year and cannot have children • Couples who had children before but have a difficult time adding it more.
Purchasing approaches	Price and Quality
Situational Factor	• Digital • Consultation • Payment • Competitive Advantage (Self-Insurance)

C. Positioning

Positioning is a way companies do in designing product images to get a good position in the minds of consumers [9]. In the positioning of the IVF clinic, Kamala uses several variables (see Table XII).

Table XII. Positioning Criteria of Kamala Clinic

Position	Required
Market Segments	Married couples aged 25 - 40 years, local standard income (UMR)
Brand Image	Kamala Clinic - IVF Clinic with guaranteed success
Channel	• Referral to hospitals, maternity clinics, midwifery clinics. • Social media such as Facebook, Instagram, Twitter, and Google search and websites as promotional tools. • Booking system for registration • Chat-booth application for online consultation
Value Proposition	• Price Stable, with many times the program cycles. • IVF program with successful insurance

D. Marketing Mix

The collection of marketing variables used to achieve marketing objectives in the targeted market [10, 11]. The Kamala Clinic uses B2B and B2C marketing strategies where it uses NICE tactics (Networking, Interaction, Common Interest, and Experience). Table XIII is showed the classification of the NICE Clinic IVF Kamala.

Table XIII. Classification of the NICE Clinic IVF Kamala

Networking (Place)	Interaction (Promotion)	Common Interest (Price)	Experience (Product)
Kamala Clinic specifically builds its network with other business partners, such as: a) Referral hospitals b) Pharmacy c) Medical devices	a) The website contains information about service products and virtual tours, integrated information systems, doctor schedules, facilities, testimonials from patients, health articles, CSR, and The Kamala Clinic news and Promos. b) Salesforce with personal selling	a) The price offered is for the entire IVF programs b) Success guarantee of the IVF program with term and conditions c) Cashback for IVF customers with special offers if it a success at the 1st cycle	a) Fertility and gynecology consultation b) Premarital consultation, c) Premenopausal consultation, d) Nutrition consultation with a nutrition specialist e) Consultation with a family psychologist

4. CONCLUSIONS

Understanding market conditions, internal and external factors is an important factor before designing a business strategy, especially in the fertility health services business has been studied. This includes designing a business strategy to analyze internal and external factor using SWOT analysis. Here, SWOT analysis can be used as a tool to analyze strengths and weaknesses and see the opportunities and threats that exist in the clinic to see a clear strategic direction. Segmenting, Targeting, and Positioning are used to classify the market which is an important aspect of getting the target market and positioning of the services the company offers. The marketing mix is also very necessary in discussing the factors affecting business continuity and competitiveness of the Kamala Clinic. Thus, the targeting the B2B and B2C sectors, the Kamala Clinic uses NICE tools

(Networking, Interaction, Common Interest, and Experience) in implementing the marketing concept so that it can have superior, competitive, and profitable capabilities.

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