

## MARKETING STRATEGY FOR SCALE UP BEAUTY CLINICS "NFD"

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### ABSTRACT

*The development of the local economy Surabaya, especially western Surabaya, the need for beauty treatments will be greater. On the other hand, the number of beauty clinics are also growing. That is, besides having the opportunity to grow big, the challenges of competitors are also getting bigger.*

*In this research, study and assessment of internal clinical data NFD to know the problems faced in particular in the implementation of marketing strategies. It also examined internal problems related to optimizing the implementation of marketing strategies, ranging from the vision, mission and values of the organization, organizational structure, jobdesc and team competence, performance evaluation that embraces continuous PDCA and market research. From the picture can create a marketing strategy that includes competition strategy (segmentation, targeting and positioning), tactical marketing (marketing mix and differentiation), the value of marketing (branding, service and process).*

*Based on this assessment, there are several ways of settlement. Due to internal conditions that also need improvement, then the way of solving problems that have a combination of various means of solving that includes revamping the vision, mission and values of the organization, organizational structure, job description and competency team, performance evaluation adheres PDCA sustainable and market research to ensure the marketing strategy that includes competition strategy (segmentation, targeting and positioning), tactical marketing (marketing mix and differentiation), the value of marketing (branding, service and process) is applied to run more optimally.*

**Keywords :** Internal improvements Management, Mapping Competitors, Implementing Marketing Strategies, Plan Do Check Action (PDCA), Continual improvement.

## **INTRODUCTION**

NFD Clinic located in Manukan Surabaya serving facial and skin/beauty treatments starting in 2010. When viewed from the potential market, actually very large, especially still not many standing beauty clinic. But during 2014, the number of patients / month is still fluctuating / unstable, on average still about 304 patients/month. Even new patients have no meaningful addition, the end of the year tends to fall, on average only 22 new patients/month

Based on data on the addition of the number of patients taking care at the NFD clinic, the majority due to Word of mouth, the recommendation of friends or interested after seeing positive changes (the skin and face of friends is much better), indicates that the quality of NFD clinical products and services is good enough, Not optimal marketing system.

On the other hand, competitors are very developed, estimating 600 patients / month, whereas NFD first stands in the location than competitors. If the previous competitors only contracted a small shop, now has built the building itself is quite large and very nice

Based on these two points, first, the quality of service and product of NFD clinic is good, but still less developed, secondly, highly developed competitors, so we assess the market is still very big, only the potential of NFD clinic that has not been optimized yet.

Therefore, this case study / study attempts to uncover the problems of what happened in the NFD clinic, especially those related to marketing. Furthermore, it is expected to provide an alternative solution that can be done NFD clinic to be able to develop the business into a professional beauty clinic, has the advantage and competitiveness, so it can scale up faster.

