Shifting Business Strategy of International Standard Hospital in Metaverse Era

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ABSTRACT
As the most impacted sector by the pandemic situation, healthcare services should be prepared to encounter the Metaverse era. Hospitals should also start thinking about strategies, especially for an international standard hospital. The research aims to determine and evaluate the effectiveness of shifting business strategy conducted by BIMC Siloam Nusa Dua Bali Hospital in encountering the Metaverse era. Qualitative and quantitative data were used in this research by collecting data through interviews, observation, and documentation. Research informants consisted of eight people: the Chief Executive Officer, top management representatives, and operational representatives regarding how SWOT analysis before the COVID-19 pandemic to the new normal and Metaverse era and shifting business strategy using the Canvas business model. For triangulation, informants were represented by the Chief of Management, the Chief of Operating, and two patients. The analysis technique in this research was qualitative analysis. The research results revealed that the occurrence of shifting business strategy is initially with (1) the main market from foreign tourists turning onto domestic tourists, local residents, and ex-pats, (2) the existence of digitalization service innovations, such as telemedicine, the implementation the electronic medical records and appointments through the application, and plan to conduct virtual treatment and robotic surgery, and (3) the emergence of the new products: Crisalix Virtual Aesthetics and Bariatric Surgery.

INTRODUCTION
The COVID-19 pandemic, which has been going on for two years, has been causing various changes and adaptations of new things, especially the current health system and accelerated healthcare innovation. On the other hand, individuals are currently living in the digital era. Thus, the impact of the pandemic is emerging new business models, the opportunities for health, and the inspiration for new things. This notion has been familiar as a new normal or self-introduction of new things. In addition, people are currently in a
challenging period in life and are focused on one thing, which is highly expected for the sustainability of the changing process.

Technological development has emerged over the last decades that facilitated long-distance health care. In this case, various technological advances that emerged due to policies implemented during the pandemic of COVID-19 have caused increased access to patient treatment, cost-effectiveness, and efficiency. Coronavirus disease (COVID-19) and its responses have also disrupted health systems worldwide (Lanham et al., 2020). Moreover, the existence of digital-health innovation in this new normal era has moved rapidly into the Metaverse world. In 2021, three significant changes were expected in global health: displacement of large technology companies to health care services, monetization of customer data and creation of a data market, and growth of Asia as a leader in digital health (Thomason, 2021).

Specifically, BIMC Siloam Nusa Dua Bali provides international standard quality health care services to foreign tourists, Bali residents, and domestic tourists. BIMC Siloam Nusa Dua Bali is also the second group hospital opened in Bali under the BIMC Hospital group. It is located in the complex of the Indonesia Tourism Development Corporation (ITDC) center. Besides, BIMC Siloam Nusa Dua is a health care facility accredited by the Australian Council on Healthcare Standard International (ACHSI). The hospital is considered the first medical tourism destination in Indonesia since the beginning of the COVID-19 pandemic, and the entry into force of restriction rule to go out by Indonesia government or overseas government caused a new normal adaptation. The adaptation is how people can obtain health care services in this new normal era to enter the Metaverse world. In this case, BIMC Siloam Nusa Dua has considered stages and strategies that can be applied. The data were obtained that in 2018, the number of patient visits was 17,720, 20,164 in 2019, and 10,909 in 2020. Patient visits to Siloam Nusa Dua Bali Hospital were dominated by foreign tourists. In terms of revenue, there was a 50% decrease (from 2018 to 2020), and the rate of hospitalization was 14% in 2018, 44.20% in 2019, and 22% in 2020 (Overview of Services BIMC Siloam Nusa Dua Bali, 2021).

![Picture](Image)

**Picture.1 Patient Volume (Emergency and Outpatient)**

*Source* (Overview of Services BIMC Siloam Nusa Dua Bali, 2021)
The existence of decrease in terms of revenue, the number of patient visits, and the rate of hospitalization, which occurred at the beginning of the COVID-19 pandemic until nowadays and in the new normal era, to metaverse era, the Chief, the Head, and the Board of Directors of the hospital have to think the steps and conduct shifting business strategy to maintain the autonomy of the hospital from the health system, along with the sustainability of operational hospital encountering COVID-19 pandemic and implement health care service system, which would be certainly different in new normal era to the world of the Metaverse and how the hospital prepare all matters related to current advances in technology.

