

ABSTRAK

Ketidakmerataan ketersediaan produk merupakan salah satu tantangan utama dalam sistem distribusi farmasi berskala nasional, terutama pada jaringan distribusi multi-cabang dengan karakteristik permintaan yang beragam. Meskipun secara agregat persediaan berada pada tingkat yang memadai, ketidaktepatan penempatan stok antar cabang berpotensi menurunkan keandalan pemenuhan pesanan, memperburuk kinerja distribusi, serta melemahkan tingkat kepuasan prinsipal. Kondisi tersebut tercermin pada penurunan tingkat kepuasan prinsipal dan fluktuasi kinerja *Delivery-In-Full, On Time* (DIFOT) di PT FarmaDistribusi Nusantara selama periode 2024–2025.

Penelitian ini bertujuan untuk mengidentifikasi akar penyebab ketidakmerataan ketersediaan produk serta merumuskan strategi mitigasi yang bersifat implementatif dan berorientasi pada perbaikan sistemik. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus tunggal. Data dikumpulkan melalui wawancara mendalam lintas fungsi, meliputi manajemen puncak, *supply chain*, operasional distribusi, teknologi informasi, penjualan, serta perwakilan cabang. Analisis dilakukan secara bertahap menggunakan *Affinity Diagram* untuk analisis tematik, dilanjutkan dengan *Root Cause Analysis* melalui *Fishbone Diagram* dan metode *5 Why* untuk menelusuri penyebab mendasar dari permasalahan yang teridentifikasi.

Hasil penelitian menunjukkan bahwa ketidakmerataan ketersediaan produk bukan disebabkan oleh satu faktor tunggal, melainkan merupakan hasil interaksi sistemik antara tiga jalur utama, yaitu: (1) kelemahan desain perencanaan permintaan dan *forecasting* yang belum sepenuhnya merefleksikan realitas permintaan di tingkat cabang; (2) keterbatasan sistem perencanaan dan visibilitas data *end-to-end* yang menyebabkan keputusan *replenishment* bersifat reaktif; dan (3) ketidakkonsistenan disiplin eksekusi operasional di tingkat distribusi dan cabang. Ketiga jalur tersebut saling memperkuat dan berkontribusi terhadap rendahnya responsivitas distribusi serta ketidakstabilan kinerja layanan.

Berdasarkan temuan tersebut, penelitian ini merumuskan strategi mitigasi yang terintegrasi, meliputi penguatan *Sales and Operations Planning* (S&OP) di level cabang, penerapan mekanisme *demand sensing*, transformasi sistem dari sekadar *recording system* menjadi *decision support replenishment*, serta peningkatan kepatuhan eksekusi melalui pengawasan harian dan skema insentif berbasis *adherence*. Secara keseluruhan, penelitian ini menegaskan pentingnya pendekatan *end-to-end* dalam pengendalian distribusi untuk meningkatkan pemerataan ketersediaan produk, keandalan layanan, dan keberlanjutan hubungan bisnis dengan prinsipal.

Kata kunci: ketersediaan produk, distribusi farmasi, *root cause analysis*, *demand planning*, *replenishment*, *service level*.

ABSTRACT

Uneven product availability represents a critical challenge in national-scale pharmaceutical distribution networks, particularly in multi-branch systems characterized by heterogeneous demand patterns. Even when total inventory levels are sufficient at the aggregate level, improper stock positioning across branches can undermine order fulfilment reliability, deteriorate distribution performance, and weaken principal satisfaction. This condition is reflected in the declining principal satisfaction index and fluctuating Delivery-In-Full On-Time (DIFOT) performance observed at PT FarmaDistribusi Nusantara during the 2024–2025 period.

This study aims to identify the root causes of uneven product availability and to formulate implementable mitigation strategies oriented toward systemic improvement. A qualitative approach with a single-case study design was employed. Data were collected through in-depth interviews across key internal functions, including top management, supply chain, distribution operations, information technology, sales, and branch representatives. The analysis was conducted in sequential stages, beginning with thematic analysis using an Affinity Diagram, followed by Root Cause Analysis employing Fishbone Diagram and 5 Why methods to uncover the underlying causes of the identified issues.

The findings indicate that uneven product availability is not driven by a single isolated factor but emerges from the systemic interaction of three primary pathways: (1) weaknesses in demand planning and forecasting design that fail to adequately reflect branch-level demand realities; (2) limitations in planning systems and end-to-end data visibility, resulting in reactive replenishment decisions; and (3) inconsistent operational execution discipline at both distribution center and branch levels. These interrelated pathways collectively reduce distribution responsiveness and contribute to unstable service performance.

Based on these findings, the study proposes integrated mitigation strategies, including the institutionalization of branch-level Sales and Operations Planning (S&OP), the implementation of demand sensing mechanisms, the transformation of planning systems from mere recording tools into decision-support replenishment platforms, and the enhancement of execution adherence through daily monitoring and incentive-based schemes. Overall, this research underscores the importance of an end-to-end control framework in distribution management to improve product availability balance, service reliability, and the sustainability of principal–distributor relationships.

Keywords: product availability, pharmaceutical distribution, root cause analysis, demand planning, replenishment, service level.