## **LITERATURE REVIEW**

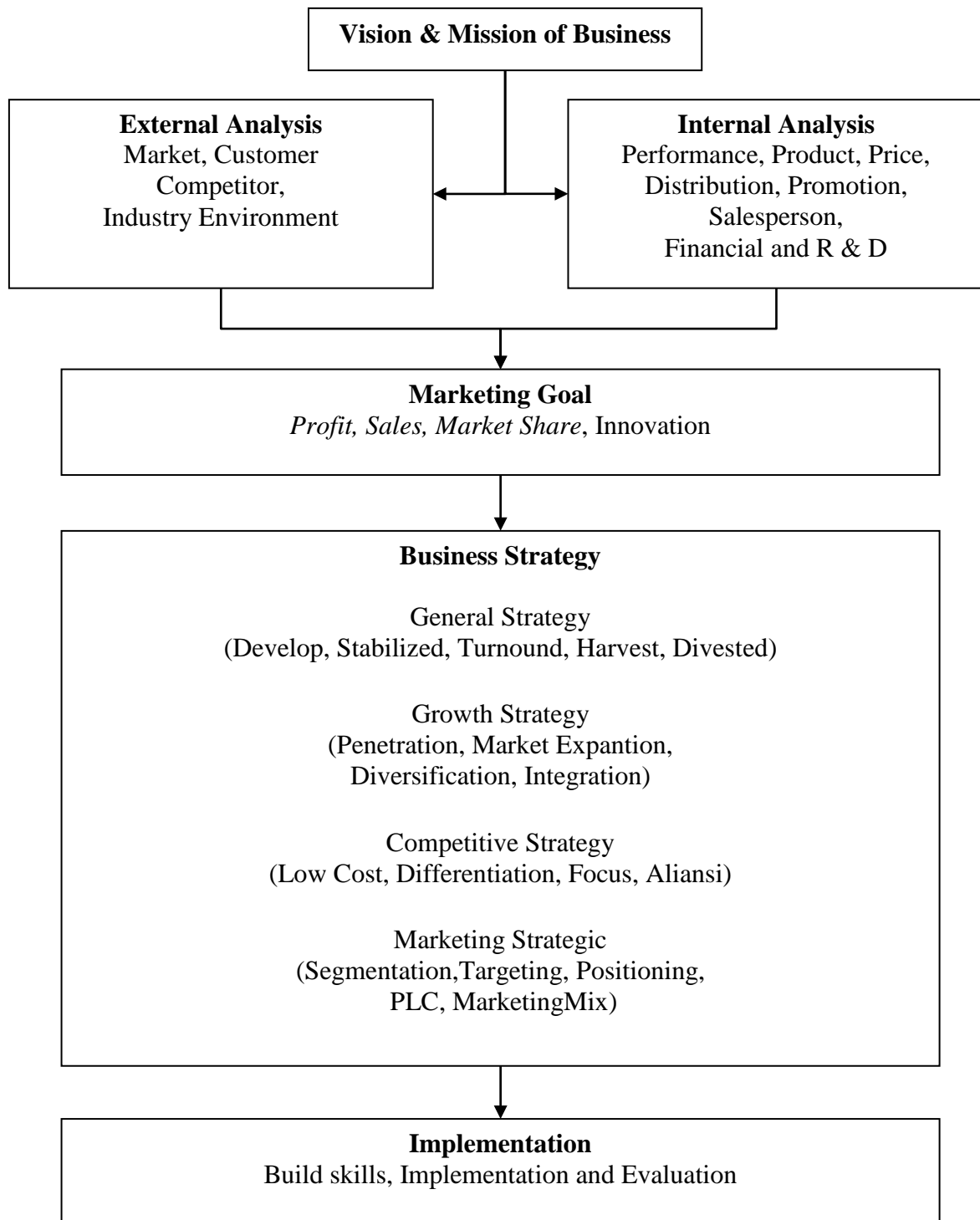
### **Marketing Concepts**

Marketing is a concept of science in business strategy aimed at achieving sustainable satisfaction for stakeholders (patients, employees, and shareholders). As SCIENCE, marketing is an objective science gained by the use of certain instruments to measure the performance of business activities in shaping, developing, directing long-term mutual exchanges between producers and consumers. As a business STRATEGY, marketing is a market-oriented organizational adjustment action in the face of business realities both in the micro and macro environments that continue to grow. (Ignas G Sidik, 2013, *BISNIS SUKSES, Menyusun Rencana Bisnis Lengkap, Terpadu*, First edition, Gramedia Pustaka Utama, Jakarta)

### **Marketing Planning and Strategy**

Marketing planning is a continuous (cycle) process throughout the life of a business, and because the business is constantly changing, the marketing plan must also be constantly changing (up date). A good marketing plan is (see figure 1):

1. Supported by information and analysis of markets, consumers, competitors and even input from marketing consultants.
2. Supported allocation of adequate resources, highly skilled staff and high commitment.
3. Increase opportunities for more experienced and emerging competitors.
4. Allows to recognize and take action on any consumer trends and preferences that other companies will ignore.
5. It is possible to develop and expand the choice of groups of patients faithfully now and in the future.
6. Show others that the company has thought of ways to produce innovative, unique and valuable products, increased opportunities, stable sales and increased profits.



**Figure 1. Marketing Planning**

Source: Ali Hasan, SE., MM. Marketing dan kasus-kasus khusus. Yogyakarta 2013

## **Marketing Techniques.**

### **1. Marketing mix**

One of the strategies related to the marketing activities of the company is the marketing mix strategy defined by Kotler and Armstrong (1997) which states that marketing mix as the set of controllable marketing variables that the firm bleads to produce the response it wants in the target market.

