



## Proposed Marketing Mix Strategy to Improve Brand Awareness of Circum by Mutiara Cikutra Clinic

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**ABSTRACT:** The clinic growth in Indonesia every year indicates that Indonesia is a potential market for the healthcare industry. However, on the other hand, this also indicates that competition in this business sector continues to escalate. This phenomenon also impacts Circum by Mutiara Cikutra, a circumcision clinic based in Bandung. Competition between circumcision clinics that use either conventional or modern methods and the low public awareness of existing circumcision clinics lead to fluctuation in the number of patients/consumers. This study aims to find an appropriate strategy to improve public awareness of the Circum clinic. External and internal analysis is carried out to understand business problems broadly and deeply. Analysis of the external focus on PESTEL and competitor analysis, while the analysis of the internal focus on STP and marketing mix (7P). In this study, both primary data and secondary data were collected for analysis. Questionnaires were distributed to the target market of Circum by Mutiara Cikutra to obtain data related to the characteristics and preferences of target consumers in considering and choosing a circumcision clinic. After that, the author uses the SWOT analysis to summarize the analysis findings and uses the TOWS matrix to generate the appropriate strategies. The proposed strategies are structured into a new marketing mix strategy which is expected can be a solution to the current business issue at the Circum by Mutiara Cikutra.

**KEYWORDS:** Brand Awareness, Circumcision Clinic, Circum by Mutiara Cikutra, Consumer Preference, Marketing Strategy

### INTRODUCTION

The Indonesian Health Profile reports rapid clinic growth yearly, especially in primary clinics [1]. In 2021, West Java became the province with the highest number of clinics in Indonesia. West Java province has been in the top five on the list of regions with the highest number of clinics in Indonesia in the last five years, from 2017 to 2021. As the capital of the province of West Java and the third largest city in Indonesia, Bandung city displays its region as a good area for the growth of the health service business. According to its size, the clinic is divided into two categories, namely, the primary clinic and the main clinic. Then the type of clinic ownership is divided into 2, such as private-owned and government-owned. In total, the number of private clinics in Bandung represents a substantial number compared to government-owned clinics per year. Government-owned clinics started to emerge in 2019, but based on available data, government clinics also show growth, although not remarkably high. So, it can be estimated that the challenges faced by the clinic business in Bandung henceforth are not just to compete among private clinics but also with government-owned clinics.

The Circum clinic is a circumcision clinic that is part of the Mutiara Cikutra Clinic (KMC) Bandung. This clinic offers circumcision services using a modern method, namely Smart Klamp and Super Klamp Sealer which the main advantage is that the patient/child can immediately carry out everyday activities right after the procedure with minimum post-operation care. According to the interview with the management team of KMC, circumcision is the prime service product because it contributes the most prominent revenue among other KMC service lines. However, circumcision services experienced a fluctuation in the number of patients with a prediction of decreasing. KMC has been providing circumcision service since 2010, but around 2021 KMC created a new brand for this prime service with the name "Circum by Mutiara Cikutra". The decision to create a new brand is also supported by the fact that the service characteristics of general and circumcision clinics are very different. Circumcision clinic services are not like a general clinic that are needed at unspecified or unforeseen times, so separate branding is required to capture the right target market. Circum's marketing plans are still being handled and executed by the KMC digital marketing team. Based on the results of interviews conducted by the author, the KMC Brand and Communication manager stated that Circum is still not widely known in Bandung city. Circum's brand image is still attached to the main clinic of KMC when the awareness of KMC itself is still considered not too high. Hence, the brand



awareness of Circum has become KMC's current concern. Nevertheless, the Circum clinic is expanding to cities outside Bandung, like Bogor, Tangerang, and Jakarta, and aims to open more branches throughout Java.

## LITERATURE REVIEW

The brand resonance concept delivers ways to create intense, active loyalty relationships with customers to build a strong brand [2]. This concept considers the brand positioning toward consumers' thinking, feeling, and doing and the degree to which consumers resonate or connect with a brand. Creating brand salience with customers is the first thing to build a strong brand. Brand salience measures various aspects of brand awareness. Brand awareness refers to customers' ability to recall and recognize the brand under different conditions and to link the brand elements to specific associations in memory.

