

**Supplement**

***Determinants of Suboptimal Use of Digital Marketing at X Hospital***

**Faktor Determinan Kurang Optimalnya Penggunaan Digital Marketing di Rumah Sakit X**

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**ABSTRACT**

*During the COVID-19 pandemic era, digital-based hospital activities were chosen as an alternative solution to support the physical distancing policy. Digital marketing is a digital-based marketing activity to reach customers widely. This study aimed to determine the determinants of suboptimal digital marketing in X Hospital. This research was conducted using a qualitative descriptive method. Data were collected using observation, document review, and Focus Group Discussion (FGD). FGD respondents determined were six respondents consisting of the Head of General and Administrative Division, Head of Finance, two Public Relations and Marketing Staff, Hospital Management Information System (SIMRS) staff, and Patient Registration Coordinator. The root of the problem is presented in the fishbone diagram and followed by the 5-Whys method. The priority of the root of the problem found was that the PR and marketing unit staff of X Hospital had not optimally used the features on social media for marketing activities. The alternative solution was chosen using a scoring method on Capability, Accessibility, Readiness, and Leverage (CARL), which was optimizing the Instagram business feature as the main social media for X Hospital in the digital marketing activities.*

**Keywords:** Digital marketing, hospital, public relations and marketing, social media

**ABSTRAK**

Di era pandemi COVID-19 kegiatan rumah sakit berbasis digital dipilih sebagai alternatif solusi pendukung kebijakan physical distancing. Digital marketing merupakan kegiatan pemasaran berbasis digital untuk menjangkau pelanggan secara luas. Penelitian ini bertujuan untuk mengetahui faktor determinan kurang optimalnya digital marketing di Rumah Sakit X. Penelitian ini dilakukan dengan metode deskriptif kualitatif. Pengumpulan data dilakukan dengan observasi, telaah dokumen dan *Focus Group Discussion* (FGD). Responden FGD ditentukan sebanyak 6 responden terdiri dari Kepala Bidang Umum dan Administrasi, Kepala Bagian Keuangan, dua orang Staf Humas dan Pemasaran, staf Sistem Informasi Manajemen Rumah Sakit (SIMRS) dan Koordinator Tempat Pendaftaran Pasien (TPP). Akar masalah disajikan pada diagram fishbone dan dilanjutkan metode *5Whys*. Prioritas akar masalah yang ditemukan adalah staf unit humas dan pemasaran Rumah Sakit X belum menggunakan fitur di media sosial secara optimal untuk kegiatan pemasaran. Alternatif solusi dipilih dengan metode skoring dengan indikator *Capability, Accessibility, Readiness, dan Leverage* (CARL) yaitu optimasi fitur instagram business sebagai media sosial utama Rumah Sakit X untuk kegiatan digital marketing.

**Kata Kunci:** Digital marketing, humas dan pemasaran, media sosial, rumah sakit

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