

ABSTRACT

Non-profit organizations are in competition with profit-oriented organizations in the similar industries. Competition is forcing organizations to find effective methods of management to develop and sustain life. Changes from "social institutions" into "economic and social institutions" increasing number of hospitals bring consequences that hospitals face competition as business in general. Before 2002, Pupuk Kaltim Hospital (RSPKT) managed by the Hospital Pupuk Kaltim Hospital Foundation did not get too many challenges because it was the only hospital in the Bontang city that serving the public community. With the emergence of competitors, RSPKT need improvement and get better quality of service and patient satisfaction so the patients do not move to another hospital. RSPKT need to have what is called competitive advantage that is the heart of the performance of the company in a competitive market. RSPKT must prepare strategies in the face of increasingly tight competition, how to create competitive advantages in the field of healthcare services.

This study focused on strategic issues RSPKT (Foundation) in building competitive advantages and strategies in the field of healthcare services by benchmarking to similar companies that have deemed competitive advantages that are not owned by the RSPKT. This research uses qualitative analysis methods. The analysis performe: (1) Analysis of company profile, (2) Analysis of external environment among the companies that include analysis of industry competition by using the Six Forces Diagrams (Oster, 1995), (3) Analysis company's internal environment, (4) SWOT Analysis, and (5) Benchmarking Analysis to Panti Rapih Hospital Yogyakarta which under the management of Yayasan Panti Rapih as a benchmark.

Based on the analysis of the external environment that includes opportunities and threats, internal environment that includes the strengths and weaknesses, and benchmarking analysis result the conclusion that RSPKT have the opportunity to grow and reach more customers. Strategies that can be done by RSPKT is "oriented growth strategy" to support the aggressive strategies to take advantage of opportunities that exist. Generic strategy that can be done is to focus on superior service differentiation needed by the customer. Superior service to create competitive advantages can emulate Panti Rapih Hospital best practices and improvement of the medical check-up units into one stop medical check-up.

Key words: strategic management, non-profit organizations, the internal environment, external environment, six forces diagrams, benchmarking