

# Development of a Marketing Plan for the Oncology Program of a Clinic in the City Of Bogotá

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**SUMMARY:** The cancer problem has been the subject of priority attention both nationally and internationally after its impact on people's well-being and health. In Colombia, this disease represents a significant burden for the health system and society in general. Therefore, various organizations and entities have emerged to address it and provide support to patients and their families, among them, the entity has played a prominent role in the prevention, treatment and comprehensive support to those affected. It is important to contextualize the current panorama and previous efforts made in this field, in order to understand the relevance and need to execute a strategic marketing procedure that improves the work of oncology clinics in the city of Bogotá, DC. The main objective of this study was to develop a strategic marketing plan to improve the positioning and effectiveness of oncology services in selected clinics in Bogotá. This plan aims to optimize patient recruitment, increase patient satisfaction and loyalty, and strengthen the image and competitiveness of clinics in the health market. A descriptive and analytical methodology was used, including a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), market research, and the use of benchmarking techniques to evaluate and compare the clinics' current strategies with best practices at national and international levels. In addition, interviews with sector experts and patient surveys were conducted to obtain a comprehensive view of the needs and expectations of the target market. The results obtained allowed us to identify the main areas for improvement in the provision of oncology services, highlighting the need for greater differentiation in the services offered, strengthening communication and corporate image, and implementing more effective digital strategies to attract and retain patients. It was concluded that, through a well-structured marketing plan oriented to patient needs, Bogotá clinics can significantly improve their impact in the fight against cancer, offering high-quality services and increasing patient satisfaction.

**KEY WORDS** - Marketing, Quality, Oncology, Human and technological resources, Action plan, Performance indicators, Trust and credibility.

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## I. INTRODUCTION

In the current context of healthcare, oncology is one of the most critical disciplines due to the increasing number of patients diagnosed with various types of cancer. The prevalence of this disease, together with the advances in its treatment, has generated a pressing need for oncology programs that not only provide high-quality medical services, but also effectively position themselves in the market to reach as many patients as possible.

Cancer is a dominant disease in the city of Bogotá DC and represents a challenge for both patients and organizations that provide care and support services [1]. In the city, the health segment is focused on the well-being of its users in order to provide quality services; despite having the infrastructure in several clinics, many do not have the authorization for oncology and manage the program in agreement with other institutions such as the Clinica San Diego that is dedicated to combat malignant tumors and provide support to users in Colombia.

The object of study is a clinic located in the city of Bogotá, a clinic that is interested in providing oncological services, to achieve better promotion and reach the target population, it is necessary to develop a comprehensive marketing plan that adapts to the needs and characteristics of the current environment [2], the central problem is the lack of effectiveness in promoting the organization's services, due to the presence of prominent and recognized competitors in the oncological services market in the city, this can affect its ability to attract patients and provide comprehensive support to those who need it.

The background for the research to develop a marketing plan for the oncology program for the selected clinic has been meticulously carried out, considering local, national and international aspects that provide enriching and practical perspectives. This selection process is based on the identification of previous studies that

address marketing strategies applied to health promotion and the marketing of services and products in the health sector.

At the local level, research such as the design of a marketing plan at the Banco Nacional de Sangre of the Cruz Roja Colombiana [3], the planning of digital marketing strategies for health campaigns by the Secretaria Distrital de Salud [4] and key marketing factors for micro and small pharmacies in Bogotá [5] stand out. These address crucial aspects such as market segmentation, the definition of measurable objectives and comprehensive digital planning.

At the national level, the implementation of strategies to influence the behavior of health professionals, the importance of the internal market in small and medium-sized companies in the health sector in Barranquilla [6] and the need for a competitive analysis and internal strategies for the distribution of high-cost medicines are analyzed.

From an international perspective, the background explores the implementation of strategies to attract clients in the prepaid medicine sector in Ecuador [7], the strengthening of the corporate image through social marketing in Chiclayo [8], and the adaptation to digitalization in the pharmaceutical industry in Argentina [9].

Based on the review of the background, an analysis of the competitive environment is carried out, the target audience is identified, and the most effective strategies are established to promote oncological services. Likewise, the most appropriate digital tools and communication channels will be explored, so that the institution becomes a preferred option for those seeking specialized and high-quality care.

The goal is to provide a step-by-step guide to implementing a marketing plan that not only increases the visibility of the oncology program, but also improves the patient experience and contributes to positive outcomes in the fight against cancer.

In addition, it is essential to conduct market research to understand the needs, trends, preferences and characteristics of the segment you want to reach. This should be based on updated and relevant data from the Colombian context, specifically from Bogotá DC, to obtain an accurate view of the demand and the factors that influence the decision-making of patients and their families [10].

## **II. METHODOLOGY**

The methodology used in this project has been designed with the aim of obtaining precise and significant results for the development of the marketing plan. To do so, a rigorous and systematic approach is applied to collect, analyse and evaluate relevant information about the market, competitors and patient needs.

Likewise, various research techniques will be used, such as surveys, documentary analysis and benchmarking, in order to obtain a comprehensive and detailed view of the context in which the institution operates. It is expected that this methodology will provide important information that will guide the decisions planned to combat the disease in the city.

### **TYPE OF RESEARCH**

The type of research for this project is descriptive in nature with a quantitative approach. According to N. Nieto [11], the research seeks to describe and analyze the characteristics or phenomena of a certain context or population. In this case, the aim is to carry out an exhaustive analysis of the current situation of the entities, in order to identify opportunities, threats, strengths and weaknesses in the field of the fight against cancer in the city.

Descriptive research will allow for the collection of detailed information about the target population, user trends and preferences, as well as competitors and potential market strategies. In addition, a review of qualitative and quantitative data will be carried out to explain the findings. In this regard, statistical tools and specialized software will be used to analyze data and make evidence-based decisions.

With the quantitative approach, statistical tools and specialized software will be used for the analysis and processing of the collected data. This will allow obtaining accurate and reliable quantitative results, which will be essential for making informed and evidence-based decisions. By implementing it, the aim is to identify significant patterns, trends and numerical relationships in the information collected, thus providing a solid basis for the design of effective marketing strategies.

The project focuses on the target population related to the fight against cancer in Bogotá. Therefore, this objective covers both legal entities, workers, users and people linked to the oncology sector. Market research is carried out to characterize it in detail, demographic data, preferences, needs and behaviors that are related to cancer and the functions provided by the institution are collected. This helps to better understand who the marketing plan is directed at and allows the strategies to be adapted based on what the market establishes.

In relation to sampling, a representative sample is selected to obtain significant and reliable information. For patients, the volume of tests is taken into account based on the total number of patients treated by the institution.

The sample is selected using simple random sampling, ensuring that all patients have the same chance of being included in the sample [12].

There are various statistical formulas and calculators available to estimate the appropriate sample size, according to the book "Elementary Survey Sampling" by Richard L. Scheaffer, William Mendenhall, and Lyman Ott, for this study the statistical equation for population proportions is selected.

Equation 1. Sample calculation for population proportions

$$n = \frac{z^2 (pq)}{e^2 + \left( \frac{z^2 (pq)}{N} \right)}$$

n=number of surveys

Z= Confidence level = 95% = 1.95

N = Universe or population = 400 Employees

p = Probability in favor = 90% = 0.90 = reliability Min.90%

q = Probability against = 10% = 0.10

e = Estimation error (precision in the results) = 5% = 0.05 = Max.5% estimation error

Based on these parameters and using the formula mentioned above, it is estimated that the necessary number of employee surveys is 162.

