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SPACE Analysis: Strategies to Increase Capitation at Bunda Aminah Tambun Primary Clinic

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Abstract: The purpose of this study is to analyze strategies to increase capitation at the Bunda Aminah Tambun Primary Clinic using the Strategic Position and Action Evaluation (SPACE) method with a quantitative descriptive approach through IFAS and EFAS analysis. One indicator of a clinic's success in the National Health Insurance (JKN) system is an increase in the number of capitation participants. The results of the study show that the Bunda Aminah Tambun Primary Clinic has a fairly strong internal condition (IFAS 3.13) and a supportive external condition (EFAS 3.07), despite facing very intense competition. Based on the SPACE Matrix analysis, the company is located in Quadrant I (Aggressive) with coordinates $X = 3.00$ and $Y = 1.00$. Therefore, the recommended strategy to increase clinic capitation is an aggressive one, focusing on market penetration, market development, and product/service diversification. This includes adding facilities, extending operational hours, or establishing corporate healthcare partnerships in industrial/residential zones within the Tambun area to achieve the expected capitation targets.

Keywords: SPACE Analysis, Strategy Capitation, Primary Clinic, BPJS Kesehatan.

INTRODUCTION

In the era of the National Health Insurance (JKN), competition among first-level health facilities continues to intensify alongside the growing number of clinics and public health centers (Puskesmas) partnering with BPJS Kesehatan. The capitation payment system implemented by BPJS demands that every clinic be capable of attracting and retaining participants to ensure they continue choosing the facility as their primary care provider (BPJS Kesehatan, 2024). Capitation is a fixed payment system provided by BPJS to healthcare facilities based on the number of registered participants, regardless of the actual number of patient visits (Ministry of Health Regulation No. 6, 2024). Consequently, increasing the number of capitation participants has become a critical factor in maintaining the clinic's financial stability (Sari & Handayani, 2023).

As a first-level health facility, Bunda Aminah Tambun Primary Clinic faces significant challenges in boosting its capitation numbers amidst increasingly competitive healthcare services. Factors such as service quality, medical facilities, healthcare worker competence,

service technology, and corporate image serve as essential elements influencing the community's decision in selecting a healthcare provider (Ministry of Health RI, 2025; Wijaya et al., 2024). To navigate these dynamics, a strategic approach is required to help the clinic determine its competitive positioning and formulate appropriate development strategies. One method that can be utilized is the Strategic Position and Action Evaluation (SPACE) matrix. SPACE analysis assists organizations in determining strategic directions based on the clinic's internal and external conditions (David & David, 2023).

The objectives of this study are to analyze the SWOT and SPACE aspects of the Bunda Aminah Tambun Primary Clinic:

1. Identification the internal and external factors of the clinic.
2. To analyze strategic recommendations for increasing clinic capitation using IFAS, EFAS, and SPACE.
3. To analyze Financial Strength (FS), Competitive Advantage (CA), Environmental Stability (ES), and Industry Strength (IS) using the SPACE matrix.

METHOD

The approach utilized in this study is descriptive quantitative, employing the Strategic Position and Action Evaluation (SPACE) Matrix model. The use of numerical (quantitative) data aims to minimize subjectivity and provide a more accurate representation of the company's actual condition (Sugiyono, 2024).

Measurement using the SPACE Matrix focuses on four main parameters that shape the clinic's direction in increasing capitation: Financial Strength (FS) and Competitive Advantage (CA) as internal indicators, alongside Environmental Stability (ES) and Industry Strength (IS) representing external conditions (David & David, 2023; Wijaya & Pratama, 2024). The mathematical values of all these dimensions are then plotted to identify the clinic's quadrant positioning, which serves as the primary basis for determining operational tactical steps to increase clinic capitation in the future (Bismala, 2022).

