

Marketing Plan for SILC Lasik Center

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Abstract: Lasik is a permanent solution to overcome refractive disorders in humans. In Indonesia, general eye hospitals provide this lasik surgery as well as other related procedures. The absence of special clinics that exclusively serve lasik, in addition to the imbalance between the number of patients with refraction disorders who have been treated with lasik surgery and the popular notion that lasik procedures are expensive, offers a business opportunity to open a lasik-specialized clinic which will be named SILC Lasik Center. SILC Lasik Center will offer cost-effective lasik surgery with flexible payment programs while still prioritizing quality and patient safety. In order to introduce and expose SILC Lasik Center so that the community takes notice, there needs to be a proper marketing plan so that the purpose of SILC Lasik Center will be in accordance with its vision and its mission can be achieved.

1 INTRODUCTION

Lasik stands for Laser Assisted In-Situ Keratomileusis (Lee et al., 2017; Shortt et al., 2013; Toda et al., 2002; Wu et al., 2014; Moshirfar et al., 2016). Lasik is one of the methods for correcting refractive abnormalities such as myopia and cylinders using latest Femtosecond laser technology with a very high speed of > 1 MHz and is used in the process of making a thin layer (flap) on the cornea. LASIK treatment procedure is safe and permanent. The market for lasik center consists of all patients with refractive disorders over the age of 18 that meet the criteria for requiring lasik action.

Indications of prospective patients requiring lasik are refractive disorders with myopia criteria -1.00 to -13.00 diopters, Hypermetropia: +1.00 to + 4.00 diopters, and astigmatism: 1.00 to 5.00 diopters. Patients aged 18 or above, women who are not pregnant and patients who have no eye disorders such as infection, retinal disorders (eye nerve), cataracts, glaucoma, and amblyopia. The patient's contraindications to lasik action are in patients less than 18 years of age, pregnant women, patients with corneal abnormalities, infection, and keratoconus, autoimmune and collagen disease, monocular patients, retinal disorders, cataracts, and another eye disease.

The comparison between the number of lasik services in Indonesia and people with refractive

disorders shows a lack of eye health services especially with regards to lasik action. This can be seen from the data obtained by KEMKES in 2013 of 11.495.400 people from the total Indonesian population who use eyeglasses. Data from a survey by the industry and transportation director general in 2010 states that the market share for domestic glasses reached 40% which equates to eight million people using eyeglasses, while the number of contact lens users in Indonesia has been increasing more than 15% annually. Based on these data, it can be assumed that there is an increase in refractive disorder patients from year to year.

The data obtained from suppliers of the number of lasik surgery action in 2015 from one of the largest eye clinics amount to 120 patients a month or about 1440 people per year. While the data from the second largest eye clinic in Jakarta amounts to 60 patients a month or about 720 patients per year. From the data of two eye clinics, most lasik surgery action are performed in the West Jakarta region. Data from one lasik clinic in West Jakarta (iCare Lasik Center) shows that there is an average of 50 patients a month, or about 600 patients per year. Based on data taken from the second largest eye clinic in Jakarta and comparing the number of lasik surgery action to the needs of the use of glasses or contact lenses per year, there is about 10%. Although the data concerning the number of lasik surgery is taken only from the city of Jakarta, it still

can be taken as an indicator because the city of Jakarta is a referral center, especially for health in Indonesia.

The above background reveals that there is still a gap between people with refractive abnormalities and the number of lasik surgery action. It is estimated that the majority of people who have refractive disorders do not want to have lasik action because of its expensive cost. Other internal problems from the patient include the fear of surgery and Indonesians who still want to seek treatment abroad.

External problems involve the facilities and infrastructure of lasik clinics, such as the limitations of eye clinics that provide lasik surgery services due to laser machines used for expensive lasik surgery. The cost of laser machine treatment is also expensive, and there is a limited number of medical operators both ophthalmologists and competent eye nurses experienced in the field of lasik. Furthermore, there is a necessity for a special operating room with specific temperature and humidity conditions that is proportional to the size of the laser machine.

According to a survey we conducted on 30 people with refractive disorders who have not had lasik action, we concluded that there are three main problems which are the expensive cost, fear of surgery, and them not needing the surgery yet. Surveys conducted on five people with refractive disorders who have had lasik action produced varied answers that consist of a one week to 5 year-period of consideration before deciding to have lasik surgery. The conclusion is that everyone will decide to take action according to his or her needs. If one feels the need to have the procedure, the decision to do lasik action can be made quickly, and all consideration is no longer a barrier.

