



## PRIORITIZING PROMOTION STRATEGIES USING ANALYTIC HIERARCHY PROCESS (AHP) STUDY

Bagus Susanto Utomo\*, Helmy Bachtiar Attamimy

Department of Health Policy and Administration, Faculty of Public Health, Universitas Airlangga, Mulyorejo, Surabaya, 60115, Indonesia

\*[bagussusanto@gmail.com](mailto:bagussusanto@gmail.com)

### ABSTRACT

Surabaya Medical Service Hospital has problems in implementing the hospital promotion program which is less effective, which is only known and felt by 56% of the total respondents who use services at Surabaya Medical Service Hospital. The aim of this research is to determine the priority order of available alternative strategies using the Analytic Hierarchy Process to increase the effectiveness of promotional program strategies at the Surabaya Medical Service Hospital. This research uses a cross sectional method with a mixed method approach which combines qualitative and quantitative approaches. This research sample consists of two categories, visiting patients and marketing management at the Surabaya Medical Service Hospital. The research was conducted in the period November – December 2023. Research data, both qualitative and quantitative research are processed and then analyzed using descriptive analysis. The analytic hierarchy process procedure consists of 2 parts: prioritizing criteria factors that influence alternative choices and assessing through scoring and weighting to produce score levels. The results of this research show the identification of internal factors including the management of tangible assets and intangible assets. In the customer factor, it was found that the main references regarding hospital services came from family or neighbors. The promotional strategy determined by the Surabaya Medical Service Hospital is by implementing a promotion mix through direct marketing, advertising, public relations and personal selling. The results of weighting the promotional strategy criteria for the Surabaya Medical Service Hospital were availability of key informants (0.586), reach (0.228), costs (0.101), completeness of information (0.085). Then, the alternative weighting for RS SMS promotional strategies is Personal selling (0.4018), Direct marketing (0.3046), public relations (0.1614) and Advertising (0.1322). The sequence of priority promotional strategies that can be implemented by the Surabaya Medical Service Hospital are, respectively, personal selling, direct marketing, public relations and advertising.

Keywords: analytical hierarchy process; promotion mix; strategy prioritization

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### INTRODUCTION

Health in Law Number 17 of 2023 concerning health is stated as a person's healthy condition, both physically, mentally, and socially, and not just being free from disease to enable them to live a productive life. A hospital is a health service facility that aims to provide complete health services for individuals through promotive, preventive, curative, rehabilitative, and palliative health services, as well as by providing inpatient, outpatient, and emergency services (Kemenkes RI, 2023). The role of hospitals has grown to not only provide health services but must continue to focus on more contemporary health issues by developing technology and medical knowledge so that the professionalism of the health sector improves, which can contribute to improving the existence of hospitals (Rahayu et al., 2019).

Nowadays, to improve service quality, hospitals must innovate by utilizing technology so that the hospital service process can run effectively and efficiently (Malahayati & Syamsuar, 2022).

Surabaya Medical Service (SMS) Hospital is a hospital belonging to the Village Unit Cooperative Center (Puskud) of East Java Province. This hospital is a type D hospital with a bed capacity of 52 beds. In 2020, the Bed Occupation Rate (BOR) of the SMS Hospital was 41.4%, and in 2021 it will increase to 54.4%. Even though the Bed Occupation Rate (BOR) figure shows an increase, this figure is still below the standard set by the Ministry of Health, namely 60 – 85%. The low percentage of hospital bed usage indicates a lack of effectiveness of health services, especially in inpatient services, which can cause a decrease in hospital income (Ferdianto & Rizaldy, 2023).

