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Research Article

Customer Retention Enhancement Strategies Using Balanced Scorecard During Service Expansion and Excellence Center Development

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Abstract. The premium healthcare industry in urban areas is experiencing increasing competition along with the increase in healthcare facilities and the increasing public demand for fast, comfortable, and quality medical services. In this context, Columbia Asia Pulomas Hospital is implementing an expansion strategy by increasing facility capacity, modernizing services, and adding a Center of Excellence (COE) as a service differentiation. This study aims to analyze customer retention strategies within the Balanced Scorecard (BSC) framework, focusing on the relationship between customer perspectives, internal processes, learning and growth, and their application to the financial perspective. The research method uses a document-based policy and strategy analysis approach, field findings, and a synthesis of Balanced Scorecard theory and patient experience.The analysis shows that customer retention during the expansion phase is influenced not only by clinical quality, but also by the assurance of doctor time in practice, speed of service, physical comfort, and digitization of queues and administration. The addition of a COE has been shown to increase the perception of service value and expand market share through service specialist differentiation. Within the BSC framework, the customer perspective serves as a leading indicator for achieving the financial perspective, where increased patient retention contributes to increased revenue, ROI growth, and long-term financial expectations. The research implications emphasize that strategies for strengthening human resources, modernizing internal processes, and service innovation are important foundations in ensuring successful hospital expansion and enhancing competitive advantage.

Keywords: Balanced Scorecard; Center Excellence; Customer Retention; Hospital Expansion; Patient Experience.

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1. Introduction

Hospitals play a vital role in maintaining and improving public health, while facing increasing complexity in patient needs and competition among healthcare providers. In the digital and global era, hospitals are required not only to deliver high-quality services but also to manage performance strategically and measurably. Therefore, a comprehensive management tool is needed to align organizational strategy with operational execution across all hospital functions.

The Balanced Scorecard (BSC), developed by Kaplan and Norton, is a strategic management tool that has proven effective in improving organizational performance, including in healthcare settings (Kaplan & Norton, 1996). BSC evaluates performance from four perspectives: financial, customer, internal business processes, and learning and growth. Unlike traditional performance measurement systems that focus mainly on financial outcomes, BSC provides a more comprehensive framework by integrating both financial and non-financial indicators. Its application in hospitals enables continuous improvement in service quality, operational efficiency, and human resource development (Niven, 2002).

From the financial perspective, performance reflects the organization's ability to sustain operations and make strategic decisions for the future, commonly measured through efficiency, effectiveness, and financial ratios (Anthony et al., 2013). The customer perspective focuses on the hospital's ability to retain existing patients and attract new ones, using indicators such as customer satisfaction, retention, and market share (Kaplan & Norton, 1996). Meanwhile, the internal business process perspective emphasizes innovation, operational processes, and post-service evaluation (Gaspersz, 2001). The learning and growth perspective relates to employee competence, organizational development, and continuous improvement (Niven, 2002).

Previous studies have demonstrated the effectiveness of the Balanced Scorecard in hospital performance improvement. Similarly, Sari & Retnani (2015) showed that BSC enables comprehensive performance evaluation from both financial and non-financial perspectives. The Balanced Scorecard is considered effective in improving the evaluation of management performance in hospitals. This approach emphasizes the importance of integrating customer perspectives, internal processes, and organizational learning to achieve better operational effectiveness.

RSKB Columbia Asia Pulomas, as a private surgical hospital in East Jakarta and part of the Asia One Healthcare network, faces intense competition from established hospitals in the same region. In such a competitive environment, hospitals must continuously innovate and deliver high-quality, efficient, and effective services to maintain their competitive advantage. Performance measurement becomes a critical factor in ensuring operational sustainability and strengthening public trust.

Current performance measurement in many hospitals still relies on traditional financial indicators such as ROI and ROE. However, this approach has limitations, as it is retrospective, short-term oriented, and fails to capture non-financial strategic aspects such as patient satisfaction, employee motivation, and innovation. The Balanced Scorecard addresses these limitations by integrating financial and non-financial measures, enabling hospitals to align resources and activities with long-term strategic objectives and achieve sustainable competitive advantage (Kaplan & Norton, 1996).

In the context of RSKB Columbia Asia Pulomas, performance data indicate several challenges. Operational indicators such as BOR (62.2%) and ALOS (3.64 days) meet standards, while BTO (38 times/year) and TOI (6 days) indicate inefficiencies in bed utilization. Financially, the hospital's revenue in 2024 (Rp232 billion) fell short of the target (Rp281 billion), showing a significant performance gap. Based on these conditions, this study aims to analyze hospital performance using the Balanced Scorecard approach across four perspectives to provide a comprehensive strategic evaluation and support long-term competitiveness and sustainability.

2. Preliminaries or Related Work or Literature Review

Hospital Performance

Hospital performance is a crucial aspect in evaluating the effectiveness of healthcare services. It is not only assessed based on outcomes but also through the dimensions of structure, process, and outcomes of care. Structure includes human resources, facilities, and information systems; process refers to interactions between healthcare providers and patients; while outcomes focus on results such as recovery rates, patient satisfaction, and mortality rates (Donabedian, 1988). In addition, hospital performance can be understood as the overall ability of a healthcare facility to deliver quality services, respond to community needs, and operate efficiently (WHO, 2000). Therefore, hospital performance is inherently multidimensional and reflects the overall success of healthcare service delivery (M. I. Harrison & Kimani, 2009; McKee & Healy, 2002; Zelman et al., 2003).

