

Analysis of Integrated Marketing Communication Strategy for Surabaya Medical Tourism

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Abstract

This article investigates an integrated marketing communication (IMC) strategy to develop Surabaya Medical Tourism's marketing process so that local medical tourists know Surabaya City's identity as a medical tourism destination. Background draws its inspiration from the fact that many residents of Surabaya City opt to seek medical treatment abroad despite Surabaya City being a popular destination for medical tourism and home to several major hospitals in Indonesia. The method uses a case study design with a qualitative methodology. Collected data through in-depth interviews, observations, and document analyses. This goal is achieved by applying data triangulation. The results show that IMC strategies consist of two main activities in the pre-trip stage. Digital marketing activities involve endorsement by optimizing owned media with paid programmatic advertising. Enhance event and experience activities by leveraging MICE collaboration and community marketing strategies. IMC strategies on stage during the trip include content marketing with informative content and a special bundling package. IMC strategies in the after-trip stage include referral marketing, electronic word-of-mouth communications, and feedback optimization.

Keywords: IMC, Medical, Tourism, Strategy, Surabaya

Introduction

Medical tourism is an expanding segment of the tourist industry (Vovk et al., 2021). In 1980, Malaysia established and cultivated the medical tourism sector, which has consistently delivered a favourable experience, leaving a lasting impression on Indonesians regarding the quality of services and care required for patients undergoing treatment (Damayanti et al., 2021). As an emerging country, Indonesia has considerable capacity to bolster medical tourism to fulfil the community's demand for exceptional healthcare services. Nevertheless, the existing medical tourism sites in Indonesia suffer from inadequate planning. (Ratnasari et al., 2021). The marketing process, particularly the need for a robust and focused integrated marketing communication (IMC) plan to enhance recognition of the city's identity among domestic medical tourists, presents a challenge to Indonesia's medical tourism sector. (Supriadi et al., 2024).

Surabaya, one of the major cities in Indonesia, has the potential to become the center of medical tourism, as the city is home to some of the largest hospitals in Indonesia. Although Surabaya City has a medical tourism appeal and is known as a city of services

and trade, many Surabaya City residents choose to seek medical treatment abroad (Prasetyo et al., 2020). In response to this phenomenon, the Surabaya City Government held a soft launching of Surabaya Medical Tourism as a health service application to make it easier for patients to obtain information and the best medical services in Surabaya City in 2021 (Pemerintah Kota Surabaya, 2021) and then the Surabaya City Health Office is preparing to launch the Surabaya Medical Tourism program which is planned to take place starting in 2024 (Eliane, 2023).

The development of medical tourism in Surabaya City requires a thorough understanding of tourists' characteristics because today's tourists have become proactive tourists, seeking more comprehensive information to meet their needs (Briandana et al., 2024). The interrelationship between push and pull factors influences medical tourists' decisions about their medical destination (Md Zain et al., 2022).

Four motivations drive Indonesian medical tourists to seek treatment abroad: 1) negative past experiences, 2) health reasons, 3) social and personal satisfaction, and 4) professional recommendations. Moreover, three pull factors motivate Indonesian medical tourists. 1) superior healthcare facilities; 2) proximity and similarity; and 3) supporting facilities. Based on push and pull motivational factors, three segments of medical tourists were formed: 1) trend-following medical tourists, 2) thoughtful medical tourists, and 3) opportunity seekers medical tourists. Of course, each segment of medical tourists requires a different IMC strategy (Angela et al., 2020).

Although there are several segments of medical tourists, tourist engagement is essential in the medical tourism industry. Tourist engagement arises from personal experience, prior knowledge, experience, and personal perception (Kathuria & Kaurav, 2023). IMC is a strategic component that increases awareness and trust in brand identity by providing the right experience to tourists at the right time and fostering loyalty. Creating a positive image in the minds of tourists as part of an IMC strategy requires the synergy of various elements of IMC (De & Verma, 2021).

To achieve a long-term competitive advantage and remain competitive in the tourism sector, particularly in medical tourism, it is crucial to prioritise the needs of tourists. Innovation is necessary to effectively market Surabaya Medical Tourism as a new product, especially in the IMC strategy section (Labanauskaitė et al., 2020). IMC plays a crucial role in revitalising the enthusiasm of the tourist industry, namely in Indonesian medical tourism, particularly in Surabaya City (Putranto et al., 2023). IMC analyses, plans, implements, and controls all communication elements for targeted tourist segmentation to achieve predetermined communication objectives (Ruswanti et al., 2019). The synergy of various IMC variables creates an adequate level of persuasion among tourists (De & Verma, 2021).

