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ANALYSIS OF MARKETING STRATEGIES ON MEDICAL TOURISM PROGRAMS IN DEVELOPING COUNTRIES HOSPITALS IN ASIA

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ABSTRACT

Background: Recently medical tourism is a new form of niche tourism market, which has grown rapidly. The term of Medical Tourism describes tourists who travel to foreign countries to obtain health services and facilities such as medical, dental, surgical care, and so forth. It is necessary to hold a marketing strategy that is able to increase tourist interest in carrying out medical tourism activities in efforts to develop medical tourism. Therefore, the aim of this study was to analyze marketing strategies for medical tourism programs in hospitals.

Methods: A systematic review through marketing strategy journals of medical tourism was conducted. Research articles accessed from the internet through databases namely: EBSCO, Emerald, Science direct, Neliti, and Research gate with the keywords medical tourism and medical tourism marketing strategy. The literature analysis from 2 journals with mix methods design, a journal with descriptive qualitative design, a journal with descriptive study design, a journal with SWOT analysis design, a journal with desk research methods design, and 2 journals with data analysis design.

Results: The 11 articles that are considered to be in accordance with the objectives of the study. From 11 articles, then screening again based on feasibility according to inclusion and exclusion criteria obtained 8 articles for further review. This systematic review shows that the marketing concepts of segmentation, targeting, and positioning could compete competitively with other hospitals. The marketing strategy of a health service was able to increase the interest of tourists in conducting medical tourism activities in a country. Marketing efforts carried out by hospitals focus on domestic and foreign tourists.

Conclusion: The existence of a marketing strategy can increase competitiveness between hospitals and increase the interest of domestic and foreign tourists to carry out medical tourism activities competitively.

Keywords: Marketing strategy, segmentation, targeting, positioning and medical tourism

INTRODUCTION

Medical tourism is a new form of niche tourism market, which has grown rapidly in recent years [1] The term Medical Tourism describes tourists who travel to other countries to obtain health services such as medical, dental, surgical, etc., as well as more adequate facilities. Not only that, when tourists do medical tourism to a country, they also have the opportunity to visit tourist attractions in the country. Jutamas's research states that the main groups of medical tourists come from world industrial countries, especially Europe, Britain, the Middle East, Japan, the United States and Canada [2]. Many reasons that make tourists do medical tourism activities, for example medical tourists from the United States seek treatment that costs less and they are frustrated by the long waiting list. While the reason tourists from the United Kingdom do medical tourism is because they are impatient with medical services by the National Health Service and their inability to directly meet with doctors who practice [1].

Currently, health care is offered as a tourism product under the name medical tourism. Every year, millions of medical tourists cross national borders to look for quality care at a relatively low cost. In the Asian region, especially India, Thailand, Malaysia, Singapore, Hongkong, Philippines and Indonesia are popular medical travel destinations among tourists [3]. Thailand is one of the countries that has a number of competitive advantages. Thailand has become a well-known tourist destination and has become one of the first countries to enter the medical tourism market. The country of Thailand is known for its unique culture and also provides high quality health services with professional staff and reasonable prices [2].

However, that does not mean that Thailand has no competitors in medical tourism activities. Thailand's main competitor in the medical tourism industry is India and Singapore. India at a lower cost in health services was able to attract tourists to do medical tourism in the country. India has recently emerged as an important competitor to Thailand. In 2004 around 150,000 medical tourism patients came from various countries to India. The government of India also predicts that this industry can grow 13% per year in the near future. Nevertheless, India still has a low standard of quality and infrastructure, India also has a negative image among international tourists because of its low cleanliness and sanitation. Whereas Singapore has a high standard of living, and high support from the government to manage the medical tourism [2].

In order to face growing competition, an effective health service marketing strategy is needed to develop and promote medical tourism in a region. In Indonesia, especially in areas that are visited by many foreign tourists and regions that have implemented medical tourism activities such as Lombok Island, Bali, Jogjakarta, and Batam, the medical tourism program need to be promote in a better marketing strategy to attract more tourist. Therefore this article review aims to analyze the marketing strategy of the medical tourism program at the hospital.

METHODS

The research used systematical review through articles review to find out the marketing strategy of medical tourism program in hospitals. A systematic review through assessment of management and marketing articles to analyze the marketing strategy of the medical tourism program in one of the hospitals on Lombok Island is done. The article inclusion criteria used are the medical tourism marketing strategy, while the exclusion criteria are articles that have abstracts, articles that use English or Indonesian, and the articles displayed are not full text. Article search is limited to English articles accessed from internet searches from databases, namely: Ebsco, Emerald, Scencedirect, Neliti, and Researchgate with the keywords medical tourism and marketing strategy of medical tourism. Articles that meet the inclusion criteria are collected and examined systematically. Search for literature based on articles published from 2011 to 2019. Based on the search results obtained 8 articles that met the

requirements for inclusion and exclusion criteria and also that met the requirement of the keyword medical tourism and program marketing.

