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Analysis of Catalog Procurement Service Platforms in The Construction Tender Process Using The SWOT Method

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ABSTRACT
The construction tender process is a critical phase in public procurement, requiring efficiency, transparency, and accountability. In response to these needs, the Indonesian government has adopted the eCatalog platform as an alternative to conventional tender systems. This research aims to analyze the internal and external factors influencing the use of the eCatalog platform in the construction procurement process, specifically in the Public Works Office of Bina Marga and the Goods/Services Procurement Unit of Sidoarjo Regency. Using a qualitative comparative method supported by SWOT analysis, the research collects and compares secondary data from eCatalog and LPSE tender processes in the 2023–2024 fiscal years. The results reveal that eCatalog offers notable advantages, including time efficiency, pricing transparency, and easier access for MSMEs. However, it also faces challenges such as limited provider options and reduced price competition due to fixed pricing schemes. The SWOT analysis shows that eCatalog has more strengths and opportunities than weaknesses and threats, indicating strong internal potential and favorable external prospects. This research implies that eCatalog is ideal for simple, routine, and small-scale procurements. It is recommended that the government enhance regulatory clarity and expand vendor participation to improve eCatalog's effectiveness and sustainability in public procurement.

Keywords: eCatalog, Procurement of Goods and Services, SWOT Analysis.

INTRODUCTION

The construction executor service business is one type of business engaged in construction services, with the main focus on providing services to carry out construction work (Rasul, 2015). This type of business has a scope of services that are regulated and differentiated based on the form of business, classification of types of work that can be done, as well as the qualifications of the executor's ability in accordance with the Regulation of the National Construction Services Development Institute in 2013. In addition, Law No. 18 Year 1999 on Construction Services defines construction work as all or part of a series of activities that include planning, implementation, and supervision of construction work (Hardjomuljadi, 2014). This activity includes various aspects of work, such as architectural, civil, mechanical, electrical, and

environmental planning, each of which is equipped with supporting elements. The main purpose of this activity is to realize a form of building or other physical structure designed to meet certain needs.

An important stage in infrastructure development is the procurement of goods / services, because at that stage a qualified and reliable service provider will be obtained in their field. Improving public services and developing the national and regional economy can be carried out by selecting reliable construction service providers. Contractor selection is also an important stage in determining the success of a construction project. The pre-qualification stage in selecting a contractor should have better selection criteria factors, because it can identify factors that are considered important for service users/clients of construction projects in the process of selecting a contractor. Things that are seen include factors of equipment capabilities, personnel capabilities, finance, work experience, failure records, application of insurance and work safety (Sibuea & Asriningtyas, n.d.).

Procurement of goods/services (PBJ, *Bagian Pengadaan Barang dan Jasa*) is needed for the implementation of the organization's mission, which in its implementation is a means of using a significant amount of budget in obtaining the goods, services and work needed. Activities carried out in the procurement of goods/services also include the procurement of goods and installations, procurement of construction services, special procurement and others (Jubaedah & Suprastiyo, 2022). PBJ is also a priority element in the governance of state financial management, so the solution is to implement the procurement process through electronics, by utilizing information technology in accordance with the legislation. The government is trying to realize good governance by implementing reforms in government activities and services to the public by utilizing information technology.

Tendering is one of the main mechanisms for acquiring projects in the construction services sector. For construction service entrepreneurs, success in participating in the tender process is very important, because from the process it will be known whether an auction is successful or not. One of the most crucial aspects in a tender is the determination of the bid price. This is done by considering various strategic factors and also based on business instinct. This process greatly affects the size of the profit that may be achieved by the contractor, as well as the chances of winning the project (Jubaedah & Suprastiyo, 2022).

Tendering itself involves a series of activities that include the selection, submission, evaluation and determination of companies deemed fit to work on a particular work package. This process aims to select the most suitable company based on various criteria. Some commonly used methods in determining tender winners include the knockout method, value system, and cost assessment system over the economic life (Malik, 2010). One of the most important stages in an auction is bid evaluation, which includes a review of all bidding documents, both in terms of technical and cost. The selection of goods and service providers in principle is usually carried out through the public auction method with a post-qualification approach. This entire process,

which aims to procure construction goods and services, is known as procurement. This process not only ensures transparency and accountability, but also guarantees that the goods and services obtained meet the needs and standards that have been set (Renandra & Purnama, 2023).

Currently, there are 2 (two) platforms used for the electronic auction process in the government, namely SPSE and Electronic Catalog (eCatalog). The SPSE platform was developed in 2006 and is used until now, while the eCatalog, which was developed in 2018 and started to be used in 2021, is still in its development and application stages. eCatalog is an electronic information system that contains lists, types, technical specifications, and prices of certain goods from various government goods / services providers (Kristianto, 2022); (Iqbal, 2020).

