

Analysis of Challenges Opportunities and Application of Humanitarian Logistics in the Logistics Business (Case study of PT Kalbe Farma Tbk Group)

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Abstract : This research aims to analyse the challenges opportunities and application in humanitarian logistics distribution at PT Kalbe Farma Tbk Group so that the company can contribute to humanitarian efforts to improve business efficiency with existing opportunities. This research uses a qualitative descriptive method. The data in this study were gathered from field research, interviews, observation and questionnaires and utilises SWOT analysis to process data. The results of the research based on the IE matrix are in the position of cell IV, while based on the SWOT 4k matrix is in Quadrant 1 which means the company is in a position that shows growth and builds, therefore the company can implement aggressive strategies involving integration, market penetration, market development, products, and diversification. This research provides insight into the company's efforts to integrate humanitarian aspects in its logistics operations, while improving business efficiency.

Keywords: *Challenges, Opportunities, Application, Humanitarian Logistics, Logistic Operations, business efficiency.*

1. Introduction

Humanitarian logistics has become very important in dealing with natural disasters, health crises, and other emergencies. Humanitarian logistics includes a series of actions such as providing, storing, and distributing goods necessary to assist affected individuals or communities in emergencies or disasters. Humanitarian logistics is essential in saving lives and reducing human suffering during emergencies or disasters. (Juniarto et al., 2018). The distribution of health products such as medical equipment and medicines is essential to provide necessary care to those affected. Therefore, analysis of challenges, opportunities, and implementation related to humanitarian logistics is fundamental to ensure that the assistance can arrive effectively and efficiently.

The journal (Widjanarko, 2021) The results of this study focus on the strategies used by the Chinese government to overcome logistical challenges in humanitarian operations. The Chinese government has implemented a comprehensive strategy to address logistical challenges in humanitarian operations, including building a common portal for stakeholders to exchange data and creating detailed maps using Geographic Information Systems (GIS).

However, there are some areas for improvement in this research, such as the issue of humanitarian logistics has not been discussed thoroughly, this journal does not discuss specifically how logistics companies manage and respond to risks in the humanitarian context. It also does not address how private logistics companies can adopt or change existing strategies used by the Chinese government in humanitarian logistics to enhance social responsibility. This is a gap for further research.

In research About PT. Kalbe Farma Tbk Group, together with its two subsidiaries, PT. Enseval Putra Megatrading and PT. Montrans Global Digilog is a company in the distribution and logistics sector of health services in Indonesia and Southeast Asian countries such as Myanmar and the Philippines. PT. Kalbe Farma Tbk Group has been involved in various humanitarian aid projects during disasters and emergencies such as those that occurred throughout 2022. There were many disasters that year, such as landslides in Cianjur. But behind the frequent involvement of PT. Kalbe Farma Tbk Group, in their humanitarian activities, faces several challenges when carrying out the humanitarian logistics distribution process—however, PT. Kalbe Farma Tbk Group continues to ensure the availability of adequate medical products. PT Kalbe Farma Tbk Group produces health products as well as transportation for product distribution. Products produced by PT Kalbe Farma Tbk Group include baby formula milk (Prenagen et al.), vitamins (Benecol, etc.), ready-to-drink medicines (Promag, Procold flu, etc.), snacks (Fitbar), ready-to-drink drinks. Drinking (Hydro coco), and health equipment (Elvesense). PT. Kalbe Farma Tbk Group has a big task to help humanitarian programs in Indonesia and the surrounding region.

This research has great urgency because the effectiveness of humanitarian logistics directly impacts the safety and welfare of people affected by emergencies or disasters. Delays in the supply of medical products or errors in logistics management can result in avoidable suffering and loss of life. In addition to the urgency of saving lives, this research has tremendous practical relevance. PT Kalbe Farma Tbk Group, operating in Indonesia, can use the results of this research to improve its humanitarian assistance processes. This will enable them to improve the quality of their services and better contribute to future humanitarian relief efforts. This research aims to carry out an in-depth analysis of all these aspects, focusing on the case study of PT Kalbe Farma Tbk Group, one of the key players in Indonesia's leading distribution and logistics sector. Therefore, the researcher chose the research title

"Analysis of Challenges Opportunities and Application of humanitarian logistics in the logistics business (case study of PT. Kalbe Farma Tbk Group)."

