

SWOT ANALYSIS (IFAS-EFAS) IN THE 7P MARKETING MIX STRATEGY TO INCREASE PATIENT REVISITS AT PRIVATE DENTAL CLINICS IN PEKANBARU

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Abstract

Competition among private dental clinics is increasing along with the increasing public awareness of the importance of dental and oral health. This condition requires dental clinics to not only focus on clinical services, but also implement appropriate service marketing strategies to retain patients and increase repeat visits. This study aims to evaluate the implementation of the 7P service marketing mix through a SWOT analysis approach in increasing repeat visits at Private Dental Clinic X Pekanbaru. The research method used is descriptive research with quantitative and qualitative analysis. Data collection was carried out through interviews with clinic management and internal and external factors were analyzed using SWOT analysis with the preparation of IFAS and EFAS matrices. The results showed that the strength factor had a total score of 48, while the weakness factor had a total score of 52. The opportunity factor obtained a total score of 52, while the threat factor had a total score of 50. The IFAS value obtained was -4 and the EFAS value was +2. Based on these results, the position of Private Dental Clinic X Pekanbaru is in Quadrant III (Weakness-Opportunity), which indicates that the clinic has quite large external opportunities but is still faced with internal weaknesses that need to be improved. The conclusion of this study is that the right strategy to implement is to minimize internal weaknesses by utilizing external opportunities. Therefore, the clinic is advised to improve its service system and strengthen its marketing strategy based on the 7P marketing mix to increase patient return visits and clinic competitiveness.

Keywords: Analisis SWOT, IFAS, EFAS, Bauran Pemasaran 7P

Introduction

Competition between healthcare facilities, including private dental clinics, is increasing along with the development of the healthcare industry and increasing demands for quality service ⁽¹⁾. Increasing public awareness of the importance of dental and oral health is encouraging patients to be more selective in choosing healthcare facilities ⁽²⁾. This condition requires dental clinics to not only focus on clinical service aspects, but also pay attention to managerial and service marketing strategies ⁽³⁾. Healthcare marketing strategies are an important factor in creating competitive advantage amidst competition between healthcare providers ⁽⁴⁾. Without the right marketing strategy, healthcare facilities have the potential to experience a decrease in the number of patient visits ⁽⁵⁾.

The 7Ps of service marketing mix, encompassing product, price, place, promotion, people, process, and physical evidence, is a widely used approach in healthcare marketing ⁽⁶⁾. The 7Ps are considered capable of reflecting the intangible characteristics of healthcare services and are highly dependent on the quality of service interactions ^(7,8). Previous research has shown that the implementation of the 7Ps significantly impacts patient satisfaction in healthcare facilities. The people

and process elements play a dominant role in shaping patient perceptions of healthcare service quality⁽⁶⁾. Therefore, the 7Ps of the marketing mix serve as a relevant strategic framework for managing private dental clinics.

Patient revisit intention is an important indicator in assessing the success of a healthcare facility's services and marketing strategy⁽⁹⁾. Revisit intention reflects the level of patient satisfaction and loyalty with the services received⁽¹⁰⁾. Satisfied patients tend to intend to return to the same healthcare service in the future⁽¹¹⁾. In the context of dental clinics, repeat visits are crucial because dental care generally requires ongoing visits⁽¹²⁾. Therefore, understanding the factors influencing patient revisit intention is crucial for dental clinics⁽²⁾.

A SWOT analysis is a strategic analysis used to identify an organization's strengths, weaknesses, opportunities, and threats. In the healthcare sector, SWOT analysis is widely used as a basis for developing strategies to improve service quality⁽¹³⁾. SWOT analysis helps healthcare facility management comprehensively understand the organization's internal and external conditions⁽¹⁴⁾. Combining SWOT analysis with the 7Ps marketing mix can produce a more targeted and effective marketing strategy. Therefore, a SWOT analysis of the 7Ps marketing mix is relevant for increasing patient repeat visits at Private Dental Clinic X in Pekanbaru.

