

Strategic Management of Sinar Berkas Farma Pharmacy for Enhancing Competitiveness in Bandung City

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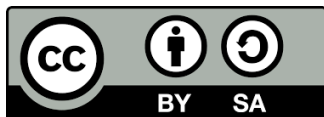
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Keywords:

Business Strategy, SWOT, IFAS, EFAS, QSPM, Pharmacy, Service Diversification

Abstract

Intense competition among urban pharmacies requires independent businesses to adopt strategies that integrate commercial sustainability with professional pharmaceutical services. Sinar Berkas Farma Pharmacy in Bandung faces strong competitive pressures, limited digital promotion, and underdeveloped delivery services. This study aimed to formulate strategic management priorities for maintaining and strengthening the pharmacy's competitiveness. A qualitative descriptive case study was conducted from October to December 2025. Data were collected through observations, interviews, and document reviews and were subsequently analyzed using the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and the Quantitative Strategic Planning Matrix (QSPM). The findings identified responsive staff, pharmacist availability, specialist physician services, a strategic location, and product availability as key strengths. Strengths scored 2.52, weaknesses 0.71, opportunities 1.13, and threats 2.48, positioning the pharmacy in SWOT Quadrant II. This position supported strategies that leverage internal strengths to address external threats. Service diversification achieved a Total Attractiveness Score (TAS) of 6.85, exceeding the score of 6.41 for product diversification. These results suggest prioritizing pharmacist-led education, differentiated services, and healthcare partnerships, supported by digital marketing and the gradual development of delivery services. The study concludes that service diversification offers the preferred strategic direction; however, its effects on customer retention, profitability, and competitiveness require subsequent empirical evaluation following implementation over a sustained observation period.



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INTRODUCTION

Sinar Berkas Farma Pharmacy is a pharmacy established in March 2022 at Jalan Margacinta No. 99, Mustika Hegar Regency, Margasari, Buah Batu, Bandung City, a densely populated area that is also strategically located near numerous other pharmacies. As a relatively new entrant in the pharmaceutical retail industry, the pharmacy faces significant challenges in maintaining its competitive position. Health is a fundamental human need and a major priority for the community; therefore, the availability of easily accessible healthcare facilities is essential (Akbar et al., 2022; Arif et al., 2021). As pharmaceutical service facilities located close to the community, pharmacies often serve as an initial point of access for obtaining medicines and receiving basic health consultations. Regulation of the Minister of Health of the Republic of Indonesia Number 9 of 2017 defines a pharmacy as a pharmaceutical service facility where pharmacy practice is performed by pharmacists (Basya et al., 2020; David et al., 2023). A pharmacy is required to have a pharmacist responsible for pharmaceutical services and for ensuring compliance with applicable professional standards. The orientation of the

pharmacy business has also undergone a paradigm shift from being predominantly profit-oriented to becoming increasingly patient-oriented, requiring patient safety and professional ethics to be integrated with business sustainability (Nurfaizah & Hidayat, 2024; Pasaribu et al., 2022; Ramli & Hamzah, 2021; Susanto et al., 2025).

Increasing public awareness of the importance of health has also contributed to the substantial growth of the pharmacy business in Indonesia. This growth has been driven by increasing demand for medicines, lifestyle changes, evolving health trends, greater digital access to health information, the increasing complexity of diseases, and the growing number of pharmacy graduates each year. The implementation of the National Health Insurance (Jaminan Kesehatan Nasional or JKN) program by the government has also expanded public access to prescription and generic medicines, contributing to the proliferation of pharmacies around public and private hospitals. Furthermore, the presence of telemedicine platforms such as Halodoc, Alodokter, SehatQ, and GoApotik, along with the expansion of major pharmaceutical retail networks into e-healthcare, has introduced a new dimension of competition in the pharmacy industry. Consequently, conventional pharmaceutical services must increasingly be integrated with the convenience of online purchasing, personalized consultations, and home delivery services.

These developments have directly contributed to increasingly intense competition among pharmacies. Based on data from the Ministry of Health of the Republic of Indonesia, more than 32,110 pharmacies operate throughout Indonesia, with West Java having the largest number at 5,114 units, followed by East Java with 4,531 pharmacies and Central Java with 4,013 pharmacies. Five major pharmacy retail networks—Apotek Kimia Farma, Apotek K-24, AS Watsons Group, Guardian, and Century Healthcare—collectively account for more than 10% of the total revenue of the national pharmacy market. Statistical data from the West Java Provincial Health Office, published through the West Java Open Data portal, also indicate that the number of pharmacies in West Java, particularly in Bandung City, has continued to increase since the end of the COVID-19 pandemic. This phenomenon requires pharmacy managers to adapt to market changes, pursue innovation, and establish clear business directions and strategies to maintain their operations and competitiveness.

The intensity of this competition is clearly reflected in the high concentration of pharmacies surrounding Sinar Berkas Farma Pharmacy. Within a radius of approximately 2 km, there are at least 17 competing pharmacies, with the nearest competitor, Mutiara Farma Pharmacy, located only approximately 100 meters away; several other pharmacies are located within 500 meters. Such geographical concentration increases competition for the same local consumer market, requiring Sinar Berkas Farma Pharmacy to establish clear competitive advantages in terms of service quality, product availability, pricing, and customer convenience to maintain customer loyalty amid the availability of numerous competing pharmacies in the surrounding area.