2. Literature review

Manajemen Strategic

According to (Fred R. David, 2017) Strategic Management is the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals.

Manajemen Logistik

According to Martin 2011 in the journal (Rachmat Hidayat et al., 2018) Logistics management is a process that strategically manages the procurement of materials, movement, and storage of materials, components, and finished goods (as well as related information) through the organization and its marketing network employing so that profits can be maximized both now and in the future by ensuring orders are filled at low costs.

Humanitarian Logistik

According to (Rikasoraya et al., 2020) The humanitarian supply chain is needed to ensure the flow of relief aid and to provide effective and efficient information of the victims and the donors to minimize human suffering and death running. In humanitarian supply chain, numerous parties are involved such as the Indonesian and/ other countries government, Non-Government Organization or NGO, the Donors, the military, the Suppliers, the Media, and even the Private Businesses.

Business Logistic

According to (Ayu Hapsari et al., 2023) Entering the digital era, new business opportunities have begun to emerge, including in the field of shipping and receiving goods. With the development of technology in various activities, there are developments in the delivery process to the recipients of goods whose activities are getting faster, easier, cheaper and safer.

Matriks Evaluasi Faktor Eksternal (Matriks EFE)

According to (Fred R. David, 2017) the EFE Matrix allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive information.

Matriks Evaluasi Faktor Internal (Matriks IFE)

According to (Fred R. David, 2017) the IFE Matrix summarizes and evaluates the main strengths and weaknesses in business functional areas and serves as a basis for identifying and evaluating relationships between these areas.

Matriks IE (Internal -Ekternal)

According to (Fred R. David, 2017) The IE matrix is a nine-cell matrix that describes the position of the company based on the IFE score on X and the EFE score on Y. Although it has nine cells, the IE matrix is divided into 3 quadrants

SWOT

According to (Rangkuti, 2016) SWOT analysis is the systematic identification of various factors systematically to formulate a company strategy, this analysis This analysis is based on logic that can maximise strengths (Strenght) and opportunities, but at the same time can can simultaneously minimise Weaknesses and Threats (Threats)

Market Development

according to Juliani et al., 2017 in the journal (Niko Saputra1, Jonatan Boyke A2 & 3, 2023)Market development strategies are efforts made when the old market is stable, and then efforts can be made to open new markets.

Market Penetration

According to Juliani et al., 2017 in the journal (Niko Saputra1, Jonatan Boyke A2 & 3, 2023) Market penetration strategy is the company's efforts to increase sales of available products and markets through more aggressive marketing efforts.

Product Development

According to (Banjarnahor et al., 2023) Product development is a strategy that seeks to increase sales by improving or modifying existing products or services. Product development usually requires large research and development costs.

Diversifikasi

According to Hubbard, Rice, and Beamish (2008) in the journal (Pratiwi, 2018). Diversification, "the entry of a firm or business unit into new lines of activity, either by processes of internal business development or acquisition, which entail changes in its administrative structure, systems, and other management processes."

Prevous research

In the journal (Sukoco, 2021) Humanitarian Logistics-based Disaster management in Indonesia, a management partner journal (JMM online), this research used the qualitative research method of document study as the primary data collection method. The research results show that disaster management carried out by the Indonesian government is based on principles of humanitarian logistics. However, logistics and equipment distribution improvements still need to be made, especially in areas prone to natural disasters. The differences in research are in data analysis techniques and data collection methods because

the research conducted by researchers uses data collection methods through interviews with informants through observation methods. The similarities are that both use descriptive qualitative research methods.

In the journal (Widjanarko, 2021) *The Teaching of Humanitarian Logistics at the University Level*, this research uses qualitative methods to analyze and evaluate implemented strategies. The results of this research focus on the strategies the Chinese government uses to overcome logistical challenges in humanitarian operations. The Chinese government has implemented a comprehensive strategy to overcome logistical challenges in humanitarian operations, including establishing a joint portal for stakeholders to exchange data and create detailed maps using Geographic Information Systems (GIS). The differences in this research lie in the analysis techniques and data collection methods in the journal (Widjanarko, 2021) using data collection methods by evaluating the strategies implemented by the Chinese government to overcome logistical challenges. Meanwhile, the similarity lies in the research method, which uses qualitative methods.

