



New Wave Marketing and Reutilization of Outpatient Services at G Clinic

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Abstract

Introduction: In the competitive healthcare industry, G Clinic has demonstrated successful marketing practices through the New Wave Marketing (NWM) approach, resulting in a 17.4% increase in repeat visits from self-paying general patients. This study aimed to analyze the correlation between NWM dimensions and reutilization of outpatient services at G Clinic.

Methods : A quantitative cross-sectional study was conducted from March to June 2025 at G Clinic, Bekasi City. A total of 110 respondents were selected using accidental sampling. Data were collected through direct interviews (80%) and self-administered questionnaires (20%). Data were analyzed using the chi-square test, with NWM as the independent variable and decision to reuse outpatient services as the dependent variable.

Results: Most respondents were young adults (40.9%) and female (65.5%). The majority attained a higher level of education (98.2%). The most common employment status was private sector employment (27.3%). The predominant range of total family income was IDR 5,000,000–IDR 7,999,999 (30.9%). There was a significant relationship between patients' decisions to return and all the NWM dimensions: strategy ($p=0.000$), tactics ($p=0.000$), and value-added ($p=0.000$). This finding highlights the importance of each element in building patient loyalty.

Conclusion: The three dimensions of New Wave Marketing—strategy, tactics, and value-added— are associated with the decision to reutilize outpatient services at the G Clinic. It is recommended to develop engaging social media content, design service flow infographics, use the WhatsApp Business API, and launch a Patient Experience Highlight program.

Keywords: New Wave Marketing, Dimensions, Outpatient Services, Reutilization, Patient Decision.

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Introduction

In the modern era, human life is undergoing various transformations, including marketing strategies and the growing intensity of business competition. The presence of 363 primary clinics (Klinik Pratama) in Bekasi City highlights a significant competitive potential, requiring effective marketing systems and strategies

to survive in such a competitive environment. This competition is particularly evident in North Bekasi, one of the sub-districts with the highest number of healthcare facilities in the city, and notably the area with the most BPJS Kesehatan-affiliated facilities, 29 in total. Specifically, Kaliabang Tengah Urban Village stands out as one of the areas with the densest

distribution of healthcare facilities in North Bekasi, with seven of them partnering with BPJS Kesehatan, making it one of the top urban villages in terms of BPJS-affiliated facilities. This situation creates a highly competitive atmosphere for reaching and retaining both BPJS participants and self-paying patients.

G Clinic is one of the First-Level Health Facilities (FKTP) in Bekasi City that collaborates with BPJS to provide healthcare services to the community. The clinic serves both BPJS-insured and general patients, and the number of visits increases annually. Notably, among returning self-paying patients, there was a consistent upward trend in the number of visits, with an average annual growth of 17.4%. Despite operating within the BPJS service system, the number of visits from general patients continues to increase.

In the realm of marketing, there has been a paradigm shift marked by the emergence of New Wave Marketing (NWM) as an alternative to traditional vertically structured legacy marketing approaches. New Wave Marketing consists of three main components strategy, tactics, and value, which include key elements known as the 12C framework.¹ This approach emphasizes the importance of collaboration and a deep understanding of consumer needs, thereby creating an interactive ecosystem that allows consumers not only to passively receive information but also to actively shape their perceptions and influence their decisions.² In response to these trends, G Clinic has also adopted New Wave Marketing strategies to build stronger connections with the public.

Analyzing the best practices implemented by G Clinic is essential, not only to evaluate the marketing strategies that have been applied, but also to serve as a reference for other healthcare facilities aiming to enhance patient loyalty and retention, and to establish long-term relationships. This research is expected to offer practical contributions to healthcare service marketing managers, especially in addressing the behavioral changes of today's consumers, who are increasingly active and digitally connected.

To date, there is limited research examining the relationship between the three dimensions of New Wave Marketing and patients' decisions to reuse outpatient services. Therefore, this study aimed to analyze the correlation between NWM dimensions and the reutilization of outpatient services at the G Clinic.