RESULTS

Based on the search results obtained 15 articles that are considered to be in accordance with the objectives of the study, then screening is conducted once more to find out whether the article has the same title or not. After screening there were 11 articles with the same title. From 11 articles, then screening again based on feasibility according to inclusion and exclusion criteria obtained 8 articles for further review. There is a literature search strategy that can be seen in the following table :

Table 1. The Literature Search Strategy

Search	<i>Ebsco</i>	<i>Emerald</i>	<i>Sciencedirect</i>	<i>Neliti</i>	<i>Researchgate</i>
Results	2	2	2	1	1
Fulltext, pdf, 2011-2019	2	2	2	1	1
Appropriate title	2	2	2	1	1
Fit to the criterion	8				
result	8				

Decent research consists of several studies conducted in numerous countries. Analysis of the 8 articles shows that 2 journals with mix methods design, a journal with descriptive qualitative design, a journal with descriptive study design, a journal with SWOT analysis design, a journal with desk research methods design, and 2 journals with data analysis design. After an assessment of the quality studies, 8 articles can be categorized as good (high), then extracted data is conducted. Data extraction is done by analyzing the data based on the name of the author, title, purpose, research method and results, namely grouping important data in the article. The results of data extraction can be seen in the following table.



Table 2. The Result From 8 Articles And Journals

No	Author (Year)	Title	Journal	Objective	Method	Result
1.	Jutamas Rerkrujipimo & Ilian Assenov (2011)	Medical Tourism in Thailand and Its Marketing Strategies	International Journal of Public Health and Clinical Sciences	This exploratory study aims to evaluate the marketing strategies of healthcare providers through interviews and observation with stakeholders, and propose effective marketing strategies to preserve and improve Thailand's position as a leading medical tourism destination.	<i>Qualitative Research</i>	This article identifies the strength of health services in Thailand and how to improve marketing strategies in conducting medical tourism activities. This article also identifies problems that can reduce the growth of medical tourism in Thailand.
2.	Mohammad Nayef Alsarayreh, et al. (2017)	Medical Tourism and Its Role in Marketing Jordan Abroad	International Review of Management and Marketing	To recognize the importance of medical tourism and recognize the role of medical tourism in marketing overseas Jordan as a tourist medical destination.	<i>This study belongs to explorative analytical studies that apply collecting and analyzing data in order to reach results</i>	In its marketing, information relating to medical tourism used in Jordan is not innovative and creative, and promotion through modern technology does not help improve medical tourism.
3.	Sandhya. R. Anvekar (2012)	Medical Tourism in India: A Strategic Approach Towards Effective Branding for Health Care Services Marketing	American Journal of Management	To explore brand image and perception in India as a medical tourist destination, to find out traveler satisfaction with various services attached to medical tourism products such as hospitals, to understand effective branding marketing variables for better marketing, and to suggest conceptual frameworks for effective branding with a hospital for medical marketing.	<i>The data generated by this pilot survey was analyzed by simple percentage method</i>	This research focuses on integrated branding strategies by understanding the drivers of various values of brand image of medical tourism products. To promote Medical Tourism, India uses the PPP marketing strategy.
4.	Reza Azimi, et al. (2017)	A Study of the Effect of Advertising on Attracting Medical Tourism	International Journal of Travel	To find out the influence of advertising in attracting tourists'	<i>Descriptive study</i>	The results showed that 44.1% of medical tourists were satisfied with advertising practices. In terms of education, 85 (62.8%)