In the Journal (Pascucci, 2021) *More Logistics, Less Aid Humanitarian-business Partnerships and Sustainability in the Refugee Camp*, The research method used was extensive qualitative research conducted over three years, including interviews, expert statements, and conference panel transcripts. This research highlights the importance of logistics in aligning global business and global aid in the context of humanitarian assistance in the UN 2030 Agenda era. It emphasizes the role of logistics in bringing refugee aid in line with sustainability standards. Overall, the research findings suggest that humanitarian logistics partnerships prioritize sustainability and the integration of refugees into local markets. The difference in this research lies in Pascucci's extensive qualitative research method and the researcher's descriptive qualitative research method. The data collection method is similar, namely through interviews and observation.

(Rifni, 2018) The purpose of this article is to provide a comprehensive analysis of internal and external factors using the same method used in the research conducted by the researcher, namely by using the swot analysis data analysis method, with the results of the research affecting the freight forwarding industry in Jakarta, as well as effective marketing strategies for companies in this field. the difference lies only in the topic discussed, if the researcher discusses the efficiency of humanitarian logistics in the logistics business while in the journal. This article aims to provide valuable insights and recommendations for companies looking to improve their marketing efforts and gain a competitive advantage in the market. the difference in research lies only in the topics discussed, if the researcher discusses the efficiency of humanitarian logistics in the logistics business while in the journal (Rifni, 2018) discusses the marketing strategy of freight forwarding services, but due to the similarity of the methods used, the journal (Rifni, 2018) can be a reference in working on the results and discussion section.

3. Research method

- 3.1 *IFE (Internal Factor Evaluation)* The IFE matrix is a tool used to assess a company's internal strengths and weaknesses. It helps in giving scores to the significant internal factors.
- 3.2 *EFE (External Factor Evaluation)* The EFE matrix is used to assess the external opportunities and threats affecting the company. It helps in assigning scores to the significant external factors.
- 3.3 *IE Matrix* is a matrix nine cells that portrays a company positions according to score of IFE on the X and score of EFE on the Y. Although it has nine cells, IE matrix is divided into 3 quadrants like the following : (Fred R. David, 2017)
1. Quadrant 1 : consist of cell I,II,IV which is called the Grow and Build.intensive strategy like a market penetration , product development,and market development are sustainable for the firms in this position. Integrative strategy like backward,forward and horizontal integration.
 2. Quadrant 2 : consist of cell III,V,VII which is also known as the hold and maintain. Strategy used in usually are market penetration and product development.
 3. Quadrant 3 : consist of cell VI,VII,IX which is also called the harvest or divest.the firms in this area can choose to do retrenchment or even divestiture as their business strategy.
- 3.4 *SWOT* (Rangkuti, 2016) analysis is the process of identifying many factors to formulate a strategy that focuses on capitalising on strengths and opportunities and reducing weaknesses and threats. The goal is to help companies assess their current position and make appropriate strategies.
- 3.5 *Matrix SWOT Diagram*, the position of the company in the quadrant is determined by the weighted difference between the strengths and weaknesses of the company on the one hand and the weighted difference between the opportunities and business threats faced by the company. (Haerawan & Magang, 2019)
1. Quadrant 1: is a very favourable situation. The organisation has opportunities and strengths so that it can take advantage of existing opportunities. Strategy applied in this condition is a strategy that supports an aggressive growth policy (growth oriented strategy).
 2. Quadrant 2: Despite facing various threats, the organisation still internal strengths. The strategy adopted is to use strengths to take advantage of long-term opportunities by means of a diversification strategy.
 3. Quadrant 3: The organisation faces enormous opportunities, but on the other hand faces some internal constraints/weaknesses. The focus of this organisation's strategy is to minimise the company's internal problems so that it can seize better opportunities. better opportunities.

4. Quadrant 4: Quadrant 4 indicates a very unfavourable situation, The organisation faces various internal threats and weaknesses. It must immediately seek defensive strategy.
- 3.6 *SWOT Matrix*, SWOT matrix determines what strategy is used by the company following the position of the quadrant in the company obtained from the analysis of the 4K SWOT diagram between SO, WO, ST, and WT.

