

INTISARI

Evaluasi Implementasi Strategi Bisnis Pada Pt Kimia Farma Trading & Distribution Di Masa Pandemi Covid 19 Dalam Upaya Meningkatkan Nilai Perusahaan

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Perusahaan perlu menerapkan suatu strategi demi memenangkan persaingan dan terus berkembang. Industri Farmasi di Indonesia memiliki peluang yang besar untuk tumbuh pasca pandemi Covid-19 melalui produksi farmasi dalam negeri. Pengambilan strategi yang salah bisa menyebabkan turunnya performa perusahaan bukan meningkatkan performa perusahaan. Pendapatan KFTD cukup mengalami tren penurunan pasca Covid-19 yang mengindikasikan diperlukannya penyesuaian strategi pengembangan bisnis. Penelitian ini bertujuan mengevaluasi strategi bersaing yang di implementasi oleh KFTD pada industri farmasi dan di formulasi sesuai kondisi industri saat ini. Penelitian dilakukan dengan observasi kualitatif melalui wawancara secara terstruktur dan di analisis menggunakan kerangka *PESTEL*, *Five Forces Porter*, *VRIO*, *SWOT* dan *Eisenhower Matriks*

Hasil penelitian ditemukan bahwa situasi eksternal dalam pendekatan *PESTEL* di industri farmasi dan turunannya memberikan menunjukkan ruang penciptaan pasar dan peluang bagi KFTD. Kondisi *Porter's Five Forces* secara umum menunjukkan posisi KFTD yang cukup kuat di industri. Dalam perspektif *VRIO* KFTD memiliki sumber daya optimal dalam bersaing serta adanya pengaruh dari visi dan misi induk perusahaan pada implementasi strategi KFTD. Penyusunan dan evaluasi strategi KFTD mengacu pada Matriks *SWOT* dan *Eisenhower* di susun 24 saran pengembangan strategi pada segmen digitalisasi dan operasional dengan mengedepankan investasi pada teknologi dan SDM untuk menghadapi tantangan industri dan perubahan zaman yang dilakukan secara bertahap dan berkesinambungan.

Kata Kunci: Evaluasi Strategi, Analisis *PESTEL*, *Five Forces Porter*, *VRIO*, *SWOT* dan *Eissenhower Matriks*.

ABSTRACT

Evaluating Implementation Business Strategies at PT Kimia Farma Trading & Distribution During Covid-19 Pandemic in an Effort to Enhance Company Value

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The company needs to implement a strategy to win the competition and continue to grow. The pharmaceutical industry in Indonesia has significant opportunities for growth post the Covid-19 pandemic through domestic pharmaceutical production. Choosing the wrong strategy can lead to a decline in company performance rather than improving it. The revenue of KFTD has experienced a declining trend after Covid-19, indicating the need for adjustments in the business development strategy. This research aims to evaluate the competitive strategies implemented by KFTD in the pharmaceutical industry and formulate them according to the current industry conditions. The research was conducted through qualitative observation via structured interviews and analyzed using the PESTEL framework, Porter's Five Forces, VRIO, SWOT, and Eisenhower Matrix.

The research results revealed that the external situation in the PESTEL approach in the pharmaceutical industry and its derivatives indicate market creation space and opportunities for KFTD. Porter's Five Forces conditions generally show a strong position of KFTD in the industry. From the VRIO perspective, KFTD has optimal resources in competing and is influenced by the parent company's vision and mission in KFTD's strategy implementation. The formulation and evaluation of KFTD strategies refer to SWOT and Eisenhower Matrices, leading to the development of 24 strategy development suggestions in the digitalization and operational segments, emphasizing investments in technology and human resources to face industry challenges and changing times in a gradual and sustainable manner.

Keywords: Strategy Evaluation, PESTEL Analysis, Porter's Five Forces, VRIO, SWOT, and Eisenhower Matrix.