

# Pharmacy PT. X Summarecon Bekasi in the market penetration of non-prescription drug products as a new pharmacy

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## ABSTRACT

Pharmacies are health service facilities as a place to distribute pharmaceutical supplies which are required to be able to survive in changing business conditions, especially new pharmacies. The aim of this research is to determine the effectiveness of market penetration of non-prescription medicinal products at PT Pharmacy. Dr. X Summarecon Bekasi in returning investments within the time period specified in the Feasibility Study. This research method is quantitative-descriptive and observation from 4 perspectives of the balanced scorecard method. The data collection tool used is an instrument in the form of a Google form. The results of this research can be concluded that the Pharmacy PT. X Summarecon Bekasi as a new pharmacy in the market penetration of non-prescription drug products observed using the Balanced Scorecard method shows the results of "good" and able to restore investment in the time set in the feasibility study, which is within 4 years and 8 months.

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## INTRODUCTION

A pharmacy is a pharmaceutical service facility where pharmaceutical practice is carried out by pharmacists. Pharmacies are currently required to survive in an ever-changing business environment. The ongoing operational performance of pharmacies does not improve, which has an impact on owners who choose to close. This is because it is unable to cover operational costs or return on pharmacy investment, both revenue, cash flow and profits. Data on the number of pharmacies in Bekasi City that closed in the last 1 year when the COVID-19 pandemic hit, there were at least 18 pharmacies. The quality of pharmacists is expected to increase the role of pharmacists in the success of therapy for customers and people who carry out self-medication. Self-medication is what supports turnover in increasing sales of non-prescription cash medicines in pharmacies.

Based on the results of Basic Health Research (RISKESDAS) in 2013, it shows that most Indonesian people are accustomed to using over-the-counter medicines as a choice for self-

treatment or self-medication. In terms of community needs, 35.2% of drugs are used as self-medication, with 82% of the types of drugs being over-the-counter drugs, of which 50.2% are obtained from drug end-supplier pharmacies.

Owners and managers of both new pharmacies and pharmacies that have been operating for more than 2 years, regarding investment costs, need an analysis of their managerial performance. Performance analysis absolutely must be carried out on an ongoing basis and has a very positive influence on the company's development by using performance measurement standards that have been set by the company's management. One way to increase sales both in terms of number of transactions and transaction value is to penetrate the market. The findings from the research show that the market penetration development strategy has a positive influence on the marketing mix and marketing performance. The direct influence of market penetration development strategies is greater on marketing performance than the influence mediated by the marketing mix. Therefore, market penetration development strategies can be improved through increasing loyal customers, increasing sales in new and existing markets, increasing value, increasing market share, and increasing market size.

Market penetration is often perceived as a low-risk growth method in the Ansoff matrix in an attempt to gain a larger market share from competitors. The strategy intended to enter new market segments and expand the market to reach new users is part of the market penetration strategy. Market penetration assumes that there is unmet demand in the market and that consumers still have unused resources. This can be achieved by getting more buyers from the same target market or making existing buyers buy existing products more often. The single greatest factor in the value of market penetration is its capacity to succeed and deliver profits by controlling and adapting to market demand, sales and market response through brand management, pricing, packaging and promotion.

PT Pharmacy. X is a Business Unit belonging to the company PT. X has a managerial evaluation policy as long as the pharmacy has been operational for 2 years, the pharmacy is under the control of the head office. PT. X himself opened branch pharmacies in almost all regions in Indonesia, including in Bekasi City. Bekasi City is one of the regions in West Java Province which has a fairly dense population. There are 136 pharmacies operating in Bekasi City, one of the pharmacies in the center of Bekasi City is PT Pharmacy. X which is located in the Summarecon Bekasi area. This pharmacy is one of the community pharmacies of PT. X Bekasi Business Unit Pharmacy which operated on November 14 2019 and is included in the New Store category. In PT. company policy. X for the first 2 years of pharmacy operations was still under the guidance of the Business Development Unit head office.

PT Pharmacy. X Summarecon is one of the new pharmacies that offers professional services according to head office policy standards. Market segmentation of PT Pharmacy. X Summarecon has a tendency where customers who come in need of self-medication drugs are expected to come from sales of non-prescription drugs. The sales criteria for non-prescription drugs are divided into 2 segments, namely Over The Counter (OTC) products and Self-medication efforts (UPDS). Over the Counter (OTC) products in pharmacies consist of over-the-counter medicines and food supplements, while Self-Medication Effort (UPDS) products consist of limited over-the-counter medicines and copies of prescriptions.