4. Results and Discussion

Table 1 IFAS (Internal Factor Analysis Summary)

No	Internal Factor	Weight	Rating	Score
Strenght				
1	Has a skilled humanitarian logistics team and special training	0.12	4	0,48
2	Have strong relationships with humanitarian organizations, governments and other partners	0,11	4	0,43
3	Has a complete infrastructure and distribution system	0,10	4	0,40
4	Has advanced technology and information systems	0,10	4	0,38
5	Have the ability to manage inventory well	0,11	4	0,43
Subtotal				2,12
Weakness				
1	Limited funds and resources	0.10	2	0,20
2	Difficult access to remote areas	0,09	2	0,18
3	Ineffective coordination in distributing aid	0,10	2	0.20
4	Lack of Transportation availability may be limited or even non-existent.	0,09	2	0,18
5	Unstable security conditions	0,09	2	0,18
Subtotal				0,94
Total Score		1.00		3,06

Data processed by Author 2023

Table.2 EFAS (External Factor Analysis Summary)

No	External Factor	Weight	Rating	Score
Opportunity				
1	Advanced technology has been used in the field of logistics transportation	0.13	4	0.50
2	There is agreement and collaboration with the government and community institutions	0.12	4	0.47
3	High public awareness about disasters and humanitarian crises	0.09	3	0.28
4	Availability of experts in logistics operations	0.13	3	0.38
5	High integration of approaches across sectors such as health and humanity	0.12	2	0.23
Sub Total				1,85
Threats				
1	Slow response or distribution of aid	0.11	2	0.22
2	Complicated procedures for disbursing BTT and BSP funds	0.07	1	0.07
3	Changing climatic conditions	0.10	4	0.40
4	Dependence of logistics operations on external resources	0.05	3	0.15
5	Changes in needs	0.10	1	0.10
Sub Total				0,93
Total Score		1.00		2,78

Data processed by Author 2023

In the IFAS table above, the strength factors have a score of 2.12, while the weakness factors have a score of 0.94, meaning PT. Kalbe Farma Tbk Group has strengths that are stronger than weaknesses. Furthermore, in the EFAS table above, the opportunity factors (Opportunities) have a score of 1.85, and the threat factors (threats) have a score of 0.93, which means that PT. Kalbe Farma Tbk Group has many opportunities compared to the threats that arise. From the results of the arrangement of internal and external factors above, the following series of scores are produced: Strengths (S) = 2.12, Weaknesses (W) = 0.94, Opportunities (O) = 1.85 and Threats (Threats/T) = 0.93

$S > W (+)$	$O > T (+)$	<i>Growth</i>
$2,12 > 0,94 (+)$	$1,85 > 0,93 (+)$	
$S > W (+)$	$O < T (-)$	<i>Diversifikasi</i>
$S < W (-)$	$O > T (+)$	<i>Turn Around</i>
$S < W (-)$	$O < T (-)$	<i>Difensif</i>

Data processed by Author 2023

To determine a more specific strategy from the scores entered in the strategy choice diagram, the results from the table show that the existing scores lead to a growth strategy. Based on the scores that show that the strengths (Strengths / S) are greater than the weaknesses (Weaknesses / W) so that the results appear in the following matrix.

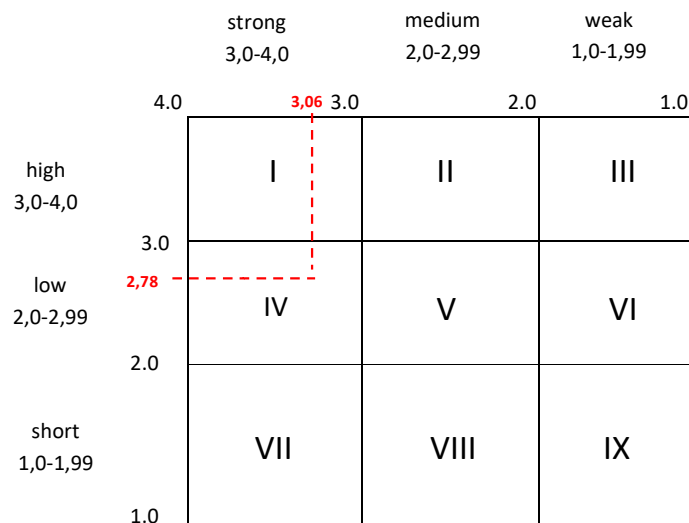


Figure 1. IE matrix

based on the IE matrix analysis is in cell IV, namely growth and development (growth and Build) with an internal score of 3.06 and a total external score of 2.78, it can be said that the company's position is in the area of market determination and product development.