E-catalog as a means of procurement process for the procurement of goods and services becomes easier and more efficient. The existence of e-catalogs is expected to create a climate of healthy competition, boost to improve product quality at reasonable prices, and be able to boost the work performance of domestic business actors. Through this e-catalog in government PBJ, accurate data or reports on PBJ transactions in Ministries, Institutions and Local Governments are obtained (Ardhiansyah et al., 2023).

E-catalogs have several advantages that can help the government in fighting fraud in the procurement of goods and services. First, e-catalogs can increase transparency and accountability in the procurement process (Youdit, 2023). Second, e-catalogs can reduce opportunities for price mark-ups (Aryansah, 2022). Third, e-catalogs can facilitate supervision of the implementation of goods and services procurement (Arifin et al., 2023). Based on research conducted by the Government Procurement Policy Agency (LKPP), the implementation of e-catalogs has shown positive results in combating fraud in the procurement of goods and services. The research shows that the use of e-catalogs can reduce the risk of fraud in the procurement of goods and services by 50% (Indonesia, 2021). The research also shows that e-catalogs have increased efficiency and effectiveness in the procurement process. The research shows that the use of e-catalogs can save the cost of procuring goods and services by 10%.

Based on the above background, the purpose of this research is to analyze the strengths, weaknesses, opportunities, and threats (SWOT) of using the e-Catalog platform in the construction tender process, specifically within the Sidoarjo Regency Public Works Office and Goods/Services Procurement Unit. The benefit of this research is to provide strategic recommendations to local governments on optimizing the use of e-Catalog as part of a more effective and accountable procurement system. In addition, this research is also expected to serve as an academic and practical reference for other agencies in developing a digital-based procurement system that is in line with the principles of good governance, as well as contributing to improving the performance of construction procurement in the public sector.

RESEARCH METHOD

Implementation and Timing of Research

This research aims to analyze the implementation of the construction tender process on road work packages in Sidoarjo Regency using e-catalog. The focus of the research covers the entire series of activities starting from the preparation stage for the selection of goods/services providers, which includes the preparation of tender documents and procurement announcements, to the bid evaluation process carried out during provider selection. Furthermore, this research also examines the process of determining the winner of the tender or the executor of the work, which includes verifying the eligibility and accuracy of the submitted bids. In addition, this research will follow the stages of work implementation itself, and identify and document problems that may arise at each stage, whether in terms of administration, technical, or operational.

Location and Time of Research

The location of this research was carried out at the Sidoarjo Regency Bina Marga Public Works Office (DPUBM, *Dinas Pekerjaan Umum Bina Marga*) and the Goods/Services Procurement Section of the Sidoarjo Regency Regional Secretariat/Sidoarjo Regency Goods/Services Procurement Work Unit (UKPBJ, *Unit Kerja Pengadaan Barang/Jasa*), with the research data time span being the 2023 and 2024 fiscal years.

Data Collection Procedure

This research uses a qualitative approach with a comparative design, which aims to compare two independent populations, namely LPSE and eCatalog. The main objective of the research was to assess the differences in the implementation of construction tenders using the two platforms in Sidoarjo District. Therefore, this research collected secondary data obtained from two related agencies, namely the Department of Public Works Bina Marga (DPUBM) and the Goods/Services Procurement Work Unit (UKPBJ) of Sidoarjo District.

The data collected includes various important information related to the implementation of construction tenders for road work packages in Sidoarjo District. Some of the data collected include the name of the work packages being implemented, the budget ceiling value that has been set for each package, and the value of the Estimated Price (HPS, *Harga Perkiraan Sendiri*) calculated before the tender was held. In addition, data related to the contract value agreed with the winning bidder was also collected as part of the relevant information.

The research also recorded information on the components of the procurement process, such as the initial stages of preparation, the length of time taken in the selection process, and the contract start time. In addition, data on the duration of the tender selection process and problems that arose during tendering, if any, were also part of the data collected. All this information is used to compare the effectiveness and efficiency of using LPSE and eCatalog in the construction tender process in Sidoarjo District.

Data Analysis Technique

The data analysis technique used in this research is to use SWOT analysis techniques with a qualitative approach, which consists of Strenghts, Weaknesses, Opportunities and Threats. SWOT analysis aims to maximize strengths and opportunities, but can minimize weaknesses and threats.