PT Pharmacy. X Summarecon stands in the middle of a cluster of shops and offices which has a middle to upper market segment. Therefore, PT Pharmacy. X Summarecon Bekasi was formed as a "Super Store" type pharmacy with an investment value of around 1 billion. PT Pharmacy. X Summarecon as the "Super Store" pharmacy type has a building area of  $\pm 16\text{m} \times 8.5\text{m}$  with 4 floors and total items of selling of 2500 items. This type of pharmacy has a variety of previously diversified products and services, to serve PT customers. X is better. Super Store type pharmacies have the following criteria: a) Located in a highly commercial area with heavy traffic from a diverse customer base; b) The composition of the number of items and total sales planning

by segment is OTC > UPDS; c) Total number of items >2500 items; d) Medium or Large Store Size (determined based on the number of wall gondolas and island gondolas)

Based on the annual sales report of PT Pharmacy. X Summarecon Bekasi, it can be seen that the feasibility study target in the Over the Counter drug segment in 2021 was not achieved at 88.71%. During the first 2 years of PT Pharmacy. X Summarecon operates and has never conducted an analysis of pharmacy performance using observations from 4 perspectives using the Balanced Scorecard method, both on an internal pharmacy scale and a Business Unit scale. Therefore, PT. Pharmacy. X Summarecon Bekasi needs to improve and develop its performance in the future and grow sustainably. New pharmacy market penetration PT. X is a proper business strategy for the growth of non-respected drug sales (free drugs, limited drugs and recipes) in the midst of JKN services and online drug sales. PT Pharmacy. X Summarecon Bekasi is also a New Store model that emphasizes the growth in sales of non-prescription medicines for market penetration, both direct and online services. In carrying out this market penetration strategy, Apotek PT. X Summarecon Bekasi has a list of Action Plans that must be done as a new pharmacy, in order to increase pharmacy revenue, customer loyalty, customer trust, customer retention and customer acquisition. The Action Plan consists of: a) Implementing Up Selling and Cross Selling; b) Performing Home Pharmacy Care; c) Delivery Order Service; d) Implementation of Merchandise activities; e) Carrying out Outstore Activities; f) Establishing cooperation with both government agencies and private agencies; g) Lucky Dip Program; h) And others.

One measuring tool to determine whether the company has good performance against the targets and targets that the company has set periodically is to carry out performance analysis. With a performance analysis of management where the pharmacy is a business unit of the company, the company can determine actions and decisions regarding the results of the pharmacy's performance. One of the measuring tools used in conducting performance analysis, including pharmacy performance, is using the Balanced Scorecard (BSC) method. The Balanced Scorecard method can expand executive performance measures to financial, customer, internal business process, and learning and growth perspectives.

This method also needs to be carried out by PT Pharmacy managers. X Summarecon Bekasi in conducting performance evaluation and analysis using the Balanced Scorecard (BSC) method in order to improve and develop the performance of its pharmacy. It is known that so far only the head office of PT. X only uses the Balanced Scorecard (BSC) method to analyze the performance of branch pharmacies in a centralized manner. The reason is, PT Pharmacy. The X Summarecon Bekasi also has a large investment. Therefore, researchers feel it is important to measure the performance of the PT Pharmacy. X Summarecon Bekasi as a new pharmacy uses Balanced Scorecard (BSC) with 4 perspectives that have only been done at the head office.

The general aim of this research is to analyze the non-prescription cash sales performance of the PT Pharmacy. X at Summarecon Bekasi as a new pharmacy with a balanced scorecard approach. Specifically, to analyze the performance of PT Pharmacy. X Summarecon Bekasi as the new pharmacy of PT. X using the Balanced Scorecard method compared with the feasibility study target for the 2 operational years?

