

Research Article

SWOT Analysis in Strategic Management Process: University Hospital Example

Stratejik Yönetim Sürecinde SWOT Analizi: Üniversite Hastanesi Örneği

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Abstract

The aim of this study is to emphasize the importance of the strategic management process, to apply SWOT analysis on the example of a university hospital, to evaluate the factors in the internal and external environment of the hospital, and to help determine strategic goals. In the study, criteria including the strengths and weaknesses of hospitals, opportunities and threats in the internal/external environment were determined for SWOT analysis. With the AHP questionnaire, data were collected and analyzed from three foundation university hospital managers of a health group. The study provides a broad perspective of the factors affecting the strategic management process in hospitals. A total of 28 main criteria and 99 sub-criteria were identified in the study. Among these sub-criteria, the list of the top five items, due to their high weights, is as follows, according to the SWOT matrix: "Health service in our country is economical for health tourists (O)", "There is fluctuation in the exchange rate (T)" and "There is a change in plans due to the constantly changing exchange rate (T)", "Qualified health personnel want to live in Istanbul (O)", "Medical devices and technological infrastructure are good (S)", "Personnel who gain experience go to other hospitals" (W). This study shows that SWOT analysis is an appropriate tool in the strategic management process for university hospitals and can be used to increase and maintain the hospital's competitive advantage. The results of the study aim to contribute to a better understanding and implementation of the strategic management process by hospital managers and policy makers.

Keywords: Strategic Management, Strategy, SWOT Analysis, AHP, Hospital.

Öz

Bu çalışmanın amacı, stratejik yönetim sürecinin önemini vurgulamak, bir üniversite hastanesi örneğinde SWOT analizi uygulamak, hastanenin iç ve dış çevresindeki faktörleri değerlendirmek ve stratejik hedeflerin belirlenmesine yardımcı olmaktır. Çalışmada, hastanelerin güçlü ve zayıf yönlerini, iç/dış çevredeki fırsatları ve tehditleri içeren kriterler SWOT analizi için belirlenmiştir. AHP anketi ile bir sağlık grubunun üç vakıf üniversite hastanesi yöneticisinden veri toplanmış ve analiz edilmiştir. Çalışma, hastanelerdeki stratejik yönetim sürecini etkileyen faktörlerin geniş bir perspektifini sunmaktadır. Çalışmada toplamda 28 ana kriter ve 99 alt kriter tespit edilmiştir. Bu alt kriterler arasında ağırlıklarının yüksek olması nedeniyle en üstte yer alan beş maddenin sırasıyla SWOT matrisine göre listesi aşağıdaki gibidir: Ülkemizdeki sağlık hizmeti sağlık turistleri için ekonomiktir (O). Döviz kuru dalgalanması vardır (T) ve sürekli değişen döviz kuru nedeniyle planlarda değişiklikler olmaktadır (T). Nitelikli sağlık personeli İstanbul'da yaşamak istemektedir (O). Tıbbi cihazlar ve teknolojik altyapı iyidir (S).

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Deneyim kazanan personel diğer hastanelere gitmektedir (W). Bu çalışma, SWOT analizinin üniversite hastaneleri için stratejik yönetim sürecinde uygun bir araç olduğunu ve hastanenin rekabetçi avantajını artırmak ve sürdürmek için kullanılabileceğini göstermektedir. Çalışmanın sonuçları, hastane yöneticileri ve politika yapıcılar tarafından stratejik yönetim sürecinin daha iyi anlaşılmasına ve uygulanmasına katkıda bulunmayı amaçlamaktadır.

Anahtar Kelimeler: Stratejik Yönetim, Strateji, SWOT Analizi, AHP, Hastane.

1. Introduction

In today's competitive business world, it has become a necessity for organizations to adopt and implement the strategic management process in order to be successful. Strategic management is more important for hospitals where human life and health-related areas are managed than other businesses. The quality of health services offered with a strategic management approach is positively affected and this increases the satisfaction level of internal and external customers. Strategic management ensures the correct use of resources in enterprises, the determination of standards of excellence and the strategic determination of health targets (Soylu & İleri, 2010).

University hospitals are health institutions that provide specialized health services and have an important place at local and national level. The aim of this study is to determine the criteria to be focused on in the SWOT analysis to be carried out in university hospitals and to reveal the strategic suggestions that can be obtained from the results of the Analytical Hierarchy Process (AHP) analysis. In the study, the importance of SWOT analysis in the strategic management process is emphasized and the application is made through the example of the university hospital. It is thought that the findings and recommendations of this study will contribute to the ability of university hospitals to make effective decisions in strategic management and to gain competitive advantage. Peter Drucker (1999) *drew attention to the importance of mission, vision, goals and objectives in strategic management and said that the important issue is to ensure that the determined strategy is achieved* (Howe, 1993:27). Strategic management is an important tool for organizations to move forward successfully and achieve a sustainable competitive advantage (Ülgen & Mirze, 2004; Holidays, 2021). Strategic management evaluates the current state of the organization by analyzing the internal and external environment of the company. SWOT analysis, which is used in the strategic analysis phase, is one of the most used analyzes. In line with the analyzes, the mission, vision, strategy and goals of the organization are determined, organizational values and organizational culture are created. *SWOT Analysis and Analytical Hierarchical Processes (AHP) are among the quantitative and qualitative tools used in the strategic analysis phase* (Özalp et al., 2012:124). SWOT analysis is a strategic planning tool that evaluates the strengths, weaknesses, opportunities, and threats of an organization or project, and is called its assessment or situation analysis (Puyt et al., 2020:1745-1746; Weihrich, 1982:54; Sevier, 2001:46; Blind Camel, 2018). SWOT analysis helps to understand the current situation of the business, to evaluate opportunities by using its strengths, to determine defense strategies against threats by improving its weaknesses (Grant, 2008:279). Critical factors and sub-factors created in SWOT analysis are evaluated using the AHP method, which is one of the multi-criteria decision-making methods.

In the health sector, variable environmental conditions and increasing competition necessitate institutions to adopt a strategic management approach (Wijngaarden et al., 2012:34). Strategic management is a management approach used to determine the long-term goals of healthcare institutions, to use resources effectively, to achieve and maintain competitive advantage (Schulz & Johnson, 2003:75; Müller et al., 2008:166).