PESTEL and competitor analysis are some of the many tools used in conducting external analysis. PESTEL stands for Political, Economic, Sociocultural, Technological, Environmental, and Legal is a precondition analysis that provides data and information that will enable the company to predict situations and circumstances that it might encounter in the future [3]. Competitor analysis is defined as identifying and qualifying competitors' relative strengths and weaknesses or potential competitors, which could be significant in developing a successful competitive strategy [4]. In this study, marketing mix (7P) and STP were conducted to get the company's internal analysis. The marketing mix is the set of controllable marketing variables that the firm leads to produce the response wanted in the target market [5]. STP stands for Segmentation, Targeting, and Positioning. Segmentation is one of the strategies to achieve higher customer satisfaction, not only based on the consumer's socio-economic class, age, and gender. Targeting is assessing and selecting one or more market segments to enter and aims to make it easier to reach the segment that wants to be achieved and provide more satisfaction to consumers. Positioning is a communication strategy made to enter the door of the consumer's brain so that the product/service and brand of a business contain a particular meaning [6]. SWOT analysis evaluates the internal strengths and weaknesses as well as the external opportunities and threats in an organization's environment [7]. As the next step of SWOT analysis, the TOWS matrix provides means to develop strategies based on logical combinations of factors related to internal strengths or weaknesses with factors related to external opportunities or threats [8].

## RESEARCH METHODOLOGY

Qualitative and quantitative methods were utilized in this study. The qualitative method is conducted through an in-depth interview with management personnel to gain insight into internal company conditions as well as the company's perspective toward external conditions. The quantitative method is conducted through a questionnaire to obtain data related to brand awareness of the clinic and target consumers' preferences in considering and choosing a circumcision clinic. The survey is being carried out online and delivered through link-share via email to Circum's prior customers and via social media to the potential target customers of the clinic. Due to the company's plan to expand its clinic branches throughout Java, hence, the author uses the total population in Java, which is around 154.34 million people, as the number of populations for this research so that collected data can provide an overview of the target market characteristics for circumcision clinics in the Java area. According to the sample size calculation, 148 surveys are needed with a 7.4% margin of error and 70% population proportion. However, the author decided to round up the sample size to 150 respondents. The author analyzed data from the questionnaire using descriptive analysis to summarize data constructively and help create accessible data insight. SWOT and TOWS matrix will be used to recapitulate the external and internal analysis findings and help the author to generate appropriate strategies or business solutions.

## RESULTS AND ANALYSIS

### A. Survey Analysis

#### 1) Brand Awareness

Table 1. Data Display of Brand Awareness

Brand Awareness	Strongly Unfamiliar	Unfamiliar	Neutral	Familiar	Strongly Familiar	Mean
	1	2	3	4	5	
Familiarity of circumcision clinic	17.3%	22.0%	16.0%	29.3%	15.3%	3.03



Familiarity of Circum by KMC	42.7%	24.0%	9.3%	4.7%	19.3%	<b>2.34</b>
“Circum” is easy to remember	3.3%	16.0%	30.0%	29.3%	21.3%	<b>3.49</b>
Familiarity with Circum’s methods	22.0%	23.3%	14.0%	19.3%	21.3%	<b>2.94</b>

Table 1 above exhibits the average score of respondents’ awareness of the circumcision clinic. The majority of respondents indicated a relatively low level of awareness regarding the circumcision clinics in their city. It is shown by scores of 3,03. The survey also showed a score of 2,34 which means that most respondents were unfamiliar with Circum by Mutiara Cikutra. Next, scores of 3,49 represent sufficient meaning for “Circum” as an easily recalled name for most respondents. Respondents’ knowledge level or awareness regarding the Smart Klamp circumcision method is also relatively low. It is shown by scores of 2,94.

79.3% of respondents stated that they had never used the services of the Circum clinic; however, 31.1% of them are interested in using Circum clinic services in the future even though 62.2% still need more consideration, and 6.7% stated not interested. Hence based on existing data, it can be concluded that Circum by KMC has the potential to attract more consumers.

