

Proposed Marketing Strategy Using The 7P Marketing Mix To Strengthen Professionalism Based Brand Identity And Optimize Revenue: A Case Study Of Klinik Tumbuh Kembang Anak Lalita

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Abstract.

This study examines the alignment between the professionalism value upheld by Klinik Tumbuh Kembang Anak Lalita and the service experience perceived by customers. Although the clinic positions itself as a professional pediatric developmental care provider, stagnating patient growth from 2021 to 2024 indicates a misalignment between intended brand identity and perceived service quality. The rising number of low-priced competitors further intensifies the need for a consistent value delivery strategy. This research employs a qualitative exploratory case study involving in-depth interviews with internal employees, existing patients, and potential customers (15 participants). Secondary data were obtained from Google Reviews, operational documents, and customer service records. Data were analyzed thematically using the 7P Marketing Mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) as the guiding analytical framework. The findings reveal strong professionalism in clinical domains—particularly in the credibility of developmental pediatricians, psychologists, and therapists. However, significant gaps were identified in four non-clinical elements: Product, People, Process, and Physical Evidence. These include the absence of preventive and continuity care services, inconsistent communication quality, inefficient manual booking processes, and non-standardized physical facilities. Minor gaps were found in Price, Promotion, and Place, particularly regarding loyalty fairness, SEO performance, and access experience. The study concludes that the clinic's clinical excellence has not been fully supported by operational and experiential consistency, resulting in weakened brand identity alignment. Strategic improvements in preventive service offerings, digitalized processes, service excellence training, and standardized physical environments are recommended to reinforce professionalism perception and improve revenue performance. This study contributes to service marketing literature by demonstrating the application of 7P-based alignment analysis in pediatric healthcare services.

Keywords: Brand Identity Alignment; Marketing Mix 7P; Child Development Clinic and Service Experience Consistency.

I. INTRODUCTION

The COVID-19 pandemic has had widespread effects not just on the physical condition but also on children developmental progress. The presence of social constraints meant that children did not have a chance to experience social interaction, environmental exploration and motor development due to prolonged social restrictions. UNICEF (2023) also believes that play is an essential aspect of child development, as it contributes to language learning, cognitive and emotional development. All these developmental processes were highly disrupted by pandemic related restrictions [1]. Further evidence provided by the First Focus on Children (2022) also states that children born and brought up during the pandemic demonstrate lower developmental scores in the areas of language, gross motor, fine motor, and socio-emotional levels than the pre-pandemic groups because of low stimulation, less verbal interaction, and family stress levels [2]. Patterns of the same are reported in Indonesia. The Azlina and Surjadi (2023) study in West Jakarta established that 53.6% of young children spent more than one hour per day on digital devices during the pandemic leading to 7.2% children displaying early signs of speech delay [3]. There has been growing developmental issues that have led to the increased demand of pediatric therapy services. According to the clinical data of the ABC Hospital (the name is kept secret because of patient confidentiality), the number of patients visiting the Developmental Pediatrics Clinic increased by almost 62 percent in 2021 to 2024 (2.247 to 3.648, respectively).

These data are consistent with the reports of UNICEF (2022) and WHO (2021) around the world, which mention the rise of the parental awareness about the early detection and intervention after the pandemic and the growing demand of professional developmental services, and non-hospital clinics are not an exception. The growing demand has been accompanied by a rapid expansion of service providers. Initial market research indicates that the growth of the quantity of developmental clinics within the 10 kilometers radius of the Klinik Lalita Bekasi has increased by 171% in the number of clinics from 7 clinics in 2020 to

19 clinics in 2024. This has changed the industry environment in a blue ocean market to a red ocean market where differentiation is critical [4]. The current variety of providers available to parents has provided more competition in terms of cost, with service availability no longer sufficient to attract and maintain patients. Rather, perceived value is a factor that causes parental decisions, which is a trade-off between benefits that are obtained and the price paid [5]. Perceived value in healthcare services can be considered as the overall experience of the service, such as communication with the professionals, facility comfort, process clarity, trust, and consistency of service delivery [6].

