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Business Development for Companies Procuring Goods and Services through Government e-Catalog: Case Study on CV Budiman Mulya

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Abstract

This study aims to analyze the internal and external business structure of CV Budiman Mulya and formulate an appropriate development strategy within the context of the government goods and services procurement system through e-Catalog. This study uses a descriptive qualitative approach with interview, observation, and documentation techniques. The analysis is conducted using a SWOT approach to identify the strengths, weaknesses, opportunities, and threats faced by the company. The results show that CV Budiman Mulya has key strengths in a clear organizational structure, an integrity-based work culture, mastery of the SPSE and e-Catalog systems, and supporting digital assets. On the other hand, weaknesses are found in aspects of functional specialization, HR training, and manual documentation systems. The resulting strategies include aggressive (SO), diversification (ST), defensive (WO), and survival (WT) strategies, all of which are aimed at strengthening the company's competitiveness in the national digital procurement ecosystem. This study also designs a Business Model Canvas (BMC) consisting of nine main blocks, which represent the integration of the company's business strategy with a technology-based procurement system. These results provide practical contributions in the formulation of business strategies for MSMEs in the procurement sector as well as theoretical implications for digital-based business development models in the public sector.

Keywords: Business Strategy; SWOT Analysis; Business Model Canvas; e-Catalog; MSMEs; Digital Procurement; SPSE.

JEL Codes: L26, L21, H57

1. Introduction

1.1 Background

Procurement services companies play a crucial role in supporting the smooth operation of organizations, particularly in the provision of raw materials or products as needed. Unfortunately, many companies in this sector lack a structured and well-documented business

plan. This situation leads to weak strategic direction, limited risk management, and difficulty in attracting investors or strategic partners. Amid increasingly complex competition, innovation strategies are crucial for improving productivity, efficiency, and operational sustainability (Kaniawati et al., 2024).

Digital transformation has given rise to e-commerce as a new business model, replacing conventional methods of transacting goods and services. This development opens up opportunities for businesses to reach a wider market through digital platforms such as marketplaces. According to the Central Statistics Agency (2025), 76.38 percent of e-commerce players are concentrated on the island of Java, with the highest dominance in West Java Province (21.45 percent), followed by East Java (19.09 percent), and Central Java (18.06 percent). In terms of business sectors, e-commerce is dominated by wholesale and retail trade (37.82 percent), accommodation and food services (20.39 percent), and the manufacturing industry (18.12 percent).

Digitalization has also been adopted in the government sector through e-Government systems, one of which is the electronic-based procurement of goods and services known as the e-Catalog. This system was developed by the Government Goods/Services Procurement Policy Agency (LKPP) to promote efficiency and transparency in the inter-agency procurement process. The e-Catalog contains a list of products, technical specifications, and unit prices that serve as a reference for transactions through e-Purchasing (Faujianto et al., 2023). The government is also actively encouraging Micro, Small, and Medium Enterprises (MSMEs) to join the digital ecosystem, with a target of digitizing 30 million MSMEs by the end of 2024. As of July 2024, this achievement had reached 25.5 million MSMEs.

The rapid growth of e-Catalog is reflected in LKPP data (2025) which recorded an increase in the number of displayed products from 1.3 million in 2021 to 7.5 million products in 2023. The transaction value also experienced a significant surge, from IDR 4.9 trillion (2021) to IDR 196.7 trillion (2023), with a projection of reaching IDR 223.8 trillion in 2024. To improve service quality, the government has launched e-Catalog version 6 (V6) at the end of 2024, with integration of the SAKTI and SIPD systems, as well as easy access for MSMEs.

Despite the wide-open business opportunities, the challenges faced by businesses like CV Budiman Mulya remain significant. Limited digital infrastructure, uneven technological literacy among human resources, and high levels of competition among goods and services providers are key obstacles. In this context, a robust and adaptive business model, with strategies based on innovation, cost efficiency, and product and service differentiation, is essential for companies to survive and grow sustainably (Wijaya & Adib, 2019).

Competitive analysis using Porter's Five Forces approach is essential for understanding the various external forces that impact business continuity in the digital procurement sector. These five forces include: the threat of new entrants, the bargaining power of buyers, the bargaining power of suppliers, the threat of substitute products, and the intensity of competition among existing goods/service providers. This analytical framework is relevant for assessing CV Budiman Mulya's competitiveness in facing a transparent and competitive e-Catalog ecosystem (Pranadita et al., 2022).

Based on this background, this study aims to formulate a business development strategy for CV Budiman Mulya so that it can survive and thrive in the government's e-Catalog-based procurement ecosystem. This study seeks to answer three main questions: first, what is the current internal and external structure of CV Budiman Mulya's business in the context of e-Catalog procurement; second, what is the most effective strategy to increase the company's

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competitiveness and sustainability; and third, how the designed Business Model Canvas model can encourage business growth and integration within the national digital procurement ecosystem.