Research Problem: The main criteria in SWOT analysis for strategic management in hospitals, including strengths, weaknesses, opportunities, and threats, are created, and the priority order of strategic management practices determined by SWOT analysis is analyzed using the Analytic Hierarchy Process (AHP) method to identify the prioritized strategic management practices and their rankings.

2. Methodology

For this study, ethics committee permission was obtained with the decision of Istanbul Medipol University Non-Interventional Clinical Research Ethics Committee dated 28/07/2023 and numbered E-10840098-772.02-4653. The prepared questionnaire was applied online on the Zoom platform to 4 hospital administrators between the ages of 33-51 from 4 foundation university hospitals within the scope of the study. The consistency threshold value was accepted as 0.2 (Dolan, 2008, Pauer et al., 2016,

Brinkmeyer and Müller, 1994). The group consistency scores of the participants were below 0.1. Due to the nature of the geometric mean, there is less inconsistency in group decisions.

The research was designed with a descriptive research model. In the study, three-level AHP was created by using SWOT analysis and AHP method. The first level is the purpose of the hierarchy, the second level is the main criteria, and the third level is the sub-criteria. The schematic representation of the hierarchy stages of the study example is as shown in Fig.1.

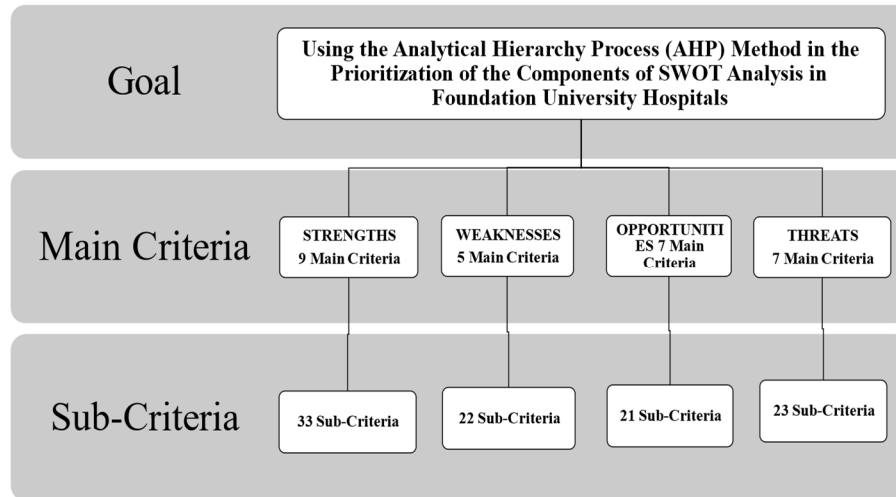


Figure 1: Hierarchy stages of the model

Purpose of the hierarchy: It is to determine the strategic management practices of a health group in foundation university hospitals in Istanbul by SWOT Analysis and to determine the order of priority using the AHP method. *Main criteria of the hierarchy:* At the second level, there are 28 main criteria listed below (Rego and Nunes, 2010; Aslan et al., 2014; Terzić et al., 2010). *Sub-criteria of the hierarchy:* At the third level, there are a total of 99 sub-criteria specified in the list below (Rego and Nunes, 2010; Aslan et al., 2014; Terzić et al., 2010). The full list of criteria and sub-criteria according to the SWOT matrix is given in Annex 1. In general, AHP consists of following the following steps, respectively (Doğan and Önder, 2014; Pehlivan and Önder, 2020).

2.1. Defining the problem and determining the information to be used in the process

The main criteria in the SWOT analysis in strategic management in hospitals were strengths, weaknesses, opportunities, threats and sub-criteria were created by taking the opinions of three health institutions managers and an academician working in this field and conducting a literature review (Rego and Nunes, 2010; Aslan et al., 2014; Terzić et al., 2010). Then, in the SWOT matrix architecture, an AHP questionnaire consisting of these main criteria and sub-criteria was created. The data were collected from 4 hospital administrators between January and February 2024 using the sampling method (Yağar and Dök, 2018). Since the data were collected from experts in this field, it is possible to say that the sample size is justifiable as in AHP studies (Putra et al., 2020, Rehman and Ali, 2022, Baby, 2013). In AHP, the sample consists of competent people and even a few participants (Shin et al., 2020, Numata et al., 2020, Krishnan et al., 2022). In line with the purpose of the study, specific criteria were used in the selection of hospital administrators who constituted the sample. One of these is that the distribution of men and women is half and half. In order to ensure the best possible examination of the research problem, participants were selected from individuals working in tertiary university hospitals affiliated with a private healthcare group, who are experienced in the sector, aged 30 and over, have a master's degree or higher, and hold management positions in areas such as business management/directorship, quality, and strategic management, which are required at the highest level of strategic management.

2.2. Creation of decision hierarchies with a matrix of pairwise comparisons

The priority order of the strategic management practices determined by SWOT Analysis is analyzed with the AHP method, and the priority strategic management practices and their order are determined.

2.3. Weighting of Research Data

The three-level AHP process used in the study is a multi-criteria decision-making technique that helps the decision-maker in complex problems (Ishizaka and Labib, 2011). In this method of decision-making under operations, generalizations are not made by creating an insight about the subject. The importance of the determined criteria and sub-criteria is determined by expert opinions (Numato et al. 2020, Patharia et al., 2021; Yıldırım and Önder, 2015).

Many main criteria and sub-criteria have been reached under the headings of strengths, weaknesses, opportunities and threats in the SWOT analysis. With AHP, it is ensured that these complex and many criteria reduce the complexity by making pairwise comparisons. "All pairwise combinations of criteria are compared by experts according to their relative importance, and the 1-9 scale developed by Saaty (1980) is used in these comparisons. 1 is considered to be an equal value between the two alternatives. The maximum value is 9 and the minimum value is 1/9." (Pehlivan and Önder, 2020:835). With the AHP method, the weights of the criteria were determined in Microsoft Excel program. Table 1 contains the definitions and explanations of the severity ratings used in the comparison in this study.

