

Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City

¹Lussia Mariesti Andriany*, ¹Murtianingsih, ¹Titania Dwiandini

¹Institut Teknologi dan Bisnis Asia Malang, Indonesia

*Corresponding author

E-mail: lussiaandriany@asia.ac.id

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Abstract

Purpose: The primary aim of the research paper should be explicitly stated in order to provide a clear understanding of the purpose and direction of the study. Identify the problem or issue under investigation and explicate the significance of the research within a particular discipline or sector.

Method: Summarize the study's research methodology. Describe briefly the research design, data collection methods, and any analytical techniques or instruments applied to the data analysis.

Practical Applications: Examine the pragmatic consequences or uses of the research results. Emphasize the practical applications of the findings in various real-world scenarios, industries, or specific contexts, and outline any potential advantages or enhancements that can be attained.

Conclusion: Provide a concise summary of the primary findings derived from the study. Emphasize the importance of the results and their contribution to a broader comprehension of the topic or resolution of the research issue outlined in the introductory section.



60) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

Introduction

Eye health is a crucial aspect of people's quality of life. Eye clinics, as healthcare providers, play a strategic role in providing optimal care to patients. However, in an era of increasingly competitive healthcare industry, eye clinics need to develop effective marketing strategies to increase their competitiveness. Currently, there are eight clinics specializing in eye health across the Greater Malang area (Anonymous, 2025a), and the ISHK Medica Eye Clinic in Batu is a newcomer to the healthcare business.

The ISHK Medica Eye Clinic is one of the eye healthcare providers with significant growth potential. However, challenges include low public awareness of available services, a lack of a targeted marketing strategy, and limited use of technology in marketing and patient communication. Therefore, mentoring efforts are needed to increase competitiveness through patient-oriented marketing strategies. Furthermore, another important consideration regarding the operation of the ISHK Medica Eye Clinic is the level of competition with similar healthcare services, such as Batu Eye Center. This competition heightens the urgency of implementing an appropriate marketing strategy, as the ISHK Eye Clinic's operational area is similar to that of its competitors. Implementing an appropriate marketing strategy is expected to entice potential customers to choose the services provided by the ISHK Medica Indonesia Eye Clinic.

Some of the challenges facing the ISHK Medica Eye Clinic in increasing its competitiveness include a lack of public awareness of the importance of eye health care and the services it provides. In general, it's important to recognize that eye examinations are a relatively underserved service, partly due to the high cost, which leads people to neglect their eye health unless eye-related issues disrupt their daily activities. Furthermore, the public is also unaware of the various eye health services available at the clinic, as the ISHK Medica Clinic in Batu City is a new branch that will be established. This situation forces the ISHK Medica Eye Clinic to formulate an appropriate marketing strategy to encourage people to choose its services when experiencing eye-related issues.

Based on the above description, it can be concluded that increasing the competitiveness of the ISHK Medica Eye Clinic requires a more targeted, innovative, and patient-centered marketing strategy. Assistance in designing and implementing a patient-centered marketing strategy is expected to help the clinic increase visibility, attract new patients, and build loyalty to existing patients.

Method

The methods used in this community service include initial analysis and evaluation to identify partner needs and challenges. The process then involves developing a patient-oriented marketing strategy, focused on three key areas: branding development, digital media optimization, and Customer Relationship Management (CRM) implementation. All activities are conducted using Focus Group Discussions (FGDs), both online for initial analysis and evaluation, and offline for strategy development. The FGDs involve two parties: the ISHK Media management team and the community service team. The FGDs were conducted twice: in March 2025 for initial analysis and in August 2025 for strategy development.

A more detailed breakdown of the community service implementation stages at ISHK Medica Eye Clinic is shown in Table 1 below.

