

Strategic SWOT Analysis for Enhancing the Competitive Advantage of the Dental and Oral Hospital at Universitas Andalas

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ABSTRACT

Background: The Dental and Oral Hospital of Andalas University (RSGM UNAND) in West Sumatra serves as both a healthcare provider and an academic institution. In a competitive healthcare environment, hospitals face challenges in maintaining and improving their service performance and visibility. **Objective:** This study aims to identify internal and external factors influencing the competitiveness of RSGM UNAND and to formulate appropriate strategic responses using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. **Methods:** This research employed a qualitative case study approach. Data collection involved in-depth interviews with key stakeholders, direct observation of hospital operations, and document analysis to obtain comprehensive insights into institutional strengths, weaknesses, and external dynamics. **Results:** The findings indicate that RSGM UNAND's main strengths include its strategic location within the university campus, availability of modern dental equipment, and a highly competent healthcare workforce. However, weaknesses were found in limited promotional efforts and underdeveloped collaborations with health insurance providers. Opportunities identified include potential expansion to 24-hour service and increased use of social media for promotion. Major threats involve rising competition from surrounding private dental hospitals and clinics. **Conclusion:** To improve its competitiveness, RSGM UNAND must strengthen its promotional strategies, build strategic partnerships with health insurance networks, and invest in digital technologies that support service expansion and public engagement.

Keywords: SWOT analysis; dental hospital; strategic management; health service competitiveness; healthcare marketing

1. Introduction

The Dental and Oral Hospital of Andalas University (RSGM UNAND) is one of the healthcare institutions dedicated to enhancing the quality of dental and oral healthcare services in West Sumatra. As a teaching hospital, RSGM UNAND plays an essential role in integrating education and medical services. Along with developments in the healthcare sector, the demand for higher-quality health services continues to increase. The growing competition among hospitals and clinics in the region reinforces this. Therefore, hospitals are required to constantly innovate in their marketing strategies to attract more patients and increase their loyalty to the services provided. One approach that can be used in formulating such strategy is the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which has proven effective in providing strategic guidance for organizations in facing dynamic internal and external environments¹⁻⁴

SWOT analysis provides a comprehensive identification of the factors that influence hospital performance. This approach has been widely used across various sectors, including healthcare, as an effective tool in developing marketing strategies. In the hospital context, SWOT analysis helps identify the strengths possessed by the hospital as well as the weaknesses that need to be addressed.

Additionally, it offers insight into the opportunities that can be leveraged and the threats that must be anticipated to improve the hospital's competitiveness in the future.⁵⁻⁸ By understanding these factors, RSGM UNAND is expected to be better prepared to face increasing competition and to enhance the effectiveness of its services.

Globally, the rising competition in the healthcare service sector is one of the main reasons why hospitals must continue to innovate. This competition has become more evident with the emergence of private clinics offering similar healthcare services, prompting hospitals to adopt appropriate strategies to remain competitive. In Indonesia, the increasing number of hospitals and clinics, both public and private, has intensified the competition in the healthcare sector. Hospitals that fail to compete strategically risk losing their market share. Therefore, a deep understanding of the hospital's internal strengths and weaknesses, as well as external opportunities and threats, is crucial for long-term success.⁹⁻¹²

As one of the leading teaching hospitals in West Sumatra, RSGM UNAND possesses various strengths that can serve as a foundation for its competitive edge. Its main advantage lies in its status as a teaching hospital supported by the Faculty of Dentistry of Andalas University. This collaboration offers access to skilled human resources and state-of-the-art educational and research facilities. Furthermore, the hospital's strategic location in downtown Padang offers advantages in terms of accessibility for patients from various areas. However, RSGM UNAND also faces several challenges, including limitations in facilities that are not yet fully optimized, such as emergency services and operating rooms that are still under development (RSGM UNAND, 2023).

