



DOI: <https://doi.org/10.38035/dijemss.v7i3>  
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## Optimizing Strategies for Electronic Catalog E-Purchasing in Government Goods/Services Procurement in Musi Rawas Utara Regency

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**Abstract:** This study is motivated by the low utilization of electronic catalog-based e-purchasing in government goods and services procurement in Musi Rawas Utara Regency. This condition indicates the need for strengthening strategies to optimize the implementation of electronic catalog e-purchasing policies. The aims of this study are to analyze the implementation of electronic catalog e-purchasing policies, examine the roles of the stakeholders involved, and formulate optimization strategies for electronic catalog e-purchasing in Musi Rawas Utara Regency. This research employed a qualitative descriptive approach, with data collected through questionnaires and interviews with procurement officials and local business actors. The analysis was conducted using a policy implementation model, internal and external factor analysis, SWOT, and QSPM. The findings show that the implementation of electronic catalog e-purchasing in Musi Rawas Utara Regency has been carried out effectively, with respondents showing generally positive perceptions. However, several areas for improvement were identified, including the need for more equitable policy dissemination, strengthened digital infrastructure, enhanced implementer motivation, enforcement of fairness for business actors, an increased number of local suppliers in the electronic catalog, and improved oversight and information services. The study further reveals that the success of optimization is influenced by the commitment of regional leadership, the readiness of human resources, and coordination among stakeholders. The resulting priority strategies include strengthening regional commitment and policy frameworks, advancing procurement-related public communication and outreach, improving human resource capacity and digital literacy, and empowering local business actors through digital-based initiatives.

**Keywords:** E-Purchasing, E-Catalog, Government Procurement, Stakeholders, Optimization Strategy

### INTRODUCTION

Government procurement of goods and services is a strategic aspect of public administration, as it affects the effectiveness of public service delivery, budget efficiency, and governance transparency. However, procurement practices in Indonesia continue to face

challenges such as complex bureaucracy, low transparency, and the potential for corruption. According to the 2023 report of the Corruption Eradication Commission (KPK), corruption cases related to procurement ranked as the second most frequent category (38.51%), indicating the urgent need for reforms and digitalization of the procurement system to enhance efficiency and accountability. One strategic measure is the implementation of e-purchasing through the electronic catalog system, which simplifies procedures, accelerates processes, and improves transparency and access to information. As noted by Iqbal (2020), the electronic catalog serves as a key instrument in government procurement to achieve transparency, efficiency, and accountability.

One of the government’s strategies to improve procurement governance is the implementation of an electronic system through e-purchasing via the e-catalog. The e-catalog system encourages government organizations at both the national and regional levels to transform by reducing bureaucratic layers, simplifying procedures, and shifting procurement mechanisms so that institutions become more responsive, transparent, and accessible, thereby enabling effective checks and balances. The application provides a wide range of products required by the government. As the backbone of the government procurement system, the e-catalog aims to support government organizations—both central and regional—in carrying out goods and services procurement (Nasution & Nurhayati, 2022).

In line with this effort, regulations were issued through Presidential Instruction Number 2 of 2022 and LKPP Circular Letter Number 3 of 2023, mandating regional governments to prioritize expenditures on Domestic Products (Produk Dalam Negeri/PDN) and to involve Micro, Small, and Cooperative Enterprises (UMKK), with a target of at least 30% of procurement transactions conducted through e-purchasing. However, implementation at the regional level continues to face challenges, including in the Government of Musi Rawas Utara Regency. According to the 2024 report of the National Public Procurement Agency (LKPP), only 25 out of 45 Regional Government Organizations (OPD) carried out e-catalog transactions, with realization still below the 30% target, as illustrated in Figure 1.

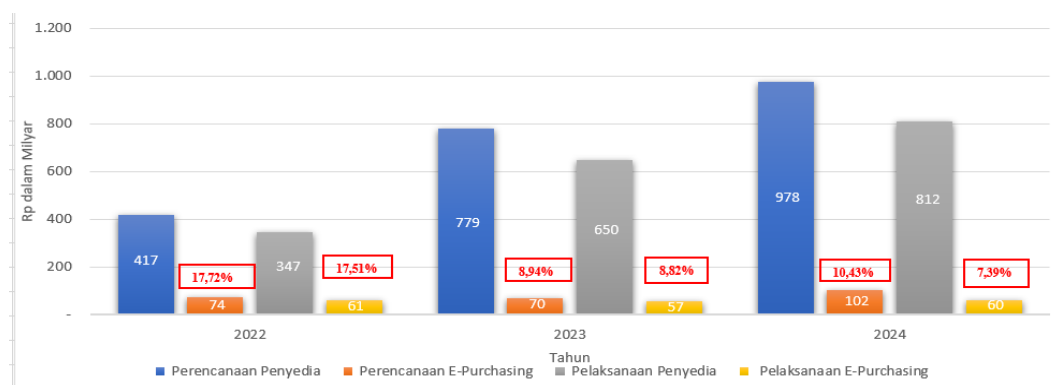


Figure 1. Planning and implementation of procurement through e-purchasing via the e-catalog in Musi Rawas Utara Regency, 2022–2024 (source : <https://lkpp.bigbox.co.id/>)