To strengthen the SWOT analysis results, this study used the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) approaches as more structured strategic analysis tools⁽¹⁵⁾. The IFAS matrix is used to identify and evaluate an organization's internal factors, including strengths and weaknesses, while the EFAS matrix is used to analyze external factors, including opportunities and threats facing the organization^(16, 17, 18, 19). The IFAS and EFAS approaches enable organizations to systematically measure the influence of each strategic factor on their performance and competitiveness⁽²⁰⁾. In the context of healthcare services, the use of IFAS and EFAS has proven effective in formulating managerial and marketing strategies based on the organization's internal and external conditions⁽¹⁴⁾. Therefore, integrating SWOT analysis with IFAS and EFAS is a relevant approach in evaluating the 7Ps service marketing mix in private dental clinics.

Based on this background, this study focuses on analyzing the 7Ps service marketing mix implemented at Private Dental Clinic X in Pekanbaru using SWOT, IFAS, and EFAS analysis. The main problem in this study is how the internal and external factors of the dental clinic are viewed from the perspective of the 7Ps service marketing mix and the clinic's strategic position based on the results of the SWOT, IFAS, and EFAS analyses. Furthermore, this study also formulates the problem of appropriate marketing strategies to implement to increase patient repeat visits. Therefore, this research is expected to provide a basis for formulating effective and sustainable marketing strategies for private dental clinic management.

Method

This study employed mixed methods of qualitative and quantitative analysis, incorporating a SWOT, IFAS, and EFAS analysis. The subjects were the managers of Private Dental Clinic X in Pekanbaru. The research instruments used included an interview guide and a SWOT questionnaire. Data analysis was conducted using the SWOT analysis method and the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) approaches. Furthermore, the identified internal and external factors were analyzed through an assessment process to develop the IFAS and EFAS.

Internal and external factors were assessed using a score of 1-10 to indicate the extent of each factor's influence on clinic performance and patient return visits. A high score on the strength factor indicates a significant positive impact and should be maintained and optimized, while a high score on the weakness factor indicates a significant negative impact and should be prioritized for improvement.

A high score on the opportunity factor indicates significant potential to be exploited, while a high score on the threat factor indicates a level of risk that needs to be anticipated.

The IFAS score is derived from the difference between the total strengths and weaknesses scores, while the EFAS score is derived from the difference between the total opportunities and threats scores. The results of the IFAS and EFAS calculations are then used to determine the clinic's position in the SWOT quadrant.

Results

1. SWOT Analysis Results

Based on the interviews and SWOT questionnaire, a number of internal and external factors were identified that influence patient performance and repeat visits at Private Dental Clinic X Pekanbaru. These factors are grouped into strengths, weaknesses, opportunities, and threats, as presented in Table 1.

Table 1. SWOT Analysis Results

Internal Factors		External Factors	
S	W	O	T
Specific and focused dental health services on preventive and curative care	No significant service differentiation compared to other dental clinics	Increasing public awareness of dental and oral health opens opportunities for sustainable development	High patient expectations regarding dental treatment quality at relatively low costs
Service prices are relatively acceptable to patients	Service prices have not yet been utilized as a strategy to increase repeat patient visits	Opportunity to develop service packages or visit incentives	Perception of most patients that dental treatment is expensive
Clinic location is in residential and community activity areas, making it relatively easy for patients to access	Clinic location has not been optimally utilized as part of a marketing strategy	Regional growth around the clinic opens new market potential for dental services	Patients tend to easily compare prices and promotions among dental clinics
Digital promotion has begun as a means of patient information and education	Digital promotion has not been consistent due to limited marketing resources	The development of social media creates opportunities for promotion and education	The increasing number of new clinics around the location intensifies competition in retaining patients
Competent medical staff with good communication skills	Service consistency among medical staff has not been fully maintained	Opportunity to enhance the role of medical staff as educators	The influence of reviews and information on social media on patient perception and decision-making
Service flow from registration to treatment runs smoothly and is easy for patients to understand	The absence of standardized SOPs causes variations in treatment approaches	Technological development enables the implementation of a system to improve patient control schedules to encourage repeat visits	Differences in service experiences among dental clinics can affect patient preferences and loyalty

Clean, tidy, and comfortable facilities and environment that support patient comfort	Clinic visual identity has not been optimally utilized to support digital promotion	Opportunity to strengthen visual identity and clinic appearance	Patient demand for fast and efficient service
			Increasingly modern clinic facilities and appearance can influence patient perception

2. Internal Factor Analysis (IFAS) Results

Internal factor analysis was conducted to identify the strengths and weaknesses that influence the performance of Private Dental Clinic X Pekanbaru and patient repeat visits. These internal factors were compiled into an Internal Factors Analysis Summary (IFAS) matrix, as presented in Table 2.