These challenges are also reflected in Sinar Berkas Farma Pharmacy's sales performance over the past three years. In 2023, the pharmacy was in its initial expansion phase, during which the newly established business had not yet gained broad public recognition; consequently, its sales volume remained relatively low. The introduction of physician consultation services at the pharmacy substantially increased customer visits, contributing to a

significant increase in sales from 2023 to 2024 (Rasyid, 2022; Rianto et al., 2025; Sugiyono., 2022; Zulfi P, 2021). Consistent growth throughout 2024 indicated that the business was beginning to mature after its initial expansion phase. However, in 2025, sales began to fluctuate, although the pharmacy was still able to maintain a relatively high sales baseline of more than IDR 100,000,000 per month. This trend indicates that the organic growth achieved during the first two years may not necessarily be sustainable without a planned, measurable, and systematically implemented competitive strategy.

The high concentration of competitors surrounding the business location and fluctuations in sales performance indicate that the growth achieved by Sinar Berkas Farma Pharmacy can no longer depend primarily on locational advantages or market momentum. Instead, sustainable growth requires systematic management through the application of strategic management principles. Strategic management is essential for establishing a clear organizational direction, identifying market opportunities, mapping the organization's internal strengths and weaknesses, and anticipating opportunities and threats arising from the external environment. Through the processes of strategy formulation, implementation, evaluation, and control, including the application of Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as a strategic environmental assessment tool, Sinar Berkas Farma Pharmacy is expected to develop appropriate competitive strategies to maintain and enhance its competitiveness amid intense competition in the pharmacy industry in Bandung City.

Based on this background, this study aims to analyze the application of strategic management at Sinar Berkas Farma Pharmacy, encompassing the formulation, implementation, evaluation, and control of existing and proposed strategies, while identifying internal and external factors that support or constrain the pharmacy's performance. The central research problem concerns the management strategy most appropriate for maintaining and enhancing the competitiveness of Sinar Berkas Farma Pharmacy in Bandung City (Kiton & Wau, 2023; Mulyana & Muttaqin, 2024; Murhadi, 2024). This problem is further examined through the formulation of competitive strategies, their implementation, and the evaluation and control mechanisms employed by the pharmacy to sustain its competitiveness. Accordingly, this study seeks to formulate competitive management strategies through systematic strategy formulation, implementation, and evaluation based on SWOT analysis. Theoretically, this research is expected to enrich the literature on strategic management within the pharmaceutical retail industry and provide a reference for future research in the healthcare sector. Practically, the findings are expected to provide recommendations for Sinar Berkas Farma Pharmacy to enhance its performance, address internal weaknesses, capitalize on market opportunities, and strengthen its competitive position. In addition, the study may provide practical insights for other pharmacies seeking to develop more effective strategic management practices and serve as a reference for future researchers examining pharmacy management strategies and competitiveness.

METHOD

Place and Time of Research

The study was conducted at Sinar Berkas Farma Pharmacy in Buahbatu District, Bandung City, West Java, from October to December 2025. The research site was selected

because the pharmacy operated in a highly competitive environment with numerous competing pharmacies in the surrounding area. As a relatively new pharmacy, it faced challenges in maintaining its market position and sustaining its business performance, making it a relevant setting for examining strategic management and competitiveness.

Research Design

This research uses a qualitative approach, which according to Sugiyono (2023) is used to study objects in natural conditions with the researcher as the main instrument, data collection through triangulation, and inductive analysis that emphasizes the meaning of phenomena. Creswell (2023) added that this approach allows for an in-depth understanding of a problem through a systematic and reflective process of data collection and analysis.

This approach was chosen because the research aims to understand the survival strategy of Apotek Sinar Berkas Farma in facing similar business competition, which is contextual and dynamic so that it requires the extraction of information directly from related parties. This research is in the form of a descriptive study on one object, namely Apotek Sinar Berkas Farma. The internal and external conditions of the pharmacy are studied from informant data and documents, then analyzed through the identification of internal-external factors, the preparation of IFAS and EFAS matrices, SWOT analysis, and the determination of strategy priorities with QSPM.

Data Collection

Data were collected through triangulation techniques, namely:

1. Observation, on operational activities, pharmaceutical services, business environment conditions, and competition situation around pharmacies.
2. Interviews, flexibly with owners, pharmacists, and staff to dig up in-depth information regarding pharmacy management, operations, and survival strategies (Sugiyono, 2023).
3. Document Review, to obtain supporting data regarding the operational, sales, and financial conditions of the pharmacy.

Data Analysis

Data analysis is carried out interactively until the data reaches saturation, including data reduction, data presentation, and conclusion drawn. Primary data is obtained from interviews and observations of owners, pharmacists, and consumers, while secondary data is obtained from sales data, pharmacy profiles, and literature related to strategic management and pharmacy competitiveness (Sugiyono, 2023).

1. Data Reduction selects and groups data on internal factors (organizational structure, human resources, finance, facilities, products and services) and external factors (geographical, demographic, socioeconomic, epidemiological, technological, customer, supplier, competitor) relevant to the focus of the research.
2. Presentation Data The data that has been reduced is presented as Critical Success Factors which are grouped into Strengths, Weaknesses, Opportunities, and Threats, as the basis for the preparation of the IFAS and EFAS Matrix.
3. Conclusion The SWOT factors are entered into the IFAS and EFAS Matrix, weighted and ranked to determine the strategic position of the pharmacy on the SWOT chart, which is the basis for determining alternative strategies. The final conclusion is obtained after the results of the analysis are verified with field data.

