

Competitive Strategy Analysis at Nugrah Farma Pharmacy South Konawe Regency

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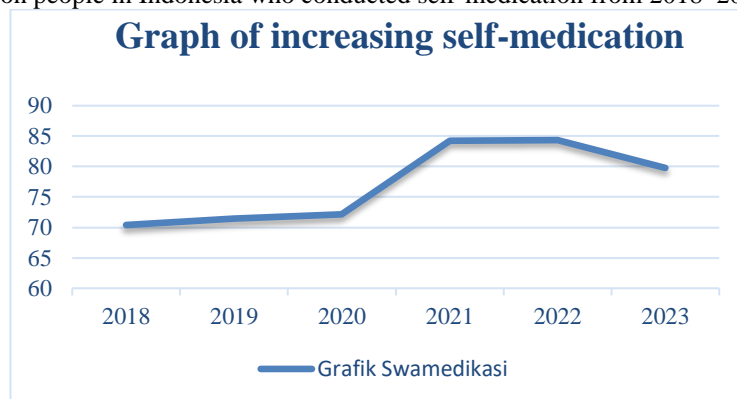
ABSTRACT

This study aims to find out and analyze (1) Determine and develop alternative competitive strategies that are appropriate for the Company by using analysis and theoretical foundations of management theory.; (2) Obtaining a proposed strategy is expected to restore the level of profit and continue to increase (3) Develop the ability to analyze, understand and determine solutions in solving problems in pharmacies. Based on the results of the study, it can be concluded that (1) Nugrah Farma Pharmacy in South Konawe Regency has implemented a 7P marketing mix strategy, and the results are good for price, product, location, people, physical evidence, and process. However, promotions still need to be improved.; (2) Nugrah Farma Pharmacy in South Konawe Regency is in a favorable strategic position, namely in quadrant I in the swot diagram and in the IE matrix into the cell diagram I (Development and Stability). The strategy that must be implemented is to use internal strengths to take advantage of existing opportunities by creating new strategies that allow the creation of opportunities. This strategy shows that the company is strong and able to defend against various threats (3) WoMaintaining competitive prices, utilizing promotional media, providing continuous consulting services, and providing additional services that can increase customer loyalty are alternative marketing mix strategies that are prioritized to implement.

Keywords: Competitive, Pharmacy and Strategy Analysis.

I. INTRODUCTION

In today's modern era, health is of paramount importance given the increasing variety of diseases, extreme climate change, and a heavily polluted environment. People's lifestyles have changed due to awareness of the importance of health, including a tendency to self-medicate or self-medicating. Self-medication is carried out by treating all complaints with drugs that can be purchased freely at pharmacies or drug stores without the advice of a doctor (Rahardja, 2010). Data on people in Indonesia who conducted self-medication from 2018–2023 are as follows:



Source: BPS, 2023

Figure 1.1 Graph of Increase in Self-Medication

In Indonesia, the trend of self-regulation increased from 2018 to 2023, according to data from the Central Statistics Agency (BPS). In 2018, 70.4% of people self-medicated, rising to 71.46% in 2019, and 72.19% in 2020. A significant surge occurred in 2021 with 84.23%, and although there was a slight decline to 79.78% in 2023, this trend remained strong. This trend is influenced by things like perceptions of mild diseases, cheaper drug prices, and ease of

use of drugs without a doctor's prescription. Because of the human right to access medicines, governments and health organizations, both public and commercial, have a responsibility to ensure that medicines are accessible to everyone.

Medicines not only serve as a commercial commodity, but also have the social purpose of improving public health by preventing, identifying, treating, and curing diseases. The pharmaceutical industry is very important because with about 281,603,800 people living in Indonesia, the need for drugs is increasing.

Conventional pharmacies, conventional drug stores, and modern drug stores are some of the categories of retailers in the pharmaceutical industry. Around the 1930s, pharmaceutical retail activities began as a legacy system of the Dutch colonial era. Drug stores and pharmacies were regulated differently in the 1940s and then in the early 1990s, the modern concept of both emerged. According to Ronny (2000), this new idea significantly affected the pharmaceutical industry. Contemporary marketing and competition methods are moving away from a conventional sales approach that relies on the culture that there is a recipe and money, then there are goods. Instead, this approach shifts to a comprehensive strategy management concept.

According to the Decree of the Minister of Health of the Republic of Indonesia number 9 of 2017, a pharmacy is a place where pharmaceutical practice is carried out by pharmacists. Pharmacies, as a means of distributing pharmaceutical supplies, are responsible for providing and distributing medicines and other pharmaceutical supplies needed by the community. Pharmacies must be able to support and assist the government's efforts to provide medicines evenly and cheaply.

As stipulated in the Regulation of the Minister of Health of the Republic of Indonesia No. 9 of 2017, a pharmacy is a means of pharmaceutical services where pharmaceutical practice is carried out by pharmacists. Pharmacies have two social functions, namely providing drugs and other medicinal goods, and economic functions, namely obtaining profits to continue operating. To achieve these two functions, pharmacies must balance both functions. To achieve this goal, marketing is one way to achieve it. In order for pharmacies to survive in the business competition, pharmacies must create the right marketing strategy by looking at external and internal factors. External factors that affect a pharmacy include the change in the orientation of pharmaceutical services from drug-oriented to patient-oriented, and the position and role of pharmacies in the pharmaceutical industry. It is very important for a company to conduct a self-evaluation because it allows them to see objectively how the internal and external environment is changing, which allows them to create marketing strategies that correspond to those changes. Meeting customer desires and getting maximum support from all resources owned is the key to success in competition (Adhaghassani, 2016).

Seeing the large demand for drugs, the pharmaceutical industry has become a profitable business field. According to data collected by the Ministry of Health of the Republic of Indonesia, there were 30,199 pharmacies in Indonesia in 2021 (Kemkes.go.id, accessed in 2021). The increasing number of pharmacies increases competition in this industry, including in South Konawe Regency which has 54 pharmacies, one of which is Nugrah Farma Pharmacy.

