

Strategic Development of Competitive Advantage for Beauty Clinics in Bogor: A SWOT Analysis Approach

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ABSTRACT

The beauty clinic industry in Indonesia is experiencing rapid growth along with increasing public awareness of the importance of appearance and self-care. In facing increasingly competitive dynamics, an appropriate and measurable strategy is needed to maintain and improve competitive advantage. This study aims to analyze internal and external factors that influence the strategic position of one of the beauty clinics in Bogor, namely Besthetic Clinic, using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis approach. The results of this analysis produce strategic recommendations that aim to optimize strengths, minimize weakness, take advantage of opportunities, and anticipate potential threats, so that the clinic can maintain competitiveness and relevance in ever – growing industry.

Keywords: Beauty clinic, competitive advantage, Bogor, SWOT analysis, strategic recommendations.

1. INTRODUCTION

The increasing awareness of the importance of physical appearance among both men and women in Indonesia has become a major driver in the expansion of the beauty and aesthetic clinic industry. In the context of modern society, appearance is no longer considered a superficial aspect, but is closely related to self – esteem, psychological well – being, and perceptions of professionalism in social and work environments. In fact, more and more individuals are choosing to invest in various forms of skin care, non – invasive aesthetic procedures, and dermatological therapies to support and maintain their appearance (Listyani et al., 2023; Rachman, 2024). This trend is reinforced by the dominance of social media platforms that shape a visual culture, where self – image and physical aesthetics become central elements in the process of forming personal identity and digital interactions.

Based on data from Statista (Alda, 2025; Euromonitor International, 2022), the Beauty and Personal Care sector in Indonesia recorded revenues of USD 7.23 billion (around IDR 111.83 trillion) in 2022 and is expected to grow at a compound annual growth rate (CAGR) of 5.81% during the period 2022 to 2027. This figure reflects the strength and potential for sustainable growth in this industry, while creating strategic opportunities for business players, both established and new entrants, in the aesthetic and wellness sector. Furthermore, market segmentation analysis shows an increase in demand not only in metropolitan areas such as Jakarta, but also in second - tier cities such as Bogor. This city, with a population of more than one million, shows a significant trend of urbanization and lifestyle changes (BPS Kota Bogor, 2024), which in turn expands the market potential for aesthetic services beyond large urban centers.

In the context of an industry that continues to grow and is characterized by increasingly high level of competition, beauty clinics are required to design and implement an adaptive work strategy framework in order to maintain relevance, improve service quality, and gain competitive advantage in the market. One of the fundamental approaches in strategic planning is SWOT analysis, which provides a systematic framework for organizations to identify and broadcast internal factors in the form of strengths and weaknesses, and external factors in the form of opportunities and threats (Fajartriyani et al., 2019; Kim et al., 2021). Development strategies in terms of marketing operations and innovation are formulated based on this analysis. However, SWOT analysis has shortcomings, including subjectivity, a tendency to underestimate the complexity of the situation, and the absence of a way to describe which factors are most important. To overcome these shortcomings, this technique can be integrated with higher analytical approaches, such as the Analytical Hierarchy Process (AHP), which facilitates quantitative weighting and ranking, or through the TOWS Matrix (Threats, Opportunities, Weaknesses, Strengths), which prioritizes the synthesis of external and internal elements to obtain the preferred strategy (Kim et al., 2021).

This research is to examine information from Besthetic Clinic, a Bogor, West Java beauty and aesthetic service provider. With a high market saturation level and a strong desire to solidify their position, the objective of this study is to offer strategic recommendations based on a refined SWOT analysis. Therefore, the study seeks to identify several

strategies that are suitable for implementation in practice, with the aim of enhancing competitiveness, service quality, or client service stimulation levels at Bestetic Clinic, particularly given the highly diverse nature of the current business segment and the higher consumer power compared to previous periods.

2. RESEARCH METHODS

This study employs a qualitative descriptive approach to provide an overview of Bestetic Clinic's strategic position in Bogor through a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The qualitative approach is considered appropriate for this research objective, as it is well-suited for uncovering contextual elements, behaviors, and perceptions related to decision-making processes in the service sector, particularly the beauty and aesthetics industry (Moser & Korstjens, 2018; Soetiyono & Alexander, 2025). With this technique, researchers have the opportunity to conduct rich and in-depth exploration of experiences, perspectives, and managerial insights that are often lost with quantitative techniques.

In this study, we will conduct direct observations and in-depth interviews with key stakeholders at Besthetic clinics. Typically, the spread expands observations to consider many operational features such as customer experience when using services, workflow efficiency, clinical service quality, quality of interactions among employees and clients, facility layout, and adequacy of supporting infrastructure. The insights gained from these results significantly enrich our understanding of the clinic, its value proposition, and develop points of differentiation for the clinic to address poor industry issues.