The marketing process should achieve three communication objectives: 1) to inform, 2) to persuade, and 3) to remind. First, information is usually used in various cases, including launching new products, creating new brand awareness, and introducing and promoting new features. Second, persuasion is usually used to dissuade tourists from switching or exploring new markets. Finally, market leaders often use reminders to stay

relevant, increase loyalty, and strengthen brand equity (Kliatchko & Uttamchandani, 2024).

An efficient integrated marketing communications (IMC) campaign necessitates the cooperation of diverse communication components, encompassing exchanging information, sharing ideas and resources, responsiveness to others' requirements, and strategic thinking to achieve consensus. (Lee et al., 1999; Xie et al., 2018). According to Kushwaha et al. (2020), IMC consists of six elements: 1) advertising, 2) sales promotion, 3) public relations, 4) direct marketing, 5) social media, and 6) digital marketing. Applying IMC strategies simultaneously influences the decision to use the services provided (Junaedi & Soekrani, 2023). Innovative and unique content design can control visitor interest and enjoyment through various IMC channels (Setiawan et al., 2022).

According to Kumar & Sethia (2023), support services prioritize the needs and preferences of the consumer at each stage of their journey. The pre-purchase period entails the cooperative efforts of the marketing and customer support departments. Secondly, the purchase process necessitates the cooperation of the sales and customer service departments.

Every person is connected, influencing their decision to buy the product known as customer path 5A. The elements 5A, which represent the individual's behaviours, are aware, appealing, asking, acting, and advocating (Tampi & Pamungkas, 2018). According to Dwityas & Briandana (2017), there are three stages in tourism decision-making regarding tourism products, which in detail can be explained as follows:

1. A person goes through the pre-trip stage before starting a trip. This stage consists of a) recognizing the need/desire to travel, b) gathering information and evaluation based on images of tourism products and activities, and c) decision-making making, which includes purchasing several products that must be made before traveling.
2. The stage during the trip is the stage of tourists conducting tourism experiences. It includes consuming products in the context of tourism and seeking additional information about tourism products in certain areas.
3. The after-travel stage marks the completion of a series of travel activities. Simply put, this stage is when tourists return from the trip. This stage involves evaluating the tourist experience. The assessment can influence future tourist behavior, as it allows tourists to determine their level of satisfaction, a crucial factor in making decisions during their travels. Tourist satisfaction is essential in ensuring that tourists retain their experiences and return to engage in tourism activities.

Memorable tourism experience (MTE) strongly influences tourists returning to a destination in the future, participating in the same activities, having the same impression of the destination, and word-of-mouth (Hakim, 2024). Future medical tourism focuses on the tourist experience and is customer-centric regarding tourist satisfaction, marketing, and service innovation (Hosseini et al., 2023). The customer-centric strategy is an approach that prioritises the desires and requirements of tourists. This strategy considers

the consumer and aligns customer complaints with the policy and development plan for service provision. Medical tourism in Surabaya (Rini & Ferdinand, 2021). The emphasis on becoming customer-centric is motivated by the desire to gain a competitive edge through customer service results (Kumar & Sethia, 2023).

There has been prior research on medical tourism, specifically focusing on Indonesian medical tourism. First, in the study conducted by Prasetyo et al. (2020), the objective is to determine the factors that impact the appeal of health visits to Surabaya for medical tourism. Research findings indicate that six factors influence Surabaya's attractiveness as a medical travel destination. Second, in the study conducted by Angela et al. (2020), the objective is to determine the elements that motivate and attract medical tourists in Indonesia to seek medical treatment abroad. The study's findings reveal four motivating factors and three motivations for conducting medical visits overseas.

