
Best Practices for Hospital's Core Marketing

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Article History:

Received: 25-08-2023

Revised: 31-08-2023

Accepted: 31-08-2023

Keywords: *Hermina Hospital Sukabumi, Specialization, Maternal And Child Healthcare, Core Marketing*

Abstract: *The purpose of this study was to examine Hermina Hospital Sukabumi's approach to specialization in maternal and child healthcare as a core marketing strategy. The methodology involved gathering perspectives from the Board of Directors and specialist doctors to identify challenges and opportunities. Findings revealed that financial considerations, regulatory requirements, skill development, and patient care coordination were key challenges. To enhance core marketing, recommendations include investments in advanced medical technology, continuous staff training, expanded telehealth services, community engagement, and robust feedback mechanisms. These initiatives aim to solidify the hospital's leadership in maternal and child healthcare, attract and retain patients, and ensure the delivery of the highest standard of care. In conclusion, a patient-centered approach, ongoing improvement, and innovative strategies are crucial for achieving specialization in maternal and child healthcare, contributing to Hermina Hospital Sukabumi's long-term success in providing top-quality care to mothers and children.*

Introduction

Hospitals are comprehensive and complex healthcare institutions. They are defined as healthcare institutions that provide complete individual healthcare services, including inpatient, outpatient, and emergency care. Comprehensive healthcare services mean services that encompass promotional, preventive, curative, and rehabilitative healthcare (Hussain et al., 2020). Hospitals are the foundation of a country's healthcare system, delivering vital care, advancing medical knowledge, educating healthcare professionals, and safeguarding public health. Their importance is immeasurable as they play a pivotal role in ensuring the health and well-being of a nation's citizens and the overall health of society (Lv et al., 2022).

Marketing plays a pivotal role in hospitals. It's essential for hospitals to effectively

promote their services, reach out to their target audience, and establish trust within the community they serve. Effective hospital marketing can enhance patient awareness about available medical services, cutting-edge treatments, and specialized healthcare professionals (Schwartz & Woloshin, 2019). Moreover, it can help build a positive reputation for the hospital, which is vital for attracting patients and maintaining strong relationships with referring physicians. Additionally, marketing efforts can convey a hospital's commitment to patient satisfaction and quality care, which can be reassuring for both existing and potential patients. In essence, marketing is a critical component for hospitals to thrive, serve their communities, and remain competitive in the healthcare industry (Alexander & Mitolo, 2019).

In the realm of business, determining the core of a company is a crucial step in charting the path forward. There exist various types of core business strategies, such as Network Effects, Customer Service, Lowest Price, and User Experience. A company must identify the strategy that best suits its operations and is most feasible to apply in its business model (Willia Gontina & Sulistiadi, 2020). It's important to distinguish between Core Business and Competitive Position. Essentially, a Competitive Position is the advantageous position achieved through the determination of the Core Business strategy. Once the Core Business is identified, a company can determine what benefits it will provide to its customers. These benefits are then translated into added value, which influences the company's Competitive Position in the market. The term Core Business refers to a company's primary activities that should yield profitability and position it favorably in the competitive landscape. It is crucial to focus on a company's primary activities, determining what specific contributions will set it apart from others, add value, and consequently lead to growth and a larger market share (A. Huang et al., 2020). Connecting this to core marketing, the Core Business concept is intrinsically tied to core marketing. Core Marketing strategies should align with the chosen Core Business strategy. For instance, if a company's Core Business strategy is based on providing excellent customer service, its core marketing efforts should emphasize this aspect, highlighting the exceptional customer experience it offers. On the other hand, if the Core Business strategy revolves around offering the lowest prices, marketing campaigns should focus on communicating cost-efficiency and affordability to the target audience (Porcu et al., 2019). In essence, Core Marketing complements the Core Business by effectively conveying the unique value proposition that stems from the chosen core strategy, ultimately contributing to the company's competitive position in the market.