In addition, LKPP data (2024) show that only 23 local suppliers have listed their products in the electronic catalog, and only 20 of them have conducted transactions, indicating the low level of participation among local business actors. Furthermore, Presidential Regulation Number 46 of 2025 reinforces the mandatory use of e-purchasing for ministries, agencies, regional governments, and even village governments. The situation in Musi Rawas Utara highlights the need to analyze the factors influencing its implementation in order to formulate strategies for optimizing electronic catalog e-purchasing. Therefore, the objectives of this study are: (1) to analyze the implementation of electronic catalog e-purchasing policies, (2) to analyze the roles of the stakeholders involved, and (3) to formulate optimization strategies for electronic catalog e-purchasing in Musi Rawas Utara Regency.

## METHOD

This study was conducted in Musi Rawas Utara Regency, South Sumatra Province, with research subjects consisting of Commitment-Making Officials (PPK) and Procurement Officials (PP) responsible for implementing government goods and services procurement through electronic catalog e-purchasing, as well as local suppliers within the regency. The research employed a qualitative descriptive approach using purposive sampling, aiming to obtain an in-depth understanding of the implementation of electronic catalog e-purchasing policies at the regional level.

The data used in this study consist of primary and secondary data. Primary data were obtained through the distribution of questionnaires and interviews with PPK/PP officials and local suppliers within the Government of Musi Rawas Utara Regency, as well as with expert informants who possess knowledge of the government goods and services procurement system. Meanwhile, secondary data were obtained from official documents and reports, such as electronic catalog transaction data from the National Public Procurement Agency (LKPP), procurement-related regulations, and reports on the performance achievements of regional government procurement.

The research process began with field data collection to identify the actual conditions of electronic catalog e-purchasing implementation in Musi Rawas Utara Regency, which consisted of the following stages :

1. Analyzing the implementation of electronic catalog e-purchasing using the Edwards III (1980) policy implementation model by identifying four factors that influence implementation—namely, the four key issues that must be considered to ensure effective policy implementation: communication, resources, disposition or attitude, and bureaucratic structure. The indicators were measured using a Likert scale, in which each respondent's answer was converted into a score to obtain the total score and percentage index. The formula for calculating the perception index percentage is as follows:

$$\text{Index Value (\%)} = \frac{\text{Total Score}}{\text{Highest Score}} \times 100\%$$

Description :

- a. Highest Score: the maximum value that can be obtained for each statement if all respondents choose “Strongly Agree (SA)” with a score of 5.

$$\text{Highest Score} = \text{number of respondents} \times \text{maximum score (5)}$$

- b. Total Score: represents the total value of all respondents' answers for each statement.  $\text{Total Score} = (\text{SDA} \times 1) + (\text{DA} \times 2) + (\text{MA} \times 3) + (\text{A} \times 4) + (\text{SA} \times 5)$ .

Where :

**SDA = Strongly Disagree**

**DA = Disagree**

**MA = Moderately Agree**

**A = Agree**

**SA = Strongly Agree**

- c. The resulting index value is then interpreted using the following categories:

1) 0%–19,9% = Strongly Disagree

2) 20%–39,9% = Disagree

3) 40%–59,9% = Moderately Agree

4) 60%–79,9% = Agree

5) 80%–100% = Strongly Agree (Amisi dan Saian:2022)

2. Stakeholder analysis was conducted using two approaches: stakeholder identification and stakeholder mapping. Stakeholder identification was based on previous research, document-based studies, and literature reviews. Stakeholder mapping was carried out by assessing the roles of stakeholders based on their interest and power (Bryson, 2004), using a Likert scale to evaluate strategic environmental factors that influence the

implementation of procurement through the electronic catalog. The components used to assess the level of interest include:

- a. Stakeholders are directly involved in the government goods and services procurement process;
- b. The success of electronic catalog e-purchasing implementation has a significant impact on the main duties and functions of these stakeholders;
- c. Stakeholders have a vested interest in the outcomes of electronic catalog e-purchasing policy implementation;
- d. Stakeholders demonstrate strong enthusiasm or initiative to engage in the enhancement of electronic catalog e-purchasing.

The components used to assess power include:

- a. The stakeholder holds a position or function that legally influences the direction or regulation of procurement;
  - b. The stakeholder possesses resources (budget/human resources/systems) that affect the implementation of the electronic catalog;
  - c. The stakeholder has the ability to exert pressure, provide recommendations, or make decisions with broad impacts on policy implementation;
  - d. The stakeholder holds influence in cross-agency coordination or policy formulation;
3. Furthermore, in formulating alternative strategies for optimizing e-purchasing, several analytical methods were employed, including the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), and subsequently, the Quantitative Strategic Planning Matrix (QSPM) to determine strategic priorities. The assessment of strategic factors was conducted by expert informants from the Regional Procurement Unit (UKPBJ) of Musi Rawas Utara Regency and the National Public Procurement Agency (LKPP).

