

ABSTRACT

This study redesigns the business strategy of RS Kramat 128, a type C hospital in Central Jakarta, using the Business Model Canvas (BMC) approach. The background of this research lies in the intense competition within the hospital industry, regulatory changes, and the increasing expectations of patients regarding service quality, which require adjustments to the hospital's business model to remain competitive and sustainable.

The purpose of this research is to develop a BMC as a strategic tool to address existing challenges and to enhance business performance and service quality, thereby creating value (value creation) that surpasses competitors in the same industry. A qualitative case study design was employed, with data collected through in-depth interviews involving hospital management, academics, government representatives, and competitors. The analysis integrated BMC, PESTLE, Porter's Five Forces, SWOT, and the SWOT Matrix to formulate SO, WO, ST, and WT strategies.

The findings reveal the hospital's strengths in a stable BPJS patient base, specialized oncology and autoimmune services, and highly qualified medical staff. However, weaknesses include dependence on BPJS and limited strategic facilities. The proposed new business model includes targeting non-BPJS segments, introducing executive services, optimizing digital channels, implementing patient loyalty programs, diversifying revenue streams, and strengthening inter-hospital partnerships. Academically, future research is advised to incorporate an implementation strategy stage using qualitative or quantitative methods. Practically, RS Kramat 128 should adopt the new BMC to enhance competitiveness and financial performance.

Keywords: Business Model Canvas, SWOT, PESTLE, Porter's Five Forces, business strategy, type C hospital, value creation.