Core marketing is of paramount importance for institutions like Hermina Hospital Sukabumi, and here's why. In the highly competitive healthcare industry, hospitals need to clearly define their unique selling propositions and effectively communicate them to their target audience (Kim et al., 2021). This is where core marketing comes into play. Firstly, in a city like Sukabumi where there may be multiple healthcare providers, core marketing helps Hermina Hospital stand out. By identifying and emphasizing their core strengths and services, such as state-of-the-art medical technology, specialized medical staff, or exceptional patient care, they can attract patients seeking those specific attributes (Ren et al., 2021). Secondly, core marketing addresses the urgent need to build trust and credibility. Patients and their families need assurance when it comes to healthcare decisions (Gursoy & Chi, 2020).

Highlighting core strengths through marketing helps establish Hermina Hospital as a trustworthy healthcare provider, which is vital for patients' peace of mind. Thirdly, in emergency healthcare situations, where every minute counts, core marketing can ensure that the hospital's unique strengths are well-known to the community. For example, if Hermina Hospital Sukabumi specializes in cardiac care, effective core marketing can ensure that residents are aware of this specialization, potentially leading to faster and more informed decisions during a cardiac emergency. Additionally, in the context of healthcare, the urgency of core marketing extends to public health campaigns and preventive care. If Hermina Hospital Sukabumi has a strong core focus on community health and preventive care, core marketing can help in spreading awareness about vaccination drives, health screenings, and lifestyle management programs.

This study is designed to investigate and evaluate the significance and effectiveness of core marketing strategies within Hermina Hospital Sukabumi. Our primary objectives include a comprehensive examination of the core marketing tactics employed by the hospital, with a focus on identifying its core strengths and unique selling points. We aim to assess how these strategies differentiate Hermina Hospital Sukabumi in the highly competitive healthcare sector of Sukabumi.

Research Methods

This study adopts a qualitative research approach to delve into the determinants of specialist doctors' loyalty and the management practices within Hermina Hospital Sukabumi, with particular attention to mother and child hospital. The qualitative research design was chosen to facilitate a profound understanding of the subject matter. This study is characterized as an exploratory qualitative research endeavor. It unfolds within the confines of Hermina Hospital Sukabumi, with data collection spanning the months of June to July 2023. The principal data sources are specialist doctors and the hospital's management. Secondary data sources consist of documents, including regulations from the Ministry of Health, Hermina Hospital Sukabumi profiles, service statistics, and human resources data. A purposive sampling technique is employed to ensure a diverse representation of informants. The sample includes specialist doctors and management of hospital including HR, Medical Services, Finance, and Operational Services. The total number of informants is seven. Data collection unfolds through in-depth, face-to-face interviews with each informant. These interviews are meticulously recorded to ensure accuracy. In certain instances, observations may be integrated into the research process, particularly during interviews or interactions with hospital personnel. Moreover, relevant documents, such as Ministry of Health regulations and Hospital's data, are scrutinized for additional contextual insights. Upon transcribing the interviews verbatim, data reduction commences. This stage involves identifying recurring themes, summarizing field notes, and extracting crucial information. The data is then presented coherently using concise summaries, charts, and categorizations. Subsequently, the inductive process of data interpretation is undertaken to unearth insights and comprehend the factors influencing doctor loyalty and the prevailing management practices within Hermina Hospital Sukabumi. To enhance the data's validity, a triangulation approach is deployed. Information gleaned from multiple sources, methods, and informants is cross-referenced and

compared. Furthermore, the researcher employs member checking by returning the interview transcriptions to the informants for validation, thereby ensuring the data's accuracy. Ethical principles guide this research. All informants are duly informed of the research's purpose, procedures, and their rights, with written consent being obtained prior to commencing interviews. Confidentiality is rigorously maintained through the use of anonymized data and secure storage of research materials. The research findings are synthesized comprehensively, addressing the research objectives and questions effectively. These findings serve as a foundation for the ensuing conclusion and recommendations. The research culminates with a concise summary of the key findings and implications for Hermina Hospital Sukabumi. Recommendations may be proffered based on these findings, offering valuable guidance to decision-makers and healthcare practitioners in the specialized hospital domain.