Hospital performance can be measured using various indicators, including population health levels, responsiveness to patient needs, and fairness in financial contributions (WHO, 2000)). Other important indicators include clinical effectiveness, patient safety, patient experience, and staff productivity (OECD, 2015; Zelman et al., 2003). These perspectives highlight that performance assessment in hospitals extends beyond clinical outcomes to include managerial, financial, and service quality aspects. Thus, a comprehensive performance

measurement approach is essential to ensure that hospitals deliver optimal and sustainable healthcare services.

The Balanced Scorecard is a strategic management approach used to evaluate organizational performance through four main perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 1996). This approach integrates both financial and non-financial indicators to provide a more balanced and comprehensive view of organizational performance (Cokins, 2009; Niven, 2002). In the context of hospitals, the Balanced Scorecard helps management translate vision and strategy into measurable operational goals, improve service quality, and ensure organizational sustainability. Its implementation enables hospitals to enhance efficiency, service quality, and patient satisfaction in a continuous manner.

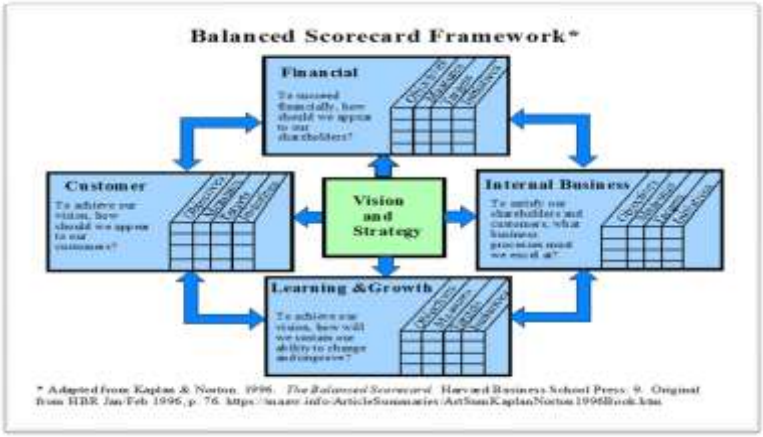


Figure 1. Balanced Scorecard Framework.

Customer Perspective

In the customer perspective of the Balanced Scorecard, organizational performance is measured using indicators such as customer satisfaction, customer retention, market share, customer acquisition, and Net Promoter Score (NPS). This perspective focuses on how organizations understand their customers and target market segments, as these segments serve as the primary source for achieving financial objectives. In addition, organizations must identify the value propositions offered to customers, which act as key drivers for achieving satisfaction, loyalty, retention, and profitability. In the context of hospitals, high service quality contributes to increased patient visits, which are influenced by factors such as service performance, competition, and the alignment of services with patient expectations.

Patient satisfaction is a critical indicator in evaluating hospital performance, reflecting the extent to which patients' physical, mental, and social needs are fulfilled. Customer satisfaction can be measured using service quality dimensions, including tangibles, reliability, responsiveness, assurance, and empathy (Zeithaml et al., 2018).Furthermore, organizations need to assess customer retention to evaluate their ability to maintain existing patients, as well as customer acquisition to measure the growth of new patients. Therefore, this study focuses on three main indicators within the customer perspective: customer retention, customer acquisition, and customer satisfaction, as key measures of a hospital's success in meeting patient needs and expectations.

Internal Business Process Perspective

In the internal business process perspective of the Balanced Scorecard, organizational performance is measured using indicators such as cycle time, quality rate, productivity, process efficiency, and innovation rate. This perspective emphasizes management's ability to identify and manage key processes, from inputs to outputs, in order to meet the expectations of both shareholders and target customers (Kaplan & Norton, 2000). The primary focus is ensuring that the organization excels in critical internal processes, including innovation, operations, and after-service activities.

The innovation process is particularly important as it relates to the organization's ability to identify future market needs and design products or services that meet those demands. In addition, operational processes must be managed effectively by considering cost, quality, time, and performance to deliver superior services. After-service processes also play a crucial role in maintaining customer satisfaction by ensuring continuous support after the service has been delivered. This approach encourages organizations to continuously improve and create added value for customers.

In the context of hospitals, internal business process performance can also be assessed using healthcare service indicators such as Bed Occupancy Ratio (BOR), Average Length of Stay (AvLOS), Turn Over Interval (TOI), Bed Turn Over (BTO), Net Death Rate (NDR), Gross Death Rate (GDR), and the average number of outpatient visits per day (Ministry of Health of the Republic of Indonesia, 2011; Ministry of Health, 2005). These indicators are used to evaluate service utilization, efficiency, and quality of hospital care. Therefore, the internal business process perspective not only focuses on operational efficiency but also on improving the overall quality of healthcare services.

Learning and Growth Perspective

Organizations can evaluate both financial and non-financial performance using the Balanced Scorecard concept, which measures performance through four main perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 2000). This approach provides a comprehensive framework for translating an organization's vision and mission into measurable strategic objectives. In the context of hospitals, the customer perspective focuses on patient satisfaction as a foundation for building loyalty, while the internal business process perspective reflects the effectiveness of operational processes in delivering services. Ultimately, the achievement of these perspectives depends on the organization's capability in learning and growth.

The learning and growth perspective emphasizes the development of human resources, systems, and organizational alignment as key drivers of performance improvement. Common indicators include employee satisfaction, employee retention, and employee productivity (Kaplan & Norton, 2000). Employee satisfaction reflects the psychological condition of staff that influences productivity and service quality, while employee retention indicates the organization's ability to retain competent personnel. Employee productivity measures the ratio between output and the number of employees. In addition, training is an essential indicator for enhancing employee competence, efficiency, and overall performance in a sustainable manner.