Table 1. Outlines The Implementation Stages Of The Community Service Project At ISHK Medica Eye Clinic

No	Step	Detail
1	Initial Analysis and Evaluation	Survey and Interview with the Clinic a. Identifying the marketing needs and problems of the clinics b. Analyze the patient segmentation that is the target of clinical services

61) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

No	Step	Detail
		Evaluation of Clinic Competitiveness <ol style="list-style-type: none"> a. Compare services and marketing strategies with competitors b. Identify the clinic's strengths and weaknesses in terms of marketing and patient service
2	Developing a Patient-Oriented Marketing Strategy	ISHK Medica Eye Clinic Branding Development Determine the clinic's Unique Selling Proposition (USP) to attract the attention of potential patients Digital Media Optimization <ol style="list-style-type: none"> a. Help clinics develop social media as the main information channel b. Create educational and promotional content based on eye health that is interesting and informative Implementation of Customer Relationship Management Develop patient loyalty programs, such as discounts or special service packages

Source: Processed Data, 2025

Result

The ISHK Medica Eye Clinic is a provider of specialized eye health services in Batu City with international standards. Construction began in 2023 and officially opened in September 2025 (Anonymous, 2025b). It is a philanthropic initiative of the Singapore-based Tolaram Group. The clinic's vision, beyond profit, is to provide charitable projects and healthcare services, making ISHK Medica Eye Clinic a social enterprise. A social enterprise is defined as an organization or company established with the intention of generating profit while simultaneously addressing environmental or social issues (Calo et al., 2024; Defourny & Nyssens, 2006; Halsall et al., 2022; Kusumasari, 2015; Maksum et al., 2020; Vicente, 2022). In more detail, the problems that ISHK Medica wants to solve are social problems that are in line with Sustainable Development Goals number 3, namely achieving good health and well-being.

Before starting the construction and opening of the clinic as an independently operating business, ISHK Medica Eye Center had started their journey in the field of health services since 2003. ISHK Medica has held free cataract surgery in collaboration with Karsa Husada Batu Hospital, Batu City Government, and BPJS Kesehatan (Hadi, 2023). This was done as an initial effort to introduce the eye health service business to the public, so that it can be an option when people need it.

Based on the brief description above, it is known that ISHK Medica Eye Clinic is a new eye health service provider in Batu City, where similar service providers are already well-known to the public. Therefore, the need to formulate a comprehensive marketing strategy is necessary for the company to survive in the competitive business environment. As previously mentioned, this community service aims to help increase ISHK Medica Eye Clinic's competitiveness through the formulation of a patient-based marketing strategy. Patient-based (or patient-oriented) marketing is a marketing strategy approach that places the patient at the center of all marketing activities. In the context of ISHK Medica Eye Clinic, this marketing strategy aims to increase public awareness, build trust, and create a positive patient experience. This approach also has an educational aspect, helping the public better understand the importance of maintaining eye health while providing information about the products and services available at the clinic. For this strategy to be sustainable, the clinic needs to integrate digital technology, improve service quality, and establish effective

62) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

communication with patients.

Patient-based marketing is crucial in healthcare industries such as eye clinics because it helps organizations achieve sustainability through increased product sales. The relatively low cost of eye health services, which tend to be underutilized by the general public, heightens the urgency of implementing appropriate marketing strategies. Through a patient-centered strategy, clinics can ensure that potential clients choose to utilize their services. This patient-centered marketing approach is expected to lead to patient loyalty and referrals, ultimately helping ISHK Medica Eye Clinic increase visibility, attract new patients, and build loyalty among existing patients.

This community service activity is divided into two phases: initial analysis and evaluation, and the development of a patient-centered strategy.

1. Initial Analysis and Evaluation

This stage was carried out as the initial step for the community service team to explore the needs for clinic development. This stage was carried out in March 2025 through an online meeting via Zoom. This meeting was attended by (1) the ISHK Medica managerial team, namely Dr. Rahmat Hidayat as the clinic's president director and Mrs. Kristina Elok as the manager, and (2) the community service team. Based on the results of the discussion, it was understood that marketing is a crucial matter for which a strategy must be formulated immediately. Several important points as initial discussions related to the formulation of a marketing strategy are:

- a. ISHK Medica Eye Clinic is a philanthropy-based organization, which will impact how the organization sets prices and promotes its healthcare services to the public.
- b. ISHK Medica's first eye health service activity, free cataract surgery, has been implemented. This activity was carried out at Karsa Husada Hospital in Batu City in collaboration with the Batu City Government and BPJS Kesehatan.
- c. There is a minimum price for each eye health procedure performed by each operating clinic. This minimum price is determined by the Indonesian ophthalmology association and is intended to prevent clinics from setting prices arbitrarily.