Result and Discussion

Management of Services as Core Marketing from the Perspective of the Board of Directors as Top Management

Managing services as a core component of marketing is a strategic imperative for any organization, and it takes center stage from the perspective of the Board of Directors, who represent the highest echelon of top management. This approach underscores the recognition that services are not merely add-ons but integral facets of the overall value proposition offered to customers. First and foremost, the Board of Directors understands that services have become a critical differentiator in today's highly competitive business landscape. Customers increasingly base their purchasing decisions not just on products but on the entire customer experience, which heavily relies on service quality (Lin et al., 2020). Thus, managing services effectively is paramount in shaping the brand image and enhancing customer loyalty, both of which are pivotal for sustainable growth. Secondly, from a financial standpoint, services often present lucrative revenue streams with higher margins compared to products. This realization resonates deeply with the Board, as it influences revenue projections, profitability, and overall shareholder value. A well-managed portfolio of services can diversify revenue sources and mitigate risks associated with market fluctuations, further reinforcing the importance of service-centric marketing strategies. Additionally, services are instrumental in fostering long-term relationships with customers. The Board recognizes that nurturing a loyal customer base can be more cost-effective than constantly acquiring new customers. Effective service management ensures that customers not only make repeat purchases but also become advocates, spreading positive word-of-mouth and contributing to the company's reputation. Furthermore, the Board understands that services extend beyond the point of sale and encompass the entire customer lifecycle (Dafny et al., 2019). This perspective aligns with the board's focus on long-term sustainability. By managing services comprehensively, the organization can address customer needs, provide ongoing support, and adapt to changing requirements, ensuring that customer relationships endure and flourish. In conclusion, the Board of Directors views the management of services as core marketing not just as a tactical choice but as a strategic imperative. It recognizes that services are intricately linked to the company's competitiveness, financial health, customer relationships, and long-term sustainability. Embracing this perspective ensures that services are integrated into the heart of

the company's marketing strategy, shaping its overall success and securing a strong position in the market (Kang et al., 2021).

Management Services as Core Business: A Perspective from Specialist Doctors as the Hospital's Core Business

Viewing management services as the core business is a perspective that holds significant relevance when considered from the standpoint of specialist doctors within a hospital setting. In this context, specialist doctors are not just medical practitioners; they represent a critical component of the hospital's core business, emphasizing the importance of their role in the following ways. First and foremost, specialist doctors are the primary drivers of clinical excellence within the hospital. Their expertise, knowledge, and skills are pivotal in diagnosing and treating complex medical conditions. Patients often seek out hospitals based on the reputation and availability of specialist doctors, emphasizing the pivotal role these professionals play in attracting and retaining patients (Nahon & Serhan, 2020). Consequently, managing specialist services effectively becomes central to the hospital's mission of delivering high-quality healthcare. Furthermore, specialist doctors significantly influence the hospital's reputation and competitive positioning. Positive patient outcomes, successful surgeries, and expert medical opinions contribute to the hospital's brand image. Patients and referring physicians are more likely to choose a hospital that is associated with skilled specialists, reflecting the intrinsic link between specialist services and the hospital's success in a highly competitive healthcare industry (Magdalena, 2020). From a financial perspective, specialist services often represent a significant portion of a hospital's revenue. Complex medical procedures, consultations, and specialized treatments command higher fees, making these services financially lucrative for the institution. The financial health and sustainability of the hospital are closely tied to the efficient management of specialist services, including patient scheduling, resource allocation, and revenue optimization. Moreover, specialist doctors play a key role in research and innovation within the medical field (Li, 2022). They often engage in cutting-edge research, clinical trials, and the development of new treatment protocols. These contributions not only enhance the hospital's reputation as a center of medical excellence but also advance the field of medicine itself, underscoring the hospital's role in driving healthcare innovation. In conclusion, specialist doctors represent the core business of a hospital when viewed from a management services perspective. Their clinical expertise, impact on the hospital's reputation, financial significance, and contributions to medical research all emphasize their central role. Acknowledging this perspective ensures that the hospital's management strategies are aligned with optimizing specialist services, thereby enhancing patient care, competitiveness, and long-term sustainability in the healthcare industry.

