



Proposed Marketing Strategy of Healthcare IVD Distributor Post Covid 19 Pandemic (Case Study of PT. Sinergy Diagnostic)

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ABSTRACT: With the passage of time and the enhancement of societal well-being, there has been an increasing demand for health services within the community. The COVID-19 pandemic has had a profound effect on worldwide health systems and has caused a substantial overhaul in the healthcare industry. PT. Sinergy Diagnostic has been a distributor of In Vitro Diagnostics (IVD) for over 17 years and has catered to several clients. These establishments encompass medical laboratories, clinics, hospitals, and public institutions that are owned by both private and government entities effectively demonstrates the strategic implementation of Operation Cooperation (KSO). Amidst the pandemic, the company witnessed a significant surge in sales of Point of Care Testing (POCT), which can be attributed to the increased demand for quick diagnostic testing. Nevertheless, since the epidemic has concluded, the need for POCT is expected to decrease, presenting a potential threat to the company's sales revenue, which became increasingly dependent on this category throughout the pandemic period. PT Sinergy Diagnostic must reassess its business plan and adjust to the evolving market conditions in order to maintain its company performance. For solving the problem, this study utilize a mixed research methodology, internally assesses PT Sinergy Diagnostic's market position and operational capabilities through the application of the STP Analysis, Marketing Mix 7Ps, and the VRIO Analysis. For external, customer analysis conducted using interview method involved a total of 15 respondents and analysis of the data using descriptive statistical methods.

KEYWORDS: Covid-19Healthcare, IVD, POCT, SWOT, Strategy.

INTRODUCTION

The community has seen a rise in demand for health services as time has gone on and social well-being has improved. The global health systems have been significantly impacted by the COVID-19 pandemic, which has also led to a significant transformation of the healthcare sector. Despite these challenging conditions, the company has made great strides toward growth and development in order to meet the urgent need for both therapeutic and preventative healthcare services. The Indonesian Central Bureau of Statistics (BPS) has released demographic forecasts that indicate a predicted growth in Indonesia's population from 271 million in 2020 to 294 million by 2030 would present considerable prospects for the healthcare sector. Strengthening the National Health Insurance (JKN) program and expanding the medical infrastructure will be required to adequately serve the health needs of this growing population.

IVD has had a significant influence. Medical equipment and additional supplies used for testing samples taken from the human body, including blood or tissue, are known as in vitro diagnostics (IVD) (World Health Organization, 2019). These tests can be used to diagnose illnesses, prevent diseases, detect infections like SARS-CoV-2, the virus that causes COVID-19, or track how well treatment regimens are working. The unprecedented demand for these tests brought about by the global surge in COVID-19 cases underscores the critical role that in vitro diagnostics (IVDs) play in managing public health emergencies. The selection of health sub-sector enterprises as study subjects is justified by the fact that these entities have seen a notable growth in the demand for healthcare infrastructure and facilities, as well as a rise in the number of healthcare equipment distribution companies. The situation will significantly affect the future of PT Sinergy Diagnostic, a distributor of in vitro diagnostic (IVD) equipment, as people are becoming more aware of their health issues and since health is a fundamental human need.

COMPANY PROFILE

PT. Sinergy Diagnostic was founded in 2004 and was originally known as CV. Sinergy Diagnostic. The company's main goal is to provide analytical instruments and medical laboratory equipment. PT. Sinergy Diagnostic's headquarters are located in Mengger,



Bandung, at Jalan Batununggal Permai VI No. 24. The organization has an extensive network and service reach throughout the West Javan region.

For more than 17 years, PT. Sinergy Diagnostic has served a number of clients as an In Vitro Diagnostics (IVD) distributor. These include hospitals, clinics, public institutions, and medical laboratories that are owned by government and commercial companies. The following list illustrates PT Sinergy Diagnostic's principal clients, as seen in Table 1.