According to data on outpatient visits from the SMS Hospital, both general patients and National Health Insurance participants for 2019 – 2022 show a downward trend in visits. The number of patients in 2019 was 5,384 patients and continued to decline in 2020, with the number of patients being 3,807 patients, in 2021, there were 3,761 patients, and in 2022, there were 3,640 patients. Outpatient visits at the SMS Hospital also did not reach the patient visit target. The decrease in the number of patient visits can be influenced by various factors such as the quality of health services, facilities, hospital image, customer satisfaction, and patient loyalty (Sharon, 2017). Hospitals are required to maintain trust and increase patient satisfaction, which is essential for hospitals when facing competition (Frimayasa, 2017). New patient visits also show a consecutive decreasing trend in 2020 – 2022. In 2020, the number of new patient visits was 4,511 visits, decreased in 2021 to 3,457 visits, and fell again in 2022 to 3,319 visits. Today's consumers tend to be more selective about a service and have high expectations with a low level of loyalty. The decline in visit numbers shows the importance of formulating new marketing strategies to encourage an increase in new patient visits. Marketing efforts that can be made to face competition include analyzing aspects of the marketing mix (Sapardin et al., 2020).

The marketing mix is a set of marketing tools managed to achieve customer satisfaction and organizational goals (Alfiah, 2023). The marketing mix greatly influences consumer actions in utilizing a good or service. Hospitals must be able to adapt their marketing mix to the needs and desires of consumers to attract consumer interest. The marketing mix widely used in health service facilities consists of 7Ps, including products, which can be goods or services, price, place, promotion, people, process, and physical evidence (Nurkumala et al., 2021). One component of the marketing mix that plays a vital role is marketing efforts (promotion). Based on preliminary research conducted on 25 respondents who were old and new patients who visited the SMS Hospital, it was discovered that there needed to be a better match between patient references and the hospital's marketing program. Hospital promotion programs are carried out both online and offline. Online marketing efforts are carried out by managing the hospital website and promotion via social media and the offline marketing program is carried out by managing networks with First Level Health Facilities (FKTP) and conducting campaign visits from house to house. However, based on initial research, it was found that most patient referrals came from FKTP such as Community Health Centers, clinics, and practicing doctors or midwives.

The SMS Hospital promotion program could only be known and felt by 14 out of 25 respondents. This covers only 56% of the SMS Hospital promotional program, impacting patient visit referrals. The promotional program carried out by the SMS Hospital is included

in the less effective category, where the promotional program can be said to be effective if the impact is known and felt by >70% of customers, primarily if the program aims to provide information or is persuasive (Arismen et al., 2019). SMS Hospital needs to evaluate the most effective implementation of promotional programs in achieving marketing goals. The hospital needs to determine a priority order among the available strategies so that marketing programs can effectively and efficiently achieve hospital goals.

Efforts to provide an order of strategic priorities can be made using the Analytical Hierarchy Process (AHP). Implementing policies using the Analytical Hierarchy Process can help improve the effectiveness of health facility services (Citrawati et al., 2020). The analytical Hierarchy Process is a method used to determine the sequence of decision alternatives by selecting the best option based on the objectives and criteria set (Nurdin et al., 2022). The Analytical Hierarchy Process can help organizations determine strategic priorities by compiling a hierarchy of criteria, then assessing them by stakeholders and providing considerations to compare weights and priorities (Sudradjat et al., 2020). The Analytical Hierarchy Process is more used as a prioritization method than other methods because it has the advantage of a hierarchical structure according to the criteria set down to the deepest sub-criteria and paying attention to validity to the extent of inconsistency as criteria and alternatives chosen by decision-makers (Munthafa et al., 2017).

Identifying factors that influence the low effectiveness of promotional strategies with patient references when visiting hospitals is carried out using a marketing component approach consisting of company, customer, competitor, and change. Factors included in the company aspect include tangible assets, intangible assets, and company managerial. The customer aspect consists of demographic characteristics, accessibility, and customer references. The competitor aspect consists of the number and type of competing companies as well as the capabilities and strategies of other companies. The change aspect is a condition that can change interactions between the company, competitors, and customers, influenced by technological, political, policy, sociocultural, economic, and market changes (Supriyanto & Ernawaty, 2022). The insufficient effectiveness of the SMS Hospital's promotional strategy, with reference respondents amounting to only 56% in 2021 - 2022, means efforts are needed to prioritize promotional strategies more effectively. This research aims to develop a priority sequence for promotional strategies for the SMS Hospital using the Analytic Hierarchy Process (AHP), which uses a marketing component approach consisting of company, customer, competitor, and change.

