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Strategic Evaluation of Blood Donation Promotion Using the SWOT Analysis: A Systematic Model Transformation for Organizational Excellence

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Abstract: Maintaining a stable blood supply is a critical challenge for healthcare organizations in this dynamic era, necessitating a shift from routine operational management toward a more measured strategic management approach to achieve organizational excellence. This study aims to formulate a strategic model to increase blood donor participation using the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to map internal capacities and external opportunities in creating sustainable competitive advantage. Using a descriptive qualitative method through a systematic model, this study analyzes the SWOT Matrix to generate an integrative strategy between managerial efficiency and service innovation. The analysis results indicate that while the organization possesses strengths in its integrated donor database system, challenges such as medical hoaxes and limited marketing budgets remain the primary obstacles. Therefore, the recommended strategies include optimizing service digitization through mobile applications, strengthening corporate partnerships, and launching educational campaigns to counter negative stigma. In conclusion, the implementation of SWOT-based strategic management provides a clear direction for the organization in optimizing resources, which ultimately not only increases blood collection volumes but also drives the achievement of excellence standards in public health services.

Keyword: Strategic Management, SWOT Analysis, Blood Donation, Organizational Strengths, Systematic Model.

INTRODUCTION

A safe and sustainable blood supply is a cornerstone of public health systems worldwide. However, many blood service organizations face significant challenges in maintaining a consistent donor base amid shifting social dynamics and changes in public behavior (Awan & Mahmood, 2020). In the face of this uncertainty, organizations can no longer rely on conventional methods but must adopt a comprehensive strategic management approach to ensure operational sustainability (Wheelen et al., 2017).

In Indonesia, this challenge is further complicated by regional digital divides that affect access to donor information (Sari & Wiguna, 2021). Therefore, digitalization in the healthcare system is no longer an option but a necessity to significantly improve the efficiency of blood inventory monitoring (Mofijur et al., 2020). Strategic management in the healthcare context involves a thorough analysis of both internal and external environments. One of the most effective and widely used analytical tools is the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). According to David (2011), SWOT analysis enables organizations to align internal strengths with external opportunities, while mitigating weaknesses and threats that could hinder the achievement of targets. In efforts to increase blood donor participation, a systematic model that integrates SWOT analysis becomes crucial for fostering organizational excellence.

An organization's excellence in blood donation services is measured not only by the volume of blood collected, but also by the effectiveness of its management system, the quality of its services, and its ability to adapt to digital technology (Hussain et al., 2019). Previous research indicates that structural and psychological barriers, such as lack of accessibility and the presence of medical misinformation, often pose major obstacles to donor recruitment (Lownik et al., 2012). Therefore, a management model is needed that is not merely reactive but proactive in leveraging opportunities for digitalization and strategic partnerships.

Through a systematic strategic management approach, the organization is expected to formulate more precise policies to enhance donor loyalty. This introduction will serve as the foundation for a discussion on how SWOT analysis elements can be transformed into functional strategies capable of driving the organization toward standards of excellence, thereby ensuring that blood supply crises are minimized on a sustainable basis.

In this context, SWOT analysis serves as a relevant tool for evaluating strategic positioning and change management. This aligns with research (Badrianti and Ali, 2024), which emphasizes that integrating SWOT analysis into strategic planning is crucial for organizations to determine the appropriate positioning to navigate a dynamic changing environment. The use of SWOT analysis has proven effective in mapping out strategies to capture market share (Ali & Saputra, 2025).

The purpose of this SWOT analysis article is to: 1) Analyze the internal and external environments of blood donation service providers to map the organization's strategic position in addressing the dynamics of national blood supply needs and changes in donor behavior in the digital age; 2) Analyze the organization's strengths, weaknesses, opportunities, and threats (SWOT) and formulate alternative SO, ST, WO, and WT strategies that management can implement to enhance operational adaptability, service efficiency, and the achievement of sustainable organizational excellence.

METHOD

This study employs a descriptive qualitative approach focused on developing a systematic strategic management model to achieve organizational excellence. The analysis process began with data collection through a literature review and examination of secondary documents related to the dynamics of blood donation participation and current public health policies. Data analysis was conducted in a structured manner using an Internal instrument to evaluate the organization's strengths and weaknesses, and an External instrument to map opportunities and threats from the external environment.

The data analysis process was conducted in a structured manner using internal and external instruments. The selection of indicators in these instruments was based on a synthesis of the strategic health management literature and adapted to account for the psychological and structural barriers to donor recruitment identified by Asamoah-Akuoko et al. (2021).

Next, the results of the identification of these factors were synthesized into a SWOT Matrix to formulate four competitive strategy alternatives: SO (Strengths-Opportunities), WO

(Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). This entire series of methods is aimed at producing an operational model that not only improves the efficiency of digital-based donor services but also strengthens the organization’s adaptability in addressing the ongoing challenges of blood supply needs.