Indonesian medical tourism has been the subject of numerous qualitative studies. First, the study by Dwityas and Briandana (2017) seeks to investigate the tourist experience of tourism in Indonesia during the digital age. The research findings reveal that foreign visitors' tourism experiences provide valuable insights into using information and communication technology to enhance Indonesian tourism. Second, in the study conducted by Supriadi et al. (2024), the objective is to examine the obstacles and approaches to advancing medical tourism in Indonesia. Research findings reveal that regulatory constraints, limited healthcare service availability, uneven distribution, inadequate resources, a lack of public trust, and competition-related concerns impede the growth of medical tourism in Indonesia. Institutional-level difficulties include service and product quality issues, hospital and support facilities, and marketing procedures. The lack of proficiency among health and non-health staff remains a significant obstacle at the individual level.

Furthermore, studies on Indonesian medical tourism have used mixed-methods approaches. First, in the study by Ratnasari et al. (2021), the objective is to assess the potential growth of medical services in Indonesia by implementing medical tourism and comparing it with Malaysia. According to the study's findings, patients' perceptions of medical tourism-based healthcare services in Indonesia and Malaysia are characterised by trust, effective communication, high-quality service, affordable treatment costs, advanced medical technology, comprehensive care, heightened patient expectations, convenient travel distances, and appealing tourist attractions. Second, the study conducted by Damayanti et al. (2021) aims to investigate the impact of Malaysian tourism communication on changing Indonesian public perceptions. The findings reveal that Indonesians perceive not all aspects of medical tourism-related communication as influential in shaping their attitudes toward medical travel. The people of Indonesia highly regard Malaysia for its credibility in health services, doctors, equipment, information transmission, infrastructure, and tourist attractions. Many believe that Malaysia has successfully gained the trust of medical tourists through its developed health services.

Based on background, the study was conducted to develop the marketing process for Surabaya Medical Tourism so that awareness of the identity of the city of Surabaya

as a medical tourist destination among local medical tourists. The use and optimisation of each element of the correct communication channel at each stage of the decision-making process for medical tourism, according to the segmentation of the respective medical tourists, is critical to developing an effective IMC strategy.

Method

This study uses a case study design with a qualitative methodology. The more questions call for a detailed and "in-depth" explanation of a particular social issue, the more pertinent case studies (Yin, 2018). A case study centres on a single scenario, event, initiative, or phenomenon that highlights issues of interest (Kriyantono, 2021).

In-depth interviews, observations, and document analyses were used to gather data. In-depth interviews with stakeholders to get primary data. In-depth interviews are not rigid, unstructured, and open, as they involve conducting intensive meetings to understand the source's views on the research issues discussed. An informant is an individual who provides knowledge and information about the entire research project. We use purposive sampling as a technique for selecting informants. Purposive sampling is the method of collecting data with specific aspects or criteria, and the researcher selects an individual as an informant because they possess the necessary information for this research (Sugiyono, 2019). As for the informants, they consist of several parties: 1) Surabaya City Health Office; 2) Indonesian Travel Agent Association of East Java; 3) Indonesian Hospital Association of East Java; 4) Indonesian Hotel and Restaurant Association of East Java; and 5) resident of Surabaya City choose to seek medical treatment abroad.

Researchers collect secondary data by examining research phenomena through digital and direct observation. Documentation seeks to systematically and objectively dig up past data using a variety of digital and physical references.

Researchers achieve this by triangulating data based on interviews, observations, and documentation and transforming the discussed concepts into analytical tools to scrutinize the findings and data gathered from primary and secondary data. Additionally, the analysis results in an explanatory dialect format to establish a new conceptual framework based on all data.

Results and Discussion

The IMC strategy for the Surabaya Medical Tourism service consists of three stages: 1) the pre-trip stage; 2) the stage during the trip; and 3) the after-travel stage. The pre-trip stage includes three customer journey touchpoints: 1) awareness; 2) appeal; 3) ask. The act stage at the customer journey touchpoint is part of the trip. The after-trip stage covers the advocacy stage at the customer journey touchpoint.

IMC Strategy for the Pre-Trip Stage

The pre-trip stage of the IMC approach is to inform, engage, and elicit inquiries from medical tourists about Surabaya Medical Tourism. This approach is conducted to enhance awareness, generate interest, and provoke relevant inquiries, to motivate medical tourist

to choose Surabaya City as their destination for medical tourism, utilizing the services provided by Surabaya Medical Tourism. According to Tran & Rudolf (2022), the medical tourism business must establish a comprehensive message distribution plan utilizing many communication channels to mitigate the potential for misinterpretation of information among visitors.