In addition to internal factors, SWOT analysis also highlights the importance of recognizing external opportunities that RSGM UNAND can utilize. One such opportunity is the growing public awareness of the importance of dental and oral health care. With ongoing health campaigns by the government and related institutions, the demand for dental services is expected to rise. On the other hand, threats faced by RSGM UNAND include the emergence of private clinics offering similar services at more competitive prices. Therefore, RSGM UNAND needs to strengthen its marketing strategies and improve service quality to maintain its market position.^{2-4,6,7,13}

Based on this background, this study aims to analyze the variables that constitute the strengths, weaknesses, opportunities, and threats of RSGM UNAND. Additionally, it seeks to formulate appropriate marketing strategies for RSGM UNAND based on its position in the Internal-External (IE) matrix. Through the SWOT analysis approach, this study aims to provide strategic recommendations for RSGM UNAND to enhance its competitiveness and service quality, thereby fulfilling its vision and mission as a leading teaching hospital in the field of dental and oral Health in West Sumatra.

2. Materials and Methods

2.1. Study Design and Setting

This study employed a qualitative research design using a case study approach. The research was conducted at the Dental and Oral Hospital of Andalas University (RSGM UNAND), located in West Sumatra, Indonesia. The study was conducted over four months, from February to May 2023.

2.2. Study Population and Sampling

The study population consisted of medical staff, hospital management, and patients who had received services at RSGM UNAND. A purposive sampling technique was employed to select participants who possessed relevant knowledge and experience related to the study's objectives. The selection criteria included staff members directly involved in hospital operations and patients who had completed their treatment at the facility.

2.3. Data Collection

Data were collected through three primary methods: in-depth interviews, direct observation, and document analysis. Interviews were conducted with key informants, including hospital administrators and healthcare professionals. Observations were carried out on hospital service practices and patient interactions. Document analysis included internal reports, strategic plans, and service evaluations from the hospital.

2.4. Data Analysis

The data were analyzed using qualitative methods, which involved data reduction, narrative presentation of findings, and drawing thematic conclusions. Key themes and patterns were identified from the triangulated data sources to ensure a comprehensive understanding of the hospital's internal and external dynamics.

2.5. Validity and Reliability

To ensure data validity and reliability, the study employed source triangulation by comparing the findings obtained through interviews, observations, and document reviews. Additionally, member checking was conducted with selected participants to verify the accuracy and credibility of the collected information.

2.6. Input Stage (Analysis of Internal and External Environment)

2.6.1. Comparative Analysis

This analysis is necessary to determine the weighting values to be entered into the IFE (Internal Factor Evaluation) matrix and the EFE (External Factor Evaluation) matrix.^{9,11,14} This method involves comparing two different factors within the same category based on their importance to the development of RSGM UNAND. The weighting of each variable uses a scale of 1, 2, and 3 with the following explanation: 1 = If the horizontal factor is less important than the vertical factor, 2 = If the horizontal factor is equally important as the vertical factor, 3 = If the horizontal factor is more important than the vertical factor.

2.6.2. IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Analysis

The IFE/EFE analysis is conducted by creating a matrix consisting of columns for weighting, rating of strengths, weaknesses, opportunities, and threats, as follows: Column 2: lists the factors of strengths, weaknesses, opportunities, and threats, Column 3: indicates the weight from 1 (very important) to 0 (not important), Column 4: provides a rating scale from 4 (outstanding) to 1 (poor) Column 5: represents the product of weight (column 3) and rating (column 4)

2.2. Process Stages

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). Each strength, weakness, opportunity, and threat with the highest value in the comparative analysis is then entered into the SWOT matrix. The combination of both the IFE matrix and the EFE matrix results in the internal-external matrix, which contains nine cells showing the total score combinations from the IFE matrix and the EFE matrix

3. Result and Discussion

Table 1 summarizes the findings from in-depth interviews that explore the internal strengths of the Dental and Oral Hospital of Andalas University (RSGM UNAND). The analysis reveals five key strengths identified through triangulated interview responses. Firstly, the strategic location of RSGM UNAND in the center of Padang city provides excellent accessibility for patients and facilitates high visibility within the community. This positioning gives the hospital a competitive advantage in attracting a broad patient base. Secondly, the hospital boasts a complete and professional team of human resources, including a multidisciplinary group of dental specialists who are well-trained in their respective fields. This breadth of expertise supports the delivery of high-quality, specialized dental care. Thirdly, the hospital is equipped with modern and comprehensive facilities, including advanced diagnostic tools such as Cone Beam Computed Tomography (CBCT). Notably, it is the only dental facility in West Sumatra that offers CBCT technology, reinforcing its role as a regional referral center. Fourth, RSGM UNAND has achieved full accreditation as a comprehensive dental and oral hospital, reflecting its commitment to quality assurance, safety, and continuous improvement in healthcare service delivery. Lastly, the hospital has developed collaborative networks with various dental and oral hospitals, both regionally and nationally. These partnerships enhance knowledge exchange, referral systems, and institutional reputation. In summary, these strengths—strategic location, expert human resources, advanced facilities, institutional accreditation, and external collaborations position RSGM UNAND as a leading institution in dental healthcare services in West Sumatra.