## **RESULTS AND DISCUSSION**

### **Implementation of Electronic Catalog E-Purchasing Policies in Musi Rawas Utara Regency**

Based on the General Procurement Plan (RUP) data of Musi Rawas Utara Regency for Fiscal Years 2022–2024, there has been a consistent increase in procurement expenditure each year. The largest proportion of procurement is dominated by construction works (65–79%), followed by goods, other services, and consultancy services. In terms of procurement methods, tenders remain the primary mechanism (61–73%), while e-purchasing accounts for only 9–18% of the total procurement value. This condition reflects the growing intensity of development activities each year; however, the implementation of e-purchasing policies has not yet been fully optimized and still requires strengthening efforts at the regional level.

Public policy is fundamentally designed to address societal problems with specific objectives; however, these objectives cannot be achieved without effective implementation. According to Winarno (2008), the implementation process may vary depending on the characteristics of the policy and the factors influencing it. George C. Edwards III (1980) emphasizes that implementation is a critical stage in the public policy cycle, and failures often occur not due to poor planning but rather due to weak execution. Edwards III (1980) identifies four key factors that determine the success of implementation: communication, resources, the disposition of implementers, and bureaucratic structure.

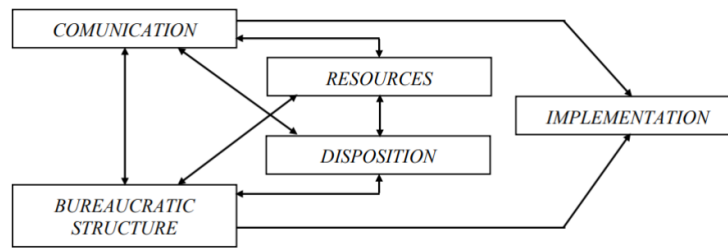


Figure 2. Edwards III (1980) Implementation Concept  
Source: Fachruddin and Fanani (2023)

The implementation of electronic catalog e-purchasing policies in Musi Rawas Utara Regency was analyzed using the Edwards III (1980) model through a Likert-scale assessment administered to respondents. The respondents consisted of 26 Regional Government Organizations (OPD) in Musi Rawas Utara Regency—16 OPD that had conducted electronic catalog transactions and 10 OPD that had not—represented by a total of 36 PPK/PP officials. External respondents included local suppliers in Musi Rawas Utara Regency, comprising 17 respondents (12 suppliers already registered in the electronic catalog and 5 suppliers not yet registered). The information obtained from the respondents is presented in Table 1 below :

Table 1. Perception Analysis of PP/PPK Officials and Local Suppliers on the Implementation of Electronic Catalog E-Purchasing Policies in Musi Rawas Utara Regency

No	Indicator	Average Perception Percentage of PP/PPK	Average Perception Percentage of Local Suppliers	Conclusion
1	Communication	84.54% (Strongly Agree) → Implementers understand the policy; socialization is conducted regularly and comprehensively; communication channels are available; policy information is easy to understand	70% (Agree) → Business actors are aware of the policy; socialization is conducted regularly and comprehensively; communication channels are available; policy information is easy to understand	The policy is generally understood, but not yet comprehensively. Some procurement implementers still lack adequate understanding of electronic catalog e-purchasing policies
2	Resources	84% (Strongly Agree) → Adequate resources are available, including human resources, technology, and infrastructure; the system provides the required features; the platform is user-friendly.	72% (Agree) → Local government personnel (PP/PPK) are competent; assistance is provided; the electronic catalog system is accessible and runs smoothly; business actors receive support and licensing assistance	E-purchasing implementers (PP/PPK) are available in all OPDs; however, challenges remain, including system errors and frequent version changes (requiring adaptation to new features), unstable internet and electricity, the payment system not being fully integrated, and limited availability of locally supplied goods/services.
3	Disposition	84% (Strongly Agree) → OPD leaders and implementers demonstrate commitment; objectives are well understood; no resistance is observed; performance appreciation is present.	77% (Agree) → PP/PPK are professional; the local government is committed to transparent use of the electronic catalog; fairness for business actors is perceived	OPD leaders exhibit commitment, though not yet strengthened through formal written commitments. Some business actors perceive unfair treatment, and performance appreciation for e-purchasing implementers remains limited.

No	Indicator	Average Perception Percentage of PP/PPK	Average Perception Percentage of Local Suppliers	Conclusion
4	Bureaucratic Structure	87% (Strongly Agree) → Procedures are clear; coordination among work units is effective; authorities do not overlap; oversight is conducted.	76% (Agree) → No bureaucratic obstacles hinder the transaction process through the electronic catalog.	The bureaucratic structure is strong, but more equitable policy socialization and strengthened oversight are required to ensure consistent implementation.