## **METHOD**

This research uses a cross-sectional and mixed-method approach combining qualitative and quantitative approaches to obtain more comprehensive, valid, and objective data. The model used in this research is a sequential explanatory model that combines qualitative and quantitative research methods sequentially, wherein the first stage of research, using qualitative methods, namely when preparing the identification of hospital factors, patients, and promotion mix, and in preparing the Analytic Hierarchy Process stages in determining choice of criteria and alternatives. In the second stage, research using quantitative methods was carried out when calculating pairwise comparison assessments and weighting to determine priorities. The first stage of research data collection using a qualitative approach was conducted using in-depth interviews, while the second stage of research using a quantitative approach was conducted by filling out a questionnaire.

This research was conducted at the SMS Hospital at Jalan Kapuas Number 2 Surabaya from September 2022 to December 2023. The sample in this study consisted of two groups: the first group, namely patients who visited the SMS Hospital, and the second group, namely hospital management in the marketing field. The sampling technique uses a non-probability sampling technique with a purposive sampling type. The inclusion criteria set for the first group of samples were patients who were visiting the SMS Hospital from 1 July – November 2023, consisting of representatives of adult and elderly patients who lived inside or outside the city of Surabaya and came from 5 polyclinics at the SMS Hospital. The inclusion criteria set for the second category of samples were employees or health workers at the SMS Hospital who were in management or marketing positions or positions related to hospital promotional activities. Research data, both qualitative and quantitative research are processed and then analyzed using descriptive analysis. The analytic hierarchy process procedure consists of 2 parts: prioritizing criteria factors that influence alternative choices and assessing through scoring and weighting to produce score levels. The stages of the analytic hierarchy process include, firstly, arranging a hierarchical structure for the problem to be solved, secondly, weighting the elements at each level of the hierarchy, thirdly, calculating the eigenvector from the pairwise comparison matrix which will obtain ratio consistency and will be declared consistent if the CR value  $<0.1$ , fourthly, calculating alternative scores using multiplying alternative weights with each criterion, fifth comparing alternative scores to determine the alternative that best meets the criteria and sixth interpreting alternative priority results.

## **RESULTS**

### **Internal Factor Conditions**

Internal factors are resource management that impacts the promotional policies and directions of the SMS Hospital. Internal factors are categorized into tangible assets, intangible assets, and managerial resources.

#### **Tangible Asset**

Tangible assets consist of man, money, method, and technology. The human resources involved in marketing activities consist of 2 people, in some activities, the human resources involved in marketing activities can reach 5 – 7 people. Resources in the form of financial allocations for promotional activities are allocated every year even though the amount is limited and also can be submitted every month with clear marketing objectives by marketing staff and are awaiting leadership approval. SMS Hospital also has a method for carrying out marketing activities by planning and budgeting at the beginning of the year, having a promotion planning guide, and holding regular monitoring and evaluation activities. Hospitals also have the technology to carry out marketing activities by having computers to design promotional media, cameras, and cell phones. Hospitals also have the technology to manage digital channels, although it is still limited.

#### **Intangible Asset**

The intangible assets owned by the SMS Hospital are still limited, whereas the intangible value that the hospital can manage includes the brand value of the hospital, which has been established for more than 20 years, so that it is known and remembered by the public.

#### **Managerial Resources**

Managerial activities to achieve marketing goals include planning, organizing, actuating, and controlling (POAC) activities. SMS Hospital carries out annual planning of hospital promotional strategies, daily briefings, and monthly reports for follow-up planning regarding visit trends, allocating human resources in the field of promotion, implementing promotional

activities according to schedule, and controlling and periodically evaluating.

### Customer Factors

This research observed customer factors through demographic characteristics, customer accessibility to the SMS Hospital, and customer references regarding SMS Hospital services.