Table 1. PT Sinergy List of Major Customers in West Java

No	Customer	Location
1	Hermina Group	West Java Area
2	Hasna Medika Group	West Java Area
3	Mitra Hospital Group	West Java Area
4	Borromeus Hospital Group	West Java Area
5	RSUD Sayang	Cianjur
6	RSUD Cimacan	Cianjur
7	RSUD Cililin	Kab. Bandung Barat
8	RS Advent	Bandung
9	Santosa Hospital Central	Bandung
10	RS Jasa Kartini	Tasikmalaya

One prominent example of the strategic use of Operation Cooperation (KSO) in West Java is PT Sinergy Diagnostic, a well-known distributor of In Vitro Diagnostics (IVD). PT Sinergy Diagnostic made the decision to form a KSO cooperation in order to enhance its IVD products and increase its market presence. This required selecting partners with similar experience, sound financial standing, and strategic alignment.

Operational cooperation, or Kerjasama Operasi (KSO), is a widely used technique in the In Vitro Diagnostics (IVD) sector, particularly in clinical laboratories. Hospitals and clinics may gain a lot from using this economic model, which involves lending diagnostic equipment to the laboratory in exchange for a promise to buy reagents or reveal test results. Operational cooperation, or Kerjasama Operasi (KSO), is a standard procedure in clinical laboratories that deal with in vitro diagnostics (IVD). Hospitals and clinics benefit in a number of ways from this business model, which involves lending diagnostic equipment to the laboratory in return for an agreement to buy reagents or report testing volumes. The following is a summary of the business process's phases:

- 1. Approximation Data collection:** Hospitals or clinics that use our services must estimate the number of tests they will require each month as the first stage in the business process. For PT Sinergy Diagnostic to calculate the cost per examination, this information is essential. Users of the laboratory can now select the preferred cooperation model at this point. There are two options: Comprehensive Service Operational Reagent (KSO Reagent) or Cost per Reportable Test (CPRR).
- 2. Price Estimation and Quotation:** After PT Sinergy Diagnostic receives the test results, it assesses the expenses and provides the hospital or clinic with a price quotation. The estimated monthly testing volume, the selected cooperation model, and other variables that might impact the price are taken into account when creating this quote.
- 3. Negotiation:** PT Sinergy Diagnostic and the customer engage in negotiation at the third step. Price, the length of the collaboration, and technical requirements like regular calibration and external quality assessment are all discussed in this discussion. To formalize the agreement, a Memorandum of Understanding (MoU) is drafted once these provisions have been accepted by both sides.
- 4. Equipment Installation and Maintenance:** PT Sinergy Diagnostic lends the assay to the client's laboratory for usage upon signing the memorandum of understanding. A crucial component of their service contract is PT Sinergy Diagnostic's assurance that the machinery will function around-the-clock. To guarantee continuous operation, this commitment entails routine servicing, maintenance, and troubleshooting.
- 5. Reagent Purchase & Monthly Reporting:** The customer is either required to purchase reagents from PT Sinergy Diagnostic (for the KSO Reagent model) or to submit their monthly examination counts (for the CPRR model), depending



on the partnership model selected in the first stage. In the latter scenario, an invoice is generated using the provided examination count.

BUSINESS ISSUE

Based on the available data, the author finds the IVD sector's post-COVID-19 prospects intriguing, particularly in light of the particular circumstances. The global COVID-19 pandemic significantly affected the healthcare industry, particularly the in vitro diagnostic (IVD) sector. In Vitro Diagnostic (IVD) equipment sales in Indonesia had a notable uptick during the pandemic. Over the course of 2021–2022, revenues at PT Sinergy Diagnostic, a distributor of in vitro diagnostic (IVD) products, also increased.