Tabel 3 Weighted Value Of PT.Kalbe Farma Tbk Group

No	Internal Factor	Weight	Rating	Score
Strength				
1	Has a skilled humanitarian logistics team and special training	0.22	4	0,90
2	Have strong relationships with humanitarian organizations, governments and other partners	0,19	3	0,65
3	Has a complete infrastructure and distribution system	0,19	4	0,69
4	Has advanced technology and information systems	0,20	3	0,65
5	Have the ability to manage inventory well	0,19	4	0,69
Sub Total		1.00		3.57
Weakness				
1	Limited funds and resources	0.16	3	0,40
2	Difficult access to remote areas	0,18	3	0,46
3	Ineffective coordination in distributing aid	0,25	4	0.91
4	Lack of Transportation availability may be limited or even non-existent.	0,21	4	0,75
5	Unstable security conditions	0,19	3	0,58
Total		1.00		3.28
<i>Data processed by Author 2023</i>				
No	External Factor	Weight	Rating	Score
Opportunity				
1	Advanced technology has been used in the field of logistics transportation	0.21	4	0.85
2	There is agreement and collaboration with the government and community institutions	0.20	4	0.77
3	High public awareness about disasters and humanitarian crises	0.17	3	0.54
4	Availability of experts in logistics operations	0.21	4	0.85
5	High integration of approaches across sectors such as health and humanity	0.20	4	0.77

Total		1.00		3.78
Threats				
1	Slow response or distribution of aid	0.23	4	0.84
2	Difficult procedures for disbursing BTT and BSP funds	0.17	3	0.44
3	Changing climatic conditions	0.22	4	0.75
4	Dependence of logistics operations on external resources	0.16	3	0.37
5	Changes in needs	0.22	4	0.75
Total		1.00		3.16

Data processed by Author 2023

From the results of the weighted difference between internal and external values at PT Kalbe Farma Tbk Group, as seen in the table above, PT Kalbe Farma Tbk Group shows that the company has greater opportunities than its threats so that the company's position if depicted in a diagram is at the coordinate point as in the figure below:

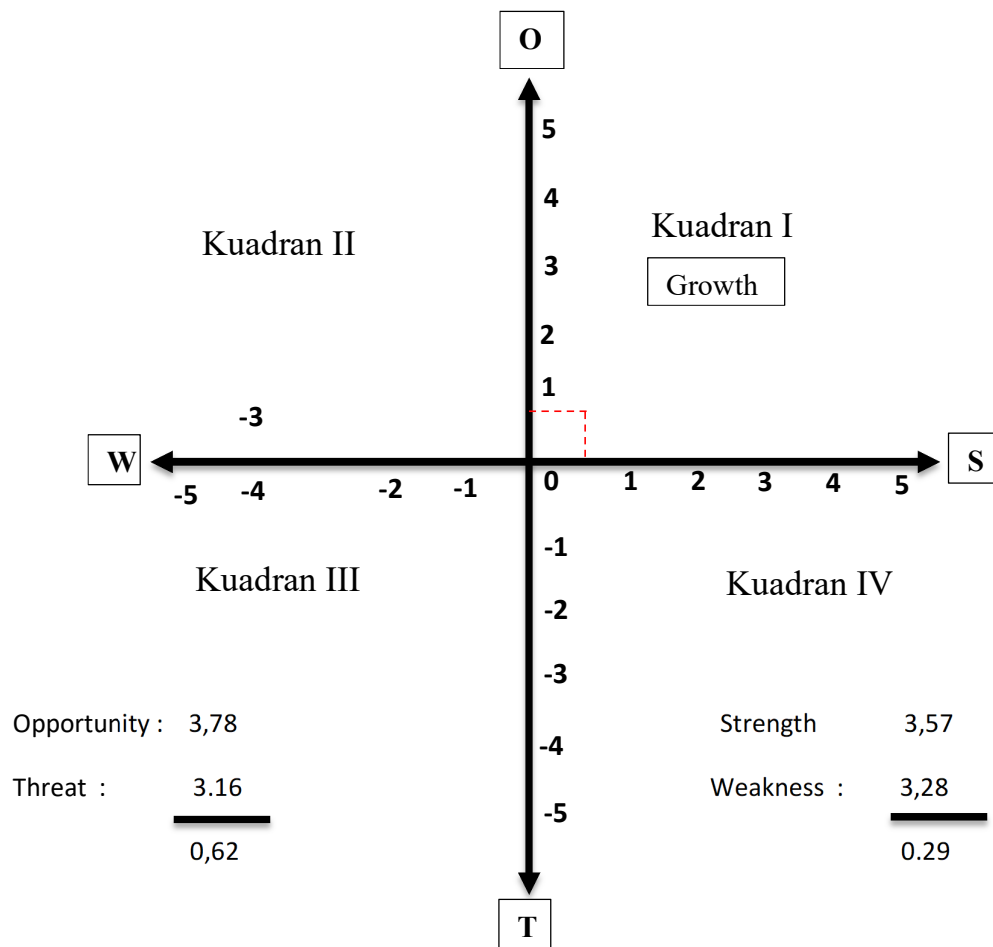


Figure 2 4K SWOT MATRIX
Processed by Author 2023

The results of the SWOT4K analysis place the position point of PT Kalbe Farma in quadrant 1. The position in quadrant 1 explains that PT Kalbe Farma has excellent opportunities and strengths to take advantage of existing opportunities. This condition supports an aggressive policy (growth oriented strategy) so it is possible for PT Kalbe Farma Tbk Group to carry out the following strategies.

- **Backward Integration (BI)**
PT. Kalbe Farma Tbk Group may act aggressively to integrate parts of their supply chain that are more backward, such as warehouse management, production and procurement of pharmaceutical raw materials. This can give companies greater control over elements of humanitarian logistics, allowing them to be more independent in handling humanitarian logistics issues.
- **Forward Integration (FI)**
Forward integration within PT. Kalbe Farma means the Company can increase its involvement in humanitarian logistics by sending humanitarian aid to needy places. This could increase the control and effectiveness of humanitarian aid distribution.
- **Horizontal Integration (HI)**
Horizontal Integration in PT. Kalbe Farma Tbk Group means companies can combine resources, knowledge and skills with other parties to increase efficiency and effectiveness in responding to emergencies and humanitarian crises.
- **Market Penetration**
In humanitarian logistics, market penetration means increasing market share or the effectiveness of logistics services in areas requiring humanitarian assistance. This includes increasing geographic reach, improving logistics efficiency, or optimizing the use of existing resources to reach more people needing assistance.
- **Market Development (Market Development)**
In humanitarian logistics, market development means looking for new markets or areas that need humanitarian assistance. This could include visiting previously frozen areas, either because of a new disaster or because of increased needs in areas that have yet to prioritize humanity.
- **Product Development (Product Development)**
The focus of developing aid logistics products is to develop and improve the various types of aid and services offered by PT. Kalbe Farma Tbk Group. This includes improving technology, distribution methods, or more efficient and effective assistance models. The aim is to ensure that the goods and services provided meet needs and overcome logistical problems that may arise during humanitarian assistance missions.
- **Related Diversification**
Related diversification occurs when a company expands its operations or business into fields or sectors that are still related or similar to its primary business at PT. Kalbe Farma Tbk Group, related diversification can mean expansion into businesses or services related to the pharmaceutical or logistics business. It aims to expand humanitarian responses' scope, efficiency and effectiveness in disaster situations, crises or other emergencies.