RESULTS AND DISCUSSION

Results

Based on the purpose of this article, the discussion in this study is as follows:

Internal and External Environmental Analysis

Table 1. Analysis of the Internal and External Environment

1. Strengths	2. Weakness	3. Opportunities	4. Threats
<ol style="list-style-type: none"> 1. Medical staff and volunteers who are certified and experienced in blood collection procedures. 2. Organizational leadership that is open to digital transformation and service innovation. 3. A strong organizational reputation and high public trust in ensuring blood safety. 4. A donor administration system that is becoming digitally integrated to facilitate access. 	<ol style="list-style-type: none"> 1. Uneven distribution of information technology infrastructure and digital blood inventory management systems. 2. Inconsistent promotion of the benefits of blood donation across various digital media channels. 3. Variations in the competence of administrative staff in operating digital archiving and reporting platforms. 4. Limited internal funding for the development of infrastructure and mobile blood donation units. 	<ol style="list-style-type: none"> 1. Government policies (Ministry of Health) aimed at strengthening the national healthcare system and blood supply. 2. Support from local governments and the corporate sector through CSR programs for blood donation activities. 3. High awareness among Millennials and Gen Z regarding healthy lifestyles and humanitarian efforts. 4. Advances in artificial intelligence (AI) technology to predict blood supply needs based on seasonal trends. 	<ol style="list-style-type: none"> 1. The rapid pace of changes in health regulations affecting standard operating procedures (SOPs). 2. Competition with other social foundations or private health organizations to attract donors. 3. Changes in health facility accreditation standards, which are becoming increasingly stringent and data-driven. 4. The prevalence of misinformation or negative medical stigma in the community regarding the safety of blood donation procedures.

An internal environmental analysis was conducted to identify the strengths and weaknesses of blood donor service organizations in fulfilling national blood supply needs. Based on the results of a managerial review and observations of operational procedures, several key strengths were identified that serve as the strategic foundation for these organizations. These include (1) visionary organizational leadership that is highly adaptive to innovations in health technology, (2) the quality of medical staff and volunteers, the majority of whom are certified and possess mature technical competencies, (3) the organization’s strong reputation and high public trust in ensuring blood safety, and (4) a donor service administration system that is beginning to be digitally integrated to facilitate access to blood inventory information.

However, there are also several weaknesses that pose internal challenges, such as (1) the uneven distribution of digital blood inventory management systems across all service units, (2) variations in the digital literacy levels of administrative staff regarding the optimal operation of donor data processing platforms, (3) the lack of consistent promotion of the benefits of blood donation through independent digital media channels, and (4) limited operational budgets for the development of facilities and infrastructure as well as the expansion of mobile blood donation units. These factors indicate that although the organization possesses strong reputation

and leadership capital, the reconfiguration of human resources and technology remains necessary to achieve comprehensive organizational excellence.

Meanwhile, an analysis of the external environment identifies opportunities and threats arising from health policy dynamics and the social environment. The main opportunities identified include (1) government policies to strengthen the national health system that provide regulatory support for blood availability, (2) high interest and awareness among the younger generation regarding healthy lifestyles and humanitarian actions, and (3) advancements in artificial intelligence (AI) technology that can be utilized to accurately predict blood supply needs. On the other hand, threats that require vigilance include (1) the rapid evolution of data-driven accreditation standards for healthcare facilities, which demand swift adaptation, (2) the prevalence of misinformation or negative stigma in society regarding the safety of medical procedures, and (3) potential logistical barriers in blood distribution due to environmental uncertainties or global health crises.

Strategic Analysis of SO, ST, WO, and WT

Table 2. 4-Quadrant SWOT Matrix – Derived Strategies

Internal	Opportunities	Threats
External		
Strengths (S)	<p>SO Strategy ((Leveraging strengths for opportunities):</p> <ol style="list-style-type: none"> Accelerating the availability of the national blood supply by optimizing certified medical personnel and adaptable volunteer teams. Optimizing visionary leadership to strengthen strategic collaboration with the corporate sector (CSR) in donor service digitization programs. 	<p>ST Strategy (Using force to counter threats):</p> <ol style="list-style-type: none"> Enhance the organization’s brand and credibility on social media through professional medical education to combat misinformation and negative stigma. Building public trust through transparent management of blood supplies using a digital platform that integrates data in real time.
Weakness (W)	<p>WO Strategy (Overcome weaknesses, seize opportunities):</p> <ol style="list-style-type: none"> Submit a technology partnership proposal to stakeholders or IT vendors to address the limitations of the blood inventory information system infrastructure. Conducting in-house training (IHT) for staff to ensure consistent digital proficiency in operating the latest donor management platform. 	<p>WT Strategy (Minimize weaknesses and avoid threats):</p> <ol style="list-style-type: none"> Conduct ongoing intensive training for administrative staff to minimize resistance to the new data-driven health facility accreditation standards. Achieving operational budget efficiency by diversifying donor recruitment programs to be more cost-effective yet have a broad impact.

The results of the analysis of internal and external factors were formulated into a SWOT matrix to determine the strategic position of the blood donation service organization. This matrix indicates that the organization’s strategic position is in Quadrant I—a situation in which the institution possesses solid internal strengths through adaptive leadership and competent medical staff, enabling it to significantly capitalize on opportunities arising from policies to strengthen the national health system and trends toward societal digitalization.