## WORK PLAN

A clinic in the city of Bogotá is selected, where visits are made with a review of records, spaces, and interviews with officials in order to learn about the current state of the clinic. The proposed activities aim to make an assessment that will allow us to have a perspective on the current situation, to learn the background and reasons why the program was outsourced and not implemented. This diagnosis is an essential tool to identify areas for improvement and opportunities for growth.

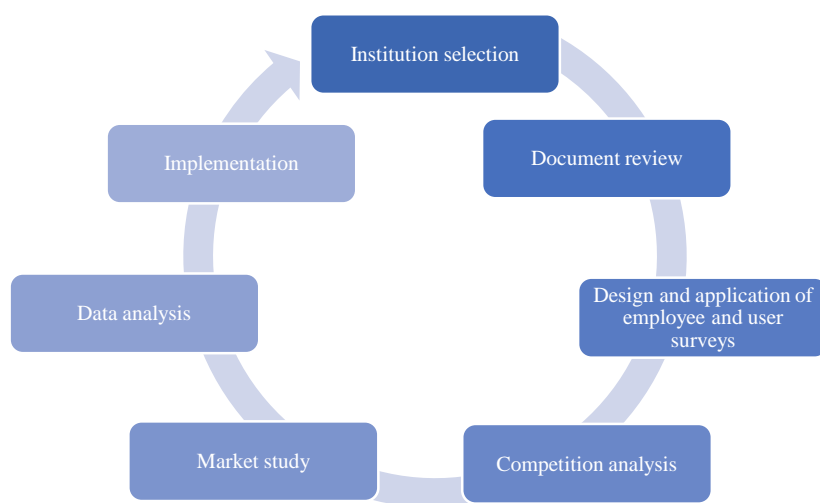
Information is collected through activities designed to understand and analyze the company's position in the market. The aim is to obtain a complete view of its competitive environment and the opportunities that can be exploited. This analysis is essential for making informed strategic decisions.

Through the activities, the main objective is to carry out a thorough review of data, a documentary review that includes the collection and analysis of critical information. This allows for a deeper understanding of the competition and, based on this comparative analysis or benchmarking, to identify opportunities for improvement in processes and operations. This is essential to assess how you compare with direct and indirect competitors in terms of efficiency, quality, innovation and other relevant aspects.

A key aspect in developing a marketing plan is benchmarking the competitive environment. This involves identifying and analyzing the entity's direct and indirect competitors, as well as the successful practices used by other similar organizations in Latin America. This information will allow finding profit options, possible distribution channels, and effective marketing strategies.

Taking into account the results of the activities previously carried out, the conclusions, strategies and recommendations to be presented for the improvement of the Clinic's position in oncological programs in the city are re-evaluated and defined (See figure 1).

**Figure 1. Work plan cycle**



Source: Authors 2024

### III. DEVELOPMENT AND RESULTS

Next, the objective of the development and the corresponding results will be explained, taking into account that for this purpose a clinic in the area was chosen with which the entire research was carried out.

#### 1. Comprehensive diagnosis

Facing the battle against cancer in Bogotá requires a thorough understanding of internal and external conditions. The fundamental purpose of this section is to identify the strategic opportunities that the institution can capitalize on, as well as the threats that it must proactively address. Likewise, the strengths that give it a solid position and the weaknesses that it needs to overcome are addressed.

Through this exhaustive analysis, and applying it to a clinic in the city, we seek to provide a comprehensive and well-founded vision for the formulation of strategies aimed at continuous progress in the mission of combating this disease. To achieve this, a detailed review of both internal and external reports will be carried out, providing a detailed overview of the institution's achievements and progress over various years and areas of operation.

These reports contain valuable information that reveals both the evolution of efforts and the trends and challenges in the environment around them. A SWOT analysis is then carried out, also known as OTSW, a highly relevant tool in strategic planning and decision-making.

This analysis, through the identification and evaluation of Weaknesses, Threats, Strengths and Opportunities, allows for a deep understanding of the internal and external factors that affect the health program and its mission. It is observed that it has a solid position and a clear strategic direction, capable of facing the present and future challenges in the battle against cancer in Bogotá, as evidenced in Table 1.

SWOT Matrix: This analysis provides an overview of the clinics' situation, identifying areas where the institution can leverage its strengths and opportunities, while addressing its weaknesses and preparing to face external threats. It is important to use this analysis as a basis for strategic decision making and planning future actions. It is also known as SWOT analysis and allows understanding the various factors that influence its performance and success in the short and long term [13].

**Table 1. SWOT matrix**

STRENGTHS		OPPORTUNITIES	
F1:	Significant progress in the mixing plant and the creation of the "Alivio" Palliative Care Unit and Pain Headquarters	O1:	Collaboration with Khiron Colombia to explore "Medicinal Cannabis"
F2:	Specialized Infrastructure	O2:	Expansion of the National Care Network to strengthen presence and reach
F3:	National alliances with important cancer centers such as the Clinica San Diego	O3:	Greater focus on advocacy and education in vulnerable communities
F4:	Promotion and prevention programs and strategic alliances with KHIRON Life Sciences Corp	O4:	Participation in legislative projects that affect cancer prevention and control
WEAKNESSES		THREATS	
D1:	Lack of financial resources to boost growth and innovation	A1:	Legislative changes and tax reforms that may affect resources and financing
D2:	Lack of strengthening in the area of assistance and the quality of services	A2:	Competition with other organizations and healthcare service providers
D3:	Limitations in clinical research capacity and participation in clinical trials due to limited resources or lack of collaborations with academic institutions	A3:	Shortages of medical supplies and specialized equipment needed to provide quality treatments due to supply chain disruptions or cost increases
D4:	Over-reliance on outside vendors for medical supplies and specialized equipment	A4:	Vulnerability to unforeseen events such as natural disasters or public health emergencies, which could disrupt operations and impact the ability to provide care to patients

Source: Authors 2024

In addition, the EFE – EFI matrix is performed to have an assessment of factors, where values close to 2.9 are obtained as shown in Figure 2. In this case, for the clinic to which the study was applied, after calculating the EFI and EFE indices, the scores can be added to identify the strategic quadrant to which the oncology clinic belongs. If the EFI + EFE index is in a high and favorable range, it would indicate a solid strategic position and a favorable environment for growth and expansion. In this quadrant, the recommended strategy would be "Grow and Build," which involves taking advantage of internal strengths and external opportunities to expand the clinic, diversify its services, and strengthen its position in the oncology market. This could be achieved through investments in technology, geographic expansion, development of new services, and strategic collaborations with key partners in the health sector.

**Fig 2. Graph EFI-EFE**



Source: Authors 2024

In order to obtain initial information, a survey was conducted among the group of internal employees of the entity to analyze the resources, skills, competencies, possible failures, and to know their perception for the implementation of the oncology program, with the purpose of adopting optimal strategies based on these results to improve the operation, provision of the service and the development capacity in the face of competition from the same sector.

“Internal analysis consists of the study or analysis of the different factors or elements that may exist within a project or company in order to: Evaluate the Resources that a company has, to know its situation, and Capabilities, Detect Strengths and Weaknesses and, in this way, design strategies that allow to enhance and take advantage of the strengths, and strategies that make it possible to neutralize or eliminate the weaknesses. Know the position and competitive advantage or viability in the market of the organization” [14].

Based on these parameters and using the formula mentioned above, it is estimated that the necessary number of surveys for the Clinic employees is 162.

### Survey design

The survey design has as its main purpose to evaluate the excellence of the customer service provided by the Clinics. This evaluation is considered essential given that, as mentioned, this area has been identified as the most sensitive and in need of attention.