Growth of Child Development Clinics Before and After Pandemic COVID-19

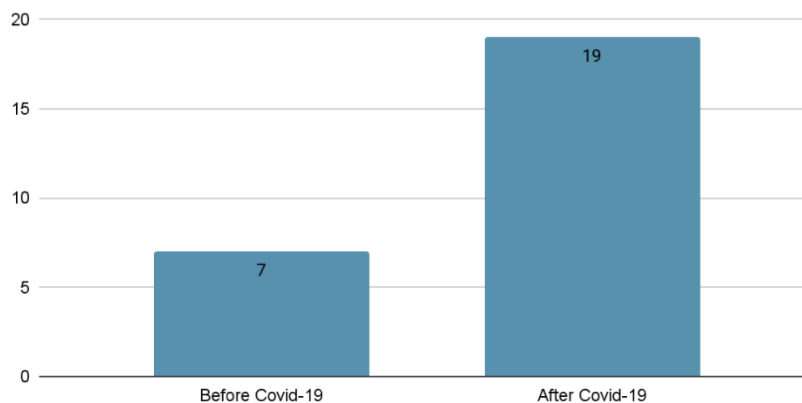


Fig 1. Growth of Children Development Clinics Before and After Pandemic COVID-19

Klinik Tumbuh Kembang Anak Lalita Bekasi is a medical center specializing in the evaluation and treatment of child growth with the help of specialists in the field, in other words, developmental pediatricians, clinical psychologists, and professional therapists. The clinic has made a mark as a professional provider of pediatric therapy services which is manifested in its therapeutic approach based on a multidisciplinary team approach. The proposed method combines medical, psychological, and therapeutic skills into a single model of service, and it is intended to provide all encompassing and evidence-based care to all patients. However, the performance of business in the last five years depicts a number of major challenges. According to the internal data, the number of patients has not changed significantly between 2021 and 2024. Having increased to 597 patients in 2020 and 794 patients in 2021, the numbers did not further improve in the subsequent years. Rather, the number of patients varied, 763 in 2022, 810 in 2023, and 785 in 2024. This pattern of stagnation combined with a slight decline over the last three years, an average of -1.1 percent, suggests that Klinik Lalita Bekasi has not fully captured the market potential, even though the national demand for child therapy services continues to increase in the post-pandemic period.

Patient Growth Trend at Klinik Lalita (2020–2024)