The level of competition between pharmacies also occurs in South Konawe district with a total of 54 pharmacies. In the moramo area, there are 3 pharmacies, one of which is Nugrah Farma Pharmacy. Nugrah Farma Pharmacy in South Konawe Regency is a pharmaceutical company that has attracted consumers. With three drug stores operating in the Moramo area, competition can be avoided again, where Nugrah Farma Pharmacy experienced a decrease in sales as a result of the establishment of several drug stores and pharmacies in the vicinity. The fact that Nugrah Farma Pharmacy's revenue turnover decreases every year also shows this. In order for Nugrah Farma pharmacy in South Konawe Regency to win the competition, they must use the right marketing strategy.

Nugrah Farma Pharmacy in South Konawe Regency has a very strategic location on the side of the road that is easily accessible to consumers. In addition, Nugrah Farma Pharmacy is close to shopping centers and schools. However, because its location is far from the health center, Nugrah Farma Pharmacy is currently faced with fierce competition. Around its location, there are similar new businesses.

The results of the initial survey show several problems faced by Nugrah Farma Pharmacy in South Konawe Regency in South Konawe. Empirical facts found include frequent drug stock shortages, some drugs sold at higher prices than competitors, and pharmacies not doing enough promotion. As a result, many customers turned to competing pharmacies, which resulted in a decline in Nugrah Farma Pharmacy's sales and profits. This shows that the marketing strategies used today are not effective.

To maintain market share, Nugrah Farma pharmacies must become more creative and innovative by changing the right and effective marketing strategies. Therefore, newly established businesses will have greater competitiveness. Competitiveness is the ability of a company to provide superior products compared to its competitors. Information about success in determining policies for product determination, pricing, promotion, distribution channels, and branding is part of business competitiveness (Dimas *et al.*, 2015).

According to Isoraitè (2016), in order to maintain the sustainability of Nugrah Farma Pharmacy and gain a competitive advantage, it is necessary to understand how marketing strategies are built. One of the strategies that can be used is the 7P marketing mix which is a combination of measures and solutions designed to meet the needs of consumers to achieve the company's goals. The 4P marketing of products, prices, promotions, and locations, the 7P mix strategy can help companies reach their desired target market. Then 3Ps are added, namely people, physical evidence, and processes (Komari *et al.*, 2020). When creating a marketing strategy, business people can use SWOT analysis to see the internal and external factors of the 7P marketing mix.

SWOT analysis aims to identify and examine the internal and external conditions of a Nugrah Farma Pharmacy Company by identifying strengths, weaknesses, and opportunities, threats and other elements that can have a positive or negative impact on the company. SWOT (*Strengths, Weaknesses, Opportunities, and Threats*) analysis is an

important part of a marketing strategy to understand market conditions that are indispensable to create profitable strategies and prepare business actors to face various risks (Budiman *et al.*, 2018).

Previous Study (Rachmawati and Ety, 2022) SWOT Analysis to Increase Competitiveness in Pharmacy 325. The results of the research are that pharmacies provide the best prices that allow pharmacies to compete with competitors, update laws so that pharmacies can continue to operate, and add good and convenient facility services to make it easier for customers to visit Apotek 325. However, according to Mourboy *et al.* (2017), A case study on Business Development Strategies in Pharmacies (Case Study of Citra 1 Pharmacy and Holong Pharmacy) found that if we want to provide better pharmaceutical services, we must (1) increase the skills and number of the workforce. (2) Increase the promotion of pharmacies that focus on selling products through Delivery Orders. (3) Collaborate with BPJS Kesehatan as a partner. (4) Improve the types of products with competitive prices. (5) Require employees to use stock cards to record all drug income and expenses. There are not many pharmacy studies that use the 7P marketing mix. Therefore, it is very profitable to conduct this research by combining a marketing mix strategy with a SWOT analysis. In this way, we can research how marketing elements can be optimized to improve pharmacy performance and meet customer needs more efficiently.

Good strategic planning will help management achieve the right goals and be able to adjust to the environment. A clear and firm strategy can formulate a forecast of environmental changes accurately and quickly, so that Nugrah Farma Pharmacy in South Konawe Regency can immediately take corrective action. Nugrah Farma Pharmacy in South Konawe may not have fully created a marketing strategy based on an in-depth analysis of the strengths, weaknesses, opportunities, and threats of its competitors, which makes it difficult to face stiff competition. Additionally, the pharmaceutical sector as a whole may not have fully utilized technology and innovation, which could lead to shortages that affect the competitiveness and services provided to consumers.

II. LITERATURE REVIEW

Previous research that is relevant to the research to be carried out are: Rachmawati and Ety (2021) SWOT Analysis as a Strategy to Increase Competitiveness at Pharmacy 325 Surabaya. As a result of the SWOT diagram, Apotek 325 is in quadrant II, namely Diversification Strategy. Results on the SWOT Matrix Strategy obtained by the SO Strategy

This study also conducted research on the same pharmaceutical and pharmacy industries and used the SWOT analysis method. The difference with previous research lies in the variables studied and the methods used; This study examines competitiveness variables and uses IE matrix analysis, while the research on Nugrah Farma Pharmacy uses the *Marketing Mix* indicator with variable indicators, namely *product, price, place, promotion, people, process, physical evidence*.

Sholihah C.,H, *et al* (2023) Analysis of Marketing Strategy at the k24 Aroepala pharmacy makassar. The results of this study show that companies respond to the opportunities that exist in an extraordinary way and avoid threats in their industrial markets. The Cartesian diagram shows that the company's position is in an aggressive state, which is very profitable for companies in quadrant 1. For the SWOT matrix of Apotek K24 Aroepala Makassar is in the SO box, where the company is able to take advantage of the existing opportunities with the company's strengths, this is good for Apotek K24 Aroepala Makassar to reduce weaknesses and minimize threats in order to increase sales.

The study also investigated the pharmacy pharmaceutical industry and used SWOT analysis methods and marketing mix strategies (product, price, location, and promotion). The difference from the previous study lies in the variables studied and the method of this research. In addition, SWOT analysis indicators and mix strategies are also different by using the *Marketing Mix* indicator with variable indicators, namely *product, price, place, promotion, people, process, physical evidence* (product, price, place, promotion, people, process, and physical evidence).

Melviani *et al.*, (2023) Analysis of Marketing Management Strategy of Pharmacy "X" in Banjarmasin. The results of this study pharmacists answered strongly that complete products, affordable prices, and strategic places can increase consumer satisfaction so that product sales increase. In conclusion, the attributes that have the highest satisfaction are in a strategic location, product completeness, comfortable facilities and friendly service.