Qualitative interviews were conducted with individuals across internal workforce strata (aesthetic doctors, clinic administrators, frontline staff). These interviews aimed to explore all dimensions of the internal world, from resources, human resource quality, marketing, and innovation, to organizational structure. The interviews also explored external aspects such as market trend dynamics, customer expectations, regulatory frameworks, and competition intensity. Since qualitative interview methods offer a deep, nuanced perspective and can capture the motivations, perceptions, and strategic thinking of stakeholders (Nowell et al., 2017), this method includes.

Methodological triangulation through the synthesis of observation-based data and interview data minimizes bias and enhances the validity of research findings. Additionally, the analyzed data is processed using the SWOT matrix analysis method, which enables the identification of internal factors (strengths and weaknesses) and external factors (opportunities and threats) (Kim et al., 2021), and determines which factors are important in the context of Bestetic Clinic's development strategy. Although subject to subjective bias in most applications, this study attempts to mitigate this risk by providing each line of SWOT analysis through evidence-based storytelling as part of a validated battlefield narrative endorsed by stakeholders approved by empirical practitioners, researchers, and proposed academic methodologies (Benzaghta et al., 2021).

This study adopts a comprehensive approach that enables strategic insights reflecting the dynamics of the aesthetic healthcare industry environment in Bogor. Therefore, the findings of this study are not only empirically significant but also lay the groundwork for evidence-based management decisions that should drive sustainable business development in the future.

3. RESULTS AND DISCUSSIONS

SWOT Analysis of Bestetic Clinic The SWOT analysis of Bestetic Clinic outlines a strategic profile that not only demonstrates a fair balance between Strengths and Opportunities but also highlights several challenges that need to be addressed strategically. The following are the key findings for each dimension of the SWOT framework—Strengths, Weaknesses, Opportunities, and Threats—and their relationship with the contextual knowledge of the aesthetic healthcare industry.

3.1. Strengths

Several key internal strengths help Bestetic Clinic gain a competitive edge in the local market. In particular, you will find a core group of competent and experienced aesthetic practitioners and dermatologists here who have obtained professional certifications or continued their education in the most advanced aesthetic procedures. This expertise demonstrates, among other things, the clinic's adherence to high service standards as well as the safety of doctors and patients—two foundations for building customer trust and loyalty (Soetiyono & Alexander, 2025).

Additionally, Bestetic Clinic offers a wide range of services, including platelet therapy, chemical peels, microdermabrasion, and personalized treatments, complemented by a comprehensive and innovative service portfolio. Furthermore, the clinic uses a logo and high-quality products for dermatological purposes, which reflect the credibility

of the aesthetic services provided. The integrated approach combines clinical treatments, lifestyle advice, and skin care instructions, reflecting modern consumer trends that prioritize holistic health (Kim et al., 2021).

Another strategic aspect is that the clinic is located in the heart of Bogor city, enabling easy access for patients and enhancing brand visibility. This is further supported by the fact that they have a loyal customer base and high overall satisfaction levels, as revealed by in-depth interviews. These positive outcomes help the clinic formulate marketing strategies based on these testimonials and recommendations.

3.2. Weaknesses

However, Bestetic Clinic is not without challenges, as it has internal weaknesses that need to be addressed to maximize growth opportunities and market penetration. Physical space is one of the most commonly identified limitations of this clinic. This limitation restricts the institution from managing higher client volumes and offering new services that are increasingly in demand, such as body contouring procedures or laser-based therapies. If these additional services cannot be accommodated, waiting times increase and overall operational efficiency declines, leading to a lower overall quality of service experienced by customers.

Another clear weakness is the clinic's digital presence, which is still not ideal. Although the clinic has social media platforms for communication purposes, it does not engage in many digital marketing activities. The absence of digital promotion tactics such as SEO, content-centric marketing, and segmented digital advertising campaigns limits the clinic's access to younger consumer groups who are inherently more active in the digital landscape (Warbung et al., 2023). Limited visibility and impression among key external audiences indicate the need for a more proactive and structured public relations and community engagement approach.

3.3. Opportunities

Bestetic Clinic, which is externally fit and mature, is well-positioned to capitalize on the new opportunities emerging in the beauty and health market. There is a clear trend of increasing interest in non-invasive cosmetic procedures driven by technological innovations, such as the use of artificial intelligence (AI) for skin diagnostics, radiofrequency therapy, and laser skin rejuvenation (Kania et al., 2024). As access to information and awareness of the importance of healthcare increases, consumers are increasingly seeking safer, more effective, and more personalized treatment options—an area where Bestetic Clinic has an opportunity to strengthen its service portfolio.