Based on the above problems, the solution we can take is to open a lasik clinic which can help patients overcome those problems. A solution that we offer to people with refractive disorders, among others, is to form a special lasik clinic with economic and flexible costs. We take a consumer-oriented approach to eye health care by lowering the price of lasik action and keeping in mind the quality of the procedure supported by experienced human resources and the latest technology.

We also strive to build trust values for refractive patients for our lasik center clinic by providing excellent services that focus on the needs of patients who benefit from the quality of eye health and ensure a sense of safety by applying the highest standards of science and medicinal technology, as well as health and patient safety.

Our primary focus is to satisfy our customers by keeping in mind the quality of patient care and safety so that every customer who wants to and will have lasik surgery is given clear and correct information about the requirements, actions, and even risks that may occur. We also make our customers as comfortable as possible by providing quality facilities, ranging from friendly nursing services, communicative physicians to providing a glass operation room and some musical accompaniment that can calm the patient and reduce the patient's fear at the time of surgery. The glass room was created for patients to feel safe because they feel accompanied by family members waiting outside the operating room.

2 RESEARCH METHOD

Our research framework consists of five stages. Figure 1 described our research framework.



Figure 1: Research Framework

Based on Figure 1, the environment analysis stage consists of PESTLE and Competitive Force analysis. Furthermore, the market plan stage includes of market, Segmentation and Targeting SILC Lasik Center, Positioning SILC Lasik Center, Marketing Mix 4P, and Marketing Risk.

3 RESULTS AND DISCUSSION

Based on our research framework in Figure 1, here are our research results and analysis.

3.1 Environment Analysis

The purpose of business environment analysis, in general, is to assess the overall business environment; factors outside or within the company that can affect the company's progress in achieving its goal. This business environment analysis is also important for identifying critical issues in the corporate management environment, investigating the future conditions of the corporate environment, and then incorporating them in business decision making, as well as prioritizing those issues and developing plans to resolve them.

For the SILC Lasik Center, we use PESTLE Analysis as an analysis that is very broad in scope, accounting for political, economic, social, and other factors. Also, we will proceed with SWOT analysis to identify ways to minimize weaknesses and maximize strengths. With these two methods of analysis, we can know the opportunities that exist and threats to overcome for SILC Lasik Center.

3.1.1 PESTLE

The first external analysis that was conducted was PESTLE analysis (Zalengera et al., 2014; Bush, 2016; Sarwar et al., 2017; Sridhar et al., 2016; Vintilă et al., 2017). The study was conducted from Political, Economic, Sociocultural, Technological, Legal and Ecological Perspectives. These factors influence the existence of SILC Lasik Center. These various aspects can have a direct or indirect effect. Based on the analysis that has been done, economic factors directly affect consumers and companies. Economic factors are also the most decisive factors because they relate to consumers' purchasing power. As high as the quality of our services are, as sophisticated as our technology may be, they will not be put to good use without any patients or customers. The study of the economic side includes the condition of the Indonesian economy, the purchasing power of Indonesia, as well as government policies in the economic field.

3.1.2 Competitive Force

Competitive forces analysis is performed by analyzing Porter's five forces (E. Dobbs, 2014; Mathooko and Ogutu, 2015; Yunna and Yisheng,

2014; Zhao et al., 2016). We can identify the biggest pressure that can affect the existence of the SILC Lasik Center, so we can anticipate it through business strategies that can minimize the pressure.

After performing a thorough analysis of the five factors, the largest threat sequence for the SILC Lasik Center based on Porter's Five Forces analysis is the threat arising from substitute products or services, or Bargaining power of buyers; rivalry among existing competitors, the threat from competitors, bargaining power of suppliers or Bargaining Suplayer, threat of new entrants or threat of newcomers.

3.2 SWOT Analysis

The results are displayed in this SWOT matrix, a prominent strategy that can be done by SILC Lasik Center to cooperate with major suppliers. It is very important to do because this cooperation can generate new superior strategies such as; determining lower Lasik prices than those of competitors who do not cooperate with suppliers. Access to new technological machines that are not left behind by competitors, and support from Human Resources for qualified Lasik measures, which is also an important advantage to have in the competitive Indonesian Lasik market.

3.3 Strategic Formulation

Based on the strategic action and action evaluation (SPACE) matrix, grand strategy and quantitative strategic planning matrix (QSPM), SILC Lasik Center is in a competitive quadrant. This indicates that SILC Lasik center has a strong competitive position with high market growth, so the strategy that can be run by SILC Lasik Center is a market development strategy. In a strategy to increase the market share for unreached lasik products and services, marketing efforts must be more vigorous, such as promoting promotional and pricing mixes, increasing the marketing portion, improving advertisements and publications, and offering various promotional packages.