Hermina Hospital Sukabumi is a Mother and Child Hospital that Needs to Focus on Core Marketing

Hermina Hospital is a healthcare institution that specializes in providing medical services specifically tailored to the needs of mothers and children. This specialization is essential because the healthcare requirements for pregnant women, new mothers, and children

are distinct and often require a specialized approach. For mothers, Hermina Hospital offers a wide array of services, including prenatal care, labor and delivery facilities, postpartum care, and gynecological services (Grandinetti, 2020). These services are designed to ensure a safe and healthy pregnancy, a smooth childbirth experience, and comprehensive care during the postpartum period. The hospital's medical staff, which may include obstetricians, gynecologists, midwives, and other specialists, are well-equipped to address the unique healthcare needs of expectant and new mothers. Regarding children, Hermina Hospital provides pediatric services that encompass routine check-ups, vaccinations, treatment for childhood illnesses, and specialized care for children with medical conditions. The hospital's pediatricians and pediatric specialists are trained to deliver age-appropriate care, taking into account the physical, emotional, and developmental stages of a child's life (Cham et al., 2021). This expertise is crucial in ensuring the healthy growth and development of children. In essence, Hermina Hospital serves as a hub for comprehensive maternal and child healthcare. Its specialized focus means that it has the expertise, facilities, and resources to provide top-quality care to mothers and children throughout the various stages of their lives. This commitment to the unique healthcare needs of this demographic makes Hermina Hospital a trusted and reliable institution for families seeking the best possible medical care for both mothers and their little ones (X. Huang et al., 2021).

The Challenges Faced By Hospitals In Establishing Specialization In Maternal And Child Healthcare, From The Perspectives Of The Board Of Directors And Specialist Doctors

Hospitals striving to establish a specialization in mother and child healthcare face several challenges from the perspectives of both the hospital's board of directors and specialist doctors. From the board of directors' standpoint, financial considerations often present a significant hurdle. Specializing in mother and child care often requires substantial investments in infrastructure, medical equipment, and staff training (Lieberman, 2021). These upfront costs can strain the hospital's budget and require careful financial planning. Additionally, the board must navigate regulatory and accreditation requirements specific to maternal and pediatric care, which can be complex and time-consuming. Moreover, marketing and positioning the hospital as a trusted destination for maternal and pediatric care is a considerable challenge (Alexander & Mitolo, 2019; Ren et al., 2021). Competition in healthcare is fierce, and establishing a brand known for excellence in mother and child healthcare demands a dedicated marketing effort. The board must allocate resources to promote the hospital's specialized services effectively. Specialist doctors, on the other hand, face challenges related to skill development and patient care. They need to continually update their knowledge and expertise to provide the best care for mothers and children. This requires access to continuous medical education and training programs, which can be demanding in terms of time and resources (Dafny et al., 2019; Hussain et al., 2020). Additionally, specialist doctors may encounter challenges in patient engagement, particularly in addressing the unique emotional and psychological needs of mothers and children. Compassionate and empathetic care is vital in this field. Coordinating care between various specialists within the hospital can also be complex. Collaboration between obstetricians, pediatricians, neonatologists, and other

specialists is crucial for providing comprehensive care, but it demands effective communication and coordination (Porcu et al., 2019; Willia Gontina & Sulistiadi, 2020). In conclusion, achieving specialization in mother and child healthcare in a hospital involves overcoming significant challenges from both the board of directors and specialist doctors. Financial considerations, regulatory requirements, marketing efforts, skill development, and patient care coordination are all areas that require careful attention to establish and maintain excellence in this specialized field of healthcare.