RESULT AND DISCUSSION

Initial SWOT Analysis

This reserach presents the results of the analysis and comparison of the construction tender process conducted through the E-Catalog platform using the SWOT analysis method. The main focus of this discussion is to identify internal and external factors that affect the procurement process. Internal factors consist of strengths and weaknesses, while external factors include opportunities and threats. Based on this analysis, relevant strategies for each platform are discussed and suggested. Thus, the SWOT analysis provides strategic insights that can help in making more effective decisions.

SWOT analysis is a method used to identify and evaluate key factors that can affect the outcome of a strategy. This method helps in formulating the right strategy to achieve predetermined goals. The strategy formulated through SWOT analysis will serve as a guideline for optimizing existing strengths and opportunities, as well as minimizing weaknesses and threats that may arise during procurement implementation.

The first step in this analysis is to identify internal factors consisting of strengths and weaknesses. Strengths of the E-Catalog platform may include transparency in the procurement process and time efficiency resulting from the use of technology. On the other hand, weaknesses may include technical constraints that may arise, such as difficulties in using the system or administrative barriers that hinder the smooth running of the tendering process.

After that, the identification of external factors is done by assessing opportunities and threats. Opportunities for E-Catalog development can include government policies that support the application of technology in procurement or economic conditions that support the growth of the digital sector. However, threats also need to be considered, such as the potential risk of corruption in the system or resistance from parties who are still accustomed to traditional ways of procuring goods and services.

The analysis process involved collecting data through observation and documentation to get a clearer picture of the implementation of E-Catalog in construction tenders. The collected data was then categorized so that it could be processed more easily. Next, the data was analyzed using the SWOT approach by compiling the information into a matrix that illustrates the strategic position of the E-Catalog platform.

After the SWOT matrix is completed, the next step is to develop strategies based on the analysis that has been done. The resulting strategies will serve as recommendations for the

management to consider and implement in order to improve the effectiveness and efficiency of the procurement system. Thus, this analysis aims to provide strategic guidance for the further development of the E-Catalog platform in construction procurement.

Internal Factor Analysis of E-Catalog Factors

1. Strengths:
   a) Fast and Simple Process
      eCatalog allows direct procurement without going through a lengthy tender process, thus speeding up the implementation of construction projects.
   b) Transparent and Available Pricing
      Prices for goods/services are predetermined, reducing the potential for manipulation or unfair negotiations.
   c) Ease of Access for MSMEs
      eCatalog provides greater opportunities for MSMEs to offer their products without having to go through complex administrative procedures such as in LPSE.
   d) Budget Efficiency
      With fixed prices, eCatalog helps avoid unrealistic quotes or inflated project costs.
   e) Appropriateness to Urgent Needs
      For high-priority projects or immediate needs, eCatalog provides a more practical solution
2. Weaknesses:
   a. Limitations of Provider Options
      Providers in the eCatalog are limited to registered vendors, reducing flexibility in selecting the best provider.
   b. Lack of Price Competition
      Since the price has been fixed, there is no room for negotiation of a more competitive price.
   c. Limited Project Scalability
      eCatalog is more suitable for small to medium-sized procurements. Large construction projects with high complexity are more difficult to accommodate.
   d. Reliance on Vendor Data Validity
      Product/service information relies on the accuracy of data uploaded by vendors, which if not managed properly can reduce user trust.

Steps to Identify Internal Strategy Factors

1. Internal factors are divided into two categories:
   a. Strengths / (S): Internal elements that provide a competitive advantage, such as efficiency, transparency, or technology used.
   b. Weaknesses (W): Internal elements that hinder performance, such as process complexity or infrastructure limitations.
2. Each factor was weighted based on its degree of influence on platform performance on a scale of 0.0-1.0 (total weight of all factors = 1.0).

a. Critical Factors: give high weight to factors that are very important.
b. Less Significant Factors: give low weight to factors with little impact on platform performance.

3. Give a score or rating to each factor based on how successful the platform is in capitalizing on strengths or overcoming weaknesses.
   a. Use a scale of 1-4:
      a) 1 : Very bad.
      b) 2 : Bad.
      c) 3 : Okay.
      d) 4 : Very good.
4. The score is obtained by multiplying the weight by the value/rating for each factor.
   Formula : Score = Weight × Rating
5. The total score of strengths and weaknesses is calculated by summing the scores of each factor
   The total score shows how much the platform's internal strengths or weaknesses are

Table 1. Calculation of Internal Factor Analysis of eCatalog platform

No.	Aspects	Internal Analysis	Category Included (S)/(W)	Weight	Rating	Score
(1)	(2)	(3)	(4)	(5)	(6)	(7) = (5)x(6)
1	Time Efficiency	Fast and simple	(S)	0,20	4	0,80
2	Transparency	High, especially in the aspect of price	(S)	0,25	3	0,75
3	Scalability	Limited to small to medium-sized projects	(W)	0,10	2	0,20
4	MSME Accessibility	Easier	(S)	0,10	3	0,30
5	Price Competition	No competition, fixed price	(W)	0,20	2	0,40
6	Regulation	In accordance with regulations, but more flexible	(W)	0,15	2	0,30
			Total	**1,00**		**2,75**
		Consists of:	**Total**	**(S)**		**1,85**
				(W)		**0,90**

The total strength score of the eCatalog platform (1.85) is higher than the weakness of 0.90, so this platform also has good internal potential to be optimized.