The previous researchers have tried to discuss and evaluate the hospital’s strategy used to encounter the COVID-19 pandemic and adapt the new habits in the new normal era and healthcare, in which the data were used in a large sample in a country. However, as limited knowledge of the researchers, there is no research conducted to comprehensively explore all the stages of the business strategy used by the hospital before the COVID-19 pandemic and encountering the new normal era. It has also not explicitly discussed the digitalized consequences at the company level or a small healthcare industry unit, where the research is increasingly limited to the developed country. Therefore, this research tries to explore shifting business strategies conducted by one of the hospitals in Indonesia.

Theoretically, this research is expected to contribute knowledge for academics and as additional thoughts for researchers to pursue deeper research related to shifting business strategy of the international standard hospital. Practically, this research can be as suggestion and evaluation in practical work, especially for the Chief, the Board of Directors, and staff management of the hospital in developing the company, simultaneously for determining the steps and conducting a shifting business strategy for improving the achievement of a company in long periods.

For this reason, this research aims to know and evaluate the effectiveness of shifting business strategy conducted by BIMC Siloam Nusa Dua Bali Hospital in encountering the Metaverse era.

In general, the strategic management process in a health organization begins with a management suite noting current issues and opportunities through the recognition of the environment indirectly, and it is the same step conducted by other sectors. However, the health sector encounters more difficulty than other business sectors because healthcare organizations are affected rapidly by technological and legislative changes. Concerning this, the hospital can be seen as a social organization, simultaneously a very important institution in society. As an organization specializing in providing essential health care services, the center of learning, and research, criticisms about their services that disadvantage patients and the country have emerged. Moreover, current critical factors such as high operational expenses, internal inefficiency, and increasing demand for diversification have defied the hospital manager for determining the exact strategy. As an institution, the hospital also has a social mission for meeting objectives by offering service excellence for whoever is needed when necessary. How effectively its institutional and organizational mission has been achieved by determining its legitimacy in the eyes of the wider community. In this context, numerous stakeholders and other variables related to the hospital and its environment have significance for their success strategies (Pascuci et al., 2017; Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, 2017).

Furthermore, shifting business strategy is a developing concept in managing a company’s product. Another meaning of business strategy is the compliance of resources to complement the company’s objectives in terms of a long time and sustainably. It also explains the business
strategy in how to process business conducted by the business by seeing market shares, other business competitors, and emerging new activity. A good potential provided due to several other plans has been prepared in unique ways appropriate to several things: 1) internal competency and deficiency, 2) anticipated environment changes, and 3) contingent which moved by competitors. For policy arrangement, it is better to consider it from the proper side, either internal or external. It starts from recognizing the environment, comprehending the advantage and disadvantages by utilizing the opportunity, and handling difficulties (Iamratanakul, 2017).

Shifting implies that displacement of one civilization to the next civilization occurred as if shifting only occurred from a previous product to a similar product but online. A shifting business strategy should keep up with the period and technology that led to that change. Here, life is shifting not only by those things but also in education and health. Shifting the health sector is occurring slowly with technology, which will lead in that direction. Prof. Michio Kaku stated that medical development is divided into three shifting stages. The first stage is when magic power takes place in healing diseases; the second stage occurs when health maintenance in the form of vaccines and antibiotics by prolonging human life expectancy up to 70 years; in the last stage, a human can predict their diseases in a few years later which in medical term known by precision medicine. In the stage with that technology, humans can figure out health conditions while being away anytime, and human life expectancy becomes longer. Beginning as medical practice will shift into prevention (Kasali, 2018).

Meanwhile, the term “Metaverse” comes from a science fiction novel in 1992 entitled Snow Crash, as a portmanteau from “meta” and “universe”. Several iterations of Metaverse involve integrity between virtual space and physical, and virtual economic indicates significant interest in the advancement of virtual reality technology. Metaverse is considered an internet infrastructure for the next generation (Kim, 2021), in which its development has been widely accepted. More specifically, the COVID-19 pandemic has dramatically changed social interaction: social distancing, lockdown, and mandatory quarantine, accelerating technological communication mediation, where the proportion is never touched. Physical activity also moves to online space through media, social applications, Metaverse, or cellular phones. During the pandemic up to this time, social networks use is increasing, and the platform is becoming more immersive. The appearance of the new internet brand (Manalova, 2021) created fundamental dependencies and emotional investment into digital solutions as a bridge between family, friends, community, and society.