Table 1: Severity ratings used in comparisons

Severity	Definition	Explanation
1	Equally important	Two factors are equally important.
3	Moderately Important	One factor is slightly more important than the other.
5	Strongly Important	One factor is strongly more important than the other.
7	Very Strongly Important	One factor is very strongly more important than the other.
9	Extremely Strongly Important	One factor is more important at the highest level than the other.
2,4,6,8	Represents Intermediate Values	

Source: Pehlivan ve Önder, 2020:835

3. Results

The sociodemographic characteristics of 4 hospital administrators constituting the sample of the study were examined. 2 of the participants are female and 2 are male. The participants are between the ages of 33-51 and their average age is 40.75 (33, 34, 45, 51), 1 participant is a doctoral graduate, 2 participants are a master's degree graduate, and 1 participant is a master's student. 1 participant is the business manager, 1 participant is the assistant business director/international patient services coordinator/marketing manager, 1 participant is the quality manager and 1 participant is the strategic management manager. The average number of years of employment in the department is 12.5 (4, 9, 12, 25), the average number of years of work in the institution is 9.75 (4, 10, 12, 13), and the average number of years of employment in the profession is 19.5 (10, 12, 26, 30). In this section, the findings of the main and sub-criteria of the study and the findings of the general weighting are included. According to the results of the analysis, the most important main criteria in strategic management practices in a foundation university health group were examined separately as Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T) as included in the SWOT Matrix.

3.1. Strengths (S)

The most important main criteria of strengths are "Technologically strong" (0.173), "There is a strong infrastructure for health tourism" (0.140), "There is a professional hospital management system" (0.136), "The clinical staff is strong" (0.123), "There is a patient-oriented management approach" (0.118), "Process Management is effective" (0.116), "The management of contracted institutions is carried out professionally" (0.078), "There are strategic human resources management practices" (0.070), It has been determined as "Financial management is carried out professionally" (0.046). In addition, it was observed that the sub-criterion that best revealed the main criterion of "Technologically strong", which was determined as the most important strength, was "Medical device and technological

infrastructure is good" (0.619). In the other main criteria, the most important sub-criteria are: "There is a strong infrastructure for health tourism" in "The institution is strong in international digital platforms" (0.521), "There is a professional hospital management system" in "There are up-to-date and strong strategic management practices in the hospital and "The brand and reputation management of the institution is done well" criteria are evenly distributed, "There are well-known physicians in the field" in "The clinical staff is strong" (0.391), "There is a patient-oriented management approach", "All necessary intervention procedures for patients to reach their health are offered under a single hospital roof (0.245), "Process Management is effective", "There is the opportunity to choose a physician" (0.254), "Contracted institutions are managed professionally", "Has an agreement with the Social Security Institution (SSI)" (0.682), "Strategic Human Resources Management Practices" and "Coordination between personnel is good" (0.348), "Financial management is done professionally" and "It has a strong economic structure" (0.484). In Table 2, the sub-criteria that best reveal the main criteria are presented.

Table 2: Strengths-values of the main criteria

Strong	n=9	n=4	n=6	n=4	n=3	n=8
λ maks	9,3851	4,0481	6,1096	4,1008	3,0628	8,2508
CI	0,0481	0,0160	0,0219	0,0336	0,0314	0,0358
RI	1,4500	0,9000	1,2400	0,9000	0,5800	1,4100
CR	0,0481	0,0178	0,0177	0,0373	0,0541	0,0254

CR = 0.037 is less than 0.1, indicating that the analysis is quite consistent.

3.2. Weaknesses (W)

The most important main criteria of the weaknesses were determined as "Human resources management is not strategic" (0.342), "There are no strategic hospital management practices" (0.186), "There are problems in health service delivery" (0.182), "There is not enough infrastructure for health tourism" (0.147), "There is no patient-oriented approach" (0.143). It has been observed that the main criterion of "non-strategic human resources management" is "Personnel who gain experience go to other hospitals" (0.026). The most important factors in the other main criteria are as follows: "There are no strategic hospital management practices", "The brand and reputation management of the institution cannot be done well" (0.011), "There are problems in the provision of health services", "There is a problem of transportation to the hospital" and "The institution does not have accreditation" (0.010), "There is not enough infrastructure for health tourism", "Promotional activities are not strong on international platforms" (0.021), "There is no patient-oriented approach", "Sufficient for patients" A smiling face is not shown" (0.017). In Table 3, the sub-criteria that best reveal the main criteria are presented.

Table 3: Weaknesses-values of the main criteria

Weak	n=5	n=7	n=5	n=5	n=3
λ maks	5,1909	7,2215	5,0363	5,0358	3,0084
CI	0,0477	0,0369	0,0091	0,0090	0,0042
RI	1,1200	1,3200	1,1200	1,1200	0,5800
CR	0,0426	0,0280	0,0081	0,0080	0,0072

3.3. Opportunities (O)

The most important main criteria of the opportunities were determined as "There is fluctuation in the exchange rate" (0.244), "Technology is developing in health" (0.197), "There is a change in human resources" (0.177), "There are many competitors in the sector" (0.137), "Patient profile is changing" (0.107), "There are new distribution channels" (0.082), "There are government regulations" (0.055). It is seen that the factor that best reveals the main criterion of "There is fluctuation in the exchange rate",

which is determined as the most important main criterion in opportunities, is "Health service in our country is economical for health tourists" (0.599). The factors that are seen as the most important in the other main criteria are as follows: "Technology is developing in health", "Technology is advancing very rapidly in this field" and "The changing patient profile cares about the use of technology", both factors reveal the same weight. "There is a change in human resources" in "Qualified health personnel want to live in Istanbul" (0.679), "There are many competitors in the sector" in "State hospitals give appointments to patients for a very later date" (0.475), "Patient profile is changing" in "Change in average age, prolongation of human life" (0.473), "There are new distribution channels" "Increasing bargaining power with the proliferation of alternatives" (0.650), "There are government regulations" in "SSI agreement for state, private hospitals provides" (0.294). In Table 4, the sub-criteria that best reveal the main criteria are presented.

