

**IMPLEMENTATION OF STRATEGY CONCENTRATION ON THE SUSTAINABILITY OF NON-PROFIT ORGANIZATIONS**

**(Case Study: Syekh Yusuf Sungguminasa Hospital, Gowa Regency)**

**Risal Tudu**

Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Hasanuddin. Email: risaltudu39@gmail.com

**Abstract**

Study This aim to find out how the implementation of strategic concentration on vertical growth and horizontal growth is seen from the customer's perspective on sustainability Syekh yusuf hospital really district Gowa . Qualitative methods are used in this study. The technique used in data collection is triangulation , that is do interview , observation and collection document . The data sources in this study consists from primary data and secondary data . Research results This show that syekh yusuf hospital was seen facet growth vertical , has a position strong competitive in competitive industry . Meanwhile , Syekh yusuf hospital in terms of growth horizontally at the center city Sungguminasa and is the only one House Sick Regional Public in Kab . Gowa which has a very strategic position . Then from the customer side, Syekh Yusuf general hospital pointed out amount complaints that arose the more decrease from year to year , which means party Hospital has an effort to fulfill need nor satisfaction patient .

**Keywords:** *Strategy concentration, Vertical Growth, Horizontal Growth, Organization non profit*

**A. INTRODUCTION**

Studies about river and organizational success non-profit is new and more increased so that it became an interesting topic in today 's world this ( Valentinov & Vacekova 2015 ). Organization non-profit is reinforcing agent public with target broad dimensions from sector social economy and create impact social (Valentinov & Vacekova 2015). One example of a non profit organization is Rumah sick . House Sick is something form managing organization service health for individuals in a manner thorough . Organization This own Lots business run by officers from various profession , fine profession doctors , paramedics , and representatives from non medical profession .

Public hospital, wrong One forms of government agencies operating in nature field service public k . Activity its commercial social and economic , with give service the best health For society. Providing financial and non financial accountability must be carried out by the House Sick as a single government agency to government and society as user service .

Until moment this , measurement performance only done traditionally , ie comparison specified purpose on income actual House pain and measurements level service House sick , used For measure efficiency . Measurement This rated not enough satisfying Because just me using standard characteristic evaluation general . Home management more pain Good need system management built through concentration strategic so you can set efficiently and effectively , providing services to all quality aspects of society .

Concentration strategy shared into two parts , ie growth verti cal, that can be achieved Good internally through expansion available activities nor in a manner external through gain and horizontal growth , that can be achieved with expansion activity company to another geographic area or with an expanded product range and services currently offered on the market this .

Syekh Yusuf hospital Sungguminasa is One example of a house sick u mum in the area which exists in shade Government Regency Gowa . Many researchers seem to be curious about the straightforward question of why and how, in terms of nonprofit viability.

Meanwhile, the research question to be answered in this study is: how is the implementation of strategic concentration on vertical growth and horizontal growth seen from the customer's perspective on sustainability syekh yusuf hospital really district Gowa ?

This research focuses on the sustainability of non profit organizations at Syekh Yusuf Hospital in the form of case studies, the authors try to understand the various challenges of non profit organizations that are a threat to their sustainability. Case studies are also used to understand the various steps of why and how to implement concentration strategies to achieve the sustainability of non-profit organizations.

## **B. LITERATURE REVIEW**

### **Concentration**

Concentration is a resource- facing strategy Power company on profitable growth only by using one product , one market area, and one technology dominant . Point initially , company must develop in a manner deep and apply knowledge in a limited competitive area . Points most important in choosing a merger strategy are : (1) risk usually No high , (2) increase source power , power labor , and other capital . are at the company's entry level , (3) series product that can dependable based on features that have proven , (4) have superiority competitive Which based on experience and knowledge about product certain , (5) have superiority competitive in comparison with other companies that don't use a focus strategy the same product , (6) can increase image Good product that is increase trust interesting customer. customer other and interesting products candidate customer new yet Once use product the .