The implementation of electronic catalog e-purchasing policies in Musi Rawas Utara Regency has been carried out effectively, with relatively positive perception levels reported by both respondent groups (PP/PPK officials and local suppliers). The four policy implementation indicators show average results ranging from “agree” to “strongly agree,” indicating that the policy is generally well understood and executed. However, several issues were highlighted by the respondents, including uneven policy socialization, constraints in digital infrastructure, implementers’ motivation, perceptions of fairness among business actors, the need to increase the number of local suppliers in the electronic catalog to stimulate the regional economy, as well as the need for stronger oversight and improved information services.

### Stakeholder Analysis for Enhancing Electronic Catalog E-Purchasing

Stakeholders are individuals or groups who influence, or are influenced by, the policies, decisions, and actions of an organization (Groenendijk, 2003). Stakeholder mapping aims to identify key actors, understand their interests, and assess their influence on a particular policy or program.

According to Reed et al. (2009), stakeholder mapping is carried out through three stages: (1) stakeholder identification, (2) categorization and differentiation, and (3) analysis of relationships among stakeholders. This process is dynamic, as the influence and interests of stakeholders may change over time.

A commonly used method is the interest–influence matrix (Bryson, 2004; Reed et al., 2009), which classifies stakeholders into four categories:

1. *Key players* – stakeholders with high influence and high interest.
2. *Context setters* – stakeholders with high influence but low interest, making them potential sources of risk.
3. *Subjects* – stakeholders with high interest but low influence, who may become significant actors if they form coalitions.
4. *Crowd* – stakeholders with low influence and low interest, whose involvement in decision-making is limited.

Based on the assessment of 13 stakeholders involved in the implementation of electronic catalog e-purchasing policies in Musi Rawas Utara Regency, the results were mapped into four quadrants using the matrix proposed by Reed et al. (2009), as illustrated in Figure 1:

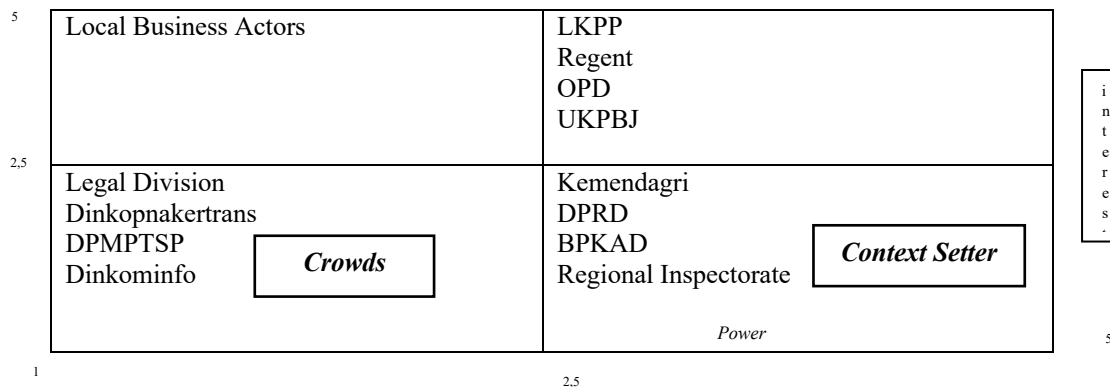


Figure 1. Stakeholder Mapping for Enhancing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

In implementing stakeholder roles to support the optimization of electronic catalog e-purchasing, the actual conditions were compared with the ideal roles that each institution should perform, using the stakeholder category framework by Reed et al. (2009), namely Key Players, Context Setters, Subjects, and Crowds. The implementation of stakeholder roles in supporting electronic catalog e-purchasing optimization is presented in Table 2 :

Table 2. Implementation of Stakeholder Roles

Category	Stakeholder	Ideal Role	Current Condition
<b>Key Players</b>	LKPP	Formulate national public procurement policies; develop and manage the electronic catalog system; provide technical guidance to regional governments.	Regulations and systems are already available; socialization and technical guidance have been conducted both offline and online; however, assistance and monitoring related to optimizing electronic catalog e-purchasing at the regional level remain limited.
	Regent	Establish regional policy direction and ensure commitment to electronic catalog e-purchasing implementation.	Policy support exists through the Regent’s Circular Letter, but commitment reinforcement and monitoring have not been consistently implemented.
	Regional Government Organizations (OPDs)	Allocate budgets and implement goods and services procurement transactions through the electronic catalog.	Several OPDs still make limited use of the electronic catalog.
	Regional Procurement Unit (UKPBJ)	Manage technical procurement processes and serve as the frontline institution for implementing e-purchasing in the region.	Has provided services, socialization, and technical guidance to OPDs, but socialization to local business actors remains limited.
<b>Context Setters</b>	Ministry of Home Affairs (Kemendagri)	Provide direction on regional governance policies and strengthen regulations	Kemendagri and LKPP issued a Joint Circular on accelerating the use of the catalog system in regional governments; however,