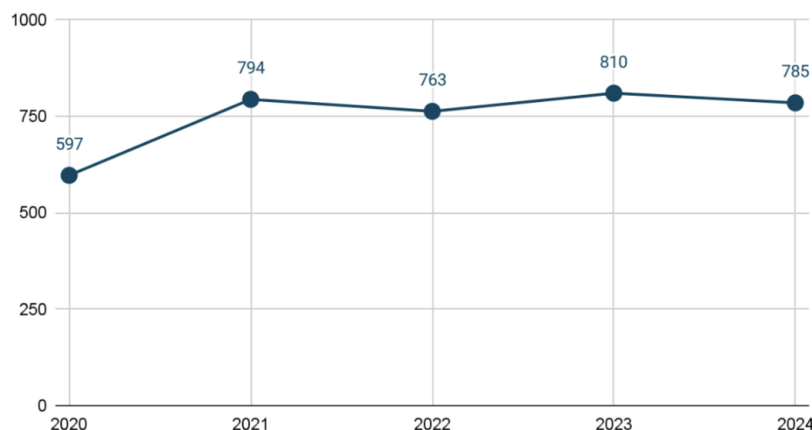


Fig 2. Patient Growth Trend at Klinik Lalita Before and After Pandemic COVID-19

Further evaluation through the 2025 Customer Satisfaction Index (CSI) survey reveals that clinical services--especially those provided by doctors (89.70%) and therapists (88.98%) are highly rated. However, non-clinical services such as registration (81.95%), administrative interaction (80.35%), and physical facilities (81.43%) received lower ratings. The recurring problems identified in qualitative feedback consist of poor scheduling, delayed WhatsApp replies, lower comfort levels in the waiting area, and lateness of therapists. Even though professionalism as a brand identity is being promoted by the clinic, it is mostly appropriate to the clinical area, whereas the non-clinical aspects do not always offer the same degree of professionalism. This gap shows that image gap exists, as the value promise of the brand is not consistently delivered on by all service touchpoints. Thus, the root issue of Klinik Lalita Bekasi is not the quality of clinical services, but the lack of alignment between the promoted value and the experience itself. To counter this, a tactical analysis of the marketing aspects of the clinic is necessary to have the perceived value consistent with the desired professional positioning and facilitate the sustainable competitive advantage in a competitive market.

II. METHODS

Experimental (or Materials and Methods)

This study employs a qualitative research approach, as the issue under investigation focuses on developing an in-depth understanding of how the value of professionalism Klinik Lalita's core brand positioning can be consistently perceived by customers. The research has three groups of participants such as the Klinik Lalita management and internal employees to gain a glimpse of the understanding and operationalization of the value of professionalism in day to day operation, existing patients to evaluate the service experiences they have received, and potential customers, to understand their expectations of a professional child therapy clinic.

The primary data will be collected in the form of in-depth interviews with three groups of participants who reflect the main points of view in the service ecosystem at Klinik Lalita. Secondary information was gathered with the aim of supplementing and enhancing the results of the interviews with Google Reviews of the Klinik Lalita patients during the last six months, records of the promotional activities and operational practices. This analysis is conducted through a qualitative approach of analysis with Braun and Clarke Thematic Analysis. This framework is used as a tool of analysis to assess the fit between the current service practices of the clinic and the desired branded positioning of professionalism. All the findings were incorporated in a comparative matrix of internal and external perspective and allowed gap analysis. This discussion is the foundation of strategic recommendations that can be developed to improve the brand positioning of Klinik Lalita.

III. RESULT AND DISCUSSION

Brand Positioning Analysis

Kotler and Keller refer to brand positioning as a strategic effort, which focuses on embedding a certain image and worth into the minds of customers by creating a difference and consistency in service delivery [7]. As stated by Kotler and Keller, a successful brand positioning should meet three main criteria: relevance, differentiation, and credibility. Relevance is the extent to which the positioning aligns with the needs and preferences of the target customers. Differentiation focuses on value uniqueness in comparison with rivals. Meanwhile, credibility is the degree to which a brand can be trusted in its claims and be shown through customer experience. In the context of relevance, the positioning of Klinik Lalita can be discussed as a direct reaction to the increased post-pandemic awareness of the parents about the significance of evidence-based child therapy with the help of the correct diagnostic evaluation. In terms of differentiation, Klinik Lalita will enhance its competitiveness by ensuring that it engages qualified professionals in all its service delivery processes. By 2025, Lalita has three pediatric developmental specialists, two medical acupuncture specialists, two clinical child psychologists, and thirty-nine certified therapists in the corresponding specialties. This interdisciplinary professional set-up is what makes Lalita stand out in comparison with the

other clinics within the Bekasi locality, which generally have unsupervised therapists or psychologists with no developmental pediatricians, in general.

On the dimension of credibility, the professionalism of Lalita can be justified by the fact that she works under a structured multidisciplinary workflow founded on scientific practice. As seen in the case of Klinik Lalita, professional expertise is the main source of the perceived professionalism and adds a lot of perceived value to the clinic high pricing. According to parents, they feel the charges they pay are merited by the competence of the doctors and therapists who treat their children. However, the 2025 Customer Satisfaction Survey reveals that there are still some areas of non-clinical activities that should be enhanced. As a result, the customer experience remains partially inconsistent with the intended brand identity. Thus, Lalita's current brand positioning shows strong advantages in clinical professionalism but remains suboptimal in non-clinical service and physical evidence dimensions. This indicates a clear gap between the intended positioning namely, the aspiration to be perceived as a professional clinic and the perceived positioning experienced by customers. It is based on such gaps that the further analysis will be conducted in accordance with the Marketing Mix (7P) framework to determine how each marketing component supports or negatively affects the consistency of Lalita's professional brand image.