### **Strategy**

Strategy is a tool to achieve long-term goals, movement skills that require decision management peak , and the movement that requires source Power company substantial (David, 2010) . Furthermore , the long term of the company is affected by strategy, sometimes within five years to future , and therefore, the strategy focuses on five years front . The impact of cross functional and cross sectoral strategies must take into account factors external as well as within the company . Strategy is powerful movement in making decision management peak . Strategy I implications multifunctional and multidimensional who have a strategy, which must can think of actor f faced externally and internally company (David, 2013).

### **Vertical Growth**

Growth vertical is a logical strategy have strong position in industry competitive for companies and business units, in particular when technology that can develop predictable in a moderate market growing . In defending even optimize position competitive them , company Can apply merger to behind in limit cost acquisition from source power and inefficiency , meanwhile merger to in front of him possible company have more control on distribution product . As a result , the company can improve competence in reaching more competitive advantage big. Although backward merging is usually more beneficial than merger to Going forward , this can undermine the flexibility of a company's strategy. High cost asset can become barrier if company want to go out from industry

### **Horizontal Growth**

According to Retno Ayu (2017), horizontal growth can achieved with promote product to place different geographic as well as increase range the products and services delivered to existing markets . So, company grow laterally in the same region in bond mark industry . Horizontal growth leads to horizontal integration with level businesses operating in geographies different in bond mark same industry . Horizontal merging can range from ownership overall or half to arrangement contract that period long .

### Organization Nonprofit

Organization non-profit is organization that has objective main men doring something because nor problem in me lure attention public For direction non-commercial without problem profit (Leiwakabessy: 17). Organization non-profit covers church , school , charity politics , home hospitals and clinics , organizations politics , help law society , organization voluntary , union workers , organizations professionals , institutions research , museums, and some officer government ( Korompis : 54) . So, can concluded that organization non-profit is an organization founded by the community and resources Power the manager originate from society , so reserved For interest general .

### Implementation Of Concentration Strategies Seen From Viewpoint Customer

Measurement seen from that point of view customers (Kaplan and Norton, 2000), namely :

#### 1) Acquisition customer

test how much success company in me lure customer new . Acquisition can diu ji with compare total customers annually . The increase in customer acquisitions is said to be low if there is a decrease in acquisitions customer , it says currently at constant and varying times , and d is said Good when increase .

#### 2) Retention customer

Test how much Good company has capable keep old customers . Enhancement retention customers say low when there is a decrease, it is said currently at constant and varying times , and it is said Good when increase.

#### 3) Satisfaction level customer

Testing satisfaction customer seen from level satisfaction reached customers with spread questionnaire on customer then tested with use ordinal scale

### Conceptual Models

Based on the reference used in build connection between variable so can illustrated in framework Work conceptual in Figure 1.

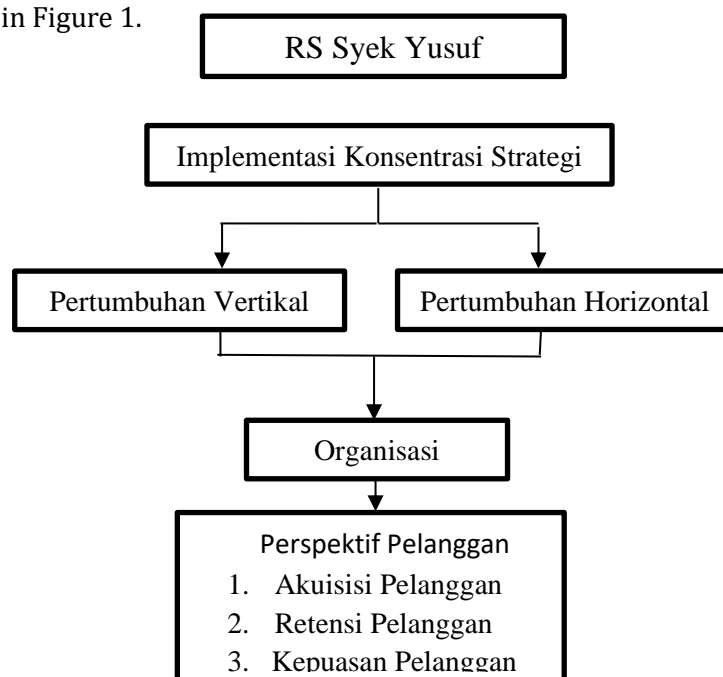


Figure 1 : The Conceptual Model

## C. RESEARCH METHODS

### Location and Research Design

Type this research is study qualitative with the intention of give description in a manner comprehensive about the strategy used during this and possible alternative strategies future use by patients arrived at Syekh Yusuf hospital Sungguminasa regency Gowa. Study done at Syekh Yusuf Hospital Sungguminasa Regency Gowa.