Category	Stakeholder	Ideal Role	Current Condition
		regarding the use of e-purchasing.	assistance and monitoring at the regional level are still limited.
	Regional House of Representatives (DPRD)	Exercise legislative, budgeting, and oversight functions to support e-purchasing.	Oversight and support for accelerating e-purchasing have not been specifically prioritized.
	Regional Financial and Asset Management Agency (BPKAD)	Manage regional finances and ensure payment mechanisms for e-purchasing comply with applicable regulations.	Payment processes through e-purchasing follow existing regulations, but constraints persist in issuing the Regional Government Credit Card (KKPD), which is needed to support supplier billing transactions.
	Regional Inspectorate	Conduct internal supervision and evaluate procurement implementation.	Supervision specifically related to optimizing the electronic catalog is not yet optimal.
<b>Subjects</b>	Local Business Actors	Register as suppliers in the electronic catalog and actively participate in the regional procurement ecosystem.	The number of local business actors registered in the electronic catalog remains low.
<b>Crowds</b>	Legal Division	Provide support in drafting local regulations and policies.	Has supported the formulation of regional regulations related to electronic catalog e-purchasing.
	Department of Cooperatives, Manpower, and Transmigration (Dinkopnakertrans)	Empower MSMEs and provide business training and assistance.	Has not yet focused on supporting MSMEs to enter the electronic catalog system.
	Investment and One-Stop Service Office (DPMPSTSP)	Manage business licensing and facilitate MSME legal requirements for electronic catalog registration.	Licensing services are available, but efforts to help MSMEs enter the electronic catalog are not yet focused.
	Department of Communication and Informatics (Diskominfo)	Provide stable and widespread internet connectivity across the region.	Diskominfo is currently adding transmission towers in Musi Rawas Utara, but coverage remains uneven.

The results of the stakeholder role implementation analysis in supporting the optimization of electronic catalog e-purchasing in Musi Rawas Utara Regency indicate that although most stakeholders have carried out their fundamental functions, their overall effectiveness remains limited. Key Players such as LKPP, the Regent, OPDs, and UKPBJ have provided regulations, policy support, and technical services; however, greater consistency, enhanced monitoring, and strengthened outreach efforts are still required. Context Setters, including the Ministry of Home Affairs, the Regional House of Representatives (DPRD), BPKAD, and the Regional Inspectorate, have contributed through regulatory support, oversight, and financial mechanisms, yet more targeted support and improved coordination are needed. Among the Subjects and Crowds groups, the involvement of local MSMEs and the facilitation provided by relevant regional agencies remain low, resulting in limited participation of local business actors in the electronic catalog system. These conditions underscore the need for capacity building,

cross-stakeholder coordination, and strategic interventions to ensure more effective optimization of electronic catalog e-purchasing.

### Formulation of Strategies for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

#### Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE)

Based on the results of the implementation analysis of electronic catalog e-purchasing policies in Musi Rawas Utara Regency, several internal and external factors were identified and subsequently used to develop the Internal Factor Evaluation (IFE) Matrix (Table 3) and the External Factor Evaluation (EFE) Matrix (Table 4). Each factor was assessed by expert respondents, serving as the analytical foundation for formulating strategies to optimize electronic catalog e-purchasing in Musi Rawas Utara Regency.

Table 3. Internal Factor Evaluation (IFE) Matrix for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

No	Variable	Weight	Score	Weighted Score
<b>Strengths</b>				
1	Regional policy support (Regent's Circular Letter).	0,10	4,00	0,40
2	Alignment of perceptions among policy implementers.	0,01	3,33	0,03
3	Availability and readiness of PP/PPK officials in each OPD.	0,05	3,67	0,18
4	Commitment of OPD leadership.	0,12	4,00	0,48
5	UKPBJ as the primary service gateway for the electronic catalog.	0,08	4,00	0,32
6	Professionalism of PP/PPK in supporting transactions.	0,08	3,67	0,29
7	E-purchasing processes that are already functioning relatively effectively.	0,06	3,00	0,18
<b>Total</b>		<b>0,50</b>		<b>1,89</b>
No	Variable	Weight	Score	Weighted Score
<b>Weaknesses</b>				
1	Uneven socialization among OPDs and local business actors.	0,08	2,00	0,16
2	Human resources not yet fully understanding the e-purchasing system.	0,09	2,00	0,18
3	Oversight not yet optimal.	0,07	2,00	0,14
4	Low adaptability to system changes.	0,03	1,67	0,05
5	No performance appreciation for e-purchasing implementation	0,01	1,33	0,01
6	Automatic payment systems not yet integrated.	0,06	1,33	0,08
7	Limitations in digital infrastructure.	0,10	1,67	0,17
8	Limited number of local business actors registered in the electronic catalog.	0,04	2,00	0,08
9	Low proportion of RUP (procurement plans) executed through e-purchasing.	0,02	1,00	0,02
<b>Total</b>		<b>0,50</b>		<b>0,89</b>
<b>Overall Total</b>		<b>1,00</b>		<b>2,78</b>