Table 1.  
Respondent characteristics (n=15)

Respondent characteristics	f	%
<b>Demographic Characteristics</b>		
Education		
Low (No school – elementary)	3	20
Middle Up (High School)	10	66,7
High (Diploma – Bachelor)	2	13,3
Domicile		
Central Surabaya	8	53,4
East Surabaya	0	0
West Surabaya	2	13,3
South Surabaya	1	6,7
North Surabaya	2	13,3
Other cities (Gresik, Lamongan)	2	13,3
Age		
Teenager ( 12 – 25 years)	2	13,3
Mature ( 26 – 45 years)	9	60
Elderly (>46 years)	4	26,7
<b>Customer Accessibility</b>		
Ownership of Health Insurance		
Yes	14	93,3
No	1	6,7
Income		
<2.500.000	6	40
2.500.000 – 4.000.000	5	33,3
4.000.000 – 6.000.000	3	20
>6.000.000	1	6,7
<b>Customer Reference</b>		
Source of Information		
Family / Neighbor	6	40
Brochures / Printed Media	1	6,7
Internet (Social Media)	1	6,7
Employee of SMS Hospital	3	20
Doctor/Midwife Recommendation	4	26,6

Table 1, according to the demographic characteristics, the educational level of most respondents was at the upper secondary level, with 10 respondents (66.7%). Based on the domicile of the respondents, it can be seen that the majority of respondents came from Surabaya, with 13 respondents (86.7%), and the majority came from the Central Surabaya area, with 8 respondents (53.4%). The distribution of the age group of respondents, the majority of whom were adults, was 9 respondents (60%). Accessibility of SMS Hospital customers is known through ownership of social security, where the majority of respondents have health insurance as many as 14 respondents (93.3%) and income, where the majority of respondents have an almost equal income with 1 respondent (6.7%) having a high income of >6.000.000. According to the primary source of information, customer references to SMS Hospital services revealed that most respondents obtained information from family or neighbors, 6 respondents (40%).

### Promotion Strategy for Surabaya Medical Service Hospital

Based on interviews, it is known that the marketing activities of the SMS Hospital are carried out by promotional planning. The parties involved in promotional activities are not only marketing staff but consist of functional teams that support promotional activities. Management support is carried out by implementing control through regular monitoring and evaluation involving all management and allocating funds for marketing activities. Marketing activity planning is demonstrated by complete guidelines and planning documents such as schedules, activity plans, follow-up, facilities, and infrastructure. The promotional activities consist of 4 categories: direct marketing, advertising, public relations, and personal selling. Direct marketing is the marketing activity of the SMS Hospital to the target market directly, such as through displaying content on website channels. Advertising is a marketing activity using directions to the SMS Hospital. Public relations activities are carried out by maintaining good relations with policymakers and First Level Health Facilities such as community health centers, independent doctor or midwife practices, and primary clinics. Personal selling is carried out by human resources at the SMS Hospital, explaining their services and carrying out door-to-door visits by distributing brochures..

### Promotion Strategy Priority Order Using Analytic Hierarchy Process

#### Creating a Hierarchical Structure

The first stage in analyzing the sequence of strategic priorities using the Analytic Hierarchy Process (AHP) is preparing a hierarchical structure. Based on interviews with the marketing sector, it is known that the hierarchical structure, level 1, is the goal in preparing the AHP to prioritize promotional strategies for the SMS Hospital. Level 2 is the criteria for selecting promotional strategies for the SMS Hospital. Level 3 is an alternative promotional strategy at the SMS Hospital.

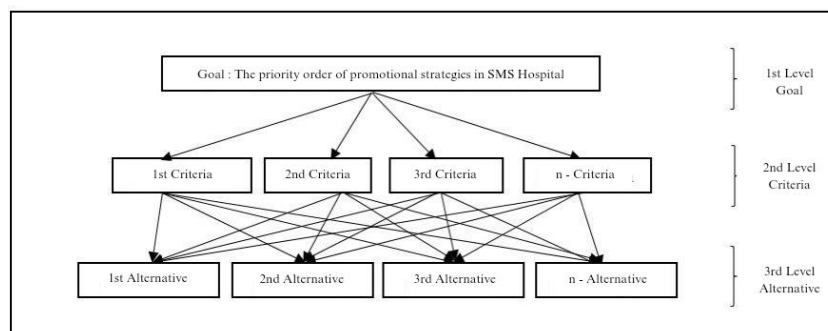


Figure 1. Hierarchical Structure of Surabaya Medical Service Hospital Promotion Strategy Element Weighting of Each Level

#### 2<sup>nd</sup> Level - Criteria

Based on interviews conducted with 15 respondents, it is known that there are 4 criteria in selecting a promotional strategy: availability of key information, range, price, and completeness of information. Once there are criteria, the criteria are weighted, starting with preparing comparative values between the promotional strategy criteria. The assessment follows the intensity of the respondent's interests and the marketing field of the hospital.