2) Brand Image

Table 2. Data Display of Brand Image

Brand Image	Strongly Unfamiliar	Unfamiliar	Neutral	Familiar	Strongly Familiar	Mean
	1	2	3	4	5	
Circum is superior in its sector	0.0%	3.1%	6.3%	37.5%	53.1%	<b>4.41</b>
Have a good memory of Circum	0.0%	3.1%	6.3%	12.5%	78.1%	<b>4.66</b>
Circum has a good service	0.0%	3.1%	6.3%	15.6%	75.0%	<b>4.63</b>
Interested in recommending Circum	0.0%	3.1%	6.3%	25.0%	65.6%	<b>4.53</b>

Data in table 2 above shows the score of Circum’s brand image in the perception of 20.7% of respondents who have used Circum clinic services. Score 4,41 indicates that most respondents agree that Circum by Mutiara Cikutra is the leading clinic in their sector. Next, a score of 4,66 shows that most customers had a good memory of the clinic. They also agreed that Circum by KMC had excellent services, presented with scores of 4,63. Customers’ willingness to recommend Circum is indicated by a score of 4,53 which means that they are very interested in recommending Circum to others. Based on the survey data, it can be concluded that the Circum by KMC has a very good image from the consumers’ perspective. In line with the author’s survey, a customer satisfaction survey conducted directly by Circum by Mutiara Cikutra also showed that the clinic has a good brand image in customers’ minds.

3) Consumer Preference

Table 3. Data Display of Target Consumer Preferences

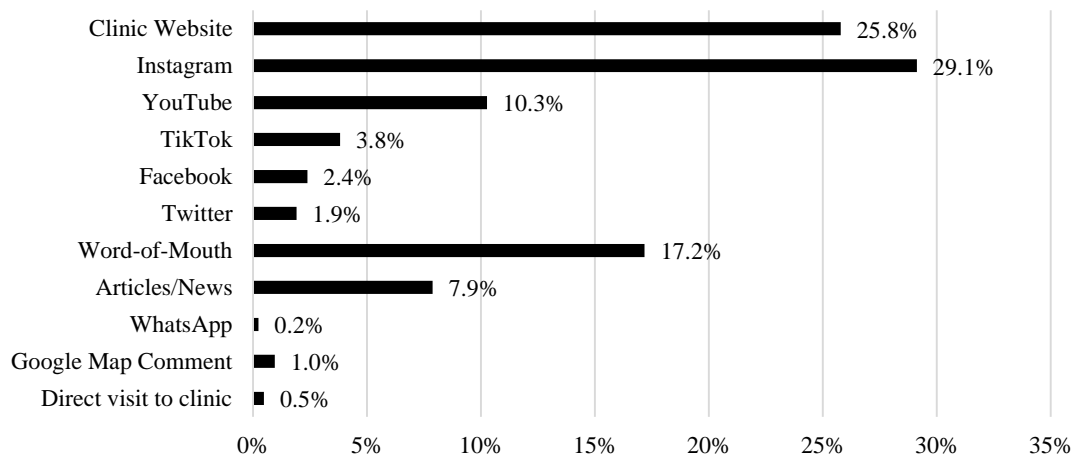
Consumer Preferences	Strongly Unimportant	Unimportant	Neutral	Important	Strongly Important	Mean	Rank
	1	2	3	4	5		
Health factor	0.0%	1.3%	2.7%	26.7%	69.3%	<b>4.643</b>	-
Circumcision method factor	0.0%	0.7%	5.3%	32.7%	61.3%	<b>4.549</b>	2 <sup>nd</sup>
Affordable price factor	2.0%	4.0%	17.3%	38.0%	38.7%	<b>4.076</b>	8 <sup>th</sup>
Service quality factor	0.0%	0.0%	4.0%	22.0%	74.0%	<b>4.704</b>	1 <sup>st</sup>



Clinic popularity factor	0.0%	5.3%	28.7%	49.3%	16.7%	<b>3.775</b>	<b>9<sup>th</sup></b>
Reachable location factor	0.0%	6.0%	8.7%	52.7%	32.7%	<b>4.126</b>	<b>7<sup>th</sup></b>
Clinic interior or ambiance factor	0.0%	2.7%	12.7%	43.3%	41.3%	<b>4.234</b>	<b>6<sup>th</sup></b>
Recommendations from others factor	0.0%	0.7%	13.3%	47.3%	38.7%	<b>4.242</b>	<b>4<sup>th</sup></b>
The convenience of getting information	0.0%	0.7%	4.7%	47.3%	47.4%	<b>4.419</b>	<b>3<sup>rd</sup></b>
Social media presence factor	0.0%	3.3%	10.7%	42.7%	42.8%	<b>4.237</b>	<b>5<sup>th</sup></b>