Table 1. Results of In-Depth Interview Reduction on the Strengths of UNAND Dental and Oral Hospital

Topic	Interview Analysis	Conclusion
strength	1. The location of RSGM UNAND is strategic and situated in the city center. 2. It has a professional team of human resources and a comprehensive group of dental specialists, each specializing in their respective fields. 3. It possesses complete and modern facilities, equipped with CBCT technology, which is a flagship and the only one in West Sumatra. 4. It has been accredited as a comprehensive dental and oral hospital. 5. It has established cooperation with several dental and oral hospitals at both the national and regional levels in West Sumatra.	1. Strategic location 2. Complete human resources 3. Superior facilities 4. Full accreditation 5. Networked hospitals

Data Processing, 2025

Table 2 outlines the internal weaknesses of the Dental and Oral Hospital of Andalas University (RSGM UNAND) based on the reduction of in-depth interview data. The findings highlight several areas where performance and institutional competitiveness remain suboptimal. One of the key weaknesses identified is the lack of a structured promotion strategy. RSGM UNAND has not actively engaged in public outreach or marketing efforts, which hampers public awareness and visibility. This is further compounded by the suboptimal use of social media platforms, which currently lack informative content and fail to effectively communicate the hospital's services to potential patients. Another significant issue is the absence of collaboration with health insurance providers. This limits patient access and affordability, particularly for those who rely on insurance to receive dental care. As a result, RSGM UNAND may miss opportunities to expand its patient base. Additionally, the hospital does not provide 24-hour service, which restricts its ability to respond to emergency dental cases and decreases its competitiveness compared to private clinics offering round-the-clock care.

Furthermore, the executive clinic, which is expected to deliver premium and personalized services, is still not functioning at optimal capacity. In conclusion, the primary internal weaknesses of RSGM UNAND include a lack of a promotion strategy, underutilization of social media, absence of insurance partnerships, non-availability of 24-hour service, and suboptimal performance of executive clinic services. Addressing these weaknesses is crucial for improving institutional performance and enhancing patient satisfaction.

Table 2. Results of In-Depth Interview Reduction on the Weaknesses of RSGM UNAND

Topic	Interview Analysis	Conclusion
Weaknesses	1. Lack of promotion for UNAND Dental and Oral Hospital (RSGM UNAND) 2. Social media is not informative and lacks completeness 3. No existing collaboration with health insurance providers 4. UNAND Dental and Oral Hospital services are not available 24 hours 5. Executive clinic services are not yet optimal	1. No promotion strategy in place for the Dental and Oral Hospital (RSGM) 2. Social media is not optimized 3. No collaboration with third parties 4. Emergency department and executive clinic are not yet optimized

Data Processing, 2025

Table 3 presents a synthesis of in-depth interview data that identifies key opportunities available to RSGM UNAND for enhancing its service quality and institutional competitiveness. These opportunities stem from both the external environment and the strategic potential within the institution's current service framework. One significant opportunity is the relatively low level of competition. In the West Sumatra region, RSGM UNAND faces only one other competitor of a similar type. This limited competition provides a strategic advantage for RSGM UNAND to position itself as a leading referral center for dental and oral health services in the province. Additionally, there is an opportunity to expand hospital operating hours to a full 24-hour service model. Implementing round-the-clock care would improve access to emergency dental services and elevate the hospital's competitiveness compared to private clinics. RSGM UNAND also has the potential to enhance its public visibility and patient engagement through more effective use of social media. Promoting

services and achievements via digital platforms can attract a broader patient base, especially among the younger, tech-savvy population.

Furthermore, the hospital has not yet fully capitalized on the opportunity to collaborate with various health insurance providers. Establishing partnerships with both public and private insurers could significantly increase patient accessibility and financial coverage. Lastly, RSGM UNAND has a wide range of specialized polyclinics that, if optimized, could solidify its reputation as a comprehensive dental referral center. Leveraging this internal asset could also support strategic growth in service volume and specialization. In summary, RSGM UNAND's external opportunities include low regional competition, the potential for implementing 24-hour operations, digital promotional strategies, insurance collaborations, and optimizing its diverse polyclinic services. These factors can collectively enhance institutional performance if appropriately pursued.