## RESEARCH METHOD

In this research, the method used is a quantitative-descriptive research method and observations from 4 perspectives of the balanced scorecard method, namely the financial, customer, internal business process and growth and learning perspectives. This research was conducted using samples from the population with data collection tools (instruments) in the form of web questionnaires or electronic questionnaires in the form of Google forms. Qualitative data in the form of interview results will be analyzed on the data obtained based on the identification of findings and then the results of the analysis will be presented in the form of a narrative. Meanwhile, quantitative data will be presented in the form of tables and narratives to clarify the

qualitative data if changes occur visually to suit the conditions of the PT Pharmacy. X Summarecon Bekasi currently. In this research, there are operational definitions of variables from 4 perspectives, namely Market Penetration, Non-Prescription Medicinal Products, Balanced Scorecard, New Pharmacies.

In this study the research variables were measured using a Likert and nominal scale. With a Likert scale, the variables to be measured are described into variables. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements and questions. This Likert scale is most widely used for measuring behavior, for example the individual attitude scale (SS) Strongly Agree, (S) Agree, (N) Neutral, (TS) Disagree, and (STS) Strongly Disagree.

The population in this study were all consumers who had purchased at the PT Pharmacy. X Summarecon Bekasi and all members of PT Pharmacy employees. X Summarecon Bekasi as a new pharmacy at PT. X in the Bekasi Business Unit. The sample taken in this research was  $\mu$  respondents who would be calculated using the Slovin Formula at the PT Pharmacy. X Summarecon Bekasi which represents cash consumers of non-prescription medicines and also all internal employees of the PT Pharmacy. X Summarecon Bekasi as a new pharmacy at PT. X in the Bekasi Business Unit.

In this research, 2 sampling techniques were used, where from the perspective of customer satisfaction the samples were taken using probability sampling techniques. Researchers will ask consumers of PT Pharmacy. X Summarecon Bekasi to fill out the prepared questionnaire. How to calculate the number of samples to be taken later using the Slovin formula.

In the learning and growth perspective, employee job satisfaction is sampled using a saturated sampling technique. Other learning and growth perspectives include employee training, employee attendance levels, employee turnover rates and employee productivity levels, as well as information system capabilities and organizational capital (organizational culture, work motivation, team work and leadership). Primary data will be obtained from the results of a series of questions in the form of a questionnaire instrument (question sheet) filled in by 2 types of respondents, respondents came from loyal customers who bought non-prescription medicines at the PT Pharmacy. X Summarecon Bekasi and respondents came from internal employees of PT Pharmacy. X Summarecon Bekasi.

Secondary data was obtained from interviews conducted with employees from the PT Pharmacy. X Summarecon Bekasi and general archives for pharmacy document administration. Data collected using questionnaires, observations (interviews) and processed financial report data (against targets) of PT Pharmacy. X Summarecon Bekasi. Data obtained from observations (interviews) and PT Pharmacy administration archives. X Summarecon Bekasi will be made in the form of a check list, narrated in the form of written text in the form of a data transcript. Transcripts of the data will be processed, reviewed and summarized, and data reduction will be carried out. Then it is presented in matrix form which has been arranged according to the content and grouped according to the variables studied. Then a content analysis was carried out. The data obtained from the questionnaire results will be processed first through the stages of editing, coding, data files, data entry and data cleaning. Next, the data will be analyzed descriptively as a percentage, namely with a validity test and a reliability test. Questionnaire results obtained from a customer satisfaction perspective and special employee questionnaires will be processed using the Microsoft Excel 2019 computer program.

## RESULTS AND DISCUSSIONS

The samples used to fill out the questionnaire were customers with cash transactions when purchasing non-prescription drugs at the PT Pharmacy. X Summarecon Bekasi. Obtained from customer data with cash transactions for non-prescription drugs at PT Pharmacy. X Summarecon Bekasi amounted to 5147 customers at the end of the 2021 period. Confirmed valid customer data

either from the customer's name or telephone number at the end of the 2021 period of 34%. So the population that can be used is 1750 customers with cash transactions for non-prescription drugs. Therefore, the sample was determined using the Slovin Formula  $n = 326$  customers. According to Suharsimi Aikunto, he explained that the number of samples used in carrying out the Validity Test and Reliability Test was 20% of the total sample. In this research, 326 samples were used, so the number of samples for validity and reliability tests can be calculated using the formula: Test Sample = 20% x 326 = 65 customer samples.