RESULTS AND DISCUSSION

The mapping of competitive strategies in this study follows the SWOT analysis approach, which is the systematic identification of internal and external factors to formulate strategies that maximize strengths and opportunities, while minimizing weaknesses and threats. Internal factors are arranged into an IFAS (Internal Factors Analysis Summary) matrix and external factors into an EFAS (External Factors Analysis Summary) matrix; each factor is given weights and ratings so that a weighted score is obtained as the basis for determining the position and direction of the pharmacy strategy.

Internal Factor Analysis (IFAS Matrix)

The identification of internal factors was carried out to determine the conditions that originated from within the Sinar Berkat Farma Pharmacy itself, both those that play a role as strengths and weaknesses in maintaining competitiveness. The results of weighting and scoring for the two groups of factors are presented in the following table.

Tabel 1. IFAS (Internal Factors Analysis Summary)

Strength				
No.	Internal Factors	Weight	Rating	Score
1	Strategic location of pharmacy	0,17	3	0,51
2	Pharmacists are always on standby at the Pharmacy	0,12	4	0,48
3	The products sold are relatively complete at competitive prices	0,06	3	0,18
4	Fast service, friendly and communicative employees	0,18	4	0,72
5	There is a specialist doctor's practice	0,21	3	0,63
	Sub Total	0,74		2,52
Weakness				
No.	Internal Factors	Weight	Rating	Shoes
1	As a stand-alone private pharmacy, not a network or franchise pharmacy	0,04	2	0,08
2	Operating hours are not 24 hours	0,06	3	0,18
3	Less active on social media	0,08	3	0,24
4	No <i>delivery service</i>	0,03	2	0,06
5	Less than optimal promotion	0,05	3	0,15
	Sub Total	0,26		0,71
	Total	1		

Based on the results of the research, there are five factors that are the main strengths, namely the strategic location of the pharmacy, the existence of pharmacists who are always ready in the pharmacy, the availability of relatively complete products at competitive prices, fast service with friendly and communicative employees, and the existence of specialist doctor practices. These five aspects obtained a subtotal score of 2.52.

The strength with the highest score is fast service, friendly and communicative employees, with a weight of 0.18, a rating of 4, and a score of 0.72. These results show that the quality of interaction between service personnel and consumers is one of the important assets owned by pharmacies. In conditions of high competition, consumers not only consider the price and completeness of the product, but also the experience when obtaining services.

The next factor is the existence of specialist doctor practices with a score of 0.63. The existence of specialist doctors can be an added value because it provides a link between the

need for health consultation and the need for medicine. This condition can open up opportunities for the formation of stronger relationships between pharmacies and consumers and other parties in the health service environment.

Strategic locations obtained a score of 0.51. The position of pharmacies in areas with a fairly high population density provides advantages in terms of market access. Pharmacies have the opportunity to obtain consumers from the surrounding community and customers who come because of health service activities around them. Meanwhile, the existence of pharmacists who are always ready to be in pharmacies gets a score of 0.48. This condition can support the quality of pharmaceutical services because consumers have the opportunity to obtain information related to the use of drugs more appropriately.

The availability of relatively complete products at competitive prices obtained a score of 0.18. Although the value is lower than several other strengths, this factor still has an important meaning because the availability of products is one of the considerations of consumers in determining where to get the needs of drugs and medical devices. In terms of weaknesses, there are five factors, namely the status as a private pharmacy that stands alone and is not part of a network or franchise, operating hours that have not reached 24 hours, social media activities that are still lacking, the lack of direct delivery services, and promotional activities that have not been maximized. The total weakness score reached 0.71 (Fatiya et al., 2024; Hasanuddin, 2021).

The weakness with the largest score is the lack of activity on social media, which is 0.24. This condition shows that the use of digital media as a means of communication and marketing still needs to be strengthened. In the midst of changing people's habits that are increasingly easy to obtain information through the internet, low social media activity can cause information about products, services, and the advantages of pharmacies to not reach potential consumers optimally.

Operating hours that have not reached 24 hours get a score of 0.18. This condition can be a limitation when consumers need drugs or health products outside of service hours. Although extending service hours is not always the main choice because it is related to costs and resources, managers need to adjust operational hours to the pattern of community needs.

Promotions that have not been maximized have a score of 0.15. This shows that activities to introduce products and services can still be developed. Promotions do not always have to be in the form of discounts, but can be done through providing health information, service introductions, educational content, or certain programs that are able to increase consumer attachment.

The status as an independent pharmacy obtained a score of 0.08. As a stand-alone business, pharmacies have limitations compared to network companies in terms of procurement scale, brand recognition, and marketing resources. However, these conditions can also provide space for managers to make more flexible decisions according to local market conditions.

The unavailability of direct delivery services gets a score of 0.06. This condition can be an obstacle when consumers want ease in obtaining products without having to come to the pharmacy.

External Factor Analysis (EFAS Matrix)

External factors are conditions that are beyond the direct control of the pharmacy manager, but can have an influence on business sustainability. The results of the identification and weighting of external factors are presented in the following table.