The survey results regarding target consumer preferences are summarized in table three above. Almost all respondents agreed that “health” is the main factor driving them to perform the circumcision procedure. After calculating the data accumulatively, the authors found that in considering circumcision clinics, three factors had the highest percentage or significantly influenced the consumer consideration, which is (1) clinic service quality with a score of 4,704; (2) type of circumcision methods with a score of 4,549; and (3) convenience in getting information with a score of 4,419. In addition, there are also quite essential factors in choosing a circumcision clinic, sequentially such as (4) recommendation from others with a score of 4,242; (5) social media presence with a score of 4,237; (6) clinic atmosphere or interior that kids friendly with score 4,234; and (7) reachable location by score 4,126. According to this survey, the affordable price factor and the clinic's popularity factor, with a score sequentially of 4.076 and 3,775, still include important factors but have the lowest score among other factors.

4) Social Media Preference



**Graph 1.** Data Display of Preferred Media in Seeking Circumcision Clinic Information

The survey results show that 92.7% of respondents are active social media users. In seeking information regarding circumcision clinics, 27.3% of respondents chose to seek information only from the internet, 4% chose to visit or survey directly existing circumcision clinics, and the rest, 68.7%, chose to do both. That indicates that the dissemination of clinic information, both online and offline are very important. Graph 1 above shows that respondents’ most preferred media in seeking information regarding clinics and circumcision methods is Instagram, clinic website, word-of-mouth, YouTube, and articles/news.



**Table 4.** Data Display of Target Customers’ Preferred Content

<i>Content Preferences</i>	<i>Strongly Uninterested</i>	<i>Uninterested</i>	<i>Neutral</i>	<i>Interested</i>	<i>Strongly Interested</i>	<i>Mean</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	
Attractive and fun	0.0%	2.0%	10.0%	35.3%	52.7%	<b>4.39</b>
Health content	0.0%	0.7%	6.7%	48.0%	44.7%	<b>4.37</b>
Promotional content	0.0%	4.0%	10.0%	42.7%	43.3%	<b>4.26</b>
Review content	0.0%	0.7%	6.7%	50.0%	42.7%	<b>4.35</b>
Interactive content	0.0%	3.3%	11.3%	48.7%	36.7%	<b>4.19</b>

Most respondents agreed that a circumcision clinic’s social media should look attractive and fun for the audience. Observing table 4 above, the accumulative rank of content types preferred by respondents from most to least preferred are (1) health-related content with a score of 4,37; (2) recommendation or review content with a score of 4,35; (3) promotional content with score 4,26; and last (4) interactive content with score 4,19.

**B. SWOT Analysis**

1) *Strengths (Internal Analysis)*

- (S1) Circum has a strong brand identity and brand image
- (S2) Circum provides several advanced circumcision methods
- (S3) Circum has good service quality
- (S4) Integrated with KMC’s main clinic services (like the pediatricians, etc.)
- (S5) Circum offers attractive additional services
- (S6) Circum has a kids-friendly clinic interior/ambiance
- (S7) Circum provides an expert doctor
- (S8) Circum has a website and Instagram account
- (S9) Have branches in Bogor, Jakarta, and Tangerang.

2) *Weaknesses (Internal Analysis)*

- (W1) Circum has a low brand awareness
- (W2) Other marketing channels are still joined with the KMC’s main channel
- (W3) Circum is not yet accredited

3) *Opportunities (External Analysis)*

- (O1) Service quality, circumcision methods, and convenience in getting information are the target customers’ main preferences in choosing a circumcision clinic
- (O2) Target customers are mostly social media active users
- (O3) Target customers’ most preferred media in seeking information are Instagram, clinic website, other’s recommendations (WoM), YouTube, and article/news
- (O4) Target customers’ most preferred content in social media are health and review/ recommendation contents

4) *Threats (External Analysis)*

- (T1) Target customers have low awareness of modern circumcision methods
- (T2) Competitive industry of health service provider
- (T3) Existence of bigger and more credible player
- (T4) Competitors with similar services
- (T5) Affordable service prices offered by competitors.



