Abstrak:

The purpose of a business is to create and keep customers. There are two competitive business strategies, namely competitive advantage strategy through people and comparative advantage strategy through products/services. The competitive advantage strategy is to create smart people in the hospital. The existence of smart people who know about competitive advantage hospital strategy is something crucial for hospital management. Smart people are employees who have not only intelligence quotient, but also have emotional quotient in managing customer satisfaction. Smart people will take place when the organization have empowerment program for employees by enhancing knowledge and skill through education and training programs. Smart people have ability to create new ideas and innovations in work life, how to satisfy customer, and finally become loyal to hospital. Smart people for top/middle manager level could be created through education and smart people for lower manager through training programs. Smart people imply the quality of services, service excellence in hospital services. Service excellence could be a mind-set in competitive advantages and a reflection of compassion. A comprehensive approach to create smart people in the organization are 1) providing culture that support customer satisfaction service, 2) providing continuous education and training for employees, 3) doing cross-selling and gain-sharing or reward system.

Keyword:

smart people, competitive advantage, service excellence