2. Literature Review

2.1 Entrepreneurship

Entrepreneurship is a key element in business development, particularly in the Micro, Small, and Medium Enterprises (MSMEs) sector. In this context, entrepreneurship is understood as the ability to create added value through innovation, creativity, and risk-taking in response to market dynamics. Kaniawati et al., (2024) state that the key characteristics of an entrepreneur include risk-taking, high creativity, leadership, opportunity orientation, and adaptability. In the digital economy era, adaptive skills are increasingly vital, particularly in managing digital marketing strategies, utilizing information technology, and mastering online platforms. This aligns with the view of Suryana, (2013), who emphasize the importance of combining strategic vision and managerial skills in driving sustainable business growth.

Historically, the concept of entrepreneurship has evolved since the 18th century and has transformed from conventional trading activities to an approach based on the creation of economic and social value. Suryana, (2013), explains that entrepreneurship initially emerged within the framework of classical economic theory and then evolved into an innovative movement to address social challenges. One widely used model today is Social Entrepreneurship, which combines social mission and economic sustainability. This model is considered relevant in the context of MSMEs because it allows entrepreneurs to pursue not only profit but also contribute to solving social problems such as unemployment and poverty (Kaniawati et al., 2021). Furthermore, other models, such as Creative Entrepreneurship and Technological Entrepreneurship, have also shown rapid growth, particularly in the creative industry and technology startups based on digital innovation.

Entrepreneurship is also influenced by various interrelated factors, ranging from individual characteristics and the business environment to government policies. Environmental factors include access to infrastructure and social networks, while economic factors relate to macroeconomic stability, access to capital, and market purchasing power (Drucker, 1985). Furthermore, socio-cultural values and technological advances also shape the mindset and behavior of modern entrepreneurs. The government also plays a crucial role through supportive regulatory policies, fiscal incentives, and streamlined licensing. By understanding these dynamics, businesses can design adaptive strategies and increase their chances of success amidst the increasingly complex flow of digital transformation.

2.2 Management Strategic

Strategic management is a systematic process for formulating, implementing, and evaluating an organization's strategy to effectively achieve its long-term goals. The strategic management model according to Wheelen & Hunger, (2012) describes this process in four main stages: planning, organizing, implementing, and evaluating and controlling. In the planning stage, the organization conducts a comprehensive environmental analysis to answer the question, "Where are we currently positioned?" This analysis encompasses external factors such as the economic, social, technological, legal, and competitive environment (PESTEL and the 4Cs), as well as internal factors such as the organization's resources, capabilities, and culture. This stage serves as the foundation for understanding strategic challenges and opportunities in a dynamic business context.

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The second stage is strategy formulation, which includes establishing the mission, long-term objectives, key strategies, and general policies to be implemented at the corporate, business, and functional levels. At this stage, organizational management defines the company's direction and how to achieve these goals in a measurable and realistic manner. The established strategy is then translated into specific work programs, a budget to support its implementation, and the technical procedures required to operationalize the strategy. The third stage, strategy implementation, emphasizes the implementation of the entire work plan, which requires coordination between departments, human resources, budget systems, and effective operational procedures Wheelen & Hunger, (2012).

The final stage in this model is strategy evaluation and control, which includes monitoring performance and measuring achieved results. This stage aims to answer the question, "Is the strategy going according to plan?" This process compares actual performance with established targets. If deviations occur, the strategy is reviewed and improvements are made through a feedback loop. Thus, Hunger and Wheelen's strategic management model emphasizes the importance of a continuous strategic thinking process based on internal and external environmental data, as well as a structured evaluation mechanism to ensure the strategy remains relevant in the face of dynamic market changes.

2.2 Analysis Environment External and Internal Environment

Internal environmental analysis is a crucial process in strategic planning, aimed at identifying a company's strengths and weaknesses. This process includes evaluating resource strengths (both tangible, such as finances and equipment, and intangible, such as brand and reputation), the company's ability to leverage these resource strengths, and core competencies that serve as competitive advantages. The combination of these three elements will help management formulate effective and efficient strategies, while also anticipating potential future risks (Marhawati, 2023). Meanwhile, external environmental analysis aims to observe and evaluate external factors within the company that could pose opportunities or threats. The external environment consists of two main components: the general environment (such as social, economic, and technological conditions), which has no direct influence, and the microenvironment (such as suppliers, customers, and competitors), which has a direct influence on company performance. Understanding these two aspects allows companies to develop better and more adaptive strategies in the face of changing market dynamics (Marhawati, 2023).