Analysis of the 7P Marketing Mix

Product

The findings indicate Klinik Lalita has a good scope of core services, such as developmental-behavioral pediatric assessment, psychological assessment, and other therapeutic interventions, like speech therapy, occupational therapy, and sensory integration therapy. This arrangement will make Lalita more credible and help it to establish its reputation as a child development center that is clinically professional. In spite of these strengths, a number of gaps in the services were determined. Lalita is yet to introduce any preventive or continuity services like sensory classes to children in typical development and vaccine or supplement services, or orthopedagogic/ remedial services to children of school going age. These missing points have diminished the impression of a one-stop developmental service. Such issues as a scarcity of pediatric consultation appointments, excessive waiting time, unstable punctuality, and increased diverse and motivational therapy activities, such as outdoor or play-based ones, were also noted by families. To fill these gaps, product development would be aimed at the expansion of complementary services along the preventive, curative and post-therapy pathways, more pediatric consultation avenues on weekdays, better punctuality and length of time, and variety in the therapy activities to sustain the engagement of the children. Such improvements would make Lalita seem more professional than just clinical excellence and provide a more holistic and family-focused development process.

Price

The results indicate that the service fees of Lalita are usually viewed as more expensive than most of the rival clinics, but they are also reasonable because of the high level of clinical professionalism and the presence of the multidisciplinary organization. Premium pricing is considered to be consistent with the brand image of the clinic, however a number of problems arise especially on fairness. The disadvantage experienced by the long-term patients is that they are only offered discounts on new patients, there are no options of therapy packages which are yet not flexible and the lack of insurance plan does not allow reimbursement to the families requiring repetitive therapy services. These loopholes establish a sense of imbalance in values even with the professional credibility of the clinic. The price element should be improved by emphasizing on increasing perceived value instead of reducing the fees. The parents desire a price scheme that has loyalty, more flexible therapy packages that can correspond to the different levels of treatment intensity, and can be integrated with the private insurance to lower the financial load. Enhancing these aspects would enhance equity and financial convenience and keep Lalita in a premium position enabling the pricing strategy to be competitive and in line with the expectations of the contemporary family.

Place

The results indicate that the location of Klinik Lalita is viewed as being strategic, accessible, and child-friendly in general. The clinic has been located in a commercial district with a secure setting free of major road traffic that is well surrounded by other educational institutions like schools and hospitals, as well

as residential habitats of family aspects. A secure parking place and active services of security people are also valued by most respondents. Nevertheless, there are still difficulties with peak hours, especially in the afternoons and weekends, when the traffic jams and parking lots are overcrowded, and the arrival of the family with children or special needs is not as convenient. In order to improve patient experiences, there is a necessity to make adjustments in the organization of peak-hour traffic flow, as well as optimization of parking facilities during the hours of high attendance. The respondents were also recommending some slight changes within the schedule, including the evening therapy sessions being made a bit later, which would suit the working parents who are irritated by traffic congestion in the rush hours. These points would make it easier and more comfortable, which would further strengthen the desired branding of the clinic as a professional and family-focused child development center by Lalita.

Promotion

The analyzed results show that Klinik Lalita has developed a strong promotional base with a mix of online platforms such as Instagram, TikTok, and YouTube and real-life activities such as seminars, talk shows, or collaborative health events, and the content is worthy of emphasizing the educational value of the clinic and the experience of the multidisciplinary team. Nonetheless, potential customers interviewed indicate that most of them start with Google instead of social media, but the official site of Lalita does not always show up on the first page when they use major queries related to the services, which could mean that the clinic has poor search engine optimization despite the high levels of differentiation that include developmental pediatric consultations.