In the health sector, the current Metaverse feature fills strong requirements for the doctors, patients, and other stakeholders by exposing various new applications telemedicine, virtual treatment, personal health management, and surgical assistance. Therefore, Metaverse in the health sector is designed to increase virtual treatment from two to three dimensions, which revolutionized medical health informatics. In Metaverse, the 3D avatar of the medical officer will have space for collaborating with devices such as a digital board and can meet in person without complicated conference equipment. Machine, system, and procedure can be examined safely to detect mistakes and vulnerability before conducting in physical surroundings (Chen & Zhang, n.d.; Thomason, 2021). Another example (Samia Rizk, 2021) in health treatment applications can include creating a copy of the digital process of the hospital, such as the flow of hospitalized, implementing advanced analytics and operating million potential scenarios to identify the root cause, examining various intervention before conducting. In the middle of 2020, caused by the SARS-CoV-2 virus, society has been encountering new rules in socializing and conducting activities with new normal. Everyone
lives “contiguous” with COVID-19 without health protocols, such as wearing a mask, washing hands, social distancing, avoiding crowds, reducing mobility, and getting vaccines. Also, a health service provider is obligated to balance taking care of the patient with or without symptoms related to COVID-19 safely and reliably (Firdaus et al., 2020).

Moreover, business models have become increasingly popular in both theory and practice. However, despite its increased popularity, the business model concept is relatively new, and even much current management graduated poorly comprehend that term or never knew it. The role of the business model is to capture, visualize, comprehend, and communicate business logic. Canvas’s business model successfully created a business model to be simple and easy to be comprehended while capturing complexity in how the company worked. Therefore, a useful device is created to comprehend companies’ business models and conduct business model innovation. All organizations have to produce enough income to survive, including social companies. However, social companies possess different definitions and characteristics from a business company, so adjustment toward the canvas model is needed to capture the business model of the social company fully. The result revealed that the adaptation of the canvas model available could not fully capture the business model of the social company and through the combination of other canvas adaptations. The adaptation of the business model was newly created by adding two important blocks representing the mission and impact of their business model. Then, the interest in researching business models begin to grow in the second half of the 1990s (Ojasalo & Ojasalo, 2018; Qastharin, 2018).

Canvas business model is a reference for stakeholders to comprehend and discuss the business model. Canvas business model and its definition of nine block structures are presented below:

![Canvas Business Model](image)

**Picture.2 Canvas Business Model. Adapted from Business Model Generation (2010) by Osterwalder A. & Pigneur Y**

There are nine elements of the Canvas model: (1) Client or customer: a group of people who desire to be achieved. (2) Beneficial value of the product: package of goods and facility for a special client. The value might be magnitude (expenses and time) or quality (image and client knowledge). (3) Mediator: how to reach customers to stay well established. There are two kinds of mediators, directly or indirectly, and channels belong. (4) Bond with the clients: the relationship required by the company. (5) Income: funds obtained from each product and
consumer. (6) Dominant potential: potential value of the company for the sustainability of a business. The potential can be physical or non-physical. (7) Activity: activity for accelerating owned program to compete. (8) Partnership: relation in establishing a business. (9) Composition of expense: all expenses to operate the company.

**RESEARCH METHOD**

The object or the location of the research was BIMC Siloam Hospital, and it is an International standard hospital located in ITDC Block D Area, Nusa Dua Street, Benoa, sub-district of South Kuta, Badung Regency, Bali. The reason for deciding on BIMC Siloam Nusa Dua as the location was because it is the only hospital in Bali with Australian International accreditation, the only hospital in Bali located in a five-star hotel area, and the only hospital in Indonesia which echoes medical tourism for the first time. In addition, the main patient is foreign tourists, and it has modern and sophisticated health service facilities, such as cosmetics and hemodialysis, specifically for travelers. BIMC Siloam Nusa Dua is part of Siloam Hospital Group, with international standard service.

The data of this research were qualitative and quantitative. The data source was primary data through direct interviews with the informants, and the secondary data was taken from a website and social media of BIMC Siloam Nusa Dua hospital. The technique of informant determination used the purposive sampling technique: the Chief of Management consisting of the Chief Executive Officer, Hospital Director, Head of Business Development, and Head of Finance Controller; the Chief of Operating comprising the Operations Manager, Head of Emergency Department, Head of Outpatient Department, and Director of Nurse; two patients as informants. The research instruments of this research in BIMC Siloam Nusa Dua Hospital were the researchers (human instruments).