Validity Test is a measure that shows the validity or validity of an instrument used, namely a questionnaire. Of the 35 questionnaire items whose validity has been tested, there are 5 items that have dropped or invalid status, where the calculated r-item is no more than the r-table, namely 0.244 for 65 respondents. Therefore, it can be concluded that there are 30 customer satisfaction questionnaire items that are appropriate or valid for use in the instrument which will then be tested for reliability. However, there are 5 questionnaire items that are not accurate or valid so they cannot be used in the instrument.

**Table 1.** Validity Test Results and Instrument Validity Criteria

Questionnaire Items	R Count	T Table	Results	Criteria	Questionnaire Items	R Count	T Table	Results	Criteria
1	0,424	0,244	Valid	C	19	0,469	0,244	Valid	C
2	0,454	0,244	Valid	C	20	0,557	0,244	Valid	C
3	0,458	0,244	Valid	C	21	-0,085	0,244	Drop	SR
4	0,427	0,244	Valid	C	22	0,640	0,244	Valid	T
5	-0,050	0,244	Drop	SR	23	0,626	0,244	Valid	T
6	0,601	0,244	Valid	C	24	0,638	0,244	Valid	T
7	0,638	0,244	Valid	T	25	0,626	0,244	Valid	T
8	0,687	0,244	Valid	T	26	0,690	0,244	Valid	T
9	0,155	0,244	Drop	SR	27	0,617	0,244	Valid	T
10	0,512	0,244	Valid	C	28	0,565	0,244	Valid	C
11	0,517	0,244	Valid	C	29	0,601	0,244	Valid	C
12	0,603	0,244	Valid	C	30	0,088	0,244	Drop	SR
13	0,719	0,244	Valid	T	31	0,524	0,244	Valid	C
14	0,654	0,244	Valid	T	32	0,634	0,244	Valid	T
15	0,615	0,244	Valid	T	33	0,606	0,244	Valid	C
16	0,653	0,244	Valid	T	34	0,651	0,244	Valid	T
17	0,618	0,244	Valid	T	35	0,537	0,244	Valid	C
18	0,098	0,244	Drop	SR					

The samples used to fill out the questionnaire were customers with cash transactions when purchasing non-prescription drugs at the PT Pharmacy. X Summarecon Bekasi. Obtained from customer data with cash transactions for non-prescription drugs at PT Pharmacy. X Summarecon Bekasi amounted to 5147 customers at the end of the 2021 period. Confirmed valid customer data either from the customer's name or telephone number at the end of the 2021 period of 34%. So the population that can be used is 1750 customers with cash transactions for non-prescription drugs. Therefore, the sample was determined using the Slovin Formula  $n = 326$  customers. According to Suharsimi Aikunto, he explained that the number of samples used in carrying out the Validity Test and Reliability Test was 20% of the total sample. In this research, 326 samples were used, so the number of samples for validity and reliability tests can be calculated using the formula: Test Sample = 20% x 326 = 65 customer samples.

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This Reliability Test is a measurement carried out to test the degree of consistency of results on the same object so that the results of existing questionnaire answers can be trusted. This Reliability Test was carried out using the Cronbach's Alpha method. The results of the Reliability Test in this study showed reliable results on the 30 valid items in the questionnaire with an alpha value of  $r\text{-count } 0.936 \geq 0.244$  r-table. So it can be concluded that the 30 items from the customer satisfaction questionnaire have "Reliable" status and have "Very High" reliability criteria. Furthermore, the questionnaire will be distributed to cash transaction customers for non-prescription medicines at the PT Pharmacy. X Summarecon Bekasi.

The balanced scorecard method is used to measure performance using 4 perspectives consisting of a financial perspective, customer perspective, internal business perspective and learning and growth perspective. PT. Pharmacy performance measurement results. X Summarecon Bekasi uses 4 perspectives. The financial perspective is measured based on losses and profits in 2020-2021, profit growth in 2020-2021 and Return of Investment (ROI).