Tabel 4. SWOT Matrix PT.Kalbe Farma Tbk Group

IFE EFR	STRENGTH (S) - Have a skilled humanitarian logistics team and have special training. - Have strong relationships with humanitarian organizations, governments, and other partners. - Has a complete infrastructure and distribution system. - Has complete technology and information systems. - Could manage inventory well	WEAKNESS (W) - Limited funds and resources - Difficult access to remote areas - Ineffective coordination in distributing aid - Lack of transportation availability is limited or may not be available - Unstable security conditions.
OPPORTUNITY (O) - Advanced technology has been used in the field of logistics transportation - There is agreement and collaboration with the government and community institutions - High public awareness about disasters and humanitarian crises - Availability of experts in logistics operations - High integration of cross-sector approaches such as health and humanity	SO STRATEGY (<i>Strength-Opportunity</i>) - Invest in the training and development of local logistics officers to ensure they have the skills needed to handle disasters and crises (S1, O1) - Use of new technologies such as drones, Internet of Things (IoT), and data analytics to improve visibility and efficiency of aid logistics supply chains (S3, S4, O1) - Build collaboration with other social organizations, governments, and businesses to share information, resources, and logistics infrastructure (S2, S4, O2, O5) - Identify areas that most need assistance and plan natural resource delivery routes using geospatial mapping (S3, S4, O1, O5)	WO STRATEGY (<i>weakness-Opportunity</i>) - seek alternative partners or suppliers to ensure consistent supply of aid (S1, O2, O5) - Utilizing technology to overcome weaknesses, such as using logistics information systems or mobile-based applications for tracking and monitoring (S1, S4, O1) - Collect data and power analysis from previous logistics operations to identify patterns, errors, and improvement opportunities. (S5, S1, O4, O1) - Build relationships with organizations and individuals who have expertise or resources that can complement weaknesses in humanitarian logistics (S1, S2, O2)

		- Invest in developing stronger logistics infrastructure, such as storage warehouses, specialized vehicles, or distribution facilities. (S3, S5, O4)
THREAT (T) - Slow response or distribution of aid - Difficult procedures for disbursing BTT and BSP funds - Changing climate conditions - Dependence of logistics operations on external resources - Frequent changes in requirements	ST STRATEGY (Strength-Threat) - Development of clean and environmentally friendly technology to reduce greenhouse gas emissions and optimize the use of natural resources (S4, T2) - Consider security as a top priority in logistics operations. Conduct security training for logistics staff and ensure that they understand the required security protocols (S1, S3) - Invest in disaster-resistant infrastructure such as earthquake-resistant warehouses or special vehicles. Consider infrastructure locations that are safe from potential threats (S3, T3, T5) - Use stock rotation systems and rotating inventory to ensure inventory is always fresh and ready to use. Set minimum inventory limits that must be maintained to avoid sudden shortages (S3, S5, T4, T2)	WT STRATEGY (Weakness-Threat) - Maintain strong communication with relevant parties, such as governments, international institutions, and partner organizations. Use communication technology to stay connected in unstable situations (W3, W4, T1). - Ensure strict supervision of industrial practices that impact the environment and transparency in reporting environmental impacts. (W5,T5) - route blocking or access restrictions, identification of alternative routes, and backup resources. Collaborate with various transportation and logistics providers. (W1,W2,W3,T1)

Data processed by Author 2023

The SWOT matrix is used to formulate strategies by combining strengths, weaknesses, opportunities and threats. The factors used to formulate this strategy combination can influence market penetration strategies and product development according to those produced by the IE matrix. The SWOT matrix produces four sets of strategies: SO, WO, ST, and WT. to determine a set of strategies that suit the company and the various

existing alternatives. So, an accumulation of a combination of related factors must be carried out.

SWOT strategy combination planning matrix

IFAS EFAS	Strength	Weakness
Opportunity (Peluang)	SO Strategy: Using strengths to take advantage of opportunities = 3.97	WO Strategy: Minimizing weaknesses by taking advantage of opportunities = 2,79
Threats (Ancaman)	ST Strategy: Using force to overcome threats = 3.05	WT Strategy: Minimizing weaknesses and avoiding threats = 1.87

Data processed by Author 2023

The most significant score from the strategy combination matrix was Strength-Opportunity (SO), with a total of 3.97. This means that the set of strategies that the company should use is the SO strategy, namely, using strengths to take advantage of opportunities. SO's strategy includes, investing in the training and development of local logistics officers, using new technology in humanitarian logistics applications, building collaboration with other organizations and identifying areas with geospatial mapping.