RESULTS AND DISCUSSION

1. Internal And External Factor Analysis Bunda Aminah Tambun Primary Clinic

Internal Factors (Strengths and Weaknesses)

- a. Strengths:** Bunda Aminah Clinic possesses key strengths, including highly professional and well-trained human resources in their respective fields—such as general practitioners, dentists, midwives, nurses, and administrative staff—to provide comprehensive and excellent care for BPJS Kesehatan patients. Furthermore, the clinic occupies a highly strategic location on the roadside of Jalan Raya Rawa Kalong, Karang Satria Village, North Tambun District, and is surrounded by densely populated residential and village areas.
- b. Weaknesses:** The lack of 24-hour service, its status as a primary clinic (*klinik pratama*) that does not yet offer inpatient care, and limited spatial capacity are notable weaknesses for Bunda Aminah Clinic, which deter many residents from transferring their primary healthcare facility (Faskes 1) here. Additionally, the clinic faces limitations in technology utilization and social media promotion.

External Factors (Opportunities and Threats)

- a. Opportunities:** Bunda Aminah Primary Clinic in Tambun holds significant potential for growth alongside population expansion and rising public awareness regarding the importance of primary healthcare services. Support from the BPJS Kesehatan program, advancements in digital health technology, and potential partnerships with the industrial sector in the Bekasi region serve as external factors that can be leveraged to increase patient visits and enhance the clinic's competitiveness. Furthermore, developing flagship services

and implementing digital marketing strategies can strengthen the clinic's brand image amid an increasingly competitive healthcare environment.

- b. Threats:** The primary threats faced by Bunda Aminah Primary Clinic in Tambun stem from intensifying competition among healthcare facilities, shifting BPJS Kesehatan regulations, and high public expectations regarding the quality of healthcare services. Additionally, rapid advancements in medical technology and rising operational costs pose external challenges that could impact the clinic's sustainability and competitive edge.

2. Recommendations for Clinic Capitation Increase Strategies Using IFAS, EFAS, and SPACE Matrices at Bunda Aminah Primary Clinic

The assessment of the internal and external conditions of Bunda Aminah Primary Clinic was conducted in a structured manner by accumulating the weight, rating, and score values within the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices (Natalia & Masahere, 2026). This evaluation process plays a crucial role in mapping the clinic's strategic posture while serving as the primary foundation for formulating adaptive capitation increase strategies for Bunda Aminah Tambun Primary Clinic amidst a competitive and dynamic healthcare industry climate (Hamima & Julia, 2026).

Technically, the instrument weighting utilizes a range from 0 to 1, representing the level of urgency for each indicator, with the total accumulated weight strictly requiring a value of 1. Meanwhile, the rating values are determined using a qualitative scale of 1 to 4 to measure the effectiveness of the clinic's response to each factor. The final score is obtained by multiplying the weight and rating of each variable, which is then accumulated to identify the strategic coordinate position of Bunda Aminah Tambun Primary Clinic.

Internal Strategic Factor Analysis (IFAS)

The evaluation of internal instruments, which encompass the strengths and weaknesses of Bunda Aminah Tambun Primary Clinic, was conducted using the IFAS analysis framework (Rangkuti, 2024). Mapping these internal dimensions plays a crucial role as it serves as a direct reflection of the clinic's capability to optimize human resource management, master medical technology, and achieve clinical operational efficiency in efforts to increase capitation participants.

According to strategic management literature in Indonesia, the Internal Factor Analysis Summary (IFAS) is a diagnostic instrument designed to identify and measure the weighted influence of the clinic's internal elements. Through this approach, the clinic's actual conditions can be comprehensively mapped to formulate a solid foundation that supports the achievement of its long-term strategic vision and goals (Sudarsono, 2021).

Table 1. IFAS Calculation

No	Internal factors	Assessment	Ratings	Score
Strenghts				
1	Strategic Clinic Location	0,13	3	0,39
2	Fast Service	0,10	4	0,40
3	Collaboration with BPJS Kesehatan	0,11	4	0,44
4	Human Resources Competent	0,13	3	0,39
5	Clean and comfortable room	0,14	4	0,56
sub-Total		0,61		2,18
Weakness				
1	Not yet operational 24 hours	0,07	3	0,21
2	Non-inpatient services	0,10	3	0,30

3	Sosial media promotion is still low	0,08	2	0,16
4	Limited Space	0,07	2	0,14
5	Doesn't yet have superior service	0,07	2	0,14
sub-Total		0,39		0,95
Total		1		3,13

External Factor Analysis Summary (EFAS)

The identification and evaluation of external environmental dynamics, which include elements of opportunities and threats at Bunda Aminah Tambun Primary Clinic , were conducted using the EFAS analysis instrument (Rangkuti, 2024). These external variables inherently stem from fluctuations in the competitive landscape, shifts in market trends, the acceleration of medical technology, and updates to government regulations or policies regarding the healthcare sector.

