

BUSINESS DEVELOPMENT STRATEGY THROUGH ENHANCEMENT OF RESOURCES AND ATTRACTION USING THE ANALYTICAL HIERARCHY PROCESS (AHP): A CASE STUDY OF RSUD KOTA BOGOR

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ABSTRACT

This research aims to formulate a business development strategy for RSUD Kota Bogor through the enhancement of resources and attractiveness using the Analytical Hierarchy Process (AHP). In the healthcare context, access to quality services is a priority, following the standards established by the World Health Organization (WHO). This study employs a qualitative approach, involving in-depth interviews with management and medical personnel. Analysis results reveal that resources, including financial, human resources, and facilities, as well as attractiveness—

comprising customer satisfaction and market factors—significantly influence the hospital's business development. Three main strategies are proposed: development of the hospital as a leading referral institution, establishment of the hospital as a teaching facility, and the implementation of digital services. The findings are expected to provide RSUD Kota Bogor's management with a guide for developing effective and sustainable strategies

Keywords: *Business Development Strategy, Resources, Attraction, Analytical Hierarchy Process (AHP), RSUD Kota Bogor, Healthcare Services*

INTRODUCTION

According to the World Health Organization (WHO), health is a fundamental human right. Universal health coverage (UHC) is recognized as one of the best approaches to ensure that every individual can access quality healthcare services without financial barriers (World Health Organization, 2023). To measure the adequacy of healthcare services, WHO sets the standard of hospital bed ratios per 1,000 people as an indicator of a country's readiness to provide sufficient healthcare services (Badan Pusat Statistik (BPS), 2023) .

The 1945 Constitution guarantees the right of every Indonesian citizen to a prosperous life and access to healthcare services. The government has launched various initiatives to fulfill this right, including immunization programs, disease control, and health promotion. According to Article 1 Paragraph 10 of Law No. 17 of 2023 on Health, hospitals are facilities that provide a range of health services, from promotive and preventive to curative, rehabilitative, and palliative.

RSUD Kota Bogor, owned by the Bogor City Government, envisions becoming the “Ideal Family Hospital,” aiming to enhance customer satisfaction through professional and quality service. This research, titled “Business Development Strategy through Resource and Attraction Enhancement with an Analytical Hierarchy Process (AHP) Approach: A Case Study of RSUD Kota Bogor,” explores strategic directions for achieving these goals.

The study examines key factors, namely Resources (financial, HR competence, and facilities), Attraction (market and customer satisfaction), and Business Development (increasing financial revenue and service quality). The following research questions are formulated:

1. How can priorities and implementation strategies be determined based on Resources and Attraction in RSUD Kota Bogor's Business Development using AHP?

2. How can the priorities of each criterion comparison be determined according to alternative strategies in RSUD Kota Bogor's Business Development using AHP?
3. How can priorities be set for each sub-criterion comparison in RSUD Kota Bogor's Business Development using AHP?
4. What priority-based strategies should be implemented based on Resources and Attraction for RSUD Kota Bogor's Business Development?

The research objectives and benefits are as follows:

1. Develop a priority scale model based on Resources and Attraction for strategy implementation in RSUD Kota Bogor's Business Development using AHP.
2. Identify the criteria that establish priorities based on Resources and Attraction in RSUD Kota Bogor's Business Development.
3. Identify sub-criteria factors that determine priorities based on Resources and Attraction for RSUD Kota Bogor's Business Development.
4. Formulate an implementation strategy based on Resources and Attraction to drive RSUD Kota Bogor's Business Development.

LITERATURE REVIEW

In marketing management, the field of marketing is understood as a social activity aimed at fulfilling the needs and desires of customers through the creation and exchange of products (Kotler & Keller, 2020). Marketing exists to shape customer needs by providing products and services that align with these needs and wants, creating a relationship that is advantageous to both customers and businesses. According to Stapleton and Ali, marketing is also an essential tool for understanding and addressing customer demands, providing solutions that resonate with the preferences of target markets, and distinguishing a business in a competitive landscape (Rizal, 2020). Central to this is satisfying customer desires, which form the foundation for most marketing strategies and practices. In achieving these goals, companies often employ strategic tools such as segmentation, targeting, positioning, and marketing mix elements (Kotler & Armstrong, 2018).

Segmenting the market involves dividing it into groups with similar needs, which allows a business to tailor its marketing strategies effectively. Market positioning, on the other hand, entails creating a unique identity in customers' minds, often by highlighting

differentiators that make a product or service preferable to alternatives. The marketing mix—encompassing product, price, place, and promotion—serves as the backbone of the company's response to market demands, providing a framework that enables companies to meet consumer needs while achieving organizational objectives.