Methods

This study employed a quantitative method with a cross-sectional design, conducted from March to June 2025 at G Clinic, Bekasi City. A total of 110 respondents participated, consisting of patients who had previously used outpatient services at the clinic. Respondents were selected using accidental sampling based on predetermined inclusion, such as general patients aged 17–55 years, able to communicate, and willing to complete the questionnaire. Patients who did not complete the questionnaire were excluded.

The majority of the data (80%) were collected through direct interviews with the researcher, while the remaining 20% were gathered through self-administered questionnaires. To ensure data validity, all respondents provided informed consent prior to participation, and a contact person was listed on the Google Form to offer assistance in case of questions or issues.

The questionnaire used underwent validity and reliability testing. Data were analyzed using univariate analysis and the chi-square test ($\alpha = 0.05$). The study examined the application of New Wave Marketing through three main dimensions: strategy, tactics, and value-added. The 12 sub-variables developed within the measurement instrument were independent variables, while the reutilization decision was the dependent variable.

Results

As shown in Table 1, out of 110 respondents, the majority were early adults (40.9%) and females (65.5%). In terms of educational background, although a small proportion of the respondents had a low level of education (1.8%), the majority attained a higher level of education (98.2%). The most common employment

status was private sector employment (27.3%), while the predominant range of total family income was IDR 5,000,000–IDR 7,999,999 (30.9%).

The selection of these characteristics is essential for understanding patient preferences and behaviors in receiving clinical services. Age and gender relate to communication preferences and community engagement, education influences the understanding of service information, occupation reflects time flexibility and service consumption patterns, while income indicates purchasing power and sensitivity to promotional programmes and value-added services offered by the clinic through the New Wave Marketing approach.³

The results of the univariate analysis showed that the majority of respondents perceived the effectiveness of the strategy (51.8%), accuracy of the tactics (50.9%), and perceived value added (51.8%) as high. These findings align with the fact that 60.9% of respondents decided to reuse the clinic's outpatient services. This highlights the continued need to strengthen marketing strategies, particularly in enhancing patients' perceptions of the long-term value of clinic services.

Based on the results of the Chi-Square analysis, all dimensions of New Wave Marketing were found to have a significant relationship with the decision of general patients to reuse outpatient services, with a significance value (p-value) of 0.000.

Table 1. Characteristic respondent

Respondent Characteristics	f	%
Age		
17–25 years (Adolescents and Young Adults)	39	35.5
26–35 years (Early Adults)	45	40.9
36–45 years (Middle Adults)	17	15.5
46–55 years (Late Adults)	9	8.2
Gender		
Male	38	34.5
Female	72	65.5
Last Education Level		
Higher Education	64	58.2
Senior High School or Equivalent	44	40.0
Junior High School or Equivalent	2	1.8
Occupation		
Teacher	3	2.7
Housewife	23	20.9
Private Sector Employee	30	27.3
Civil Servant (PNS)/State Apparatus (ASN)	10	9.1
Freelancer	11	10.0
Student/University Student	8	7.3
Retired	2	1.8
Unemployed	3	2.7
Entrepreneur	20	18.2
Total Family Income		
< Rp2.000.000	17	15.5
Rp2.000.000 – Rp4.999.999	32	29.1
Rp5.000.000 – Rp7.999.999	34	30.9
Rp8.000.000–Rp10.999.999	16	14.5
≥ Rp11.000.000	11	10.0

Table 2. Frequency of New Wave Marketing Dimensions

Variabel	Category	Frequency	
		f	%
<i>Strategy</i>	Low strategy effectiveness	53	48.2
	High strategy effectiveness	57	51.8
<i>Tactics</i>	Low tactical accuracy	54	49.1
	High tactical accuracy	56	50.9
<i>Value-Added</i>	Low perceived value-added	53	48.2
	High perceived value-added	57	51.8
General Patient Reutilization Decision	Did not reuse outpatient services	43	39.1
	Reused outpatient services	67	60.9

Table 3. Chi-Square Test Results on the Relationship Between New Wave Marketing Dimensions and Outpatient Service Reutilization Decision

