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Strategic Analysis of PT Tempo Scan Pacific Tbk (TSPC)

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ABSTRACT

This research was conducted using the annual report data of PT Tempo Scan Pacific Tbk with the aim of analyzing SWOT, including strengths, weaknesses, opportunities, and threats as a strategy to enhance business competitiveness. The research method used is descriptive with a qualitative approach involving documentation study or document analysis techniques. The results indicate strengths such as a very extensive distribution network, a strong brand portfolio with dominant market share, a solid financial position, vertical integration from manufacturing to distribution, and complete GMP certification and international standards. Weaknesses include high dependence on the domestic market, declining profitability, decreased EBITDA, declining net profit margin, a significant increase in selling expenses, dependence on imported raw materials vulnerable to exchange rate volatility, and a nutrition segment experiencing a sales decline. Opportunities include growth in e-commerce and digital channels, international expansion, the premium health supplement segment, government nutrition programs such as MBG (free nutritious meals) that support dairy products, increasing public health awareness, and Indonesia's demographics. Threats include increasingly intense competition in the FMCG and pharmaceutical industries, foreign exchange rate volatility affecting raw material costs, global economic and geopolitical uncertainty, changes in government regulations and policies, rising inflation that pressures consumer purchasing power, and changes in consumer behavior toward being more selective and value-conscious.

Keywords: *SWOT Analysis, Strategic Management, PT Tempo Scan Pasific (TSPC), Pharmaceutical Industry*

1. INTRODUCTION

The fast-moving consumer goods (FMCG) and pharmaceutical industries in Indonesia continue to face a dynamic landscape shaped by moderating global growth, evolving consumer behavior, and rising competition. In this environment, the ability of integrated healthcare and consumer product companies to sustain competitive advantage requires a comprehensive understanding of internal capabilities and external market forces. PT Tempo Scan Pacific Tbk (Tempo Scan), one of Indonesia's largest pharmaceutical and consumer products groups, stands as a compelling case for strategic analysis given its integrated business model and long-standing market presence.

Established in 1970, Tempo Scan has evolved into a fully integrated operation spanning manufacturing, marketing, and distribution, supported by 17 manufacturing facilities and a nationwide network of 238 distribution points. The company operates across four core divisions: Pharmaceutical, Consumer Products and Cosmetics (CPC), Distribution, and Manufacturing, serving both domestic and selected international markets. Its brand portfolio includes market-leading products such as Marina, MY BABY, bodrex, hemaviton, and vidoran, commanding significant market shares in categories such as Hand & Body Lotion, Baby Care, and Adult Analgesics.

Despite a resilient business model, Tempo Scan's 2025 fiscal year reflected the pressures of rising promotional intensity, exchange rate volatility, and shifting consumer spending patterns. While consolidated net sales grew by 2.6% to Rp14,005.0 billion, operating profit declined by 6.0% and EBITDA fell by 9.8%, highlighting tightening margins. These results signal a year of earnings normalization following exceptionally strong margin expansion in 2024, but also emphasize the need for continued strategic evaluation.

This study aims to conduct a SWOT analysis of PT Tempo Scan Pacific Tbk based on its 2025 annual report. Employing a descriptive qualitative method through document analysis, the research identifies the company's internal strengths and weaknesses alongside external opportunities and threats. The findings provide insights into the strategic levers available to Tempo Scan and offer implications for sustaining competitiveness within Indonesia's healthcare and consumer goods sectors.

2. RESEARCH METHOD

The type of research used is descriptive with a qualitative approach. Researchers collect data by employing documentation study or document analysis techniques. The primary data source is the 2025 annual report of PT Tempo Scan Pacific Tbk