Table 3. Results of In-Depth Interview Reduction on the Opportunities of RSGM UNAND

Topic	Interview Analysis	Conclusion
Opportunities	- Has only one competitor of a similar hospital type in the West Sumatra region. - Utilizes 24-hour service for the hospital. - Utilizes social media to promote RSGM UNAND and increase public awareness. - Establishes cooperation with both government and private insurance companies. - Optimizes the services of each polyclinic available at RSGM UNAND.	- Only has 1 competing RSGM 24-hour RSGM service - Utilization of social media for promotion - Opportunities for cooperation with many insurance companies - Complete polyclinics and a dental referral center

Data Processing, 2025

Table 4 highlights the perceived threats to RSGM UNAND based on a reduction of in-depth interview data with key informants. These threats represent external challenges that may hinder the hospital's ability to maintain and improve its competitive position in the region. A prominent threat identified is the increasing number of competitors in the surrounding area, including both government and private dental hospitals as well as smaller dental clinics. These competitors offer alternative service options for patients, which may affect patient retention and referral volumes at RSGM UNAND. Another major challenge is the high cost of keeping up with rapid technological developments in dental care. To remain competitive and meet patient expectations, RSGM UNAND must continually invest in advanced diagnostic and treatment equipment—an effort that requires significant financial resources. Additionally, cultural factors and a general lack of awareness in the local community regarding the importance of oral and dental health continue to be a concern. Many individuals seek dental care only when covered by health insurance or when symptoms become severe, which limits proactive patient engagement and education. RSGM UNAND also faces increasing public scrutiny, as legal awareness regarding hospital service standards and patients' rights continues to grow. This pressure requires the hospital to consistently meet expectations related to quality, transparency, and patient safety. Lastly, compliance with stringent government regulations regarding hospital accreditation, infrastructure, human resources, and administrative procedures poses an ongoing challenge. Failure to adhere to these requirements can result in penalties or reputational damage. The RSGM UNAND must address these threats through strategic planning, community outreach, technological investment, and continuous quality improvement to ensure sustainable service excellence in a competitive and highly regulated healthcare environment.

Table 4. Results of In-Depth Interview Reduction on the Threats to RSGM UNAND

Topic	Interview Analysis	Conclusion
Threats	- Competitors include government and private hospitals as well as dental clinics around RSGM UNAND. - High costs accompany rapid technological changes. - Many people remain unaware of the importance of oral and dental health, often relying on health insurance for dental treatment. - Increasing public legal awareness regarding the quality of hospital services. - Compliance with hospital regulations concerning the completeness of infrastructure, human resources, and administrative management.	- Many private hospitals and dental clinics around RSGM - Constantly updated technology - Local community culture - RSGM service regulations

Data Processing, 2025

3.1. Matrix Internal Factor Analysis Summary (IFAS)

Table 5 presents the Internal Factor Analysis Summary (IFAS) matrix for RSGM UNAND, which evaluates key internal strengths and weaknesses based on weighted importance and performance ratings. This matrix is crucial in evaluating the internal capacity of the hospital to compete and expand within the dental healthcare sector. On the strengths side, the most influential factor is RSGM UNAND's strategic location in the city center, receiving the highest weight of 0.3 and the top rating of 4, resulting in a weighted score (WxR) of 1.2. This underscores its accessibility and visibility, which are crucial for attracting patients. Other notable strengths include professional and comprehensive human resources (WxR = 0.75) and complete, modern facilities, such as the CBCT unit—reported as the only one in West Sumatra (WxR = 0.75). The hospital's full accreditation as a paripurna (excellent) dental institution (WxR = 0.2) and its network of partnerships with other hospitals (WxR = 0.2) further enhance its internal advantages. The total weighted score for strengths is 2.9, indicating that internal capacity is relatively robust.