Several key notes based on the results of these discussions were then discussed by the community service team to formulate their marketing strategy. Evidence of the initial analysis and evaluation phase is shown in Figure 1.

Figure 1. Analysis and Evaluation via Zoom Meeting



Source: Data Processed, 2025

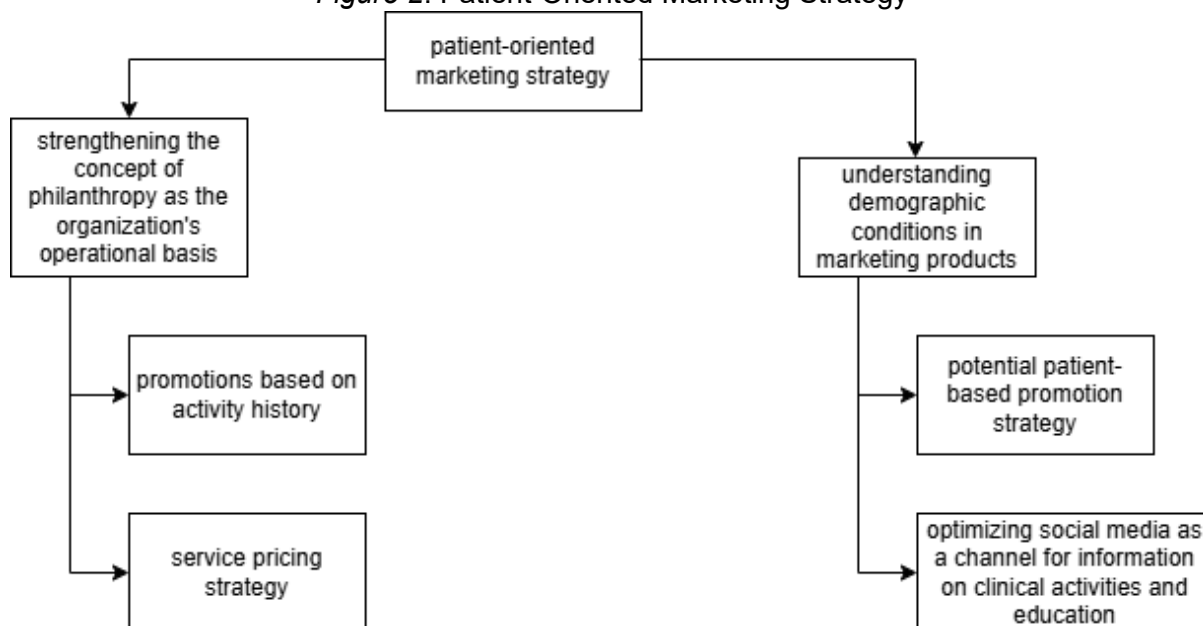
2. Marketing Strategy Development

In this second phase, the community service team formulated a suitable marketing strategy to present to the management team based on several key notes from the Zoom discussions in the first phase. A key element of developing a marketing strategy for a new organization like ISHK lies in its unique selling proposition, designed to attract potential patients. A unique selling proposition is a crucial attribute that must be present to motivate customers to purchase the organization's products or services over those of competing brands (Caldieraro & Cunha, 2022; Hirawaty & Darma, 2022; Niu & Wang, 2016). To develop a unique selling proposition, the community service team proposed

63) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

several key points for a patient-driven marketing strategy to the ISHK Medica Eye Clinic management team. These key points are illustrated in Figure 2 below.