The survey was carried out using Microsoft Forms, a fundamental tool for collecting data in an efficient and organized manner. Its ease of use allows users to create surveys, questionnaires and customized forms without the need for advanced technical knowledge. This makes it easy to obtain valuable information in real time and generate detailed reports for decision-making. In addition, its integration with other Microsoft applications, such as Excel and Teams.

The survey included a series of questions about employees' perceptions of their work, working conditions, and the effectiveness of the clinic. These data appear to focus on different key areas such as job role, job satisfaction, job knowledge, perception of services provided by the clinic, and technological infrastructure.

From the results obtained it can be seen that the majority of respondents have been in the clinic between 1 and 3 years, which could indicate a moderate stability in staff turnover. A significant number of employees seem to have a good knowledge of their roles, although a small group has expressed doubts about this. Most participants seem to agree with the performance of their colleagues, suggesting a collaborative working environment. However, there are concerns about the regularity with which customer service incidents occur, as some employees indicated that they believe these occur “sometimes” or even regularly. This may point to a need for improved customer service protocols and training.

Regarding infrastructure and marketing strategies, responses are varied. Although a considerable number of employees agree that the clinic has adequate technology and infrastructure, there is a perception that marketing strategies could be improved. This suggests an opportunity for the clinic to invest more in technology and explore new marketing strategies. In addition, most respondents consider the clinic's location to be adequate, which is a positive point for continued operation. However, responses regarding recommendation of the clinic to family and acquaintances show variability that could be indicative of areas for improvement in the quality of service or in the perception of the value offered to users.

The analysis of this survey reveals that while there are positive aspects regarding team cohesion and basic infrastructure, there are also areas that require urgent attention, such as the implementation of more effective customer service protocols and the development of market growth strategies. In addition, the possibility of incorporating new specialties such as oncology seems to be well received by employees, which could be a potential area of expansion for the clinic. It is crucial that management considers these perceptions to foster a more effective work environment and a better experience for customers.

The overall analysis shows a significant level of support for the implementation of the oncology ward at the clinic, with the majority of respondents expressing agreement or strong agreement with this initiative. This



suggests a high perception of the importance of providing specialized care to cancer patients and a recognition of the need to expand the clinic's services to meet the needs of the community.

The analyses reflect a range of perceptions and opinions within the clinic, highlighting both positive aspects and areas for potential improvement. The diversity of work roles, the importance of teamwork, the quality of service and the commitment to expanding specialist services are key aspects highlighted in the respondents' responses.

### Internal and external document review

This section reviews relevant internal and external reports, providing a comprehensive overview of the clinic's achievements and progress in different years and areas of work. These provide a detailed perspective of the initiatives and efforts to address cancer control and improve the quality of services. Table 2 below provides a concise summary of the outstanding achievements from different years:

**Table 2. Document review**

#	REPORT	GUY	NAME	MAIN OBSERVATIONS
1	2022 Management Report of the Selected Clinic	Internal report	Comprehensive Social Welfare Performance Report 2022	<p>The "Comprehensive Social Welfare Performance Report 2022" highlights the following achievements:</p> <ul style="list-style-type: none"> <li>11,693,695 infrastructure activities were carried out</li> <li>In the hospital and emergency network, coverage was expanded with an equivalent of 700 beds</li> <li>In the outpatient centers at the Bogotá level, a total population of 627,078 patients is served.</li> <li>The affiliated population at the end of the year was: Famisanar 1,249,734 New EPS: 76,544</li> <li>Recognition of the New EPS for the management carried out during the year 2022</li> <li>The inauguration of a medical center in the central area of Bogotá with capacity for 120,000 users was held</li> <li>It closes with a total of 372 drugstores nationwide</li> </ul>
2	Famisanar Management Report 2022	External report	Public hearing on accountability 2022	<ul style="list-style-type: none"> <li>In 2022, Famisanar EPS:</li> <li>The high-cost bill for adult oncology in 2022 was 29,861 patients the high-cost bill for pediatric oncology in 2022 was 693 patients Both showed a 17% increase compared to 2021</li> <li>At the end of the year, the high cost of cancer patients was 38,046</li> </ul>
3	2022 Accountability Report New EPS	External report	Accountability 2022	<ul style="list-style-type: none"> <li>In 2022 NEPS:</li> <li>The channeling to the early detection program for cancer in 2022 was 39,683 patients</li> <li>At the end of the year, the total number of patients was 10,074,733.</li> </ul>
4	Nueva EPS and Méderi invite users to attend early cancer detection programs	External publication	Nueva EPS and Méderi invite users to attend early cancer identification programs 2021	<ul style="list-style-type: none"> <li>New EPS guarantees the provision of services to 93,978 patients diagnosed with cancer</li> <li>70% of cancer patients treated at the Mederi clinic correspond to Nueva EPS</li> <li>In the last quarter of 2021, Mederi treated 3,500 patients</li> </ul>
5	Management and accountability report of the National Institute of Cancerology for the period 2022	External report	National Cancer Institute -ESE. Management and accountability report 2022 [pdf file].	<ul style="list-style-type: none"> <li>In 2022, the Colombian Institute of Cancerology -ESE achieved influence actions on priority bills, which mainly included the Colombian League Against Cancer, these were:</li> <li>Legal transformation of the INC (Law 306 of 2021): It involved collaboration with the Ministry of Health, legislative surveillance and promotion on social networks</li> <li>Risk reduction in psychoactive substances (Law 223 of 2021): Work was done with civil society, including the Colombian League Against Cancer, with monitoring and a Citizen Oversight Course on the League's website</li> <li>Tax reform (Law 118 of 2022): In collaboration with academia, PAHO and civil society, it was promoted to triple the cigarette tax and create a tax on vapers through communication and presentations</li> </ul>
6	2019 management report national institute of cancerology-ese	External report	National Cancer Institute -ESE. Management report 2019 [pdf file]	<ul style="list-style-type: none"> <li>The 2019 management report of the National Cancer Institute-ESE highlights the following achievements:</li> <li>Digital Contest "No Smoking is the Attitude": A contest was implemented in eight departments promoting citizen participation in the strategy "May tobacco not make you fall in love with colors and flavors", involving 1,200 students in Bogotá and reaching more than 20,000 people through social networks</li> <li>Communicative Action Network: An inter-institutional collaboration network was designed for cancer control, led by the INC and in association with various organizations and entities, such as PAHO, Citizen Oversight Network for Tobacco Control, Colombian League Against Cancer, among others.</li> <li>Communication Actions in Vulnerable Communities: Eleven face-to-face communication actions focused on tobacco control were carried out in vulnerable communities in the Bogotá District</li> <li>Direct Communication to Stakeholders: Direct electronic communication was carried out to 2,002 stakeholders from various economic sectors, providing scientific information relevant to cancer control.</li> <li>Media Monitoring and Analysis: Media monitoring and analysis was carried out, and a monthly internal newsletter was distributed with information that had an impact on cancer control and the image of the INC.</li> <li>PUBLINC Application: The PUBLINC computer application, a catalogue of public health publications related to cancer, was managed and maintained.</li> </ul>

7	Magnitude, trend and access to health services in people with high-cost diseases 2022	External document	Magnitude, trend and access to health services in people with high-cost diseases 2022	For the last period of 2022, a report of 224.8 cases per 100,000 inhabitants was presented, being the highest reported in Colombia in recent years.
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Source: Authors 2024

## 2. Market Research to Identify the Target Segment and its Needs

In the field of market research, determining the sample size in a survey plays an essential role in ensuring accurate and representative results of the population under study. It reflects the number of individuals selected to participate and has a direct impact on the validity of the findings.