Table 2. Pairwise Comparison Matrix of Promotion Strategy Criteria

Criteria	Availability of Key Information	Range	Price	Completeness of Information
Availability of Key Information	1.00	4.00	4.00	7.00
Range	0.25	1.00	3.00	3.00
Price	0.25	0.33	1.00	1.00
Completeness of Information	0.14	0.33	1.00	1.00

Notes: 1: Equally important; 2: A little more important; 3: More important; 7: Absolutely important

Based on the pairwise comparison matrix of promotional strategy criteria for the SMS Hospital, it is known that the highest intensity of interest is in comparing the availability of key informants to the completeness of information (score 7). Some criteria are considered equally important, namely the criteria for cost and completeness of information. The results of this weighting are also consistent with a consistency value of  $<0.1$  (CI. -0.2920 CR. -0.3245), so they can be used in determining ranking values in the order of promotional strategies. The results of the weighting criteria in determining promotional strategies for the SMS Hospital are the highest weights on availability of key informants (0.586), reach (0.228), costs (0.101), and finally completeness of information (0.085).

### 3<sup>rd</sup> Level – Alternative

Alternative weighting was carried out by respondents from the promotional management of the SMS Hospital. The alternative weighting of hospital promotional activities is based on the criteria given by respondents at level 2.

Table 3.

Pairwise Comparison Value of SMS Hospital’s Promotion Alternative based on the Criteria of Key Informant Availability

Criteria	Direct Marketing	Advertising	Personal Selling	Public Relations
Direct Marketing	1.00	4.00	0.33	3.00
Advertising	0.25	1.00	0.14	0.50
Personal Selling	3.00	7.00	1.00	4.00
Public Relations	0.33	2.00	0.25	1.00

Weighting alternative promotional strategies based on the availability of key information can be done because it has a consistency value of  $<0.1$  (CI. -0.3325 CR. -0.3695). The weighting values for alternative promotional strategies are based on the criteria for the availability of key informants in sequence, personal selling (0.9373), direct marketing (0.3817), public relations (0.1840), and finally advertising (0.1056).

Table 4.

Pairwise Comparison Value of SMS Hospital’s Promotion Alternative based on the Criteria of Range

Criteria	Direct Marketing	Advertising	Personal Selling	Public Relations
Direct Marketing	1.00	3.00	6.00	2.00
Advertising	0.33	1.00	2.00	0.33
Personal Selling	0.17	0.50	1.00	0.20
Public Relations	0.50	3.00	5.00	1.00

Weighting alternative promotional strategies based on range can be done because it has a consistency value of  $<0.1$  (CI. -0.4691 CR. -0.5212). The weighting values for alternative promotional strategies are based on a range of criteria in sequence, direct marketing (0.4737), public relations (0.3225), advertising (0.1343), and finally personal selling (0.0695).

Table 5.

Pairwise Comparison Value of SMS Hospital’s Promotion Alternative based on the Criteria of Price

Criteria	Direct Marketing	Advertising	Personal Selling	Public Relations
Direct Marketing	1.00	0.50	0.33	2.00
Advertising	2.00	1.00	0.33	2.00
Personal Selling	3.00	3.00	1.00	5.00
Public Relations	0.50	0.50	0.20	1.00

Weighting promotional strategy alternatives based on price can be done because it has a consistency value of  $<0.1$  (CI. -0.5591 CR. -0.6212). The weighting values for alternative promotional strategies are based on price criteria in sequence, personal selling (0.5243), advertising (0.2216), direct marketing (0.1581), and finally public relations (0.0960).