Conversely, the identified weaknesses reveal critical areas that need improvement. The lack of promotional efforts, absence of insurance partnerships, and unavailability of 24-hour services all receive equal weights (0.25) and ratings (3), each contributing significantly (WxR = 0.75) to the overall weakness score. Additionally, suboptimal executive clinic services (WxR = 0.3) and a manual system for patient data and reporting (no electronic SIMRS in place, WxR = 0.1) highlight operational inefficiencies that could hinder patient experience and service integration. The total weakness score is 2.65, reflecting considerable internal limitations. The internal factor score totals 5.55, reflecting a combination of strengths and weaknesses. This score indicates that while RSGM UNAND has a strong internal foundation—particularly in terms of location, resources, and infrastructure—it must address promotional strategies, service accessibility, and administrative modernization to leverage its competitive potential fully. The IFAS matrix serves as a vital tool for guiding internal strategic planning and resource allocation.

Table 5. Matrix Internal Factor Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	WxR
Strengths				
1	RSGM UNAND's strategic location in the city center	0,3	4	1,2
2	Professional human resources and a complete team of dental specialists	0,25	3	0,75
3	Complete and modern facilities, including CBTC – the only one in West Sumatra	0,25	3	0,75
4	Accredited as a paripurna (excellent) dental and oral hospital	0,1	2	0,2
5	Partnerships with other dental and general hospitals	0,1	2	0,2
Sub total		1,0		2,9
Weaknesses				
No	Weaknesses	Weight	Rating	WxR
1	Lack of promotional efforts	0,25	3	0,75
2	No collaboration with health insurance	0,25	3	0,75
3	RSGM UNAND services not yet available 24 hours	0,25	3	0,75
4	Executive clinic services are not yet optimal	0,15	2	0,3
5	Manual patient data and reporting system (no electronic SIMRS yet)	0,1	1	0,1
Sub Total		1		2,65
Total		2		5,55

Data Processing, 2025

3.2. Matrix Eksternal Factor Analysis Summary (EFAS)

Table 6 outlines the External Factor Analysis Summary (EFAS) matrix, which identifies the key external opportunities and threats influencing the strategic direction of RSGM UNAND. This matrix quantifies the external environment by assigning weights and ratings to each factor, offering a clearer picture of the hospital's external landscape. Among the opportunities, the most significant factors are the limited number of similar competitors in the West Sumatra region and the potential to offer 24-hour service, both of which are assigned a weight of 0.25 and a rating of 3, resulting in a weighted score (WxR) of 0.75 for each. These factors highlight strategic openings for RSGM UNAND to expand its service reach and patient base. Other opportunities include utilizing social media for promotion (WxR = 0.4), exploring potential collaboration with public and private insurance providers (WxR = 0.4), and optimizing the hospital's polyclinics (WxR = 0.1). Altogether, the total opportunity score stands at 2.4, suggesting moderate room for external growth if capitalized properly.

Conversely, the threats reveal potential external challenges. The most significant is the rapid evolution of medical technology, which demands high investment and constant adaptation (weight 0.2, rating 4, $W \times R = 0.8$). Close behind is competition from public and private hospitals and dental clinics located near RSGM UNAND ($W \times R = 0.6$), which presents a substantial market challenge. Additional threats include low public awareness of oral health and reliance on insurance ($W \times R = 0.4$), as well as growing legal awareness of patients and strict compliance regulations (both $W \times R = 0.2$). The total threat score is 2.2, reflecting a need for strategic responses to mitigate these external risks.

In total, the EFAS matrix yields a combined external factor score of 4.6, which indicates that while RSGM UNAND faces some formidable threats, there are also considerable opportunities that can be leveraged to enhance competitiveness. The analysis offers valuable insights for prioritizing strategic initiatives, including service expansion, partnership development, and digital marketing, to enhance the hospital's position in the regional healthcare landscape.

Table 6. Matrix Eksternal Factor Analysis Summary (EFAS)

No	External Factors	Weight	Rating	WxR
	Opportunities			
1	Only one competitor hospital of the same type in West Sumatra	0,25	3	0,75
2	Opportunity to provide 24-hour hospital services	0,25	3	0,75
3	Use of social media for broader promotion	0,2	2	0,4
4	Potential collaboration with public and private insurance	0,2	2	0,4
5	Optimizing each clinic within RSGM UNAND	0,1	1	0,1
Sub Total		1		2,4
	Threats			
1	Competition from public and private hospitals and dental clinics nearby	0,2	3	0,6
2	Rapid technological changes with high associated costs	0,2	4	0,8
3	Low public awareness about oral health and tendency to use insurance for dental treatment	0,2	2	0,4
4	Growing legal awareness of patients regarding hospital service quality	0,2	1	0,2
5	Regulatory compliance demands regarding facilities, HR, and management	0,2	1	0,2
Sub Total		1		2,2
Total		2		4,6