The desired confidence level and margin of error must be established, which have an inverse relationship with the sample size. Using equation 1 in this scenario, a confidence level of 95% and a margin of error of 5% are sought. As the number of surveys carried out increases, it is evident that they tend to give the same result.

Applying the aforementioned formula to the target population of 2835 users, it is estimated that 331 surveys are needed, the implemented design is conceived to evaluate the quality of customer service provided by the clinic.

The results of the management report suggest that, although there is clarity in the information provided to patients, the quality of care and delays in care are areas that require urgent improvement. These responses highlight the need for a highly trained customer service team to solve the identified challenges and increase overall user satisfaction.

In order to evaluate the implementation of oncology services and better understand patient experiences, a survey was conducted for those who have received care. In this survey, various aspects related to the medical care received were explored, including the quality of the service provided, accessibility, communication with medical staff, emotional support and general satisfaction with the service, recognized institutions which will be the starting point for the development of the following section.

This analysis integrates the user satisfaction survey conducted by the clinic. By evaluating criteria such as opportunity, kindness, effectiveness, warmth and infrastructure, a more complete picture of the patient experience can be obtained and areas of strength and opportunities for improvement in the service can be identified.

The implementation survey was conducted with patients, with questions ranging from demographic data to satisfaction with the services offered. Responses included options such as gender, age, type of service affiliation, level of satisfaction, perception of care and coordination within the clinic, among others.

The program should have a focus on early detection in order to reduce the number of mortalities in Colombia for the female sex initially, and addressing socioeconomic and lifestyle factors are essential to reduce cancer mortality at all ages, since by 2022, 93,949 new cases were reported, of which 4,353 represented mortality. The figures presented can be seen in detail in the publication "Cancer situation in the adult population served in the SGSSS of Colombia 2022" [15] on the Colombia high-cost account page.

The program should be focused on early detection for the start of breast cancer treatment. According to the article "Survival of young women with breast cancer at the Institute of Cancerology of the Americas between 2007 and 2016" [16] from the Colombian journal of hematology and oncology in Colombia, it showed that the increases in the young population went from 10% to 20% in recent years.

The majority of respondents identify as gender diverse and fall within the 18-30 age range, although other age ranges are also represented. This suggests that the clinic has a diverse audience in terms of age and gender, which may influence patients' expectations and needs regarding the services offered. Gender diversity indicates greater inclusivity and may reflect an openness towards different identities.

In terms of communication and coordination between specialists, responses vary considerably, with some employees expressing complete satisfaction while others are totally dissatisfied. This indicates that there are discrepancies in the service experience, which could be a critical area for improvement to ensure a more consistent and satisfactory experience for all users.

Respondents have rated the accessibility and convenience of the facilities highly, which is a positive aspect for the clinic. In addition, the Instituto Nacional de Cancerología is identified as the most recognized institution in the area of cancer in Colombia, which could suggest a high standard or expectation regarding the quality of service that patients expect. The perception of accessibility is also crucial for the patient experience, especially in long-term treatment contexts such as oncology.

By integrating the results of the user satisfaction survey with the oncology program implementation survey, areas of alignment and discrepancy in the perception of the quality of the services offered by the clinic can be identified. This allows efforts to be focused on specific areas of improvement and to ensure comprehensive, high-quality care for all individuals.

**3. Benchmarking of the competitive environment that allows the establishment of business opportunities and possible distribution and marketing channels**

Table 3 presents the basic activities required to prepare a benchmarking, which allows for a comparison with the competition and to establish business opportunities, distribution and marketing channels:

**Table 3. Activities for benchmarking execution**

Passed	Activity
1	Competitor Identification
2	Detailed Competitor Analysis
3	Market Analysis
4	Identifying Business Opportunities
5	Selection of Distribution and Marketing Channels
6	Developing a Marketing Plan
7	Exploring Strategic Alliances
8	Establishing KPIs and Measurement and Evaluation System

Sources: Authors 2023

This approach helps the clinic understand its competitive environment, identify key opportunities and develop an effective marketing plan to achieve its objectives.

**Competitor Identification:**

In Bogotá, the capital of Colombia, there are several clinics specializing in breast cancer treatment that offer comprehensive medical services for patients with this disease. Some of the most notable clinics are:

1. **Fundación Santa Fe de Bogotá:** This health institution is recognized for its excellence in cancer treatment and has a multidisciplinary team of specialists in oncology, surgery, radiotherapy, radiology and pathology, among others. It offers diagnostic, treatment and follow-up services for patients with breast cancer, including surgery. Oncoplastic surgery, chemotherapy, radiotherapy and targeted therapies.

2. **Clínica del Country:** This clinic offers a wide range of medical services for breast cancer patients, including diagnostic imaging, biopsies, oncologic surgery, chemotherapy and radiotherapy. It has a team of highly qualified specialists and cutting-edge technology for the treatment of breast cancer.

3. **Hospital Universitario San Ignacio:** This university hospital has a center specialized in the treatment of breast cancer that offers diagnostic, treatment and follow-up services. It has an interdisciplinary medical team that includes oncologists, surgeons, radiotherapists, radiologists and pathologists, among others.

4. **Fundación CETIC:** This clinic specializes in cancer treatment and offers personalized services for breast cancer patients. It has an experienced medical team and cutting-edge technology for the diagnosis and treatment of breast cancer, including surgery, chemotherapy and radiotherapy.

5. **Clínica del Seno de Bogotá:** This clinic specializes in the diagnosis and treatment of breast cancer and offers comprehensive care for patients with this disease. It has a team of specialists in senology, oncologic surgery, radiotherapy, chemotherapy and psycho-oncology, among others.

**Competitor Analysis:**

Table 4 provides a detailed analysis of the strongest competitors in the current oncology market.

**Table 4. Competitor analysis**

Feature	Fundación Santa Fe de Bogotá	Clínica del Country	Hospital Universitario San Ignacio	Fundación CETIC	Clínica del Seno de Bogotá
Location	Bogota, Colombia	Bogota, Colombia	Bogota, Colombia	Bogota, Colombia	Bogota, Colombia
Type of Institution	Private	Private	Private	Private	Private
Specialization	Oncology	Oncology	Oncology, General Medicine	Oncology	Oncology, Senology
Coverage	National	National	National	Local	Local
Services Offered	Cancer diagnosis, treatment and rehabilitation	Diagnosis and treatment	Cancer diagnosis, treatment and rehabilitation	Diagnosis and treatment	Diagnosis and treatment
Scientific Research	Yeah	No	Yeah	Yeah	No
Prevention Programs	Yeah	No	Yeah	Yeah	Yeah
Free Attention	Yes, for some services	No	No	No	No
Advanced Technological Resources	Yeah	Yeah	Yeah	Yeah	Yeah
Financing	Private	Private	Private	Private	Private