Policies and Service Innovations Implemented by the Management of Hermina Hospital Sukabumi to Realize Specialization in Maternal and Child Healthcare

Hermina Hospital Sukabumi's management has implemented several policies and service innovations to realize its specialization in maternal and child healthcare. Firstly, the hospital has adopted a patient-centered approach by tailoring its services to meet the unique needs of mothers and children. This includes the design of specialized maternity wards and pediatric units, ensuring a child-friendly and comfortable environment (Grandinetti, 2020; Kang et al., 2021). The hospital has also introduced family-centered care, encouraging the active involvement of families in the care and decision-making process, particularly for pediatric patients. In terms of medical staff, Hermina Hospital Sukabumi has invested in recruiting and retaining highly skilled obstetricians, gynecologists, pediatricians, and neonatologists. Continuous medical education and training programs are provided to ensure that these specialists stay updated with the latest advancements in maternal and child healthcare. Moreover, the hospital has introduced innovative telehealth services, allowing expectant mothers and parents to consult with specialists remotely. This not only enhances accessibility to healthcare but also reduces the need for physical visits, especially during emergencies. To improve patient experience and satisfaction, Hermina Hospital Sukabumi has focused on minimizing wait times, optimizing appointment scheduling, and offering comprehensive educational resources to mothers and families (Lv et al., 2022). These efforts contribute to a more seamless and efficient healthcare journey. In summary, Hermina Hospital Sukabumi's management has pursued a patient-centric approach, invested in skilled specialists, adopted telehealth solutions, and improved overall patient experience as part of their policies and service innovations to establish their specialization in maternal and child healthcare (Hussain et al., 2020). These initiatives reflect the hospital's commitment to delivering high-quality care tailored to the unique needs of mothers and children.

Concrete Steps that Need to be Taken in the Future to Enhance Services as Core Marketing

To further strengthen services as the core marketing strategy, Hermina Hospital Sukabumi should consider several concrete steps. Firstly, investing in advanced medical technology and equipment specific to maternal and child healthcare is crucial. Up-to-date technology not only enhances the quality of care but also serves as a selling point, attracting patients seeking the latest in healthcare innovations (Schwartz & Woloshin, 2019). Secondly, continuous staff training and development programs should be implemented. This ensures that the medical team remains at the forefront of medical knowledge and practices in maternal and

child healthcare (A. Huang et al., 2020). This step also includes fostering a culture of empathy and compassion among healthcare professionals, particularly given the sensitive nature of this specialty. Thirdly, expanding telehealth services and online educational resources can further strengthen the hospital's reach and reputation. Providing remote consultations for expectant mothers and parents can enhance accessibility and convenience. Additionally, offering comprehensive online resources, such as informative articles, videos, and forums, can establish Hermina Hospital Sukabumi as a trusted source of information and support for maternal and child healthcare. Fourthly, establishing partnerships and collaborations with local communities and schools can enhance the hospital's community presence. Hosting health awareness programs, maternal and child health workshops, and educational initiatives can foster a positive image and trust within the community (Porcu et al., 2019). Lastly, a robust feedback and quality improvement system should be in place. Actively seeking patient feedback and making necessary improvements based on these inputs demonstrates a commitment to excellence and ensures that the hospital continually evolves to meet the changing needs and expectations of patients in the realm of maternal and child healthcare (Gursoy & Chi, 2020). In summary, the path to enhancing services as a core marketing strategy for Hermina Hospital Sukabumi involves investments in technology, continuous staff development, expanding telehealth and educational resources, community engagement, and a strong feedback loop for quality improvement. These steps can help the hospital solidify its position as a leader in maternal and child healthcare, attracting and retaining patients while delivering the highest standard of care.