The concept of strategic management underpins the process of formulating, implementing, and evaluating decisions that drive a business's competitive performance. Strategy, as outlined by (Rothaermel, 2017), is a series of planned actions that seek superior performance in a competitive setting. This involves the thorough analysis of internal and external environments, including factors such as resources, competitive forces, and potential threats. Frameworks such as Porter's Five Forces and SWOT analysis are widely used to identify opportunities and threats within the business landscape, guiding the formulation of actionable strategies (Tarumingkeng, 2019). Success in strategic management is largely achieved by establishing a sustainable competitive advantage, which often requires innovation, effective resource allocation, and a leadership-driven culture that aligns employees' efforts with the company's long-term goals (David & David, 2020).

In resource management, the term "resources" is commonly associated with any assets that an organization utilizes to achieve its objectives. These assets are broadly classified into categories like natural resources, human resources, physical infrastructure, financial capital, and informational assets. According to Merriam-Webster, resources are defined as any means or assets that satisfy needs, while the Indonesian Great Dictionary extends this definition to encompass production factors such as land, labor, and capital (Acemoglu & Robinson, 2019).

Human resources, as Duflo & Banerjee (2019) highlight, play a critical role in driving economic progress, particularly when competencies are nurtured through education and training. In healthcare, the quality of human resources is pivotal, as skilled healthcare providers significantly impact the delivery of quality services. Physical and technological resources, which include facilities and modern equipment, enable institutions like hospitals to improve service efficiency and patient outcomes (Zuboff, 2019). Meanwhile, financial resources, encompassing capital and access to funding, allow healthcare institutions to invest in both human and physical resources, thus fostering a cycle of continuous improvement and sustainable growth.

The Analytical Hierarchy Process (AHP) is a multi-criteria decision-making tool designed to handle complex decisions with multiple factors. Developed by Thomas L. Saaty in the 1980s, AHP decomposes a complex decision-making problem into a hierarchical structure, consisting of goals, criteria, sub-criteria, and alternatives (Tavana Madjid,

2021). The essence of AHP lies in its ability to weigh alternatives based on both qualitative and quantitative data, providing a robust framework for setting priorities and making decisions (Supriadi, 2018). AHP's basic principles—such as reciprocal comparison, homogeneity, independence, and expectation—provide a structured, mathematical foundation that is both reliable and adaptable to various fields, including healthcare. Through a structured approach of comparative assessments, AHP enables decision-makers to calculate a consistency ratio, ensuring that priorities are logically sound. In healthcare management, AHP has proven especially beneficial for resource allocation, strategy formulation, and service improvement decisions.

RESEARCH METHOD

This research adopts a qualitative approach to analyze the business development strategy of RSUD Kota Bogor, focusing on resource optimization and attraction enhancement through the Analytical Hierarchy Process (AHP). This method is chosen to gain a comprehensive understanding of the influencing factors, sub-factors, and alternatives involved in the strategic development of RSUD Kota Bogor. Qualitative methods, as described by Creswell & Creswell (2018), are effective for exploring the depth and context of phenomena, making them suitable for this study's objective of developing a prioritized strategy model based on RSUD's specific resource and attraction dynamics.

Data collection for this study involved in-depth, structured interviews with key informants, which include senior management, medical staff, and external stakeholders affiliated with RSUD Kota Bogor. The participants were selected through purposive sampling to ensure the collection of rich, relevant insights. The sample consists of 10 respondents from RSUD Kota Bogor and one external healthcare management expert, ensuring that diverse perspectives are included to enhance the depth and credibility of the findings. The interview process followed a structured guide, with open-ended questions designed to explore respondents' perceptions and experiences regarding RSUD's resources, attractions, and potential growth strategies. In addition to interviews, the study incorporated observations and document analysis as supplementary data sources. These methods enable triangulation, which reinforces the validity of qualitative research by cross-verifying information from multiple sources.

Data analysis was conducted using the Analytical Hierarchy Process (AHP), a structured decision-making method that prioritizes criteria and sub-criteria based on expert judgment. The AHP model was constructed in a hierarchical format that includes goals, criteria, sub-criteria, and alternative strategies. The goal, or primary objective of this

research, is to develop a sustainable business strategy for RSUD Kota Bogor. The criteria consist of resources (financial resources, human resources, and facilities) and attraction factors (market appeal and customer satisfaction), while sub-criteria detail the specific elements within each criterion. Three strategic alternatives were identified for analysis: positioning RSUD Kota Bogor as a leading referral hospital, establishing the hospital as a teaching hospital, and implementing digital health services.