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<b>Patient Focus</b>	Comprehensive	Comprehensive	Comprehensive	Comprehensive	Comprehensive
<b>Services Offered</b>	Diagnosis and complete treatment Oncoplastic surgery Chemotherapy, radiotherapy, targeted therapies	Comprehensive diagnosis Oncological surgery Chemotherapy, radiotherapy	Diagnosis, treatment and follow-up Surgery, chemotherapy, radiotherapy Targeted therapies	Diagnosis and complete treatment Surgery, chemotherapy, radiotherapy	Comprehensive diagnosis and treatment Oncological surgery, chemotherapy, radiotherapy
<b>Treatment prices</b>	Their services tend to be more expensive compared to public institutions. They offer a wide range of cutting-edge services and treatments, which can influence the total costs of treatment.	Costs may vary depending on the doctor's specialty and the type of treatment required.	Cheaper rates compared to private institutions. However, it can also offer more limited services in terms of technology and treatment options.	Costs may vary depending on the technology available and the physicians' fees, you may have more competitive rates compared to high-end private institutions	It offers competitive and specialized rates for the treatment of this disease. However, costs may vary depending on the infrastructure, technology and experience of the medical staff.
<b>Free and low-cost programs</b>	-Prevention and Early Detection Days: They can offer free or low-cost mammography days to promote early detection of breast cancer. - Psychosocial Support Services: They can provide free psychological support services and support groups for patients and family members affected by cancer.	- Awareness Programs: La Clínica del Country may conduct breast cancer awareness programs, which may include educational talks and free activities for the community. - Prevention Campaigns: They could organize breast cancer prevention campaigns, offering free or low-cost mammograms and promoting early detection among the population.	- Participation in Clinical Studies: The university hospital may offer free or low-cost access to clinical studies and research trials for patients who qualify.	- Educational Talks and Workshops: You can organize free educational talks and workshops on prevention, early detection and treatment of breast cancer for the community. - Awareness Events: Conduct breast cancer awareness events in collaboration with local organizations to provide free information about the disease and available resources.	- Screening Consultations: They may offer free screening consultations for patients with suspicious symptoms or signs of breast cancer. - Free or Low-Cost Mammograms: Free or reduced-cost mammograms may be provided as part of breast cancer early detection programs.
<b>Specialized Medical Team</b>	Oncologists, surgeons, radiotherapists	Specialists in senology, oncology	Multidisciplinary team of specialists	Specialists in oncology, surgery	Multidisciplinary team of specialists
<b>Available Technology</b>	Cutting-edge technology for the diagnosis and treatment of breast cancer	Advanced technology for the treatment of breast cancer	Cutting-edge technology for the diagnosis and treatment of breast cancer	Modern technology for breast cancer treatment	Cutting-edge equipment and techniques for the diagnosis and treatment of breast cancer
<b>Comprehensive and Personalized Approach</b>	Multidisciplinary approach with emphasis on personalization of treatment	Comprehensive approach to the diagnosis and treatment of breast cancer	Interdisciplinary approach with emphasis on research and education	Personalized and human approach to cancer treatment	Comprehensive approach that addresses medical, emotional and psychological aspects of breast cancer treatment
<b>Strengths</b>	Excellence in medical care and advanced technology, allowing for accurate diagnosis and cutting-edge treatment options	Modern infrastructure and advanced technology, facilitating accurate diagnosis and treatment	Focus on the training and education of health professionals, which can result in a highly qualified multidisciplinary team	Exclusive specialization in oncology, which can provide highly specialized care in breast cancer	Specific focus on breast cancer, allowing for highly specialized care focused on the needs of these patients
<b>Weaknesses</b>	High costs that may not be accessible to all patients	It does not specialize exclusively in breast cancer, which could result in less focused care in this specific area.	You may be subject to the workload and wait times typical of a teaching hospital.	May have less advanced technological resources compared to institution	May have a limited range of services compared to larger institutions

Source: Authors 2024

## **Market Analysis: Fighting Cancer in Bogotá**

### **Market Size**

The cancer market in Bogotá is significant due to the high incidence of the disease and the growing awareness of the importance of early detection and treatment. Bogotá's population is large and diverse, creating a considerable potential patient and donor base, however, in accordance with the survey, the decision was made to focus on breast cancer.

### **Market Segmentation**

- Patients: Includes people diagnosed with cancer seeking treatment, care and support
- Families and Caregivers: Those seeking resources and support to care for loved ones affected by cancer
- Donors and Collaborators: People and organizations that seek to contribute to the cause and financially support initiatives to fight cancer
- General Public: People interested in cancer prevention and awareness

### **Trends and Needs**

- Increased Awareness: There is an increase in awareness about the importance of early detection, prevention and access to quality treatments
- Aging Population: The aging of the population increases the incidence of age-related cancers, creating a greater demand for oncology services.
- Focus on Comprehensive Wellness: Patients and their families seek a comprehensive approach that encompasses medical, emotional and quality of life aspects
- Participation: People are looking for ways to actively get involved in the fight against cancer through donations, volunteering and raising awareness.

### **Competition and Opportunities**

- Competition: There is significant competition between specialist hospitals, private clinics and other organizations in the provision of oncology services. Charities and NGOs also compete for donations and participation.
- Opportunities: There is room for innovation in comprehensive support services, prevention and education programs, strategic collaborations with hospitals and specialists, and the creation of differentiated awareness and fundraising campaigns.

### **Consumer Behavior**

- Patients are looking for effective and reliable treatment options, as well as a personalized approach to their care.
- Families and caregivers seek resources to support their loved ones and obtain relevant information
- Donors are looking for transparent and effective organizations that positively impact the fight against cancer
- The general public seeks information on prevention, early detection and healthy lifestyles

### **Regulations and External Factors**

- Health regulations and government policies influence the delivery of medical services and fundraising
- Advances in medical research and technology affect treatment and diagnostic options

### **Marketing Channels**

- Hospitals and Clinics: These are the primary channels for the provision of medical services and treatment.
- Media: They play a key role in public awareness and education
- Online Platforms: These are important for sharing information, raising funds and offering online support.

Based on this analysis, clinics can identify opportunities to meet the needs of different market segments and develop targeted marketing strategies to effectively attract and serve their audiences.

### **Identification of Business Opportunities:**

Clinics may consider various business opportunities based on market and competitor analysis. These opportunities could allow the organization to differentiate itself in the marketplace and provide significant value to patients, families, and employees:

*Online Information and Support Platform:* Create an online platform that offers reliable information about cancer, useful resources for patients and their families, and the possibility of interacting with health professionals online to clarify doubts and obtain support.

*Awareness and Fundraising Events:* Organize events to raise awareness about cancer and funds to support programs and services. These events can engage the community and increase visibility for the cause.

*Palliative Care Services:* Offer palliative care services to improve the quality of life of patients with advanced cancer and their families. These wellness-focused services can provide comfort and support during difficult times.

*Collaboration with Companies:* Establish strategic alliances with local companies to develop joint corporate social responsibility, fundraising and awareness campaigns. This can strengthen the clinic's presence in the community and generate greater impact.

*Scholarship and Financial Aid Programs:* Offer scholarship and financial assistance programs for patients who face financial difficulties in accessing medical treatment and services. This initiative can ensure that all patients have equal access to care.

These opportunities need to be carefully assessed in terms of financial viability, available resources and organizational capacity. By selecting the most suitable ones, clinics can enrich their offering and make a positive difference in the fight against cancer in the community.

#### **Distribution and Marketing Channels:**

Clinics may consider a variety of distribution and marketing channels in order to maximize their reach and effectiveness in promoting their programs and services. Potential options include:

*Partnerships with Hospitals and Clinics:* Establish strategic partnerships with medical centers and cancer clinics, allowing health care professionals to refer patients to support services and programs. These alliances can be instrumental in connecting patients with the right resources at crucial times.

*Online Platform and Website:* Develop an interactive online platform and website specifically for this ward, providing patients, families and donors with convenient access to information, resources and support programs. It would also allow for online donations, facilitating financial contributions.

*Social Networks and Digital Media:* Use social media platforms and digital media to share easily accessible educational content, success stories, event news, and awareness campaigns. This strategy can increase clinic visibility and attract a broader audience in the virtual environment.