This research and previous research were conducted in the same industry, namely the pharmaceutical and pharmacy industries. and used a 4P Marketing mix strategy (*product, price, place, promotion*). This study differs from previous studies in terms of the variables studied and the methods used. This study examines the variables of Marketing Strategy and Mix Strategy. Marketing 4P (*product, price, place, promotion*). Meanwhile, in this study to determine the right competitive strategy using research on Nugrah Farma Pharmacy using *Marketing Mix indicators* with variable indicators namely *product, price, place, promotion, people, process, physical evidence* (product, price, place, promotion, people, process, and physical evidence).

Mourboy *et al.*, (2022) Business development strategies in Pharmacies (Case Study of Citra 1 Pharmacy and Holong Pharmacy). The results of the study show that Apotek Citra 1 and Apotek Holong are in quadrant II, which means diversification strategy. Five strategies that can be selected for Citra 1 Pharmacy based on the results of the SWOT analysis, namely: (1) Improving capabilities and manpower to improve pharmaceutical services; (2) Increasing the promotion of pharmacies with a focus on selling products through Delivery Orders; (3) Collaborate with BPJS Kesehatan as a partner; and (4) Increasing the type of products at competitive prices. Based on the results of the SWOT analysis, Holong Pharmacy has five alternative strategies, namely (1) increasing the number of staff and sending employees to pharmaceutical scientific seminars. (2) Set a minimum order for free shipping (IDR 60,000). (3) Collaborate with BPJS Kesehatan. (4) Setting the waiting time for drugs (10 minutes for patent drugs and 20 minutes

for concoction drugs). According to the QSPM analysis of Citra 1 Pharmacy, the chosen strategy is to increase pharmacy promotion by focusing on product sales through Delivery Orders. According to the QSPM analysis of Holong Pharmacy, the chosen strategy is to increase the number of human resources and send employees to attend pharmaceutical scientific seminars.

This study also conducted research on the same pharmaceutical and pharmacy industries and used the SWOT analysis method. This study is different from previous studies because it examines the variables of development strategies. This research also uses QSPM (*Quantitative Strategic Planning Matrix*), which is a Porter's *Five* model. Meanwhile, the research at Nugrah Farma Pharmacy uses the *Marketing Mix* indicator with variable indicators, namely *product, price, place, promotion, people, process, physical evidence* (product, price, place, promotion, people, process, and physical evidence).

Pratama W.M, et al., (2022) Analysis of Strategies in Running a Pharmacy Business and Increasing Turnover During the Covid 19 Pandemic. The results of the study show that there is no difference in marketing strategies applied by the two types of pharmacies, namely there are 8 pharmacy marketing strategies that are equally applied, namely the presence of pharmacies, the availability of drugs, adequate waiting room facilities, parking facilities, pharmacies conducting promotions, affordable selling prices, pharmacies conducting socialization/counseling, online sales and the existence of discount programs. Data on marketing strategies of network pharmacies and conventional pharmacies using counseling strategies, providing discounts, and online sales showed results of >50%. Turnover data in December 2021 April 2022 shows a growth of 16% in conventional pharmacies and a growth of 34% in network pharmacies which have a positive value so it can be said that the marketing strategy carried out is right.

This study and previous studies conducted research on the same industry, the pharmaceutical industry and the pharmacy. What distinguishes this study from previous research is the method used and the variables studied are the variables of strategies to run a business and increase turnover. The research at Nugrah Farma Pharmacy uses the *Marketing Mix* indicator with variable indicators, namely *product, price, place, promotion, people, process, physical evidence*.

III. RESEARCH METHODS

Descriptive-qualitative methods are used in this study. Descriptive research is research that describes or is carried out to describe community phenomena. This is done on a set of objects with the aim of describing events that occur in a particular population (Pratama et al., 2022). This data is used by the authors to explain and summarize the various conditions and situations that occur in the pharmacy that is the subject of the study. This study aims to assess the Competitive Strategy of Nugrah Farma Pharmacy in South Konawe Regency. The most suitable competitive strategy for a business can be created with the help of a Marketing Mix and SWOT analysis. In this study, the total population is 16,319 people living in Moramo District.

In this study, the *purposive* sample withdrawal method was used to collect non-probability *sampling*. The six sources of information selected as a sample were deliberately selected:

1. Owner of Nugrah Farma Pharmacy, South Konawe Regency = 1 Source of informant
2. Accompanying Pharmacist from Nugrah Farma Pharmacy, South Konawe Regency = 1 Source of informant
3. Assistant Pharmacist from Nugrah Farma Pharmacy, South Konawe Regency = 1 Source of informant
4. Nugrah Farma Pharmacy Customers South Konawe Regency = 3 Informant Sources

The authors used this data to explain and summarize the various conditions and situations that occurred in the pharmacies that were the subjects of the study based on what happened. After that, lift it to the surface and create an image or character of the condition, situation, or variable. The data sources used are as follows:

1. Qualitative data collected from direct sources and related to the subjects and variables studied are known as primary data obtained from interviews.
2. Secondary data is data collected from reports and literature studies of Nugrah Farma Pharmacy, South Konawe Regency. These data collection methods include interviews, observations, and surveys, and expert validation is used.

The data collection methods used by the author in this study are:

1. In-depth interview is a method of data collection that is carried out by conducting a direct dialogue with informants.
2. Participatory observation is a method of data collection that is carried out by directly seeing/observing the reality that occurs in the field.
3. Documentation is the collection of secondary data to obtain data that supports this research.

The data and information collected will be processed and analyzed using several methods, namely: Descriptive analysis is used to obtain a clear and objective picture of the macro, micro and internal environment of the research object. One of the marketing strategies that is very important for determining the sales level of a product is the marketing mix, which consists of 7 P's: product, price, place, promotion, people, process, and physical evidence. This is very useful to know which side is the most dominant so as not to lose consumers. The measurement of the variables in this study is the 7P marketing mix as follows:

1. *Product* , indicators: patented, generic, and branded drugs, high-quality, varied, and ergonomic products in use. Product variations are the number of product variations available to choose from.
2. *Price* , indicators: Prices can be divided into three categories: range prices, which means that the price of the product is still available for purchase (so that it is not too expensive), competitive prices, which means that the price is not

much different from the price of competitors, and discounts, which means that the price is not much different from the price of competitors.