The AHP process began with the decomposition phase, where the primary research question was broken down into a hierarchy, visualized to facilitate the prioritization process. Pairwise comparisons were then used to assess the relative importance of each criterion and sub-criterion, as well as the desirability of each strategic alternative in relation to the established goals. Expert Choice 11 software was employed to conduct these pairwise comparisons, with each participant assigning weights to the criteria based on their professional judgment. This approach allows for both qualitative input from the interviews and quantitative analysis in the form of weighted rankings. The results are synthesized into a consistency ratio, which ensures that the judgments remain logically sound, with an acceptable consistency index threshold of 0.1 or less.

In the final stages, sensitivity analysis was performed to evaluate how variations in criteria weights would impact the overall strategic priorities. This analysis provides insights into the robustness of the selected strategies, illustrating which alternatives remain strong choices across a range of potential scenarios. Dynamic Sensitivity Analysis and Two-Dimensional Sensitivity Analysis were both conducted to observe the impact of changes in resource and attraction priorities on each strategic alternative. This step is particularly relevant for RSUD Kota Bogor, as it ensures that the chosen strategies remain effective under varying operational conditions.

The timeline for this research spans from June to August 2024, with data collection occurring at RSUD Kota Bogor, located at Jl. Dr. Sumeru No. 120, RT 03/ RW 20, Menteng, Kecamatan Bogor Barat, Kota Bogor, Jawa Barat. This timeframe allowed for thorough engagement with participants and comprehensive analysis of RSUD's specific context, ensuring that the research findings align with the practical needs and goals of the institution.

The research methodology employed here enables an in-depth understanding of the complex factors influencing RSUD's business development, providing a prioritized, evidence-based strategy model that reflects the institution's unique resource composition and market positioning. Through the application of AHP and rigorous qualitative analysis, this study offers a structured, adaptable framework that RSUD Kota Bogor can leverage to enhance its growth and sustainability.

DATA ANALYSIS AND DISCUSSIONS

The data analysis process for this research utilized the Analytical Hierarchy Process (AHP) to prioritize strategic options based on their alignment with the identified criteria and sub-criteria for RSUD Kota Bogor's business development. The AHP analysis involves a multi-stage process: decomposition, pairwise comparison, synthesis, and consistency verification. Each step is designed to ensure the prioritization accurately reflects both the qualitative insights gathered through interviews and the quantitative hierarchy built for strategic decision-making.

In the decomposition stage, the primary objective of developing a sustainable business strategy for RSUD Kota Bogor was divided into two main criteria: resources and attraction. Each criterion was further broken down into sub-criteria that included financial resources, human resources, and facilities for the resources category, and market appeal and customer satisfaction for the attraction category. Three strategic alternatives were formulated to address these criteria effectively: (1) establishing RSUD Kota Bogor as a leading referral hospital, (2) developing it as a teaching hospital, and (3) implementing digital health services.

Through pairwise comparisons, participants evaluated each criterion and sub-criterion relative to one another to assess their importance in achieving RSUD Kota Bogor's goals. The Expert Choice 11 software facilitated these comparisons, producing weighted rankings for each criterion based on participant input. The results indicated that resources, specifically human resources and financial assets, are considered the most critical factors, receiving an overall weight of 0.8. Within the resources category, human resources held the highest priority (weight of 0.541), followed by facilities (0.302) and financial resources (0.157). In the attraction category, customer satisfaction was prioritized over market appeal, with weights of 0.82 and 0.18, respectively. These findings underscore the importance of optimizing human resources and ensuring high-quality facilities to build RSUD Kota Bogor's reputation as a dependable healthcare provider.

When analyzing strategic alternatives, establishing RSUD Kota Bogor as a leading referral hospital emerged as the top priority with a weight of 0.437. This choice reflects the strong emphasis placed on enhancing RSUD's capabilities in handling complex medical cases, supported by robust infrastructure and skilled medical personnel. The second-highest priority was developing the hospital as a teaching institution, with a weight of 0.304. This alternative aligns with the institution's objective to collaborate with academic institutions, providing valuable opportunities for knowledge exchange and skills development among medical staff and trainees. Finally, implementing digital health

services was rated third, with a weight of 0.259. While this option is considered important, its relatively lower weight suggests it is seen as a complementary rather than primary focus for RSUD's immediate development needs.

To ensure the reliability of these priorities, a consistency ratio (CR) was calculated. With a CR of 0.01, the results meet the AHP standard consistency threshold of 0.1 or below, validating the logical consistency of the participants' judgments. The consistency ratio highlights that the stakeholders' assessments are well-aligned, reinforcing the validity of the strategic rankings produced through the AHP model.