Table 4: Opportunities-values of the main criteria

Opportunities	n=7	n=6	n=3	n=4
λ maks	7,4003	6,0818	3,0849	4,1029
CI	0,0667	0,0164	0,0425	0,0343
RI	1,3200	1,2400	0,5800	0,9000
CR	0,0505	0,0132	0,0732	0,0381

3.4. Threats (T)

The most important main criteria of the threats were seen as "There is fluctuation in the exchange rate" (0.275), "There are human resources problems" (0.209), "The number of competitors is increasing" (0.195), "Technology is developing in health" (0.099), "Patient profile is changing" (0.091), "There are new distribution channels" (0.077), "There are government regulations" (0.054). "There is fluctuation in the exchange rate" and "Change in plans due to constantly changing exchange rate", which are the factors that best reveal the criterion of "There is fluctuation in the exchange rate", which is determined as the most important main criterion among the threats, are evenly distributed. The most important factors in the other main criteria are as follows: "There are human resources problems", "Physician expectations are high" (0.412), "The number of competitors is increasing", "There are many private hospitals in the vicinity" (0.382), "Technology is developing in healthcare", both factors are equal, "Patient demands and expectations are high" (0.398) in "Patient profile is changing", "Increasing bargaining power with the proliferation of alternatives" (0.746), "There are government regulations" and "Economic fluctuations in our country adversely affect the health sector" (0.560). In Table 5, the sub-criteria that best reveal the main criteria are presented.

Table 5: Threats-values of the main criteria

Threat	n=7	n=5	n=5	n=4	n=3
λ maks	7,3231	5,1194	5,0356	4,0477	3,1019
CI	0,0539	0,0298	0,0089	0,0159	0,0510
RI	1,3200	1,1200	1,1200	0,9000	0,5800
CR	0,0408	0,0266	0,0079	0,0177	0,0879

In the analysis, global criterion weights were found by multiplying the weight values of the main criteria and the weight values of the sub-criteria to which they belong. These sub-criteria are listed in Annex 2 from largest to smallest according to their global weight. The items in the top five of these sub-criteria are as follows, respectively and according to the SWOT matrix: "Health service in our country is economical for health tourists (O)", "There is fluctuation in the exchange rate (T)" and "There is a change in planning due to the constantly changing exchange rate (T)", "Qualified health personnel want to live

in Istanbul (O)", "Medical device and technological infrastructure are good (S)", "Personnel who gain experience go to other hospitals" (W). The findings of the study reveal the necessity of establishing strategic targets that focus on identifying and developing the strengths of the university hospitals belonging to the examined health group, such as "Medical devices and technological infrastructure are good, The institution is strong in international digital platforms, and the hospital has up-to-date and strong strategic management practices". On the other hand, in this study, the weaknesses identified such as "Personnel who gain experience go to other hospitals, Promotional activities on international platforms are not strong, Personnel salaries are low" and threats such as "There is fluctuation in the exchange rate, Change in plans due to constantly changing exchange rate, Trained health personnel are few"; In addition to these, the steps to be taken to evaluate the identified opportunities such as "Health service in our country is economical for health tourists, Qualified health personnel want to live in Istanbul, Technology is advancing very rapidly in this field".

4. Discussion and Conclusions

Strategic management is an approach that allows healthcare businesses to determine their vision and make effective decisions to realize this vision. There is a need to establish strategic goals in line with the identification and development of the strengths of the university hospital. Studies revealing the use of SWOT analysis in national and international health services literature "Aslan et al., 2014; Uğurluoğlu et al., 2015; Ghinolfi et al., 2014; Lamberts et al., 2010; Nawaz et al., 2015; Casselman et al., 2017; Schmidt, 2018; Wijngaarden et al., 2012; Kotler et al., 2008; Assis et al., 2017; Gibis et al., 2001". The AHP method, which is one of the multi-criteria decision-making methods, is also a frequently used method in data collection and analysis in health management (Aliasgharzadeh et al. 2022; Rehman and Ali, 2022; Park et al. 2008; Liberatore and Nydick, 2008). When the studies in which SWOT and AHP are used together in health management are examined in the literature; It is seen that there are mainly studies in the field of medical/health tourism (Görener, 2016; Yiğit & Demirbaş, 2020; Dalgakıran & Göncü, 2023; Arslan Kurtuluş, 2022; Büyüközkan et al., 2021). In addition to these studies, there are also articles in which SWOT and AHP are studied on strategic management in health management (Sohn, 2018; Dey, 2008; Osuna, 2007; Son, 2012; Najafinasab et al., 2020; Hao et al., 2022; Pujianto et al, 2025; Suwanti et al, 2025). However, no similar study has been found that evaluates factors in the hospital's internal and external environment using SWOT analysis, as in this study, and determines the weights of strategic objectives using AHP. Therefore, comparisons were made by only addressing the similar aspects of the studies, and direct comparisons were not possible.

According to the results of this research, the criteria of "being technologically strong", "there is a strong infrastructure for health tourism" and "there is a professional hospital management system" were determined as strengths. When the literature was examined, it was seen that technological power was also included in Kördeve's (2018) study. Edinsel and Adıgüzel (2014) found that there are advantages in terms of technology and qualified manpower in the field of health. In his study, Arslan Kurtuluş (2022) found that Turkey's foremost strength is its "thermal tourism riches". It has been observed that Yiğit and Demirbaş (2020) determined that the strength in the health sector is the affordable price advantage, and the contribution of the patients to the country's economy with foreign currency inflow as the weak aspect. Yirik (2014) identified the price in the destination and transportation to the region, high quality and tourism potential, friends and advertising elements, and hospital facilities as rising values in creating the concept of service quality and trust in destination preference in health tourism. According to the study results of Dalgakıran & Göncü (2023), the strongest criterion is the "Competence of Health Institutions". In his study, Görener (2016) determined that the strengths of hospitals are ease of transportation, price advantage, technical equipment, experienced doctors and speed of service, respectively. In their study, Najafinasab et al. (2020) aimed to identify and prioritize strategies for the improvement of medical tourism by the Iranian Social Security Institution.

According to the results of the research, it was seen that the criteria of "Human resources management is not strategic", "There are no strategic hospital management practices" and "There are problems in health service delivery" came to the fore as weaknesses. When the literature was examined, Yirik's (2004) study found that the inability to communicate properly, the problem of foreign language, and the lack of adequate coordination with hospitals were found to be weaknesses. In his study, Görener (2016) stated that the weaknesses of hospitals are "low number of managers to coordinate medical tourism",

"lack of training and experience of consultants or staff who will communicate with the patient one-on-one", "weakness of inter-institutional coordination", "lack of marketing activities" and "infrastructure deficiencies". In their study, Najafinasab et al. (2020) found that "lack of coherent and targeted programs" and "lack of foreign languages such as doctors, nurses, etc." as weaknesses in hospitals in Iran.