2.3 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats within a project or business. This method provides a systematic and structured framework for formulating corporate strategies, both for large-scale and small and medium-sized businesses. Applying SWOT can strengthen more precise and efficient decision-making and provide a deeper understanding of market position and methods for exploiting existing opportunities(Krishankumar et al., 2024; Rangkuti, 2018; Widianti, 2015). According to Canestrino (in Kaniawati et al., 2021) and (Karadzhov, V. 2025), SWOT analysis functions as a multidisciplinary tool that integrates an organization's internal capabilities with the dynamics of the external environment. Internal factors include strengths, such as resource advantages and brand reputation, and weaknesses such as financial limitations or suboptimal work processes. Meanwhile, external factors include opportunities from market and technological trends, and threats from competition or economic uncertainty. Understanding these four elements is crucial for developing effective and adaptive strategies to address evolving business challenges.

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2.4 Business Model Canvas

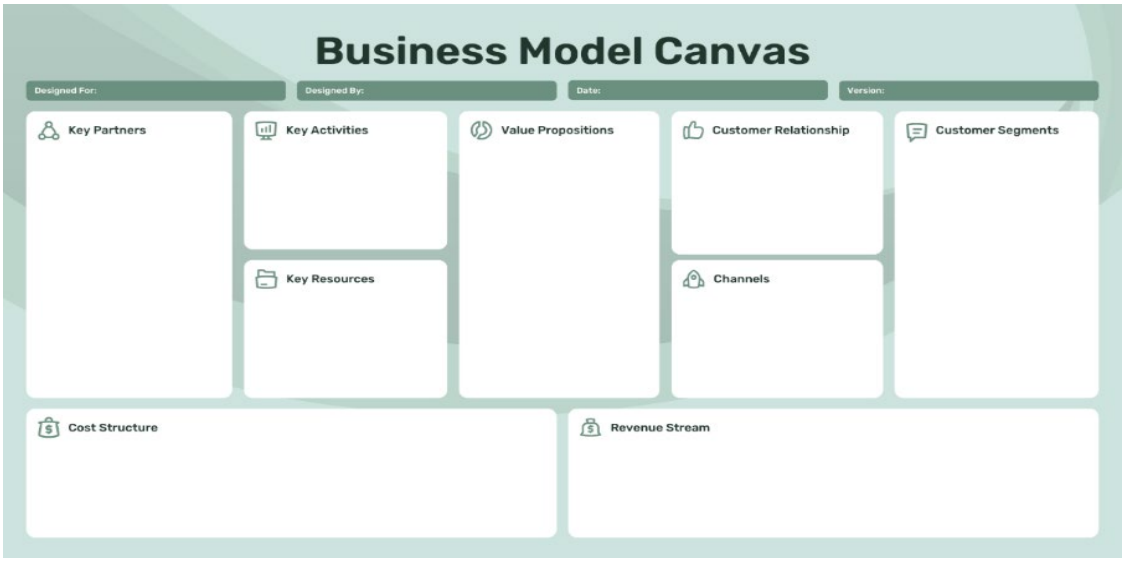


Figure 1. Business Model Canvas

The Business Model Canvas (BMC) is a simple business model developed by (Osterwalder et al., 2010) to assist strategic planners in formulating a visual and structured business plan. The BMC consists of nine elements, the main blocks or building blocks that describe how a company creates, delivers, and captures value. The nine elements include: (1) Value Propositions: superior products or services offered; (2) Customer Segments: grouping customers with similar needs; (3) Customer Relationships: strategies for building emotional relationships with customers; (4) Channels: means of distributing and communicating products to customers; (5) Revenue Streams: the company's main sources of income; (6) Cost Structure: components of business operational costs; (7) Key Activities: key resource activities that support business processes; (8) Key Resources: vital resources needed by the company; and (9) Key Partnerships: collaborating strategically with business partners. All of these elements enable companies to develop a comprehensive, adaptive business strategy that is oriented towards business creation and sustainability.

2.4 Research Previous

Table 1. Research Previous

Author & Year	Article Title	Similarity	Difference	Findings
Pawe et al., 2024	Strategies for Optimizing the Use of Local Electronic Catalogs in the Procurement Process	Both studies discuss the optimization of the e-catalog system in public procurement.	Focuses on local government context (East Nusa Tenggara), while this study examines a vendor's strategic business development.	Identified supporting and inhibiting factors and proposed strategies through outreach, mentoring, and regulatory strengthening.
Awalludin & Putra, 2024	Strengthening MSMEs	Both highlight the	Focuses on regional	Collaborative strategies and

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	Through the Local e-Catalog Program in Banyumas Regency	opportunities for MSMEs in the government e-catalog system.	policies for MSMEs, while this study targets supplier-side business strategies.	government support were key success factors for MSMEs in the e-catalog.
Purnama et al., 2023	Effectiveness of Local E-Catalog Implementation in Regional Government Procurement	Both examine the implementation and performance of the local e-catalog.	This study analyzes a vendor's internal strategy; Suryani focused on local government policy evaluation.	Digitalization and active stakeholder engagement are crucial for the success of local e-catalogs.
Nugroho, 2019	Digitalization of MSMEs in the Government Supply Chain via e-Catalog Platforms	Emphasizes the importance of digital readiness in the e-catalog ecosystem.	This study uses a single case (CV Budiman Mulya); Amalia observed multiple MSMEs across various sectors.	Digital readiness is critical for MSMEs to succeed in electronic procurement processes.

