

KNOWLEDGE MANAGEMENT FOR EFFICIENT AND EFFECTIVE BUSINESS PROCESS IN PHARMACY

FINAL PROJECT

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**By
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(Master of Business Administration Program)**



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ABSTRACT

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Pharmacies operate as knowledge-intensive business which require expertise in medical, effective communication for counseling, and selling strategy to maintain profitability. H2O Pharmacy is a pharmacy in Tangerang which has struggled with volatile profitability due to inefficiencies and ineffectiveness in service delivery. Issues such as prolonged service time, customer complaints, and long waiting lines compared to competitors, arise from inadequate knowledge management. Current knowledge management implemented by H2O is only training by the pharmacist without structured documentation of knowledge. However, this makes H2O to rely more to the pharmacist and ignore the unbalanced competencies among other staffs. The lack of documentation also hinder the decision making process in determining appropriate medicine for customer which address the issue of long waiting line and results to customer dissatisfaction. Besides assessing current knowledge management practice in the pharmacy, this research is also aimed to propose knowledge management system to make the business process of H2O efficient and effective. This research uses qualitative method by interviewing the people from H2O (owner, manager, pharmacist, and staff), and manager from competitors. The data analysis method is thematic analysis by coding the interview results.

According to the interview results, benchmarking of H2O Pharmacy with its other competitors, Suma Farma and K-24, is conducted. The benchmark result shows that H2O Pharmacy is not better than Suma Farma and K-24 in the efficiency and effectiveness. This is due to H2O puts more focus to provide counseling, but ignoring the importance of knowledge documentation which can help to increase the speed of service. Thus, the business process must be redesigned to integrate the knowledge management practice in the process. The proposed knowledge management starting from identifying the people, process, technology then takes into the SECI Model for knowledge creation activities that involves Socialization, Externalization, Combination and Internalization processes. Finally, the technology upgrade with the use of AI and Machine Learning are also recommended to redesign the process to be more efficient and effective.

Keywords: Pharmacy, BPR, Knowledge, Knowledge Management, SECI

ABSTRAK

MANAJEMEN PENGETAHUAN UNTUK PROSES BISNIS EFEKTIF DAN EFISIEN DI APOTEK

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Apotek beroperasi sebagai bisnis berbasis pengetahuan yang membutuhkan keahlian dalam bidang medis, komunikasi untuk konseling dan strategi penjualan untuk mempertahankan profitabilitas. Apotek H2O adalah apotek yang terletak di Tangerang, telah menghadapi fluktuasi laba akibat proses pemberian pelayanan yang tidak efisien dan tidak efektif. Masalah seperti waktu pelayanan lama, keluhan pelanggan dan antrian yang panjang jika dibandingkan dengan kompetitor, diakibatkan oleh manajemen pengetahuan yang kurang memadai. Manajemen pengetahuan yang diterapkan oleh H2O saat ini hanya berupa pelatihan oleh apoteker tanpa adanya dokumentasi pengetahuan terstruktur. Hal ini membuat H2O lebih bergantung pada apoteker dan mengabaikan ketidaksetaraan kompetensi di antara staf lainnya. Kurangnya dokumentasi juga menghambat proses pengambilan keputusan untuk menentukan obat yang tepat bagi pelanggan, berakibat pada masalah antrian panjang dan ketidakpuasan pelanggan. Selain mengevaluasi praktik manajemen pengetahuan yang ada di apotek, penelitian ini juga bertujuan untuk mengusulkan sistem manajemen pengetahuan untuk membuat proses bisnis H2O lebih efisien dan efektif. Penelitian ini menggunakan metode kualitatif dengan mewawancarai pihak dari H2O (pemilik, manajer, apoteker dan staf), serta manajer dari kompetitor. Metode analisis data yang digunakan adalah analisis tematik dengan pengkodean hasil wawancara.

Berdasarkan hasil wawancara, dilakukan perbandingan antara H2O dengan kompetitornya seperti Suma Farma dan K-24. Hasil perbandingan tersebut menunjukkan bahwa H2O tidak lebih baik dibandingkan kompetitornya dalam hal efisiensi dan efektivitas. Hal ini dikarenakan H2O lebih fokus pada pemberian konsultasi, namun mengabaikan pentingnya dokumentasi pengetahuan yang dapat meningkatkan kecepatan pelayanan. Oleh karena itu, proses bisnis harus didesain ulang untuk mengintegrasikan praktik manajemen pengetahuan dalam proses tersebut. Manajemen pengetahuan yang diusulkan dimulai dengan mengidentifikasi modal insani, proses dan teknologi yang kemudian diterapkan dalam Model SECI untuk kegiatan menciptakan pengetahuan. Terakhir, peningkatan teknologi dengan penggunaan AI dan pembelajaran mesin juga disarankan dalam perancangan ulang proses agar lebih efektif dan efisien.

Keywords: *Apotek, BPR, Pengetahuan, Manajemen Pengetahuan, SECI*

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VALIDATION PAGE

KNOWLEDGE MANAGEMENT FOR EFFICIENT AND EFFECTIVE BUSINESS PROCESS IN PHARMACY

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Jakarta, 11th December 2024

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