Several scholars highlight that Balanced Scorecard indicators should be tailored to the specific characteristics of an organization, including healthcare institutions (Cokins, 2009; Marr, 2006; Neely et al., 2002; Niven, 2008). These indicators should reflect cause-and-effect relationships between strategic objectives and measurable outcomes, incorporating both lagging indicators (outcomes) and leading indicators (drivers). However, this study adopts the core Balanced Scorecard framework proposed by Kaplan & Norton (1996), which consists of four main perspectives financial, customer, internal business processes, and learning and growth as the basis for comprehensively evaluating organizational performance.

SWOT Analysis

SWOT analysis is widely recognized as a strategic planning tool used to identify an organization's strengths, weaknesses, opportunities, and threats in order to understand both internal and external factors that influence strategic goals (Gürel & Tat, 2017). In the healthcare context, SWOT analysis is not only a conceptual framework but also a practical tool that supports decision-making, strategic planning, service development, and quality improvement in hospitals (Ginter et al., 2018; J. P. Harrison, 2016; Ommani, 2011). It helps hospitals evaluate their internal capabilities such as professional human resources and limitations, including budget constraints, while also assessing external opportunities like technological advancements and threats such as increasing competition from private healthcare providers. Therefore, SWOT analysis enables healthcare managers to align organizational capabilities with environmental conditions and prioritize appropriate strategic interventions.

The indicators of SWOT analysis generally consist of four main components: strengths, weaknesses, opportunities, and threats (David, 2011). These components can be further analyzed through various perspectives, including internal resources, value chain processes, market environment, competition, and consumer behavior (Kotler & Keller, 2016). Additionally, organizational structure, leadership, financial conditions, and industry dynamics are also critical factors in SWOT evaluation (Wheelen et al., 2023). From a resource-based view, strengths and weaknesses are assessed based on valuable, rare, inimitable, and well-organized resources (VRIO), while opportunities and threats are influenced by external factors such as political, economic, social, technological, environmental, and legal conditions (Barney & Hesterly, 2019).

Strategy

Strategy is broadly defined as a set of long-term decisions and actions that determine organizational success and competitive positioning. It encompasses policies, procedures, and approaches that guide organizations in achieving their mission and objectives (Blocher, 2015)). According to Porter (1996), the essence of strategy lies in choosing unique activities that differentiate an organization from its competitors and create sustainable competitive advantage. Similarly, Mintzberg (1994) views strategy as a pattern in a stream of decisions, emphasizing consistency and adaptability, while Ansoff (1965) highlights strategy as a decision-making rule shaped by product-market scope, growth direction, competitive advantage, and synergy. In this study, the concept of strategy is primarily based on Porter's perspective, focusing on differentiation and unique value creation.

The implementation of strategy can be effectively translated into operational terms through tools such as the Balanced Scorecard and strategy maps. These tools help organizations visualize their vision and strategy into measurable objectives, targets, and performance indicators across financial and non-financial dimensions. Strategy maps illustrate cause-and-effect relationships between strategic objectives, linking outcomes with their driving factors across perspectives such as financial, customer, internal processes, and learning and growth. This integrated framework enables organizations to communicate, implement, and monitor strategies more effectively, ensuring alignment between daily operations and long-term strategic goals.

The success of a strategy can be assessed through various indicators, including the achievement of long-term objectives, market share growth, financial performance, operational efficiency, customer satisfaction, and employee productivity (David, 2011). From a competitive perspective, Porter (1996) emphasizes key indicators such as cost leadership, product differentiation, strong competitive positioning, above-average profitability, and barriers to entry. Additionally, strategic effectiveness requires coherence in decision-making, alignment with the external environment, consistency in actions, and adaptability to change (Mintzberg, 1994). These indicators provide a comprehensive basis for evaluating how well an organization formulates and executes its strategies.

Furthermore, the Ansoff Growth Matrix offers a structured framework for determining strategic directions based on product and market dimensions. It identifies four main strategies: market penetration, market development, product development, and diversification. Market penetration focuses on increasing market share within existing markets, while market development involves expanding into new markets with existing products. Product development emphasizes innovation by introducing new products to existing customers, whereas diversification represents the highest-risk strategy by entering new markets with new products. This framework helps organizations align their growth strategies with internal capabilities and external opportunities, supporting sustainable development and long-term competitiveness

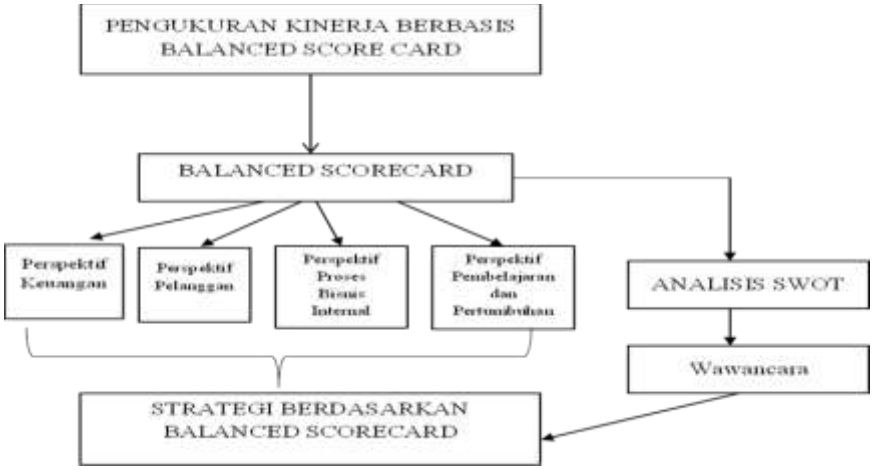


Figure 2. Framework of Thingking

3. Propose Methode

This study employs a descriptive qualitative approach with a case study design at Columbia Asia Pulomas Hospital to gain an in-depth understanding of hospital performance and development strategies. Data were collected through in-depth interviews with key informants (financial manager, head of quality and accreditation, and head of HR), review of internal documents (financial reports, performance reports, operational data, and strategic plans), and secondary data on hospital performance from 2022–2024. Data analysis was conducted by categorizing findings into the four Balanced Scorecard perspectives, comparing performance achievements with established standards, and integrating the results with a SWOT analysis to formulate comprehensive development strategies.