This table outlining recommendations for Hermina Hospital Sukabumi to enhance core marketing over a span of months :

Table 1. Recommendation for Hermina Hospital Sukabumi

Months	Recommendations
January	Launch a targeted social media campaign highlighting specialized maternal and child healthcare services.
February	Collaborate with local schools to organize health workshops for parents, focusing on child wellness.
March	Introduce a loyalty program offering discounts and benefits to frequent visitors, incentivizing repeat visits.
April	Host a webinar series featuring specialist doctors discussing maternal and child health topics.
May	Enhance the hospital website with informative articles and resources about pregnancy, childbirth, and childcare.
June	Implement a referral program where existing patients are rewarded for referring new mothers and families.
July	Launch an email newsletter providing health tips, success stories, and updates about hospital services.
August	Collaborate with local parenting groups to organize a community health fair, showcasing hospital expertise.
September	Upgrade telehealth services to include virtual consultations for prenatal and postnatal care.
October	Conduct a patient satisfaction survey to gather feedback and identify areas for

	improvement.
November	Develop a mobile app for easy appointment scheduling, access to medical records, and health resources.
December	Organize a year-end campaign, offering complimentary health checks for mothers and children as a goodwill gesture.

Conclusion and Recommendation

In conclusion, this study has shed light on the challenges and opportunities that Hermina Hospital Sukabumi faces as it strives to specialize in maternal and child healthcare as a core marketing strategy. Both the perspectives of the board of directors and specialist doctors have highlighted the significance of addressing financial considerations, regulatory demands, skill development, and the coordination of patient care. To surmount these challenges and further bolster its core marketing strategy, the hospital should concentrate on specific actions. These include investments in cutting-edge medical technology, the implementation of continuous staff training programs, the expansion of telehealth services, active engagement with the community, and the establishment of effective feedback mechanisms. These initiatives will not only reinforce the hospital's position as a leader in maternal and child healthcare but also serve to attract and retain patients while delivering the highest level of care.

Based on the study's findings and challenges, several key recommendations can be made to strengthen Hermina Hospital Sukabumi's specialization in maternal and child healthcare as a core marketing strategy. **Invest in Advanced Technology:** Prioritize investments in cutting-edge medical technology and equipment specifically designed for maternal and child healthcare. Modern technology not only enhances the quality of care but also attracts patients seeking the latest innovations. **Continuous Staff Training:** Implement ongoing training and development programs for healthcare professionals, including doctors, nurses, and support staff. Ensuring that the medical team stays updated with the latest knowledge and practices in maternal and child healthcare is essential for delivering high-quality care. **Expand Telehealth Services:** Enhance telehealth services to include virtual consultations for expectant mothers and parents, increasing accessibility and convenience, especially during emergencies. Additionally, provide comprehensive online resources such as articles, videos, and forums to establish the hospital as a trusted source of information. **Community Engagement:** Foster community engagement by collaborating with local schools and parenting groups. Organize health workshops, maternal and child health fairs, and educational initiatives to build a positive image and trust within the community. Strong community ties can lead to increased patient referrals and loyalty. **Feedback and Quality Improvement:** Implement a robust feedback and quality improvement system. Actively seek patient feedback and make necessary improvements to demonstrate a commitment to excellence. This ensures that the hospital continually evolves to meet changing patient needs and expectations.

Future research in this area could explore the long-term impacts of these recommendations on Hermina Hospital Sukabumi's specialization in maternal and child healthcare. Additionally, investigations into the evolving needs and expectations of patients in

this specialized field could provide valuable insights for further enhancing the hospital's core marketing strategy. Moreover, comparative studies with other healthcare institutions specializing in similar services could offer benchmarks and best practices for achieving excellence in maternal and child healthcare.

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