Based on the internal-external matrix (IE), SILC Lasik Center is in cell IV (grow & build). An executable strategy is to achieve growth in sales, assets or profits by lowering prices and minimizing costs. SILC Lasik Center can conduct lasik action economically and with a flexible cost through various media, social media, print, electronic, and direct promotion.

3.4 CANVAS Business Model

The Canvas Business Model is a business model consisting of nine elements of a business activity area, with the goal of mapping a strategy to build a strong business and advance in a competitive business environment. From this model we can determine the target, the value of the proposition of the advantages, and other important supporting factors and needs to be done for business continuity.

3.5 Marketing Plan

The marketing goals of SILC Lasik Center are divided into three different time periods: short term, medium term, and long term. Each period with a different goal to focus on, but still leads to a common goal according to the company's vision and mission. The specific purpose of marketing activities that will be done by SILC Lasik Center are branding, education, and maintaining a good relationship with consumers (patients).

3.5.1 Market

According to data from the Ministry of Health of the Republic of Indonesia in 2011, there were 11,260,800 people out of a total of 244,800,000 Indonesians experiencing refractive disorders. While in 2013, there were 11,495,400 (source: Ministry of Health RI 2016). We make a projection of refractive disorder patients based on the total population of Indonesia. From the calculation performed, the percentage of refractive disorder patients on average is 4.6% of the total population. If calculated according to the number of population per year, then the assumption of the number of people with refractive disorders amounts to 12,052,000 people in 2017. Adjusted to the number of people with refractive disorders throughout Indonesia, which averaged 4.6% of the total population, the obtained projection of middle-class patients with refractive disorders amounts to 592.81 thousand people out of 12,887,29 thousand people. High school screening report on 579 (58.66%) middle schools, out of a total of 987 schools in DKI Jakarta by 2015, found that 5.970 students were suffering from refractive disorders, with the majority originating from West Jakarta (1778 students).

This amount is not proportional to the number of working ophthalmologists in the area. The number of eye specialists in DKI Jakarta enrolled in the Indonesian Medical Council is 297. The ratio between eye specialist to Jakarta residents is 1:

33.677, whereas the ratio according to WHO standard is 1: 20,000. This imbalance causes the increasing number of people with refractive disorders and a lack of education which contributes to the lack of public awareness about eye health. These data indicate the presence of marketing opportunities for lasik action for people with refractive abnormalities.

3.5.2 Segmentation and Targeting SILC Lasik Center

Table 1: Targeting

	MIDDLE CLASS
Revenue per Month	Minimum Rp. 6,000,000,- per month
Behavior	Tend to like comfort, health care, Want that is all practical, Trying style a more prestigious life, Start likes branded goods, Likes try new things
Lifestyle	Build a career, Shop, Tour culinary, Join insurance health, Medical treatment as well as clinics, Cares with appearance, Being a skin clinic patient and beauty.
Age	18 years old up to 40 years
Gender	Male and female
Location	The entire territory of Indonesia

According to Table 1, SILC Lasik Center uses demographic and psychographic segmentation. By the selected segmentation, targeting is done to focus the market segment that will become the target of marketing. Selected segment and target consumers for SILC Lasik Center are members of the population aged from 18 years to 40 years old, male or female with single status, married or divorced. A minimum monthly income of Rp.6.000.000, - with education level equivalent of high school or above. Any working background, whether they are a student or currently employed permanently or non-permanently. Coming from a middle-class background with the characteristics of having a

middle-class private vehicle, enjoy comfort and caring for personal health. Usually wanting a practical and striving toward a more prestigious lifestyle. Start liking branded goods and like to try new things like technology and new products. A prominent lifestyle of careers, shopping, culinary tours, joining health insurance, going to a hospital or clinic, caring about appearance, being a patient of skin and beauty clinic. Derived from all parts of Indonesia, but the main target is the citizens of DKI Jakarta.

3.5.3 Positioning SILC Lasik Center

Positioning statement is formed on **Target market:** Patients with refractive disorders aged 18 to 40 years old, male and female, with middle-class socioeconomic status, glasses/lenses **Brand Name:** SILC Lasik Center. **Tagline:** "Everyone can see." **Frame of Reference:** LASIK Clinic. **Point of Differentiation:** Cost-efficient and flexible. **Competitive Edge:** The cost is more efficient and offers installment system while maintaining quality and patient safety.

3.5.4 Marketing Mix 4P

Product. The product of lasik action service offered is Z lasik made using German Schwin Amaris machine, and flap making using LDV Laser Femtosecond machine.

