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ANALYSIS OF THE BUSINESS PROCESS FOR MEDICINE SALES CASE STUDY AT ROSA FARMA PHARMACY

Rosalin Samihardjo¹, Sindy Agustin², Dinda Deanita³, Mohd Haizam Saudi⁴

^{1,2,3,4}Widyatama University

¹rosalin.samihardjo@widyatama.ac.id, ²agustin.sindy@widyatama.ac.id,

³dinda.deanita@widyatama.ac.id, ⁴haizam@widyatama.ac.id

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ABSTRACT

Business processes are essential if a company still wants to be able to compete in the market. Likewise, Rosa Farma Pharmacy, so that a review of existing business processes is needed. One of the central business processes that significantly influence the pharmacy's progress is the medicine sales process. Sales of medicines are divided into sales of medicines without a doctor's prescription and medicine sales by a doctor's prescription. It is necessary to analyze the business processes of medicine sales that are running to determine the level of sales and customer satisfaction so that the best solution is obtained to improve business processes.

INTRODUCTION

In the last decade, business processes that continue to be improved are essential if companies still want to compete in the market. Companies must continue to improve their business processes because customers continue to demand better goods and services, as does Rosa Farma Pharmacy.

Rosa Farma Pharmacy is a company engaged in the sale of medicines, established in February 2010, and having its address at Jl. A.H Nasution No.75 Bandung. Pharmacy operations are conducted Monday - Saturday from 08.00 - 21.00 WIB. The assignment of officers is divided into two work shifts, the morning shift at 08.00 - 16.00 WIB and the afternoon shift at 16.00 - 21.00 WIB. Also, pharmacy operations are open on Sundays and national holidays at 12.00 - 21.00 WIB.

There are only three pharmacy employees in Rosa Farma, consisting of one person. The Pharmacist in Charge of the Pharmacy (APA) and two Assistant

Pharmacists who work under APA's supervision. The pharmacist's assistant is in charge of directly serving consumers in terms of pharmacy following the Standard Operating Procedure (SOP) established by APA. The two Pharmacist Assistants work alternately on the morning shift and afternoon shift. Supervision carried out by APA on Pharmacist Assistant is carried out not only at the presence of APA at the pharmacy, but can also be done when APA is not at the pharmacy using telecommunications equipment.

Pharmacy operations include selling medicines, purchasing medicines, and managing medical supplies. Where the process is the primary business process of a pharmacy, the business process of selling medicines at the Rosa Farma Pharmacy is done by direct sales. When the customer comes to the pharmacy to buy medicine, the customer will be served by a pharmacist assistant, if the medicine needed by the customer is available, there will be a medicine sales transaction. This sale transaction is characterized by a payment made by the customer for the medicine purchased. Pharmacist assistants will record medicine sales transactions that occur in the medical sales book.

Conversely, if a medicine is not available, there will be no medicine sales transaction unless the customer requests other medication needs. One medicine sales transaction that takes place is estimated to take around 5 (five) to 10 (ten) minutes.

Medicine sales, both prescription and over-the-counter medicines, as the main business of Rosa Farma Pharmacy are hectic, marked by medicine sales transactions that reach 200 transactions every day, or an average of 16 transactions every hour. According to the SOP, each transaction must be recorded in the drug sales book. Until now, the recording of drug sales is still manually or through handwriting into the drug sales book. Considering that this recording must be done by a Pharmacist Assistant who is only one person in each work shift, errors or delays in recording may be made. From the available data, at the time of high activity between 5:00 - 9:00 p.m., Pharmacist Assistants forgot to record about 20% of medicine sales transactions. Conditions like this will affect the speed of making reports and achieving customer satisfaction (customer satisfaction), customers feel there are service lags.

Conditions, as revealed above, are certainly not desirable, either by the owner (owner) or the pharmacy customer. Therefore efforts should be made to overcome obstacles or problems as soon as possible. Conventionally, the business that can be done is to add employees. Aside from that, moderately, this problem or problem is estimated to be overcome by the use of technology, namely computer-based sales records. For this reason, it is necessary to analyze the business process of selling medicines in the Rosa Farma Pharmacy to support increased productivity, work effectiveness, and income.