Tabel 2. Matriks EFAS (External Factors Analysis Summary)

Peluang (Opportunity)				
No.	External Factors	Weight	Rating	Shoes
1	Open a delivery service	0,01	2	0,02
2	Collaboration with other institutions	0,03	3	0,09
3	Opening the means of selling additional drugs	0,1	3	0,3
4	Provide educational services	0,08	3	0,24
5	Wide target market	0,12	4	0,48
Sub Total		0,34		1,13
Threat				
No.	External Factors	Weight	Rating	Shoes
1	Industry competition is fierce	0,17	4	0,68
2	Competitors are active in using social media	0,08	3	0,24
3	Regulatory pressure	0,21	4	0,84
4	Emerging newcomers	0,12	4	0,48
5	The rise of drug abuse	0,08	3	0,24
Sub Total		0,66		2,48
Total		1		

Based on the results of the research, external factors consist of opportunities and threats. In the opportunity group, there are five factors, namely opening delivery services, establishing cooperation with other institutions, opening facilities for selling additional drugs, providing educational services, and the existence of a wide target market. The total opportunity score reached 1.13.

The biggest opportunity comes from a wide target market, with a weight of 0.12, a rating of 4, and a score of 0.48. This condition shows that the surrounding environment still provides room for market development. The large number of people around the location can become a customer base if managed through consistent service and appropriate marketing strategies.

Opening additional drug sales facilities obtained a score of 0.30. This opportunity can be developed gradually by considering consumer needs and inventory management capabilities. The addition of sales channels or means of sale can help expand consumer access points to the products offered.

The provision of educational services received a score of 0.24. Pharmacies have the opportunity to not only play a role as a place to purchase drugs, but also as a source of health information for the community. Educational activities can be associated with the role of pharmacists and the existence of specialist doctors so as to create additional value for consumers.

Cooperation with other institutions obtained a score of 0.09. Cooperation can be directed to various parties relevant to health services so that the pharmacy network can develop more widely. Meanwhile, the opportunity to open delivery services obtained a score of 0.02.

Although the score is relatively small, delivery services can still be an alternative to service development if planned by paying attention to operational aspects and applicable regulations.

In terms of threat factors, there is very tight industry competition, competitors who actively use social media, regulatory pressures, the emergence of new entrants, and rampant drug abuse. The total threat score is 2.48.

The threat with the greatest score is regulatory pressure, which is 0.84. As a business in the pharmaceutical sector, pharmacies must carry out activities in accordance with various applicable regulations. Changes or adjustments to regulations can affect operational activities, so managers need to ensure that the entire process of service and drug management remains in accordance with the provisions.

Very tight industry competition has a score of 0.68. The existence of more than 10 pharmacies within a radius of about 2 km shows that consumers have many alternatives in choosing service places. This situation requires pharmacies to have differentiators that can be directly felt by consumers.

New entrants get a score of 0.48. The emergence of new businesses can increase the pressure on the number of customers and market share. Therefore, retaining old customers is just as important as acquiring new customers.

Competitors who actively use social media have a score of 0.24. This condition is related to the internal weakness of pharmacies that are still less active on social media. If competitors are more consistent in building digital communication, they have a greater chance of being known by potential consumers.

The threat of drug abuse obtained a score of 0.24. This factor is related to the aspect of pharmaceutical services and responsibilities. Managers need to ensure that services are carried out professionally and provide education to the public about the proper use of drugs.

Coordinate Points and SWOT Quadrant Positions

To determine the most appropriate direction of strategy, the total score of each group of factors is mapped into a SWOT quadrant diagram. The coordinate point is obtained from the difference between the strength score and the weakness on the X axis, as well as the difference between the opportunity and threat score on the Y axis (Rangkuti, 2015).

$$\begin{aligned}\text{X-Axis} &= \text{Strengths} - \text{Weaknesses} \\ &= 2.52 - 0.71 = 1.81\end{aligned}$$

$$\begin{aligned}\text{Y-axis} &= \text{Opportunity} - \text{Threat} \\ &= 1.13 - 2.48 = 1.35\end{aligned}$$

The coordinate point (1.81 - 1.35) is shown in the following image.