The observation was made toward the situation in the location, the patient in getting service and treatment, and the way or the process of the operational chief in performing his duties. Meanwhile, the interview was done by interviewing some informants: the Chief of Management, the Chief of Operational regarding how SWOT analysis before the COVID-19 pandemic to the new normal and Metaverse era and shifting business strategy using the Canvas business model, and the patients. The process was carried out by doing a semi-structured interview with several key questions:

For management, the questions were: 1. How is the strategic management of the hospital before the pandemic to the new normal era? 2. How is the business strategy implemented for the hospital to survive? 3. There is SWOT analysis in business strategy; how does the SWOT analysis in the hospital encountering a new normal era? 4. As the explanation of the Canvas business model, how does the hospital describe the Canvas business model in the new normal era? 5. What are the challenges and opportunities in encountering this new normal era? Meanwhile, for the patients, the questions consisted of 1. What is your opinion about BIMC Siloam Nusa Dua? 2. How is the health service at the beginning of the pandemic to the new normal era in BIMC Siloam Nusa Dua? 3. Have the benefit of changing the service and health facilities been felt? In addition, it was a kind of in-depth interview category through existing documentation. The researchers collected the data from the website or the social media of BIMC Siloam Nusa Dua Hospital.

Then, analyzing data is a process of systematically searching and compiling the collected data through interviews, observation, and documentation. The analysis technique in this research was qualitative analysis following the model of Miles and Huberman (Lune, H., & Berg, 2017). The steps are 1. data collection, 2. data reduction, 3. data display, and 4.
conclusion drawing and verification. The triangulation techniques of data used are as follows (Lune, H., & Berg, 2017):

![Diagram showing Triangulation of Source]

**Picture. 3 Triangulation of Source**

![Diagram showing Triangulation of Technique]

**Picture. 4 Triangulation of Technique**

**RESULTS AND DISCUSSION**

From several research findings, it can be comprehended that the shifting business strategy conducted in BIMC Siloam Nusa Dua was relatively comprehensive, concerning all aspects.

“Doctor Hermes as the hospital director of BIMC Siloam Nusa Dua stated that the hospital, with all the management and operational board, have been preparing themselves to encounter a new normal era by conducting strategy changes of potential possessed and pursuing digital economic” (I4).

In addition, it is shown that there is research finding related to shifting business strategy in international standard hospital in Metaverse as follow:

**Hospital Strategic Management in Metaverse Era**

In the strategy management sphere of the hospital, the researchers obtained unique findings in the field through the Chief of Management and Operational. The researchers obtained that BIMC Siloam Nusa Dua hospital is the only hospital in Bali located in the ITDC area with large and star hotels and the first hospital in Indonesia accredited by the Australian Council on Healthcare Standards (ACHS).

“The hospital director stated that with the location in secluded in one area and exclusive in another side surrounded by hotels, according to Doctor Hermes, has the biggest potential in tourism, and for that exact reason, the hospital was built in that area. Hence, the longterm dream is medical tourism which has been heralded before, and BIMC Siloam Nusa Dua has obtained its patient; however, it is hard to achieve it on the national stage” (I4).

It can be seen that nowadays market segment absolutely should adjust the example in the past even though the medical tourism before the pandemic has been tried to operate and actually has already been operated in several areas. However, the biggest demand is tourist, accident, and emergency, and there was rarely Indonesian resident or expats patient before
the pandemic, mostly tourists who came to the hospital for medical treatment. Since the pandemic to this new normal area and Metaverse, the shifting seems consequential. The first is that the Indonesian resident and exp-pats patient is looking for a safe hospital that is not taking care of COVID-19 patients. BIMC Siloam Nusa Dua did not provide treatment for COVID-19 patients, so the influx of Indonesian resident patients seems consequential in the new normal era. The second is that from the perspective of medical tourism, the patients were mostly from Australia before the pandemic. Nowadays, it can be seen that medical tourism is not only from overseas but also from ex-pat and domestic tourists, such as from Surabaya and Jakarta, coming to the hospital for doing plastic surgery, so it has become domestic medical tourism.

Marques et al. (2021) stated that the executive in the health sector, in which the private and public sectors have to operate an organization, should be experienced in that approach. Like all organizations, health care organizations need several things, including executives who understand the characteristics and practices of the indirect environment and can predict change and develop effective strategies to solve the problem rapidly, complex and unpredictable change. Strategic management can only be achieved by executives who comprehend these qualities. According to Alomran (2019), strategic management involves all top leaders and other executive leaders.

