



STRATEGI PEMASARAN DAN RENCANA PEMASARAN PADA PROYEK PENGEMBANGAN USAHA LABORATORIUM DAKSA MEDIK

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ABSTRACT

The Medical Laboratory as a medical support unit can provide information about laboratory aspects of specimens or samples whose testing is carried out in the laboratory. Medical laboratories are a necessity that can diagnose diseases and check body health. Medical Laboratory business opportunities are increasing and also competing with competitors of similar companies. For this reason, Daksa Medical Laboratory needs a marketing strategy to attract the interest of its customers so that customers choose to have an examination at Daksa Medical Laboratory. The aim of this research is to analyze marketing plans and develop marketing strategies in the Medical Laboratory Business. This study used qualitative research methods. Data collection techniques use literature studies, interviews and observations. The data that has been collected is analyzed thematically. The research results show that the marketing strategy planning for Daksa Medical Laboratory has been implemented very well. Strategic planning is carried out up to the long-term stage, according to business strategy and the lean business canvas model. Marketing planning is carried out in stages of goals and objectives, marketing strategy, marketing mix, sales activities, scenarios and assumptions and sales projections.

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INTRODUCTION

Daksa Medical Laboratory is a Health Laboratory which is planned to be established at Ruko Grand Wisata Blok A-01, Grand Wisata Street, Lambangsari Village, South Tambun District, Bekasi Regency, at the end of 2024. Daksa Medical Laboratory aims to provide laboratory services with the main target being residents in the Bekasi Regency area.

Marketing strategy is making decisions about marketing costs from the marketing budget, taking into account environmental conditions and anticipated competition. In general, the success or failure of a company's development depends on how the company decides on the marketing strategy it implements, but also depends on proper analysis and observation of the factors that can influence the company's marketing strategy (Dhea Nita Syafina Rambe, 2021).

There are several marketing strategy models, including the Segmentation, Target and Positioning (STP) Model, which is a marketing system process for running a business and is part of the marketing and marketing strategy. (Choerunisa et al., 2024) . Digital marketing or product or brand marketing on social media platforms is packaged in an attractive way, namely by using various applications such as Instagram, WhatsApp, Line, Twitter, YouTube, and others. Most Indonesians have downloaded and used social media applications which are used to create interesting content and are used as platforms by companies and individuals to market their products (Anindita et al., 2021) .

Purchasing decisions are part of customer behavior, namely the study of how individuals, groups and organizations choose, buy, use and how goods, services, ideas or experiences satisfy their needs and desires (Ferryal & Septyansyah, 2022) .

In this case, Daksa Medical Laboratory develops a marketing strategy and pays attention to customer behavior who want good service so that customers become satisfied.

The aim of this research is to determine marketing strategies, the effectiveness of marketing strategies (Rsj & Heerdjan, 2023) , so that service products can be provided to customers according to customer needs.

Companies or organizations become more capable of achieving competitive advantage because they are able to adapt quickly and innovate according to needs (Aldin et al., 2023) .

Customer happiness will tell other people about the customer's experience when using a product or service. In other words, customers create communities based on "word of mouth" (Indradewa et al., 2019) . Service quality is often considered an investment for a company, where efforts to improve it result in an increase in the number of customers, an increase in purchasing levels from existing customers, and an increase in company profits (Yanuar Rahmat Syah & Christian Elizar, Ratna Indrawati, 2020) .

Lean, which was originally applied to the manufacturing industry, has now developed in the service industry. For example, in hospitals, there are many errors that can be helped by implementing Lean, for example dosage calculation errors, medication administration errors, prescription interpretation errors, drug name confusion, poor labeling, administering the wrong drug, incorrect administration of

patient payments. and so on (Sunaryanto et al., 2019) . In this case, Daksa Laboratory applies Lean AI based on medical records so that it can facilitate service and become more efficient.

METHOD

There are two general, standard and common research methods, namely qualitative research and quantitative research. There is also a third type of research, namely a combination of qualitative research and quantitative research, which is commonly called mixed method (Library, 2020) .