3. *Promotion*, indicators: Advertising, which is a promotion that is carried out using a variety of promotional media such as Instagram, Facebook, Youtube and others, and Information, namely information related to health and its management, healthy lifestyle.
4. *Place*, indicators: The strategic location is the distance from offices, schools, city centers, and locations that can be accessed from all directions provide convenience in purchasing products and the comfort of the place is a place that is not noisy, cool and clean.
5. *Process*, question indicators: Product availability, namely the complete variety of products listed on the menu so that it makes it easier to determine products,
6. *People* Indicators: Employee alertness, namely employee initiative to consumer needs, employee appearance, namely neatness, cleanliness and attractiveness in dressing, and employee attitude, namely having an understanding of explaining products, having friendliness and good performance.
7. *Physical Evidence*, indicators of the question: Facilities, i.e., the availability of Wifi, neat product arrangement with product names and prices in offline stores, cleanliness in offline stores, adequate lighting, and sufficient parking space.

The EFAS (*External Strategic Factor Analysis Summary*) matrix is used to assess the company's external factors. The external data collected is used to analyze issues such as economic, social, cultural, demographic, political, legal, and governmental. External factors are important because they affect the business directly or indirectly.

Here are the steps to take to implement the EFAS matrix:

1. Make a list of the key success factors, including the key factors that have a significant impact on the success or failure of the business, as well as external elements that include *opportunities* and *threats* to the company.
2. Determine the important factors of success (weight) and scale, which are higher for factors that have a very large role, and vice versa. The total number of weights should be 1.0.
3. Rate each critical success factor from 1 to 4
 - 1 is below average
 - 2 is the average
 - 3 is above average
 - 4 is very good.

The assessment is based on the strategic activities of the company. Therefore, the value is based on the state of the company. To get the weight score, multiply the weight value and the rating value.

4. Multiply the weight value by the rating value to get a score *of all critical success factors*.
5. Add up all the scores to get the total score for the company assessed.

The IFAS (*Internal Strategic Factor Analysis Summary*) matrix is used to assess the company's internal factors. Internal data is collected to analyze things like management, finance, marketing, information systems, and production. This is important because internal factors have a direct impact on the company.

Here are the steps to take to implement the EFAS matrix:

1. Make a list of important success factors, including the main factors that have a significant impact on the success or failure of the business, as well as external elements that include *strengths* and weaknesses for the company.
2. Determine the important factors of success (weight) and scale, which are higher for factors that have a very large role, and vice versa. The total number of weights should be 1.0.
3. Rate each critical success factor from 1 to 4
 - 1 is below average
 - 2 is the average
 - 3 is above average
 - 4 is very good.

The assessment is based on the strategic activities of the company. Therefore, the value is based on the state of the company. To get the weight score, multiply the weight value and the rating value.

4. Multiply the weight value by the rating value to get a score *of all critical success factors*.
5. Add up all the scores to get the total score for the company assessed.

The SWOT matrix is used to develop a company's strategy. This matrix can clearly illustrate how the opportunities and threats faced by the company are adjusted to its strengths and weaknesses. This matrix can produce four possible cells of alternative strategies, namely the SO strategy, the WO strategy, the WT strategy, and the ST strategy. The steps to compile a SWOT matrix are as follows:

1. A strength-opportunity (SO) strategy is a strategy that uses a company's internal strengths to take opportunities outside the company. Companies usually try to implement the WO, ST, or WT strategy to implement the SO strategy.
2. Weakness-Opportunity (WO) Strategy: This strategy aims to take advantage of external opportunities to reduce the company's internal weaknesses.
3. The ST strategy, also known as "force-threat". With this strategy, companies seek to reduce or avoid threats from external sources.
4. The WT strategy, or weaknesses, is a way of survival by reducing internal weaknesses and avoiding threats.

The tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can yield 4 sets of possible strategic alternatives.

"Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are found in the body of an organization, including certain business units, while opportunities and threats are environmental factors faced by the organization or company concerned. If it is said that SWOT analysis can be a powerful instrument in conducting strategic analysis, this ability lies in the ability of the company's strategists to maximize the role of the strength factor and utilize opportunities so that at the same time it acts as a tool to minimize weaknesses contained in the organizational body and reduce the impact of threats that arise and must be faced.

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Description Research Results

At Nugrah Farma Pharmacy, the 7P marketing mix variable was seen based on direct observation and interviews. The marketing mix, also referred to as *the marketing mix*, is a collection of tools used to create marketing strategies (Naibaho et al., 2020). Therefore, the variables of the 7P marketing mix are identified as follows:

1. Product Aspect

Everything that manufacturers offer to be noticed, requested, sought, and bought by the market to meet the needs and desires of the market is referred to as a product (Hendrayani Eka et al., 2021). Nugrah Farma Pharmacy in South Konawe Regency provides a wide range of medicines, including over-the-counter, limited-over-the-counter drugs, hard drugs, and consumable medical materials. The pharmacist in charge said that this pharmacy provides all types of pharmaceutical preparations, including pharmaceutical preparations, medical devices, and consumable medical materials. There are 265 types of drugs available. These include tablets, syrups, injections, ointments, and creams. With this variety, customers can easily choose the right medication for their disease symptoms. Nugrah Farma Pharmacy also sells a wide variety of generic and patented products, but consumers buy generic products more often than patent products, but there are also some consumers who buy patent products.

According to Musyawarah & Idayanti (2022), the main factor that can affect consumer satisfaction is the product. The more complete the products sold, the more free consumers will be to choose the product that suits their needs, thereby increasing consumer satisfaction and resulting in increased sales. Previous research conducted to analyze consumer perspective on pharmacies Consumers expect that pharmacies sell high-quality, complete, safe, and halal goods, (Disyandi et al., 2019).

2. Price Aspect

Business owners use the price aspect to determine the price of the products they sell to the market. The price aspect is based on the main raw materials, and by setting the right price, the business owner will benefit.

The results of the director's interview with the pharmacist in charge of Nugrah Farma Pharmacy show that the leadership is responsible for determining the price of each product sold at Nugrah Farma Pharmacy. Therefore, the pharmacist in charge cannot ensure that the price of the goods sold at Nugrah Farma Pharmacy is fair for all buyers, although there are some products that have a higher price than other pharmacies. However, the pharmacist in charge of Nugrah Farma Pharmacy admitted that the price of the goods To prove this, the price of drugs was investigated by comparing two competitors from Nugrah Farma Pharmacy in South Konawe Regency. There are some of the same prices for the same drug but the lower prices.