In the researchers’ view, the shifting strategic management of BIMC Siloam Nusa Dua Hospital before the pandemic to the metaverse era is the optimal solution that has been conducted to encounter new order of health services in Indonesia, especially in Bali and even the world health services, following digital development. It is conducted to fill the requirement of society and as one of the health services in the private sector, which is certainly different from the health service sector owned by the government. The strategic management conducted in the Metaverse era has been prepared carefully by providing the managerial ability and preparing technology and hospital operational team, which have proven to play a role in encountering these rapid changes.

**Shifting Business Strategy with Canvas Business Model**

BIMC Siloam Nusa Dua Hospital is type B. This type B business strategy has its characteristics,

“Head of Business Development in BIMC Siloam Nusa Dua stated that type B hospital has five excellent services: excellent in an emergency, dental units, hemodialysis traveler, cosmetics or health cosmetics, and outpatient department. Compared with BIMC Siloam Nusa Dua hospital, the other existing type B hospitals are not as complete as BIMC Siloam Nusa Dua hospital” (12).

Currently, Indonesia and worldwide have entered a new normal period. The Indonesian government initially implemented several policies with large-scale social distancing, and then the enforcement of restrictions on community activities, and all countries were implementing lockdown until mid-2020.

Based on the results of this research, the shifting business strategy conducted at BIMC Siloam Nusa Dua Hospital was with the Canvas business model theory. It is proposed by Osterwalder & Pigneur (2010) that every organization should have a business model to generate sufficient income to survive by covering its expenses. A business company is more focused on financial return or shareholder value; meanwhile, a social company is more focused on ecology, social cause, and public service mandates. Based on the theory, BIMC Siloam Nusa Dua implemented a shifting business strategy by completing nine structure blocks: a. **Customer segment** is a business target. The market target of BIMC Siloam Nusa Dua initially
was 80%-90% of foreign tourists or shifting tourists to domestic tourists, local Balinese, and expats. b. **Value proposition:** BIMC Siloam Nusa Dua is the same as before the pandemic with five excellent services; however, a new product has been developed in this Metaverse era, Bariatric Surgery, which is only available in two private hospitals in Bali, including BIMC Siloam Nusa Dua Hospital, so they still have unique and superior products and Crisalix Virtual Aesthetics, as the first and the only one in Indonesia with innovative 3D imaging simulation technology. In terms of comparable price to other large hospitals, it was not extremely expensive or cheaper, especially the value proportion of other hospitals comparable or more expensive, but the level of patient satisfaction was lower. c. **Channel** is one of the main factors in a business to convey its product and services,

> "Hospital Director of BIMC Siloam Nusa Dua Hospital stated that the hospital has shifted to digital marketing by observing the population data of Badung and Bali. Particularly, Badung has 60% of young people under 40 years old. We try to be present in their digital world, on what we get from it. For example, ten years ago, perhaps buying tickets with an application or imaging ordering food through an application, we never imagined it. However, we are present on that platform at this time so that they can buy a plane ticket and antigen testing at the same time with us" (I4).

d. **Customer relationship:** the type B Hospital is still the same as before the pandemic, which still gives membership to repeater patients; the royal patient is reputed as a VIP patient. The hospital also gives a discount for membership in the form of additional facilities, additional follow-up, and even giving to one family. e. **Revenue streams:** innovation of health services for hospitals has occurred in the new normal, to the Metaverse era, and there are additional revenue streams for COVID-19 testing (antigen and PCR swab), teleconsultation, digital medical operations, and elective surgery. f. **The key resources:** the economic condition is unstable due to the pandemic. The key resources in BIMC Siloam Nusa Dua have changed in which its human resources conducted much efficiency with redeploying to other Siloam units. For physical, it includes building, which has several parts to be renovated. From an intellectual point of view, the expertise of the general doctor and specialists are still the same as before the pandemic. The brand strength is part of Siloam Hospital. Besides, from finance, it is called financial strength. g. **Key activities** are almost the same from the pandemic to the new normal. However, the increase in management collaboration can be seen as a pattern of health development in other sectors, such as travel agents in the country or overseas, clinics or private doctors, and hotels throughout the hospital application. h. **Key partner:** the different thing in this situation is that the patient will usually come to get medical treatment with international insurance. Local insurance also connects to this new normal because it refers to the patient who needs a free COVID-19 and safe hospital. In addition, the partner referral was usually from a guide, taxi driver, or other clinics. However, in this new era, the patients will come by themselves without any referral from another place. i. **Cost structure:** besides variable (laboratory cost, maintenance) and fixed (salary, water utility, electricity, telephone) cost, which is the same as before the pandemic, the additional costs are quite significant during the pandemic to the new normal era, including for PPE (personal protective equipment), fees for a general practitioner, digital medical equipment, and the cost of PCR test to a vendor.