The continued growth of the middle class in Indonesia, especially in urban areas such as Bogor, expands the market potential for aesthetic services. Based on data from BPS Kota Bogor (BPS Kota Bogor, 2024), the increasing disposable income and changing lifestyle aspirations of this segment have accelerated the demand for routine skincare and anti-aging solutions. Additionally, the ongoing digital transformation provides new opportunities in e-commerce, teleconsultation, and bold product sales, which clinics can leverage to create new revenue streams beyond face-to-face services.

Strategic partnerships with beauty influencers, local creators, or even other health content brands can help maximize market penetration and strengthen the clinic's brand equity. This is especially pertinent in the post-pandemic world, when consumer behaviour is being progressively shaped by digital-driven narrative supporting the purchase of beauty products.

3.4. Threats

Bestetic Clinic does, however, run various outside risks that might compromise its market position. The growing rivalry in the field of cosmetic clinics is one of the toughest challenges. Reduced entrance barriers and the rising trend of cosmetic surgeries have resulted in the rise of fresh rivals with cheaper rates flooding social media with commercials. These modern clinics draw younger people with speedy and fashionable treatments even if their prices could be more costly.

Furthermore changing significantly are rules controlling beauty and aesthetic treatments in Indonesia. Clinics have to satisfy particular criteria about health, licencing, and public advertising. The Ministry of Health and the BPOM draft these criteria. Ignorance of these rules might harm the standing of a clinic or expose legal hazards.

The often shifting beauty standards also provide special difficulties since consumer tastes are quickly shaped by social media viral material, celebrities, or foreign trends. Clinics that fall behind these trends or those too sluggish to adjust without data-driven research will find it difficult to stay relevant in a very competitive industry.

3.5. Strategic Implications

Bestetic Clinic has to use proactive and adaptive techniques that fit its internal capacity and the always shifting outside environment if it is to increase its market share. First, the clinic's digital marketing infrastructure will be more developed by spending in search engine optimisation (SEO), Google Ads, and content production targeted on Gen Z and Millennials—both major groups in the beauty sector—than in other areas. Working with local influencers—who can assist to produce real and interesting narratives about the clinic's offerings—may also improve the clinic's online profile.

Our physical capacities must rise with demand. This can be accomplished by clever use of current space or the opening of new branches in towns like Bogor with great market potential. At the clinic, an integrated client management and appointment scheduling system should also be used to maximise efficiency, lower running expenses, and improve patient experience generally.

With changing standards in the health and beauty industry, Bestetic Clinic must invest resources to ensure that the clinic complies with applicable regulations and provides ongoing training for all staff members, as this will ultimately determine whether the business will be sustainable in the long term and grow in the future. How to be responsive and innovative As the range of services offered evolves, a data-driven strategy that combines client feedback, service usage tracking, and monitoring of emerging aesthetic trends will ensure that the clinic can keep pace with market developments. This simple segmentation allows for the restructuring of their business model with focused management.

4. CONCLUSION

Having a strategic and ideal location is crucial for Bestetic Clinic in South Bogor to survive in the increasingly competitive beauty services market. Backed by a team of qualified staff and loyal clients, the clinic has established itself as one of the most trusted providers of dermatology and aesthetic services due to its dedication to quality. Strategic location, effective service availability, and customer-centric attitude just help to emphasise the competitive advantages of the clinic.

Nonetheless, the clinic has to be proactive in addressing internal flaws and stay alert against outside dangers if it is to thrive long term and keep its market share. In new markets, investments in physical infrastructure, digital infrastructure, and brand development will help them overcome obstacles including lack of space, lack of digital presence, and lack of brand awareness in larger markets. The clinic also has to be ready for outside obstacles such more industry rules, more competition, and fast changing cosmetic trends.

The knowledge acquired from this research helps one to provide many strategic suggestions. Bestetic Clinic should work to develop its digital marketing skills—social media management, tailored advertising, and SEO optimization—if it wants to appeal to tech-savvy young consumers. The clinic should assess adding to its current offerings or opening branches to ready for future expansion. Innovative leaders use the newest technologies—digital consultation systems, data analysis, and artificial intelligence-assisted skin diagnostics—to provide the greatest results for their patients. Maintaining public confidence and the clinic's long-term viability depends also on following health and safety policies.

We underline in this study the need of applying a SWOT analysis approach to examine both internal capabilities and external market dynamics. SWOT analysis is not quantitative in the creative, fluctuating, customer-centric segment but rather helps introspection and the development of methodically based growth plans. Based on an analysis of strengths, weaknesses, opportunities, and threats, Bestetic Clinic can adapt its strategies to enable the business to develop aesthetic service trends in Bogor and its surroundings, enhance organizational resilience, and strengthen its market leadership in its field.

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