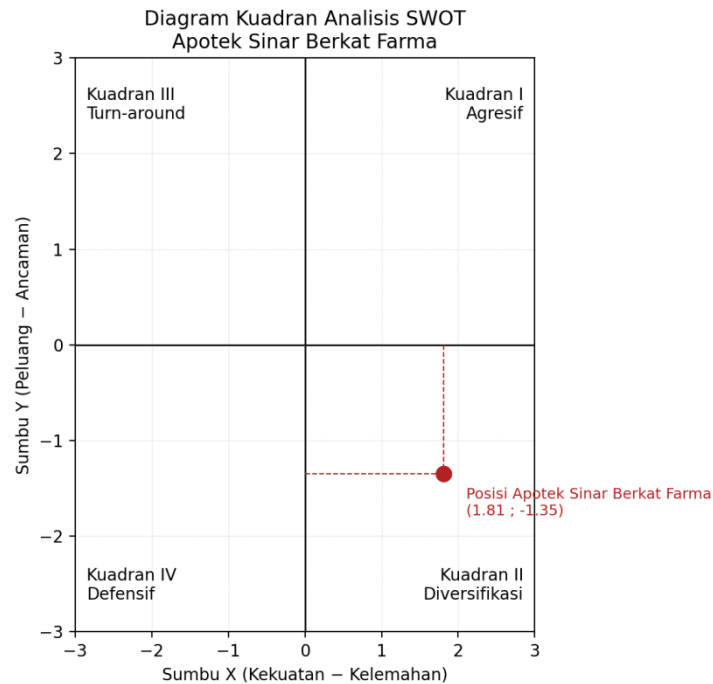


Figure 1. SWOT Quadrant Diagram of Sinar Berkas Pharmacy

This position falls on Quadrant II, which is a quadrant that brings together relatively large internal forces with external threats that are also large. The situation in this quadrant requires companies to use their strengths to face threats, while opening up options for diversifying products or services as a long-term strategy, in contrast to Quadrant I which is more conducive to aggressive expansion. A similar position was also found in the research of Mourboy, Aritonang, and Putriana (2022) on Citra 1 Pharmacy and Holong Pharmacy, both of which are in Quadrant II and are advised to pursue a service diversification strategy. The similarity of this position indicates that small to medium-scale independent pharmacies in competitive dense urban environments tend to face comparable external pressure patterns, regardless of the city in which they operate. The position in Quadrant II is also consistent with the results of the calculation of strategy combinations in the next subchapter, which shows that the S-T (Strength-Threat) strategy obtained the highest combined value.

SWOT Matrix and Formulation of Alternative Strategies

Once the quadrant position is established, the next step is to compile a combination of strategies based on the confluence of internal and external factors. The total combined score for each combination of strategies is presented in the following table.

Table 3. Rumus Strategy Matrix SWOT

IFAS/EFAS	Strength	Weakness
Peluang (<i>Opportunity</i>)	Strategi S-O (<i>Strength, Opportunity</i>) $2.52 + 1.13 = 3.65$	Strategi W-O (<i>Weakness, Opportunity</i>) $0.71 + 1.13 = 1.84$
Threat	Strategi S-T (<i>Strength, Threat</i>) $2.52 + 2.48 = 5$	Strategi W-T (<i>Weakness Threat</i>) $0.71 + 2.48 = 3.19$

Table 4. SWOT Strategy Combination Planning

IFAS/EFAS	Strength	Weakness
Peluang (Opportunity)	Strategi S-O (<i>Strength, Opportunity</i>) Using power to take advantage of opportunities = 3.65	Strategi W-O (<i>Weakness, Opportunity</i>) Minimizing weaknesses to take advantage of opportunities = 1.84
Threat	Strategi S-T (<i>Strength, Threat</i>) Using force to minimize or avoid threats = 5	Strategi W-T (<i>Weakness Threat</i>) Minimizing weaknesses to avoid threats = 2, 8

Of the four combinations, the S-T strategy obtained the highest score (5.00), followed by the S-O strategy (3.65), the W-T strategy (3.19), and the W-O strategy (1.84). This order is the basis for determining the priority of the strategy outlined in the following SWOT matrix.

Table 5. SWOT Matrix of Sinar Berkas Pharmacy

Internal/External Factors	Strength	Weakness
Peluang (Opportunity)	S-O Strategy 1. Maximizing strategic locations and product completeness to reach a wide target market 2. Using friendly and communicative employee services to support the opening of delivery services 3. Collaborate with specialist doctors and friendly staff to host paid health education services or free health seminars 4. Using the existence of specialist doctors as bargaining value to establish cooperation with other institutions	W-O Strategy 1. Digitize marketing to reach the market 2. Development of new services 3. Increased service hours 4. Conducting institutional cooperation to overcome limitations as an independent pharmacy
Threat	S-T Strategy 1. Utilizing the presence of specialist doctors and communicative employee services to create routine health care packages 2. Optimizing the role of pharmacists who are always on standby to provide direct educational services to patients about drug abuse 3. Utilizing strategic locations and relatively complete product stocks to provide health packages that are competitively priced but still in accordance with government regulations Strengthen cooperation with specialist doctors in pharmacies to build a solid referral network with other health facilities around	W-T Strategy 1. Start building a professional digital presence to keep pace with competitors who are very active on social media 2. Adjust operating hours to regulations and crowd levels to reduce operational costs 3. Conducting delivery services to accommodate new arrivals Raising ethical standards to avoid legal risks

1. S-O Strategy

An S-O strategy is a strategy that leverages internal strengths to benefit from external opportunities.

Based on the results of the research, the S-O strategies that can be applied are:

- Maximizing strategic locations and product completeness to reach a wide target market.

- b. Using friendly and communicative employee services as a support for the development of delivery services.
- c. Collaborating the existence of specialist doctors with service personnel to organize health education activities.
- d. Utilizing the existence of specialist doctors as a bargaining chip in building cooperation with other institutions.

The strategy shows that pharmacies actually have a certain amount of internal capital that can be developed. An easy-to-reach location can be strengthened through more active marketing, while friendly service can be the basis for building long-term relationships with customers.

2. W-O Strategy

The W-O strategy is geared towards reducing internal weaknesses by taking advantage of available opportunities.

Alternative strategies obtained include:

- a. Digitizing marketing to expand market reach.
- b. Developing new services according to the needs of the community.
- c. Increase service hours by considering consumer needs and operational capabilities.
- d. Building institutional cooperation to overcome limitations as an independent pharmacy.