Dimensions and Outpatient Service Reutilization Decision								
Variabel	Category	Decision to Reutilize Outpatient Services				Frequency		p-values
		Did not Reutilize Services		Reutilized Services				
		f	%	f	%	f	%	
Strategy	Low strategy effectiveness	38	71.7	15	28.3	53	100	0.000
	High strategy effectiveness	5	8.8	52	91.2	57	100	
Tactics	Low tactical accuracy	38	70.4	16	29.6	54	100	0.000
	High tactical accuracy	5	8.9	51	91.1	56	100	
Value-Added	Low perceived value-added	39	73.6	14	26.4	53	100	0.000
	High perceived value-added	4	7.0	53	93.0	57	100	
General Patient Reutilization Decision	Did not reuse outpatient services	38	71.7	15	28.3	53	100	0.000
	Reused outpatient services	5	8.8	52	91.2	57	100	

Discussion

The Relationship Between the Strategy Dimension of New Wave Marketing and the Decision of General Patients to Reuse Outpatient Services at G Clinic

As shown in Table 3, the majority of respondents who perceived the marketing strategy as highly effective (91.2%) chose to reuse outpatient services. By contrast, respondents with a low perception of marketing strategy effectiveness (71.7%) opted not to return for services. The Chi-Square test results showed a significance value (p-value) of 0.000 ($p < 0.05$),

indicating a statistically significant relationship between the perception of marketing strategy and the decision of general patients to reuse outpatient services at G Clinic.

According to the frequency distribution analysis, the sub-variable confirmation received the highest score for perceived alignment, indicating that the information provided by the clinic matched the actual service experience. Conversely, the sub-variable community, particularly in indicators related to patient involvement in

community engagement, had the lowest average score.

To optimize the New Wave Marketing strategy, G Clinic can develop structured content pillars on social media platforms such as Instagram and WhatsApp. These pillars may include categories such as education, service promotion, product information, and patient testimonials. This approach can foster interaction, build a digital community, and ensure wider and more equitable dissemination of information.

1. Community

Based on the frequency distribution results, *the community* emerged as the sub-variable with the lowest average alignment compared with the other sub-variables within the *strategy* dimension. The highest alignment score within the *community* sub-dimension showed that the majority of respondents (84.6%) were aware that the G Clinic has a community for patients. This indicates that the clinic's initiative to establish a post-service community is fairly well known among patients, and can be seen as a positive first step toward building long-term engagement. However, the lowest alignment score (55.4%) revealed that respondents' level of involvement in community discussions remained low. Although they are aware of the community's existence, their active participation is still limited. This may be due to a lack of interactive discussion facilitation, scheduling conflicts, or absence of incentives or motivation to engage further.

According to previous research, in the New Wave Marketing framework, community plays a strategic role.⁴ According to previous research, 48% of consumers are more likely to purchase from brands that actively respond to questions or comments on social media. This finding highlighted the importance of active engagement in building online communities. WhatsApp groups have been utilized as a

communication channel to bridge the relationships between patients and healthcare providers in various primary clinics across Indonesia.⁵

A study examining medical communities in India found that the use of WhatsApp significantly fostered collaboration and member engagement in sharing medical information and ongoing learning. However, its use requires ethical guidelines and structured communication protocols. This demonstrates that social media-based communities can enhance patient engagement and increase the likelihood of repeat visits to clinic services.⁶

Therefore, G Clinic can optimize its community communication strategy through a digital content approach. One actionable step is to develop content pillars on social media platforms, such as Instagram and WhatsApp. Content pillars serve as a framework for designing and categorizing various types of content, including educational posts, service information, promotions, and patient testimonials. This strategy not only enhances patient engagement, but also helps build an active digital community and fosters a sense of belonging to the clinic's services. In addition, information dissemination has become more consistent and appealing to a broader range of patient segments.

2. Confirmation

Based on the frequency distribution results, *confirmation* emerged as the subvariable with the highest average alignment score among the *strategy* dimension subvariables. This sub-dimension recorded exceptionally high alignment scores (98.2%) on two indicators: the consistency between the information provided and the patient's actual experience, and trust in the information delivered by the clinic. These results indicate that G Clinic

successfully built credibility and consistency in communicating its services. However, the lowest score, while still relatively strong, was 78.2%, related to the statement about the absence of discrepancies between received information and actual services. This suggests that a small proportion of respondents still perceive a gap or mismatch, although this is not a dominant concern.