Table 2. Internal Factors Analysis Summary (IFAS) Table

No	Factor	Internal Factor Description	Score
1	Strength	Specific and focused dental health services in dental care	7
2	Strength	Relatively affordable service prices for patients	6
3	Strength	Strategic clinic location in a residential and activity center area	8
4	Strength	Promotion has started to be conducted digitally as a means of patient education	6
5	Strength	Competent medical staff with good communication skills	8
6	Strength	Clear service flow and dental care procedures	5
7	Strength	Clean, neat clinic environment that supports patient comfort	8
Total Strength (S)			48
No	Factor	Internal Factor Description	Score
1	Weakness	No significant service differentiation compared to other dental clinics	9
2	Weakness	Service pricing has not been optimally utilized as a strategy to increase patient visits	7
3	Weakness	Clinic location has not been optimally utilized as a marketing strategy	6
4	Weakness	Digital promotion has not been implemented consistently due to limited marketing resources	8
5	Weakness	Service consistency among medical staff is not fully uniform	7
6	Weakness	Standard Operating Procedures (SOP) are not yet well-structured, causing variations in care	8
7	Weakness	Clinic visual identity has not been optimally utilized to support digital promotion	7
Total Weakness (W)			52

The analysis results showed that the total strengths factor score was 48, while the total weaknesses factor score was 52, resulting in an IFAS score of -4.

3. External Factor Analysis (EFAS) Results

Internal factor analysis was conducted to identify opportunities and threats that affect the performance of Private Dental Clinic X Pekanbaru and patient repeat visits. These external factors were compiled into an External Factors Analysis Summary (EFAS) matrix, as presented in Table 3.

Table 3. External Factors Analysis Summary (EFAS) Table

No	Factor	External Factor Description	Score
1	Opportunity	Increasing public awareness of dental and oral health opens opportunities for service development	6
2	Opportunity	Opportunities to develop service packages or revisit incentives	9
3	Opportunity	Growth of residential areas around the clinic opens new market potential	8
4	Opportunity	Development of social media creates opportunities for promotion and education	8
5	Opportunity	Opportunities to enhance the role of medical staff as sources of education	6
6	Opportunity	Technological advancements enable the implementation of patient appointment reminder systems to encourage repeat visits	8
7	Opportunity	Opportunities to strengthen visual identity and clinic appearance	7
Total Opportunity (O)			52

No	Factor	External Factor Description	Score
1	Threat	High patient expectations regarding treatment quality at relatively low costs	6
2	Threat	Public perception that dental care requires relatively high costs	8
3	Threat	Patients tend to easily compare prices and promotions among dental clinics	8
4	Threat	The increasing number of new clinics around the location intensifies competition in retaining patients	8
5	Threat	The influence of reviews and information on social media on patient perceptions and decisions	5
6	Threat	Differences in service experience among clinics may affect patient preferences and loyalty	6
7	Threat	Patient demands for fast and efficient services	4
8	Threat	More modern appearances and facilities of competing clinics may influence patient perceptions	5
Total Threat (T)			50

The analysis results show that the total opportunity factor score is 52, while the total threat factor score is 50, resulting in an EFAS score of +2.

4. SWOT Quadrant Position

The SWOT quadrant position is determined based on the IFAS and EFAS scores. An IFAS score of -4 indicates that internal weaknesses outweigh the clinic's strengths, while an EFAS score of +2 indicates external opportunities that can still be exploited. Based on this combination of scores, Private Dental Clinic X Pekanbaru is positioned in Quadrant III (Weakness–Opportunity) (Figure 1).