Nugrah Farma Pharmacy management is excellent at determining the price of generic drugs, which allows the company to compete with other pharmacies. According to research (Musyawarah & Idayanti, 2022), price significantly affects consumer choices. Success in pricing is an important component in marketing. Just like products, the price factor is also very important to increase sales and customer satisfaction. In other studies, however, prices did not always have a positive impact on consumer purchasing decisions. Price can shape the image of a pharmacy or company; High prices can create the impression of quality, or vice versa. According to Disyandi et al., (2019) quality is usually not proportional to the price

3. Place Aspect

Based on examinations and interviews conducted with the pharmacist in charge at the Nugrah Farma pharmacy. Nugrah Farma Pharmacy is located in a strategic location, close to housing and on the side of a major road, so it is easy to reach. However, for some patients who bring four-wheeled vehicles, less large parking spaces are sometimes an obstacle. According to Council & Idayanti (2022), one of the important strategies for business growth is to choose strategic locations such as close to residential areas, schools, offices, markets, and large areas.

In addition, the strategic location will make it easier for customers to contact them, so it can bring in more customers and increase sales and customer satisfaction. However, the location of Nugrah Farma's pharmacy on the side of a major road poses an additional problem, namely inadequate parking space. This is contrary to previous research that found that pharmacies on the side of major roads or highways have a major weakness related to the unavailability of sufficient parking spaces. In addition, the location of this pharmacy is far from offices, schools, and health centers.

4. Promotion Aspect

Promotions are used as a tool to provide information about products to customers with the aim of encouraging them to buy the item (Simarmata et al., 2022). Nugrah Farma Pharmacy has a neon box as a pharmacy marker, but according to observations and interviews with pharmacists, promotions on social media of Nugrah Farma Pharmacy in

South Konawe Regency are less effective. This can be seen from the Facebook and Instagram uploads of Nugrah Farma Pharmacy in South Konawe Regency which do not have too many posts. In addition, Nugrah Farma Pharmacy in South Konawe Regency must carry out local promotions such as health seminars, medical examinations, and sales of vitamins and herbal medicines.

According to (Deliberation & Idayanti, 2022) promotion can be defined as any type of persuasive communication used to inform customers about a particular good or service and encourage them to buy the goods or services, thereby increasing sales. Previous studies have shown that pharmacies should save money by using social media as a promotional tool because it is easier, faster, and cheaper than paying more for promotional services such as advertising (Yuwana, 2022).

5. Process Aspect

A process is an activity that is carried out until the services requested by consumers are satisfactorily accepted. According to the results of the interview with the director and pharmacist in charge, the service process carried out is quite fast, but there are obstacles in service to customers, namely some customers only want to buy drugs with the same packaging even though they have been educated that the content of the drug is the same. This is in accordance with the findings of the study (Sunyoto & Susanti, 2015) Process factors include an accurate, clean, neat, and timely service system. However, there are obstacles in the drug distribution process. This is because the location of the drug distributor is very far from the pharmacy, causing a drug vacancy.

6. People Aspect

Widyawati (2018) states that the knowledge and ability of a person (human) to carry out their work in accordance with the purpose is an important part of success. The results of observations and interviews conducted by customers at Nugrah Farma Pharmacy, South Konawe Regency show that employees serve customers in a polite, neat, attractive, professional, and friendly manner.

7. Physical Evidence

Physical factors are factors that influence consumers' decisions to buy and use the goods and services provided. Muhammad and Irham (2015) said that components are physical components, such as the physical environment, equipment, logos, equipment, and other supporting items. The results of observations at the Nugrah Farma Pharmacy in South Konawe Regency show that the facilities provided are quite complete. In addition, the layout of tables and chairs is neat. After identifying the 7P marketing mix, the researcher conducted an analysis of the IFAS and EFAS matrices in Nugrah Farma pharmacies for internal and external factors.

4.1.2 SWOT Analysis

1. Nugrah Farma Pharmacy Internal Environmental Analysis

The IFAS and EFAS matrices calculate how much internal factors influence a company using weights and ratings. This provides a more flexible picture (Setiawati et al., 2020).

Table Matriks Internal Factor Analysis Summary (IFAS Matriks)

NO.	Internal Factors of Strength	Weight	Rating	Weight × Rating
1.	The variety of medicinal products, BMHP, and Herbal products	0,086	2,7	0,23
2.	Product Price is cheaper than competitors (<i>Price</i>)	0,102	3,2	0,33
3.	Very strategic location right next to the highway (<i>Place</i>)	0,102	3,2	0,33
4.	Have professional, friendly and experienced employees (<i>People</i>)	0,091	2,8	0,25
5.	The facilities provided are quite complete so that they create a sense of comfort for consumers when making transactions (<i>Physical evidence</i>)	0,096	3	0,29
6.	Use of electronic payments (<i>Proces</i>)	0,08	2,5	0,20
	Sub Total			1,63
NO.	Internal Factors Weakness	Bobot	Rating	Bobot × Rating
1.	There is often a product vacancy (<i>Product</i>)	0,102	3,8	0,39
2.	Lack of active and inconsistent digital promotion (<i>Promotion</i>)	0,091	3,4	0,31
3.	Aggressiveness meets consumer desires (<i>People</i>)	0,086	3,2	0,28
4.	The distribution process from distributors to pharmacies takes 1 day (<i>Proces</i>)	0,08	3	0,24
5.	Financial condition of Nugrah Farma Pharmacy South Konawe Regency South Konawe Regency	0,086	3,2	0,28
	Sub Total			1,49
	Total	1		3,12

According to the table above, the internal strength factor received a score of 1.63 and the internal weakness factor received a score of 1.49. Meanwhile, the results of the IFAS matrix analysis at Nugrah Farma Pharmacy in South Konawe Regency reached a total score of 3.12 for both internal factors, which shows that the internal condition of Nugrah Farma Pharmacy in South Konawe Regency is very good

2. Analysis of the External Environment of Nugrah Farma Pharmacy

Tabel Matriks External Factor Analysis Summary (EFAS Matriks)

