ANALISIS STRATEGI PEMASARAN DALAM UPAYA PENINGKATAN PENDAPATAN DI ERA PANDEMI COVID-19 DI RUMAH SAKIT HERMINA PASTEUR

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**ABSTRAK**

**Pendahuluan** : COVID-19 merupakan penyakit infeksi saluran pernapasan akut yang ditimbulkan oleh patogen oleh virus SARS-CoV-2, yang bersifat sangat infeksius, memiliki gambaran klinis yang sangat bervariasi, serta berpotensi menimbulkan gejala pernapasan berat hingga kematianCOVID-19 merupakan penyakit infeksius yang timbul pada akhir tahun 2019 dan berlanjut sebagai pandemi hingga saat ini, yang telah menimbulkan ancaman global, baik dari segi kesehatan masyarakat maupun sosial, ekonomi, dan keamanan serta ketertiban. Rumah Sakit Hermina Pasteur adalah salah satu rumah sakit type B di Bandung yang terkena dampak dari kejadian Pandemi Covid- 19 terhadap kunjungan pasien serta berimplikasi terhadap menurunnya pendapatan. Dalam upaya peningkatan kembali pendapatan Rumah Sakit Hermina Pasteur maka dibutuhkan strategi pemasaran yang baik agar tercapainya kinerja dan pendapatan dari Rumah Sakit di Era Pandemi Covid -19. Tujuan dari penelitian ini mengetahui kondisi lingkungan baik internal maupun eksternal dan melakukan analisis kekuatan, kelemahan, peluang dan ancaman (SWOT) di Rumah Sakit Hermina Pasteur.

**Metode Penelitian**: Penelitian dilakukan Rumah Sakit Hermina Pasteur dengan melihat data kunjungan dan pendapatan pada awal tahun 2020 sebelum pandemi, saat awal pandemic Covid 19 pada April 2020 sampai dengan Juni 2021. Dilakukan metode wawancara, pengambilan data dan observasi secara mendalam terhadap semua bagian terkait. Dari data yang didapatkan dilakukan pembobotan menggunakan analisis SWOT, IFAS dan EFAS lalu dimasukan kedalam program pemasaran. Penelitian ini menghasilkan alternatif strategis yang dapat dijadikan sebagai strategi pemasaran dalam peningkatan pendapatan di Rumah Sakit Hermina Pasteur di era Pandemi Covid 19.

**Hasil** : Analisis SWOT hasil pembobotan didapatkan nilai total dari faktor internal adalah 2,86 dan nilai total faktor eksternal adalah 2,60 sehingga didapatkan posisi RS Hermina Pasteur berada pada kuadran I dengan alternatif utama yang akan diprioritaskan adalah strategi SO, yaitu menggunakan kekuatan yang dimiliki untuk mengambil peluang yang ada.

**Kesimpulan** : Efektifitasnya strategi pemasaran yang dilakukan sudah baik dapat dinilai dari pendapatan rumah sakit yang meningkat bertahap dua bulan setelah pandemic Covid 19 dab terus meningkat melebihi pendapatan sebelum pandemic enam bulan pasca pandemi.

**Kata kunci**: Strategis Pemasaran, analisis SWOT, Analisi IFAS dan EFAS, Pendapatan Rumah Sakit, Rumah Sakit Hermina Pasteur, Pandemic Covid-19

*ANALYSIS OF MARKETING STRATEGIES TO INCREASE REVENUE IN COVID-19 PANDEMIC ERA AT HERMINA PASTEUR HOSPITAL*

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***ABSTRACT***

**Introduction:** COVID-19 is an acute respiratory infection disease caused by a pathogen by the SARS-CoV-2 virus, which is highly infectious, has a varied clinical symptom, and has the potential to cause severe respiratory symptoms and even death. COVID-19 emerged at the end of 2019 and continues as a pandemic to this day, which has posed a global threat, both in terms of public health, social, economic, and security and order. Hermina Pasteur Hospital is one of the type B hospitals in Bandung which has been affected by the Covid-19 pandemic in terms of patient visits which then caused the declining of hospital revenue. An excellent marketing strategies is needed to increase the revenue of Hermina Pasteur Hospital in the Covid-19 pandemic era. The purpose of this study is to determine the environmental conditions both internal and external and to analyze the strengths, weaknesses, opportunities and threats (SWOT analysis) at Hermina Pasteur Hospital.

**Methods:** The study was conducted at the Hermina Pasteur Hospital by looking at visitation and income data in early 2020 before the pandemic, at the beginning of the Covid 19 pandemic during April 2020 until June 2021. Interview methods, data collection, and in-depth observations of all related departments were carried out. From the data obtained, it is weighted using SWOT, IFAS and EFAS analysis and then included in the marketing program. This research produces a strategic alternative that can be used as a marketing strategy to increase revenue at Hermina Pasteur Hospital in the Covid 19 Pandemic era.

**Results:** The results of the weighted SWOT analysis showed the total value of internal factors is

2.86 and the total value of external factors is 2.60. Hermina Pasteur Hospital is at quadrant I with the main alternative that will be prioritized is the SO (strength, opportunity) strategy, use the strength it has to take the existing opportunities).

**Conclusion:** Effectivity of marketing strategies applied was already good showed by gradual increase of hospital revenue two months after the Covid-19 pandemic and keep increased for 6 months exceeding the revenue before the pandemic.

**Keywords: marketing strategies, SWOT analysis, IFAS and EFAS amalysis, Holpitals Revenue, Hermina Pasteur Hospital, Covid-19 pandemic**

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