3. Research Method

3.1 Desain Penelitian

This study uses qualitative research methods. Qualitative research is an approach that aims to understand a phenomenon or context through the collection of non-numerical data, such as text, images, sound, or narratives. This method is descriptive and interpretive, focusing on a deep understanding of the meaning and dynamics of the phenomenon being studied in its natural context. Qualitative research uses techniques such as in-depth interviews, participant observation, document analysis, and focused group discussions to collect data (Sugiyono, 2019). The main goal of qualitative research is to deeply understand and describe phenomena in their natural settings, thereby generating new hypotheses, comprehensively describing social problems, uncovering hidden meanings, and explaining the phenomena that occur (Malahati et al., 2023).

3.2 Data Collection Techniques

In this study, the following data collection techniques were used:

In-depth Interviews

Interviews were conducted with the leaders or operational managers of CV Budiman Mulya, specifically those involved in managing the procurement of goods/services through the e-Catalog. The purpose of the interviews was to obtain information regarding the company's business strategy, obstacles encountered in the digital ecosystem, and expectations for future development. This technique enabled researchers to gain an in-depth understanding of the company's internal conditions and the context of managerial decision-making (Creswell,

(2017).

Documentation Study

This study also utilized secondary data in the form of company documents such as business profiles, financial reports, procurement contracts, transaction records in the e-Catalog, and internal policies related to business operations. In addition, researchers also utilized documents from external sources such as LKPP reports, government regulations on procurement of goods/services, and statistical data from the Statistics Indonesia (BPS) and the Ministry of Cooperatives and SMEs.

Participant Observation

Observations were conducted by directly observing operational processes within CV Budiman Mulya's work environment, including procurement administration activities, interactions between teams, and the use of digital platforms. These observations helped corroborate the interview data and documentation and provided concrete context for the strategic practices implemented (Sugiyono, 2019)

3.3 Business Analysis Tools

Dua kerangka kerja analisis kerja utama yang digunakan:

SWOT Analysis: To evaluate internal strengths and weaknesses and external opportunities and threats (Afdalia et al., 2023).

Business Model Canvas (BMC): To map key aspects of a business strategy such as customer segments, value proposition, key activities, and revenue streams (Osterwalder et al., 2010).

3.4 Research Site and Scope

This research was conducted at CV Budiman Mulya, a company engaged in the procurement of goods and services, specifically office stationery and information technology equipment. It is also an active provider on the LKPP e-Catalog platform. The company is located in Bandung Regency, West Java, and has been operating for over five years, serving the needs of government agencies at the local and national levels.

This location was chosen purposively, considering that CV Budiman Mulya represents small-to-medium-scale procurement businesses adapting to the digital government procurement ecosystem. The company is also developing its business strategy through digital integration and the use of the e-Catalog platform, making it a relevant study object to illustrate the challenges and opportunities in technology-based business transformation.

The scope of the research covers strategic aspects of business development, such as analysis of the company's internal and external environments, strategy formulation using Porter's Five Forces and SWOT analysis, and the development of a business model based on the Business Model Canvas. The focus of the study includes identifying internal strengths and weaknesses, external opportunities and threats, and formulating adaptive differentiation strategies to address competition in the procurement of goods/services through government-owned digital platforms.

3.5 *Indicator Criteria as a Strength, Weakness, Opportunity or Threat*

In a SWOT analysis, identifying indicators as strengths, weaknesses, opportunities, and threats is a crucial step in formulating a relevant business strategy for CV Budiman Mulya. The company's strengths include its established reputation in government procurement, its official

status as an active supplier in the LKPP e-Catalog, and its ability to provide products that meet government-determined technical specifications. Furthermore, a resilient management team and an efficient distribution network in West Java are also significant internal strengths. On the other hand, the company's weaknesses include its reliance on a limited product category (such as stationery and IT equipment), the suboptimal utilization of its internal digital system, and its limited production capacity and diversification into non-government markets.

Meanwhile, strategic opportunities for the company include government policies encouraging MSME participation in public procurement, as well as the launch of the integrated and user-friendly e-Catalog version 6 system. The growth of e-Catalog transactions, which will reach IDR 223.82 trillion by 2024, also presents a vast market potential (LKPP, 2025). Furthermore, the increasing digitalization of administration and procurement systems in local government agencies opens up greater expansion opportunities for businesses like CV Budiman Mulya. However, the company also faces several external threats, such as intense competition from national-scale providers like PT Bhinneka and PT Datascrip, pricing pressures that can reduce profit margins, and uncertainty surrounding government regulations that are subject to change. The emergence of other digital platforms like SIPLah and Mbizzmarket also increases the potential for market disruption, especially if the company does not immediately undertake adaptive internal transformation.