Of these alternatives, marketing digitalization is one of the most important steps. Social media activities that were previously low can be improved through regular content development. The information provided does not have to focus on sales, but can be in the form of information about pharmacy services, drug use education, information on operating hours, and product introductions.

3. S-T Strategy

The S-T strategy obtained the highest score so that it became an alternative that needed to receive the main attention.

Strategies that can be carried out include:

- a. Utilizing the presence of specialist doctors and communicative employee services to form routine health service packages.
- b. Optimize the role of pharmacists to provide direct education to patients about drug use and abuse.
- c. Taking advantage of strategic locations and product availability to provide health packages at competitive prices while still paying attention to applicable regulations.
- d. Strengthen cooperation with specialist doctors to build referral networks with health facilities around pharmacies.

The S-T strategy shows that the strength of pharmacies can be used as a differentiator when facing competition. Pharmacies do not have to deal with competitors only through price. Service approaches, relationships with health workers, education, and ease of access can be values that distinguish Apotek Sinar Berkat Farma from similar businesses.

4. W-T Strategy

The W-T strategy is a defensive approach that aims to reduce weaknesses while avoiding threats.

The alternatives found are:

- a. Build a professional digital presence to face competitors who actively use social media.
- b. Adjust operating hours to regulations and crowd levels to maintain cost efficiency.
- c. Developing delivery services as an effort to deal with the emergence of new entrants.
- d. Improve ethical standards to reduce legal risks.

The implementation of the W-T strategy needs to be done carefully because it is related to the ability of resources and costs. Pharmacies as independent businesses need to determine priorities so that development does not actually cause too large an operational burden.

QSPM Analysis Results

For the purpose of preparing the Quantitative Strategic Planning Matrix (QSPM), several alternative strategies were selected that were representative of each strategy group based on the results of the SWOT analysis. The selection of strategies was carried out by considering the realistic level of implementation and its contribution to the development and increase of the competitiveness of Pharmacy Sinar Berkas Farma. In this study, the strategy that became the focus of the assessment was the diversification strategy, which included diversification of services and product diversification.

The preparation of the QSPM begins by integrating internal and external strategic factors that have been obtained through the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. Each strategic factor that has a weight is then assessed based on its level of attractiveness (Attractiveness Score / AS) to each alternative strategy. The assessment shows how much a factor affects the success of the implementation of the strategy under consideration.

The attractiveness score (AS) is given using a scale of 1-4, with the following conditions:

1. Value 1 = unattractive, i.e. factors that have no relevance or meaningful influence on the strategy
2. Value 2 = rather interesting, i.e. factors have a relatively low influence on strategy
3. Value 3 = attractive, i.e. factors have a strong enough influence on the strategy
4. The value of 4 = is very interesting, i.e. the factor has a very strong influence and supports the implementation of the strategy.

Next, the weight of each factor is multiplied by the attractiveness value (AS) to obtain the Total Attractiveness Score (TAS). The TAS value of all factors is then added up to obtain the total value of each alternative strategy. Strategies with higher TAS values indicate a greater level of relative attractiveness, making them a more prioritized alternative to implement.

The QSPM table in this study is compiled based on internal and external strategic factors that are considered most relevant to the development of Pharmacy Sinar Berkas Farma. The assessment is focused on diversification strategies as an alternative to business development, which consists of service diversification and product diversification. Service diversification is directed at the development or addition of types of services that can increase added value for customers, while product diversification is oriented towards expanding the types and choices of products offered. The comparison of the TAS values of the two alternatives is then used to determine the most attractive diversification strategy and in accordance with the strategic conditions of Pharmacy Sinar Berkas Farma.

Table 5. QSPM Analysis

No	Key Factors	Weight	Verified Services		Product Diversification	
	Internal Factors		AS 1	BAG 1	AS 2	BAG 2
	Strength					
1	Strategic location of pharmacy	0,17	4	0,68	4	0,68
2	Pharmacists are always on standby at the Pharmacy	0,12	4	0,48	2	0,24
3	The products sold are relatively complete at competitive prices	0,06	3	0,18	4	0,24
4	Fast service, friendly and communicative employees	0,18	4	0,72	2	0,36
5	There is a specialist doctor's practice	0,21	4	0,84	3	0,63
	Weakness					
1	As a stand-alone private pharmacy, not a network or franchise pharmacy	0,04	3	0,12	2	0,08
2	Operating hours are not 24 hours	0,06	2	0,12	3	0,18
3	Less active on social media	0,08	3	0,24	4	0,32
4	No <i>delivery service</i>	0,03	2	0,06	4	0,12
5	Less than optimal promotion	0,05	3	0,15	4	0,2
No	Key Factors	Weight	Verified Services		Product Diversification	
	External Factors		AS 1	BAG 1	AS 2	BAG 2
	Peluang (Opportunity)					
1	Open a delivery service	0,01	2	0,02	4	0,04
2	Collaboration with other institutions	0,03	4	0,12	3	0,09
3	Opening the means of selling additional drugs	0,1	3	0,3	4	0,4
4	Provide educational services	0,08	4	0,32	2	0,16
5	Wide target market	0,12	3	0,36	4	0,48
	Threat					
1	Industry competition is fierce	0,17	4	0,68	3	0,51
2	Competitors are active in using social media	0,08	3	0,24	4	0,32
3	Regulatory pressure	0,21	2	0,42	4	0,84
4	Emerging newcomers	0,12	4	0,48	3	0,36
5	The rise of drug abuse	0,08	4	0,32	2	0,16
	Total TAS Score	2		6,85		6,41

Based on the results of the calculation of the total value of Total Attractiveness Value (TAS), the service diversification strategy is superior (score 6.85) compared to the product diversification strategy (score 6.41). This indicates that pharmacies will be much more competitive if they prioritize improving the quality of human services and education rather than just increasing the stock of goods.