FORMULATION OF THE PROBLEM

This research will discuss further the analysis of the business process of selling pharmacy Rosa Farma Pharmacy. As is known, the analysis is the study of an event or event to know the actual situation. Analysis of business

processes means researching business processes that are running at this time so that it can be seen what happens to the process, if there is a discrepancy, it is necessary to make a fundamental or overall improvement. One new approach to improving business processes is the Business Process Reengineering (BPR). Based on the preceding, then how is the form of business process analysis of medicine sales at the Rosa Farma Pharmacy that can meet customer satisfaction?

METHODOLOGY

Definition of Business Process Analysis

Business process analysis is the study and evaluation of the company's business process activities to identify the impact of these activities in creating value or adding value to the company's business[1]. Business process analysis is one of the activities that companies must do when the company re-engineers business processes.

The decision to analyze business processes to re-engineer business processes is a strategic decision and or tactical decision of a company.

Business Process Analysis- Strategic

Business process analysis in the context of business process re-engineering is the strategic and strategic analysis and re-engineering that has a large scale and is long-term in nature, fundamentally changing the way organizations do business, which will have an impact on the overall business strategy. Analysis in the context of re-engineering the strategy begins with determining what you want to achieve (strategy) before determining how to achieve it (operational). The approach taken is top-down, both conceptually and managerially, with a starting-point in the form of a strategic situation. Essential steps in conducting a business process strategy analysis include:

- a. Identification of operational and managerial core processes with the results of a high-level process map
- b. This process is evaluated in terms of its impact on customers, the level of success, whether or not feasible, if redesigned within a certain period of time.
- c. Develop a vision of how an organization will operate in the future and determine one or two other core processes that have priority for a redesign.

The results of the strategic business process redesign include:

- a. Identify opportunities to improve and redesign business processes, which are the basis for the company in setting priorities.
- b. High-level process map which is the company's blueprint for achieving the company's long-term strategy

Business Process Analysis – Tactical

Business process analysis in the context of tactical business process re-engineering or also called operational re-engineering and analysis, is more practical and in a fast way but still must support the business strategy.

Analysis of tactical business processes is carried out at the operational level of the company, which is more focused on real problems, such as the redesign of creative organizations and change management. not focus on abstract things like strategy, nature of the business, and core processes. As for the critical factors for the success of tactical business process analysis, including:

- a. Know the business situation where an organization is located, and the problems faced.
- b. What can add value to a technician?
- c. What influences the management hierarchy?
- d. How to diagnose our operations business?
- e. How to use techniques and equipment that are essential?
- f. How can you successfully manage change?

Reasons for Organizations Doing Business Process Analysis

Some reasons companies do business process analysis, including for[2]:

- a. Strengthen the company's position
- b. Anticipating problems
- c. Overcome company weaknesses

Business Process Reengineering

Business Process Re-engineering is also known as Business Process Redesign, Business Transformation, or Business Process Change Management. Business Process Re-engineering (BPR) began as a private sector technique to support organizations to fundamentally rethink how they do business that can improve services to customers, cut operational costs, and become world-class competitors. The primary key in redesigning is the development of information systems and networks. Large organizations are increasingly using this technology to better support innovative business processes rather than improving work methods at the same time. Re-engineering identifies, analyzes, and redesigns the organization's core business processes to achieve maximum results in critical performance measures such as cost, quality, service, and speed.

Definition of Business Process Reengineering

Here are some definitions of business process re-engineering according to experts, including:

- a. Hammer dan Champy (1993)
"Business process re-engineering is a rethinking process and a fundamental redesign process to obtain satisfactory improvements to company performance

that includes cost, quality, delivery, service, and speed with meticulous or contemporary measurements"[3].

b. Manganelli dan Klein (1994:7)

"Re-engineering is the rapid and radical redesign of strategic, value-added business process and the systems, policies, and organizational structures that support them – to optimize the workflows and productivity in an organization"[4].

Stages of Business Process Reengineering

There are five steps approach to the Business Process Reengineering model, according to Davenport and Short, i.e.[5]:

1. Develop a vision and process of business goals. BPRs that have a business vision show specific goals such as reducing costs, reducing time, and improving the quality of output.
2. Identifying business processes that will be redesigned, in general, companies use an approach that focuses on the most critical processes or those that have the highest conflict with the business vision whereas some companies prefer to use a holistic approach to identify all processes in an organization and make priorities in the order of the redesign.
3. Understand the size of the existing process to avoid repeating mistakes to provide a basis for future improvement.
4. We are identifying the level of IT ability in influencing BPR.
5. Design and prototype a new process.