Google Keyword planner and internal patient acquisition data also affirm that visibility of organic search on descriptive keywords is not high, and thus the clinic is not able to reach new audiences who do not necessarily search using the brand name but use service type as the search query. Also, although the content produced by Lalita has recently been changed to one-way, including educational reels and infographics, which allowed the content to be posted regularly and convey the professional image, the participants observed that interactive activities such as Instagram Live sessions and mini webinars, which enabled parents to evaluate the competence and personality of the clinical team on the spot and create an emotional bond and trust, have diminished. Hence, the enhancements must focus on bettering the site SEO by updating data with factual changes as per the actual search patterns, ensuring that the pages are optimized to offer core services that are currently underperforming in the search results and updating interactive social media actions to recreate the two-way interaction, highlighting credibility of clinicians, and promoting the presence of trust in the online space.

People

Results reveal that the professional personnel of Klinik Lalita developmental pediatricians, clinical psychologists, and certified therapists are always perceived as competent, empathetic, and trustworthy, which supports the multidisciplinary and assessment-focused professional image of the clinic. Responsiveness and sensitivity to cleanliness and safety are also the features of the non-medical staff like security and cleaners who play a positive role in the service environment. Nevertheless, in the administrative staff, there are difficulties related to inconsistencies in the clarity of communication, the speed of response, punctuality, and obedience to the norms of service delivery, which result in the unequal experience of patients. Problems with missed schedule adjustments, the infrequent provision of accurate information, inadequate friendliness, and even trivial hygienic issues, albeit a small number of staff, impact negatively about perceived professionalism since frontliners determine the initial impressions that parents have about the clinic. Although SOPs and communication templates are already set, the variation in service quality among individuals is due to the inconsistency in their execution. The people component needs to be reinforced hence, by improving frontliner interpersonal communication and empathy, increasing discipline and consistency in SOP application and ensuring that supervision and assessment processes are strengthened to the extent that all staff interactions are in line with the fundamental principles of Lalita professionalism and empathies.

Process

The general service flow of Klinik Lalita can be seen as rather understood and understandable, and the majority of families find the ease of WhatsApp-based communication and reservation and inquiries to be quite convenient. Nevertheless, the results indicate that the whole system is still completely manual and reliant on single administrative employees, which makes the response times uneven, the messages to patients absent, and the notification of a changed schedule at the last moment. Such problems create inconvenience to the family and diminish the perceived professionalism of the clinic as witnessed in the negative Google reviews of slow response. Medical processes are also influenced by the manual workflow, such as delay in doctor schedules, long queues, and use of printed therapy reports which can easily be lost, which is a hindrance to long-term developmental monitoring. To overcome these difficulties, the service processes at Lalita should be focused on digitalizing administrative communication, appointments, and therapy reporting with the help of online booking system, automatic reminder system, and availability of digital progress records. The reinforcement of the SOP adherence, enhancing the time discipline among employees, and making the queue and scheduling systems in all the branches more transparent will improve the consistency, minimise uncertainty, and reinforce the clinic as a service provider of professional and reliable child development.

Physical Evidence

The results indicate that Klinik Lalita has a relatively clean, safe, and transparent atmosphere with CCTV cameras in all the floors, and cooperative security personnel. New renovations have added weight to its professional image, but there is still inconsistency in the areas. The patients reported that the third-floor waiting room is overcrowded, when doctor and therapy sessions take place, the CCTV may be seen, and metal chairs are not comfortable. Cleanliness is acceptable, though inconsistent particularly around the busy time, as therapy rooms have been reported to be unclean within the busy hours. Parents also complained about the shared sandal system and also showed concern about various gaps in facilities like the lack of clarity in the placement of cups near the water dispenser, lack of child places to play, and prayer facilities that need more cleanliness and accessibility. There were also suggestions to add a small refreshment corner to make the process of waiting long more comfortable. Branch consistency of visual identity is still low, especially, the under utilization of Lalita signature green and scarcity of exterior signs which make the clinic less familiar to new clients. All in all, the physical setting already promotes safety and openness, but more comfort, cleanliness, and brand consistency should be applied to make it entirely in line with the premium and professional positioning Lalita is aiming to achieve.