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No	Author (Year)	Title	Journal	Objective	Method	Result
			Medicine and Global Health	interest in conducting medical tourism activities.		of tourists do not have a high school diploma. Seventy six subjects (55.9%) were referred to hospitals by friends and acquaintances, 38.2% were referred by their doctors, and only 5.9% of tourists were attracted by other advertising methods.
5.	Parikshat Singh M & Ramjit (2015)	Marketing Analysis Of Medical Tourism In India	Enlightening Tourism. A Pathmaking Journal	The purpose of this study is to conduct marketing analysis, to determine the potential of medical tourism, to identify various challenges in conducting medical tourism activities in India, and to suggest or recommend marketing strategies for developing medical tourism in India.	Analysis SWOT	There is an increasing number of foreign patients flocking to India for treatment. India can get Rs 100 billion (US \$ 2.3 billion) through 'Medical Tourism' in 2012 and 2014. Tourists who come to India are more than the United States, Europe and the Middle East, they are looking for hospitals that safe, comfortable and cheap.
6.	Ramen Das (2017)	Medical Marketing In Promoting Medical Tourism In India	Elk Asia Pacific Journal Of Marketing And Retail Management	This article aims to highlight the prospects of medical tourism in India and try to describe the application of 7P from the marketing mix in promoting medical tourism in India.	Qualitative and Quantitative methods	The success of the 7P marketing strategy carried out by India was able to bring India to the top of the world medical tourism market.
7.	Dadang Munandar (2011)	Analysis Determination of Segment, Target, and Position of Home Care Market at Al-Islam Hospital Bandung	UNIKOM Scientific Magazine	To develop products and marketing programs specifically designed for each segment.	Qualitative and Quantitative methods	This study uses the concept of marketing segmentation which is based on demographics, geography, and psychographics. Segment results are determined as the target market and market position.
8.	Hanugerah Kristiono L. (2018)	Development Strategy of Medical Tourism : Case Study of Medical Tourism in South Korea	Journal of Tourism	This research is aimed to find out the strategy of developing medical tourism with a case study in South Korea.	Desk research methods and Interview methods	The results of the research can be concluded that there are 5 factors in the development of Medical Tourism that have been carried out by South Korea with more use of all the potential and strength possessed by South Korea.

From the articles above, it was found that all the articles are discussed about how the marketing strategies can affecting the medical tourism program in each countries. The articles also explained about how the marketing strategies will be increasing the medical tourism program in that country. These researches were carried out in several countries in Asia, especially in developing countries, such as Thailand [1], India [5,6], and Indonesia [7]. In some articles above also identify how the segmenting, targeting, and positioning in marketing strategies affecting the medical tourism in some countries. The strategy that can be used such as brand image, the advestinging practice, 7P marketing strategies that have been applied in India, or marketing segmentation and positioning. As described in the result above (Table 2), Thailand and India have been using this marketing strategies and the result is they can be leading the medical tourism and increasing the patient.

DISCUSSION

Marketing strategies carried out by each country or region to develop medical tourism include segmentation, targeting and positioning. Market segmentation is a process to place consumers into subgroups that have the same response to a marketing program. According to Rambat Lupiyoadi, market segmentation is to divide the market into groups of buyers that are differentiated according to needs, characteristics or behavior that may require different products [4]. Based on this theory, the research findings conducted by Jutamas regarding marketing strategies to develop medical tourism in Thailand, to developing the medical tourism program, Thailand focused its market segmentation on the main groups of medical tourists coming from world industrial countries, especially Europe, the United Kingdom, the Middle East, Japan, the United States, and Canada, where medical expenses are very expensive and often long waiting time for treatment [2].

Targeting is a decision in determining the marketing target in the hospital. The marketing program carried out must cover all elements of the marketing combination and be designed according to the targeted segment [5]. The hospital must decide exactly how and where the targeted segment to direct a product or brand and the needs or desires of the customer. Based on theories about targeting, the research conducted by Parikshat and Ramjit resulted in the effort to develop medical tourism in India, they targeted their market by covering all marketing combination elements consisting of 8P, namely, Products, Price, Place, Promotion, People, Process, Physical Evidence, and Productivity [1].

Positioning is a position that a creative exercise carried out on existing products [4] Positioning starts with the product, an item, service, organization, institution, or even people. Determining market position is the act of designing an offer and image of the organization so that it occupies a distinguished position (among competitors) in the target customers mind. The purpose of positioning is to distinguish organizational perceptions and products and services from competitors [6]. Based on the description of positioning theory, the findings of previous research show that in an effort to promote medical tourism in India, hospitals in the country use creativity for their products by offering various health services or treatments, such as therapy, yoga, massage, traditional medicine, ayueverdic, and other health services [3].

Determination of position is a communication strategy which emphasizes communication element. Product goods are communicated through the attributes possessed by the item, and product services are communicated around the characteristics of the service. Based on the analysis of the article, it was found that the importance of marketing strategies carried out by each country or region to develop medical tourism in the country.

This segmenting, targeting, and positioning strategies is very needed to increase the patient of medical tourism because this strategy can be used to analyse all the marketing program and the demand of the

market. From the data that have been collected, it will giving the picture of the demand and need of medical tourism in the country. It is an important step to do because it will help the program.

The research conducted by Jutamas found that the increase in the number of international patients showed that Thailand had great potential for medical tourism [2]. Improved marketing strategies are also able to enhance Thailand's image as a medical tourist destination. In order to face the challenges of competition with other countries such as India, Singapore, Malaysia and others, Thailand must improve its marketing strategy as a favorite medical tourist destination in the region. Therefore, this exploratory study was established to evaluate the marketing strategies of healthcare providers through interviews and observation with health workers, and to propose effective marketing strategies to preserve and improve Thailand's position as a leading medical tourism destination. Based on the interview's findings with health staff regarding marketing strategies for medical tourism activities in Thailand, it found out that they use combination marketing strategies consisting of 7P, namely Products, Price, Place, Promotion, People, Processes, and Physical Evidence.