Social media interesting and informative content about Surabaya Medical Tourism, including testimonials from people who have used Surabaya Medical Tourism services. Digital content marketing can attract potential tourists and foster active engagement, trust, and relationships with Surabaya medical tourism services, ultimately resulting in sustained income growth (Lopes & Casais, 2022).

Maximize the effectiveness of email marketing by providing tailored information and promotional content for Surabaya Medical Tourism services, including comprehensive information on amenities, pricing, and procedures, to a pre-engaged audience. Implementing email marketing may efficiently and legally boost income, with a special focus on attracting medical tourists (Sabbagh, 2021).

The objective is to optimize a user-friendly and interactive website for medical tourists seeking information about Surabaya Medical Tourism. It will be achieved by presenting useful content in photographs, videos, and testimonials from previous medical tourists who have utilized the services of Surabaya Medical Tourism. Website usability is a crucial factor in the field of digital marketing. An easily navigable website that offers a positive user experience may boost user engagement, attract potential medical tourists, and help Search Engine Optimization (SEO) (Sharma & Tripathi, 2023).

The campaign leverages prominent figures in the health and tourism sectors to endorse Surabaya Medical Tourism. Influencers share their own experiences and provide information about the treatments offered, while also offering advice for potential visitors. Influencers, as an extension of the word-of-mouth campaign, with the ability to influence the behavior of potential medical tourists by providing narratives and guidance on Surabaya Medical Tourism (Chopra et al., 2021).

Organizing events and conferences focused on health and tourism themes with competent speakers in the field of medicine and tourism as well as demonstrating and offering services available at Surabaya Medical Tourism. The event format is now increasingly used by the government as a strategic tool to develop tourism and attract tourists so that it can improve its reputation (White & Kolesnicov, 2015).

Employing pertinent and captivating tags to enhance the promotion of Surabaya Medical Tourism, enabling the utilization of hashtags to monitor and engage with medical tourists who are interested in Surabaya Medical Tourism services. Tags are specific terms or phrases preceded by the sign "#" that facilitate the discovery and participation in discussions about a certain issue. Therefore, the use of distinctive and pertinent tags relating to the medical service might motivate medical tourists to employ them while sharing information about the service on social media (Bate & Prasetyo, 2024).

During the pre-trip phase, the primary message is a favorable portrayal of the availability of comprehensive healthcare facilities and lodging, skilled personnel providing high-quality services, and cost-effective pricing. These messages play a vital

role in enhancing tourists' awareness, confidence, and experience of the quality they may expect to get. The quality of service offered by skilled professionals, together with reasonable pricing, plays a crucial role in shaping a positive perception among tourists and influencing their decision to use a certain business

The strategy of IMC Surabaya Medical Tourism on the pre-trip stage can be described as follows:

Table 1. IMC Strategy for the Pre-Trip Stage

Phase	1. Aware	2. Appeal	3. Ask
Customer Journey	1. Researching travel destinations and options	1. Looking for inspiration and ideas	1. Evaluating travel packages and deals
Touchpoint	2. Reading reviews and recommendations	2. Comparing travel options and prices	2. Considering other services
IMC Strategy	1. Digital Marketing with Endorsement Key Activities Owned Media -Website: providing detailed information about travel packages and destinations -Email: sending newsletters with travel tips and special offers -Media social: sharing user-generated content and travel inspirations with celebrity endorsement Paid Programmatic Advertising -Targeted ads on social media and search engines to reach potential customers -Influencer marketing to promote travel packages and destinations 2. Event and Experience Key Activities MICE Collaboration -Develop a positive image with an exciting agenda that focuses on personal and satisfying service. Community Marketing -Understand the needs and behavior of the target market so that interaction is formed, both offline and online		

Table 1. reveals two primary actions that may be undertaken during the pre-trip stage to address customer journey touchpoints at each level. Initially, digital marketing operations utilize owned media (websites, emails, and social media) and paid programmatic advertising to enhance endorsement and optimization. Implementing endorsement in digital marketing is necessary due to its efficiency and broad reach. Endorsements are highly effective, making them a valuable tool for ensuring the efficacy and efficiency of digital marketing activities. Endorsements play a crucial role in digital marketing for Surabaya Medical Tourism.