External Factor Analysis of E-Catalog Platform

1. Opportunities
   a. Government Regulations and Policies

Increased Infrastructure Budget. With increased government investment in construction projects, the demand for procurement of goods and services through eCatalog continues to grow.

b. Technology Development
Increased Internet Access. As internet coverage in Indonesia expands, especially in the 3T (frontier, outermost, and disadvantaged) areas, more users will be able to utilize this platform.

c. MSME Growth
MSME Involvement in Government Projects. The government's support to empower MSMEs through eCatalog opens wider participation opportunities for local goods/services providers.

d. Awareness of Transparency and Accountability
Public Demand for Transparency. The growing public awareness of the importance of transparency in government procurement is creating demand for platforms such as eCatalog.

2. Threat

a. External Competition
Interdependence of Goods/Services Providers. Intense competition between goods/services providers may reduce the quality of products or services offered through both platforms.

b. Cyber Security Risks
Distrust of Data Security. Users' concerns about the security of their data can hinder the adoption of digital technologies

c. Regulatory Changes
Complexity of Implementing New Regulations. Evolving regulations, such as mandatory use of certain systems, can be challenging for platforms to continuously adapt to.

d. Uneven Infrastructure
Limited Literacy and Digital Training. Less tech-savvy users may experience difficulties in using the platform

e. Vendor Dependency
Uneven Vendor Quality. Not all vendors listed in the E-Catalog have consistent service quality, which can reduce user trust.

External Strategy Factors Identification Step

1. External factors fall into two main types:

a. Opportunities: Factors that can be utilized to improve the platform's performance or competitiveness, such as supportive policies or technological advances.

b. Threats: External factors that may hinder performance or pose a risk, such as regulatory changes or the threat of cyberattacks.

2. Each factor is weighted according to its level of relevance to platform success, using a scale from 0.0 to 1.0, with the total weight of all factors summing to 1.0.
   a. Major Factor: Receives greater weight due to its significant influence.
   b. Minor Factors: Gets a low weight due to its lesser impact on performance.
3. Each factor will be assessed based on the platform's ability to capitalize on existing opportunities or deal with emerging threats.
   a. Ratings are on a scale of 1 to 4, with descriptions:
      a) 1: Very poor (unable to take advantage of opportunities or overcome threats)
      b) 2: Bad
      c) 3: Good
      d) 4: Excellent (highly capable of capitalizing on opportunities or overcoming threats)
4. The score is calculated by multiplying the weight of the factor by the value assigned to the factor.
   a. The formula is: Score = Weight × Rating.
5. The total score of opportunities and threats is calculated by summing the scores of each factor in the category.
   a. The total score gives an idea of the extent to which external opportunities can be capitalized on and the risks that may arise affecting the platform's performance.

Table 2. Calculation of External Factor Analysis of the E-Catalog Platform

No.	Aspects	External Analysis	Category Included (O)/(A)	Weight	Rating	Score
(1)	(2)	(3)	(4)	(5)	(6)	(7) = (5)x(6)
1	Government Regulation	Powered for efficiency and transparency	(O)	0,15	3	0,45
2	Technology Adoption	More flexibility with system integration	(A)	0,15	2	0,30
3	MSME involvement	More inclusive for MSMEs	(O)	0,15	4	0,60
4	Provider Competition	Low competition due to fixed prices	(A)	0,25	2	0,50
5	Data Security	Moderate risk with small transaction data	(A)	0,20	2	0,40
6	Technology Infrastructure	Relatively more tolerant of limitations	(O)	0,10	2	0,20
			Total	**1,00**		**2,45**
		Consists of:	**Total**	**(O)**		**1,25**
				(A)		**1,20**

The total score of opportunities for the eCatalog platform (1.25) is slightly greater than the total score of threats (1.20), so this platform also has good external prospects.

SWOT Matrix

Internal and External Strategy Factors of the LPSE platform:

1. Strength (S) : Time efficiency is fast and simple;
2. Weakness (W) : Price competition does not occur as prices are fixed;
3. Opportunity (O) : More inclusive involvement of MSMEs;
4. Threat (A) : Provider competition is low due to fixed prices.