Data Processing, 2025

3.3. SWOT Matrix of RSGM UNAND

Table 7 presents the SWOT matrix, which synthesizes the internal and external factors affecting the Dental and Oral Hospital of Andalas University (RSGM UNAND) and formulates strategic options. The matrix outlines four strategy types: Strengths-Opportunities (SO), Weaknesses-Opportunities (WO), Strengths-Threats (ST), and Weaknesses-Threats (WT), all designed to enhance the hospital's competitiveness. SO strategies aim to leverage internal strengths to exploit external opportunities. For instance, RSGM UNAND can utilize its strategic location and modern facilities to enhance promotions and form new partnerships. The hospital's professional human resources and advanced technologies, such as CBTC, can support the implementation of 24-hour services. Additionally, the hospital can promote its CBTC technology as a flagship feature and enhance executive clinic services, thereby maximizing its full accreditation and expanding its hospital network.

WO strategies focus on overcoming internal weaknesses by capitalizing on external opportunities. These include promoting services through social media to reach a wider audience, forming insurance collaborations to attract insured patients, and optimizing executive clinics to increase competitiveness. Educational efforts targeting the public can also help raise awareness of dental health, especially in regions less familiar with dental care services.

ST strategies are designed to use internal strengths to mitigate external threats. RSGM UNAND can rely on its modern facilities and skilled personnel to compete with surrounding hospitals and clinics. Additionally, the hospital can enhance service quality to meet the rising public's legal expectations. Leveraging its paripurna accreditation and forming hospital partnerships allows the institution to navigate strict regulations and maintain relevance amid rapid technological advancement.

WT strategies aim to reduce both internal weaknesses and external threats. These include enhancing promotional efforts and digital visibility, particularly through social media, to better compete with other facilities. Establishing insurance partnerships and extending service hours can attract more patients. The hospital also needs to adopt advanced technologies to modernize its information systems and launch educational campaigns to improve community awareness of the importance of oral health. The SWOT matrix provides a comprehensive strategic planning framework that guides RSGM UNAND in capitalizing on its strengths and opportunities, while proactively addressing its weaknesses and external challenges.

Table 7. SWOT Matrix of RSGM UNAND

Table 7. SWOT Matrix of RSGM UNAND					
Internal External	Strengths (S)		Weaknesses (W)		
	1. Strategic Location	1. Lack of promotion strategy	2. Complete HR and specialists	2. Underutilized social media	3. No insurance partnerships
	3. Superior facilities	3. Non-optimal ER and executive clinics	4. Paripurna accreditation		
	5. Having a network of affiliated hospitals				
Opportunities (O)		SO strategies	WO Strategies		
1. Only one competitor of the same type	1. Utilize strategic location and modern facilities for promotion and partnerships.	1. Promote through social media to capture a wider market			
2. Opportunity for 24-hour service	2. Leverage professional HR and modern facilities for 24 four service	2. Optimizing cooperation with insurance companies and other hospitals to attract more patients.			
3. Use of social media	3. Optimizing cooperation with insurance companies and other hospitals	3. Optimizing executive clinic services and extending operating hours to enhance competitiveness.			
4. Insurance collaboration	4. Improve the executive clinic with facility support	4. Utilizing partnership opportunities with other hospitals to optimize services and improve management quality.			
5. Complete clinics and referral services	5. Promote CBTC as a flagship service	5. Expanding the promotion of flagship services such as CBTC to communities that are not yet aware of the importance of dental health.			
Threats (T)		Strategi ST	Strategi WT		
1. Numerous hospitals and private dental clinics around the Dental and Oral Hospital (RSGM)	1. Utilizing modern and superior facilities to compete with competitors	1. Enhancing promotion and strengthening social media to face competition with other hospitals			
2. Constant need to update technology	2. Improving service quality and professional human resources to address increasing legal demands related to service quality	2. Developing partnerships with health insurance providers to attract more patients using insurance services			
3. Community culture	3. Leveraging full accreditation to meet regulatory demands regarding infrastructure and management completeness	3. Extending operating hours and executive clinic services to keep up with competitors' developments			
4. Hospital regulations	4. Developing technological innovations with advanced facilities to cope with rapid technological changes	4. Adopting more advanced technology to improve recording and reporting systems			
	5. Utilizing hospital partnership networks to expand service reach and overcome competition	5. Increasing public awareness of the importance of dental health through educational campaigns			