## C. TOWS Matrix

### 1) Strength-Opportunity Strategy

(SO1) Focus on optimizing a website and Instagram account. (S8, O2, O3)

(SO2) Emphasizing promotions on reviews/recommendations from consumers. (S1, S2, S3, S5, S6, S7, O3, O4)

(SO3) Focus on highlighting the excellent service quality of the clinic. (S3, S7, O1)

### 2) Weakness-Opportunity Strategy

(WO1) Separate the promotional media (digital channel) between Circum and KMC's main clinic. (W2, O1, O2, O3)

(WO2) Activate the SEO, SEM, and social media advertisement. (W1, O1, O2, O3)

### 3) Strength-Threat Strategy

(ST1) Provide education regarding the circumcision method to public. (S2, T1, T2)

(ST2) Highlight the services that differentiate Circum clinic from other circumcision clinics. (S4, S5, T4, T5)

(ST3) Conduct a regular competitor analysis in other cities. (S9, T2, T3)

### 4) Weakness-Threat Strategy

(WT1) Conduct accreditation for Circum. (W3, T2, T3)

## BUSINESS SOLUTION

In order to resolve the business issue, the author decided to devise a marketing mix development strategy as the business solution based on the result of the SWOT analysis and TOWS matrix that have been generated in the analysis section. Circum by Mutiara Cikutra's new 7P marketing mix strategy proposed by the author is outlined below.

### A. Promotion

#### 1) Focus on optimizing Circum and Instagram account (SO1)

According to the survey result, it is known that target customers' most preferred media in seeking information regarding circumcision clinics is the clinic website and Instagram. Hence, the KMC marketing department handled the digital marketing channels of Circum should be more focused on optimizing the Circum's website and Instagram account and making it more appealing to the audiences as the survey result display that most target customers agreed that the social media of a circumcision clinic should be fun and attractive.

#### 2) Separating promotional media (social media / digital channels) between Circum and KMC main clinic (WO1)

Separating the digital channels for each clinic is expected to avoid mixed opinions in the public's perception of these two clinics' line services. That is important because the Circum by Mutiara Cikutra is expanding outside Bandung, so target consumers outside Bandung can perceive the Circum by Mutiara Cikutra as specifically a circumcision clinic, not a general primary clinic. Moreover, this also helps to add the quantity of Circum marketing channels to increase the convenience for target customers in finding information about Circum in many media/channels.

#### 3) Emphasizing promotions on reviews or recommendations from prior consumers and highlighting the service quality of the clinic (SO2, SO3)

Based on the survey analysis results, it was found that the target market had the second highest interest in "review/recommendation contents," and "recommendation from others" is one of the important factors in considering a circumcision clinic. By utilizing this type of content, the brand image of Circum by Mutiara Cikutra can hopefully be increased. Recommendations or reviews are advised to focus more on clinic service quality because, based on survey results, that is the most important factor in considering a circumcision clinic for target customers. The purpose is to build customers' trust in Circum services quality through prior customers' testimonies. Reviews are not only related to social media content but also related to reviews on Google. That helped to increase the visibility of Circum by Mutiara Cikutra in Google or other search engines as the review on google maps turned out to be another alternative media for some target customers to seek information, according to the survey.

### B. People

#### 1) Activating the Search Engine Optimization (SEO), Search Engine Marketing (SEM), and Social Media Ads (WO2)

Even though related to promotion, in practice, this strategy requires an expert in this area, like an SEO specialist. Providing training or skill upgrading for marketing department personnel can also be an option. The survey results found that the



“convenience in getting information” is the third most important factor in considering a circumcision clinic. The survey also presents that more than 90% of respondents/target consumers chose to seek information regarding circumcision clinics via the internet rather than directly coming to the clinic. SEO is a great way to help Circum’s website to be a top result in search engines. That will be a good strategy to make potential customers find and get information about Circum easier. Paid ads can be a great strategy to introduce and share awareness of Circum by Mutiara Cikutra widely via social media since, based on the survey, more than 90% of the target consumers are active social media users.