Based on this theory, it can be seen that almost half of the nine blocks of the Canvas business model are shifting from a new normal era to a Metaverse. The researchers obtained unique findings in the field related to shifting business strategies in BIMC Siloam Nusa Dua, stated by the "Executive Director of the Sub-Regio Bali Siloam Hospital Group and Hospital Director that in this new normal era, the cases of elective surgery (a surgery that can be postponed within 24 hours)
had increased 70-80% compared to the case before the pandemic, only 0-5%” (I10). Meanwhile, in the previous research, Melman et al. (2021) asserted that Addenbrooke Hospital in the UK was conducting kind of strategies with active cancellation of elective surgery considering allocating the employee and the capacity of bed and operation room. “In the new normal era to the Metaverse, BIMC Nusa Dua is easier to hold the online meeting and introduce the unique and superior hospital product to important people of the star hotel, the General Manager and Hotel Manager, in which they were indifferent before” (I3).

Another business strategy is the layout change to make it more secure and online screening. The patients have to conduct screening through the application before entering the building. Not only screening, the layout in establishing and building OPD (outpatient) area outside, IPD (inpatient), and including staff reduced the expenses because the number of the staff with decreased patient volume would be over staff. In addition, the hospital started to implement electronic medical records and appointments through the application. The business strategy has been conducted during the pandemic to new normal, and it has been conducted as well by several previous studies, one of it is by Wong et al. (2020) in the preparation of hospitals to encounter the COVID-19 pandemic through online screening, separating general patient, using personal protective equipment, separating operating room, and modifying infrastructure and staff management.

![New Product of Bariatric Surgery](bimcbali.com, Website BIMC Siloam Nusa Dua, 2021)

![Crisalix 3D Aesthetics](@bimchospital, Instagram BIMC Siloam Nusa Dua, 2021)

**Picture. 5 New Product of Bariatric Surgery**

**Picture. 6 Crisalix 3D Aesthetics**

**SWOT Analysis in New Normal Era, Challenges and Opportunities of Shifting Business Strategy**

In the SWOT analysis of type B hospitals in this new normal era, the researchers found an interesting thing that there was a section that moved the box, which was initially the location considered a weakness of location because the location in the exclusive ITDC area reduced the flow of the patients to the hospital, and the location was difficult to be known. The strength is that many patients chose BIMC Siloam Nusa Dua because the hospital did not provide the treatment for COVID-19 patients, and the hospital is in the green zone of the ITDC area. Moreover, there are many opportunities to handle an international event, i.e., KTT G-20. However, the most dominant threat is that two hospitals in Uluwatu Area and BIMC Nusa Dua have specialists, a good emergency, and complete equipment. Related to moving the box from SWOT analysis of a new normal era, it is the same as Thamrin et al. (2017) that many changes occur in the digital era on business strategies, including organizational policies. Many organizations conduct a SWOT analysis during the strategy planning stage, try to identify inside and outside, and investigate trends and patterns that may positively or negatively impact business.
By conducting a shifting business strategy in BIMC Siloam Nusa Dua, the researchers could discover the biggest challenges and opportunities by conducting the shifting business strategy. The biggest challenge is the mindset of satisfying the tourist and local patients because the value culture is different. For example, when the tourist patient is being treated, the first question is whether this patient can be left or not because the tourist patient prioritizes nurse care. On the other hand, the first question to be asked when an Indonesian patient is being treated is whether he can stay in a certain room or not. It is a challenge in this new normal era. The next challenge is how to satisfy the patient starting by communicating, providing service facilities, and serving the patient. For example, in serving tourist patients, they understand that the important thing of them is their basic needs are fulfilled, then they will be happy. On the other sides, the demand is not enough for Indonesian patients. They will be happy to get more communication, friendly and greeting. It is a change that can be seen, so it is not only satisfying, but the angle for satisfying is also different.