Figure 2. Patient-Oriented Marketing Strategy



Source: Data Processed, 2025

Based on Figure 2 above, the proposed marketing strategy is divided into two parts: strengthening the concept of philanthropy and understanding demographic conditions. The first point, strengthening the concept of philanthropy, is carried out through promotions based on the clinic's previous activities. Through initial discussions and observations by the community service team, it was discovered that ISHK Medica Eye Clinic has previously performed free cataract surgeries in collaboration with Karsa Husada Hospital, the Batu City Government, and BPJS Kesehatan (Social Security Agency for Health). This activity needs to be mentioned when the clinic plans to hold free cataract surgeries again after the clinic's grand opening in September 2025. By linking these past activities to future plans, the public, as potential patients, will view these activities as a routine social activity conducted by ISHK Medica Eye Clinic. Furthermore, the public is expected to recognize developments in the clinic's operations. While previous cataract surgeries were performed at other hospitals, current operations are now conducted independently at ISHK Medica's clinic.

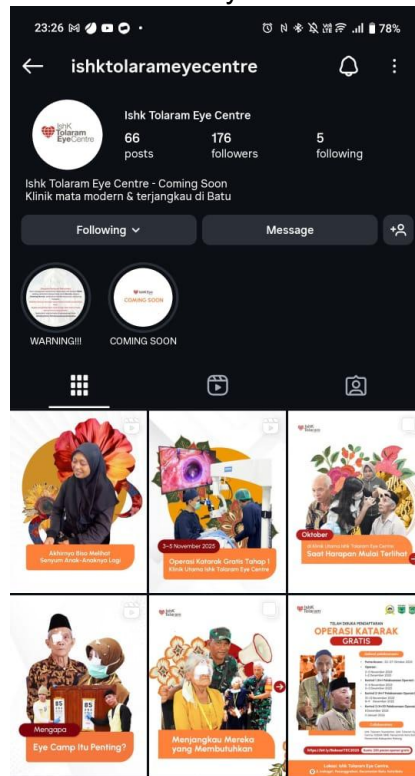
Furthermore, regarding service fees, ISHK Medica Eye Clinic receives regular donations from PT Tolaram to support its operations. On the other hand, there are minimum prices set by the association that must not be violated. The proposed strategy in this regard is that the association's minimum price is the price of services displayed to the public. Furthermore, the donations are used to offset the minimum price set by the ophthalmology association. This pricing strategy is implemented to project the clinic's image as offering lower prices.

As previously mentioned, the second point relates to understanding the demographics of the population surrounding the clinic. The approach taken to marketing healthcare products must consider the target population group. Potential patients for eye healthcare services include elementary and middle school students. The clinic's marketing team is proposed to regularly organize eye health education events at schools in the Batu City area. Furthermore, the marketing team can target specific community groups, categorized by religion or race, when promoting its healthcare services. In this case, the marketing team can first approach trusted figures within these communities, making it easier to provide education to specific groups. Finally, social media optimization is also necessary to reinforce various previous marketing strategies. It is now known that social media is a tool used in marketing and can influence individual decision-making (Andrea et al., 2024; Nathanael & Angeliawati, 2023;

64) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

Saggaff et al., 2025). Based on this, the marketing team's focus on posting educational content, conducting promotions, and documenting the clinic's latest activities is crucial. These social media posts can serve as a digital footprint for ISHK Medica Eye Clinic, enabling a wide range of people, especially digital natives, to learn about the clinic's work in providing eye health services. The entire second phase of this community service activity took place between June and August 2025. The following images demonstrate the focus group discussion with the ISHK Medica Eye Clinic management team, as well as the marketing strategy discussion results, outlined in social media.

Figure 3. ISHK Medica Eye Clinic's Social Media



Source: ISHK Medica's IG, 2025.

Figure 3. FGD Community Service Team with Managerial Team of ISHK Medica



65) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.



Source: Data Processed, 2025.

Discussion

Based on the explanation in the results section, this community service activity provides an explanation of how patient-oriented marketing strategies are implemented at ISHK Media Eye Clinic, a new eye health service provider established in Batu City and operating as a social enterprise. The discussion will focus on three key thematic areas arising from the findings: the strategic leverage of the philanthropic operational basis, the necessity of data-driven market segmentation for a new entrant, and the role of digital integration in building trust and visibility.