Based on these indicators, this study will use a SWOT analysis as a basis for formulating a business development strategy that focuses on optimally utilizing internal strengths and external opportunities, while simultaneously responding to weaknesses and anticipating threats with a strategic and sustainable approach.

3.6. Matrix Weighting and Scoring Method (EFAS/IFAS)

The weights and ratings in the EFAS and IFAS matrices are determined using a scoring approach based on expert perception and data triangulation. Weights are determined based on the relative influence of each factor on company success, with a total weight of 1.0 (100%). Ratings are given on a scale of 1–4:

1. = Strongly Unsupportive,

2. = Unsupportive,

3. = Supportive,

4. = Strongly Supportive (for opportunities/strengths) or Strongly Threatening (for threats/weaknesses).

The assessments are based on in-depth interviews, observations, and focused discussions with CV Budiman Mulya management. The weights in the EFAS/IFAS are assigned an equal weight of 0.10 per factor, taking into account their balanced relative contribution to achieving the company's strategy. The final score is obtained by multiplying the weights and ratings for each internal factor.

4. Findings and Discussions

4.1 Business Profile

CV Budiman Mulya is a legal entity engaged in the construction and procurement of goods (general supplier) sector, established on September 7, 2015, in Bandung, West Java. This company holds complete business legality, including a Business Identification Number (NIB) 9120205100175 issued on January 7, 2019, and a Taxpayer Identification Number (NPWP)

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73.962.192.8-429.000. Located at Jl. Saluyu Indah Raya, Riung Duta Complex, Block I No. 25, Rancasari District, Bandung, CV Budiman Mulya is also registered as a Domestic Investment (PMDN) entity. Specializing in the procurement of office stationery and technology equipment, this company has been actively involved as an official provider in the e-Catalog system owned by the Government Goods/Services Procurement Policy Agency (LKPP), which allows the company to be directly involved in procuring goods for central and regional government agencies. The company has a vision to become a leading procurement company in Indonesia committed to quality, service, innovation, and sustainability. The company's mission includes five strategic aspects, namely: providing high-quality services, adopting the latest technology and innovation, building strategic partnerships with stakeholders, implementing sustainability principles in operations, and developing professional and high-integrity human resources. To support this vision and mission, CV Budiman Mulya has set several objectives, including: creating superior procurement and construction services, expanding market and project coverage, increasing customer and partner satisfaction, optimizing operational technology, and becoming an environmentally friendly company through the implementation of sustainable work practices.

4.2 Analysis Environment Business

In the era of digital transformation and government procurement system reform, companies like CV Budiman Mulya are required to adapt quickly to highly dynamic external environmental changes. The external environment encompasses natural, social, political, technological, legal, and market factors that directly and indirectly impact a company's competitiveness and sustainability. The global trend toward green procurement, the digitization of public services, and pressures for transparency and efficiency require companies to continuously update their strategies. Furthermore, regulatory changes and the intense competition within the government's e-Catalog platform present challenges that require adaptive, innovative, and technology-based responses. Therefore, the following external factor mapping presents not only challenges but also strategic opportunities that CV Budiman Mulya's management must optimally utilize.

Table 2. External Environmental Analysis of CV Budiman Mulya

Aspect	Recent Key Factors	Challenges / Risks	Strengthened Response Strategy
Natural Environment	Demand for environmentally friendly procurement; distribution efficiency & carbon footprint	Risk of non-compliance with environmental regulations; increased logistics costs	Implementation of *green supply chain* , partnership with environmentally friendly suppliers, use of energy-efficient transportation
Politics (Societal Environment)	Presidential Decree No. 17/2023 concerning Affirmative Minimum Wage & e-Catalog; national priority projects	Policy instability, tender delays, local bureaucracy	Rapid adaptation to new regulations, establishing dedicated legal and compliance teams for local and central government tenders

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Social (Societal Environment)	Increasing public expectations for transparency and fast service	Risk of losing institutional customer trust if service is slow or inaccurate	Increasing customer service capacity (*customer-centric culture*), utilizing CRM & feedback loops through e-Catalog and SPSE
Technology (Societal Environment)	Expansion of e-Catalog version 6, integration with SPSE, SIKAP, OSS RBA	Low technological and digital human resource backwardness	IT infrastructure investment, certified digital HR training, catalog update automation, reporting dashboard and procurement tracking
Law (Societal Environment)	Revision of Presidential Decree, digital-based legality obligations (NIB, ISO certification, e-SKM)	The sanction of blocking LKPP accounts if they do not update their legality or violate business ethics.	Periodic legality audits, legal risk management systems, digitalization of legal and tax documents integrated with the OSS and e-Procurement systems
Customer (Task Environment)	Main customers are agencies with high volume, fast and procedural requirements	Product listings are not updated, shipping delays, technical miscommunication with PPK	Optimization of digital catalogs, integration with the needs of ministry/institution users (e.g. auto-configuration of stationery packages), pre-order consultative services
Competitor (Task Environment)	Big competitors (Bhinneka, Datascrip) with low prices & national logistics	Low margins due to price wars; difficult to compete with national vendors	Specialization in superior products & fast service, collaboration with local manufacturers, expansion into regional niches not yet reached by large vendors
Channel of Distribution	Regional warehouse-based procurement logistics; integration of regional catalogs and SPSE	Distribution bottlenecks, delivery discrepancies, manual logistics systems	Strengthening regional warehouses, local expedition cooperation, automatic tracking via API to e-Catalog and agency systems
Supplier (Task Environment)	Suppliers are required to comply with SNI, ISO, and speed of fulfillment	Risk of delays or non-conformity in product quality from suppliers	Vendor diversification, strict SLA (Service Level Agreement), supplier system integration for real-time stock availability updates