This study used qualitative research methods. Qualitative research method is a method or method of research that emphasizes analysis or descriptiveness. Qualitative research can be understood as a research method that uses descriptive data in the form of written or spoken language from people and actors who can be observed. This qualitative approach is carried out to explain and analyze individual or group phenomena, events, social dynamics, attitudes, beliefs and perceptions (Somantri, 2005) .

Data collection techniques in this research used literature study, interviews and observation. The types of data in this research are secondary data and primary data. The data that has been collected is then analyzed thematically. Thematic analysis was carried out using themes relevant to the research objectives.

RESULT AND DISCUSSION

Marketing Planning

Marketing Planning Framework



Figure 1. Marketing Planning Framework

Based on the framework above, the steps for implementing the management strategy for the Daksa Medical Laboratory development plan are as follows:

1. The first step is to set short, medium and long term goals. Short-term goals have a period of 1-2 years, medium-term goals 2-3 years and long-term goals ≥ 5 years.
2. The second step is to carry out a 3 (three) stage analysis, namely stage 1 (one) is the input stage which includes analysis of the external factors of the medical laboratory business (EFE) which focuses on the opportunities and threats achieved or faced. Internal factor analysis of the Medical Laboratory Daksa (IFE)

which focuses on the strengths and weaknesses of the Medical Laboratory Daksa and Competitive Profile Matrix (CPM) analysis to determine the position of the Medical Laboratory Daksa in the competitive map in the medical laboratory industry.

3. The third step is *The Matching Stages*. In this step, an analysis of the strengths, weaknesses, opportunities and threats presented in the SWOT matrix is carried out. At this stage, a matrix is also prepared that explains internal and external conditions, also called the IE matrix.
4. The fourth step is *the Decision Stage*. The decision stage where this step explains the quantitative strategic plan is described by a matrix called the quantitative strategic planning matrix (QSPM).
5. The fifth step is business level strategy, this step explains the description of Daksa Medical Laboratory pursuing its competitive advantage in the selected market environment, using Porter's generic strategy analysis.
6. The sixth step is *the Lean Business Canvas Model* which is a template for the Medical Laboratory Daksa development plan to make it easier to read and understand.

Marketing Plan is used to carry out marketing at Daksa Medical Laboratory so that the vision and mission of Daksa Medical Laboratory can be achieved. This marketing planning is closely related to the marketing strategy that will be carried out by Daksa Medical Laboratory. The Daksa Medical Laboratory *Marketing Plan* begins with determining marketing goals and objectives, establishing STP strategies, *Marketing Mix*, *Sales and Revenue Stream Projections*.

The importance of marketing strategy in achieving company goals adds a new dimension by considering marketing as a process involving concept, price, promotion and distribution of ideas, goods and services. In this view, marketing is not only a practical activity, but also an in-depth planning process. Thus, the main task of marketing management *is* to market the company's products so that the company's long-term profit level is achieved. To ensure the survival and development of the company and includes setting the quantity, time and nature of demand in accordance with company objectives based on the Daksa Medical Laboratory model framework to formulate marketing planning.

Marketing Goals and Objectives

Determine short-term, medium-term and long-term marketing goals and objectives at Daksa Medical Laboratory.

Table 1Marketing Goals and Objectives Daksa Medical Laboratory

No		Short Term Goals and Objectives (1-2 years)
1	Objective	- Introducing and building <i>a brand awareness</i> to the population of Bekasi Regency with a target of 10% of the total population of Bekasi Regency.
	Target	- Introducing Daksa Medical Laboratory to communities, social media networks such as <i>digital marketing</i> , namely <i>websites, Instagram, Facebook, TikTok, Twitter, SEM, Google Ads</i> to 314,727 residents of Bekasi district.
2	Objective	- Building partners/cooperation with health networks with a target of 10% of the number of health facilities in the Bekasi district area.
	Target	- Hold seminars with targets, Clinics, Hospitals, Schools, Offices in the Bekasi Regency area.
		- Establish collaboration with doctors, clinics, health facilities in the Bekasi Regency area.