3. RESULTS AND DISCUSSION

Table 1 SWOT Matrix

<table>
<tr><td>IFE
EFE</td><td>Strengths (S)
1. Extensive integrated distribution
2. Market-leading brands
3. High-quality, certified manufacturing
4. Very strong finances (net cash)
5. Portfolio diversification
6. Mature management & GCG</td><td>Weaknesses (W)
1. Dependence on imported raw materials
2. High marketing expenses
3. Slowing Nutrition segment growth
4. Digital penetration not yet optimal
5. International scale still small</td></tr>
<tr><td rowspan="4">Opportunities (O)
1. Economic growth & demographics
2. Preventive health & herbal awareness
3. Government programs BPJS & MBG
4. Digitalization & e-commerce
5. International expansion</td><td>1. (S1,S2,O1,O2) Expand distribution of herbal & preventive supplements across the entire network.</td><td>1. (W1,O2) Develop formulas based on local raw materials to substitute imports for herbal products.</td></tr>
<tr><td>2. (S2,S3,O3) Leverage quality certifications to become a major supplier for MBG and BPJS programs.</td><td>2. (W2,O4) Optimize marketing spend by shifting some to lower-cost digital media.</td></tr>
<tr><td>3. (S4,O4) Invest in a direct-to-consumer digital platform using strong capital.</td><td>3. (W3,O1) Revitalize nutrition brands through government nutrition program partnerships.</td></tr>
<tr><td>4. (S5,O5) Accelerate exports of leading brands (Marina, MY BABY) to Nigeria, the Philippines, Malaysia.</td><td>4. (W4,O4) Develop partnerships with social commerce and KOLs to increase digital penetration.</td></tr>
<tr><td rowspan="4">Threats (T)
1. Intense competition
2. Exchange rate & import price volatility
3. Stringent regulations
4. Global supply chain disruptions
5. Inflation & declining purchasing power</td><td>1. (S1,S2,T1) Strengthen consumer loyalty through community programs (Momversity, Marina Beauty Journey) to fend off competition.</td><td>1. (W1,T2) Systematic hedging and long-term supply contracts for critical imported raw materials</td></tr>
<tr><td>2. (S3,T2,T4) Increase vertical integration (blow-molding, reusable stainless-steel) to reduce packaging imports.</td><td>2. (W2,T1) Increase promotional spending efficiency through strict ROI measurement and cutting unproductive activities.</td></tr>
<tr><td>3. (S4,T3) Allocate reserve funds for regulatory compliance without disrupting operations.</td><td>3. (W4,T5) Strengthen online channels with flash sales and bundling programs for value-conscious consumers.</td></tr>
<tr><td>4. (S2,T5) Launch economical packaging (sachet/refill) of flagship brands for price-sensitive segments.</td><td>4. (W5,T4) Diversify global supply sources to reduce supply chain disruption risk,</td></tr>
</table>

The SWOT matrix in Table 1 produces strategic alternative cells that can be identified as estimates of strengths, weaknesses, opportunities and threats, so that conclusions can be drawn by the management of PT. Tempo Scan Pasific Tbk on how to run the business in making decisions to face increasingly fierce competition.

3.1 Strength-Opportunities (SO) Strategy

Strength–Opportunity (SO) strategies use a firm's internal strengths to take advantage of external opportunities. All managers would like their organization to be in a position in which internal strengths can be used to take advantage of external trends and events. Organizations generally will pursue WO, ST, or WT strategies to more effectively position themselves into situations in which they can apply SO strategies.

3.2 Strength–Threat (ST) Strategy

Strength–Threat (ST) strategies use a firm's strengths to avoid or reduce the impact of external threats. An example ST strategy could be when a firm uses its excellent legal department (a strength) to collect millions of dollars in damages from rival firms that infringe on its patents. Rival firms that copy ideas, innovations, and patented products are a threat to many industries. When an organization faces major threats, it will seek to avoid them while concentrating on opportunities

3.3 Weakness–Opportunity (WO) Strategy

Weakness–Opportunity (WO) strategies aim at improving internal weaknesses by taking advantage of external opportunities. Sometimes key external opportunities exist, but a firm has internal weaknesses that prevent it from exploiting those opportunities. For example, for an auto parts manufacturer, the rising demand for electric cars (external opportunity), coupled with the firm having limited batteries to offer (internal weakness), suggests that the firm should consider developing and producing a new line of batteries

3.4 Weaknesses-Threats (WT) Strategy

Weaknesses-Threats (WT) strategies are defensive tactics directed at reducing internal weakness and avoiding external threats. An organization faced with numerous external threats and internal weaknesses may indeed be in a precarious position. In fact, such a firm may have to fight for its survival, merge, retrench, declare bankruptcy, or choose to liquidate.

IE MATRIX	**Kuat (3,00- 4)**	**Sedang (2,00- 2,99)**	**Lemah (1,00- 1,99)**
Kuat (3,00- 4)	I Grow & Build	II Grow & Build	III Hold & Harvest
Sedang (2,00- 2,99)	IV Grow & Build	V Hold & Maintain	VI Harvest / Divest
Lemah (1,00- 1,99)	VII Hold & Harvest	VIII Harvest / Divest	IX Harvest / Divest

Figure 1 Diagram Internal-External Matrix PT Tempo Scan Pasific Tbk

Based on the IFE (2.92) and EFE (2.53) scores, Tempo Scan falls into Cell V (Hold and Maintain). Appropriate strategies are Market Penetration and Product Development. This is consistent with strategies to deepen distribution and strengthen core brands while developing new product innovations.