From that definition can be interpreted that the marketing mix is controllable variables are combined to generate the expected response from the target market. And for service business there are 7 elements of marketing mix (Marketing Mix-7p) that is:

Product, Price, Promotion, Place, Participant, Process, And Physical Evidence.

#### 1. Product (product)

Purchase a product is not just to have the product but also to meet the needs and desires of consumers.

#### 2. Price (Price)

According to Monroe (2005) states that the price is an economic sacrifice made patients to obtain products or services. In addition, the price of one important factor consumers in making decisions to make transactions or not (Engel, Blackwell and Miniard, 1996). Price is said to be expensive, cheap or mediocre of every individual is not necessarily the same, because it depends on the individual perception of the background of the environment of life and individual conditions (Schifman and Kanuk, 2001).

#### 3. Promotion (promotion)

Promotion is the activity of communicating information from the seller to the consumer or other parties in the sales channel to influence attitudes and behavior. Through advertising a company directs persuasive communication to target buyers and the public through media called mass media such as newspapers, magazines, tabloids, radio, television and direct mail (Baker, 2000: 7).

#### 4. Place (Distribution Channel)

Kotler (2000: 96) states that "The distribution channel consists of a set of institutions that perform all activities (functions) used to channel the product and the status of its owner from producer to consumer".

#### 5. People (Participants)

Participants herein are employees of service providers or salespeople, or persons directly or indirectly involved in the service process itself, including receptionists, doctors, and beauty therapists.

#### 6. Process (Process)

Process is an activity that shows how the service is provided to the consumer during the purchase of goods. Clinical managers through front liners often offer a variety of services for the purpose of attracting consumers. Free physician consulting facilities, product delivery, credit cards, card members and service facilities affect the company image.

#### 7. Physical evidence (physical environment)

Physical environment is a condition or condition in which also includes a clinical atmosphere which is where the operation of skin care and skin care services. The physical environment is the most visible aspect of the situation.

### **2. Differentiation**

Differentiation is an important part of marketing strategy. Differentiation is designed and implemented by a small or large-scale business management that aims to differentiate factors

from competitors. Differences are more value for consumers, whether on products, services or brands.

Differentiation must have characteristics or advantages that competitors do not have. This advantage is a benefit that is really unique and substantial in the eyes of consumers, the benefits are highlighted required by consumers and become the reason for consumers to use the product or service.

Differentiation is known as part of a marketing strategy in the 50s where Rosser Reeves as one of the leading figures of Ted Bates Ad Agency has introduced the term "Unique Selling Proposition" or USP.

## **RESEARCH METHODS**

### **1. Types of research**

Research using case study research that will discuss about:

- a. What is the current NFD clinical marketing strategy and system?
- b. What are the problems faced by the NFD Clinic in developing and implementing the marketing strategy?
- c. How are alternative solutions to solve the marketing problem?

### **2. Data and Data Collection Techniques**

#### **a. Data Type**

1. Qualitative Data. The data used by the author in the form of historical data, organizational structure, mission vision, monitoring and evaluation mechanism, strategy and implementation of marketing system
2. Quantitative Data. Quantitative data used by the authors in the form of monthly sales report data (products and services), the amount of inventory, the number of patients, survey results competitors

#### **b. Data source**

1. Primary data obtained from owners of NFD clinics, company employees, competitors.
2. Secondary data is obtained from the company's monthly reports of competitors, magazines, journals, and others.

#### **c. Data collection technique**

1. Documentation. The authors collected data from monthly reports of NFD clinics, daily reports, reports of product entry and entry.
2. Interview. The authors conducted interviews with all sections of the NFD clinic, ranging from clinical leaders, personnel, doctors, nurses and administrators to get a more detailed picture of the organization and its jobdes, specific policies regarding marketing.

### **3. Data Analysis**

Analysis of data used by the author through several processes, namely:

- a. Identify problems related to the strategy and implementation of the marketing system
- b. Provide alternative solutions to problems that arise in designing the strategy and implementation of the marketing system
- c. Provide a choice of appropriate solutions to solve these problems
- d. Drawing conclusions from the results of research that has been done

## **RESULT AND DISCUSSION**

**Problem solving input I: Vision, Mission and Values are cultivated.**

Companies must have long-term plans (Vision), efforts to achieve those goals (Mission) and values become a grip in all organizational activities (Value).