From the results, the financial perspective shows that although the hospital has strong solvency (Equity to Asset Ratio of 92–96%), revenue performance in 2024 did not meet the target, with a shortfall of approximately Rp49 billion, and collection periods increased, indicating potential pressure on cash flow. In the internal business process perspective, indicators such as BOR and GDR remain within acceptable standards, but show declining trends, while TOI remains far above the ideal range and NDR is significantly higher than the standard. These findings suggest inefficiencies in operational processes and highlight serious concerns regarding the quality of clinical services, despite some indicators still meeting minimum standards.

4. Results and Discussion

Characteristics of Informants

The Finance Manager is a bachelor's degree graduate with two years of work experience. He is responsible for the hospital's financial management, including preparing financial reports, analyzing costs and revenues, and budget planning. Although his tenure is relatively short, this role is vital to ensuring the hospital's financial health. The Head of the Quality & Accreditation Unit also has a bachelor's degree, with one year of work experience. His primary duties include monitoring service quality and compliance with hospital accreditation standards. This position is crucial for maintaining consistent service quality and ensuring the hospital meets the standards set by the national accreditation agency. The Head of Human Resources has the longest work experience of the three, at four years, and holds a bachelor's degree. He is responsible for human resource management, including the recruitment process, training, and staff competency development. This role directly contributes to improving the capacity and performance of the hospital's workforce.

Financial Perspective

Based on financial performance data from Columbia Asia Pulomas Hospital, the hospital's revenue target for 2024 was set at Rp281 billion , but the actual revenue was only around Rp232 billion , leaving a gap of around Rp49 billion from the planned target. This indicates that revenue performance is not yet optimal, even though the hospital is currently in the

service and facility development phase. In terms of capital structure, the hospital demonstrates very strong conditions. The Equity to Asset Ratio (EAR) is in the range of 92–96% , indicating that the majority of the hospital's assets are funded by equity. This figure reflects a very high level of solvency and demonstrates strong financial resilience to support long-term expansion and investment.

However, in terms of liquidity and accounts receivable management, the hospital's performance showed a downward trend. The collection period increased from approximately 53 days in 2022 to approximately 76 days in 2024 , indicating a longer collection time and potentially putting pressure on the hospital's operational cash flow.

Internal Business Process Perspective

Internal business process performance was evaluated using key hospital indicators, including Bed Occupancy Ratio (BOR), Turn Over Interval (TOI), Bed Turn Over (BTO), Net Death Rate (NDR), and Gross Death Rate (GDR) over the 2022–2024 period. The results indicate that BOR declined from 68% in 2022 to 67% in 2023 and further to 50% in 2024, with an average of 61.7%, which still falls within the standard range of 60–85% but reflects a downward trend. TOI was recorded at 6 days in 2022, 5 days in 2023, and 6 days in 2024, with an average of 5.7 days, significantly exceeding the ideal standard of 1–3 days, suggesting inefficiency in bed utilization. Meanwhile, BTO reached 38.2 times in 2022, increased to 40.2 times in 2023, and slightly decreased to 40 times in 2024, averaging 39.5 times per year, which is close to the minimum standard of 40 times.

In contrast, the Net Death Rate (NDR) showed consistently high values of 61% in 2022, 62% in 2023, and 60% in 2024, with an average of 61%, far exceeding the established standard and indicating serious concerns regarding the quality of clinical care. On the other hand, the Gross Death Rate (GDR) remained stable and within acceptable limits, recorded at 1.1% in 2022 and 1% in both 2023 and 2024, with an average of 1.03%. Overall, although some indicators such as BOR and GDR are still within standard thresholds, the persistently high TOI and NDR values highlight significant inefficiencies in internal processes and point to critical issues in the hospital's service quality that require immediate attention

Customer Perspective

The patient satisfaction survey revealed that only about 44% of respondents were very satisfied with the information provided regarding service changes, and about 52% were very satisfied with the availability of staff for consultations. While the majority of respondents were still satisfied or somewhat satisfied, these percentages indicate that nearly half of patients have not yet reached the maximum level of satisfaction, particularly regarding communication and interaction with staff. In addition, high TOI values and low bed rotation efficiency also have implications for increasing patient waiting times and the potential for decreased service comfort, which can ultimately affect patient loyalty and the hospital's image.

Learning and Growth Perspective

From a learning and growth perspective, the hospital's performance is generally considered good. In one of the BSC performance benchmarks, the learning and growth perspective scored around 84% , indicating that the hospital is in the good category in terms of human resource development, organizational learning, and support systems. However, findings from internal processes indicate that improving human resource competency, inter-unit collaboration, and information system utilization still need to be strengthened to have a more tangible impact on operational efficiency and service quality.

SWOT Analysis Results

Strengths: Columbia Asia Pulomas Hospital has several key strengths, including an international reputation as a modern hospital network, state-of-the-art medical facilities and technology , and a skilled and competent medical workforce . Furthermore, the hospital maintains high service standards and is strategically located in an urban area, making it easily accessible to middle- to upper-class patients and expatriates. This combination of factors strengthens the hospital's reputation for service excellence and serves as a key asset in the competition for private healthcare services.