NO.	External Factors Opportunity	Weight	Rating	Weight × Rating
1.	Population growth (<i>People</i>)	0,103	3,4	0,35
2.	Increasing public awareness of self-medication (<i>Product</i>)	0,121	4	0,48
3.	Widespread distribution of medicines and medical devices on social media and electronic platforms (<i>Promotion</i>)	0,091	3	0,27
4.	Technological development (<i>Promotions</i>)	0,121	4	0,48
5.	Many entrepreneurs see opportunities in the pharmaceutical field because of the promising business prospects (<i>People</i>)	0,109	3,6	0,39
	Sub Total			2,0
NO.	External Factors Threats	Bobot	Rating	Weight × Rating
1.	In the same industry, there are many competitors (<i>Product</i>)	0,102	3	0,31
2.	Distributor policies that complicate the return system for medical devices and medicines (<i>Proses</i>)	0,091	3,2	0,29
3.	Government policy (<i>Proses</i>)	0,086	2,6	0,22
4.	New competitors emerged because there were drug stores besides pharmacies. (<i>People</i>)	0,080	2,8	0,22
5.	Prices of medical equipment and medicines tend to increase (<i>Price</i>)	0,086	3,4	0,29
	Sub Total			1,34
	TOTAL	1		3,32

From the results of Table 3 of the processed EFAS data, the external opportunity factor has a score of 2.0 and the external threat factor has a score of 1.34. Meanwhile, the results of the EFAS matrix analysis at Nugrah Farma Pharmacy, South Konawe Regency, South Konawe Regency covered all external factors consisting of opportunities and threats with a total score of 3.72, this result showed an above-average value. Thus, the score obtained indicates that Nugrah Farma Pharmacy in South Konawe Regency can take advantage of the opportunities it has and avoid external threats

3. Marketing Strategy SWOT Matrix that can be used by Nugrah Farma Pharmacy

Based on the results of the nine-cell diagram from the results of the Internal – External (IE) matrix score in table a SWOT matrix has been prepared in formulating alternative strategies that can be used by Nugrah Farma Pharmacy, South Konawe Regency, South Konawe Regency, South Konawe, as follows:

Table 5. 1 Matrics SWOT Apotek Nugrah Farma Cable. Conawe Selatan

<div style="text-align: center;"> IFAS EFAS </div>	Strength: 1. The variety of medicinal products, BMHP, and Herbal products (<i>produce</i>) 2. Product Price is cheaper than competitors (<i>Price</i>) 3. Very strategic location right next to the highway (<i>Place</i>) 4. Having employees with professional, friendly and experienced service (<i>People</i>) 5. The facilities provided are quite complete so that they create a sense of comfort for consumers when making transactions (<i>Physical evidence</i>) 6. Use of electronic initiation (<i>Process</i>)	Debilitation: 1. There is often a product vacancy (<i>Produce</i>) 2. Lack of active and consistent online advertising (<i>Promotion</i>) 3. Aggressiveness meets the desires of consumers (<i>People</i>) 4. The distribution process from distributors to pharmacies takes 1 day (<i>Process</i>)
	Chance: SO Strategy (Market Development Strategy):	WO strategy (concentric divergence strategy)

<ol style="list-style-type: none"> 1. Population growth (<i>People</i>) 2. Increasing public awareness of self-medication (<i>People</i>) 3. Widespread dissemination of medicines and medical equipment on social media and electronic platforms (<i>Promotion</i>) 4. Technological Development (<i>Promotion</i>) 5. Many entrepreneurs see opportunities in the pharmaceutical sector because of promising business prospects (<i>People</i>) 	<ol style="list-style-type: none"> 1. Increase sales by ordering online with in-store pickup or delivery. 2. Provide special health check-up programs such as checking blood sugar, blood pressure, uric acid, and cholesterol. 3. Provide online consulting services for customers. 	<ol style="list-style-type: none"> 1. Increase promotion through social media and online shopping platforms, and sponsor Health events 2. Increasing the availability of medicines and health items that are highly sought after by the public.
<p>Threat:</p> <ol style="list-style-type: none"> 1. In the same industry, there are many competitors (<i>Products</i>) 2. Distributor policies that make it difficult for the medical device and drug return system (<i>Process</i>) 3. Government Policy (<i>Process</i>) 4. New competitors have emerged because there are drug stores other than pharmacies. (<i>People</i>) 5. Prices of medical devices and drugs that tend to increase (<i>Price</i>) 	<p>ST Strategy (Market penetration strategy):</p> <ol style="list-style-type: none"> 1. Collaborate with various distributors and sub distributors to provide high-quality services and attractive discounts. 2. Collaborate with midwives, clinics, and insurance such as BPJS 	<p>WT Strategy (Restructuring strategy):</p> <ol style="list-style-type: none"> 1. Improve financial management 2. Improve promotional and customer service activities.

The table above shows the SWOT matrix, which results in four strategies that business owners can choose from to improve their competitiveness. These strategies are as follows:

a. Strategy (Strength-Opportunities)

To seize the opportunity, you can use the SO strategy (Rangkuti Freddy, 2016). Here are some strategies that can be used:

Nugrah Farma Pharmacy in South Konawe Regency South Konawe Regency must maintain competitive prices. The price set is an important part of the marketing mix because it affects the competitiveness of pharmacies in the market and the purchasing power of consumers. Competitive pricing helps attract customers and increase sales volume, but it must match the highest retail price that the manufacturer has set to ensure regulatory compliance and maintain profit margins. The pricing strategy should also consider things like operational costs, competitor pricing, and the added value provided to customers. Nugrah Farma Pharmacy in South Konawe Regency South Konawe can meet customer expectations, increase customer satisfaction, and strengthen its position in the market by setting the right price.

Holding promotions by utilizing local activities and social media to attract public attention. Nugrah Farma Pharmacy South Konawe Regency South Konawe Regency must start using digital platforms and social media to reach a wider audience rather than relying only on conventional or word-of-mouth methods. Nugrah Farma Pharmacy in South Konawe Regency can create attractive and relevant promotional campaigns by using the advantages of customer service and existing facilities. For example, promotions on social media can involve educational content, direct interaction with customers, or special offers to increase engagement. Additionally, participating in local activities such as health bazaars or community seminars can increase the visibility of the pharmacy and strengthen relationships with customers.