**Table 2.** Loss - Profit PT Pharmacy. X Summarecon Bekasi in 2020 and 2021

Year	loss	Non Prescription Drug Profit	
		Gross profit	Profit Growth
2020	0	Rp 517.858.775	0
2021	0	Rp 684.841.889	32,24%

Based on data obtained from the financial reports of PT Pharmacy. X Summarecon Bekasi presented in the table, it can be seen that there were no losses experienced by PT Pharmacy. X Summarecon Bekasi in 2020 or in 2021. When viewed from the gross profit statement, there was an increase in the percentage (%) of profit from the composition of non -prescription drugs in 2021 of 32.24% from the previous year. From these results, it shows that the perspective performance in the Loss and Profit category can be said to be "good" because there has been an increase in profit achievement towards the target of above 20% from last year, where ideally the profit growth according to the feasibility study is 10-20%.

**Table 3.** Return On Investment (ROI) in 2020 and 2021

Year	ROI	Growth (%)
2020	23,44 %	0
2021	67,85 %	44,41%

Based on the data and calculations above, it can be seen that the Return On Investment (ROI), specifically for cash sales of non-prescription drugs, was obtained at 23.44% in 2020 and 67.85% in 2021. So it can be said to be "good" because in 2021 the Pharmacy PT. X Summarecon Bekasi is able to improve ROI by more than 50%. Judging from the ROI and profit results obtained by the PT Pharmacy. X Summarecon Bekasi until the end of 2021, specifically the cash sales of non-prescription drugs have reached 51.89% of the total investment as a whole spent Rp 2,317,827,000. In accordance with the feasibility study target of the PT Pharmacy. X Summarecon Bekasi, the investment must be fulfilled within a period of 4 years 8 months, valid for the overall turnover and profit segment.

From the three aspects of the financial perspective above, it can be concluded that Pharmacy PT. X Summarecon Bekasi has "good" results because the pharmacy is considered to have sufficient ability to restore investment before the targeted time in feasibility study.

**Table 4.** Number of pharmacy customers PT. X Summarecon Bekasi

Year	Existing Customers	New Customers	Number of Customers
2019	0	342	342
2020	283	1214	1497
2021	812	4335	5147

Customer Retention is used to measure the level of PT Pharmacy. X Summarecon Bekasi is successful in continuously maintaining and maintaining good relationships with its customers. The following is data from the calculation of cash customer retention for non-prescription drugs in 2020-2021 at PT Pharmacy. X Summarecon Bekasi. In 2020 the retention rate was 82.75% and in 2021 the retention rate was 54.24%.

**Table 5.** Customer retention

Year	Customer Retention (%)	Ascension (%)
2020	82,75 %	0%
2021	54,24 %	- 28,51%

Based on the data and calculation results presented in the table above, you can see the percentage level (%) of PT Pharmacy customer retention. X Summarecon Bekasi experienced a decline in capacity of 28.51%. However, when compared with the number of old customers, there is an increase in the number of old customers that PT Pharmacy is able to retain. X Summarecon Bekasi, from 283 customers in 2020 to 812 customers at the end of 2021. Therefore, based on the results obtained from the calculations above customer retention can be said to be "good" because of an increase in the number of old customers in the first 2 years of PT. X Summarecon Bekasi is operating, although the percentage (%) of the customer retention formula has decreased.

Customer acquisition aims to measure the level of capability of the PT Pharmacy. X Summarecon Bekasi in acquiring new customers in 1 period or 1 year. The 2020 acquisition rate was 81.10% and the 2021 acquisition rate was 84.22%.

**Table 6.** Customer acquisition

Year	Customer Acquisition (%)	Increase (%)
2020	81,10 %	0 %
2021	84,22 %	3,12 %

Based on the data and calculation results presented in the table above, you can see the percentage level (%) of PT Pharmacy customer acquisition. X Summarecon Bekasi experienced increase ability as big as 3.12 %. Therefore, based on the results obtained from the calculations above, customer acquisition can be said to be "good".

Customer satisfaction will be measured from the results of questionnaire scores given to non-prescription drug cash customers of PT Pharmacy. X Summarecon Bekasi. This measurement is carried out by giving questionnaires to customers in accordance with the criteria to determine the level of customer satisfaction with PT Pharmacy services and products. X Summarecon Bekasi. Questionnaires are given to customers with cash transactions for non-prescription drugs at the PT Pharmacy. X Summarecon Bekasi.