*Community Events and Health Fairs:* Actively participate in local health fairs and community events, where the clinic can offer relevant information, perform early detections and raise awareness about the fight against cancer in an environment of direct interaction with the community.

*Collaborations with Companies and Sponsors:* Establish strategic alliances with local companies interested in supporting the cancer cause through corporate social responsibility programs. These collaborations can provide additional funding and visibility.

*Volunteer and Community Involvement Programs:* Promote volunteer opportunities for the community, allowing members to actively engage in activities. This can foster a sense of belonging and commitment to the cause.

*Traditional Media:* Use traditional media such as local radio and television to spread awareness messages and promote events. Reach audiences who may have less access to digital media.

*Collaborations with Other Organizations:* Collaborate with other non-governmental organizations, medical institutions and community groups to expand reach and strengthen combined efforts in the fight against cancer.

*Partnerships with Educational Institutions:* Collaborate with schools and universities to conduct educational talks and workshops that focus on cancer prevention and early detection. Reaching out to younger generations can have a significant impact on awareness.

*Online Awareness Campaigns:* Launch online awareness campaigns, using ads and digital marketing strategies targeted at specific audiences. This tactic can be highly effective in communicating key messages.

*Email and Newsletters:* Maintain a contact database and send email newsletters to keep audiences up to date on events, programs, and program accomplishments.

The choice and combination of these channels should be based on market analysis, available resources, and the health objectives of the clinics in the city. This strategy will allow for effective distribution of information and services, as well as successful marketing of the proposed programs and events.

#### **4. Develop a detailed implementation plan that allows the entity to execute the proposed strategies and allocate the required resources.**

Marketing plan for the clinic

Objectives of the Plan:

- Increase awareness about the services and programs that the Clinic will offer
- Promote prevention and early detection of breast cancer
- Generate financial support and community participation
- Improve customer service experience and patient care

Strategies and Actions:

*Online Platform and Website:*

- Develop an interactive and easy-to-navigate website that provides comprehensive information about the clinic, its services and resources

- Offer a live chat system to provide instant assistance to site visitors

*Social Networks and Digital Media:*

- Respond quickly to comments and messages from followers on social media, providing information and assistance in real time

- Share testimonies and positive experiences of patients who have received support from the Clinic

- Pay for advertising on the networks to increase the visibility of the company in these same networks

*Community Events and Health Fairs:* Establish a visible presence at community events, with highly qualified staff who can provide accurate and detailed information about the clinic's services

*Partnerships with Hospitals, Clinics and Companies:* Collaborate with hospitals and clinics to ensure that referred patients receive the best possible support from the Clinic's highly qualified staff

*Volunteer and Community Involvement Programs:* Train volunteers to provide accurate information about clinic programs and offer excellent customer service to program participants

*Traditional Media and Collaborations:* Use traditional media to disseminate key messages and promote events, ensuring messages are clear and accurate

*Educational and Awareness Campaigns:* Provide educational talks given by highly qualified personnel in schools, universities and companies to transmit accurate and reliable information

*Email Communication and Newsletters:* Respond in a timely and professional manner to newsletter and email subscriber inquiries, providing detailed and accurate information

*Hiring Highly Qualified Personnel in Online Customer Service:* Hire staff with experience and knowledge in online customer service, whether through phone calls or virtual chat, to effectively provide advice and support to patients and their families.

**Measurement and Evaluation:**

Defining key performance indicators (KPIs) is essential to assess the success of the marketing plan and make informed decisions about strategies. A series of KPIs are presented below in Table 5:

**Table 5. Measurement KPIs**

Area	KPI (Key Performance Indicator)	Follow-up	Indicator Formula
<b>Raising Awareness</b>	Increase in website traffic and social media engagement	Use tools like Google Analytics and social media analytics to track traffic and reach	$(\text{Current Traffic} - \text{Previous Traffic}) / \text{Previous Traffic} * 100$
<b>Participation in Events</b>	Number of attendees at health events and fairs	Record attendance lists and collect data at each event to evaluate response	Total number of attendees
<b>Lead Generation and Donations</b>	Number of leads generated and online donations	Use contact forms and donation platforms to track conversions	$\text{Number of Leads Generated} / \text{Website Visits} * 100$
<b>Customer Satisfaction</b>	Positive ratings and comments from patients and families	Conduct satisfaction surveys after events and programs	$(\text{Number of Positive Comments} / \text{Total Surveys}) * 100$
<b>Interaction on Online Platform</b>	Number of unique visitors, session duration and bounce rate	Use web analytics tools to measure user interaction and behavior	$\text{Bounce Rate} = (\text{Visits with Bounce} / \text{Total Visits}) * 100$
<b>Participation in Volunteering</b>	Number of registered volunteers and hours of service provided	Register volunteers and keep track of service hours	Total, Volunteers / Total Enrolled
<b>Community Impact</b>	Participation in educational talks and workshops, scope assessment	Conduct surveys before and after the talks to measure the impact on the community	$(\text{Post Knowledge} - \text{Prior Knowledge}) / \text{Prior Knowledge} * 100$
<b>Online Attention</b>	Average live chat response time and user satisfaction	Use live chat tools to record response time and request feedback	Total Response Time / Total Interactions
<b>Database Growth</b>	Growth in the number of subscribers and followers on social networks	Maintain an updated database of subscribers and followers	$(\text{New Subscribers} / \text{Initial Total Subscribers}) * 100$
<b>Return on Investment (ROI)</b>	Comparison between marketing expenses and revenue generated	Calculate marketing expenses and compare them to revenue to assess profitability	$(\text{Generated Revenue} - \text{Marketing Expenses}) / \text{Marketing Expenses} * 100$
<b>Participation of Collaborators</b>	Number of collaborations with hospitals, companies and other organizations	Maintain a record of alliances created and evaluate effectiveness based on objectives	Number of Collaborations Established

Source: Authors 2024

By implementing these KPIs and an appropriate tracking system, you can efficiently measure the performance of your marketing plan and adjust your strategies as needed to maximize their effectiveness and achieve your goals.

## **Report of Conclusions, Strategies and Recommendations for Short-Term Implementation**

### *1. Executive Summary of the report*

This report presents a comprehensive analysis of the clinic's competitive environment and provides a marketing plan with a focus on business opportunities, distribution and marketing channels, and customer service improvements. Competitors have been identified, the market analyzed, and strategies have been defined to promote awareness, community involvement, and financial support. The following conclusions and recommendations are designed to be implemented in the short term and achieve a positive impact.

### *2. Affirmations*

- The clinic faces strong competition in the cancer care sector, but has the opportunity to differentiate itself through comprehensive programs, education and personalized services.
- There is growing awareness about the importance of cancer prevention and early detection in Bogotá, which provides a solid foundation for awareness campaigns
- Improving online customer service, through highly qualified personnel, can improve the patient experience and strengthen the relationship with the community.