The results of the IFE Matrix analysis indicate an overall score of 2.78, which reflects a strong internal condition within Musi Rawas Utara Regency in supporting the optimization of electronic catalog e-purchasing. The key strengths include regional policy support, strong understanding among procurement implementers, and the strategic role of UKPBJ as the central service unit. Meanwhile, the main weaknesses consist of limited dissemination of information, suboptimal oversight, constraints in digital infrastructure, and low adaptability to system changes. Overall, the internal strengths can be leveraged to address existing weaknesses in formulating strategies to optimize electronic catalog e-purchasing.

Table 4. External Factor Evaluation (EFE) Matrix for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

No	Variable	Weight	Score	Weighted Score
<b>Opportunities</b>				
1	National regulatory support (Presidential Regulations, Instructions, and Circular Letters).	0,15	4,00	0,60
2	Advancements in information and communication technology.	0,12	3,33	0,40
3	Government affirmative policies toward MSMEs.	0,13	4,00	0,52
4	Potential collaboration with business associations and regional banks.	0,09	3,00	0,27
5	Availability of communication channels and e-learning platforms.	0,10	3,00	0,30
6	Public support for procurement transparency.	0,08	3,67	0,29
7	Potential increase in the number of local MSMEs joining the electronic catalog if proper facilitation is provided.	0,08	3,67	0,29
<b>Total</b>		<b>0,75</b>		<b>2,68</b>
No	Variable	Weight	Score	Weighted Score
<b>Threats</b>				
1	Technical issues within the electronic catalog system that may reduce user trust.	0,08	1,67	0,13
2	Potential conflicts of interest and perceptions of unfairness.	0,06	1,33	0,08
3	Opportunities for irregularities due to weak oversight.	0,07	1,67	0,11
4	Lack of performance appreciation, which may lower the motivation and commitment of procurement implementers	0,04	1,33	0,05
<b>Total</b>		<b>0,25</b>		<b>0,38</b>
<b>Overall Total</b>		<b>1,00</b>		<b>3,06</b>

The results of the EFE Matrix analysis indicate an overall score of 3.06, suggesting that the external environment in Musi Rawas Utara Regency is highly supportive of the implementation of electronic catalog e-purchasing. The key opportunities include strong national regulatory support, technological advancements, improvements in digital infrastructure, and the potential growth of local MSMEs. The main threats consist of technical system constraints, conflicts of interest, and low digital literacy among small business actors. Overall, the substantial external opportunities can be leveraged to strengthen the implementation of electronic catalog e-purchasing through appropriate strategies and effective risk management.

**Formulation of Alternative Strategies for Optimizing Electronic Catalog E-Purchasing**

This stage involves aligning the analytical results using the SWOT matrix. The SWOT matrix is constructed based on the analysis of internal and external factors by comparing sub-factor components to generate SO strategies, WO strategies, ST strategies, and WT strategies. The formulation of alternative strategies for optimizing electronic catalog e-purchasing for government goods and services procurement in Musi Rawas Utara Regency is presented in Table 5.

Table 5. Strategies for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

SO Strategies (Strengths–Opportunities)	WO Strategies (Weaknesses–Opportunities)
Strengthening regional commitment and policies (S1, S2, S4, O1, O3, O6)	Enhancing human resource capacity and digital literacy (W2, W4, O2, O5, O7)

Empowering local business actors through digital-based initiatives (S1, S5, O3, O4, O7)	Strengthening public communication and socialization efforts (W1, W2, W7, O4, O6, O7) Improving technological infrastructure and system support (W6, W7, O2, O4)
<b>ST Strategies (Strengths–Threats)</b>	<b>WT Strategies (Weaknesses–Threats)</b>
Strengthening oversight and transparency (S1, S5, T2, T3)	Enhancing procurement performance evaluation and appreciation mechanisms (W5, W9, T1, T4)

### Selection of Optimization Strategies for Electronic Catalog E-Purchasing

The Quantitative Strategic Planning Matrix (QSPM) was used as a quantitative and objective tool to determine which strategies are most relevant and feasible to implement. This method integrates the results from the input stage (IFE and EFE) and the matching stage (SWOT matrix), thereby producing measurable strategic decisions. Through the QSPM, each alternative strategy is evaluated based on its relative attractiveness score (Attractiveness Score) in relation to the internal and external factors that influence the success of electronic catalog e-purchasing implementation. The total score generated from this assessment, known as the Sum Total Attractiveness Score (STAS), indicates the relative advantage of each strategy compared to the others. The higher the STAS value, the greater the attractiveness and potential success of that strategy in optimizing electronic catalog e-purchasing. The results of the QSPM analysis, which present the priority order of strategies for optimizing electronic catalog e-purchasing for government procurement in Musi Rawas Utara Regency, are shown in Table 6.