Following the ranking analysis, a sensitivity analysis was performed to evaluate how potential changes in criteria weights would affect the overall strategic prioritization. Two approaches were applied: Dynamic Sensitivity Analysis and Two-Dimensional Sensitivity Analysis. Dynamic Sensitivity Analysis, which adjusts the weights of individual criteria, confirmed that human resources and facilities maintain significant importance across different weight scenarios, emphasizing the stability of these priorities. Two-Dimensional Sensitivity Analysis further demonstrated that variations in resources and attraction do not substantially alter the rankings of the strategic alternatives, affirming that the priority of establishing RSUD Kota Bogor as a referral hospital remains consistent under different conditions. This stability in priorities provides assurance that the chosen strategy will remain effective despite potential shifts in operational focus or external market dynamics.

The results highlight that RSUD Kota Bogor's path to achieving sustainable growth lies in reinforcing its referral services and investing in human resources. By strengthening its role as a referral hospital, RSUD can attract a wider patient base, increase specialization in complex cases, and improve its service quality. As the second priority, the development of the hospital as a teaching institution will enhance internal capacity building, foster partnerships with academic institutions, and create a pathway for continuous professional development among its staff. The third strategic option, implementing digital services, will augment RSUD's capabilities to provide accessible, efficient, and patient-centered care through telemedicine and streamlined patient management systems.

In conclusion, this analysis illustrates that RSUD Kota Bogor's strategic priorities are well-supported by both internal and external resources, with human resources emerging as the central driver of success. The findings affirm that the hospital's development strategy should focus on high-impact areas such as referral services and educational partnerships, with digital services serving as a critical, long-term supplement. Through this carefully structured AHP analysis, RSUD Kota Bogor is equipped with a prioritized, adaptable strategy that aligns with its mission to enhance service quality and fulfill its role as a trusted healthcare provider.

CONCLUSIONS AND SUGGESTIONS

The analysis conducted in this study highlights the critical role of resource optimization and strategic prioritization in achieving sustainable business development for RSUD Kota Bogor. The Analytical Hierarchy Process (AHP) model provided a structured approach to evaluating key criteria—resources and attraction—and establishing priorities among strategic alternatives. The findings confirm that RSUD Kota Bogor's business development depends significantly on enhancing its resources, with particular emphasis on human resources and facilities, as well as building customer satisfaction to improve its market position.

The first strategic priority identified is to develop RSUD Kota Bogor as a leading referral hospital. This approach will enable the institution to attract more patients by focusing on specialized services and enhancing service quality. This priority reflects the hospital's commitment to managing complex medical cases with advanced medical technology and skilled healthcare professionals. The second priority, establishing the hospital as a teaching institution, aligns with RSUD's mission to foster continuous professional growth and leverage partnerships with academic institutions, which will improve the quality of medical training and service delivery. The third priority, implementing digital health services, is crucial for improving accessibility and operational efficiency through telemedicine and advanced patient management systems, though it is considered a complementary strategy that supports the hospital's broader goals. The sensitivity analysis further reinforced that the chosen strategies are stable and resilient across varying operational conditions, indicating that RSUD Kota Bogor's strategic direction remains sound under different resource and attraction scenarios. These findings provide RSUD with a well-founded strategy to navigate dynamic healthcare demands and continue enhancing its reputation as a reliable healthcare provider.

Strengthening human resources is essential, and RSUD Kota Bogor should invest in continuous training programs for healthcare staff, focusing on both technical skills and interpersonal competencies. By improving the skill level and patient interaction capabilities of its staff, RSUD can ensure that service quality remains high and that patients feel valued and well-cared-for. Additionally, RSUD should allocate resources toward upgrading its medical equipment, expanding specialized departments, and improving overall infrastructure. Enhanced facilities will boost patient satisfaction and ensure that the hospital is equipped to handle complex cases effectively. Establishing collaborations with universities and research institutions will be crucial for RSUD to realize its role as a teaching hospital. These partnerships can facilitate knowledge exchange,

offer training opportunities, and provide a steady influx of skilled medical professionals, enhancing RSUD's service quality and innovation in care practices.

To further support growth, RSUD should prioritize implementing digital solutions such as online patient registration, telemedicine, and electronic health records to streamline operations and improve service accessibility. Digital services will enable RSUD to reach a broader patient base, especially those who may face barriers to visiting the hospital in person, thereby enhancing the hospital's market reach and service efficiency. To ensure the effectiveness of these strategies, RSUD should establish a monitoring and evaluation system that tracks key performance indicators (KPIs) aligned with its strategic goals. Regular assessments will provide valuable feedback, enabling the hospital to adapt to changing demands and continuously improve service delivery. By following these recommendations, RSUD Kota Bogor can strengthen its business position, enhance service quality, and foster sustainable growth in alignment with its mission to provide high-quality healthcare. The structured, evidence-based strategy model developed through this study offers a clear path forward, equipping RSUD with the tools needed to remain competitive and fulfill its role as a trusted healthcare institution in the region.

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