3	Objective	- Get a customer target of 6% of the population of Bekasi Regency.
	Target	- The customer target in the first year was 17,594 customers and 21,627 customers in the second year.
Medium Term Goals and Objectives (3-4 years)		
1	Objective	- Increase <i>brand engagement</i> of Daksa Medical Laboratory in the Bekasi Regency area with a target of increasing customers to 15% of the total population of Bekasi Regency.
	Target	- Increase <i>engagement rate</i> by increasing target customers by 15% of the total population of Bekasi district.
2	Objective	- Using a Lean AI system based on medical records to help manage data, testing and analyzing laboratory test results more efficiently.
	Target	- Increase customer satisfaction and attract other customers.
3	Objective	- Develop target customers amounting to 12% of the population of Bekasi district.
	Target	- Customers increased in the third year to 25,119 and in the fourth year to 30,164 customers.
Long Term Goals and Objectives (≥ 5 years)		
1	Objective	- Maintenance <i>brand awareness</i> and expanding customers in the area around Bekasi Regency, namely Bekasi City, with a target of adding customers to 10% of the total population of the Bekasi City area.
	Target	- Maintaining <i>customers</i> and increasing market network by 10%.
2	Objective	- Carrying out <i>a unique selling point</i> provides a box for suggestions, criticism and complaints to customers with a target of 75%.
	Target	- Providing suggestions, criticism and complaints box facilities to customers with a target of 75% of customers being able to participate in improving services.
3	Objective	- Expanding customer targets to the Bekasi city area with a target of 30%.
	Target	- Target customers in the fifth year are 37,893 customers.

Marketing Strategy

A marketing strategy is a plan prepared to achieve sales goals and market products or services to a specified target market. It involves steps designed to increase awareness, interest and purchase of that product or service. Marketing strategy includes various elements, including market analysis, market segmentation, determining market targets, product or service differentiation, and pricing, as well as promotion and distribution.

Segmentation

Segmentation is an activity of grouping the market for a product into several market segments that are very likely to be served by a product. This grouping is carried out based on the strategies in the *Quantitative Strategic Planning Matrix* (QSPM), namely *market development* and *product development*, in this case developing and searching for markets for Medical Laboratory Daksa and the *Lean Business Canvas Model*.

The types of market segmentation are geographic segmentation, demographic segmentation, psychographic segmentation and behavioral segmentation. The following is the Market Segmentation Table for Daksa Medical Laboratory:

Table 2. Medical Laboratory Daksa Market Segmentation

Aspect	Description
Geographical	Bekasi Regency Area, Bekasi City.
Demographic	Residents of Bekasi Regency in all age categories.
Psychographics	▪ Providing complete, fast, precise, accurate services. ▪ Close to where you live.
Behavior	There is health awareness in society, where people with higher incomes are more likely to pay attention to their health, undergo regular examinations, and use available medical services, including laboratory services for diagnosis and monitoring of medical conditions.

Targeting

Targeting is a marketer's decision about which market segments the product will serve. Of the 4 (four) potential market segmentations contained in table 3, as explained by *Lean Business Canvas Model for Target Segment* Chapter IV on Strategic Planning and Management of Medical Laboratory Daksa is Customer Residents of the Bekasi Regency area. The targeting in the Daksa Medical Laboratory market is in table 3 as follows:

Table 3. Targeting the Medical Laboratory Daksa Market

Targeting	Description
Geographical	The Bekasi Regency area consists of 23 sub-districts, 7 sub-districts and 180 villages with an area of 127,388 ha or 3.43% of the area of West Java Province. (Data Source 2022), who have a preference for medical laboratory services.
Demographic	Residents of Bekasi Regency in all age categories.
Psychographics	Providing complete, fast, precise, accurate services.
Behavior	There is health awareness in society, where people with higher incomes are more likely to pay attention to their health, undergo regular check-ups, and use complete medical services.