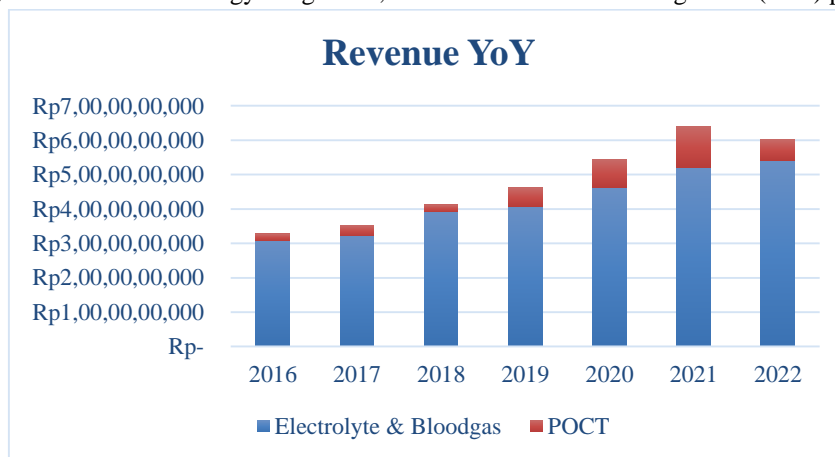


Figure 1. PT Sinergy Revenue Realization 31/12/2022

Significant differences in the sales trends between the Electrolyte & Bloodgas Analysis (EBA) and Point of Care Testing (POCT) categories become apparent when looking at PT Sinergy Diagnostic's revenue records, especially during the COVID-19 pandemic. Before the COVID-19 pandemic, EBA consistently outperformed POCT in terms of outcomes. The company made a significant amount of money from EBA sales, although POCT made up a lesser portion of the total. Even though both categories had a rise in income year over year, POCT's share of overall revenue was significantly lower than EBA's.

Point-of-Care Testing (POCT) sales trends were significantly impacted by the COVID-19 pandemic's outbreak in 2020. The pandemic caused an unheard-of increase in the demand for Point-of-Care Testing (POCT) devices, which are rapid diagnostic tools. As a result, POCT sales for PT Sinergy Diagnostic significantly increased. Sales of POCT saw a notable upsurge in 2021, reaching a record high of Rp1.218.476.755,26 in comparison to prior years. On the other hand, the EBA category grew throughout the pandemic, but this development was in line with the previous trend and did not show the same sharp spike that was seen in POCT. After the pandemic ended in 2022, there were changes to the sales dynamics. Point-of-Care Testing (POCT) sales had a significant decrease, amounting to Rp602.314.063,30. This decrease is explained by the fact that there was less of a need for accelerated testing when the epidemic was over. In the meanwhile, EBA sales increased, albeit more slowly than they had during the outbreak.

The COVID-19 epidemic has clearly affected PT Sinergy Diagnostic's sales patterns. The Point-of-Care Testing (POCT) industry had a brief boom because to the extraordinary circumstances, but as the pandemic winds down, it is currently declining. To sustain its business success, PT Sinergy Diagnostic has to review its business strategy and make necessary adjustments to the changing market conditions.

LITERATURE REVIEW

As a distributor of in vitro diagnostic (IVD) products, PT Sinergy Diagnostic provides a comprehensive selection of items in the areas of clinical chemistry, blood gas analysis, and immunology for Point of Care Testing (POCT). Below is a detailed summary: The first domain is clinical chemistry, which involves the analysis of bodily fluids for the purposes of diagnosis and treatment. The business could sell tools and reagents for analyzing electrolytes including potassium, sodium, and chloride. According to Burtis et al. (2012), these electrolytes are essential for the detection and treatment of conditions including diabetes, heart failure, and renal



disease. Blood gas analysis is covered in the second domain. Numerous factors need to be measured in a blood sample, such as the quantity of bicarbonate, pH, and the amounts of carbon dioxide and oxygen. According to Malley (2005), these parameters are essential for diagnosing and treating respiratory conditions including COPD, asthma, and respiratory distress syndrome. Point of Care Testing (POCT) Immunology aims to provide real-time, patient-centered treatment by conducting diagnostic tests in the patient's immediate environment. The business may offer diagnostic tools, such rapid testing, to identify allergies, autoimmune diseases, and infections (Issadore & Westervelt, 2013).

This research does a detailed examination of the business environment and strategic marketing of PT Sinergy Diagnostic using a variety of theoretical frameworks and techniques. The application of STP Analysis, the Marketing Mix (7Ps), and VRIO Analysis for internal evaluation is the main emphasis of this investigation. To obtain a better understanding of the external environment, it also integrates customer analysis (Kotler & Keller, 2016; Barney, 1991).

With an emphasis on the dynamics described by Webster (1992), this research looks at the complex and varied structure of business-to-business (B2B) interactions and decision-making processes. Unlike business-to-consumer interactions, these operations necessitate intricate sales and partnership activities that call for a thorough comprehension and well-thought-out strategic plan.