Weaknesses: On the other hand, there are several weaknesses that require attention, including relatively high service costs that are not yet affordable for all levels of society, not yet fully integrated with BPJS Kesehatan , limited availability of certain subspecialists in some

branches , and high turnover of healthcare workers in some units . These conditions have the potential to hinder market expansion and disrupt operational stability.

Opportunities: Hospital development opportunities are significant, particularly due to increased public health awareness , collaboration with companies and insurance companies , and the development of digital services such as telemedicine and electronic medical records. Furthermore, there are opportunities for expansion into major cities or industrial areas, as well as the development of specialized services such as corporate health check-ups.

The main threats include intense competition from other private hospitals (e.g. Siloam, Mitra Keluarga, and others), regulatory pressure and government policies related to rates and accretion , economic instability and inflation that can reduce patient purchasing power, as well as the risk of a pandemic or global health crisis that can disrupt operational services.

In-depth Interview Results

In-depth interviews were conducted with three key informants: the Finance Manager , the Head of the Quality and Accreditation Unit , and the Head of Human Resources . In general, all informants understood the Balanced Scorecard (BSC) as a strategic performance measurement tool that integrates financial and non-financial indicators. All three agreed that the BSC is essential to ensuring the hospital's overall goals are achieved through four key perspectives: financial, customer, internal business processes, and learning and growth.

From a financial perspective , interview results indicate that the hospital has implemented a performance management approach that supports efficiency, service quality, and human resource development, although it has not yet formally used the Balanced Scorecard (BSC). The contribution of human resources is seen in workforce planning and productivity evaluations that impact revenue and cost efficiency. However, the main challenges remain human resource turnover , workload imbalance , and limited training .

From an internal business process perspective, HR plays a role in supporting the smooth flow of services such as bed management , discharge planning , and digitalization of service SOPs . However, there are still obstacles in communication and consistency of work standards between units , which impact operational efficiency. From a customer perspective , increasing patient satisfaction and loyalty is done through frontline training , a culture of excellent service , complaint management , and the use of patient satisfaction KPIs in performance assessments.

Informants also emphasized that the Balanced Scorecard is highly relevant and recommended for more systematic implementation in hospitals. Key recommendations include: training management and work units on the BSC, establishing key indicators to measure for each perspective, linking the BSC to unit and individual performance evaluations, utilizing information systems and performance dashboards, and conducting annual strategy reviews through Management Review Meetings (MRMs).

Discussion

Financial Perspective

Columbia Asia Pulomas Hospital has strived to improve its financial performance through various efficiency strategies and revenue increases. In 2024, the hospital's revenue target was Rp281 billion, but actual revenue was only Rp232 billion. This discrepancy reflects obstacles to achieving the target, which require a comprehensive evaluation, including patient volume, service rates, and the effectiveness of operational cost management. The hospital has attempted to increase service volume by promoting superior services and improving service quality, but the results have not significantly impacted revenue achievement.

From a financial perspective, the hospital is in relatively strong condition due to its very high solvency level. An Equity to Asset Ratio (EAR) of 92–96% indicates that the majority of the hospital's assets are funded by equity rather than debt. This demonstrates the hospital's ability to maintain financial independence and resilience to financial risks. Kasmir (2019) states that a very high solvency ratio indicates financial stability that allows the organization to undertake expansion and long-term investments. In the context of a hospital currently under construction of new infrastructure and the addition of medical services, this financial strength is crucial to ensure the development process runs smoothly without financial stress.

However, strong solvency does not fully reflect overall financial effectiveness. The increase in the collection period from 53 days in 2022 to 76 days in 2024 indicates a decline in

liquidity management effectiveness. Brigham & Houston (2019)) state that increasing collection time is an indicator that a company is facing challenges in managing collections or experiencing administrative obstacles that are slowing cash inflow. For hospitals developing new buildings, opening additional specialist services, or increasing inpatient capacity, cash flow is crucial. Building new facilities requires significant operational funds, and if funds are held up for too long in loans, this can put pressure on liquidity.

In a growing hospital, the risk of cash flow disruptions increases because construction activities typically require significant expenditures. Meanwhile, revenue may increase but is not immediately converted into cash due to the lengthy and complex BPJS (Social Security) claims process. Hospitals undergoing expansion are also more vulnerable to liquidity challenges if their financing is not managed systematically**.** Therefore, although a hospital's solvency demonstrates significant capital strength, liquidity remains a critical issue that must be addressed.

Overall, the financial perspective presents a dualistic situation: on the one hand, the hospital is strong and able to finance facility construction, but on the other, it still faces liquidity challenges due to slow collection. Therefore, financial strategies should focus on accelerating the collection process, automating BPJS claims, improving coordination between collection units, and utilizing leverage in a measured manner to ensure smooth construction and service expansion.

Theoretically, Kaplan & Norton (1996) explain that the financial perspective in the Balanced Scorecard (BSC) shows how well an organization's strategy creates value for shareholders or owners. This means that Columbia Asia Pulomas Hospital needs to question whether all its activities are truly impacting revenue growth or cost savings. Regular evaluation of financial ratios such as *Return on Assets (ROA)* and *Operating Margin* is also crucial for measuring business efficiency.

From a SWOT analysis, the hospital's financial strength lies in the Columbia Asia Group's robust network and experience in corporate financial management. However, its weaknesses include its reliance on private and corporate insurance patients, as well as limited service diversification. Threats include national healthcare financing regulations (such as BPJS) and increased price competition with other hospitals in Greater Jakarta (Jabodetabek). Opportunities include the growing demand for premium healthcare services and the digitalization of billing.