### Population or Sample

Informant study This selected by the researcher with using purposive sampling ( random sampling method ). Informant chosen based on knowledge they are deep about company that will researched . The informants mentioned in study is patient Syekh Yusuf Hospital Sungguminasa Regency Gowa.

### Method Data Collection

Researcher collect data with technique triangulation , verify the information obtained from informant researchers , and use various technique ie . interview , observation and documentation through study library .

### Method Data Analysis

Model Miles and Huberman who are researchers use in technique analysis . According to Sugiyono (2016), qualitative data analysis is a process where information that can be obtained from results interview to informant , notes field and variety material other arranged for ease understood and the results obtained can also be communicated to others.

## D. DISCUSSION

As for the discussion that was obtained from collection , processing and analysis of data already done is as following :

### VERTICAL GROWTH

Logical strategy For Syekh Yusuf hospital has strong position in competitive industry , especially .Because progress predictable technology in a growing market . In maintain even raise position competitive , Syekh Yusuf Hospital got it apply merger to behind For shrink cost gain from source power and operation are not efficient , meanwhile merger to front possible Syekh Yusuf Hospital for own more control big on distribution product . As a result , Syekh Yusuf Hospital pain is increasing qualification For get superiority more competitive big.

### HORIZONTAL GROWTH

In matter this , Home Sick Syekh Yusuf grew laterally at the same location in bond mark industry . Horizontal growth leads to horizontal integration across levels company moment operate on the spot different geographic in bondage mark same industry . Horizontal integration can range from ownership as full or part until arrangement inside contract period long . kindly geographic , Syekh Yusuf Hospital is centrally located city Sungguminasa and the only one general hospital area in Kab . Gowa owns position very strategic with various aspect supporters as following :

- 1) Located on the street The main one is very solid and can be raises risk accident .
- 2) Near Main Street Bridge Twin Sungguminasa .

3) From s contents economy , home Sick serve all circles society , fine class lower nor medium to top .

## **PERSPECTIVE CUSTOMER**

Objective from corner view This is so company can maintain total customers reached from year then and try to lure customer new . because it , company must Serious notice satisfaction from its customers .

### **a) Acquisition customer**

The amount patients received by various department of Syekh Yusuf Hospital is known Hospital the able to attract patient new every the year .

### **b) Retention customer**

In industry House pain , retention patient achieved when patient carry on age return to service health , however they come No For the same disease , but rather For follow carry on or inspection health . At General Syekh Yusuf Hospital looks on that Hospital the able to attract patient new every the year .

### **c) Satisfaction customer .**

Satisfaction patient is factor important in retention House pain and gain patient new . Syekh Yusuf general Hospital pointed out amount persistent complaints decrease from year to year, which means party Hospital try For fulfil needs and satisfaction his patient .

## **E. CONCLUSION**

Research results This show that application concentration strategy on horizontal growth will give Syekh Yusuf Hospital position strong competitive in interesting industry . growth vertical kindly geographic , Syekh Yusuf hospital is centrally located city Sungguminasa is the only one House Sick general area in Kab . Gowa Where position this is very strategic . From the side customer , speed acquisition patient from a number of department at Home Sick General Syekh Yusuf is known hospital the capable interesting patient new every the year . this seen from retention patients at Syekh Yusuf Hospital that hospital the every the year capable interesting patient new , however they No come with the same disease , however For get treatment more carry on or just For inspection health . Related satisfaction customers , Syekh Yusuf General Hospital pointed out amount incoming complaints experience decline year to year , which means party Hospital try For fulfil needs and satisfaction patient .

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