According to the results of the research, criteria such as "There is fluctuation in the exchange rate", "Technology is developing in health" and "There is a change in human resources" have been determined as opportunities in the health sector. In his study, Görener (2016) found that health institutions have opportunities such as "location close to many points", "increasing awareness about health and new treatments in the international arena", "convenience in visa applications" and "increases in ailments". In their study, Najafinasab et al. (2020) determined that the criteria of "low cost" and "giving importance to health tourism planning and investments" are opportunities for the health services implemented by the Iranian Social Security Institution.

According to the results of the research, it has been concluded that the criterion of "There is fluctuation in the exchange rate" in the opportunities also carries a threat. Fluctuations in the exchange rate can be an opportunity, as well as decreases in the exchange rate can be a threat. "There are human resources problems" and "The number of competitors is increasing" are the other main criteria included in the threats. In his study, Kördeve (2018) determined that the criterion "The number of competitors is increasing" carries a threat element in the same way as this study. Görener (2016) stated that criteria such as "Increased competition in international markets", "Global economic recession", "War and terrorist incidents" and "International relations-based risks" are threats to health institutions. In their study, Najafinasab et al. (2020) found that criteria such as "Influence of illegal mediators and power mafia in medical tourism", "Lack of effective laws" and "Lack of comprehensiveness of the activities of private hospitals" pose a threat to the health services implemented by the Iranian Social Security Institution. When the literature was examined, it was seen that the findings obtained in the previous studies about the strengths and weaknesses of hospitals, opportunities and threats supported the findings of this study.

5. Final Notes

It also shows that SWOT analysis is an appropriate tool in the strategic management process for university hospitals and can be used to increase and maintain the hospital's competitive advantage. As a result, the information provided by the study aims to contribute to a better understanding and implementation of the strategic management process by hospital managers and policy makers. With the strategic decisions to be taken, it can be given as an example to provide an understanding of strategic management practices in human resources in order to transform the non-strategic weakness of the human resources management identified in the SWOT analysis of the health group examined in this study into a strong infrastructure for health tourism. In this way, weaknesses will be transformed into strengths and threats will be transformed into opportunities (Kördeve, 2018). Systematic regulation of advertising, promotion and marketing activities in health enterprises is possible with a successful strategic management. In addition, it can be said that criteria such as qualified personnel, reasonable price policy and providing services in accordance with international standards should be put into practice. The fact that the study was conducted in three foundation university hospitals is among the limitations of the study. The results will be generalized by reaching more public and foundation university hospitals. In future studies, more data will be obtained periodically and annually and comparisons will be made. In this study, SWOT analysis was performed using AHP questionnaire. Different research methods and different analysis techniques can be used in future studies.

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APPENDIX 1: Criteria and Sub-Criteria of SWOT Matrix

STRENGTHS CRITERIA	SUB-CRITERIA
The clinical staff is strong	Correct diagnosis and treatments are applied
	Laboratory results are accurate
	It has an experienced and experienced staff structure
	There are well-known physicians in the field
Process Management is effective	It is possible to choose a physician
	Process Management is effective
	Queue waiting time is less than in other hospitals
	Access to our hospital is easy
	Attention is paid to the time of the appointments given
	Making an appointment is easy
Has Strategic Human Resource Management Practices	Coordination between staff is good
	It has agreements with associations and trade unions
	Employees have a high level of organizational commitment and job satisfaction
	The workforce turnover rate in the hospital is at a sufficient level
It has a professional hospital management system	The hospital has up-to-date and strong strategic management practices
	The brand and reputation management of the institution is done well
The management of contracted institutions is carried out professionally	It has an agreement with Private Health Insurance
	It has an agreement with the Social Security Institution (SSI)
Financial management is carried out professionally	Examination and examination fees are affordable for patients
	It has a strong economic structure
	Patient transfer costs between hospitals are low
Technologically powerful	Medical device and technological infrastructure are good
	Technology is used in the provision and promotion of health services
It has a patient-oriented management approach	High customer loyalty
	Single-bed patient rooms are available
	All necessary intervention procedures for patients to reach their health are offered under the roof of a single hospital
	Has high patient satisfaction
	Not only certain polyclinic services, but all kinds of polyclinic services are provided
	Service production capacity is high
	There is a sufficient number of branches in the hospital
	The institution has accreditation

There is a strong infrastructure for health tourism	There is a strong clinical and administrative staff for health tourism
	The institution is strong in international digital platforms
WEAKNESSES CRITERIA	SUB-CRITERIA
Lack of strategic human resource management	Employees don't have enough experience
	Staff who gain experience go to other hospitals
	Staff tongs are low
	The staff who will work in the hospital have difficulty in obtaining housing in the vicinity of the hospital in the short term
	The number of physicians and nurses is not sufficient for hospital services
	The workforce turnover rate in the hospital is very high
	Employees have a low level of organizational commitment and job satisfaction
There are problems in the provision of health services	Service production capacity is low
	There are not enough branches in the hospital
	There is a problem of transportation to the hospital
	Health service delivery is not of sufficient quality
	The institution does not have accreditation
There are no strategic hospital management practices	There are no up-to-date strategic management practices in the hospital
	The hospital does not have an adequate agreement with Private Insurances
	The promotion of the institution cannot be done effectively
	The hospital has a technological development problem
	The brand and reputation management of the institution cannot be done well
There is no patient-oriented approach	Has low patient satisfaction
	Customer loyalty is low
	Patients are not shown enough smiling faces
There is not enough infrastructure for health tourism	Promotional activities on international platforms are not strong
	There are no qualified personnel who speak the language
OPPORTUNITIES CRITERIA	SUB-CRITERIA
Technology is developing in health	Technology is advancing very fast in this field
	The changing patient profile attaches importance to the use of technology
There are government regulations	The state provides SSI agreements to private hospitals
	All services are offered under one roof
	Low taxes
	Constantly and externally changing legislation
	The state supports private hospital investments