Table 3. E-Catalog SWOT Matrix

External / Internal	Opportunity (O) MSME involvement	Threat (T) Provider competition
Strength (S) Time efficiency	**SO strategy:** Capitalize on high time efficiency to increase MSME engagement in competition.	**ST Strategy** Utilize time efficiency to keep provider competition going.
Weakness (W) Price competition	**WO Strategy** Address low price competition by increasing MSME involvement in competition.	**WT Strategy:** Increase price competition to keep provider competition going.

SWOT Matrix Strategy

After the internal and external factors are integrated into the SWOT matrix above, several alternative strategies for the eCatalog platform can be summarized, including:

a. SO (Strenght - Opportunity) Strategy
   Leverage time efficiency in the e-catalog process to increase MSME involvement in tender competition.
b. ST strategy (Strenght - Threats)
   Utilize time efficiency in the e-catalogue process to make suppliers more interested in competing, so that market prices can be competitive.
c. WO (Weakness - Opportunity) Strategy
   Utilize the involvement of MSMEs in market price competition so that healthy and sustainable competition can occur.
d. WT (Weakness - Threats) Strategy
   Increase competition among suppliers to achieve a competitive and transparent market price.

Discussion

The results of the SWOT analysis in this research show that the eCatalog platform has strong internal potential to support procurement efficiency, particularly through its speed and transparency features. These findings align with the research of (Aprilla et al., 2024), which emphasizes that digital procurement platforms significantly improve transparency and reduce the risk of corruption. The strength of eCatalog in facilitating faster procurement processes is

especially relevant for routine and small-scale construction projects, as also supported by (Dewi et al., 2025), who found that eCatalog contributes to accelerating procurement implementation with lower operational costs.

However, this research also highlights several internal weaknesses that limit the platform's flexibility, such as the absence of price competition and the limited scalability of the system. These findings reinforce the research by (Suliantoro et al., 2016), which notes that fixed pricing in eCatalog reduces supplier competition, potentially leading to inefficiencies in quality and value. Moreover, the reliance on accurate vendor-uploaded data exposes the system to risks of misinformation and misrepresentation, thereby diminishing user trust—a concern also raised by (Adam, 2024) in their evaluation of procurement system integrity.

On the external side, opportunities such as government support for digital procurement and the increased inclusion of MSMEs indicate positive prospects for platform development. These align with (Widiyanti et al., 2025), who argued that policies encouraging MSME participation in eCatalog could enhance local economic empowerment and procurement inclusivity. Furthermore, technological advances and wider internet access have the potential to increase platform adoption, even in remote areas, a point echoed by (Fagan et al., 2022) which emphasizes digital procurement as a strategic tool for equitable development.

Despite these opportunities, threats such as low provider competition, cybersecurity concerns, and infrastructure disparities remain pressing challenges. The relatively low competition due to fixed pricing not only affects price dynamics but may also discourage innovation and quality improvement among vendors. This threat aligns with the findings of Malik (2010), who highlighted that effective tendering systems must balance standardization with competitive dynamics to ensure optimal project outcomes.

The strategic alternatives derived from the SWOT matrix, such as leveraging time efficiency to enhance MSME participation (SO strategy) and encouraging supplier competition to address the lack of price dynamics (ST and WT strategies), provide actionable recommendations for policymakers and platform administrators. These strategies support the notion of dynamic capability theory, where an organization's ability to integrate and reconfigure internal and external competencies is essential to responding to a rapidly changing environment (Teece, 2018).

CONCLUSION

This research aims to analyze the strengths, weaknesses, opportunities, and threats (SWOT) of the eCatalog platform in supporting the construction tender process, particularly at the Public Works Office of Bina Marga and the Goods/Services Procurement Unit of Sidoarjo Regency. The findings indicate that eCatalog offers significant advantages in terms of time efficiency and cost-effectiveness, particularly for the procurement of goods or services with relatively small value that do not require lengthy tender processes. This advantage is especially

relevant for projects with urgent implementation timelines, allowing for faster realization and lower operational costs. The implications of these findings highlight the need for strategic direction in the use of eCatalog. It is recommended that this platform be utilized primarily for small-scale construction packages or simple procurement processes to maximize its strengths. Furthermore, the government and related stakeholders—especially LKPP—are expected to refine and clarify the regulatory framework surrounding the use of eCatalog. Clearer guidelines will help ensure the platform is used appropriately and effectively, thereby enhancing procurement governance and supporting national infrastructure development more efficiently.

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