

ABSTRAK

PT Anugrah Argon Medica merupakan perusahaan yang bergerak di bidang distribusi farmasi dan telah berdiri sejak tahun 1980. Perusahaan menerima margin distribusi yang bersifat tetap atas setiap penjualan ke pelanggan. Seiring dengan berkembangnya pasar JKN, harga jual di JKN terus mengalami erosi dan menekan margin distribusi yang dapat diperoleh perusahaan.

Seiring dengan kompetisi di industri distribusi, diferensiasi tidak lagi mendapat harga premium. Prinsipal mencari harga distribusi yang rendah dengan kualitas yang baik dan terstandarisasi. Penelitian ini bertujuan untuk mengidentifikasi aktivitas di dalam rantai nilai perusahaan dan mengkaji apakah aktivitas dalam rantai nilainya dapat menciptakan keunggulan kompetitif. Analisis dalam penelitian ini menggunakan kerangka rantai nilai Porter yang digabungkan dengan analisis blok keunggulan kompetitif Jones dan George.

Hasil penelitian menunjukkan bahwa di dalam rantai nilai perusahaan, aktivitas utamanya adalah bisnis, *supply chain management*, *operation*, keuangan dan *customer relationship management*. Teknologi dan pengembangan sistem, human resource management, quality assurance dan infrastruktur merupakan aktivitas pendukung di dalam rantai nilai distribusi farmasi di sektor JKN. Masing-masing aktivitas telah membangun keunggulan kompetitif tertentu, namun belum ada aktivitas yang membangun 4 keunggulan kompetitif sekaligus.

Kata kunci: distribusi, rantai nilai, blok bangunan keunggulan kompetitif, JKN

ABSTRACT

PT Anugrah Argon Medica is a company that operates in the pharmaceutical distribution sector and has been established since 1980. The income received by the company comes from distribution margins for each sale to customers. Along with the development of the JKN market, selling prices on JKN continue to experience erosion and have an impact on decreasing distribution margins obtained by companies.

Along with competition in the distribution industry, differentiation no longer commands a premium. Principals look for low distribution prices with good and standardized quality. This research aims to identify activities in the company's value chain and examine whether activities in its value chain can create competitive advantage. The analysis in this research uses Porter's value chain framework combined with Jones and George's building blocks of competitive advantage analysis.

The research results show that in the company's value chain, the main activities are business, supply chain management, operations, finance and customer relationship management. Technology and system development, human resource management, quality assurance and infrastructure are supporting activities in the pharmaceutical distribution value chain in the JKN sector. Each activity has built a certain competitive advantage, but there is no activity that has built 4 competitive advantages at once.

Keywords: distribution, value chain, building blocks of competitive advantage, JKN