Moreover, with the sophistication of social media algorithms, it is now possible for the ads we make to appear in the intended market. Besides social media ads, Circum can also increase its web page visibility through organic and non-organic results using Search Engine Marketing (SEM). This paid tool allows us to choose the target audiences based on age, location, and others.

### C. Product

- 1) *Providing education regarding the circumcision method and highlighting the services differentiates the Circum clinic from other circumcision clinics (ST1, ST2)*

The survey results show that public knowledge regarding the circumcision method is still relatively low. However, the “type of circumcision method” is the second most important factor in considering circumcision clinics, according to a survey that has been conducted. For this reason, Circum can provide more education to the broader community regarding the available modern circumcision methods. Doing that can also help to highlight what makes Circum stand out amongst competitors, like additional enticing services such as free valet, photo packages, and many more. Furthermore, increasing public awareness regarding the benefits of modern circumcision methods, which allow kids/patients to return to their normal activities immediately after the procedure, is expected to increase the number of consumers not only in the middle and end of the year (holiday season) but also every month. Education can be provided in several ways, such as creating informative content on social media (online) or hosting a brand-building event with health socialization in the community (onsite).

### D. Price, Place, and Physical Evidence

- 1) *Conducting a regular competitor analysis in other cities (ST3)*

KMC’s goal in expanding Circum branches throughout Java leads to the necessity of understanding competitors in another city. It is necessary because conducting regular competitor analysis can help Circum decide what improvement is required, whether it is related to pricing, place, or physical facilities, to keep the clinic ahead of the competition.

### E. Process

- 1) *Conducting accreditation for Circum (WT1)*

As a gatekeeper in providing health services to the community, the clinic must provide safe and quality clinical services. Therefore, accreditation as a quality assessment system for clinical services and management of a clinic is essential. Not only to comply with government regulations but clinic accreditation can also be used to verify the quality level of health services, which is expected to increase target consumers’ trust in Circum by Mutiara Cikutra.

## CONCLUSION

Circum by Mutiara Cikutra is a clinic that provides circumcision services using modern methods. Even though circumcision services have been provided since 2010, the circumcision clinic was just launched by the Mutiara Cikutra clinic in 2021. For that reason, supported by the results of a survey conducted by the author, Circum's brand awareness is still relatively low in public perception. Hence, to be able to compete with competitors and to be able to expand the clinic to areas outside Bandung, Circum needs a way to improve public awareness of the clinic. Besides the low awareness and competitors’ existence, Circum is also experiencing problems where the public's knowledge of the modern circumcision method provided by Circum is still low, contributing to the fluctuating number of customers.

In this research, several business solutions were provided after collecting primary and secondary data and conducting internal and external analyses related to increasing brand awareness that Circum can implement. In order to get appropriate and targeted solutions, a survey was also conducted to gather insights regarding consumer characteristics and preferences for circumcision clinics. Several important factors in consumer preferences were found, the essential factor such as service quality, circumcision method, and recommendations from others. It was also found that most target consumers searched for information regarding circumcision



clinics via the internet, particularly through the clinic website and Instagram. Therefore, the strategies discovered are mostly related to the promotion scope. Several business solutions were constructed through SWOT analysis and TOWS matrix and delivered as a new marketing mix strategy for Circum by Mutiara Cikutra. Besides improving the clinic's digital marketing area, Circum is suggested to conduct clinic accreditation to improve customers' trust in clinic quality. Regular competitor analysis is also considered necessary by management because it helps to decide what improvement is needed to stay ahead in this competitive healthcare service industry. The data in this research is expected to be insightful for companies in increasing their brand awareness as well as capturing more target customers in Bandung and other cities.

Further research is still needed in the future due to the era and technological development, which will make some aspects of this research irrelevant or need to be improvised. As a suggestion, the next researcher can gather more reliable data by recruiting a larger number of respondents representing the target market throughout Java or Indonesia. Hence, hereafter, circumcision clinics can continue to thrive in the health service business sector through continuous research. Health services available in the community must continue to be improved and developed as they are beneficial to increase the level of welfare in society.

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