Kotler and Armstrong's (2021) foundational theories of business marketing are analyzed in order to provide a framework for understanding consumer and market dynamics in the business sector. This framework includes the following principles: customer value and satisfaction; exchanges and interactions; market offers; needs, desires, and demands; and the nature of markets.

This study focuses on the significant research by Webster and Wind (1972) and is relevant to the topic of firm purchasing behavior. It looks at the idea of the "buying center," corporate buying procedures, and the complexity of these kinds of decisions. Understanding the formal processes of supplier and brand selection in corporate contexts requires an understanding of this paradigm. According to Zimmerman and Blythe (2013), the intricacy of business purchasing decisions is influenced by feelings and subjective evaluations. Unlike purely rational decision-making frameworks, this viewpoint acknowledges the influence of human judgment in business acquisition choices.

The analysis covers Kotler and Armstrong's (2020) viewpoints on the key elements influencing business purchasers' purchase decisions. The environmental, organizational, interpersonal, and human factors are important factors that influence the commercial buying landscape.

Numerous ideas and concepts that are essential for understanding and successfully putting PT Sinergy Diagnostic in its market are compiled in this literature review. It serves as the foundation for carrying out in-depth analyses and creating strategic plans that are especially made to fit the unique goals and business circumstances of the organization.

METHODOLOGY

The study, which concentrated on PT Sinergy Diagnostic in the in-vitro diagnostic (IVD) sector, employed a mixed technique akin to a case study. This method comprises a detailed analysis of important factors and ideas related to business and marketing strategy. To help with a thorough understanding, it is presented via written explanations, tables, and graphic representations. The study begins with defining the issue statement related to PT Sinergy Diagnostic. An external customer analysis is then carried out. Internally, the study uses STP Analysis and the Marketing Mix 7Ps to evaluate the company's operational capabilities and market position.

Techniques for gathering data include obtaining primary and secondary data. Primary data is gathered through in-person interviews with key employees and clients, as well as through observation of the business environment and activities of the organization. The data analysis in the research makes use of qualitative approaches. First, a comprehensive review and classification of historical data is conducted. Next, the external environment is examined through PEST, market, customer, and competition analysis. STP analysis and the Marketing Mix 7Ps are used in internal analysis.

Consumer analysis data will be meticulously acquired through the use of structured interviews for the aim of market research for PT Sinergy Diagnostic, a firm that specializes in providing in-vitro diagnostic solutions through cooperative agreements known as KSO, with an emphasis on EBA and POCT. The primary attendees will be people with significant influence in healthcare institutions, such as the owners, the coordinator of the laboratory, or clinical pathology specialists. In their specific institutions, these experts are vital in decision-making regarding IVD technology purchase and operations. PT Sinergy Diagnostic intends to concentrate its study on a wide variety of healthcare institutions positioned strategically based on the segmentation data previously presented. Private Health Laboratories, Hospital Type D-Puskesmas, and Hospital Type B-C are the three main categories into



which the facilities are divided. The locations of the facilities are in key areas where PT Sinergy Diagnostic operates; these areas most likely include a number of major metropolitan centers with significant healthcare requirements.

The provided table offers an interview format designed especially to collect information on corporate purchasing practices related to the acquisition of In Vitro Diagnostics (IVD) equipment. Segmentation, IVD Operational Context, IVD Business Market, and Purchasing Decision Making are the four primary components that make up the framework. The Buying Center is also taken into account. Based on the given story example, a thorough analysis of this paradigm is presented below.