Table 3. Internal Environmental Analysis of CV Budiman Mulya

Aspect	Internal Key Factors	Weaknesses / Challenges	Strengthening Strategy
Organizational structure	Lean structure with clear chain of command but not yet	There is no separation of professional functions & lack of	Departmental reorganization and SOP, managerial

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	professionally standardized	structured job descriptions	training, structural HR
Corporate Culture	Core values: integrity, accuracy, service efficiency, and legal compliance	The implementation of work culture is not yet consistent across all operational lines.	Cultural socialization through onboarding & reward-based performance
Resources - Assets	Operational office, project vehicles, e-Catalog account and IT equipment	There has been no investment in technology assets such as ERP systems or automated stock management.	Cloud-based IT infrastructure investment, warehouse & catalog management system
Resources - Skills	Technical expertise in government procurement, logistics and tenders	Not all HR have mastered the latest digital systems (V6, e-SKM)	e-Procurement training & digital certification for the entire team
Resources - Competencies	Ability to respond to tenders, prepare competitive bids, and build agency relationships	Dependence on informal relations, no agency CRM system yet	Digitizing agency relations with a catalog-based CRM system & email blasts
Resources - Knowledge	Understanding LKPP regulations, SPSE procedures, and the e-Catalog cycle	Knowledge documentation has not been digitized or systematically archived	Development of an internal knowledge base and cloud-based digital documentation system

4.3 Analysis of IFAS and EFAS

Table 4. Analysis Factor External EFAS Matrix

No	External Strategic Factors	Weight	Rating	Score	Information
	OPPORTUNITY				
1	Government market access through LKPP e-Catalog	0.10	4	0.40	Direct access to government market
2	Affirmative policy support for MSMEs	0.10	4	0.40	40% spending for MSMEs
3	Digital procurement system development (SPSE, e-Catalog V6)	0.10	3	0.30	Acceleration & cost-efficiency
4	Demand for transparency & efficiency	0.10	3	0.30	Strengthens accountability
5	Sustainability & green procurement awareness	0.10	3	0.30	Trend towards eco-products
	Sub-Total Opportunity			**1.70**	
	THREATS				

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6	Competition with major e-Catalog providers	0.10	2	0.20	Price & service competition
7	Limited digital infrastructure in regions	0.10	2	0.20	Disrupts procurement process
8	Supplier dependency	0.10	2	0.20	Affects delivery & quality
9	Regulatory changes (procurement/tax)	0.10	2	0.20	Frequent policy revisions
10	Risk of administrative/product listing errors	0.10	2	0.20	Sanctions from LKPP audits
	Sub-Total Threat			**1.00**	
TOTAL		**1.00**		**2.70**	

Table 5. Analysis Internal Factors of IFAS Matrix

No	Internal Strategic Factors	Weight	Rating	Score	Information
	STRENGTHS				
1	Clear and focused organizational structure	0.10	4	0.40	Simple structure helps strategic decisions
2	Work culture based on integrity and compliance	0.10	4	0.40	Strengthens partner trust
3	Supporting digital and physical assets	0.10	3	0.30	Offices, fleet, IT system available
4	Technical competence in procurement & construction	0.10	4	0.40	Experienced in e-Catalog tenders
5	Mastery of SPSE & e-Catalog systems	0.10	4	0.40	Operational familiarity with systems
	Sub-Total Strength			**1.90**	
	WEAKNESSES				
6	Limited functional specialization	0.10	2	0.20	Lacks legal, IT, risk functions
7	Digital skill gaps in supply chain	0.10	2	0.20	Lack of mastery of digital logistics
8	High supplier dependency	0.10	2	0.20	Relies on 1–2 key vendors
9	Underdeveloped training & development systems	0.10	2	0.20	No structured internal upskilling
10	Manual internal documentation	0.10	2	0.20	Not yet digitized for tender efficiency
	Sub-Total Weakness			**1.00**	
TOTAL		**1.00**		**2.90**	