Strategic Management of Sinar Berkas Pharmacy in Maintaining Competitiveness

Based on the results of the analysis carried out, the strategic management at Apotek Sinar Berkas Farma can be seen through the manager's ability to recognize internal and external conditions, determine alternative actions, and utilize the resources they have to deal with changes in the business environment. The results of the study show that Apotek Sinar Berkas Farma has several capital that can be used to maintain business sustainability. Fast service, friendly and communicative employees, the existence of pharmacists, strategic locations,

relatively complete products, and the existence of specialist doctors' practices are elements that can form their own advantages.

In conditions of high competition, these advantages need to be managed consistently. A strategic location, for example, will provide benefits if supported by good service and product availability. Similarly, the existence of pharmacists will become more valuable if consumers get clear information and pharmaceutical services that suit their needs. This shows that competitiveness is not only determined by the ability of pharmacies to sell products at a certain price. Competitiveness is also related to the ability to create value that consumers feel. Customers who get fast service, get the information they need, find the products they are looking for, and feel comfortable when interacting with pharmacy staff have a stronger reason to return to using pharmacy services.

Service Strategy as an Effort to Retain Customers

Service is one of the most prominent strengths in the results of internal analysis. The factor of fast service and friendly and communicative employees obtained the highest score in the strength group, which was 0.72. These findings show that the service aspect can be used as one of the main bases in retaining customers. In the pharmacy business, consumers do not always come just to make transactions. In certain conditions, they also need an explanation about the product, how to use it, or considerations in choosing health needs.

Therefore, the quality of interaction between pharmacy staff and consumers is an important part of the customer experience. Communicative service can create trust, while service speed provides convenience in terms of time. Pharmacies can maintain these advantages by setting clear service standards, improving employee communication skills, and ensuring that consumer needs are handled appropriately. Consistency is important because good service must be felt not only by some customers, but also the character of pharmacy services as a whole.

Utilization of Strategic Locations and Product Completeness

Strategic location is one of the strengths of Sinar Berkas Pharmacy Farma. The existence of a pharmacy in an environment with a fairly high population density provides great market potential. However, a good location does not automatically guarantee that customers will choose the pharmacy. Ease of access needs to be supported by the availability of products and services that are able to meet consumer expectations.

The relatively complete availability of products and competitive prices can be a supporting factor in optimizing the potential of the location. Consumers tend to consider convenience when they need drugs or medical devices. If the needs can be obtained in one place, the possibility of customers choosing the pharmacy becomes greater. Thus, inventory management needs attention. The use of VMedis can help pharmacies in monitoring stock, managing inventory, and supervising expired drugs.

Digitalization as a Strategy to Face Competition

One of the weaknesses found is the lack of activity of pharmacies in using social media. On the other hand, competitors are known to be active in using social media. Both conditions show that there is a gap that needs to be addressed immediately. Marketing digitalization can be one way to expand the reach of communication with the public. Social media can be used

to introduce pharmacies, convey information on service hours, provide health education, and build relationships with consumers.

The use of digital media can also strengthen the existence of online services that have been owned through the Shopee and Tokopedia platforms. Thus, digital activities not only function as promotional media, but can also be part of a service system that connects consumers with pharmacies. This strategy is also relatively in accordance with the condition of pharmacies as independent businesses because managers can adjust the type of content, frequency of publications, and target consumers based on their abilities.

Delivery Service Development

The lack of direct delivery services is one of the internal weaknesses. Although delivery is currently available through certain online platforms, direct service management has not been carried out. This condition can be both an opportunity and a challenge. In terms of opportunities, delivery can provide convenience for consumers who have limited time or difficulty coming directly to the pharmacy. On the other hand, the development of these services requires the regulation of manpower, delivery area, service time, costs, and aspects of compliance with applicable regulations. Therefore, delivery services should not be developed directly on a large scale. Pharmacies can consider implementation in stages, for example with a limited service area first. After evaluating the number of requests and operational costs, the scope of services can be adjusted.

The Role of Pharmacists and Specialists as Differentiators

The existence of pharmacists and the practice of specialist doctors is one of the most important strengths. Pharmacies have the opportunity to build a positioning that is not only oriented towards sales transactions. The existence of health workers can be used to strengthen educational activities to the community. Education can be provided regarding the correct use of drugs, compliance with rules of use, storage of drugs, and the risk of drug abuse. This strategy is becoming increasingly relevant because drug abuse is one of the threats found in external analysis. By utilizing the competencies of health workers they have, pharmacies can build public trust. This relationship has the potential to be one of the differentiators compared to other pharmacies that only highlight the price aspect.