A strategy that can be developed is a value-based financial management approach , where hospitals not only target revenue growth but also link it to efficiency and patient clinical outcomes. Hospitals also need new services such as executive check-ups , premium-priced specialist outpatient services, and collaboration with large companies to provide corporate health management.

Furthermore, strengthening the financial management information system is crucial to accelerate budgeting, forecasting, and reporting processes. A real-time, easily accessible financial performance dashboard will facilitate rapid and targeted decision-making. Investments in accounting digitization and integration with service systems (such as HIS) will also reduce cost leakage. Overall, the financial perspective at Columbia Asia Pulomas Hospital has demonstrated a strong foundation but requires innovation in revenue strategies and cost efficiency. Future financial strategies must consider external dynamics such as healthcare regulations, patient preferences, and digitalization trends, while maintaining service quality as the hospital's core value.

Customer Perspective

Patient care is a key focus of Columbia Asia Pulomas Hospital. The hospital has implemented international service standards, including staff savings, speedy service delivery, and the use of information technology, such as an online registration system. However, complaints persist regarding late discharges, queues for examinations, and long inpatient waiting times due to limited bed space. This indicates that high patient expectations are not fully met by the hospital's operational quality.

The customer perspective is a crucial aspect of the Balanced Scorecard because hospitals must ensure optimal service quality even as the organization undergoes construction and service expansion. Physical developments, such as inpatient ward infrastructure, the addition of

service buildings, or the development of new service centers such as modern emergency rooms, integrated outpatient services, or specialist polyclinics, often impact patient comfort. During the construction phase, patients may experience disruptions, altered access, room relocations, or longer waiting times. The SERVQUAL theory (Parasuraman et al., 1988) emphasizes that tangibles have a strong influence on customers' perceptions of service quality.

Furthermore, decreased effectiveness in accounts receivable management also impacts customer experience, albeit indirectly. Delays in administrative verification, long queues at BPJS counters, or inaccurate cost information can reduce customer satisfaction levels. This is reinforced by findings that patients tend to feel less satisfied when administrative processes are slow, regardless of the quality of clinical services they receive. Hospitals undergoing expansion often face increasing patient numbers, which, if not balanced by increased human resource capacity and administrative systems, can lead to queues and burden services.

However, adding services and developing facilities also attracts patients. The public will perceive that the hospital is continually striving to improve the quality of its services. New services, such as the addition of specialist polyclinics, integrated outpatient facilities, or improved diagnostic facilities, will increase public trust in the hospital. Zeithaml et al. (2018) emphasized that customers tend to be more loyal to organizations that continually update their services and improve their facilities.

In this context, the customer perspective should include improving patient communication, providing information channels related to services during construction, streamlining administrative processes, digitizing registration and queues, and improving waiting room quality to offset the impact of construction activities. With this approach, hospitals can maintain and improve patient satisfaction through physical and service transformation.

The Balanced Scorecard theory explains that customers must be at the center of an organization's strategy. Kaplan and Norton state that creating *a customer value proposition* is key to winning customer loyalty. In the hospital context, this means patients want not only healing but also a convenient, fast, and accessible service experience.

Based on the SWOT analysis, the hospital's strength lies in its image and reputation as a quality international hospital. Its weaknesses include the lack of a real-time customer satisfaction monitoring system and limited personal communication between medical staff and patients. Opportunities include improving *the customer experience* through digital technology and personalized patient-centered services. The threat is increasing competition from convenience-based services such as *telemedicine* and digital clinics. Strategies include strengthening *patient experience management* , such as implementing a Net Promoter Score (NPS) to measure patient loyalty, a digital feedback system, and empathetic communication training for all medical and non-medical staff. The hospital also needs to develop *customer journey mapping* to understand critical points in the patient care process.

Furthermore, developing a patient loyalty program (e.g., discounts on advanced services, VIP amenities, and ongoing post-treatment relationships) can encourage patient retention and increase the likelihood of referrals from satisfied patients. This strategy is crucial for maintaining the hospital's competitive position in premium services. In conclusion, Columbia Asia Pulomas Hospital already has a strong foundation in customer service, but needs to be strengthened by systematizing the patient experience and utilizing digital technology. Adapting strategies to the preferences of modern patients, who are more educated and demanding higher levels of comfort, is essential to increasing satisfaction and loyalty.

Customer retention strategies become increasingly relevant during hospital expansion phases. Columbia Asia Pulomas Hospital is currently undergoing physical expansion by adding service buildings, modernizing facilities, and increasing inpatient capacity. This facility expansion, if managed well, can improve comfort and minimize service barriers such as limited beds, outpatient queues, and inpatient waiting times. From a customer perspective, physical expansion is not simply about infrastructure development, but rather an investment in enhancing the patient experience to strengthen the perception of service value.

In addition to physical expansion, the addition of a Center of Excellence (COE) serves as a strategic differentiation strategy that strengthens service appeal and increases patient loyalty. The addition of a COE, such as a Urology Center, Trauma Center, Women & Children Center, or Executive Check-Up Center, provides a new value proposition while increasing

confidence in the hospital's clinical capabilities. In the competitive context of the premium healthcare market, a COE serves as an instrument for building a reputation for excellence and retaining patients with specific or recurring service preferences. A COE also increases the likelihood of retention because patients are more likely to return to the same specialist for follow-up, follow-up consultations, or ongoing therapy.