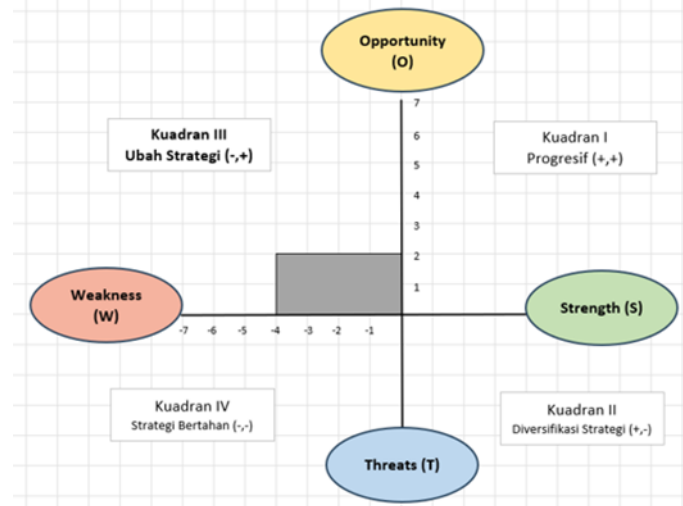


Figure 1. SWOT Analysis Diagram of Private Dental Clinic X

Discussion

The SWOT analysis results indicate that Private Dental Clinic X Pekanbaru's primary strengths relate to its service and the competence of its medical staff. Dental services focused on preventive and curative care, supported by competent medical staff and comfortable clinic facilities, are crucial for providing a positive patient experience.

However, the IFAS results show that its weaknesses score outweighs its strengths, reflected in an IFAS score of -4. This indicates that the clinic still faces several internal challenges, particularly related to suboptimal service differentiation, inconsistent digital promotions, the lack of standardized service SOPs, and the underutilization of pricing strategies to increase patient repeat visits. These weaknesses have the potential to impact patient perceptions and loyalty if not addressed promptly.

Externally, the EFAS results show a positive score of +2, indicating that external opportunities still outweigh threats. The primary opportunities include the development of social media as a promotional and educational tool, and the growth of the surrounding area, which opens up new market potential. These opportunities provide the clinic with room to develop more effective marketing strategies. However, clinics also face various threats, such as the increasing number of private dental clinics, high patient expectations for quality service at relatively low costs, and patients' tendency to compare prices and promotions between clinics. These threats require clinics to have adaptive strategies oriented toward improving service value.

Based on Quadrant III (Weakness-Opportunity), the most appropriate strategy to implement is the WO strategy, which minimizes internal weaknesses by exploiting available external opportunities. This situation emphasizes that improving clinic performance and patient return visits cannot rely solely on existing opportunities but must be accompanied by planned and systematic internal improvements.

The first strategy discussed is developing differentiated preventive and sustainable dental care services. Based on the IFAS results, suboptimal service differentiation is one of the clinic's internal weaknesses. On the other hand, the EFAS results indicate increasing public awareness of dental and

oral health as an external opportunity. Therefore, strengthening preventive and educational services can be a relevant strategy to differentiate clinics from competitors while addressing patients' needs for long-term care ⁽²¹⁾. Previous research has shown that healthcare services that focus on preventive aspects can increase the perceived value of services and build long-term relationships between patients and healthcare facilities ⁽²²⁾.

The second strategy relates to more consistent use of social media as a means of dental health promotion and education ⁽²³⁾. Internal analysis indicates that digital promotion has not been conducted routinely and in a structured manner, while the development of social media presents a significant external opportunity. By consistently utilizing digital media, clinics can increase service visibility, build ongoing communication with patients, and strengthen repeat visit intentions ⁽²⁴⁾. Social media enables healthcare facilities to convey health information quickly, interactively, and easily accessible to the wider public, thereby increasing patient engagement with the services offered. Consistent educational content delivered through social media also plays a role in building patient trust and enhancing the perception of professionalism of dental clinics ⁽²⁵⁾.

The third strategy is the development and implementation of standard operating procedures (SOPs). The absence of standardized SOPs leads to variation in service delivery among medical personnel, which is reflected as an internal weakness within the IFAS. Through the implementation of SOPs, service consistency can be improved, resulting in a more uniform patient experience and strengthening patient trust in the quality of clinic services ⁽²⁶⁾. Standard operating procedures play a crucial role as work guidelines, ensuring that every healthcare professional provides services in accordance with established quality standards ⁽²⁷⁾. Consistent implementation of SOPs can also minimize service errors and improve efficiency and patient safety during dental care. In the long term, consistent service delivery through standardized SOPs can increase patient satisfaction and strengthen the professional image of dental clinics ⁽²⁸⁾.

The fourth strategy focuses on optimizing pricing strategies and follow-up service packages. Although service prices are relatively acceptable to patients, the results Analysis shows that pricing strategies have not been optimally utilized to foster loyalty ⁽²⁹⁾. Pricing strategies in healthcare not only serve as a determinant of economic value but also as a tool for building long-term relationships with patients.