To determine the level of customer satisfaction, the following is a data analysis table using the *Customer Satisfaction Index* (CSI) method from the questionnaire results:

**Table 7 .** Customer Satisfaction Index (CSI)

	MIS	M.S.S	Weight Factors	Weight Score	Weight Total	SCI
h/k. 1.	4,01	3,88	6,79	26,38	389,08	77,82
h/k. 2.	3,88	4,02	6,57	26,42		
h/k. 3.	4,13	3,85	6,99	26,91		
h/k. 4.	3,88	3,74	6,56	24,56		
h/k. 5.	3,93	3,74	6,66	24,89		
h/k. 6.	3,98	3,90	6,74	26,30		
h/k. 7.	3,97	3,91	6,72	26,28		
h/k. 8.	3,84	3,94	6,51	25,67		
h/k. 9.	3,83	3,74	6,48	24,23		

h/k. 10.	4,01	3,94	6,78	26,71
h/k. 11.	3,94	3,99	6,67	26,63
h/k. 12.	3,82	3,95	6,46	25,54
h/k. 13.	3,93	3,82	6,66	25,40
h/k. 1.	3,93	3,90	6,66	25,95
h/k. 15.	3,99	4,03	6,75	27,21
Amount	59,07	58,36		
Average	3,94	3,89		

Based on the results on table on, *Customer* results are obtained *Satisfaction Index* (CSI) as big as 77.82 %. Can is known that The value is in point number 2 in the Level Criteria Table Satisfaction, and included in the "Satisfied" criteria. Where results that can be done describe level of satisfaction service which felt by customers Pharmacy PT. X Summarecon Bekasi. On an internal business perspective This rated for know performance employee Pharmacy PT. X Summarecon Bekasi to compliance *Compliance*, SOP to customer and abilities education as well as handling *complaints*. The following is steps for data analysis from questionnaire results.

The data that has been obtained from filling out the questionnaire will be compiled in Microsoft Excel with scores according to those chosen by respondents. Where the score consists of an ordinal scale containing five levels of answers with choices in the form of numbers 1 - 5 which means the following: a) Score 1 for the Very Bad (STB) category; b) Score 2 for the Not Good category (TB); c) Score 3 for the Neutral category (N); d) Score 4 for Good category (B), And; e) Score 5 For category Very Good (SB).

To determine the level of customer satisfaction, it is necessary to determine the minimum compliance index and maximum compliance index first, namely using the multiplication formula of: "**Score of Each Question x Number of Questions x Number of Respondents**". From the calculation of the formula above, it will produce a table of Interval Scale for Employee Compliance Levels, namely:

**Table 8.** Compliance index scale employee

Scoring scale	Score Intervals
Very Not Good	156 - 281
Not good	282 - 407
Neutral	408 - 533
Good	534 - 659
Very good	660 - 785

Based on the results in the table, the number of employee compliance scores in carrying out *Compliance*, SOP and education as well as handling complaints at the PT Pharmacy is obtained. X Summarecon Bekasi amounted to 724 with an average score of 4.64. The number of scores was included in the "Very Good (SB)" category because the score 724 was at the 660-785 interval.

In this learning and growth perspective, it is assessed from 3 aspects, namely *Core Value*, Work Climate and *Product Knowledge* which will describe the overall competency of PT Pharmacy employees. X Summarecon Bekasi. The following are the steps for analyzing data from the questionnaire results. The data obtained from filling out the questionnaire will be compiled in Microsoft Excel with scores according to those chosen by the respondent. Where the score consists of an ordinal scale containing five levels of answers with choices in the form of numbers 1 - 5 which means the following: a) Score 1 for the Very Bad category (STB); c) Score 2 for the Not Good category (TB); d) Score 3 for the Neutral category (N); e) Score 4 for Good category (B), And f) Score 5 For category Very Good (SB).

As for how to do it determine employee competency level, required to determine the index competence minimum and maximum competency index moreover formerly, that is use multiplication formula for: "**Score of Each Question x Number of Questions x Number of**

**Respondents**". From the calculation of the formula above, a Competency Level Interval Scale table will be produced Employees are:

**Table 9.** Competency index scale employee

Scoring scale	Score Intervals
Very Not Good	156 - 281
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Based on results The calculation results in a total score obedience employees in running Core Values, Work Climate And Products Knowledge Which will describe in detail whole about competence employee Pharmacy PT. X Summarecon Bekasi amounting to 650 with average score 4.17. Amount score is included in the "Good" category (B)" because the total score of 650 is in the interval 534 - 659.