Positioning

Positioning aims to place a product in a higher position in the minds of customers, making it easier to differentiate from competitors. Based on *Lean Canvas* Chapter IV *positioning* is in the table:

Based on the *Business Level Strategy* in Chapter 4 and the *Lean Business Canvas Model*, the *positioning* of Daksa Medical Laboratory is as follows:

Table 4. Positioning

Positioning	Description
Taglines	Healthy Care and Quality for You.
Positioning	Daksa Medical Laboratory provides precise, accurate results and produces fast results because it uses the TAT (<i>Take Around Time</i>) method.
Target Market	Residents of the Bekasi Regency area are all ages.
Brand Name	Medical Laboratory Daksa.
Frames of Reference	Medical Laboratory that provides complete, precise, fast and accurate services in serving customers.
Reasons to Believe	▪ Providing laboratory examination packages. ▪ Providing <i>telemedicine</i>, <i>drive-thru</i>, <i>homecare</i> and <i>onsite services</i>. ▪ Laboratory integrated with medical laboratory <i>Lean AI</i> applications. ▪ Providing <i>excellent service</i> so that customers feel comfortable and safe. ▪ Providing Anatomical Pathology Specialist doctors who can provide education and counseling to customers regarding their lab test results, help them understand their health condition and provide appropriate advice face to face or <i>online</i>.

Marketing Mix

Considering that the targeting of Daksa Medical Laboratory is in accordance with *the Lean Business Canvas Model* in the *Customer Segments* section, namely the South Tambun Community, Bekasi Regency, productive age and the elderly and is categorized as B2C (*Business to Customer*). So we use 4P tools, namely *Product, Price, Place, Promotion* as a marketing mix strategy.

Product

In essence, someone wants a service product that can provide satisfaction from the service product. Referring to *the Lean Model Canvas*, in the *Unique Value Proposition* column, Daksa Medical Laboratory has several unique values that are superior in laboratory business competition. There are 3 (three) levels of kite product needs that customers want, namely as follows.

1. Core Product (*Core Product*), is the real core of the service product that a customer wants to obtain. The following are the core products provided by Daksa Medical Laboratory:
 - Providing complete laboratory examinations, including medical laboratory examinations, consultation services and *health screening*.
 - Providing medical personnel who can provide education and counseling to customers regarding the customer's laboratory test results, help customers understand the customer's health condition and provide appropriate advice via *telemedicine* or face to face.
 - The availability of friendly human resources and providing *excellent service* so that customers feel comfortable and safe.
 - Service information, registration, examination and collection of test results can be done *online* or *offline* so that customers do not need to queue to undergo examination or collect examination results.
2. Formal Product (*Formal Product*), is the shape, model, quality, brand and packaging that accompanies the product. Daksa Medical Laboratory provides:
 - Test results are very accurate and reliable for customers because Daksa uses complete laboratory equipment. Laboratory test results are presented in printed form and package the results in an envelope and send laboratory test results via email to customers.
 - Using a lean AI technology system that is more efficient and can speed up test and diagnosis results.
3. Additional Products (*Augmented Products*), are additional formal products with various accompanying services. Daksa Laboratory provides services:
 - Providing drive-thru service for customers who want to do a quick check.
 - Providing home-care services, for customers who cannot come to Daksa Medical Laboratory.
 - Providing *onsite services* for certain agencies or communities.

The following is a picture of the Daksa Medical Laboratory service product.



Figure 2. Medical Laboratory Daksa Service Products.

Source: Author Team (2024)

Price

Pricing is an important thing. Daksa Medical Laboratory determines prices based on target market calculations, product mix, services and competition. Pricing in health service organizations should be rational, in accordance with expenditure and services obtained. The costs that customers will incur when using the necessary examination test services need to be considered in calculating the price that will be determined by the Medical Laboratory Daksa.