In its implementation, the External Factor Analysis Summary (EFAS) serves as the primary foundation for formulating strategic policies due to its capability to systematically and measurably map macro conditions outside the clinic (Inggi et al., 2025). Through this approach, EFAS becomes a decisive instrument in long-term planning to mitigate external risks while optimizing available opportunities around the Bunda Aminah Tambun Primary Clinic area.

Table 2. EFAS Calculation

No	External factors	Assessment	Ratings	Score
Opportunities				
1	Population growth in the Tambun area	0,14	4	0,56
2	Increasing public awareness about health	0,13	3	0,39
3	Opportunities for collaboration with companies	0,09	3	0,27
4	Use of social media	0,11	3	0,33
5	UHC Program from the government	0,13	4	0,52
sub-Total		0,60		2,07
Threats				
1	Competition between clinics	0,12	3	0,36
2	Changes to BPJS Health regulations	0,09	2	0,18
3	Rapid development of health tecnology	0,08	2	0,16
4	Changes in patient expectations	0,08	2	0,16
5	Reputation of social media	0,07	2	0,14
sub-Total		0,44		1
Total		1,04		3,07

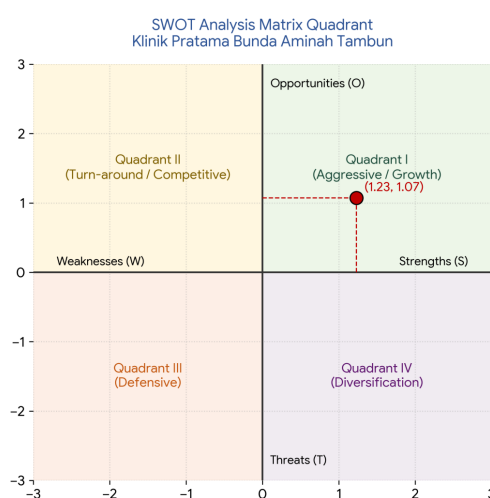
Table 3. SWOT Analysis

IFAS	Total	EFAS	Total
Strenghts	2,18	Opportunities	2,07
Weaknesess	0,95	Threats	1
X= S-W	1,23	Y = O-T	1,07

Based on the SWOT analysis results obtained from the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, it is established that the total strength value of Bunda Aminah Tambun Primary Clinic is 2.18, while the total weakness value is 0.95. The difference between strengths and weaknesses yields an internal coordinate value (X) of 1.23. This value indicates that the clinic possesses internal strengths that outweigh its weaknesses. Regarding external factors, the total opportunity value is 2.07 and the total

threat value is 1.00. The difference between opportunities and threats yields an external coordinate value (Y) of 1.07. This score demonstrates that Bunda Aminah Tambun Primary Clinic has greater external opportunities to increase its capitation participants compared to the threats it currently faces.

The SWOT coordinate results of $X = 1.23$ and $Y = 1.07$ place Bunda Aminah Tambun Primary Clinic in Quadrant I (Growth/Aggressive). In this position, the clinic is in a highly advantageous condition as it possesses substantial internal strengths and external opportunities. Given this position, the clinic is deemed capable of pursuing expansion to achieve its expected capitation targets. Aggressive strategies that can be implemented include improving the quality of patient care, developing healthcare facilities, utilizing health information technology, digitalizing service systems, and strengthening cooperation with BPJS Kesehatan and corporate partners in the surrounding area. Furthermore, social media-based health promotion and the development of flagship services can also serve as strategic steps to increase the number of capitation participants and enhance the clinic's competitiveness.