Table 2. Operational Variable

Variable	Sub-Variable	Attribute	Source
Segmentation	Individual	Age	Kottler and Keller (2021)
		Gender	
		Professional Role	
	Organizational	Facility Type	Kottler and Keller (2021)
		Healthcare Size	
Location			
IVD Operational Context	Equipment Reliability	Uptime	Author (2023)
		Compliance with KSO Standards	
	Technological Advancement	Feature Requirements	Kottler and Armstrong (2021)
		Technological Standards Alignment	
	Service Excellence	Maintenance Support Quality	Kottler and Armstrong (2021)
		Operational support responsiveness	
IVD Business Market	Customer Needs	Diagnostic Needs	Kottler and Armstrong (2021)
		Service Expectations	
	Market Positioning	Product Offerings (EBA,POCT)	Kottler and Armstrong (2021)
		Value Satisfaction	
	Problem Recognition	Internal stimuli	Kottler and Armstrong (2021)
		External Stimuli	
Purchasing Decision Making	Needs Assesment	Essential requirements for IVD equipment	Wolters (2019)
	Supplier search	Supplier identification method	Wolters (2019)
	Proposal Solicitation	Proposal Accesibility	Wolters (2019)
		Clarity	
	Supplier Selection	Pricing Competitiveness	Kottler and Armstrong (2021)
		Corporate ethics	
	Order Process	Contract fulfillment process	Wolters (2019)
Timeliness of service delivery			
Buying Center	Decision Type	Democratic	Wolters (2019)
		Consultative	

RESULTS AND DISCUSSION

PT Sinergy Diagnostic is able to precisely customize its product and service offerings to meet the unique requirements of every sector that has been identified. This ensures that they provide worthwhile solutions in the field of diagnostic healthcare equipment and services, allowing the company to target and serve each industry separately and enhancing their value offer as a whole.

One method that works well for defining corporate market segmentation is firmographic segmentation. Corporate clients are categorized using this technique based on firmographic attributes such industry sector, company size, customer base, geography,



and other pertinent details. By using this firmographic approach to integrate the factors from the table, PT Sinergy Diagnostic effectively segments its business market.

Table 3. Market Segmentation Of PT Sinergy Diagnostic

Segmentation Variables	Hospital Type A	Hospital Type B-C	Hospital Type D, Puskesmas	Private Laboratory Clinics
Demographic				
Industry	Healthcare Hospitals	Healthcare Hospitals	Healthcare - Primary Care	Healthcare - Diagnostic Laboratories
Company Size	Large	Medium to Large	Small to Medium	Medium to Large
Location	Urban	Urban and Semi-Urban Areas	Rural and Semi-Urban Areas	Urban Areas
Operating Variables				
Technology	Advanced Diagnostic Equipment	Advanced Diagnostic Equipment	Basic to Intermediate Diagnostic Equipment	Advanced Diagnostic Equipment
User Status	Regular / Heavy Users	Regular / Heavy Users	Occasional / Light Users	Regular / Heavy Users
Customer Capabilities	Comprehensive Diagnostic Services	Comprehensive Diagnostic Services	Basic to Intermediate Diagnostic Services	Specialized Diagnostic Services
Purchasing Approaches				
Purchasing Criteria	Quality, Advanced Technology	Quality, Advanced Technology	Cost-effectiveness, Accessibility	Quality, Specialization
Nature of Existing Relationship	Long-term Partnerships	Long-term Partnerships	Project-based or Short-term Contracts	Strategic Partnerships
Situational Factors				
Urgency	Very High (due to critical healthcare needs)	High (due to critical healthcare needs)	Moderate (due to less critical nature of services)	High (due to the nature of diagnostic tests)
Size of Order	Large (bulk orders for various departments)	Large (bulk orders for various departments)	Small to Medium (limited by budget and scope)	Variable (depending on the test and client)
Personal Characteristics				
Attitude Toward Risk	High	Moderate to High (willing to invest in new technologies)	Low to Moderate (risk-averse due to budget constraints)	Moderate to High (innovative and growth-oriented)
Loyalty	High (due to established relationships and service satisfaction)	High (due to established relationships and service satisfaction)	Moderate (dependent on service satisfaction and budget constraints)	High (due to specialized service needs)



The two main product offerings of PT Sinergy Diagnostic are POCT (Point of Care Testing Immunology) and EBA (Electrolytes and Bloodgas Analysis), which are the focus of the company's strategic market targeting. Each product's fit for certain market groups of healthcare facilities has been carefully considered.

Based on the data provided, PT Sinergy Diagnostic has created a targeted marketing strategy that addresses the unique needs of various healthcare institutions in the West Java area. The business has determined that its two main product lines are POCT (Point of Care Testing Immunology) and EBA (Electrolytes and Bloodgas Analysis). These product lines are specifically matched to certain types of facilities in order to maximize their effect and usefulness.

