

ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi transformasi digital PT Kimia Farma Trading & Distribution (KFTD) dalam meningkatkan daya saing perusahaan di industri distribusi farmasi Indonesia yang semakin terdigitalisasi dan teregulasi. Fokus penelitian diarahkan pada identifikasi faktor internal dan eksternal yang memengaruhi transformasi digital, penentuan posisi strategis perusahaan, serta perumusan prioritas strategi yang paling relevan dan berkelanjutan.

Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus tunggal. Pengumpulan data dilakukan melalui wawancara mendalam dengan narasumber internal yang memiliki peran strategis di KFTD, didukung oleh analisis dokumen perusahaan dan studi literatur. Analisis data dilakukan menggunakan kerangka analisis manajemen strategis yang meliputi analisis PESTEL, Porter's Five Forces, VRIO, SWOT, serta matriks IFE, EFE, IE, dan *Quantitative Strategic Planning Matrix* (QSPM).

Hasil penelitian menunjukkan bahwa lingkungan eksternal KFTD bersifat atraktif dengan tingkat peluang yang tinggi, terutama didorong oleh digitalisasi pelanggan, perkembangan teknologi logistik, dan kebutuhan layanan distribusi yang cepat dan akurat. Namun demikian, perusahaan menghadapi tekanan persaingan yang tinggi dari distributor farmasi besar yang telah lebih matang secara digital serta ancaman substitusi dari aplikasi perdagangan elektronik dan telemedisin. Analisis Matriks IE menempatkan KFTD pada Kuadran II (Strategi Pertumbuhan), yang mengindikasikan perlunya strategi pertumbuhan yang selektif dan terkontrol. Hasil QSPM menunjukkan bahwa prioritas strategi KFTD adalah akselerasi integrasi sistem digital inti, peningkatan keandalan layanan digital, pematangan sistem dan standarisasi implementasi, penyempurnaan integrasi sistem menyeluruh, serta penguatan kemitraan digital dengan prinsipal dan pelanggan strategis. Penelitian ini menegaskan bahwa transformasi digital merupakan prasyarat strategis bagi KFTD untuk mempertahankan daya saing dan mencapai pertumbuhan berkelanjutan.

Kata kunci: transformasi digital, manajemen strategis, daya saing, distribusi farmasi, KFTD

ABSTRACT

This study aims to analyze the digital transformation strategy of PT Kimia Farma Trading & Distribution (KFTD) in enhancing the company's competitiveness within Indonesia's highly regulated and increasingly digitalized pharmaceutical distribution industry. The research focuses on identifying internal and external factors influencing digital transformation, determining the company's strategic position, and formulating priority strategies that are both relevant and sustainable.

This research adopts a qualitative approach using a single case study design. Data were collected through in-depth interviews with key internal stakeholders who hold strategic roles within KFTD, supported by internal company documents and relevant literature. The data were analyzed using strategic management frameworks, including PESTEL analysis, Porter's Five Forces, VRIO analysis, SWOT analysis, as well as the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal–External (IE) Matrix, and the Quantitative Strategic Planning Matrix (QSPM).

The findings indicate that KFTD operates in an attractive external environment with high growth potential, driven primarily by customer digitalization, advancements in logistics technology, and increasing demand for fast and accurate distribution services. However, the company faces intense competitive pressure from large pharmaceutical distributors with higher digital maturity, as well as substitution threats from e-commerce platforms and telemedicine services. The IE Matrix positions KFTD in Quadrant II (Growth Strategy), suggesting the need for a selective and controlled growth approach. The QSPM results identify strategic priorities, including accelerating the integration of core digital systems, enhancing the reliability of digital services, maturing and standardizing digital system implementation, improving end-to-end system integration, and strengthening digital partnerships with principals and strategic customers. This study confirms that digital transformation is not merely a technological initiative, but a strategic prerequisite for sustaining competitiveness and achieving long-term growth in the pharmaceutical distribution industry.

Keywords: digital transformation, strategic management, competitiveness, pharmaceutical distribution, KFTD