Strategies to Face Industry Competition

Industrial competition is the main threat to Sinar Berkas Pharmacy Farma. There are more than 10 pharmacies within a radius of about 2 km so that people have many choices. In these conditions, the competition strategy is not enough if you only rely on price reductions. Continuous price competition can put pressure on business profits. Therefore, pharmacies need to build advantages that are difficult to replicate directly.

Friendly service, the presence of pharmacists, strategic locations, product completeness, and relationships with specialist doctors can be developed into a unit of excellence. Consumers are not only given a reason to come, but also a reason to return. Thus, the strategy of maintaining competitiveness should be directed at creating a consistent service experience. If consumers feel that their needs can be met easily and get good service, the relationship between consumers and pharmacies can become stronger.

Strategies for Facing Regulatory Pressure

Regulatory pressure obtained the highest threat score, which was 0.84. This shows that compliance with regulations is an important part of managing pharmacy strategy. Business development cannot be done only based on profit considerations, but must still pay attention to the rules that govern pharmaceutical services. Improving ethical standards and supervision of services is one of the steps that need to be taken. Managers also need to ensure that the personnel involved understand their duties and responsibilities. Thus, compliance is not only seen as an administrative obligation, but also as part of efforts to maintain public trust. Pharmacies that are able to carry out services professionally will have a stronger basis in maintaining their reputation (Bachmid et al., 2025; Fathorrahman et al., 2025; Ogundipe et al., 2025) .

Sinar Berkat Pharmacy Priority Strategy

Based on the results of the SWOT analysis, the S-T strategy obtained the highest score of 5.00. These results can be the basis for determining strategy priorities. The main strategy that can be developed is to utilize internal strengths to face competition and threats from the external environment. Its implementation can be done through several steps. First, maintaining the quality of service so that it becomes the main character of the pharmacy. Second, utilizing the existence of pharmacists and specialist doctors as an added value in providing health education. Third, maintaining the availability of products needed by consumers at competitive prices. Fourth, strengthening relationships with health facilities or other relevant institutions. The strategy can then be strengthened with the W-O strategy, especially marketing digitalization and service development. Thus, the strategy not only focuses on maintaining existing conditions, but also gradually improving weaknesses that can hinder business development.

Implications for Pharmacy Competitiveness

This condition shows that the pharmacy still has internal capital that can be developed. However, the high external pressure also needs to be considered. The threat obtained a score of 2.48, while the opportunity was 1.13. This means that the business environment faced by Apotek Sinar Berkat Farma tends to require managers to be more active in maintaining their business position. Pharmacies cannot just wait for consumers to come based on location, but need to build relationships with customers through service, communication, digital marketing, education, and network development. Based on these conditions, the strategic management of Apotek Sinar Berkat Farma in maintaining competitiveness can be directed to strengthening service excellence, utilizing internal resources, increasing digital presence, developing services, and strengthening networks with health workers and related institutions.

CONCLUSION

This study concludes that the strategic priorities of Sinar Berkat Farma Pharmacy should focus on leveraging its internal strengths to address substantial external threats. The SWOT analysis positioned the pharmacy in Quadrant II, supporting a Strength–Threat (ST) strategy that capitalized on responsive and communicative staff, pharmacist availability, specialist physician services, a strategic location, and product availability. The Quantitative Strategic Planning Matrix (QSPM) prioritized service diversification, with a Total Attractiveness Score

(TAS) of 6.85, over product diversification, which achieved a TAS of 6.41. Accordingly, pharmacist-led education, stronger collaboration with healthcare providers, and differentiated pharmaceutical services emerged as promising strategic directions for maintaining competitiveness. Digital marketing and carefully planned delivery services could further support these priorities by addressing existing operational weaknesses. Overall, these findings provide a systematic basis for strategic decision-making; however, they do not establish that implementing the proposed strategies will necessarily improve business performance.

Future research should evaluate the implementation and outcomes of the recommended strategies through longitudinal studies assessing customer satisfaction, customer retention, sales growth, profitability, and service quality. Comparative studies involving multiple independent pharmacies could determine whether the strategic priorities identified in this case are applicable across different locations and competitive environments. Future studies should also incorporate broader stakeholder perspectives, including those of customers, pharmacists, pharmacy owners, and healthcare partners, to strengthen the assessment of internal and external strategic factors. Sensitivity analyses of factor weights and attractiveness scores could further determine the robustness of the preference for service diversification. Moreover, further research should examine the costs, feasibility, and customer acceptance of digital marketing, delivery services, and pharmacist-led education to support more precise implementation decisions while ensuring compliance with pharmaceutical service standards and maintaining patient safety.

FUNDING

This research did not receive special funding from governmental, commercial, or non-profit organizations.

CONFLICT OF INTEREST

The author states that there is no conflict of interest in the preparation of this article.

AUTHOR CONTRIBUTIONS

All authors contributed to conceptualization, search and synthesis of literature, interpretation of results, manuscript preparation, and critical review of manuscripts. All authors have read and approved the final version of the manuscript.

GENERATIVE AI STATEMENT

The authors declare that Generative Artificial Intelligence (Generative AI) was used solely to assist with language refinement, grammatical correction, and improvement of manuscript readability. All scientific concepts, interpretations, literature synthesis, analyses, and conclusions were developed by the authors. All AI-assisted content was carefully reviewed, verified, and revised by the authors, who take full responsibility for the accuracy, integrity, and final content of the manuscript.

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