IV. CONCLUSION

The business solutions suggested to Klinik Lalita focus on strengthening the consistent positioning of the Klinik Lalita brand in all components of the marketing mix. Under the product dimension, One-Stop Services to Child Growth and Development is the strategic direction that is expressed. This model will expand the service repertoire of Lalita beyond curative therapy to a comprehensive ecosystem, which incorporates preventative stimulation classes, routine immunization, sale of children supplements, multidisciplinary therapeutic programmes, and high level remedial or orthopedagogic services in being school ready. The innovation will address the parental expectations of the continuous provision of developmental support, including the early detection through the academic preparation, which will make the services more relevant and competitive. Other improvements include the extension of the developmental pediatrician schedules to weekdays depending on demand prediction, implementation of a minimum time of consultation to enhance family-centred communication, and regular outdoor or play-based therapy as a way of diversifying the intervention experiences of children. Under the price component, Lalita will maintain its premium fee framework but will increase the customer value perception with Loyalty Card System based on visit frequency, a Referral Incentive Programme which will utilise the parent advocacy, and the establishment of partnership with the private insurance companies to reduce the financial burden in the long-term.

These plans emphasize equity, compensate loyalty and expand access to families who use insurance systems to plan child health. In terms of place dimension, the enhancement aims at increasing the comfort of the accessibility during the peak hours by strengthening the functions of security personnel in active control of parking and sending automated WhatsApp messages with information about the situation on the roads and the best time to arrive. These types of initiatives soften the arrival flows without any changes to the working schedules or without the need to change the infrastructure. The data-based strategy in the promotion aspect reinforces the plan of Lalita by increasing the coverage of the non-branded search where the data are supported by the content updates, executed on the basis of high-volume doctor related keywords, better call-to-action phrases, partnership with reputable parenting portals to build the backlinks, and generation of educational articles in relation to every core service. At the same time, the interactive digital events like Instagram Live sessions, mini-webinars, and question-answer sessions with doctors and therapists are re-energised to rebuild emotional closeness and trust with potential customers. Two big efforts are given priority among the people and they consist of systematic service-excellence training of the administrators such as communication skills, empathy, and professional appearance and the strengthening of the SOP discipline by field audits, mystery shopper analysis, and monitoring across branches. These actions will make certain that front-liners are always brought down to the fundamental values of Lalita; professionalism and empathy, thus, reducing the distance between clinical and non-clinical touchpoints. Within the process component, Lalita is using a hybrid digital-personal model based on the integration of WhatsApp Business API.

This involves automated reservation processes, interactive time-slot booking buttons, semi-automated FAQ responses with lower cutoff to human administrators, and digitised therapy reports that are available by secure links. Combined cancellation, reminder, and schedule changes notifications ensure a steady flow of information and inhibit misunderstanding. A combination of these improvements increases efficiency and does not disturb the individualized approach of communication that is appreciated by families. Lastly, the advances in the physical evidence are aimed at the improvement of comfort, hygiene, and visual identity consistency. The upgrades include the ergonomic seats, increased child friendly play zones, cleanliness checklists, improved footwear systems, functional side tables to allow parents and better organised facilities. This will be done by having uniformity in the use of Lalita signature green throughout interiors and signage through the use of visual identity guidelines. Other facilities like vending machines with healthy snacks and refined prayer rooms with increased cleanliness standards augment a family-friendly spatial experience that is consistent with the premium positioning of Lalita. The totality of overall business solutions on the 7Ps is what puts the various elements in balance between the professional position of Lalita and what families experience. Through the extension of one-stop developmental services, value-enhancing pricing programme, enhanced accessibility, application of data-driven promotional plans, improvement of human resource quality, digitalization of service procedures, and enhancement of physical facilities, Lalita can present itself as a clinic with high-quality clinical services but also as a contemporary, reliable, and family-oriented child development center. With these additions, professionalism is no longer a brand pledge but a sustained, direct, and notable perception across all patient points of contact.

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