	In the health sector, there are Contracted Private Insurances that cover patient expenses
There are many competitors in the sector	Private investment in the health sector is scarce
	Public hospitals give appointments to patients for a very later date
	There is a limitation in choosing a physician in public hospitals
Patient profile is changing	Change in average age, prolongation of human lifespan
	Changing customer preferences/tastes
	Raising awareness of patients
	Increasing health literacy
There are new distribution channels	Proliferation of new distribution channels
	Increased bargaining power with the proliferation of alternatives
There is fluctuation in the exchange rate	Our country is a preferred country in terms of health tourism
	Health care in our country is affordable for health tourists
There is a change in human resources	Qualified medical personnel want to live in Istanbul
	Generation Z has different characteristics
THREATS CRITERIA	SUB-CRITERIA
Technology is developing in health	The rapid advancement of technology in this area
	Patients' desire to receive health care in accordance with technology
There are government regulations	The bill payments of SSI patients receiving health services are made late by SSI
	Serious sanctions are imposed on hospitals by state institutions such as SSI and the Ministry of Finance
	Tax increases
	Constantly and externally changing legislation
	Economic fluctuations in our country adversely affect the health sector
The number of competitors is increasing	There are many private hospitals in the vicinity
	There are many medical schools in the area
	Other competing hospitals are trying to attract customers to their hospitals
	There are many public hospitals in the vicinity
	There are many public and private Medical Faculty hospitals in the province
Patient profile is changing	Change in average age, prolongation of human lifespan
	Health awareness is not fully established in patients
	Changing customer preferences/tastes
	Patient requests and expectations are high
There are new distribution channels	Effective use of new distribution channels by many institutions
	Increased bargaining power with the proliferation of alternatives

There is fluctuation in the exchange rate	There is fluctuation in the exchange rate
	Changes in plans due to constantly changing exchange rates
There are human resources problems	Competitors are more likely to employ expert medical personnel
	Trained health personnel are scarce
	Physician expectations are high

APPENDIX 2: Results

SWOT	Criteria	Global Weight
O	Health care in our country is affordable for health tourists	0,0366
T	There is fluctuation in the exchange rate	0,0344
T	Changes in plans due to constantly changing exchange rates	0,0344
O	Qualified medical personnel want to live in Istanbul	0,0300
S	Medical device and technological infrastructure are good	0,0268
W	Staff who gain experience go to other hospitals	0,0262
O	Technology is advancing very fast in this field	0,0247
O	The changing patient profile attaches importance to the use of technology	0,0247
O	Our country is a preferred country in terms of health tourism	0,0245
T	Trained health personnel are scarce	0,0227
T	Physician expectations are high	0,0209
W	Promotional activities on international platforms are not strong	0,0207
T	There are many private hospitals in the vicinity	0,0186
O	Public hospitals give appointments to patients for a very later date	0,0185
S	The institution is strong in international digital platforms	0,0183
W	Staff tongs are low	0,0174
S	The hospital has up-to-date and strong strategic management practices	0,0170
S	The brand and reputation management of the institution is done well	0,0170
S	There is a strong clinical and administrative staff for health tourism	0,0168
W	Patients are not shown enough smiling faces	0,0165
S	Technology is used in the provision and promotion of health services	0,0165
W	There are no qualified personnel who speak the language	0,0160
T	Increased bargaining power with the proliferation of alternatives	0,0143
O	Generation Z has different characteristics	0,0142
O	Increased bargaining power with the proliferation of alternatives	0,0134
S	It has an agreement with the Social Security Institution (SSI)	0,0132
O	There is a limitation in choosing a physician in public hospitals	0,0127

O	Change in average age, prolongation of human lifespan	0,0127
W	Employees don't have enough experience	0,0126
T	The rapid advancement of technology in this area	0,0124
T	Patients' desire to receive health care in accordance with technology	0,0124
S	There are well-known physicians in the field	0,0120
W	The brand and reputation management of the institution cannot be done well	0,0108
W	Employees have a low level of organizational commitment and job satisfaction	0,0105
W	The workforce turnover rate in the hospital is very high	0,0104
T	Other competing hospitals are trying to attract customers to their hospitals	0,0103
W	Customer loyalty is low	0,0101
W	The institution does not have accreditation	0,0099
W	There is a problem of transportation to the hospital	0,0098
W	The promotion of the institution cannot be done effectively	0,0097
W	The hospital has a technological development problem	0,0093
W	Service production capacity is low	0,0092
W	Has low patient satisfaction	0,0092
T	Patient requests and expectations are high	0,0091
W	There are not enough branches in the hospital	0,0087
T	Competitors are more likely to employ expert medical personnel	0,0086
W	There are no up-to-date strategic management practices in the hospital	0,0084
W	The hospital does not have an adequate agreement with Private Insurances	0,0082
W	Health service delivery is not of sufficient quality	0,0079
T	Changing customer preferences/tastes	0,0079
T	Economic fluctuations in our country adversely affect the health sector	0,0075
T	There are many public and private Medical Faculty hospitals in the province	0,0075
S	It is possible to choose a physician	0,0074
O	Proliferation of new distribution channels	0,0072
S	All necessary intervention procedures for patients to reach their health are offered under the roof of a single hospital	0,0072
S	Making an appointment is easy	0,0070
T	There are many public hospitals in the vicinity	0,0069
S	Laboratory results are accurate	0,0064
S	Correct diagnosis and treatments are applied	0,0062
S	Özel Sağlık sigortası ile anlaşması vardır	0,0062

S	Coordination between staff is good	0,0061
S	It has an experienced and experienced staff structure	0,0061
S	Muayene ve tetkik süreci hızlıdır	0,0057
S	It has a strong economic structure	0,0056
O	Raising awareness of patients	0,0055
T	There are many Medical Schools in the region	0,0053
T	Effective use of new distribution channels by many institutions	0,0049
W	The number of physicians and nurses is not sufficient for hospital services	0,0048
O	Increasing health literacy	0,0045
S	Not only certain polyclinic services, but all kinds of polyclinic services are provided	0,0045
S	It has agreements with associations and trade unions	0,0042
O	Changing customer preferences/tastes	0,0042
S	There is a sufficient number of branches in the hospital	0,0041
O	The state provides SSI agreements to private hospitals	0,0040
S	The workforce turnover rate in the hospital is at a sufficient level	0,0038
S	Has high patient satisfaction	0,0037
O	All services are offered under one roof	0,0036
S	Attention is paid to the time of the appointments given	0,0035
S	Service production capacity is high	0,0035
W	The staff who will work in the hospital have difficulty in obtaining housing in the vicinity of the hospital in the short term	0,0034
S	Examination and examination fees are affordable for patients	0,0034
S	Employees have a high level of organizational commitment and job satisfaction	0,0033
S	Queue waiting time is less than in other hospitals	0,0032
T	Health awareness is not fully established in patients	0,0030
O	Private investment in the health sector is scarce	0,0029
S	High customer loyalty	0,0029
T	Change in average age, prolongation of human lifespan	0,0028
S	Patient transfer costs between hospitals are low	0,0026
O	The state supports private hospital investments	0,0024
S	Access to our hospital is easy	0,0022
S	The institution has accreditation	0,0020
T	Tax increases	0,0019
O	In the health sector, there are Contracted Private Insurances that cover patient expenses	0,0016