Table 4. PT Sinergy Diagnostic List of Products

No	Product	Sample Type	Parameters	Throughput	Portability
1	Balio Ex Series	Serum / Urine	Electrolytes	High	Benchtop
2	iChroma II	Serum / Plasma / Whole blood	Various, including hormones and infectious diseases	Moderate	Portable
3	DXGen 616	Blood	HbA1C, CRP, Urine Albumine	Low	Portable
4	Abbott i-STAT	Whole blood	Blood Gases, Electrolytes, Metabolites	Low	Handheld

PT Sinergy Diagnostic has made a conscious decision not to concentrate on Type A hospitals as its primary market segment. This choice is mostly influenced by the intense pricing rivalry that exists between these top institutions and in which direct stakeholders are often involved. The market is extremely competitive, making it difficult for PT Sinergy, a sub-distributor, to penetrate it effectively. In order to acquire cutting-edge medical equipment, these institutions typically work directly with principals, taking use of their significant purchasing power and the significant contracts that come with it. Direct communication with principals usually results in more advantageous pricing and customized service agreements—accounts that sub-distributors are not typically able to secure. Because of this, PT Sinergy focuses on hospital kinds that have better market dynamics and can therefore offer more competitive value and service offers.

Table 5. PT Sinergy Diagnostic Target Market

	Hosp.Type A	Hosp. Type B-C	Hosp. Type D-Puskesmas	Private Laboratory
EBA		✓		✓
POCT		✓	✓	✓

The plan illustrates PT Sinergy Diagnostic's intended use of its strengths in a concentrated specialty by matching its creative diagnostic solutions to the operational requirements of particular healthcare sectors. This targeting is justified by a thorough understanding of the technological capacities and patient service volumes in each category of institution.

Both POCT (Point-of-Care Testing) and EBA (Emergency Blood Analysis) are suited for hospital Type B-C facilities, which are well-known for their comprehensive medical services. The choice was made in light of the combination of these hospitals' substantial requirements and the advanced diagnostic capabilities of PT Sinergy Diagnostic. Hospital Type D-Puskesmas, on the other hand, is considered appropriate only for the POCT product line because to its restricted range of diagnostic procedures and limited technological capabilities. This calculated move shows a thoughtful assessment of the suitability and usage patterns of diagnostic equipment at these institutions.

The foundation of PT Sinergy Diagnostic's market positioning strategy is the provision of excellent, trustworthy medical diagnostic equipment that guarantees timely and continuous service. It is anticipated that this approach would appeal to healthcare institutions



that place more emphasis on providing high-quality services and maintaining continuity of patient care than they do on cutting costs. It is especially likely to strike a chord with Hospital Type B-C and Private Health Laboratories, who are renowned for their high patient volume and stringent operating requirements. In the realm of medical diagnostics, PT Sinergy Diagnostic makes a name for itself as a brand that people trust for reliability and outstanding quality.

A firm called PT. Sinergy Diagnostic specializes in In Vitro Diagnostics (IVD), namely in Electrolyte Analyzers and Point of Care Testing (POCT). The product strategy of PT. Sinergy Diagnostic centers on the innovative features and product reliability that are essential in a market where precision is paramount. Pricing is evaluated by means of an analysis that considers perceived value in the healthcare business as well as competitive position. The Place element highlights the tactical routes of distribution that ensure these vital diagnostic instruments are available across Indonesia's diverse healthcare landscape. Promotional strategies are tailored to effectively communicate the business, highlighting its role in enhancing healthcare outcomes. Furthermore, an extensive examination is carried out on the expanded elements of the marketing mix, including People, Process, and Physical Evidence. The People component assesses PT. Sinergy Diagnostic's level of expertise and customer service quality, which is critical in a field where reliability and trust are valued highly. In order to ensure the seamless integration of diagnostic solutions in healthcare settings, the procedure comprises a detailed examination of the operational efficiency and service delivery mechanisms. Finally, Physical Evidence examines the tangible components that bolster the business's reputation and brand image in the marketplace.