Within the New Wave Marketing concept, confirmation serves as an important validation mechanism to maintain consumer trust and build a positive brand image.⁴ In the context of healthcare services, this includes the honest, accurate, and transparent delivery of information regarding available services.

Other research has emphasized that institutional transparency, particularly in performance reporting, clinical outcomes, and risk communication, directly contributes to patient trust and perceived service quality. When patients receive clear and reliable information, they are more likely to participate actively in medical decision-making, which ultimately strengthens loyalty toward outpatient healthcare facilities.⁷ Therefore, G Clinic is advised to regularly update its information and ensure that all communication channels deliver consistent and accurate messages.

3. Clarification

The highest score in the *clarification* sub-variable (96.4%) indicated that the majority of respondents felt that service information was delivered clearly and was easy to understand. This reflects G Clinic's success in applying the principles of transparency and the simplification of information. The lowest alignment score (81.8%) was related to understanding service flows and procedures, suggesting that some respondents still felt

insufficiently supported by the information provided, particularly regarding administrative or technical processes.

One of the key principles of New Wave Marketing is the delivery of concise and easily understandable information, aiming to reduce confusion and reinforce a positive perception of the brand.⁴ In healthcare service practices, information clarity is a critical factor in shaping patient perceptions of service quality.

Previous research has emphasized that certainty, responsiveness, and clear communication are among the most valued elements by patients—beyond purely medical aspects.⁸ Meanwhile, research in Taiwan stated that in their development of the Perceived Medical Service Quality model in Taiwan, the *assurance* dimension, which includes clarity in physician explanations, is closely associated with clinical outcomes and patient satisfaction.⁹ Therefore, G Clinic is advised to include visual aids such as infographics, short videos, and directional signage within the clinic to help clarify service procedures.

The Relationship Between the Tactics Dimension of New Wave Marketing and the Decision of General Patients to Reuse Outpatient Services at G Clinic

Based on Table 3, the majority of respondents categorized as having a high perception of tactical accuracy (91.1%) decided to reuse outpatient services at G Clinic. Conversely, most respondents in the low tactical accuracy category (70.4%) chose not to reuse services. The Chi-Square test results showed a significance value (p-value) of 0.000 ($p < 0.05$), indicating a statistically significant relationship between marketing tactics and the decision of patients to reuse outpatient services.

Based on the frequency distribution analysis of the New Wave Marketing variable, the *conversation* sub-variable recorded the highest average alignment

score (89.35%). This indicates that the patients were satisfied with the two-way communication facilitated by the G Clinic. The clinic has provided various communication channels, both in-person and digital, allowing patients to express complaints, ask questions, and access information in real time, helping to foster a closer relationship between patients and the clinic.

In contrast, the lowest average alignment score was found for the *communal activation* sub variable. This finding suggests that patients have not fully perceived the clinic's role in fostering community engagement. The G Clinic has not yet established a strong presence as a facilitator of social interaction or a unifying figure that creates a sense of community among patients and the surrounding population.

1. Codification

The highest alignment score (83.6%) indicated that the majority of respondents felt that G Clinic had a unique and distinctive identity compared to other clinics. This identity goes beyond visual appearance; it reflects the emotional experiences of patients during their interactions with the clinic. It highlights the clinic's success in shaping brand meaning centered on humanized care, a comfortable atmosphere, and an empathetic approach that fosters warm relationships between patients and healthcare providers. However, the lowest score (81.8%) suggests that not all respondents felt that the services were entirely personal compared with other clinics. While the difference is not significant, it indicates the need to further enhance individualized experiences in every patient interaction.