Provide quality consulting services from pharmacists. Leverage the pharmacist's expertise to provide consultations that help customers choose the right medication according to their needs. Good consulting services not

only improve customer satisfaction but can also build long-term loyalty. By providing accurate and helpful information, pharmacists can strengthen customer trust in the pharmacy and encourage them to return. Continue to innovate in services and product offerings. Use the different types of products and complete facilities available to consistently update offerings and maintain relevance in the market. Innovating means introducing new products, offering additional services, or improving the quality of existing services. By continuing to innovate, Nugrah Farma Pharmacy in South Konawe Regency can attract new customers and retain existing customers, thereby increasing sales and strengthening its position in the competitive market.

Provides a variety of payment methods and transaction processes that are fast and efficient. By utilizing electronic payment technology, Nugrah Farma Pharmacy in South Konawe Regency can offer various payment methods that make it easier for customers to make transactions. This includes options such as payment using credit/debit cards, e-wallets, and bank transfers. The fast and efficient transaction process ensures that customers do not experience any difficulties or delays when making payments, which in turn can increase customer satisfaction. In addition to making the payment process easier, the provision of various payment methods can also expand market reach and attract more customers who have different preferences in their payment methods. By providing a seamless and convenient transaction experience, Nugrah Farma Pharmacy in South Konawe Regency can increase sales volume, strengthen customer loyalty, and gain a competitive advantage in the market.

b. Strategy Weaknesses – Opportunities

According to Rangkuti Freddy (2016), the WO strategy is a way to take advantage of opportunities by reducing your weaknesses.

One way to address product shortages is to use a sophisticated inventory management system. Nugrah Farma Pharmacy in South Konawe Regency can efficiently monitor and manage product stock by using a real-time-based inventory management system. With this system, pharmacies can directly monitor their stock counts, identify shortages before they become problems, and automatically place reorders when stock reaches critical levels. Utilizing this system will help ensure consistent product availability and reduce the risk of voids that could disrupt customer service. Pharmacies can also better meet customer needs by improving the completeness of their products, attracting more buyers, and ultimately increasing sales. An effective inventory management system also helps to plan and manage inventory more strategically, improve operational efficiency, and reduce costs associated with excess or understock.

Implement better forecasting and planning methods. Nugrah Farma Pharmacy in South Konawe Regency can manage inventory more efficiently by improving stock planning and forecasting methods. This technique allows pharmacies to predict future product needs by analyzing historical sales data, seasonal trends, and demand patterns. Better planning allows pharmacies to anticipate increased demand due to self-medication trends and ensure consistent product availability. Pharmacies can better meet customer demand, reduce stock shortages, and improve customer satisfaction by responding to self-exclusion opportunities, such as increasing the stock of popular products or introducing new products that suit customer needs. Overall, effective planning and forecasting techniques help pharmacies make more informed decisions about purchasing and storing products, which can ultimately improve operational efficiency and support sales growth.

Offer additional consultation to self-medication users. To remedy the shortage of consultation services, Nugrah Farma Pharmacy in South Konawe Regency must provide additional information that helps consumers in self-medication, namely self-medication using drugs available without a doctor's prescription. Experienced human resources, such as experienced pharmacists, who can provide precise and accurate directions are essential. In addition to providing information on safe and effective use of medications, these consultation services also explain side effects, drug interactions, and alternatives that may be more appropriate. Pharmacies can increase trust, help them make better health decisions, and encourage long-term loyalty by providing in-depth and quality consultations.

In addition, good consultation services will strengthen the pharmacy's position as a trusted source of health information, as well as provide added value that distinguishes the pharmacy from competitors and attracts more customers who seek professional support in self-medication.

c. Strategy Strengths – Threats

To deal with threats, companies can use the ST strategy, which utilizes all the strengths it has (Rangkuti Freddy, 2016). This strategy can do the following:

Developing Nugrah Farma Pharmacy using additional funds, Nugrah Farma Pharmacy in South Konawe Regency can expand its business reach by opening new branches in strategic locations to increase market coverage and ease of access. In addition, additional funds can also be used to update and upgrade existing facilities. This can include updating the pharmacy's interior, expanding the service area, and upgrading technology and equipment. This investment will make the pharmacy more attractive, make customers more comfortable, and enable better service. Ultimately, this will drive business growth and increase customer satisfaction.

Providing products consistently to deal with the threat of supply shortages and increase market advantage. By ensuring stable product availability, Nugrah Farma Pharmacy in South Konawe Regency can reduce the risk of stock shortages that can affect customer satisfaction. Additionally, leveraging innovation to offer unique new products and services will set the pharmacy apart from competitors. These innovations can include the introduction of the latest health products, additional services such as health consultations, or improved facilities. These efforts not only help attract the attention of new customers but also increase the loyalty of existing customers, strengthen the pharmacy's position in the market and improve overall competitiveness.

Establish good relations with distributors and maintain harmonious cooperation with PBF (Pharmaceutical Wholesalers) to ensure stable supply and overcome problems in the product distribution process. By building and maintaining solid relationships with distributors, Nugrah Farma Pharmacy in South Konawe Regency can ensure smooth product supply and minimize the risk of delays or stock shortages. Good relationships allow for more effective communication and quick solutions to overcome challenges in distribution, such as delivery or product quality issues. In addition, close cooperation with distributors can also open up opportunities to get better price conditions and access to new products that can increase pharmacy offerings.

d. Strategy Weakness-Threats

To avoid the upcoming threat, the WT strategy was created to minimize weaknesses (Rangkuti Freddy, 2016). Here are some strategies that can be used:


Every year, Nugrah Farma Pharmacy in South Konawe Regency has to plan to hold a special event. Nugrah Farma Pharmacy in South Konawe Regency can conduct special events as part of an effective marketing approach to attract customers and increase sales. Several types of events that can be carried out by Nugrah Farma Pharmacy in South Konawe Regency South Konawe Regency include social services, free health checkups, and health seminars that are open to the community around the pharmacy.

Nugrahfarma Pharmacy must continue to be creative and innovative by promoting products through digital marketing consistently. Consistent digital marketing will increase consumer awareness of products. In addition, improve communication through promotional materials and social media to improve promotional weaknesses and face threats from competitors. To increase value and differentiate yourself from competitors, offer additional services such as health consultations or delivery.