![Picture. 7 Teleconsultation and services](Source: (@bimchospital, Instagram BIMC Siloam Nusa Dua, 2020))

Due to this new normal era, the next challenge is the presence of policy to conduct COVID-19 testing with high demand. The laboratory PCR of BIMC Siloam Hospital still outsources to Siloam Hospital Denpasar. The next challenge in entering the metaverse world is the plan of BIMC Siloam Hospital Nusa Dua to conduct virtual treatment and robotic surgery, and the hospital needs a sophisticated system and enormous cost. It can be said that the opportunities are quite a lot since seeing the patient’s demand still requires service, and avoiding joining with COVID-19 patients is still a lot. On the other hand, the facilities that do not provide COVID-19 patients’ treatment are quite slightly. Some hospitals provide treatment for COVID-19 patients, and it can be said that the opportunity is that not many facilities are following other facilities to provide treatment for COVID-19 patients. Another opportunity is to serve loyal local patients rather than treat tourist patients in which they come and go. They might come back to the hospital if they are still in Bali, but if it is not, it is called a good experience. Will they come back to us? It is not necessarily. For the opportunity to treat a local patient, when they are satisfied, they will come back. Do the patients only come back? No, they will return by bringing their whole family and friends to get health services, so the multiplier effect is higher. The result of research by Nasi & Parini (2020) stated that the challenge in this new normal era is the high demand for COVID-19 testing, especially PCR tests, with the result that the hospital should have its laboratory and from the opportunity perspective with the presence of telemedicine and electronic medical records, it is easier for the patient to do the consultation by following health protocol.
The Effectiveness of Shifting Business Strategy

BIMC Siloam Nusa Dua has comprehensively conducted a shifting business strategy involving all aspects of encountering the new normal era shifting to the Metaverse. It is started by following the instruction of the Health Ministry of the Republic of Indonesia, which is the presence of innovation system development of hospital service to appropriate health protocols, including consultation without face to face or called telemedicine, the setting of patient service flow (through online screening and triage), online registration, and protocols for patient and staff. The hospital has prepared itself, preparing a budget and plans to assume this COVID-19 will disappear even though individuals have to adapt, such as increased cases in June, July, and August 2021, which could happen this year. In addition, the additional things are difficult to lose, such as online screening for the patient before getting treated and others. Specifically, in Nusa Dua, the thing that is difficult to be changed is tourism. It can be seen that the business and strategy are difficult to back as before the pandemic. The Executive Director of the Bali Sub-region and “the Head of Finance Controller” stated that the BIMC Siloam Nusa Dua Hospital has survived. Although it is not as big as before the pandemic, it is not a minus; it means the business is still operating (I9). From the efficiency point of view, the operational expenses are quite good, indicating that the expenses are well maintained with efficiency. The number of infected staff is not much, which means that they can maintain protocols in the hospital and watch over the staff from getting infected or the staff infecting patients. The objective indicators include: social media is still active, the products are still sold, the Memorandum of Understanding (MoU) has increased, networking is more being done than before, and with digital-based services, it is easier for patients and hospital staff. Before the pandemic to the new normal and Metaverse era, the patients felt the big change in health service provided by BIMC Siloam Nusa Dua Hospital. “The patient stated that the presence of teleconsultation, a surgery with advanced tools, and all services that can be reached through the application made them and their family more comfortable, safe, quick, and sensible. Health services can be accessed anywhere and anytime” (I8).

CONCLUSION

By shifting business strategy in BIMC Siloam Nusa Dua Hospital, it can be concluded that the initial and long-term concept of strategic management is medical tourism, with the dominant patient being foreign tourists. Shifting happens to domestic tourists, local Balinese, and ex-pats during the pandemic to new normal and Metaverse. With shifting business strategy in the new normal, new products, such as Bariatric Surgery, Crisalix Virtual Aesthetics, medical check-up, and elective surgery, have increased significantly, and digital-based service innovations have emerged. By conducting shifting, the hospital survives and can follow the current Metaverse world, although it is not a hundred percent in accordance with objective indicators and utilizes existing technology.
Moreover, BIMC Siloam Nusa Dua Hospital consistently releases other new products for domestic tourists to maintain engagement with the patients, and management leaders should complete medical devices. Metaverse-based health services, management, and operational leaders should be able to re-prepare business strategies if the third wave of COVID-19 and other technologies emerge.

REFERENCES