Meanwhile, according to Johansson, there are three stages in the BPR Life cycle [6]:

1. Discover
Establish the vision and business strategy
2. Redesign
Includes all activities and expertise needed
3. Realize
Change management techniques, BPR team formation, communication, performance measurement, and resistance management.

RESULTS AND DISCUSSION

Analysis of Current Business Processes

The business process of selling medicines at the Rosa Farma Pharmacy is divided into two, namely the process of selling medicines without a doctor's prescription and selling with a doctor's prescription medicines.

Process of Selling Medicines without a Prescription

The process of selling medicines without a doctor's prescription is a medicine sales transaction that is usually done for types of over-the-counter medicines and limited over-the-counter medicines. If the customer wants to buy a type of medicine that is only allowed to be sold by prescription (hard medicines and illegal medicines), then the pharmacy will confirm the customer in the form of

a question, whether the customer has ever been or is accustomed to using the medicine. Sometimes if you have or are used to it, the pharmacy will allow customers to buy the medicine. After the transaction is complete, the pharmacist's assistant will record the transaction in the OTC medicine sales book, the data recorded is the transaction date, order number, medicine name, quantity, unit price, and total price. The service time needed if the business process of selling medicines without a prescription is carried out as above-average activity is five to ten minutes for one sales transaction. Pharmacies do not only conduct sales activities but also provide consultation when medicine sales transactions occur. From the results of the analysis conducted, the service time is relatively slow, considering that transactions that occur every day reach an average of 150 medicine sales transactions without a doctor's prescription.

Medicines Sales Process By Prescription

The process of selling medicines with a doctor's prescription is a medicine sales transaction that is usually done for the type of medicine that is written on the prescription. Medicines written on prescription can be in the form of over-the-counter medicines, limited over-the-counter medicines, hard medicines, and illegal medicines. The customer comes to the pharmacy with a prescription, hands the prescription to the pharmacist's assistant. The pharmacist's assistant checks the availability of the medicine listed in the prescription, then confirms the availability of the medicine and the price of the prescription to the customer. If the medicine is available and the customer agrees with the price, then a medicine sales transaction can be carried out by prescription. Then the pharmacist's assistant does the medicine preparation and records the sale transaction in the prescription sales book. The data recorded in the prescription sales book include transaction date, serial number, prescription number, prescription date, doctor's name, patient's name, patient's address, medicine name, quantity, prescription price. Service time is required if the business process of selling drugs by a doctor is prescribed because the above-average activity is ten to fifteen minutes for one sales transaction. Pharmacies do not only conduct sales activities but also provide consultation when medicine sales transactions occur. From the results of the analysis conducted, the service time is relatively slow, considering that transactions that occur every day reach an average of 100 medicine sales transactions by prescription. Figure 1 shows the current medicine sales business process at Rosa Farma Pharmacy.