Thus, the recommended dominant strategy is the Aggressive Strategy (Growth-Oriented Strategy) or SO strategy. In the context of public service organizations, this strategy entails maximizing the full potential of human resources and the institution's reputation to accelerate the implementation of a digital blood inventory information system and expand the reach of blood donation nationwide. This position enables the organization to move beyond being merely a provider of routine services and transform into a role model for responsive, transparent, and competitive healthcare institutions in achieving sustainable organizational excellence.

Analysis of Alternative Strategies

Based on the results of the SWOT analysis of the blood donation service organization, the following alternative strategies have been formulated: 1. SO Strategy (Strengths-Opportunities): Accelerate the fulfillment of the national blood supply and optimize the use of the digital donor management platform by leveraging the capacity of certified medical personnel; integrate the service administration system with data-driven demand forecasting technology to improve the efficiency and accuracy of distribution. 2. WO Strategy (Weaknesses-Opportunities): Enhancing the digital literacy of administrative staff through continuous internal training and technology mentoring programs; proposing strategic partnerships or infrastructure support for information systems to relevant stakeholders to support a more equitable digitalization of the blood stock management system. 3. ST Strategy (Strengths-Threats): Strengthen the organization's branding as a transparent, safe, and innovative healthcare institution to counter medical misinformation and negative stigma in the community; leverage established public reputation and trust to maintain donor loyalty amid the dynamic changes in health regulatory standards. 4. WT Strategy (Weaknesses-Threats): Developing a phased digital transformation roadmap to minimize internal resistance to system changes; improving resource management efficiency and diversifying recruitment programs to ensure the organization's readiness to meet the latest data-driven healthcare facility accreditation standards.

Formulation and Selection of Strategies

In this study, the SO (Strengths-Opportunities) strategy was selected as the priority strategy. Blood donation service organizations possess key strengths, including visionary leadership, experienced and certified medical staff, a strong institutional reputation in the public eye, and an administrative system that is beginning to be digitized. These strengths are highly relevant for capitalizing on external opportunities such as policy support for strengthening the national health system, the high interest of the younger generation in humanitarian action, and advancements in artificial intelligence (AI) technology for predicting blood supply needs. By adopting this aggressive strategy, the organization can launch data-driven service innovations, strengthen its strategic position as a leading health institution, and effectively enhance organizational adaptability.

These findings underscore the importance of applying a contextual SWOT analysis approach in the public health management sector. Blood service organizations, despite possessing high levels of social capital and public trust, will struggle to maintain blood supply stability without a clear change management strategy. Therefore, the integration of traditional strengths (quality of medical procedures, culture of volunteerism) and digital transformation is a critical foundation for securing a strategic position amid the increasingly complex dynamics of medical needs.

From an academic perspective, this study contributes to the literature on SWOT-based strategic management applied at the micro level within blood service provider organizations. Furthermore, this approach demonstrates that aggressive strategies in this sector do not necessarily entail physical expansion but are instead realized through digital convergence,

human resource reconfiguration, and the enhancement of strategic literacy among organizational leaders to transform bureaucratic challenges into opportunities for sustainable institutional innovation.

These findings align with the research by Putra & Herawati (2023), which indicates that the integration of digital services in Indonesia can significantly increase engagement among active donors. This aggressive strategy enables organizations to leverage technological advantages to create more inclusive service models for the younger generation (Gomez et al., 2022)

Based on the results of this mapping, organizations need to design contextual solutions that align with the dynamics of national health policies (Awan & Mahmood, 2020; Lownik et al., 2012). The use of SWOT analysis in health management has been shown to improve organizational quality through a more structured strategic planning process (David, 2011). The analysis results indicate that synergy between strategic positioning and change management agility can significantly minimize internal resistance (Hussain et al., 2019). This underscores that an organization's success in achieving organizational excellence heavily depends on leadership's ability to reconfigure resources to address on-the-ground challenges (Wheelen et al., 2017).

CONCLUSION

Based on the results and discussion above, the conclusion of this study is as follows: 1. The internal and external environments of blood donation service organizations currently show great potential but are still in a transitional phase toward comprehensive digitalization. The organization possesses very strong internal fundamentals, particularly in terms of visionary leadership, certified medical staff, and a solid public reputation for maintaining the safety of the blood supply. However, this potential has not yet been fully capitalized upon due to barriers stemming from limited, uneven information system infrastructure and varying levels of digital competency among staff in responding to comprehensive data-driven health policy transformations. 2. Of the SO, ST, WO, and WT strategies analyzed, the SO strategy emerged as the most dominant and is recommended for achieving organizational excellence. Through the SWOT analysis approach, it was found that the most relevant strategy for building organizational adaptability is the aggressive strategy (SO).

This strategy leverages internal strengths—namely the institution's credibility and a mature medical workforce—to capitalize on external opportunities, such as government support for strengthening the national healthcare system, the trend toward healthy lifestyles among the younger generation, and advancements in artificial intelligence (AI) technology. Supporting strategies such as WO and ST also remain crucial in anticipating internal weaknesses and external threats, particularly regarding increasingly competitive accreditation standards and the mitigation of negative stigma or medical misinformation in the community.

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