Data Processing, 2025

The results of the study indicate various factors that influence the successful implementation of strategies at the Dental and Oral Hospital (RSGM) UNAND. These findings align with previous studies, which state that a strategic location and professional human resources play a significant role

in enhancing the competitiveness of a healthcare institution. 11 The location of RSGM UNAND in the city center, supported by highly qualified human resources, enables the hospital to provide optimal services to the public. This is supported by a study by Lestari (2020), which showed that accessibility is one of the key determinants of patient satisfaction¹⁵.

However, the study also highlights that insufficient promotion and lack of collaboration with health insurance providers are challenges for RSGM UNAND. These findings contrast with Handayani's (2019) research, which emphasized the importance of effective promotion and cooperation with insurance providers to increase hospital patient visits. This suggests that although RSGM UNAND has potential in terms of facilities and human resources, aspects related to promotional and insurance engagement need to be addressed to maximize existing opportunities.¹⁶

Furthermore, the opportunity to provide 24-hour services is identified as a potential strategy to help RSGM UNAND compete with other hospitals. This is supported by research from Widjaja (2018), which found that round-the-clock healthcare services positively correlate with increased patient satisfaction and loyalty. However, barriers such as under-optimized executive clinics and manual data recording systems may hinder the implementation of this strategy. This finding aligns with the results of Purwanto (2022), who revealed that inadequacies in executive services can reduce perceived service quality.

Additionally, rapid technological changes pose an external threat that RSGM UNAND must anticipate. This finding supports the conclusion of Nugraha (2021), which states that the slow adoption of healthcare technology can reduce an institution's competitiveness. However, with modern facilities like CBCT in place, RSGM UNAND has the potential to overcome this challenge – provided it continues to update its technologies regularly.^{18–20} Low public awareness regarding the importance of dental and oral health also remains a limiting factor in increasing patient visits. This aligns with Yuliani's (2019) research, which noted that limited dental health education within the community is a major challenge to raising public awareness. Therefore, a more aggressive promotional strategy and ongoing health education campaigns are necessary for RSGM UNAND, consistent with the recommendations from Hartono's study.^{21,22} This study demonstrates that RSGM UNAND possesses strengths that can be optimized. However, it must address certain weaknesses, especially in the areas of promotion and the adoption of new technology, to capitalize on existing opportunities and mitigate external threats.

4. Conclusion

This study concludes that the Dental and Oral Hospital of Andalas University (RSGM UNAND) holds significant potential to enhance its competitiveness in the dental healthcare sector in West Sumatra. The hospital's key strengths include its strategic location, professional human resources, modern facilities such as CBCT (the only one in the region), and paripurna (excellent) accreditation status. However, it faces internal weaknesses, including limited promotional strategies, underutilized executive services, and a lack of partnerships with insurance providers. Strategic opportunities such as 24-hour service operations, social media promotion, and collaboration with insurance companies can be leveraged to expand service coverage. External threats, including competition from nearby hospitals and clinics and rapid technological developments, must be addressed through service innovation and quality improvement. The SWOT analysis offers a practical direction for enhancing marketing management and service quality at RSGM UNAND.

5. Limitations

This study has several limitations. First, the data were collected from a single institution over a limited time frame (February to May 2023), which may affect the generalizability of the findings to other dental hospitals. Second, the qualitative case study approach allows for in-depth analysis but remains subject to respondent bias and subjectivity. Third, the proposed strategic recommendations were not quantitatively evaluated for their real-world effectiveness or implementation feasibility.

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Authors Contribution

Contribution	Rahmasari S	Arini M	Ladyventini Y
Concepts or ideas	√	√	√
Design	√	√	√
Definition of intellectual content	√		
Literature search	√	√	√
Experimental studies	√	√	√
Data acquisition	√		
Data analysis	√	√	√
Statistical analysis	√	√	√
Manuscript preparation	√		
Manuscript editing	√	√	√
Manuscript review	√	√	√



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