Research on patient behavior shows that retention not only directly increases revenue but also creates positive word-of-mouth, which can organically expand market share. In healthcare, recommendations from family and colleagues remain a key factor in the decision-making process for medical services. Therefore, Columbia Asia Pulomas Hospital's customer strategy focuses not only on daily service but also on building an image of excellence through clinical quality and the expansion of superior services.

Within the Balanced Scorecard framework, the customer perspective serves as a key indicator that precedes financial performance. If customers are satisfied, loyal, and their perceived value increases, revenue, patient volume, and ROI will increase in the following period. This indicates that the success of the customer strategy will ultimately lead to a successful financial perspective. Therefore, Columbia Asia Pulomas Hospital's customer strategy combines efforts to enhance the patient experience, improve service flow, strengthen the retention system (including precision doctor time), and add superior services through the CoE as a basis for differentiation and strengthening the hospital's competitiveness.

Internal Business Process Perspective

The internal business process perspective in the Balanced Scorecard emphasizes the importance of efficiency and effectiveness of internal processes to support the achievement of financial goals and customer satisfaction. At Columbia Asia Pulomas Hospital, the main indicators used are BOR (Bed Occupancy Rate), ALOS (Average length of stay), TOI (Turn Over Interval), and BTR (Bed Turn Over). The research results show that BOR reached 62.2% (meeting the minimum standard of 60%), ALOS was at 3.64 days (below the standard of 6 days), but TOI was still high at 6 days (exceeding the standard of 1–3 days), and BTR was only 38 times per year (below the standard of 40–50 times).

An internal business process perspective is crucial in hospitals undergoing major expansion. Increasing collection periods indicate that internal processes still face challenges. These include ineffective BPJS claims verification processes, lack of synchronization between service units, billing, medical records, and pharmacy, and suboptimal technology utilization. Kaplan & Norton (1996) emphasize that organizational success depends on the extent to which internal processes support financial and customer goals.

When a hospital is building and expanding services, patient volume typically increases. This increases the workload on administrative processes and claims verification. If internal systems are not prepared for the increased load, decreased process effectiveness is inevitable. Many hospitals experience longer collection periods during expansion because internal processes are not adjusted to accommodate the increased volume of services.

Furthermore, construction activities often result in temporary reorganization of service flows. Relocating clinics, laboratories, or administrative departments can lead to confusion for patients and staff. This disorganized service flow can increase the risk of data errors, delay claims verification, and prolong the credit collection process. When service flows change without revision of standard operating procedures (SOPs) or staff lack adequate organization, internal processes become inefficient. Therefore, internal process strategies should include integration of the Hospital Management Information System (SIMS) database, full use of a digital claims system, weekly report audits, and adjustment of standard operating procedures (SOPs) to reflect the dynamics of hospital development. Internal processes must be able to adapt to expansion to maintain service quality and ensure unimpeded financial management.

This situation indicates that although patient length of stay is quite efficient and bed occupancy is relatively good, there are obstacles in rotating patients between beds, which may be caused by slow discharge processes or suboptimal bed utilization planning. This directly impacts the hospital's capacity to accept new patients, which ultimately affects revenue and patient satisfaction. According to Kaplan & Norton (2008), the efficiency of internal business processes is a crucial bridge between service strategy and implementation. The SWOT analysis reveals that the hospital's internal process strength lies in the existence of comprehensive

standard operating procedures (SOPs) and the support of a hospital management information system (SIMRS). However, significant weaknesses include the lack of integration between units, as well as the manual and bureaucratic patient discharge and transfer processes. Opportunities for development lie in the implementation of process digitization and the strengthening of lean management systems. Threats arise from competing hospitals that have implemented technology-based integrated service systems and offer faster service.

The primary strategy that must be developed is the comprehensive digitalization of internal processes, including the integration of information systems across service units (front office, inpatient care, pharmacy, support services, and billing). Hospitals also need to develop an early warning system for on-call patients and a real-time bed tracking system. Furthermore, discharge planning should be positioned as an integral part of the care process, not simply an administrative matter. Another strategy is the implementation of *Lean Healthcare principles* to reduce wasted time, effort, and resources in the service flow. Periodic audits are necessary to ensure that the processes implemented truly provide added value for patients and efficiency for the hospital. This can also serve as evaluation material for the hospital's Continuous Quality Improvement (CQI).

In conclusion, Columbia Asia Pulomas Hospital has significant potential to improve internal process efficiency with the support of technology and organizational experience. However, serious efforts are needed to analyze process bottlenecks, build a responsive cross-unit work culture, and coordinate bureaucracy. Efficient business processes will support service capacity, increase patient satisfaction, and strengthen the hospital's competitive position in the era of fast-paced healthcare.

Learning and Growth Perspective

Perspective and learning are the long-term foundation of the Balanced Scorecard, as they are the source of innovation, continuous improvement, and hospital adaptability. Columbia Asia Pulomas Hospital has demonstrated its commitment to human resource development through routine training, periodic performance assessments, and a reward and punishment system. However, the analysis shows that not all training is integrated into the hospital's quality improvement system, and knowledge management is not yet optimal.

Perspective and learning form the foundation of all other perspectives, encompassing human resource quality, motivation, work culture, and technological mastery. In hospitals undergoing a development phase, staff workloads tend to increase with the increase in patients and the addition of new services. This requires higher levels of human resource competency to ensure consistent service delivery. However, research indicates that the increased collection period may be due to a lack of human resource capacity to handle BPJS claims and manage billing administration promptly.