Place

A strategic place or location will be one of the advantages of Daksa Medical Laboratory which is located at Ruko Grand Wisata Blok A-01 No.01 Jl. Grand Wisata, Kel. Lambangsari, District. South Tambun, Bekasi Regency, West Java 17510 Grand Wisata, South Tambun, so that it can be easily reached and found by customers. Daksa Medical Laboratory has a large and safe parking area for vehicles, provides sample collection space in more than one place, provides a comfortable and child-friendly waiting room, and always maintains cleanliness and tidiness. Has a decoration and arrangement design that has its own appeal for target customers.

Promotion

Promotion is an activity and material which in its application uses techniques, under the control of the product service seller, which can communicate interesting persuasive information about the product and service being offered either directly or by parties who can influence customers. The objectives of promotional activities include the following:

- Identifying Product Types of Services to attract new customers.
- Communicate the service products offered and the ease of obtaining these service products.
- Increase the number of customers for products that are widely known.
- Inform customers about improving the quality of products and services provided.
- Invite customers to visit the exhibition venue.
- Motivate customers to choose or use the laboratory test service products offered.

Promotional activities carried out by Daksa Medical Laboratory are as follows.

1. Advertising, namely offering service products through advertisements on *online social media* (Instagram, Facebook, Tiktok, Whatsapp) or *offline media* (Brochures, Banners, Leaflets, Banners).
2. *Personal Selling*, namely presenting verbally in a conversation with customers or prospective customers with the aim of realizing sales in accordance with planned targets. Daksa Medical Laboratory markets by participating in providing medical personnel who can provide education and counseling to prospective customers regarding health consultations, recommendations for laboratory tests to detect the health of prospective customers, helping customers understand the importance of maintaining health.
3. Product Service Sales Promotion, namely activities that encourage customers to use laboratory services by opening exhibitions in front of the Daksa Laboratoriu Medik office, providing key chain *souvenirs* and others, coming to community social gatherings, clinics, schools, campuses, holding seminar events and others.
4. Publicity is an effort to stimulate demand for a service product on a massive scale, such as community services, charity and other social activities that involve the company's good name and are covered by the press media, namely by holding a free inspection event for several product items and free health consultations, opening a stand at the time *car-free-day* events, Mother's Day, Independence Day and others.

Sales

Sales Activities

Daksa Medical Laboratory created a marketing planning program called G5 (*Goal 5 Years*). This program is a form of *action plan* that must be carried out for 5 (five) years in order to achieve short, medium and long term marketing goals.

Table 5. Sales Activities

Period	General Activities	Strategy	Special Activities	Tools
Year to 1-2	1. Conduct market research/surveys and report results to operations. 2. Establish a distribution network. 3. Determine the segment and target market. 4. Attract customers and partners. 5. Arrange campaign activities. 6. Create advertisements and product promotions.	▪ Market penetration ▪ Relationship formation	▪ Distribution of Questionnaires ▪ Brain Awareness on online social media (Instagram, Facebook, Tiktok, Whatsapp). ▪ Campaign events ▪ Soft Launching	SEM, Google Ads, Google Forms, Websites, Brochure, Banners, Banner, Alphakes Association.
Year to 3-4	1. Conduct market research/surveys and report results to operations. 2. Preparation of target market. 3. Forming collaborations and partnerships. 4. Arrange campaign activities. 5. Increase satisfaction	▪ Market penetration ▪ Relationship formation.	▪ Distribution of Questionnaires ▪ Active in updating Daksa services on social media. ▪ Campaign events (such as <i>car free days</i>, exhibitions celebrating national holidays, <i>open tables</i> and others).	Google Forms, Website Brochure, Banners, Banner, Alphakes Association.
5th and above	1. Conduct market research/surveys and report results to operations. 2. Expansion of target market. 3. Maintain customers. 4. Organize activities 5. Campaigns, product seminars.	▪ Market penetration ▪ Maintain relationships	▪ Campaign events online, offline ▪ Suggestion Box for service improvement.	Google Forms, Community

Sales Team

Sales Team is a very important part in marketing laboratory products or services. Sales Team It has the task of organizing and managing the sales process, achieving sales goals, and developing effective sales strategies. The main function of *the Sales Team* is organizing and managing the sales process, achieving sales goals, and developing effective sales strategies. *Sales Team* must have an effective sales strategy, such as using social media and digital technology.