Codification plays a role in building an emotional connection between the brand and patients through authentic and meaningful messaging.⁴ At G Clinic, current communication with patients remains primarily informative and

lacks emotional engagement. A previous study on the implementation of Value-Based Healthcare demonstrated that success depends on internalizing patient values into organizational culture. When integrated into daily practice, these values can be directly experienced by both patients and healthcare workers, thereby strengthening patient loyalty and the clinic's brand image.¹⁰

2. Co-Creation

A total of 93.6% of the respondents were aware that the G Clinic is open to patient feedback, indicating that the clinic has successfully built a perception of openness and responsiveness. However, only 71.8% of the respondents felt that they actively contributed to service development. This suggests that, while the clinic may be open to receiving input, not all patients feel that their contributions are truly utilized or have a tangible impact. It is possible that feedback is collected, but not followed up in an open or transparent manner.

The co-creation approach actively involves patients in service development through open dialogue and participation, allowing them to feel more valued.⁴ Co-creation in clinical services is not merely a marketing tactic but a relational strategy proven to increase patient reuse of services. Previous research has found that patients' perceptions of service quality in Indian private hospitals are directly related to satisfaction and loyalty. Their study shows that when patients are actively engaged, their likelihood of returning for services increases significantly.¹¹ Therefore, the clinic can provide open feedback opportunities through reflection sessions or post-service polling.

3. Currency

The majority of respondents (95.5%) stated that the service fees

at G Clinic were affordable and aligned with the quality of care provided. This is a strong advantage for clinics, particularly in attracting and retaining patients from the middle income segment. However, only 56.4% of the respondents reported that the clinic frequently provided information about promotions or discounts. This indicates that, although pricing is affordable, price-based marketing efforts have not been fully optimized to attract patients both emotionally and functionally.

Currency in the New Wave Marketing framework refers to pricing flexibility and the availability of various payment options tailored to consumers' preferences and capabilities.⁴ This strategy enhances convenience and positive perceptions of the service provider, as it demonstrates an understanding of patients' needs and constraints. Other research has confirmed that flexible payment systems significantly influence customer satisfaction and repeat purchase intentions in e-commerce. Another research supported the effectiveness of dynamic pricing models in healthcare settings, suggesting that adjusting pricing based on time, location, and service type can improve service system efficiency and institutional revenue without compromising patient satisfaction.^{12,13}

Therefore, the clinic should strengthen its promotional communication by creating a consistent promotional calendar (e.g., circumcision promos during specific months) and actively distributing it through social media and WhatsApp. Moment-based offers tied to major holidays can also reinforce the *currency* element while boosting the interest of new patients.

4. Communal Activation

A total of 81.8% of the respondents felt that information or

recommendations shared by community members were helpful. This highlights the strong potential for community roles in disseminating service-related information. However, only 49.1% of respondents considered community recommendations as a primary factor in their service decisions. This suggests that the community's influence on patient decisions remains weak or has not yet been strategically optimized by the clinic.

Communal Activation emphasizes the role of communities as key actors in spreading value, reputation, and service sustainability by engaging influential individuals within the community.⁴ Previous research demonstrated that community involvement fosters a sense of loyalty and increases the intention to reuse services, driven by the development of collective identity and social bonding among members.¹⁴ A study in Spain further supports this by showing that the involvement of community leaders and primary care providers in health promotion activities can create shared value and strengthen the emotional connection between communities and service providers.¹⁵

5. Conversation

Conversation emerged as the sub-variable with the highest average alignment score among all sub-variables in the *tactic* dimension. A total of 96.4% of respondents expressed satisfaction with the communication provided, in terms of both friendliness and clarity of information. The G Clinic is perceived to have successfully established effective two-way communication through both direct and digital channels, including its responsiveness to patient reviews and inquiries. However, the lowest alignment score (79.1%), related to the ease of accessing service-related communication, indicated

that a small portion of patients still faced certain obstacles, such as delayed responses or incomplete information.

The *conversation* element in New Wave Marketing underscores the importance of open, honest, and continuous two-way interactions between service providers and patients.⁴ Clinics are expected not only to disseminate information unilaterally but also to provide dialogic spaces—such as forums, Q&A sessions, and social media channels—for listening to patient feedback, concerns, and suggestions directly. Previous research stated that organizations that actively facilitate two-way communication significantly increase consumer loyalty by personally and responsively addressing their needs and expectations.¹⁶ Google Reviews serve as a real-time indicator of patient experience and perceptions of service quality. In this regard, two-way communication plays a vital role not only as an information channel but also as a trust-building and relationship-strengthening strategy.¹⁷

G Clinic demonstrated a strong commitment to open communication by monitoring and responding to reviews on Google Review with politeness and problem-solving efforts, including addressing negative feedback. The clinic also uses channels, such as WhatsApp and social media, to answer questions, manage complaints, and provide timely information.