Table 6. 7P Marketing Mix

7P Marketing Mix	
7Ps Components	Attributes
Product	Core products: I-stat immuno, Balio Ex-Series, Ichroma II; Augmented products: Epithod 616, KSO services.
Price	Pricing based on test complexity, service period, and value; varied costs for different diagnostic tests.
Place	Operations focused in West Java; extensive distribution network including direct sales and partnerships.
Promotion	Direct B2B selling, healthcare exhibitions, Gakeslab membership, targeted marketing communications, brand building.
Physical Evidence	Diagnostic instruments, strategic partnerships, consistent branding, quality of service and client experience.
People	Comprehensive training by principals, readiness for customer needs, professional expertise, client relationship building.
Process	Efficient service delivery workflow, installation, training, ongoing support and maintenance, quality control, customer feedback.

Respondents are divided into two groups while conducting the customer analysis under the PT Sinergy Diagnostic framework: individual and organizational. The organizational component pertains to the attributes of the healthcare institutions the respondents represent, whereas the person component relates to the respondents' professional and demographic information. The market segmentation of PT Sinergy Diagnostic, which most likely includes categories like Type B-C hospitals, Type D hospitals, Puskesmas (community health clinics), and private laboratories, is used to categorize the responders. In order to gather pertinent feedback and data for this inquiry, we engaged a total of 15 respondents from a variety of industries.

Table 7. List of Respondents Data

Individual				Organizational			
CODE	AGE	GENDER	EDU	POSITION	SECTOR	SIZE	LOCATION
R1	42	Female	Analist	Lab. Coordinator	Hospital	B	Urban
R2	36	Female	Analist	Lab. Coordinator	Hospital	B	Urban



Individual					Organizational		
R3	60	Female	dr.SPPK	Pathology Specialist	Hospital	B	Urban
R4	55	Female	dr.SPPK	Pathology Specialist	Hospital	C	Urban
R5	41	Female	dr.SPPK	Pathology Specialist	Hospital	C	Rural
R1	36	Female	dr.SPPK	Pathology Specialist	Hospital	D	Rural
R2	36	Female	Analist	Lab. Coordinator	Clinic	D	Urban
R3	45	Male	Analist	Lab. Coordinator	Puskesmas	D	Urban
R4	29	Female	Analist	Lab. Coordinator	Clinic	D	Rural
R5	50	Female	dr.SPPK	Pathology Specialist	Hospital	D	Rural
R1	43	Male	Analist	Lab. Coordinator	Private. Lab	High	Urban
R2	33	Male	Analist	Lab. Coordinator	Private. Lab	High	Urban
R3	30	Female	Analist	Lab. Coordinator	Private. Lab	Moderate	Urban
R4	50	Female	Analist	Lab. Coordinator	Private. Lab	Moderate	Urban
R5	55	Female	Analist	Lab. Coordinator	Private. Lab	Small	Urban

First, comprehending how In Vitro Diagnostic equipment fits into the regular operations of healthcare facilities is the main goal of the IVD Operational Context for PT Sinergy Diagnostic. This involves evaluating IVD technology dependability, which is widely acknowledged as essential in healthcare settings for precise diagnosis and effective patient care. Given their varying patient numbers and range of medical demands, several facility types—such as Type B-C hospitals, Type D hospitals, Puskesmas, and private labs—highlight the necessity for trustworthy technology. The research also looks at technology progress and finds that Puskesmas strikes a balance between operational ease and technological complexity, whereas larger hospitals and commercial labs prioritize modern technologies. A crucial component is service excellence, which includes things like timeliness and the quality of maintenance assistance. Different facility types have different preferences depending on how they operate and how important it is to maintain good service standards.

In Vitro Diagnostics is a profession that requires a thorough grasp of customer demands and market positioning. This is examined in the IVD Business Market section. It draws attention to the various needs of patients in various healthcare environments and stresses the significance of IVD providers' reputations, dependability, and cost-effectiveness. According to the study, D-Puskesmas places a higher priority on price and practicality than do B-C Hospitals and Private Laboratories, which give consideration to both provider reputation and cost. Market positioning is segment-specific and includes elements such as installation-based considerations and the impact of medical research. B-C hospitals strike a compromise between these elements, demonstrating the necessity of evidence-based procedures and scalable diagnostic capacity. D-Puskesmas and Private Laboratories, on the other hand, have a more pronounced propensity for installation-based variables, highlighting the need for their diagnostic capability and operational efficiency.