Position: Quadrant V – "Hold and Maintain"

Recommended Strategies:

- Market penetration – deepen existing product penetration in current markets
- Product development – selective innovation in core categories (Baby Care, Personal Care, Supplement
- Cost optimization – improve manufacturing efficiency to protect margins
- Selective divestiture of underperforming assets/lines
- Strengthen digital channels to defend market share

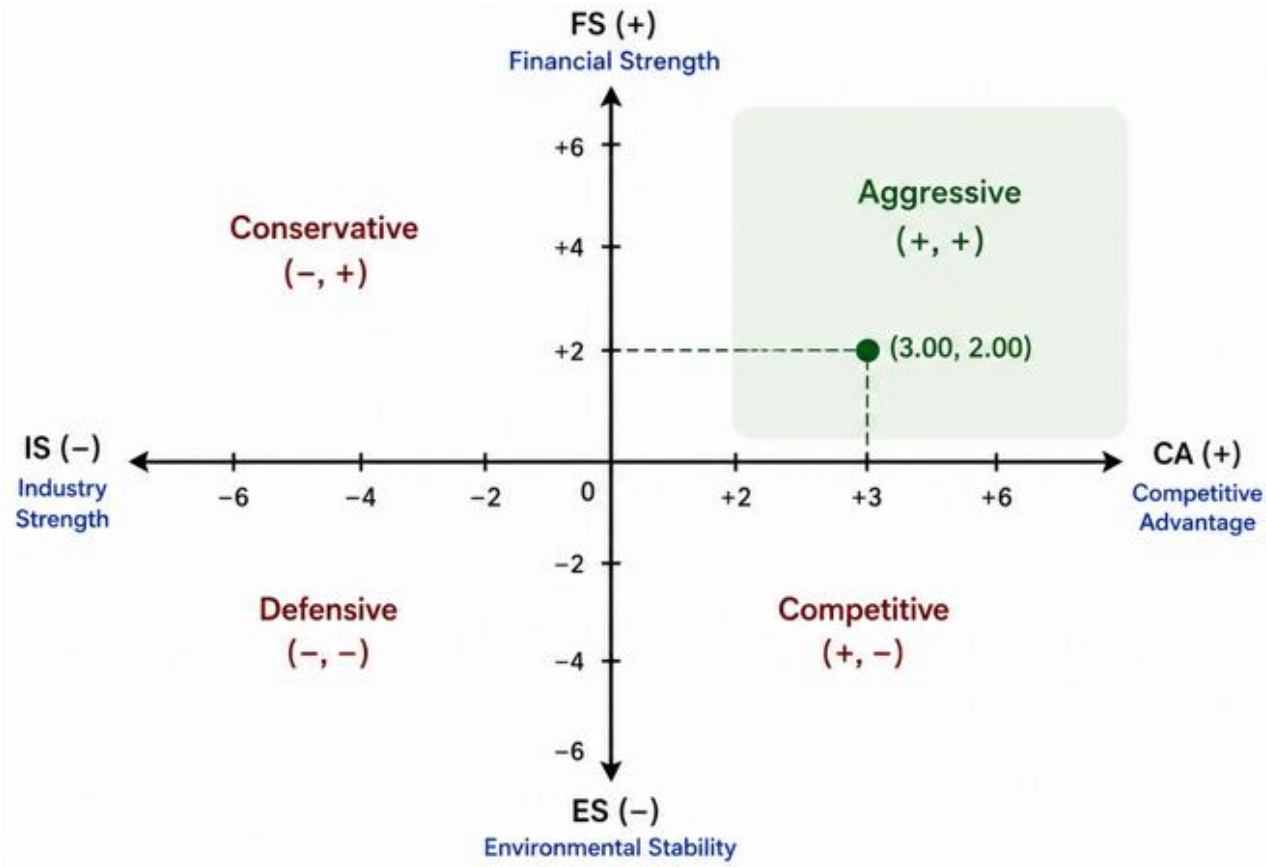

Figure 2 SWOT Quadrant Diagram Space Matrix PT Tempo Scan Pasific Tbk

Based on the calculation results, the company is positioned at coordinates (3.00, 2.00), which places it in the Aggressive Quadrant. This indicates that the company has strong internal capabilities and operates in a favorable industry environment. Therefore, the recommended strategies include market expansion, product development, vertical integration, and business consolidation. This position strongly supports the implementation of S–O (Strength–Opportunity) strategies in SWOT analysis. The aggressive posture supports strategies such as:

1. Market Penetration – Aggressively expand in existing markets using strong cash reserves
2. Market Development – Extend geographic reach to ASEAN/African markets
3. Product Development – Invest in innovation for premium health supplements and cosmetics
4. Backward Integration – Strengthen upstream dairy supply chain (PT Tempo Agri Nusantara)
5. Concentric Diversification – Add complementary health and wellness products

4. CONCLUSIONS

Based on the results of the research and the previous discussion, it can be concluded that from the results of the analysis that has been carried out based on Internal Factor Evaluation (2.92) and External Factor Evaluation (2.53) scores, PT Tempo Scan Tbk falls into Cell V (Hold and Maintain). Appropriate strategies are Market Penetration and Product Development. This is consistent with strategies to deepen distribution and strengthen core brands while developing new product innovations.

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