5. Conclusion

PT. Kalbe Farma Tbk Group faces a number of challenges in application Humanitarian Logistics of the context of its logistics business. Several main challenges are outlined in the Ifas Efas table on Weakness and Threat factors, which include Lack of adequate logistics infrastructure, especially in emergencies, Lack of training and development of human resources, specifically in disaster response, Uncertainty of emergencies that are difficult to predict, Difficulty in accessing remote areas, Slow response during distribution of aid, changing climate and weather conditions, changing demand for assistance. However, researchers have identified and utilized internal strengths and external.

This research has successfully identified and utilised opportunities and strengths in application Humanitarian Logistics to improve the business efficiency of PT Kalbe Farma Tbk Group. Some of the strengths and opportunities that have been identified include internal strengths such as sophisticated logistics infrastructure and a qualified management team. External opportunities include increasing demand for humanitarian logistics services and new regulatory support. Based on the IE Matrix and swot 4k analysis, the company is in a growing and developing position, which indicates there is growth potential that can be utilised.

This research addresses challenges and capitalises on opportunities by using SWOT analysis to improve business efficiency. These opportunities include investing in training and capacity building to ensure that logistics officers have the necessary skills to deal with disasters and crises. The use of the latest technologies such as Drone , Internet of Things (IoT), and data analysis improves the visibility and efficiency of the human logistics supply chain as well as establishing collaborations with humanitarian organisations, governments, and the private sector to share resource information and logistics infrastructure; and planning resource delivery routes from the results of the IE matrix analysis and SWOT diagram Alternative Strategies to overcome these challenges, PT Kalbe Farma has devised a Grow and Build Strategy, namely Backward, Forward, Horizontal Integration, Market Penetration, Market Development, Product Development, Related Diversification.

PT Kalbe Farma Tbk is at the midpoint between challenges and opportunities in Application humanitarian logistics in its logistics business. By developing appropriate alternative strategies and leveraging internal strengths, companies can significantly contribute to humanitarian efforts and improve their business efficiency. PT. Kalbe Farma has the potential to succeed in application humanitarian logistics in its logistics business if it can overcome existing challenges and take advantage of emerging opportunities. By focusing on human resource development, collaboration, and diversification of services, companies can achieve more significant growth and contribute positively to humanitarian efforts.

6. Implications

The main challenge in application Humanitarian Logistics PT. Kalbe Farma Tbk Group needs to strengthen its logistics operations' risk management and sustainability capabilities. They should also consider better resource allocation to address these challenges and invest in the training and development of human resources who can deal with emergencies.

Identification and Utilization of Opportunities and Advantages of PT. Kalbe Farma must focus on developing technology, analytics and strategic partnerships supporting humanitarian response. They must ensure that their systems and processes can handle emergencies efficiently and maximize opportunities to contribute to humanity.

Overcoming Challenges with Alternative Strategies PT. Kalbe Farma must have a substantial emergency plan, standardized disaster response procedures, and access to various funding sources. They need to innovate in technology and supply chain management to ensure continuity of operations in crises. Diversification in strategy and funding will also be vital in overcoming these challenges.

The implications of this problem formulation show that PT. Kalbe Farma Tbk Group needs to have a holistic approach to understanding challenges, exploiting opportunities, and dealing with emergencies when implementing Humanitarian Logistics in the context of its logistics business. This involves changes in corporate culture, infrastructure development, and more effective resource management to ensure sustainability and success in humanitarian logistics operations.

7. Research limitations

Data Limitations Sometimes, the data required for in-depth analysis may not be wholly available or easily accessible. Information is needed to evaluate the challenges faced by PT. Kalbe Farma Tbk Group in humanitarian logistics may be limited, affecting the accuracy and depth of analysis.

Limitations of the Case Study As a single case study, this research may have limitations in generalizing the findings to other industries or companies. The results found may be unique to the PT situation and context. Kalbe Farma Tbk Group.

Time Limited time in this research may hinder the ability to understand all aspects of challenges, opportunities, and relevant alternative strategies. This can also affect the level of detail that can be included in the analysis.

Limited Internal Information PT. Kalbe Farma Tbk Group may have confidential or sensitive internal information that is not accessible to researchers, which could impact a deeper understanding of their humanitarian logistics practices.

Contextual Change Conditions in logistics and humanitarian logistics can change over time. The findings in this study may have been valid when the research was conducted. While this study provides valuable insight into the topic under study, it is essential to understand its limitations and consider their impact on the generalizability of the findings and interpretation of the research results.

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