Table 6. Priority Strategies for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

No	Alternative Strategy	STAS	Priority
1	Strengthening regional commitment and policies	6,62	1
4	Procurement socialization and public communication	6,25	2
3	Enhancing human resource capacity and digital literacy	6,23	3
2	Empowering local business actors through digital-based initiatives	5,87	4
6	Strengthening procurement oversight and transparency	5,81	5
5	Improving digital infrastructure and technological systems	5,47	6
7	Procurement performance evaluation and appreciation	5,45	7

The QSPM analysis identifies four priority strategies with the highest attractiveness scores: strengthening regional commitment and policies, followed by procurement socialization and public communication, enhancing human resource capacity and digital literacy, and empowering local business actors through digital-based initiatives. These strategies are considered top priorities because they reflect the need to reinforce policy foundations, build implementers’ capacity, expand the participation of local suppliers, and establish effective public communication—all of which serve as essential prerequisites for the successful optimization of e-purchasing. Collectively, these four strategies represent strategic actions with the highest urgency and influence in accelerating the implementation of e-purchasing in a measurable, sustainable, and adaptive manner in response to the dynamics of government procurement. Other strategies, such as strengthening procurement oversight, improving digital infrastructure, and enhancing performance evaluation, remain important but are positioned in the subsequent priority order.

Based on the highest STAS value, strengthening regional commitment and policies emerges as the top priority strategy. This strategy is critical because the current conditions show that although national and regional policy support already exists, the commitment of OPD leaders to implementing e-purchasing remains uneven, resulting in the use of the electronic catalog still being highly dependent on the initiative of each OPD. Therefore, written commitments and regional regulations governing the mandatory use of the electronic catalog

are still limited, providing neither legal certainty nor standardized procedures. When this strategy is implemented, it will establish a strong and consistent policy foundation, reinforce the legitimacy of UKPBJ as the coordinating body, and ensure that all OPDs adhere to the same implementation standards.

The second priority is the strategy of strengthening procurement socialization and public communication. The study findings indicate that various stakeholders, including procurement implementers and business actors, still experience information gaps regarding the technical and policy aspects of electronic catalog utilization. Limited socialization has resulted in many local business actors being unable to participate optimally. Implementing this strategy will enhance the understanding and awareness of all stakeholders, thereby enabling the procurement process to operate more efficiently, transparently, and inclusively.

The strategy of enhancing human resource capacity and digital literacy ranks as the third priority. This is due to the persisting technical limitations among procurement officials, system operators, treasurers, and business actors in utilizing the electronic catalog application. The considerable dependence on UKPBJ for resolving technical issues indicates that implementer competencies are not yet evenly distributed. By implementing this strategy, the procurement process can operate more independently, efficiently, and with fewer errors, while also improving service quality and the overall effectiveness of e-purchasing utilization.

The fourth priority is the strategy of empowering local business actors through digital-based mechanisms, selected because the contribution of local enterprises—including micro, small, and cooperative businesses—to the electronic catalog listings remains low. Many business actors still lack understanding regarding how to register their products, fulfill legal requirements, or undergo the curation process. This condition poses a barrier to achieving the target of increasing the use of domestic products as mandated in Presidential Instruction No. 2 of 2022. Implementing this strategy will increase the number of local products listed in the catalog, expand market access, and stimulate regional economic growth.

The strategy of strengthening procurement oversight and transparency ranks as the fifth priority. Although important, oversight can only be effective once the policy foundation, human resource capacity, and readiness of business actors have been strengthened. At present, oversight mechanisms remain manual and are not yet supported by a digital dashboard, resulting in suboptimal monitoring of e-purchasing realization. Implementing this strategy will enhance the accountability and integrity of the procurement process and facilitate periodic performance evaluation.

Strengthening digital infrastructure and technological systems is positioned as the sixth priority because network constraints, limited equipment, and uneven internet access continue to pose challenges. However, this strategy requires relatively large investment and therefore cannot be implemented immediately in the short term. Once adopted, it will serve as a critical catalyst for the long-term sustainability of e-purchasing, particularly after policy and human resource components have been adequately addressed.

The final strategy is the evaluation and appreciation of procurement performance. Its lower priority is due to the need for well-developed assessment indicators, while several foundational aspects of implementation still require strengthening. Moreover, the performance evaluation system is not yet fully structured. When implemented at a more advanced stage, this strategy will function as a quality control mechanism that promotes continuous improvement and motivates OPDs to increase their utilization of the electronic catalog.