S	Single-bed patient rooms are available	0,0016
T	Constantly and externally changing legislation	0,0015
T	Serious sanctions are imposed on hospitals by state institutions such as SSI and the Ministry of Finance	0,0014
O	Low taxes	0,0012
T	The bill payments of SSI patients receiving health services are made late by SSI	0,0012
O	Constantly and externally changing legislation	0,0008

Araştırma Makalesi**SWOT Analysis in Strategic Management Process: University Hospital Example***Stratejik Yönetim Sürecinde SWOT Analizi: Üniversite Hastanesi Örneği*

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Genişletilmiş Özet

Günümüz rekabetçi iş dünyasında, organizasyonların başarılı olabilmek için stratejik yönetim sürecini benimsemeleri ve uygulamaları bir gereklilik haline gelmiştir. İnsan hayatı ve sağlıkla ilgili alanların yönetildiği hastaneler için stratejik yönetim diğer işletmelere göre daha fazla önem taşımaktadır. Stratejik yönetim anlayışı ile sunulan sağlık hizmet kalitesi olumlu yönde etkilenmekte ve bu durum iç ve dış müşterilerin memnuniyet düzeyini arttırmaktadır. Stratejik yönetim, işletmelerde kaynakların doğru kullanılmasını, mükemmellik standartlarının belirlenmesini ve stratejik olarak sağlık hedeflerinin tespit edilmesini sağlamaktadır (Soylu&İleri, 2010). Üniversite hastaneleri, ihtisaslaşmış sağlık hizmetlerinin sunulduğu, yerel ve ulusal düzeyde önemli bir yere sahip olan sağlık kuruluşlarıdır. Bu çalışmanın amacı, üniversite hastanelerinde yapılacak SWOT analizinde odaklanılması gereken kriterleri belirlemek ve Analitik Hiyerarşi Prosesi (AHP) analiz sonuçlarından elde edilebilecek stratejik önerileri ortaya koymaktır. Çalışmada stratejik yönetim sürecinde SWOT analizinin önemi vurgulanmakta ve üniversite hastanesi örneği üzerinden uygulama yapılmaktadır. Bu çalışmanın bulgularının ve önerilerinin, üniversite hastanelerinin stratejik yönetimde etkin kararlar alabilmesine ve rekabet avantajı elde edebilmesine katkı sağlayacağı düşünülmektedir. Peter Drucker (1999), stratejik yönetimde misyon, vizyon, amaç ve hedeflerin önemine dikkat çekerek, önemli olan hususun belirlenen stratejiye ulaşılmasını sağlamak olduğunu söylemiştir (Howe, 1993:27). Stratejik yönetim, organizasyonların başarılı bir şekilde yol alabilmesi ve sürdürülebilir bir rekabet avantajı elde edebilmesi için önemli bir araçtır (Ülgen & Mirze, 2004; Bayram, 2021). Stratejik yönetim, şirketin iç ve dış çevresinin analizini yaparak, organizasyonun mevcut durumunu değerlendirir. Stratejik analiz aşamasında yararlanılan SWOT analizi, en fazla kullanılan analizlerden biridir. SWOT Analizi ve Analitik Hiyerarşik Süreçleri (AHP) Stratejik analiz aşamasında kullanılan nicel ve nitel araçlardandır (Özalp vd., 2012:124). SWOT analizi, bir kurumun veya projenin güçlü ve zayıf yönlerini, fırsatlarını ve tehditlerini değerlendiren bir stratejik planlama aracıdır ve değerlendirmesi veya durum analizi olarak isimlendirilmektedir (Puyt vd., 2020:1745-1746; Weihrich, 1982:54; Sevier, 2001:46; Kördeve, 2018). SWOT analizinde oluşturulan kritik faktörler ve alt faktörler, çok kriterli karar verme yöntemlerinden biri olan AHP yöntemi kullanılarak değerlendirilmektedir.

Sağlık sektöründe, değişken çevre koşulları ve rekabetin artması, kurumların stratejik yönetim anlayışını benimsemelerini zorunlu kılmaktadır (Wijngaarden vd., 2012:34). Stratejik yönetim, sağlık kurumlarının uzun vadeli hedeflerini belirlemek, kaynakları etkin bir şekilde kullanmak, rekabet avantajı elde etmek ve sürdürmek için kullanılan bir yönetim yaklaşımıdır (Schulz & Johnson, 2003:75; Muller vd., 2008:166).

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Hiyerarşinin amacı: İstanbul'daki bir sağlık grubunun vakıf üniversitesi hastanelerinde stratejik yönetim uygulamalarının SWOT Analizi ile belirlenerek, öncelik sırasının AHP yöntemi kullanılarak tespit edilmesidir. Hiyerarşinin ana kriterleri: İkinci düzeyde aşağıdaki listede belirtilen 28 adet ana kriter yer almaktadır (Rego ve Nunes, 2010; Aslan vd., 2014; Terzić vd., 2010). Hiyerarşinin alt kriterleri: Üçüncü düzeyde aşağıdaki listede belirtilen toplam 99 adet alt kriter yer almaktadır (Rego ve Nunes, 2010; Aslan vd., 2014; Terzić vd., 2010). Genel olarak AHP, sırasıyla aşağıda yer alan basamakların takibinden meydana gelmektedir (Doğan ve Önder, 2014; Pehlivan ve Önder, 2020).