In the research of Nayef, *et al.*, it was found that the importance of research shown in the role of marketing as an important factor for the promotion of medical tourism, reflected in the return of the country's economy and is one of the important axes of Jordanian economic growth because they are considered the center of medicine and health in the world [7]. Research of Reza Azmi's, *et al.*, found in its marketing strategy, this research used advertisements to attract tourists in conducting medical tourism activities [8]. The advertising factor was ranked in the fifth after the staff, service, place and process factors. There is a consensus among researchers that advertising plays a major role in attracting customers. Remembering that factors such as staff, services, processes, and place are the main marketing parameters that influence a patient's tendency to refer to a particular hospital, senior executives from the hospital are recommended to take into account the patient's safety, comfort and well-being as the basic marketing requirements.

The marketing strategy is based on the 8P marketing combination namely Products, Price, Place, Promotion, People, Process, Physical Evidence, and Productivity [1]. There is an increasing number of foreign patients flocking to India for treatment as the results of the marketing strategy they use. The country was able to get Rs 100 billion (US \$ 2.3 billion) through medical tourism in 2012 and 2014. More tourists coming to India from the United States, Europe and the Middle East, in India they are looking for hospitals that are safe, comfortable and inexpensive.

The research from Dadang Munandar states that the Al-Islam Bandung Hospital uses a marketing strategy to develop superior health services in the hospital [4]. The strategy used to develop superior health services available at Al-Islam Bandung Hospital is a marketing strategy with the concept of STP (Segmenting, Targeting, and Positioning Strategy). This research uses segmentation of demographic, geographical and psychographic factors in the customers and potential markets of hospitals. The results of the segmentation are determined as data on determining the target market, and also on determining market positioning.

If the above researches are more of a medical tourism marketing strategy, in contrast to the research examined by Hanugerah, the results of his research are more on the strategy of developing medical tourism [9]. Based on the research that has been done, it can be concluded that the strategy of developing medical tourism that has been carried out by South Korea is by utilizing more of the potential and strength possessed by its country. The beneficiaries of all these potentials and strengths include; 1) utilizing excellent services through 'Excellence in medical care & service' supported by sophisticated facilities, 2) utilizing South Korea's geographical conditions that are easy to access with existing tourist markets, 3) utilizing the commitments from strong support of government to provide business guarantees, 4) utilizing *Hallyu* (Korean Wave) as an interesting culture to stimulate interest and motivation in the arrival of tourists who want to visit South Korea, and 5) utilizing the development of

the community paradigm towards health with life values through New Paradigm (Medical Korean Wave 4).

From the analysis of articles above, it can be concluded that the marketing strategy of a health service is very influential for the development or increasing interest of tourists in conducting medical tourism activities in a country. In an effort to develop a health service, the country must be able to compete so that it is necessary to determine an appropriate strategic marketing step. The key of all the article above is the medical tourism program need the marketing strategy such as make a brand image, the advertising practice, and 7P marketing strategies to increasing the patient. Another key factors that very needed is the strategy to segmenting, targeting, and positioning.

For the country that want to make medical tourism program, the better ways to increasing the patient's interest is to using marketing strategy as the key. The reserach shows that the better way to making the marketing strategy program is first they need to do the segmenting, targeting, and positioning for their program. This step will show the data of the demand in medical tourism in that country and it can be a guide to open and running this program.

CONCLUSION

The existence of a medical tourism marketing strategy carried out by several developing countries, made the country as a destination for developed countries to perform medical tourism. Although the strategies they use differently, but basically the goals are the same. From the researches the marketing strategy that is most often carried out by these countries is the 7P marketing strategy, because this strategy is most effective in increasing tourist interest in conducting medical tourism activities in the country. The concept of a health service marketing covering segmentation, targeting, and positioning can increase competitiveness between hospitals and increase the interest of domestic and foreign tourists to carry out medical tourism activities competitively.

Even though the 7P marketing strategy is good, but in the other hand this strategy need segmenting, targeting, and positioning to support the demand data they need to run the marketing program of medical tourism. To making the medical tourism policy, it's need the segmenting, targeting, and positioning strategy to showing them the data of the market interest, the market demand, and also the market need in medical tourism, so it will really help to using it before the policy is been make.

IMPLICATIONS

Implications for management and policy makers at the Hospital can apply the marketing concept of health services including segmentation, targeting, and positioning to increase competitiveness competitively between hospitals. Medical tourism activities can be improved by health services and interests of domestic and foreign tourists can apply the 7P marketing strategy including: Products, Price, Place, Promotion, People, Process, and Physical Evidence.

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