

INTISARI

Tujuan penelitian ini adalah untuk menganalisis faktor eksternal dan internal dari RS Sakina Idaman dan mengetahui strategi yang paling tepat diterapkan pada RS Sakina Idaman untuk dapat memenangkan persaingan di industri pelayanan kesehatan. Penelitian ini merupakan penelitian deskriptif dengan menggunakan data primer dan data sekunder. Analisis lingkungan eksternal yang digunakan dalam penelitian ini adalah analisis karakteristik industri, analisis *Five Force Porter*, analisis *Driving Force*, dan analisis *Key Success Factors*. Analisis eksternal tersebut dilakukan untuk mengetahui ancaman dan peluang, sedangkan untuk mengetahui kekuatan dan kelemahan perusahaan dilakukan analisis internal. Analisis internal terdiri dari analisis *Resources And Capabilities*, analisis *Value Chain*, dan analisis *Resource Based View*. Langkah selanjutnya adalah menentukan strategi terbaik perusahaan.

Hasil analisis *Five Force Porter* menunjukkan bahwa intensitas persaingan tinggi, daya tawar pembeli tinggi dan ancaman barang substitusi tinggi. Faktor kunci kesuksesan dari industri ini diantaranya adalah kemampuan dalam penggunaan teknologi, sumber daya manusia yang profesional, dan kecukupan modal serta pengelolaan keuangan yang baik. RS Sakina Idaman dapat menggunakan *Best Cost Provider Strategy* untuk menghadapi persaingan di industri pelayanan jasa kesehatan.

Kata Kunci: Strategi, *Five Force Porter*, *driving force*, *key success factors*, *resources and capabilities analysis*, *value chain*, *resource based view*, RS Sakina Idaman

ABSTRACT

This study aimed at analyzing both external and internal factors affecting the business of Sakina Idaman Hospital as well as identifying the best strategy for Sakina Idaman Hospital to win against competition in health care industry. For the study purpose, both primary and secondary data were used in this descriptive study. The external factors analysis was conducted by adopting characteristics of industry analysis, *Five Force Porter* analysis, *Driving Force* analysis, and *Key Success Factors* analysis to identify threats and opportunities of the company. Meanwhile, the internal factors analysis was conducted by implementing *Resources and Capabilities* analysis, *Value Chain* analysis, and *Resource Based View* analysis to understand the strengths and weaknesses of the company. The last stage of this study was determining the best strategy to be implemented by the company.

Results of *Five Force Porter* analysis suggested that Sakina Idaman Hospital faces high intensity of competitive rivalry, strong bargaining power of buyer, and strong force of threat of substitutes. In the meantime, the key success factors of this industry include the establishment of strong capability to leverage technology, professional human resources, capital adequacy, and strong financial management. Accordingly, it is recommended that Sakina Idaman Hospital adopted *Best Cost Provider Strategy* to win against competition in health care industry.

Keywords: Strategy, Five Force Porter, driving force, key success factors, resources and capabilities analysis, value chain, resource based view, Sakina Idaman Hospital