The section on purchasing decision making explores the methodical procedures healthcare institutions follow when choosing IVD equipment providers. It starts with the identification of problems, which are mostly prompted by internal factors such as operational difficulties and quality assurance, suggesting a proactive strategy for preserving service quality. Based on the kind of facility, different priorities are reflected in the requirements assessment process, such as accuracy, precision, and durability. The varying operating requirements of various healthcare segments are further highlighted by the product specification preferences. One trend in supplier selection that stands out is the preference for in-depth assessments over peer referrals. This suggests that the procurement process should take a comprehensive and impartial approach. The order process study shows that, while the importance of each



factor varies depending on the kind of facility, the scheduling schedule and the conditions of payment are critical. Ultimately, the primarily collaborative nature of the decision-making process suggests a preference for expert-led choices while also taking democratic feedback from a range of healthcare sectors.

Table 8. Consumer Analysis Summary

SubVariable	Type B-C Hospitals	Type D Hospitals and Puskesmas	Private Laboratories
IVD Operational Context			
Equipment Reliability	Essential	Essential	Essential
Technological Advancement	Advanced Features	Easy to Use	Advanced Features
Service Excellence	Maintenance Quality	Quick Response	Maintenance Quality
IVD Business Market			
Customer Needs	Affordable Price	Affordable Price	Distributor Reputation
Market Positioning	Installation Based	Installation Based	Installation Based
Problem Recognition	Internal Needs Change	External Recommendations	Internal Needs Change
Purchasing Decision Making			
Needs Assessment	Durability and Precision	Durability Over Precision	Precision Over Durability
Product Specification	Range of Measurement	Comprehensive Parameters	Comprehensive Parameters
Supplier Search	Beauty Contest (Presentation)	Beauty Contest (Presentation)	Beauty Contest (Presentation)
Order Process	Terms of Payment	Timeline Schedule	Terms of Payment
Buying Centre and Decision Type			
Decision-Making	Consultative	Consultative	Consultative

CONCLUSION

With regard to In Vitro Diagnostic (IVD) solutions, PT Sinergy Diagnostic offers a comprehensive perspective of the heterogeneous and intricate terrain of the healthcare industry's demands and preferences. The analysis's conclusions, which include everything from operational environment to buying decision-making, highlight a number of crucial insights in According to Operational Context, all healthcare institutions place equal priority on IVD equipment dependability, highlighting the device's critical role in patient care and diagnostic accuracy. The necessity for technical innovation is further demonstrated by the preference for state-of-the-art equipment by larger hospitals and private labs, whereas Puskesmas emphasize striking a balance between sophisticated features and ease of use. Service quality becomes a crucial requirement that varies in importance depending on the kind of facility, especially in terms of response and upkeep.

The IVD Business Market research highlights the diverse demands of customers about cost, quality, and reputation of providers. D-Puskesmas lays more weight on price and practicality than B-C Hospitals and Private Laboratories do on the reputation and caliber of IVD suppliers in addition to economic concerns. Private laboratories place more emphasis on efficiency and throughput, whereas bigger hospitals value the scalability of diagnostic services. These two approaches to market positioning are different.

The healthcare industry's purchasing decision-making process is shown to be careful and comprehensive. The majority of internal variables influence problem recognition, suggesting that operational and diagnostic difficulties should be addressed proactively. particular market segments prioritize particular attributes above others, such as accuracy, precision, and durability, depending on the operational context in which they operate. Comprehensive assessments are preferred above peer recommendations in the supplier selection process, suggesting a preference for data-driven decision-making. The order process analysis demonstrates how important it is to finalize orders taking into account logistical and financial factors like payment terms and delivery schedules.



In the industry, consultative decision-making is the norm, while some facilities also use democratic methods. This indicates a desire for choices to be supported by the opinions of experts while still taking the team's broader perspective into account.

Because of how thorough this research is, PT Sinergy Diagnostic may make important adjustments to their marketing and operational plans. Comprehending the intricate demands and inclinations of every healthcare domain enables the organization to formulate focused solutions that cater to particular wants, augment client contentment, and fortify their status in the fiercely competitive IVD industry. Delivering successful and efficient IVD solutions is dependent on PT Sinergy Diagnostic's strategy alignment with industry trends and client expectations.

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