6. Commercialization

Most respondents (94.6%) believed that G Clinic offers added value beyond medical services such as comfort, education, or health-supporting programs. This suggests that patients appreciate the clinic's holistic and value-oriented approach. However, the lowest-scoring indicator across all dimensions (48.1%) revealed that

most respondents did not perceive the clinic's approach as significantly different from that of other clinics. This serves as a critical signal that, despite good service, differentiation is still insufficient to leave an exclusive impression.

In New Wave Marketing, *commercialization* is no longer confined to short-term transactions but focuses on integrating patient experience into long-term marketing strategies⁴. Patients are viewed as strategic partners in the development and refinement of clinical services. According to previous research, 54% of consumers use social media to research products and services before making purchase decisions. G Clinic has embraced this principle by optimizing digital channels such as Instagram, WhatsApp, and its official website as communication and interaction tools.¹⁸ A study involving public institutions in Germany revealed that appropriate use of social media can enhance public engagement and contribute to a more positive institutional image.¹⁹ Therefore, the clinic can enhance its branding experience by developing a programme such as *Patient Experience Highlight*, which includes a summary of consultation results and an automated follow-up system via WhatsApp for selected patients.

The Relationship Between the Value-Added Dimension of New Wave Marketing and the Decision of General Patients to Reuse Outpatient Services at G Clinic

Based on Table 3, the majority of respondents categorized under high perceived value-added (93%) decided to reuse outpatient services at G Clinic. In contrast, most respondents with low perceived value-added (73.6%) chose not to return for services. The Chi-Square test results revealed a significance value (p-value) of 0.000 ($p < 0.05$), indicating a statistically significant relationship between perceived value added and the decision of

general patients to reuse outpatient services.

The frequency distribution analysis of New Wave Marketing variables showed that the element *character* obtained the highest alignment score, confirming that the brand identity established by the clinic is perceived as authentic and strong. Meanwhile, the element with the lowest average alignment score was *collaboration*, particularly regarding the indicator of whether patients perceived changes in services when the clinic partnered with other institutions. This finding suggests that the impact of such collaborations has not yet been strongly felt by the patients. To address this, activating a digital post-visit feedback survey can serve as a solution to capture patient perceptions directly. The data gathered would enable the clinic to identify communication gaps and enhance the perceived impact of its collaboration.

1. Character

Based on the frequency distribution results, *character* emerged as the sub-variable with the highest average alignment score among *value-added* dimensions. It recorded the highest score (96.4%) on the indicator stating, "G Clinic has a professional and trustworthy image." This finding indicates that the clinic successfully built a strong and authentic brand identity in the eyes of patients. This identity is reflected not only through direct interactions with medical staff but also via digital channels, the waiting room atmosphere, and ease of access to services. This professional image contributes significantly to building patient trust and loyalty. Meanwhile, the lowest alignment score (89%), though still relatively high, suggests room for improvement in brand visual recognition, such as logos, colors, or other visual elements. This means that, although patients hold a positive perception of the clinic's services, not all can readily associate the G Clinic with its visual brand identity.

Character in the New Wave Marketing framework refers to the unique identity and personality that distinguishes a brand or institution—covering visual identity, organizational culture, core values, and communication style⁴. A clinic with a strong identity and a positive image is more likely to be recognized and trusted by the public. Previous research has emphasized that brand image has a significant influence on customer satisfaction. A positive brand image leads to more favorable consumer perceptions, thereby increasing the likelihood of customer satisfaction.²⁰ This is consistent with the findings on other research, who showed that consumers tend to choose and remain loyal to brands they know and trust.²¹

The G Clinic consistently builds its identity through the *character* dimension, encompassing both service delivery and visual branding. The clinic has established service guidelines and visual identity standards that include communication protocols, staff behavior, and design elements such as the logo, color palette, and spatial layout. This consistency is reflected across social media, staff uniforms, and waiting areas, strengthening the clinic's image as a modern, friendly, and trustworthy health care provider.