### Discussion of Research Results

PT Pharmacy. X Summarecon Bekasi first operated on November 14 2019. After 4 months PT Pharmacy. X Summarecon Bekasi operates, the first time the COVID-19 virus was reported to have entered Indonesia and became an outbreak with pandemic status by the government. Apart from having to deal with government programs related to National Health Insurance, and also the increasing development of *online medicine services* , PT. X Summarecon Bekasi is also faced with conditions where all access can meet each other with customer become increasingly limited. By Pharmacy PT. X Summarecon Bekasi is required to be able to *survive* from very poor conditions profitable and also threatens business stability and operational systems in many health service branches, especially pharmacies. So that PT Pharmacy. X Summarecon Bekasi makes full efforts to use one of the marketing strategies in *the Ansoff Matrix* , namely Penetration Market from non-medicinal products recipe.

In this discussion the researcher discusses the results of the PT Pharmacy performance analysis. X Summarecon Bekasi in market penetration of non-prescription drug products as a new pharmacy using 4 perspective of the *balanced scorecard method* . At the end of 2021 Pharmacy PT. X Summarecon Bekasi has customers with 5147 non-relap drug cash transactions where this figure shows an increase of 343.82% in the number of customers both old or new customers in 2020 as many as 1497 customers. On In this research, the instruments used were questionnaires for customers, questionnaires for internal pharmacy employees, and interviews with *the pharmacy manager* of PT Pharmacy. X Summarecon Bekasi. It is known that to analyze the performance of the PT Pharmacy. X Summarecon Bekasi, the population that will be used is the number of PT Pharmacy customers. X Summarecon Bekasi at the end of 2021 with non-prescription drug cash transactions amounting to 5147 customer.

However, moment confirmed with PT Pharmacy customer validity data. X Summarecon Bekasi is 34% of active telephone numbers. So the population that will be used as a sample for validity testing, reliability testing and distributing questionnaires is 1750 customers valid on confirmation PT Pharmacy. X Summarecon Bekasi. So the number of samples used according to the Slovin formula calculation is 326 respondents who will be analyzed as a result of customer satisfaction from a customer perspective using questionnaire.

So the sample used in this study was divided into several components using the Slovin formula , namely: a) 65 respondents to test the validity and reliability test of the customer satisfaction questionnaire; b) 326 respondents for satisfaction questionnaire analysis customer; c) 6 respondents for analysis of special employee questionnaires, And d) 1 source for interview.

With total respondents 326 customers and 6 internal employees of PT Pharmacy. X Summarecon Bekasi. Respondents who filled out the questionnaire were dominated by 70.6% male

customers and 29.4% of customers are female, the number of respondents is also dominated by productive age at 38% aged 36 - 45 year, 25.2% aged 26 - 35 years and 18.8% aged 46-55 years. Obtained information on the latest education of the average customer of PT Pharmacy. X Summarecon Bekasi by 48.1% of graduates (S1), 20% of high school/equal graduates and 19% of graduate graduates (S2) with an average job are private employees and average income per month of 21% range of Rp. 4,000,000 - Rp 5,000,000, 20.7% range Rp 5,000,000 - Rp 6,000,000, 20.2% range >Rp 7,000,000 and 17.8% range Rp 4,000,000- Rp 5,000,000.

Data the in accordance with the location demographics from location its founding Pharmacy PT. X Summarecon Bekasi operate, that is in Shophouse Emerald Commercial Which located in Region Summarecon Bekasi. As We you know that area the is area office, trading And upper middle class housing in the middle of Bekasi City. It can be concluded that from the condition of the respondents at the PT Pharmacy. X Summarecon Bekasi has great prospects in market penetration in order to increase *revenue* And Also achievement to company targets.