1. Vision.

"Being the best quality beauty clinic in Indonesia and affordable to all levels of society"

2. Mission.

"Always create added value on products and services so as to improve the quality of life for all stakeholders

"Always build best relationships with patients to improve product and service quality above patient expectations"

"Always provide the highest quality added value to all stakeholders"

### **Problem Solving Input II: Organizational Structure, Jobdes and Competency**

There should be a clear organizational structure in accordance with its needs and functions. If the resources are insufficient, while the tasks can be attached to existing personnel, what is important is that each position has jobdes and key performance indicators measurable.

### **Problem Solving Input III : Performance Evaluation**

Using the basic concepts of PDCA (plan-do-check-action), first look for the rootcause conditions resulting in an action plan for improvement. The plan of improvement (plan) that can be done is to provide treatment packages in the previous month with a special price or discount, so that in June patients can still do the treatment without having to pay again. June can be made promo program so that more attractive price of patients come.

Furthermore, after the improvement plan is realized (do) a patient's check (check) should be conducted in June, whether corrective action is appropriate and will result in an increase in patient visits. If it is better or has not impacted, it needs to be analyzed the root of the problem continues until the target improvement is achieved (action)

### **Problem solving Input IV: Consistent Marketing Strategy**

The marketing technique that is executed is correct, it only needs a strategy based on data, done and evaluated continuously so that the clinical performance position is more visible, both in internal map and external map compared to competitors and market availability.

Some strategies can be applied with the combination of each quadrant in the SWOT analysis.  
SO : Educate a sizable market by demonstrating the excess quality of doctors and products from NFD clinics

ST : Strength in physician and product quality should be poured in a more professional standard.

WO: Appointed a strong operational manager and marketing team because the market is still big.

WT: With the operational manager, all services are made more professional, there are standard operational procedures, design, packaging, how to marketing and others.

### **Problem solving Input V: Comparison with main competitors**

The number of Clinic patients ALMD (competitors) is greater than the number of clinic patients NFD because there are some things more interesting consumers:

1. Doctors are there daily with free consultation.

2. Day of the week many consumers prefer to care.

3. There is a promo discount end of the month, brochures and a nice leaflet.

4. The price is cheaper half to a quarter times.

5. The location is more accessible, more comfortable and more spacious parking.

Based on the variables of the competitor's advantages, several things that need to be done NFD clinic for improvement are:

1. Doctors need to be there daily, for mild cases, free consultation.
2. The day of the week still opened the service because the demand is also a lot.
3. There are special promos, brochures and leaflets designed better.
4. The price of cheaper products with smaller packaging or post-treatment vouchers.
5. Cooperate with third parties for car parking locations and socialize to consumers

### **Problem solving Input VI: Combination of input pound I-V problem solving**

It is a combination of a variety of problem solving alternatives, as each alternative seeks to resolve from a different point of view

### **CONCLUSION**

1. The problems faced by the NFD clinic so that not yet able to do marketing well, the majority due to internal factors:
  - a. The absence of vision, mission and values that become the organization's grip in achieving long-term goals
  - b. There is no clear organizational structure, jobdesc, and competency matrix to drive the organization more optimally
  - c. There is no performance evaluation to know the shortcomings and advantages from month to month so there are no anticipatory steps to constantly improve performance.
  - d. There is no comprehensive and sustainable marketing strategy to attract new patients in particular.
  - c. There has been no comparative study with continuous competitors to know the position of NFD clinics in the market.
2. NFD clinic has not implemented any comprehensive and sustainable marketing strategy. Marketing is only limited to the distribution of brochures and occasional promotion but not programmed
3. To overcome the above problems, the NFD clinic should take the following remedial measures:
  - a. Define the vision, mission and core values of the organization and socialize to all stakeholders within the organization
  - b. Create a clear organizational structure, complete with jobdesc and competencies required, if there is a gap, training can be provided immediately.
  - c. Create ongoing performance evaluations pursuant to PDCA (plan-do-check-action) rules in order to improve performance over time.
  - d. Creating a marketing strategy based on SWOT analysis data. So that more have a clearer picture in segmentation, targeting, positioning and marketing mix sustainable.
  - e. Routine do research or compare with competitors, so better know the advantages and disadvantages of competitors. This data will be very useful in formulating the next marketing strategy.

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