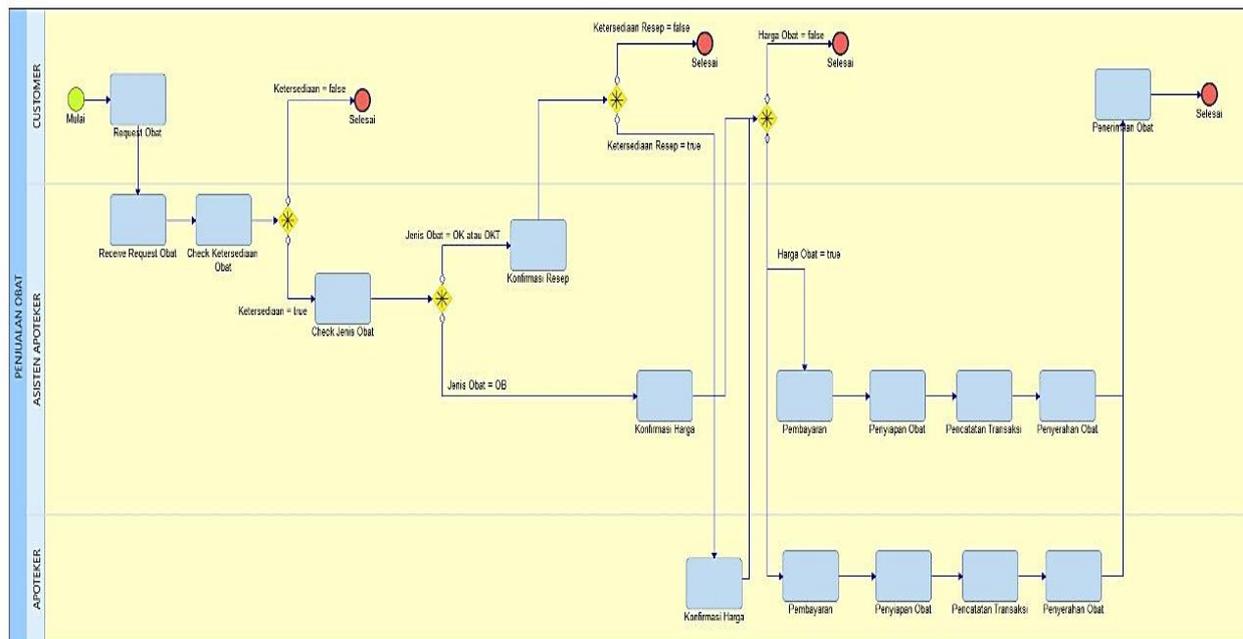


Fig 1.Current Business Process for Medicine Sales

Process Design

In the design of the next medicine, the sales process is the recording of sales transactions that can be done by the system so that all transaction data can be stored and recorded correctly. If the customer wants to do a consultation before buying a medicine, the consultation can be recorded in the system and can provide a track record of that customer. Figure 2 shows the business process design of medicine sales at the Rosa Farma Pharmacy.

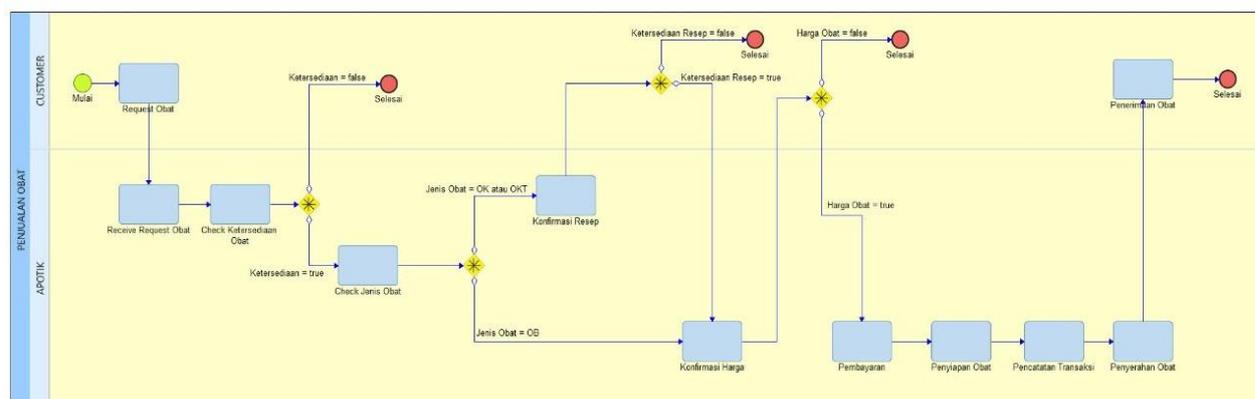


Fig 2.Medicine Sales Business Process Design

In Figure 2, there is a simplification of the drug sales process, also seen actors involved in the medical sales process. There are three actors, namely; pharmacists, pharmacist assistants, and customers. Then it becomes two actors, namely the pharmacy and the customer, where the pharmacy is a merging of the assistant pharmacist and pharmacist without reducing the role of each actor. Simplification of the process can also be seen from the price confirmation process, payment, preparation of medicines, recording transactions, and delivery of medicines, which were initially two transactions carried out by two actors into one transaction carried out by one actor without reducing the role of each actor.

CONCLUSION

Based on the observation and presentation above, it can be concluded that the primary business process of Rosa Farma Pharmacy is medicine sales. Medicine sales are carried out in two types, namely medicine sales, without a doctor's prescription and medicine sales by a doctor's prescription. The two medicine sales processes take an average of ten minutes of service for each transaction, from customer service to recording sales transactions in over-the-counter medicine sales books and prescription medicine sales books. One of the best alternative solutions to improve customer satisfaction is to do business process re-engineering to know customer satisfaction better.

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