4.4 SWOT Analysis

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Table 6. SWOT Analysis

(EFAS) / (IFAS)	Opportunities (O) 1. Government market access through LKPP e-Catalog 2. Affirmative policy support for MSMEs 3. Digital procurement system development (SPSE, e-Catalog V6) 4. Demand for transparency & efficiency 5. Sustainability & green procurement awareness	THREATS (T) 1. Competition with major e-Catalog providers 2. Limited digital infrastructure in regions 3. Supplier dependency 4. Regulatory changes (procurement/tax) 5. Risk of administrative/product listing errors
Strengths (S) 1. Clear and focused organizational structure 2. Work culture based on integrity and compliance 3. Supporting digital and physical assets 4. Technical competence in procurement & construction 5. Mastery of SPSE & e-Catalog systemsS5. Mastery of the e-Catalog and SPSE systems	**Strategic SO** **(** utilize strength to catch opportunity) **aggressive strategy** • SO1: Maximize mastery of the SPSE and e-Catalog systems (S5) to access wide-open government market opportunities (O1, O2). • SO2: Using an efficient organizational structure (S1) to quickly adapt to the LKPP digital system (O3, O4). • SO3: Develop environmentally friendly services (S2, S3) to meet green procurement trends (O5).	**Strategic ST** (use strength to overcome threats) **diversification strategy** • ST1: Using technical competencies and digital assets (S3, S4) to compete with large vendors in e-Catalog (T1). • ST2: Relying on structural flexibility (S1) in the face of regulatory changes and government administrative demands (T4, T5). • ST3: Optimizing digital procurement mastery (S5) to reduce risks due to limited digital infrastructure (T2).
Weakness (W) 1. Limited functional specialization 2. Digital skill gaps in supply chain 3. High supplier dependency 4. Underdeveloped training & development systems 5. Manual internal documentation	**Strategic WO** (Minimize weakness With utilization of opportunity) **Defensive Strategy** • WO1: Overcoming the digital gap in HR (W2) through training based on the SPSE and e-Catalog systems which are now increasingly integrated (O3, O5). • WO2: Improve team professionalization (W1) with the support of the government's MSME program (O2). • WO3: Digitize internal documentation and training (W4, W5) in accordance with transparency requirements (O4).	**WT Strategic** (Minimize weakness At a time avoid threat) **Around Strategy** • WT1: Diversify suppliers (W3) to reduce the risk of distribution delays and single dependency (T3). • WT2: Modernization of internal documentation systems (W5) to anticipate administrative errors and strict LKPP regulations (T4, T5). • WT3: Expansion of functional competencies and technical training (W1, W4) to increase readiness to face e-Catalog competition (T1).

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Based on the revised EFAS and IFAS matrix calculations, CV Budiman Mulya achieved a total EFAS score of 2.70, reflecting that external opportunities still outweigh threats. Meanwhile, its total IFAS score was 2.90, indicating that the company's internal strengths outweigh its weaknesses. These two scores illustrate the company's strong strategic position to thrive within the government e-Catalog ecosystem, provided it manages internal weaknesses and responds adaptively to external dynamics.

Internally, the company's key strengths lie in its clear organizational structure (S1), a work culture based on integrity and compliance (S2), mastery of the SPSE and e-Catalog systems (S5), and technical experience in government project procurement and construction (S4). Weaknesses that still need to be addressed include the lack of functional specializations, such as in legal and IT departments (W1), a digital competency gap in human resources (W2), and a manual internal documentation and training system (W4, W5).

Meanwhile, external factors indicate significant opportunities from the government's ease of market access through the e-Catalog (O1), affirmative regulatory support for MSMEs (O2), and the growth of digital procurement systems such as SPSE and SIKAP (O3). However, challenges remain, particularly in the form of intense competition with national-scale vendors (T1), rapid regulatory changes (T4), and dependence on key suppliers (T3).Melalui analisis SWOT ini, dirumuskan empat strategi utama sebagai berikut:

1. SO (Strength-Opportunity / Aggressive) Strategy: Leveraging internal strengths to seize external opportunities. For example, mastery of the SPSE and e-Catalog systems can be maximized to expand government market access, and an accountable work culture supports the fulfillment of demands for transparency and efficiency.
2. ST (Strength-Threat / Diversification) Strategy: Using company strengths to address threats, such as designing value-added services (custom service, fast delivery) to compete with large vendors, and forming ad hoc teams to respond to regulatory changes.
3. WO (Weakness-Opportunity / Defensive) Strategy: Mitigating internal weaknesses by capitalizing on external opportunities, such as strengthening SPSE and e-Catalog system-based training through the MSME Digital Academy program, and digitizing internal documentation and reporting systems to comply with LKPP standards.
4. WT (Weakness-Threat / Survival) Strategy: Mitigating weaknesses and avoiding threats with conservative but adaptive measures, such as diversifying suppliers, strengthening digital-based project documentation systems, and improvin

4.5. Business Model Canvas (BMC)

The following is a Business Model Canvas (BMC) for CV Budiman Mulya based on nine main blocks and reinforced by the results of the previous SWOT analysis. This BMC reflects a business framework that is responsive to challenges while simultaneously optimizing strategic strengths and opportunities in the goods/services procurement sector through the government e-Catalog.