a) Problemin tanımlanması ve süreçte kullanılacak bilgilerin saptanması: Üç adet sağlık kurumları yöneticisi ile bu alanda çalışan bir akademisyenin görüşü alınarak ve literatür taraması yapılarak hastanelerde stratejik yönetimde SWOT analizinde yer alan ana kriterler güçlü yönler, zayıf yönler, fırsatlar, tehditler ve alt kriterler oluşturulmuştur (Rego ve Nunes, 2010; Aslan vd., 2014; Terzić vd., 2010). Ardından SWOT matrisi mimarisinde bu ana kriterler ve alt kriterlerden oluşan AHP anket formu oluşturulmuştur. Veriler örnekleme yöntemi kullanılarak Ocak- Şubat 2024 tarihlerinde, 4 hastane yöneticisinden toplanmıştır (Yağar ve Dökme, 2018). Veriler bu alandaki uzman kişilerden toplandığı için, örneklem büyüklüğünün AHP çalışmalarında olduğu gibi gerekçelendirilebilir özellikte olduğunu söylemek mümkündür (Putra vd., 2020, Rehman ve Ali, 2022, Baby, 2013). AHP'de örneklem yetkin kişilerden oluşmakta hatta birkaç katılımcıdan bile oluşabilmektedir (Shin vd., 2020, Numata vd, 2020, Krishnan vd., 2022).

b) İkili karşılaştırmalar matrisi ile karar hiyerarşilerinin oluşturulması: SWOT Analizi ile belirlenen stratejik yönetim uygulamalarının, öncelik sırası AHP yöntemi ile analiz edilerek, öncelikli stratejik yönetim uygulamaları ve sıraları tespit edilmektedir.

c) Araştırma Verilerinin Ağırlıklandırılması: Çalışmada kullanılan üç seviyeli AHP süreci, karmaşık olan problemlerde karar vericiye yardımcı olan çok kriterli karar verme tekniğidir (Ishizaka ve Labib, 2011). Yöneylem altında karar verme konusundaki bu yöntemde konu hakkında bir içgörü oluşturularak genelleme yapılmamaktadır. Belirlenen kriter ve alt kriterlerin uzman görüşleri ile önem dereceleri tespit edilmektedir (Numato vd. 2020, Patharia vd., 2021; Yıldırım ve Önder, 2015).

SWOT analizinde yer alan güçlü yönler, zayıf yönler, fırsatlar, tehditler başlıkları altında birçok ana kriter ve alt kriterle ulaşılmıştır. AHP ile bu karmaşık yapıdaki ve çok sayıdaki kriterin ikili karşılaştırmalar yapılarak karmaşıklığı azaltması sağlanmaktadır. “Kriterlerin tüm ikili kombinasyonları uzmanlar tarafından göreceli önem derecelerine göre karşılaştırmaya tabi tutulmakta ve bu karşılaştırmalarda Saaty (1980) tarafından geliştirilen 1-9 ölçeği kullanılmaktadır. İki alternatif arasında 1 eşit değer olarak kabul edilmektedir. En büyük değer 9, en küçük değer ise 1/9 dur.” (Pehlivan ve Önder, 2020:835). AHP yöntemi ile kriterlerin ağırlıkları Microsoft Excel programında belirlenmiştir.

Bu çalışmanın amacı, stratejik yönetim sürecinin önemini vurgulayarak, SWOT analizini bir üniversite hastanesi örneği üzerinde uygulamak, hastanenin iç ve dış çevresindeki faktörleri değerlendirerek, stratejik hedeflerin belirlenmesine yardımcı olmaktır. Çalışmada AHP anketi ile bir sağlık grubunun üç vakıf üniversite hastanesi yöneticisinden veri toplanmış ve analiz edilmiştir.

Çalışma, hastanelerde stratejik yönetim sürecini etkileyen faktörlerin geniş bir perspektifini sunmaktadır. Bu alt kriterlerden ilk beşte yer alan maddeler ise sırasıyla ve SWOT matrisine göre şu şekildedir: “Sağlık turistleri için ülkemizdeki sağlık hizmeti ekonomiktir (O)”, “Döviz kurunda dalgalanma vardır (T)” ve “Sürekli değişen kur nedeniyle planlamaların değişimi söz konusudur (T)”, “Kalifiye sağlık personeli İstanbul'da yaşamak istemektedir (O)”, “Tıbbi cihaz ve teknolojik alt yapı iyidir (S)”, “Deneyim kazanan personel başka hastanelere gitmektedir” (W). Çalışmada, hastanelerin

güçlü ve zayıf yönlerini, iç/dış çevredeki fırsatları ve tehditleri içeren kriterler SWOT analizi ile belirlenmiştir. Bu çalışma, SWOT analizinin üniversite hastaneleri için stratejik yönetim sürecinde uygun bir araç olduğunu ve hastanenin rekabet avantajını artırmak ve sürdürmek için kullanılabileceğini göstermektedir. Ayrıca SWOT analizinin üniversite hastaneleri için stratejik yönetim sürecinde uygun bir araç olduğunu ve hastanenin rekabet avantajını artırmak ve sürdürmek için kullanılabileceğini göstermektedir. Sonuç olarak, çalışma ile sağlanan bilgiler, stratejik yönetim sürecinin hastane yöneticileri ve politika yapıcılar tarafından daha iyi anlaşılmasına ve uygulanmasına katkı sağlamayı amaçlamaktadır. Alınacak stratejik kararlarla bu çalışmada incelenen sağlık grubunun SWOT analizinde tespit edilen insan kaynakları yönetiminin stratejik olmayışı zayıf yönünün, sağlık turizmi için güçlü bir alt yapı olması güçlü yönüne dönüştürülebilmesi için insan kaynaklarında stratejik yönetim uygulamalarına hâkim bir anlayışın sağlanması örnek verilebilmektedir. Bu sayede zayıf yönler güçlü yönlere, tehditler de fırsatlara dönüştürülmüş olacaktır. Sağlık işletmelerinde reklam, tanıtım ve pazarlama faaliyetlerinin sistemli olarak düzenlenmesi başarılı bir stratejik yönetim ile mümkündür. Ayrıca nitelikli personel, uygun fiyat politikası ve uluslararası standartlara uygun hizmet sunma gibi kriterlerin uygulamaya konması gerektiği söylenebilir. Çalışmanın üç vakıf üniversite hastanesinde yapılmış olması çalışmanın sınırlılıkları arasındadır. Daha fazla kamu ve vakıf üniversite hastanelerine ulaşılarak sonuçlar genelleştirilebilecektir. İleriki çalışmalarda dönemsel ve yıllar itibarıyla daha fazla veriye ulaşılarak karşılaştırma yapılabilecektir. Bu çalışmada AHP anketi kullanılarak SWOT analizi yapılmıştır. Gelecekte yapılacak çalışmalarda farklı araştırma yöntemleri ve farklı analiz teknikleri kullanılabilmektedir.