4.1.3 Matrix Internal-External

The Internal-External (IE) Matrix is designed to improve the analysis and understanding of the company's position (Rangkuti, 2016). Taking into account the values of internal and external factors, positions are set on the internal and external matrices, which are depicted in the nine diagrams included below:

Table Internal-external (IE) SWOT matrix

		4,0	3,0 - 4,0	3,0	2,0 - 2,99	2,0	1,0 - 1,99	
Kuat	3,0 - 4,0	 I GROWTH		II GROWTH		III RETRENCHMENT		
	3,0							
Menengah	2,0 - 2,99	IV STABILITI		V GROWTH STABILITY		VI RETRENCHMENT		
	2,0							
Rendah	1,0 - 1,99	VII GROWTH		VIII GROWTH		IX RETRENCHMENT		
	1,0							

Based on the data above, the IFE Matrix is 3.12 and the EFE Matrix is 3.32, then the IE Matrix is in Quadrant I, where the strategic position of Nugrah Farma Pharmacy in South Konawe Regency is in the Grow and Build position which describes the condition of the company is growing and developing, so that the strategic steps that can be taken by Nugrah Farma Pharmacy in South Konawe Regency South Konawe South Konawe are:

1. Intensive strategies, namely market penetration, market development or product development
2. Strategic integrative is backward integration, forward integration or horizontal integration.

4.1.4 Diagram SWOT

Based on the results of the calculation of the score and the weight of all potential uses of Nugrah Farma Pharmacy, the next step is to determine the X and Y values in order to determine the X and Y points on the SWOT diagram. The formula used is as follows:

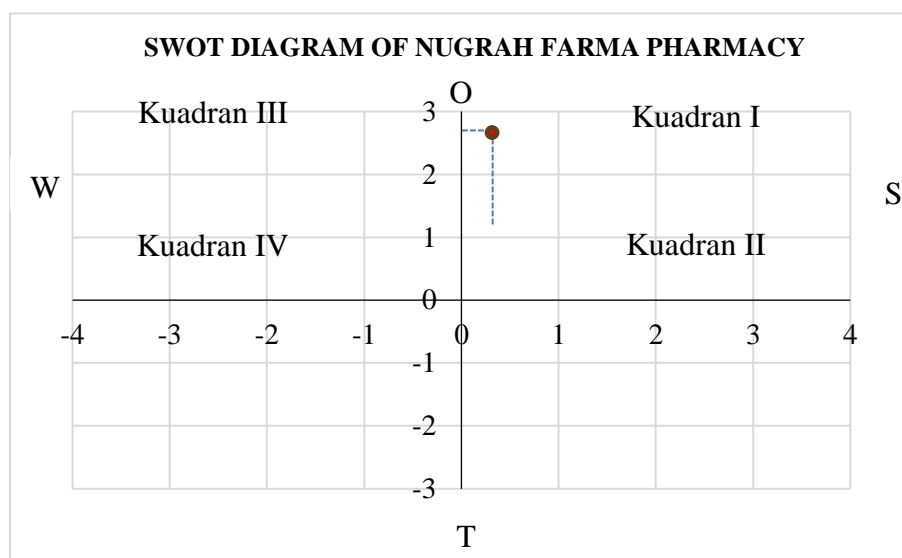
$$\begin{aligned} \text{Value X (IFAS)} &= \text{Total Strength Score} - \text{Total Weakness Score} \\ \text{Y Value (EFAS)} &= \text{Total Opportunity Value} - \text{Total Threat Value} \end{aligned}$$

a. IFAS

$$\begin{aligned} \text{Value X} &= \text{Total Strength Score} - \text{Total Value of Weakness} \\ &= 1,63 - 1,49 \\ &= 0,14 \end{aligned}$$

b. EFAS

$$\begin{aligned}
 \text{Value Y} &= \text{Total Value of Opportunity} - \text{Total Value of Threats} \\
 &= 2,99 - 1,34 \\
 &= 1,65
 \end{aligned}$$

Figure SWOT Analysis Results Diagram

In the figure above the SWOT diagram, the position of Nugrah Farma Pharmacy in South Konawe Regency is in quadrant 1, or an aggressive position. This is a very advantageous position for the company, as it indicates that the company has great strength and significant opportunities in the market. With this position, Nugrah Farma Pharmacy in South Konawe Regency has the opportunity to take advantage of its strengths and take advantage of existing opportunities to develop its business.

With this aggressive position, companies can carry out various strategies to enlarge their business and maximize profits. Some strategies that can be implemented based on this SWOT analysis include:

1. Maintain Competitive Pricing: Continuing to keep product prices competitive in the market can help attract new customers and retain existing ones.
2. Utilizing Promotional Media: Using a variety of promotional media, both social media and local media, to increase brand visibility and awareness. An effective promotional campaign can reach a wider audience and increase sales.
3. Perform Additional Services: Provide additional services that can enhance the customer experience, such as medication delivery, loyalty programs, or special discounts on certain purchases.
4. Providing Quality Consultation Services: Offering quality health consultation services can attract more customers who are looking for professional guidance in choosing products or managing their health.

By implementing these strategies, Nugrah Farma Pharmacy in South Konawe Regency can leverage its aggressive position to optimize growth, expand market share, and increase profits significantly.

V. CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that Nugrah Farma Pharmacy in South Konawe Regency has implemented a 7P marketing mix strategy, and the results are good for price, product, location, people, physical evidence, and process. However, promotions still need to be improved.

The results of the 7P marketing mix identified through SWOT analysis the *Internal Factor Analysis Summary* (IFAS) analysis resulted in a total score of 3.12, while the *External Factor Analysis Summary* (EFAS) analysis resulted in a total score of 3.32. According to the score value, Nugrah Farma Pharmacy in South Konawe Regency is in a favorable strategic position, namely in quadrant I in the SWOT diagram and in the IE matrix into the cell diagram I (Development and Stability). The strategy that must be implemented is to use internal strengths to take advantage of existing opportunities by creating new strategies that allow the creation of opportunities. This strategy shows that the company is strong and able to defend against various threats. Maintaining competitive pricing, utilizing promotional media, providing ongoing consulting services, and providing additional services that can increase customer loyalty are alternative marketing mix strategies that are prioritized to implement.

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