Daksa Medical Laboratory has 3 (three) marketing people consisting of 1 (one) person as Head of Marketing and 2 (two) marketing staff. So you can carry out marketing and sales activities to achieve sales targets.

The following is the Daksa Medical Laboratory marketing and sales team with the main roles and responsibilities as follows.



Figure 3. Daksa's Sales Team

Table 6. Sales Team Activities

Short Term to Long Term		
Activity	Head of Marketing	Marketing Staff
Main Duties and Responsibilities	- Target setting in accordance with Company objectives. - Create and organize marketing strategies. - Looking for segmentation and determining the target market. - Creating Activity Plan VS Actual. <i>Sales Monitoring System</i>. - Provide incentives or bonuses if you exceed the target. - Coordination between the <i>marketing</i> and <i>sales teams</i> so that they are aligned. - Plan and develop marketing strategies.	- Execute the targets that have been set. - Carrying out activities in carrying out strategies. - Conduct market research, questionnaires, SEM. - Identify and analyze potential customer prospects in the target market. - Create designs for advertisements on social media, brochures, banners and others. - Can work with <i>teamwork</i>. - Execute applicable strategies.
Final destination	- Check weekly, monthly and annual marketing reports. - Target <i>market</i> and <i>revenue</i> accomplished and achievable.	- Create weekly, monthly and annual marketing reports. - Target <i>market</i> and <i>revenue</i> achieved and achieved.

Sales Budget

Projected *marketing needs* are the preparation and estimation of costs required to manage and implement marketing activities. This includes costs for strategy development, content development, social media management, *event management marketing*, *online campaign management*, and *offline campaign management*. *Marketing needs* projections also help companies organize and manage *marketing budgets* effectively and efficiently. By projecting *marketing needs*, companies can ensure that

the marketing activities carried out are in accordance with business needs and set goals.

Revenue Stream Scenarios and Assumptions

Based on customer arrivals, the Daksa Medical Laboratory *revenue stream scenario can be calculated* from year 1 to year 5 with the assumption of customer arrivals using service products.

Revenue Stream Projections

Revenue Stream projection is obtained from the arrival of customers who visit to carry out laboratory examinations and service products at Daksa Medical Laboratory. The following is a *revenue stream* projection table.

Table 7. Revenue Stream Projections

No.	Revenue Stream Projections	1st year	2nd year	3rd year	4th year	5th year	Total
1	Lab Examination. Medic	1,508,020,160	1,733,403,229	2,052,758,969	2,525,407,516	3,265,202,671	11,084,792,546
2	Health Facilities Reference	2,827,537,800	3,250,131,055	3,848,923,067	4,735,139,093	6,122,255,009	20,783,986,024
3	X-Ray Car Inspection	251,336,693	288,900,538	342,126,495	420,901,253	544,200,445	1,847,465,424
4	Home Care	424.130.670	487,519,658	577,338,460	710,270,864	918.338.251	3,117,597,904
5	Drive Thru	141,376,890	162,506,553	192.446.153	236,756,955	306,112,750	1,039,199,301
6	Onsite	-	630,000,000	749,700,000	873,936,000	1,002,841,560	3,256,477,560
Amount		5,152,402,213	6,552,461,033	7,763,293,145	9,502,411,681	12,158,950,687	41,129,518,759

CONCLUSION

Medical Laboratory business opportunities are increasing and also competing with competitors of similar companies. For this reason, Daksa Medical Laboratory needs a marketing strategy to attract the interest of its customers so that customers choose to have an examination at Daksa Medical Laboratory. The aim of this research is to analyze marketing plans and develop marketing strategies in the Medical Laboratory Business.

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