Repeat visit service packages can provide patients with the perception of added value, so they feel they are receiving more benefits than they are paying.

This approach is considered effective in encouraging repeat visits, especially for dental services that require ongoing care ⁽³⁰⁾.

The fifth strategy is strengthening the clinic's visual identity and image as part of a digital marketing strategy. Visual identity that has not been optimally integrated into promotions is an internal weakness ⁽³¹⁾. However, EFAS results indicate that strengthening the clinic's image and appearance has significant potential in attracting and retaining patients. Integrating visual identity into digital media can enhance the clinic's professionalism and create positive perceptions among patients ⁽³²⁾. A consistent visual identity, such as logos, colors, and communication design, plays a crucial role in building brand recognition for healthcare facilities. A strong visual image can also increase patient trust by conveying a sense of professionalism, organization, and quality ⁽³³⁾. In the context of digital marketing, integrating a consistent visual identity can strengthen a clinic's position amidst competition and foster emotional attachment among patients.

The sixth strategy relates to optimizing the clinic's location as part of its marketing strategy. Although the clinic is located in a highly competitive area, the growth of the surrounding area presents a valuable opportunity. By integrating the clinic's location into its promotional and marketing communications strategies, the clinic can reach a wider market, particularly new patients. The location aspect of the marketing mix relates not only to ease of access but also to the clinic's visibility

and proximity to community activities⁽³⁴⁾. Utilizing location information through digital media, such as online maps and location markers on social media, can improve patients' ease of finding and accessing the clinic⁽³⁵⁾. Furthermore, emphasizing location advantages in promotional strategies can help the clinic compete in highly competitive areas. Thus, optimizing location aspects can contribute to attracting new patients while supporting increased repeat visits.

Overall, these six WO strategies demonstrate that increasing repeat patient visits at Private Dental Clinic X Pekanbaru can be achieved by improving internal weaknesses focused on service systems and marketing, while still capitalizing on available external opportunities. The implementation of a WO strategy based on the 7P service marketing mix is expected to be able to increase the clinic's competitiveness in a sustainable manner.

Conclusion

This study aims to analyze the 7Ps service marketing mix at Private Dental Clinic X in Pekanbaru using a SWOT analysis approach, enhanced by the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) matrices, in relation to increasing patient repeat visits. The analysis results indicate that Private Dental Clinic X in Pekanbaru has an IFAS score of -4 and an EFAS score of +2. These scores place the clinic in Quadrant III (Weakness–Opportunity), indicating that although the clinic has significant external opportunities, internal weaknesses still require serious attention.

This situation suggests that efforts to increase patient repeat visits cannot rely solely on external opportunities such as increased public awareness of dental and oral health and the development of digital media, but must also be accompanied by planned and sustainable internal improvements. The IFAS analysis revealed that internal weaknesses primarily lie in promotion, service processes, pricing strategies, and consistent service standards. Meanwhile, the EFAS analysis results indicate that external opportunities still outweigh threats, thus providing the clinic with room for growth if it can effectively manage internal weaknesses.

Based on this position, the most relevant strategy to implement is the Weakness-Opportunity (WO) strategy, which focuses on minimizing internal weaknesses by capitalizing on available external opportunities. A WO strategy based on the 7Ps service marketing mix is an appropriate approach in the context of private dental clinic management, as it comprehensively integrates service, marketing, and managerial aspects. Through this strategy, the clinic is expected to increase competitiveness while strengthening patient return visits.

In light of these research findings, Private Dental Clinic X Pekanbaru is advised to focus improvement efforts on optimizing the 7Ps service marketing mix, particularly aspects that remain internally weak. Strengthening the differentiation of preventive and ongoing dental care services is necessary to differentiate the clinic from competitors. Furthermore, consistent digital promotions as a means of education and marketing need to be improved to maintain ongoing communication with patients. The development and implementation of standard operating procedures (SOPs) for services is also a critical priority to improve the consistency of service quality among medical personnel.

Furthermore, pricing strategies and return visit service packages need to be optimized to encourage patient loyalty, and the clinic's visual identity needs to be strengthened as part of an integrated marketing strategy. For further research, it is recommended to involve a larger number of respondents, use additional research methods, or include other relevant variables so that the analysis results obtained are more comprehensive and able to provide a more in-depth picture of the factors that influence patient revisit interest.

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