Picture 1. SWOT Analysis Quadrant Matrix

SWOT Matrix Analysis at Bunda Aminah Tambun Primary Clinic

The SWOT matrix is utilized to match strengths and opportunities (SO strategy), weaknesses and opportunities (WO strategy), strengths and threats (ST strategy), as well as weaknesses and threats (WT strategy). This matching process yields comprehensive alternative strategies aimed at driving the desired increase in the clinic's capitation. A SWOT analysis helps the clinic thoroughly understand its competitive position through a systematic evaluation of both internal and external environments. Thus, the SWOT matrix serves not only as an analytical tool but also as a foundation for strategic decision-making to enhance organizational performance and competitiveness.

The alternative strategies for increasing the clinic's capitation include:

- a. **Quadrant I:** This situation represents a highly favorable condition for the clinic. Klinik Bunda Aminah possesses solid internal strengths (such as facilities, location, or medical personnel) while simultaneously being supported by massive external opportunities in the Tambun area (such as population growth or high demand for healthcare services). This allows the clinic to be chosen as the primary healthcare facility (Faskes 1) for BPJS Kesehatan participants.
- b. **Quadrant II:** Indicates that the clinic is in prime condition, where it is advised to pursue aggressive market penetration due to minimal significant threats and minor

internal weaknesses. It utilizes the WO (Weaknesses-Opportunities) strategy. The clinic's primary focus in this quadrant is to minimize internal issues first (e.g., improving management, training staff, or upgrading broken medical equipment) in order to seize capitation growth opportunities.

- c. **Quadrant III:** This is the most critical or disadvantaged condition for the clinic. The clinic is plagued by internal weaknesses while simultaneously being hit by external threats (e.g., a proliferation of large competitors in Tambun or burdensome regulations). It utilizes the WT (Weaknesses-Threats) strategy. The clinic must survive internally and innovate services that are desired and tailored to patients' needs.
- d. **Quadrant IV:** The clinic actually possesses strong internal capabilities, but the external market is fraught with threats. It utilizes the ST (Strengths-Threats) strategy. The clinic is advised to leverage its internal strengths to create variations or diversify new tactics to counter these external threats, ensuring that long-standing capitation participants do not switch to other healthcare facilities.

3. Analysis of FS (Financial Strength), CA (Competitive Advantage), ES (Environmental Stability), and IS (Industry Strength) using the SPACE Matrix for Bunda Aminah Tambun Primary Clinic

Another instrument that plays a crucial role in the matching stage of strategy formulation is the Strategic Position and Action Evaluation (SPACE) Matrix. This matrix is divided into four quadrant regions representing the most adaptive strategic typologies for Bunda Aminah Tambun Primary Clinic , namely aggressive, conservative, defensive, and competitive (Mulyana & Ali, 2024; Wijaya & Pratama, 2024). Structurally, the SPACE Matrix framework is built upon two internal dimensions, which encompass Financial Strength (FS) and Competitive Advantage (CA), as well as two external dimensions, which include Environmental Stability (ES) and Industry Strength (IS) (David & David, 2023).

The combination of these four main parameters serves as the most essential determinant in mapping the direction of corporate policy. To identify the unique characteristics and determine the best strategic options for Bunda Aminah Tambun Primary Clinic , the SPACE Matrix evaluation is conducted through a systematic mathematical approach by exploring the available empirical data below:

Table 4. SPACE Matrix Analysis of Bunda Aminah Pratama Clinic Tambun

1. Financial Strenghts (FS) (+1 Worst: +6 Best)	Mark
Clinic income is stable	+5
stable cash flow	+5
Investment ability	+5
Profitability	+4,5
2. Competitive Advantage (CA) (-6 Worst: -1 Best)	
Patient loyalty	-2
Service quality	-2
Clinic Image	-2
Fasility	-2
3. Environmental Stability (ES) (-6 Worst: -1 Best)	
Clinical competition	-5
BPJS Healt regulations	-5
Technological change	-3
Economic conditions of society	-3
4. Industry Strenght (IS) (+1 Worst: -+6 Best)	
Growth of health clinics	5

Level of demand for health services	5
Market potential	5
Government support	5

Furthermore, based on the previously compiled data tabulation, the average value for each indicator forming the SPACE Matrix axes was calculated as follows:

The average value of FS = $(5+5+5+4.5) / 4 = 5$

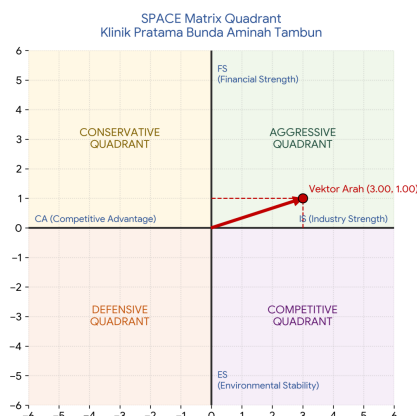
The average value of CA = $(-2-2-2-2) / 4 = -2.00$

The average value of ES = $(-5-5-3-3) / 4 = -4$

The average value of IS = $(5+5+5+5) / 4 = 5$

The accumulation of these average values is subsequently used as a mathematical foundation to determine the vector coordinate points, which will indicate the strategic policy direction of the Bunda Aminah Tambun Primary Clinic

Axis	Formula	calculation	Result
X (Internal)	IS+CA	$5.00 + (-2.00)$	3.00
Y (Eksternal)	FS+ES	$5.00 + (-4.00)$	1.00



Picture 2. SPACE Matrix Quadrant Chart

SPACE Quadrant Analysis and Characteristics

The SPACE Matrix framework is divided into four quadrant regions, where each quadrant yields a specific strategic orientation recommendation to increase the clinic's capitation participants, as follows:

- Aggressive Quadrant:** Prioritizes expansive steps to widen the target area coverage for transferring first-level health facilities (Faskes 1) for residents outside the Tambun region, capturing potential market share, and leading the healthcare industry competition through the optimal utilization of internal strengths.
- Conservative Quadrant:** Emphasizes internal efficiency and capital protection, avoiding overly speculative innovations, and maintaining the loyalty of existing capitation participants to ensure stability.
- Defensive Quadrant:** Focuses on rectifying internal weaknesses to prevent the departure of long-standing capitation participants. The objective is to secure the capitation and patient participant base to prevent a decline in clinic performance.
- Competitive Quadrant:** Focuses on developing a distinctive competitive advantage by enhancing service quality, technology, or branding strategies to win over clinical capitation participants in a competitive landscape.

Based on the analysis results of the SPACE Matrix Quadrant Graph above, the strategic calculation yielded a coordinate point of (3.00, 1.00) for Bunda Aminah Tambun Primary Clinic. This coordinate generates a Directional Vector that points decisively into the AGGRESSIVE QUADRANT. Organizational Strategic Posture and Condition A position in the Aggressive Quadrant indicates that Bunda Aminah Tambun Primary Clinic is in a highly capable position to seize opportunities and increase its capitation numbers compared to previous levels.

CONCLUSION

Based on the results and discussion, the following conclusions can be drawn:

1. Based on the analysis of internal and external factors, Bunda Aminah Tambun Primary Clinic possesses major strengths in its strategic location, competent Human Resources (HR), and the rapid population growth in the Tambun area. However, it still faces several weaknesses, such as the lack of 24-hour service and inpatient care, as well as limited space. From an external perspective, the opportunity to increase the clinic's capitation is substantial, but it is accompanied by threats in the form of intense competition, regulatory changes, and dynamic patient behaviors and expectations. Addressing these factors is crucial to ensuring that the capitation member base and existing patients remain loyal to Bunda Aminah Tambun Primary Clinic.
2. The results of the IFAS and EFAS matrix analysis indicate that the clinic's condition is favorable, with scores above average. This means the clinic is capable of optimally utilizing its opportunities and managing its internal strengths. Nevertheless, pressures from the external environment remain a major challenge that must be addressed to maintain the clinic's existing capitation.
3. Based on the SPACE Matrix analysis, Bunda Aminah Tambun Primary Clinic is positioned in Quadrant I (Aggressive). This indicates that the clinic possesses relatively strong internal capabilities but faces high external pressures. Therefore, the most appropriate approach is an aggressive strategy, namely by improving service quality, fostering innovation, and creating distinct superior services to remain competitive, maintaining a good partnership with BPJS Kesehatan, and achieving a sustainable increase in clinic capitation.

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