2. Caring

In the *caring* sub-variable, the highest alignment score reached 98.2%, indicating that patients genuinely felt the friendliness and attentiveness of clinic staff. This suggests that the core philosophy of compassion at G Clinic is truly experienced by respondents in both medical and non-medical services. Warm and empathetic services play vital roles in shaping positive patient experiences. However, the lowest score (72.8%) was related to the clinic's responsiveness when patients needed assistance or information points to a gap in the

speed or clarity of responses, whether through digital channels or onsite.

Caring is a core element in healthcare delivery within the New Wave Marketing approaches. It goes beyond momentary acts of kindness and represents a holistic principle that prioritizes understanding patients as complex individuals—physically, emotionally, psychologically, and socially.⁴ The consistent application of this principle contributes to a more meaningful service experience for patients. Patients' perceptions of empathy from healthcare providers play a mediating role between service quality and patient loyalty.²² A follow-up study across three hospitals in Shanghai confirmed that empathetic and responsive nursing interactions directly influence patient loyalty and emphasized the importance of post-care services as an integral component of an effective caring strategy.²³

3. Collaboration

The *collaboration* sub-variable recorded the highest score (96.3%) in terms of effective collaboration between the medical and administrative staff. This indicates excellent internal coordination, positively affecting the overall service experience from registration to examination and medication pickup. However, the lowest score (61.8%) appeared for the indicator regarding respondents' awareness of G Clinic's partnerships to improve service quality. This suggests that most patients are unaware of or do not yet perceive the tangible benefits of the clinic's collaboration with external parties, such as laboratories, referral hospitals, or insurance providers.

Collaboration within the New Wave Marketing framework refers to cross-sector strategic partnerships aimed at expanding service reach and enhancing

clinical quality.⁴ Collaboration is not limited to operational synergies but also includes value co-creation through the integration of resources and competencies. Other studies have demonstrated that vertical collaboration between primary care providers and major hospitals can improve referral processes and overall patient experiences. Such partnerships enhance satisfaction scores by facilitating smoother and more efficient transitions to advanced care services.²⁴ Beyond institutional partners, community leaders and digital influencers also play vital roles. Other research related to consumer influence stated that 71% of consumers are more likely to purchase products recommended by influencers they follow on social media.¹⁸

To address this, the clinic could implement a digital post-service feedback system in the form of short surveys to assess how patients perceived the benefits of these collaborations. The results can serve as a basis for improving communication and developing more measurable partnership-based services.

Conclusion

The findings indicate a significant relationship between the three dimensions of New Wave Marketing—strategy, tactics, and value-added—and the decision of general patients to reuse outpatient services at the G Clinic. The clinic is encouraged to implement several key strategies to optimize the application of New Wave Marketing. First, developing content pillars on social media can ensure consistent dissemination of information and increase patient engagement. Second, the introduction of a "Patient Experience Highlight" program featuring consultation summaries and automated follow-ups can help differentiate the clinic's services while demonstrating a personalized caring approach. Third, activating a systematic and routine feedback survey mechanism for outpatient services would enable clinics

to continuously evaluate and improve service quality.

Other clinics may also adopt best practices from this approach, such as publishing service catalogues on WhatsApp Business and Instagram Highlights; embedding service links in social media bios; establishing a review monitoring team for platforms such as Google Review; and applying consistent brand guidelines across physical spaces, digital media, and staff conduct to build a strong, cohesive brand image.

Ethics approval

This study received ethical approval from the Ethics Committee of the Faculty of Public Health, Diponegoro University, as stated in letter No. 112/EA/KEPK-FKM/2025.

Availability of data and materials

The dataset generated and/or analyzed in this study is not publicly available because of privacy agreements between the author and respondents but may be obtained from the corresponding author upon reasonable request.

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Author Contribution

NA conducted data collection, analysis, and interpretation. RT and NN provided guidance in data analysis and substantial input in the drafting and revision of the manuscript. All the authors have read and approved the final version of the manuscript.

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