Table 6.  
Pairwise Comparison Value of SMS Hospital's Promotion Alternative based on the Criteria of Completeness of Information

Criteria	Direct Marketing	Advertising	Personal Selling	Public Relations
Direct Marketing	1.00	0.50	3.00	4.00
Advertising	2.00	1.00	3.00	5.00
Personal Selling	0.33	0.33	1.00	1.00
Public Relations	0.25	0.20	1.00	1.00

Weighting alternative promotional strategies based on the completeness of the information can be done because it has a consistency value of  $<0.1$  (CI. -0.5863 CR. -0.6514). The weighting values for alternative promotional strategies are based on the criteria for completeness of information in sequence, advertising (0.4699), direct marketing (0.3159), personal selling (0.1182) and finally public relations (0.0960).

#### Determining the Promotion Strategy Priority Order

The final stage of the analytic hierarchy process method is assessing the priority of promotional strategies at the SMS Hospital. The results are obtained by multiplying the criteria weights with the weighting results of each alternative.

Table 7.  
Alternative Matrix Scoring Result

Criteria	Availability of Key Information	Range	Price	Completeness of Information	Score
Direct Marketing	0.1537	0.1080	0.0160	0.0269	0.3046
Advertising	0.0392	0.0306	0.0225	0.0400	0.1322
Personal Selling	0.3227	0.0158	0.0531	0.0101	0.4018
Public Relations	0.0700	0.0735	0.0097	0.0082	0.1614

Table 7 shows that the priority order for promotional strategy choices for the SMS Hospital is based on the Analytic Hierarchy Process in sequence: personal selling, direct marketing, public relations, and advertising.

## DISCUSSION

### Internal Factor Conditions at Surabaya Medical Service Hospital

Internal factors of SMS Hospital has resources classified as tangible and intangible assets and asset management. Tangible assets owned by the SMS Hospital include human resources (man) who manage marketing activities, allocation of funds (money) to carry out promotional activities, work plan guidelines (methods) in the form of planning documents and follow-up regarding marketing programs and technology in the form of facilities to create promotional media and documentation. The capabilities of human resources, products, organizations, technology, and funding can increase the effectiveness of marketing activities (Saputro et al., 2022). Tangible assets owned by hospitals support marketing activities in line with research by Sukrin (2021) that tangible resources influence marketing performance and an organization's competitive advantage. Competitive advantage can significantly affect marketing performance and add value to the market. Human resources are a critical factor in the success of hospital marketing and influence patient loyalty (Primasari et al., 2021).

Human resources play a role in selecting and considering marketing plans that influence company performance (Tune, 2023).

The intangible asset managed by the SMS Hospital is the brand image of a hospital that has been established for more than 20 years. Brand image is a consumer's assessment of a brand created based on personal experience or hearing about its reputation from others or the media, influencing customer satisfaction (Rosita, 2021). Building and maintaining a positive brand image significantly encourages customer loyalty, influencing increasing sales results (Liubana et al., 2023). Management is critical in achieving goals, and management is oriented toward planning, organizing, actuating, and controlling processes involving resources to carry out activities more effectively (Hamdi, 2020). Resource management influences efforts to maintain and develop a business (Utami et al., 2023).

### **Customer Factors at Surabaya Medical Service Hospital**

The characteristics of respondents who are customers of the SMS Hospital are dominated by those with upper secondary education and those who live in Surabaya, especially Central Surabaya. Market segmentation divides a heterogeneous market into more homogeneous groups using unique marketing methods (Ni'matunnisa, 2020). Patient segmentation can increase the effectiveness and efficiency of services. Patients visiting hospitals are influenced by geographic segmentation, where strategic hospital locations increase patient visits (Lestari & Suhenda, 2022). Patients also choose hospitals in the city with a travel distance of <60 minutes (Warda et al., 2022). Most patient age categories are adults or children and the elderly at guardians' expense (Amriani et al., 2020). Most patients who visit hospitals have a secondary education level (Wahyuni, 2019). Based on accessibility, most respondents have health insurance, and income is relatively evenly distributed, with most information coming from family or neighbors. Ownership of health insurance can help the community finance health care, thereby reducing the number of poor families, especially families with low or middle income (Situmeang, 2021). Ownership of health insurance also significantly affects the utilization of health services, especially outpatient care (Wanti, 2023). Environmental factors influencing health behavior include family, surrounding community, and culture (Wijayati et al., 2020). As technology develops, social media platforms have become a means for organizations to compete in marketing and improve brand image (Fahriza & Pujianto, 2021).