Number of samples used For validity and reliability tests, 20% of the analysis sample for this research was used, namely 65 respondents out of the total number of respondents. The purpose of conducting validity tests and reliability tests is to ensure that the questionnaire instruments used will really be good at measuring symptoms and producing valid data for further use. analyzed. The results of validity test data with 35 questionnaire items for 65 respondents, obtained 30 items with valid status where the calculated *r* value was found to be greater than 0.244 which is the *r* table for 65 respondents and 5 items with invalid ( *drop* ) status where the results obtained *r* calculated were not more big from 0.244 Which is *r* table For 65 respondents. 30 Questionnaire items with valid status are the ones used in instruments in the form of questionnaires, Where 30 items This considered have the correct and appropriate truth or validity of the question. Next, the 30 questionnaire items with valid status were continued to the reliability testing stage. The results of data processing from reliability tests on 30 questionnaire items for 65 respondents using the *Cronbach's alpha method*, obtained reliable results for all items with an alpha value of  $0.936 \geq 0.244$  *r* table. If seen from the reliability criteria, the value of 0.936 falls into the "very high" category which describes that the questionnaire produces the same data on the same object and can be distributed expand to customers with criteria special as the respondent. Furthermore, from the results of the validity and reliability tests obtained, it was stated that the questionnaire could be used and distributed to obtain customer answers according to the criteria.

## CONCLUSION

From the discussion above, it can be concluded that the Pharmacy PT. X Summarecon Bekasi has a "good" performance, seen from the 18 aspects assessed there are 6 aspects that require improvement and development to achieve standardization of feasibility studies, as well as to increase the company's revenue and profit in order to achieve the target time in return investment from studies appropriateness. Because according to the results of the PT Pharmacy analysis. X Summarecon Bekasi still has to be able to increase the value of customer retention, improve services to patients to provide *Best Experience* in order to increase the satisfaction of customers to become "very satisfied" criteria and increase the value of the perspective of learning and growth in order to equip employees in convincing and promoting good the products sold or the quality of pharmacy services, which will have an even greater impact on the company Pharmacy PT. X Summarecon Bekasi with objective end that is, success strategy penetration market special his product drug non prescription at the pharmacy new.

From the results of the 4 perspectives of the *balanced scorecard method* above, it can be concluded that PT. X Summarecon Bekasi is able to return investment in time Which Already set in a feasibility study, namely within a period of 4 years and 8 months from cash sales of non-prescription drug products. Because, it is confirmed that *Return On Investment* from cash sales of non-prescription drug products obtained in the first 2 years of the PT Pharmacy. X Summarecon

Bekasi operate that is until end 2021 Already capable reach 51.89 % of the total investment that has been issued. From the 2 conclusions above, the results of the performance of cash sales of non-prescription drug products at new pharmacies have a composition that greatly influences pharmacy *revenue* by finalizing the market penetration strategy implemented at PT Pharmacy. X Summarecon Bekasi with aspects of customer satisfaction, customer retention value, customer acquisition and application of 6 internal strategies company.

The results of this research show that there are still several segments that did not reach the target of the feasibility study *in* the first 2 years of PT Pharmacy. X Summarecon Bekasi operates and applies the company's new pharmacy standardization guidelines. Like for example results *Return On Investment* Which must always reaches more than 50% so that it can be said that the business is a healthy business, customer retention and acquisition growth in each period with a growth value of at least 10-20%, adequate composition of human resources according to the feasibility study, quality of inventory items sales and also compliance from internal employees of PT Pharmacy. X Summarecon Bekasi which is already in the "good" category and can be upgraded to "very good". Thus, further research is needed regarding market penetration strategies for non-prescription drug products in new pharmacies using methods other than *the Balance Scorecard*, in order to provide an overview to other new pharmacy business players so that the business is able to *survive* in this situation. whatever.

The results of this research show that the marketing strategy in the form of market penetration from cash sales of non-prescription drug products at new pharmacies has quite an impact on the investment return process and future pharmacy business profits. So performance analysis is needed for improvements and innovations related to the number, type, quality and marketing strategy of selling items from non-prescription drug product segment in pharmacies per Pareto, so that both new and old customers do not feel bored and get *the best experience* when solutions to their family's drug needs are always met.

In this research, observations using the *balanced scorecard method were used* which were combined with a feasibility study *determined* by the company PT. X. So it is necessary to carry out more in-depth research regarding feasibility studies, *especially* for new pharmacy businesses and how to create and apply them studies appropriateness (*feasibility study*) the. Objective from this research, namely to provide references to pharmacy business actors who are about to start a new business or who have been operating for less than 2 years so that they are able to prepare the foundations of their pharmacy business and be able to compete amidst changing business conditions fluctuating.

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