### *3. Proposed Strategies*

- Comprehensive Support Programs: Develop programs that provide emotional and psychological support to patients and families, including support groups and individual counseling.
- Education and Prevention: Organize educational campaigns and talks in schools to raise awareness about cancer prevention
- Partnerships with Hospitals and Clinics: Collaborate with hospitals to refer patients to the Clinic's services and provide integrated care
- Online Platform and Social Media: Develop an interactive website and use social media to share educational content and promote events
- Highly Qualified Online Staff: Hire specialized staff to provide online customer support via live chat or calls

### *4. Recommendations of the report*

- Implement Programs Gradually: Start with pilot programs to evaluate their effectiveness before large-scale implementation
- Establish Clear Metrics: Define KPIs to measure the success of strategies and perform periodic monitoring
- Invest in Training: Train staff to ensure they are equipped to deliver exceptional service
- Create Relevant Content: Develop educational and emotionally resonant content for online platforms and events
- Encourage Community Participation: Promote volunteer participation and collaboration with other organizations
- Continuously Evaluate: Conduct periodic reviews of strategies and adjust them based on results and changing needs

### *Short Term Implementation*

The short-term implementation of the initiative will take place over a twelve-month period, focusing on strategic actions to strengthen the presence and positive impact of the oncology program in the community. At this stage, the foundations necessary to effectively interact with the community, provide high-quality information, and forge meaningful partnerships with key medical institutions will be established. Through careful coordination, the aim is to achieve a lasting impact in health promotion and community awareness. This strategic process is represented in detail in the following Gantt chart, corresponding to Table 6 and Figure 3.

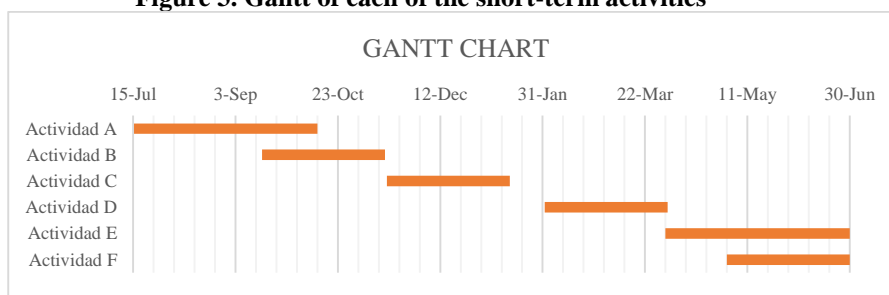


**Table 6. Activities**

ACTIVITY	START DATE	DURATION IN DAYS	END DATE	DESCRIPTION
Activity A Infrastructure adaptation	Jul 15	90	Oct 15	The space for the oncology pavilion will be established, which will have a radiotherapy room, a chemotherapy room
Activity B Selection and Training of Specialized Personnel	Sep 16	60	Nov 16	The selection and training of specialized medical and online customer service staff will be carried out. This team will be instructed in the Clinic's core values and services, providing care to this type of patient and laying the foundations for a coherent and committed interaction with the community.
Activity C Developing Online Platform and Educational Content	Nov 16	60	Jan 16	Development and launch of the online platform and interactive website. Simultaneously, health-related educational and awareness content will be generated. This combination will strengthen user experience and informed decision making.
Activity D Participation in Community Events	Feb 1	60	Mar 30	The experience of highly qualified staff will be leveraged to participate in health fairs and community events. This will allow accurate and valuable information to be provided to a wider audience, consolidating the relationship with the community and increasing the visibility of the program.
Activity Establishment of Strategic Alliances	Apr 1	90	Jun 30	Establish partnerships with hospitals and clinics. This collaboration will allow patients to begin to be referred and joint health promotion programs to be developed. The exchange of resources and knowledge will expand the reach and effectiveness of both parties.
Activity F Education Campaigns and Impact Assessment	May 1	60	Jun 30	Implement education and prevention campaigns in schools and communities. At the same time, the impact of the actions will be measured through surveys and analysis. This will provide vital information to adjust strategies and maximize the benefit for the community.
START	Jul-23			
END	may-24			

Source: Authors 2024

**Figure 3. Gantt of each of the short-term activities**



Source: Authors 2024

Table 7 shows the contingency plan in case of any problems that may arise throughout the execution of the project and their solutions.

**Table 7. Contingency plan**

Activity	Action	Contingency	Schedule
Infrastructure adaptation	During the first three months, the clinic will be adapted to create space for the oncology pavilion, which will have a radiotherapy room, a chemotherapy room, and a radiotherapy room.	If a delay arises in the delivery of construction materials or in obtaining permits, an additional team of workers will be assigned to speed up the process. In addition, regular meetings will be set up	July 15th to October 15th

*Development of a Marketing Plan for the Oncology Program of a Clinic in the City Of Bogotá*

		with contractors to monitor progress and resolve any issues in a timely manner.	
Selection and training of specialized personnel	In the third and fourth months, the selection and training of specialized medical and online customer service staff will be carried out. This team will be instructed in the Clinic's core values and services, providing care to this type of patient and laying the foundations for a coherent and committed interaction with the community.	In the event that the selection process takes longer than expected, a more aggressive recruitment strategy will be implemented, including posting vacancies on more platforms and participating in job fairs. A more condensed but effective training plan will also be designed to ensure that staff are ready in the shortest possible time.	September 16th to November 16th
Development of online platform and educational content	During the fifth and sixth months, the focus will be on developing and launching the online platform and interactive website. Simultaneously, health-related educational and awareness content will be generated. This combination will strengthen user experience and informed decision making.	If there are delays in the development of the online platform, additional resources will be used to expedite the process, such as hiring external developers or assigning more internal staff to the project. In addition, a contingency plan will be implemented to launch the website with basic functions while work continues on more advanced features.	November 16th to January 16th
Participation in Community Events	In months seven and eight, the experience of highly qualified staff will be leveraged to participate in health fairs and community events. This will allow accurate and valuable information to be provided to a broader audience, consolidating the relationship with the community and increasing the visibility of the program.	In the event that scheduled community events are cancelled, virtual events will be organized or other online engagement opportunities will be explored to maintain community engagement. Clear communication will be established with event organizers to stay abreast of any changes to the calendar.	February 1st to March 30th
Establishment of Strategic Alliances	In months nine, ten and eleven, the focus will be on establishing partnerships with hospitals and clinics. This collaboration will allow patients to begin to be referred and joint health promotion programs to be developed. The exchange of resources and knowledge will expand the reach and effectiveness of both parties.	If negotiations with hospitals and clinics take longer than expected, a dedicated team will be assigned to speed up the process. In addition, other possible partnerships with local health organizations will be explored to diversify the options and ensure the success of the collaboration.	April 1st to June 30th
Education Campaigns and Impact Evaluation	In the final months, education and prevention campaigns will be implemented in schools and communities. Simultaneously, the impact of the actions will be measured through surveys and analysis. This will provide vital information to adjust strategies and maximize the benefit for the community.	In case education and prevention campaigns encounter resistance or low participation from the community, the communication strategy will be reviewed and adjusted to better address local concerns and needs. The possibility of involving community leaders and influential figures will be considered to increase participation and impact of the campaigns.	May 1st to June 30th

Source: Authors 2024

With these contingency plans in place, the oncology program will be better prepared to face potential obstacles and ensure the success of its activities at all stages of the project.

*Conclusions of the report*

Implementing these short-term strategies will enable the clinic to expand its reach, provide high-quality service, and promote greater awareness of cancer and its prevention. Commitment to continuous improvement and constant evaluation will ensure that the strategies adapt to the changing needs of the community and patients.

**IV. DISCUSSION**

As detailed in the document, it shows a meticulous approach to analyzing the competitive environment and the organizational structure required for its implementation. This is crucial to ensure that the program can be adequately positioned in a market with little supply. However, when comparing this plan with three other articles on marketing in the healthcare sector, key areas emerge that could further strengthen the proposed strategy.

The first article, "Strategic Marketing for Healthcare Organizations: Building a Customer-Centric Health System"[17], suggests that a key competitive advantage in the healthcare sector is patient-centricity. While the marketing plan for oncology in Bogotá focuses on market analysis and competition, an additional focus on user

experience could increase the effectiveness of the plan. Incorporating the perspective of users not only improves service, but also establishes an emotional connection with users, creating loyalty and trust.