### **Promotion Strategy for Surabaya Medical Service Hospital**

The marketing strategy implemented by the SMS Hospital includes direct marketing, personal selling, public relations, and advertising. Direct marketing is the use of a direct sales mix by a company to provide goods and services to customers. Direct marketing methods have a significant effect on purchases. Direct marketing also influences impulse buying, where customers make purchases spontaneously or are influenced by emotional states (Fadillah et al., 2021). Personal selling is an effort to communicate products to customers. Personal selling has a significant effect on the effectiveness of product sales. The effectiveness of the personal selling method is influenced by the ability of marketing personnel to master the product, the advantages of the product compared to competitors, adapting the product to consumer needs, and providing alternative solutions to consumers (Julitawaty et al., 2020). Public relations is an effort to maintain and improve an organization's image by forming a product brand image to protect the organization's image from future challenges. Public relations marketing can improve product brand image, improving the organization's image and increasing sales (Saputra & Ardila, 2021). Advertising is an indirect marketing method that displays the advantages of a product to encourage individuals to make purchases.

Advertising is one form of promotion that companies most widely use to promote goods or services. Advertising activities through social media positively influence purchasing decisions (Hasman et al., 2021).

### **Promotion Strategy Priority Order Using Analytic Hierarchy Process**

The criteria for determining marketing strategy priorities include the availability of key informants, range, price, and completeness of information. A person's purchasing decisions are influenced by internal needs that encourage purchasing efforts or are called internal stimuli, or encouragement from other parties that encourage consumers to make purchases to fulfill needs by providing information related to a good or service that can be sourced from family, friends or neighbors (Masloman et al., 2022). The range is also an important criterion where location significantly influences purchasing decisions, so placing locations in strategic places with easy access can increase purchases (Saota et al., 2021). Price also influences purchasing decisions significantly, and the majority of each purchasing decision is determined by the price of a product or service (Gunarsih et al., 2021). Purchases are made if consumers receive complete information regarding a product or service, so that information that includes the completeness and superiority of the product to meet consumer needs can increase sales (Nurjamilah et al., 2023). Based on the weighting of the respondents' criteria with the existing promotional strategies at the SMS Hospital, it is known that the priority order of the strategies is, respectively, personal selling, direct marketing, public relations, and advertising.

### **CONCLUSION**

The condition of the SMS Hospital's internal factors includes tangible assets consisting of 2 promotional human resources, the allocation of special promotional and marketing funds awaiting approval from the leadership, and the existence of promotional implementation guidelines and technology or tools for creating promotional media. Intangible assets in the form of managing the positive image of a hospital that has been established for >20 years. Managerial assets include annual planning activities, human resource management, and regular monitoring and evaluation. The condition of SMS Hospital customer factors includes demographic characteristics, with the majority of respondents having a middle to upper education level (67%), with the majority domicile in Central Surabaya (53%), with the majority being of adult age. Accessibility of SMS Hospital customers shows that most respondents have health insurance, even though most come from middle income. Most respondents' references regarding hospital services came from family or neighbors.

The promotional strategy determined by the SMS Hospital is to implement a promotion mix through direct marketing, advertising, public relations, and personal selling. Preparing strategic priorities using the analytic hierarchy process begins with creating a hierarchical structure in level 1. Level 2, ranking the promotion strategy for the SMS Hospital, also determines the criteria, consisting of the availability of key informants, range, price, and completeness of information, and level 3 determines alternative strategies, advertising, direct marketing, public relations, and personal selling. The weighting criteria for the promotional strategy for SMS Hospital are availability of key informants (0.586), outreach (0.228), cost (0.1614), and completeness of information (0.085). The weighting of alternative promotional strategies for the SMS Hospital is personal selling (0.4018), direct marketing (0.3046), public relations (0.1614), and advertising (0.1322). The priority order of promotional strategy for the SMS Hospital is personal selling, direct marketing, public relations, and advertising.

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