According to Kaplan & Norton (1996), improving human resource quality through intensive training is key to ensuring long-term effectiveness. This confirms that human resource quality is crucial to the success of hospital financial processes. Furthermore, hospitals developing services require adaptive human resources, the ability to work in dynamic environments, and the ability to utilize digital technology. Another factor is work culture. Organizational transformation requires a collaborative, responsive, and quality-oriented work culture. Legacy work cultures that are not data-driven or unfamiliar with technology can hinder the digitalization process and slow down claims verification.

Strategic development within this perspective includes enhancing staff training, adding administrative and billing staff during the construction phase, implementing performance-based key performance indicators (KPIs), strengthening a digital culture, and enhancing IT infrastructure to support service processes. By strengthening the human resources and technology foundations, the hospital can ensure that the expansion process runs smoothly and aligns with improvements in service quality.

Kaplan & Norton (2008) emphasize three key elements in this perspective: employee competence, adequate information systems, and organizational motivation and culture. If any of these three are weak, it will be difficult for an organization to transform and adapt. In the hospital context, this includes clinical and non-clinical training, optimal use of the MISRS, and creating a work environment that supports innovation and team collaboration.

Based on the SWOT analysis, the hospital's strengths lie in the quality of its medical staff and the availability of regularly scheduled training. Weaknesses include the lack of documentation of training results in the form of standard operating procedures (SOPs) or work manuals, and the low participation of non-medical staff in competency development. Strategic opportunities lie in the use of e-learning, simulation-based training, and collaboration with academic institutions. Emerging threats include brain drain (the departure of competent staff to competing hospitals) and burnout due to workloads that are not balanced with rewards and career development.

Development strategies that need to be implemented include establishing a *knowledge management system* that enables knowledge exchange between units, developing *a leadership pipeline* to develop internal leaders, and implementing *employee engagement surveys* to regularly measure employee engagement. This data will form the basis for developing retention strategies and increasing employee motivation.

Furthermore, a cross-unit *innovation team should be established* , tasked with identifying opportunities for improvement and driving innovative services across both clinical and administrative dimensions. Strengthening an adaptive organizational culture that is open to change will be a key catalyst in addressing the challenges of a dynamic healthcare industry. The reward system should include non-financial aspects such as recognition, career advancement, and access to advanced training.

In closing, the learning and growth strategy at Columbia Asia Pulomas Hospital has begun, but needs to be refined with a more systemic and measurable approach. The hospital needs to view human resources not merely as implementers but also as agents of change with the potential to drive organizational transformation. Investment in human resources and a learning culture will have a direct impact on improving service quality and hospital competitiveness.

5. Comparison

The financial perspective shows that although the hospital has established structured strategic planning and budgeting mechanisms, its performance has not yet reached optimal levels due to operational inefficiencies and administrative constraints. This contrasts with the internal business process perspective, where systems such as service flow management and bed utilization already exist but are not fully implemented consistently. Both perspectives indicate a similar issue: the gap between system design and execution, which ultimately affects efficiency and financial outcomes.

From the customer perspective, the hospital has demonstrated a commitment to measuring patient satisfaction and handling complaints, which aligns with service quality improvement efforts. However, compared to the internal process perspective, the approach to customers is still relatively reactive rather than proactive. While internal processes struggle with coordination and SOP implementation, the customer strategy has not yet fully evolved toward building long-term patient loyalty and a comprehensive patient experience, indicating a need for stronger integration between service delivery and patient-centered strategy.

Meanwhile, the learning and growth perspective and SWOT analysis both highlight the hospital's strong potential but also reveal critical alignment issues. Human resource development and technological investment are already in place, similar to the identified internal strengths in the SWOT analysis, such as skilled personnel and modern facilities. However, both perspectives emphasize that these strengths have not been fully translated into strategic performance outcomes. This contrasts with the financial and customer perspectives, where the impact is more visible, suggesting that better alignment between learning, processes, and strategic goals is essential to achieve sustainable performance improvement.

6. Conclusions

From the financial perspective, the hospital has implemented structured strategic planning and annual budgeting processes to guide cost control, revenue projections, and investment decisions. However, financial performance remains influenced by human resource productivity, staff turnover, and administrative constraints affecting the revenue cycle, such as claims and billing processes. This indicates that financial stability is not yet fully supported by

an integrated system. Therefore, future strategies should focus on aligning human resource management with financial targets, improving operational efficiency through performance-based cost control, and optimizing administrative and claims systems to ensure healthier and more sustainable cash flow.

From the internal business process and customer perspectives, the hospital has established service management systems such as admission, discharge planning, and bed management, as well as mechanisms for patient satisfaction surveys and complaint handling. Nevertheless, challenges persist in inter-unit coordination, inconsistent SOP implementation, and suboptimal operational indicators such as TOI, ALOS, and BOR. In addition, patient-related strategies are still largely reactive, focusing on satisfaction measurement rather than proactively designing a comprehensive patient experience. To address these issues, the hospital needs to standardize processes, strengthen supervision, enhance interprofessional collaboration, and develop patient retention strategies through service differentiation, Centers of Excellence, and digital technology utilization to improve service quality and continuity.

From the learning and growth perspective, the hospital has demonstrated commitment to human resource development through training, competency improvement, and information system utilization. However, these efforts are not yet fully aligned with strategic performance indicators. SWOT analysis further reveals strengths in human resources, facilities, and information systems, alongside weaknesses in coordination and reliance on third-party financing, as well as opportunities in growing healthcare demand and digitalization, and threats from competition and regulatory changes. Overall, the Balanced Scorecard should be utilized as an integrated strategic management tool, linking learning, internal processes, customer outcomes, and financial performance. Strengthening this causal chain will enhance operational efficiency, patient satisfaction and loyalty, and ultimately support sustainable financial performance and organizational competitiveness

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