Owned media has a positive impact as well as a notable recall effect (Lovett & Staelin, 2016). Optimizing owned media (website, email, and social media) allows Surabaya Medical Tourism to have complete control over its content and platform. This approach also offers cost efficiency as well as the ability to reach a wider audience through various content formats and platforms. Additionally, it provides flexibility in communicating with customers using different content formats. Furthermore, content

created through owned media has no time constraints, enabling Surabaya Medical Tourism to maintain its messages for extended periods.

The synergy between digital marketing through endorsement and paid programmatic advertising can enhance Surabaya Medical Tourism's ability to target a more specific audience and optimize cost-effectiveness. By utilizing the analytical tools of paid programmatic advertising, Surabaya Medical Tourism can accurately measure the outcomes of its digital marketing strategies and achieve more effective objectives. Paid programmatic advertising may be highly intrusive because it relies not only on cookies and geolocation but also on algorithms that assess the preferences of different users to provide services relevant to Surabaya Medical Tourism. (Palos-Sanchez et al., 2019).

Furthermore, MICE collaboration and community marketing strategies can optimize event and experiential activities. Enhancing MICE collaboration may expand the scope of tourism by bolstering digital marketing efforts through social media and compelling material, incorporating pertinent and appealing hashtags. This approach can have a substantial influence on promoting the MICE event. Collaboration optimization among various stakeholders in the medical tourism business, particularly in support of the Surabaya Medical Tourism Service, serves as a tourist attraction that contributes to Surabaya's economic growth (Hurdawaty & Sahid, 2022).

Enhancing community marketing can boost awareness and engagement in specific market segments by comprehending the needs and behavior of the target audience. This entails establishing interactions both offline and online, as well as creating positive expectations before the event. This can be achieved by securing knowledgeable speakers, providing comfortable facilities, and designing an engaging agenda that emphasizes personalized and satisfying service. The goal of community marketing is to pique the interest and connection of potential medical tourists to the Surabaya Medical Tourism Service. We do this to encourage potential medical tourists to understand the value that the Surabaya medical tourism service generates. (Miyazoe, 2022).

IMC Strategy for the Stage during Trip

During the trip, the objective of implementing the Integrated Marketing Communications (IMC) strategy is to encourage medical tourists to engage in meaningful interactions with the Surabaya Medical Tourism Service. This strategy aims to foster a deep and meaningful engagement between medical tourists and the services provided by Surabaya Medical Tourism. Its purpose is to increase tourists' awareness and confidence, enhance their experience, improve the overall image of Surabaya medical tourism, and foster loyalty among medical tourists.

During the trip, the primary message is that the service is of high quality and reasonably priced. This message is crucial for enhancing customer satisfaction and loyalty towards the high-quality services offered by health facilities. The goal is to encourage consumers to recommend Surabaya Medical Tourism to others, ensuring that they return visits to the facilities. The caliber of high-end service directly influences the enhancement of potential medical tourists' trust and the reputation of Surabaya Medical Tourism Services.

The strategy of IMC Surabaya Medical Tourism on the stage during the trip can be described as follows:

Table 2. IMC Strategy for the Stage during Trip

Phase	4. Act
Customer Journey Touchpoint	<ol style="list-style-type: none"> 1. Enjoying the travel experience 2. Sharing experiences with others 3. Providing feedback and reviews
IMC Strategy	<p>1. Content marketing with informative content and a special bundling package</p> <p>Key Activities</p> <ul style="list-style-type: none"> -Providing informative content about the destinations, such as articles, videos, and social media posts -Offering special bundling packages that include activities and services during the trip -Sharing customer testimonials and reviews about travel experiences

Table 2 indicates that the primary actions during the journey include engaging in content marketing, which involves providing educational information and offering a unique bundling package. For content marketing, informative material is essential to raise awareness among potential medical tourists about the services offered by Surabaya Medical Tourism. Utilizing useful information on social media for content marketing has a favorable impact on brand loyalty and purchase intent, making it a valuable tool for establishing trust and fostering long-term relationships with medical tourists. (Jafarova & Tolon, 2022).

According to (Wijaya & Kinder, 2020), the combination of pricing and product bundling has a substantial impact on consumers' intentions to make a purchase. Businesses promote special bundling packages as an effective strategy in the face of growing business competition. This approach boosts profits and attracts more medical tourists by offering affordable bundling packages that cater to the specific needs of potential medical tourists (Teo et al., 2023).