On the other hand, the article "Healthcare Marketing: Strategies for Creating Value in a Competitive Market"[18] highlights the importance of innovation in services and differentiation in a saturated market. Although the plan for Bogotá mentions competition and the need for a clear positioning, it could be enriched by integrating strategies that go beyond direct competition, focusing on how to innovate and create a higher perceived value in the oncology services offered.

The third article, "Digital Marketing Strategies in the Healthcare Industry: Building Trust and Engagement" [19], highlights the relevance of digital marketing in building trust and engagement with patients. While the oncology marketing plan in Bogotá mentions the use of digital channels, integrating strategies more focused on digital interaction and engagement could maximize the reach and effectiveness of these tools. This would not only increase the visibility of the program, but would also foster a closer and more trusting relationship with patients and their families.

The marketing plan for the oncology program at the selected clinic has a robust organizational structure and a detailed analysis of the competitive environment for the oncology sector in Bogotá. This is vital to ensure that the oncology program is strategically positioned in a market. Focus on competition and market analysis are essential to understand the dynamics of supply and demand, allowing for better adaptation of the program to the needs of the environment.

The study shows that the strategy is to strengthen the company by incorporating a more patient-centered approach, while innovating in the service offering and making the most of the possibilities of digital marketing. These elements would not only ensure a solid positioning in the market, but would also respond to the current needs and expectations of patients, promoting a more reliable and effective environment for oncological care.

On the other hand, the selected background emphasizes the importance of a customer-centric approach and differentiation in a competitive market, the generated plan focuses on a comprehensive analysis of local clinics and their ability to compete in the oncology field, with a strong orientation towards improving competitive positioning by identifying internal strengths and weaknesses.

The article on digital marketing strategies highlights the importance of digitalization in building trust and engagement, an aspect that the generated plan also addresses, but in a less central way, mentioning the need to explore appropriate digital tools and communication channels.

The authors of the articles suggest that innovation is key to standing out in the healthcare sector. In contrast, the plan focuses more on optimizing current practices and expanding geographic presence and strategic collaborations, with less emphasis on disruptive innovation.

Future research could explore how to integrate emerging technologies such as artificial intelligence and big data into marketing strategies for the oncology sector, which could amplify the capacity for personalization and prediction of patient needs.

It would be useful to further investigate the impact of digital marketing on the perception of oncology clinics and how advanced digital strategies can be applied to improve patient acquisition and retention.

Sustainability in marketing strategies is an emerging topic. Future research could explore how cancer clinics can adopt sustainable marketing practices that not only benefit the organization, but also improve public health in the long term.

Further research could be conducted into how to improve patient experience in the oncology sector, looking at which aspects of the service generate greater satisfaction and loyalty. This could include personalization of care and the emotional impact of oncology services on patients.

Since innovation is key in a saturated market, future research could focus on identifying new emerging technologies applicable to oncology treatment, as well as their possible integration into care programs.

## **V. CONCLUSIONS**

This study has culminated in a comprehensive analysis that projects a new panorama for the selected clinic and its competitive environment in the field of oncology care. The results extracted from the different facets investigated are intertwined in a cohesive manner, generating a comprehensive and solid vision of both the current state and future prospects. The conclusions resulting from this in-depth analysis are as follows:

**Analysis of Opportunities and Threats in the Internal and External Environment:** Through a meticulous assessment, the opportunities and threats that affect the clinic have been clearly and substantiated identified. These perceptions emerge as a strategic beacon, pointing out the importance of capitalizing on opportunities and facing threats with foresight. In its noble purpose of offering care and support to those facing cancer, the institution must remain agile and adaptable to the changing dynamics of the environment.

**Market Research to Identify the Target Segment and its Needs:** The analysis and identification of the target segment and its needs has provided a more precise and effective approach in the provision and design of

services. Adapting to the particular needs of patients and their families is a crucial component in building a strong and trusting relationship with the community, which translates into amplified trust and participation.

*Benchmarking Analysis to Identify Business Opportunities and Marketing Channels:* The benchmarking analysis has provided clarity on industry best practices, while pointing out business opportunities and marketing channels aligned with the institution's goals and values. This approach to excellence and innovation represents a valuable strategic roadmap for sustained growth and lasting impact.

*Develop a Detailed Implementation Plan to Enable the Entity to Execute the Proposed Strategies and Allocate the Required Resources:* The summary of this report presents a defined roadmap for short-term implementation. The proposed strategies and recommendations have been based on a rigorous analysis and reflect a deep understanding of both the internal and external dynamics of the clinic. These measures outline a clear and realistic guide to achieve tangible results in a relatively short time horizon.

Ultimately, the conclusions drawn from this research point to the clinic as an organization capable of playing a significant role in the field of oncological care. The convergence of the results presented, allied with an unwavering commitment to the execution of the recommendations in the short term, augurs the strengthening of the position of the institution as an influential agent in the fight against cancer and the well-being of those affected by this condition.

## **VI. RECOMMENDATIONS**

These recommendations are intended to guide the clinic in its quest to improve its competitive position and strengthen its impact in the field of oncology care. The recommendations cover various strategic and operational areas, all of which are aimed at enriching the institution's mission and benefiting those affected by cancer.

*Integrated Care and Service Strategies:* The Clinic should consider implementing comprehensive support programs that address not only the medical dimension of treatment, but also the emotional, psychological and social needs of patients and their families. The creation of support groups and individual counseling sessions will provide an environment in which patients can share their experiences and find the necessary support.

*Empowering Education and Awareness:* It is a duty to develop educational campaigns that promote the importance of prevention and early detection of breast cancer in the Bogotá community. These campaigns should be accessible and target schools, workplaces and public spaces, in order to disseminate valuable information about risk factors, prevention methods and the importance of regular medical examinations.

*Strategic Alliances with Medical Institutions:* The Clinic should seek collaborations with EPSs other than Nueva EPS and Famisanar, to establish stronger links and ensure integrated and seamless care for patients. These alliances may include patient referrals and coordination of complementary services, which benefits both patients and the medical community as a whole.

*Strengthening Online Presence and Social Media:* Creating an interactive online platform, in addition to engaging on social media, will enable the clinic to reach a broader and more diverse audience. Educational, inspiring and emotionally connected content should be developed that resonates with the community and generates greater participation in the institution's activities and events.

*Improving Online Customer Service:* Adding highly qualified staff to provide customer support via live chat or online phone calls will improve the patient experience and strengthen the relationship with the community. Ongoing staff training in empathy, knowledge, and problem-solving will be critical to ensuring exceptional service.

*Gradual Implementation and Continuous Evaluation:* It is advisable to begin implementing the proposed strategies gradually, starting with pilot programs and then scaling up based on proven effectiveness. Clear metrics should be established to measure the success of the strategies and periodic evaluations should be carried out to adjust the tactics based on the results and changing needs.

*Promoting Community Participation:* Collaboration with volunteers and other community organizations can enhance the institution's efforts and expand its reach. Opportunities should be explored to involve the community in events, campaigns and activities, creating a sense of belonging and shared purpose.

*Investment in Training and Capacity Building:* Investing in the ongoing training and development of clinic staff is critical to ensure they are equipped to deliver exceptional service and meet changing challenges. Staff must be up to date with the latest advances in cancer care and customer service skills.

Ultimately, these recommendations represent a strategic guide for the institution in its ongoing quest to improve and expand its impact on the health of Colombians and contribute to the fight against cancer in the community. The careful and progressive implementation of these recommendations, along with an attitude of continuous adaptation, promises to ensure a path to success in fulfilling the mission.

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