1. Customer Segments (CS)

- Central and regional government agencies (ministries, agencies, institutions).
- State-owned enterprises (BUMN) and regional-owned enterprises (BUMD) with mandatory e-Catalog usage.
- Non-ministerial institutions with project procurement needs.

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2. Value Propositions (VP)

- Fast procurement of goods/services, in accordance with LKPP regulations.
- Competitive and transparent pricing in accordance with the e-Catalog.
- Green procurement-based services and project efficiency.
- Mastery of the SPSE system, e-Catalog, and tender administration.
- Responsive service and on-time delivery.

3. Channels (CH)

- LKPP e-Catalog (https://e-katalog.lkpp.go.id/).
- Electronic Procurement System (SPSE).
- SIKAP application and project communication media (email tender).
- Direct relationships and LKPP vendor community network.

4. Customer Relationships (CR)

- Personal service with the project PIC (Tender Contact Point).
- Technical assistance with tender documents and e-Catalog.
- Project SLA (Service Level Agreement) commitment.
- Rapid response to revisions, returns, and complaints.

5. Revenue Streams (RS)

- Revenue from government procurement projects.
- Profit margins from logistics and inventory efficiency.
- Retention of long-term procurement projects and cooperation contracts.

6. Key Resources (KR)

- Procurement expert team and e-Catalog/SPSE (S4, S5).
- Digital and physical assets (office, warehouse, fleet) (S3).
- Business certification and legality, including NIB and NPWP.
- Database of certified vendors and suppliers.

7. Key Activities (KA)

- Uploading and listing products on the LKPP e-Catalog.
- Preparation of tender documents according to the SPSE format.
- Timely procurement and distribution of goods.
- Monitoring regulations and evaluating changes to LKPP policies.
- Internal audits and strengthening the documentation system.

8. Key Partnerships (KP)

- Qualified and certified suppliers and primary manufacturers.
- Tender consultants and procurement training platforms.
- Government MSME development institutions (Ministry of Cooperatives and SMEs, LKPP).
- Logistics and distribution partners in strategic areas.

9. Cost Structure (C$)

- Costs for procurement of goods and project logistics.
- Costs for the e-Catalog platform, SPSE, and digital support systems.

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- Investment in human resource training and digital documentation systems.
- Office, warehouse, and fleet operational costs.

5. Conclusion

This research seeks to answer three main questions that underpin the study. First, regarding the internal and external business structure of CV Budiman Mulya, the analysis shows that internally, the company possesses strengths in a clear organizational structure, an integrity-based work culture, supportive digital and physical assets, and mastery of the SPSE and e-Catalog systems. Meanwhile, externally, the company faces significant opportunities through support from affirmative MSME regulations, advancements in digital procurement systems, and sustainability trends, although it remains overshadowed by the threat of intense competition, regulatory changes, and limited digital infrastructure.

Second, to answer the question of the most effective strategy for enhancing the company's competitiveness and sustainability, this research employed a SWOT analysis and generated four main strategic formulations: aggressive (SO), diversified (ST), defensive (WO), and survival (WT). The strategies developed are not only responsive to market conditions but also adapt to the dynamics of the government's e-Catalog system, which increasingly demands efficiency, transparency, and administrative compliance.

Third, in terms of designing the Business Model Canvas (BMC), the research results indicate that CV Budiman Mulya's business model can be developed in a more structured and competitive manner through nine BMC blocks. Components such as customer segments, value propositions, key resources, and channels are optimized to drive business growth aligned with the national digital procurement ecosystem. The BMC also emphasizes the importance of digital transformation, strategic collaboration, and resource diversification as key to sustainable integration within the government market.

1. Practical Implications:

Companies need to establish dedicated work units to handle digitalization, SPSE/e-Catalog training, and compliance with LKPP regulations.

Strengthening partnerships with certified suppliers is a priority to maintain supply chain stability, especially when facing large-scale tenders.

The digitization of documentation, project reporting systems, and financial administration needs to be accelerated to strengthen internal accountability and efficiency.

2. Theoretical Implications:

This research contributes to the development of strategic management and digital entrepreneurship theory in the public procurement sector, particularly through the integration of SWOT and the Business Model Canvas (BMC). This study broadens understanding of how MSMEs in the procurement sector adapt to technology-based system and policy changes.

3. Policy Implications:

The government, through LKPP and the Ministry of Cooperatives and SMEs, is expected to increase access to region-based SPSE and e-Catalog training to accelerate the digital transformation of MSMEs.

Incentive policy support is needed for local providers adopting green procurement practices and digital-based innovation.

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