The special bundling package has the potential to have a positive impact on medical tourists who have utilized Surabaya Medical Tourism's services. This will enable tourists to share their positive experiences with Surabaya Medical Tourism's services offline, within its community, and online, through their social media accounts, after their trip.

IMC Strategy for the After-Trip Stage

The IMC approach's post-trip stage aims to enhance customer satisfaction by generating positive reviews and recommendations, which in turn fosters consumer advocacy. This strategy aims to improve medical tourists' post-travel experience, increasing positive reviews and recommendations from satisfied customers. This, in turn, can lead to customer loyalty and word-of-mouth marketing, ultimately raising awareness of the services offered to others, including competitors

The strategy of IMC Surabaya Medical Tourism on the after-trip stage can be described as follows:

Table 3. IMC Strategy for the After-Trip Stage

Phase	5. Advocacy
Customer	1. Recommending travel services to others
Journey	2. Sharing travel experience with friends and family
Touchpoint	3. Providing referrals and testimonials
	1. Referral Marketing
	Key Activities
	Optimizing Electronic Word of Mouth Communication:
	-Encouraging customers to share their travel experiences through user-generated content campaigns
IMC Strategy	- Sharing customer testimonials and reviews about the travel experience
	- Influencer marketing to promote travel packages and destinations
	Feedback
	-Encouraging customers to share their travel experiences and provide feedback
	-Voice of Customer (VoC) Programme

Delivering a memorable experience is the key message at the after-trip stage. This message plays a crucial role in increasing the awareness of medical tourists about the sustainability of their experience, enabling them to provide positive reviews and recommend Surabaya Medical Tourism services to both others and competitors, thereby enhancing the reputation of these services.

Table 3 displays the essential actions that may be carried out during the after-trip period, including referral marketing with optimized electronic word-of-mouth communication and feedback. This activity is significant because, through referrals, marketing can enhance electronic communication by using words and inquiries to provide positive reviews and recommend services to others. Electronic word-of-mouth can boost reputation and positive customer experience (Ayuni, 2020). Electronic word-of-mouth is a valuable tool for medical tourists, as it allows them to gather extensive information from a wide range of geographically dispersed individuals who have a relevant experience they are considering so that electronic word-of-mouth can be considered as trustworthy as brand websites (Jalilvand, et al., 2011).

Feedback activities are necessary to support referral marketing and evaluate medical tourists' post-phase use of Surabaya Medical Tourism services. Evaluation is an activity that aims to determine whether a medical tourist who has used Surabaya Medical Tourism services will use them again and recommend them.

According to Maity (2023), the Voice of Customer (VoC) program serves as an alternative method to support feedback activities for service providers. It allows them to collect necessary feedback and information for service development, ultimately enhancing the overall service experience. Various methods such as customer surveys, in-depth interviews, and focus group discussions can achieve this. Feedback from medical tourists who have used Surabaya Medical Tourism's services can serve a variety of purposes. Firstly, we can utilize this feedback to motivate customers to share their travel experiences. Additionally, service providers can use this feedback to improve their engagement and gain a deeper understanding of the needs and desires of medical tourists.

As a result, Surabaya Medical Tourism can use a Knowledge Management System (KMS) as a database to facilitate marketing process development. This is particularly important given the ever-changing behavior of medical tourists.

Conclusion

The discussion and findings lead to the conclusion that in the pre-trip stage, IMC strategies consist of two main activities. Digital marketing activities involve endorsement by optimizing owned media with paid programmatic advertising. Enhance event and experience activities by leveraging MICE collaboration and community marketing strategies. On stage during the trip, IMC strategies include content marketing with informative content and a special bundling package. IMC strategies in the after-trip stage include referral marketing, electronic word-of-mouth communications, and feedback optimization.

The researchers have provided recommendations, based on their findings and analysis, for future studies on the campaign efficacy and the implementation of integrated marketing communication (IMC) by Surabaya Medical Tourism. The objective of this study is to assess the contentment and allegiance of those who travel for medical purposes about the services offered by Surabaya Medical Tourism.

Service providers in Surabaya Medical Tourism can enhance the quality of their medical tourism services through a range of omnichannel marketing activities, including offering special bundled packages at affordable prices, providing premium service from different stakeholders, implementing a Voice of Customer (VoC) Program, and establishing a Knowledge Management System (KMS).

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