The four priority strategies were subsequently developed into a roadmap for optimizing electronic catalog e-purchasing, as presented in Table 7:

Table 7. Roadmap for Optimizing Electronic Catalog E-Purchasing in Musi Rawas Utara Regency

No	Strategy Name	Description of Activities	Implementation Timeline	Involved Stakeholders
1	Establishing Political Commitment and Strengthening Policies	<ul style="list-style-type: none"> <li>Signing of commitment pacts and coordination among regional leaders.</li> </ul>	Short term	Ministry of Home Affairs, LKPP, Regional House of Representatives (DPRD), Regent, UKPBJ, Regional Inspectorate, Legal Division, BPKAD, and all OPD Heads
		<ul style="list-style-type: none"> <li>Formulation and strengthening of regional regulations (Regent Regulation, Circular Letters, SOPs)..</li> </ul>	Short to medium term	Regent, Legal Division, UKPBJ, Regional Inspectorate
		<ul style="list-style-type: none"> <li>Strengthening the role of UKPBJ as the coordination and oversight center, as well as a Center of Excellence for Procurement</li> </ul>	Short term	Regent, UKPBJ, Regional Inspectorate
2	Procurement Socialization and Public Communication	<ul style="list-style-type: none"> <li>Public campaigns on the benefits of e-purchasing through social media and government websites</li> </ul>	Short to medium term	Department of Communication and Informatics (Diskominfo), UKPBJ, Department of Cooperatives, Manpower, and Transmigration (Dinkopnakertrans)
		<ul style="list-style-type: none"> <li>Cross-OPD and business actor socialization forums</li> </ul>	Short to medium term	UKPBJ, LKPP, all OPDs, Dinkopnakertrans, DPMPTSP, and local business actors
3	Enhancing Human Resource Capacity and Digital Literacy	<ul style="list-style-type: none"> <li>Mapping needs and conducting technical training on electronic catalog usage for PPK, PP, treasurers, and business actors.</li> </ul>	Short to long term	UKPBJ, LKPP, Department of Trade, Industry, and Cooperatives (Disperindagkop)
		<ul style="list-style-type: none"> <li>Utilizing LKPP's Learning Management System (LMS) and Massive Open Online Courses (MOOC) as online learning platform.</li> </ul>	Short to long term	UKPBJ, LKPP, Department of Trade, Industry, and Cooperatives (Disperindagkop)
4	Empowering Local Business Actors	<ul style="list-style-type: none"> <li>Identification and mapping of potential local business actors in Musi Rawas Utara Regency</li> </ul>	Short term	Disperindagkop
		<ul style="list-style-type: none"> <li>Facilitating product registration and curation for inclusion in the electronic catalog.</li> </ul>	Short to long term	UKPBJ, LKPP, Disperindagkop, DPMPTSP
		<ul style="list-style-type: none"> <li>MSME business training and advisory clinics.</li> </ul>	Medium term	Disperindagkop, UKPBJ
		<ul style="list-style-type: none"> <li>Collaboration with banks and business associations for financing and marketing support.</li> </ul>	Long term	Disperindagkop

The implementation stages of the program are designed to be gradual and continuous, beginning with the short-term phase (0–6 months) to establish the policy foundation and institutional readiness. This is followed by the medium-term phase (6–18 months), which focuses on capacity building and expanding access, and subsequently the long-term phase (18–36 months), which emphasizes sustainability, innovation, and the strengthening of oversight and performance appreciation systems. Successful execution of this roadmap requires strong cross-stakeholder commitment—from the central government, regional governments, and local business actors—to actively collaborate in realizing efficient, transparent, and accountable government procurement through the utilization of the electronic catalog. With consistent implementation, this roadmap is expected to serve as a strategic direction for accelerating digital procurement transformation and enhancing regional economic self-reliance driven by local business actors.

## CONCLUSION

1. Procurement spending in Musi Rawas Utara Regency shows an increasing trend; however, the utilization of electronic catalog e-purchasing remains low. The implementation of e-purchasing policies has been supported by effective communication, adequate human resource competencies, strong implementer commitment, and a relatively supportive bureaucratic structure. Key weaknesses that require improvement include limited socialization, inadequate digital infrastructure, the low number of local products listed in the electronic catalog, low motivation among technical implementers, and weak oversight mechanisms.
2. The success of electronic catalog e-purchasing implementation in Musi Rawas Utara Regency is strongly influenced by the roles and synergy among stakeholders. Key Players have performed their basic functions but require strengthened coordination, monitoring, and socialization. Context Setters provide regulatory and supervisory support that still needs further optimization. Stakeholders categorized as Subjects and Crowds require capacity-building and facilitation to enhance the participation of local business actors in the electronic catalog ecosystem.
3. Priority strategies for improving electronic catalog e-purchasing in Musi Rawas Utara Regency consist of four main strategies: establishing political commitment and strengthening policies, enhancing procurement socialization and public communication, improving human resource capacity and digital literacy, and empowering local business actors through digital-based initiatives.

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