

## ABSTRAK

**Latar Belakang :** Health Tourism & Wellness Rumah Sakit Akademik UGM (RSA UGM) merupakan integrasi layanan health tourism yang masih didominasi oleh medical tourism dibandingkan dengan wellness tourism. Perencanaan strategis bisnis layanan kesehatan harus memiliki model bisnis yang tepat untuk identifikasi jenis layanan, jumlah kunjungan, sumber daya yang dapat dimanfaatkan, hingga struktur biaya yang terlibat didalamnya. Business Model Canvas (BMC) merupakan sebuah model bisnis yang mencakup 9 building blocks, yaitu customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure, dan value proposition.

**Tujuan :** Menganalisis pengembangan layanan wellness H. Solutions Bangkok dan RSA UGM berdasarkan BMC melalui metode benchmark.

**Metode :** Metode penelitian case study research design dengan tipe single case (embedded) design. Subjek penelitian dipilih melalui purposive sampling. Variabel penelitian meliputi 9 building blocks dari BMC yang diukur dengan cara observasi, focus group discussion, dan/atau in depth interview, serta menggunakan instrument berupa pedoman dan data sekunder RS. Analisis data kemudian dilakukan dengan teknik pattern matching untuk menghubungkan relevansi antar variabel penelitian.

**Hasil :** Pelayanan wellness tourism di RSA UGM berpusat di area RS. Pasar yang dituju berupa pasar lokal. Value utama layanan berupa one stop service dengan fokus utama value for money. Kanal distribusi yang memiliki kekuatan besar yaitu word of mouth. Aktifitas pelayanan pasca RS perlu penguatan sistem follow up dan pengukuran survei kepuasan pasien. Sumber pendapatan terbesar Health Tourism & Wellness saat ini masih berupa tindakan kuratif bedah dibandingkan dengan layanan preventif wellness.

**Kesimpulan :** Gap layanan wellness antar RSA UGM dan H. Solutions terbesar yaitu pada key activities, key partners, channels, dan customer segments. Namun potensi pengembangan layanan wellness tourism RSA UGM besar dengan adanya kekuatan internal berupa dukungan regulasi dan dukungan manajemen untuk pembangunan aesthetic center. Peningkatan branding layanan juga perlu ditingkatkan untuk menjangkau pasar.

**Kata Kunci :** strategi bisnis kesehatan, pengembangan layanan, wellness tourism, business model canvas, benchmark

## ABSTRACT

**Background:** The Health Tourism & Wellness service at the UGM Academic Hospital (RSA UGM) offers an integrated health tourism service, which is currently dominated by medical tourism rather than wellness tourism. Strategic business planning for healthcare services requires an appropriate business model to identify service types, visit volume, utilizable resources, and the involved cost structure. The Business Model Canvas (BMC) is a business model framework encompassing 9 building blocks: customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure, and value proposition.

**Objective:** To analyze the development of wellness services at H. Solutions Bangkok and RSA UGM based on the BMC through a benchmarking method.

**Methods:** This research employed a case study research design with a single-case (embedded) type, aimed at analyzing phenomena within the same context across two different units. Research subjects were selected through purposive sampling based on inclusion and exclusion criteria. The research variables consisted of the 9 building blocks of the BMC, measured through observation, focus group discussions, and/or in-depth interviews, using guidelines and hospital secondary data as instruments. Data analysis was conducted using a pattern-matching technique to connect the relevance between variables in the study.

**Results:** The profile of wellness tourism services at RSA UGM remains within the hospital outpatient area. The target market segmentation consists of local and internal UGM markets. The core of value proposition which provided in this services is one-stop service with primary focus on value for money. The most powerful distribution channel is word-of-mouth. The patient relationship type is interpersonal. Resource availability still faces constraints regarding space. Current external partnership collaborations are primarily for creating service packages. Post-discharge service activities require strengthening and elevating programs, such as the follow-up system and patient satisfaction survey measurement. The largest cost structure component is currently human resource capacity building. The largest revenue stream for Health Tourism & Wellness currently still comes from curative surgical procedures rather than preventive wellness services.

**Conclusion:** There is a gap in wellness tourism services between RSA UGM and H. Solutions concerning the service profile, which includes brand signature and location, market segmentation, variety of service packages, resource availability, and distribution channels.

**Key Words :** hospital business strategy, service development, wellness tourism, business model canvas, benchmark