The description of the brand element of SILC Lasik Center is as follows:

Brand Name:

SILC name is taken from the initials name of the founder of this lasik special eye clinic. The initial philosophy of some of the names of the clinic initiators was taken to maintain their commitment in service to the community and business commitment so that SILC Lasik Center can become top of mind in Indonesian society. While the Lasik Center confirmed that the service to be provided at this clinic is a special action lasik.

Tagline SILC Lasik Center is:

"Everyone can see." Which means everyone can see more clearly without having to wear glasses again. From the tagline, it is clear that everyone can do lasik with ease and lightness provided by SILC Lasik Center. Everyone can also see how SILC Lasik Center will show the quality and performance. Everyone can see that lasik action is done with

affordable and flexible costs still put forward the quality and satisfaction of patients.

Logo's of SILC Lasik Center



Figure 2: Logo of SILC Lasik Center

Based on Figure 2, the emblem consists of two colors namely indigo and green-blue, both colors are the colors that are commonly used in the health industry. Images that look like a human eye at a glance indicate the type of service to be offered. A blue image shows a picture of someone stretching their arms reaching out and reaching out in a circle. Its philosophy is SILC Lasik Center offers lasik measures cost-effective and flexible with an ease of repayment so that it can reach all the people who need it.

Price. The pricing is based on cost-plus pricing method based on unit cost calculation in every action performed by keeping a flexible cost as the excellence of SILC Lasik Center. Through calculations and various considerations, then SILC Lasik Center determine the price of lasik action to be Rp.21.000.000, - cheaper than competitors who have the starting price action Rp.26.000.000, -.

Place. Location selection based on ease of access and data of screening result on high school children in DKI Jakarta and supporting data from competitors, SILC Lasik Center will occupy the ground floor and 1st floor of an eye clinic that has been operating since 10 years ago in the Season City. The clinic occupies the 2nd floor of the building and provides general eye care services including cataract surgery. The number of visiting patients in the clinic ranges from 120 patients per month, and approximately 85% of patients perform cataract surgery. An additional profit for SILC Lasik Center comes from the location which can also be a means of promotion for patients who come from previous clinics.

Promotion. The promotion will be done by the SILC Lasik Center in the form of advertising, digital

marketing, public relations and direct marketing. The advertising efforts that will be done are advertising in two young Jakarta radio stations, radio talk shows, and promotional barter as speakers in health programs on radio and television, in addition to the distribution of brochures at certain predetermined points. Digital marketing will be the main focus of promotional activities, in connection with technological advances and the development of the era. The form of promotion through digital marketing starts from the creation of websites, facebook and instagram that can be accessed directly by consumers. More informative websites contain ongoing activity updates and promotions at SILC Lasik Center, while facebook contains articles and testimonials from patients who have already visited or performed lasik measures. Instagram contains more photos and positive tags about lasik that are interesting to look at.

Other forms of promotion both public relations and direct marketing through direct face to face with consumers are no less important to educate the public and change the mindset so that they no longer perceive lasik surgery as an expensive and frightening action. All promotional activities need to be carefully planned in a marketing blueprint, and marketing personnel should follow the guidelines in the blueprint so that activities are more targeted and avoid the waste of marketing costs.

3.6 Marketing Risk

The SILC Lasik Center marketing will at least run the risk in the following ways: The greatest risk is, of course, the absence of the patient coming in, so that the clinic's operational activities are not met by the income. The second risk that may occur is, the achievement of sales targets but the amount of income is not able to sufficiently sustain clinical operations to generate profit. The third risk that may occur is, not achieving sales targets as a set. The fourth risk that may occur is, not good relationships established with consumers. The last risk that may occur is after the clinic runs within a period of one to three years, the clinic income does not also reach the target and sales are not increased so that bankruptcy is imminent. When this happens, the sale of assets is the most possible step to be done. Machine and equipment owned still has a high enough selling value to minimize bankruptcy. Of course, this is a very undesirable outcome and is the last option in the event of bankruptcy. Before any of these risks occur, the SILC Lasik Center's transfer team must first attempt to mobilize all of their energy and mind

in order to realize the marketing objectives according to the vision and mission set.

4 CONCLUSION

An important role of marketing is to introduce SILC Lasik Center into the midst of Indonesian society so that it becomes top of mind for people with the refractive disorder. Various efforts need to be done and need to make a marketing blueprint as a reference targeted and targeted marketing activities to achieve the goals by the vision and mission of SILC Lasik Center.

Promotion strategy focused on digital marketing and direct interaction with consumers through public relations allows consumers to obtain information easily and conduct questions and answers about eye health and lasik through website, facebook, instagram or call directly to SILC Lasik Center. The messages displayed in the digital promotional media are educating and provide an understanding to consumers about the safe and practical lasik, so that consumers are no longer afraid of them.

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