1. The Strategic Leverage of Social Enterprise and Philanthropy

The core finding is that ISHK Medica's foundation as a social enterprise, backed by the Tolaram group's philanthropic initiative, is its most powerful Unique Selling Proposition (USP) (Caldieraro & Cunha, 2022). The strategy of strengthening the concept of philanthropy moves the organization's social mission from an internal value to an external marketing asset.

a. Promotional Credibility

By utilizing the promotions based on activity history, specifically the previous free cataract surgeries, the clinic establishes a verifiable track record of commitment to social welfare. This historical continuity is essential for a new clinic to gain immediate credibility and distinguish itself from existing, purely profit-driven competitors (Maksum et al., 2020). The proposed linkage between past activities at other hospitals and current, independent activities at the new clinic shows organizational progress and strengthens the perception of a routine social commitment.

b. Pricing Strategy as Philanthropic Proof

The innovative pricing strategy—where regular Tolaram group donations are used to subsidize the association's mandated minimal price—is a direct, tangible manifestation of the philanthropic concept. By advertising the minimal price while effectively offering the service at a lower net cost to the patient, the clinic creates an image of providing high-quality care at a more affordable rate, directly addressing the barrier of high cost for eye care services mentioned in the results. This approach successfully integrates the social mission with a competitive pricing mechanism.

This confirms the model of a social enterprise (Defourny & Nyssens, 2006) where profitability and social problem-solving are mutually reinforcing, aligning with SDG 3 - good health and well-being.

66) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

2. Data-Driven Segmentation for A New Market Entrant

Given that ISHK Medica is a new player in a market with established competitors, the strategy emphasizes understanding of demographic conditions and targeted engagement. This is critical for overcoming the initial lack of brand recognition.

a. Targeted Educational Outreach

The focus on engaging specific patient groups, such as elementary to secondary school students through routine eye health education, is a proactive strategy for both market penetration and public health awareness. This non-commercial activity builds community goodwill and creates a future pipeline of potential patients familiar with the clinic's brand and expertise.

b. Community-Specific Promotion

The proposal to segment promotions based on religion and race, utilizing trusted community figures, recognizes the strong influence of social networks and cultural context in healthcare decision-making, particularly in a localized market like Batu City. This tailored approach enhances the perceived relevance of the clinic's services within specific community groups, making the marketing effort more effective than a mass-market approach.

3. Digital Integration for Visibility and Trust

The strategy emphasizes social media optimization to reinforce all other marketing efforts. In the current digital landscape, social media serves as the primary tool for building digital footprint and influencing decision-making (Andrea et al., 2024; Nathanael & Angeliawati, 2023). By posting educational content, promotions, and updates on clinic activities, the management team can:

a. Increase Visibility

Overcome the disadvantage of being a new clinic by ensuring that the brand reaches the "digital native" generation and other prospective patients.

b. Build Trust

Transparently documenting past activities and continuous educational efforts transforms social media into a digital record of the clinic's competence and commitment, which is crucial for a high-stakes service like eye health.

Conclusion

This community service activity successfully developed a comprehensive patient-oriented marketing strategy to enhance the competitiveness of the ISHK Medica Eye Clinic, a newly established social enterprise in the competitive Greater Malang area (where eight eye clinics already exist). The strategy directly addresses the primary challenges identified: low public awareness, competition from established clinics like Batu Eye Center, and the high perceived cost of eye health services.

The core success of the strategy lies in transforming the clinic's philanthropic mission into its most potent Unique Selling Proposition (USP). By utilizing Tolaram group donations to subsidize the minimal association-mandated price, the clinic establishes a credible, high-value, and affordable image. Furthermore, the strategy incorporates targeted, data-driven segmentation (e.g., educational outreach to students) and robust digital integration to ensure high visibility and build community trust. This integrated approach is essential for the clinic to achieve long-term sustainability by converting potential patients into loyal customers who will ultimately recommend the services to others.

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67) Competitive Enhancement Assistance Through Patient-Oriented Marketing Strategy to ISHK Medica Eye Clinic Managerial Team in Batu City, Andriany, L. M., Murtianingsih, & Dwiandini, T.

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