

STRATEGIES TO ENHANCE THE GLOBAL COMPETITIVENESS OF MSMEs THROUGH E-CATALOGS

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Abstract: MSMEs have a strategic role in the Indonesian economy, but face various challenges in competing in the global market, such as limited access to capital, low technology adoption, and obstacles in managing digital platforms such as e-catalogs. E-catalogs are a potential solution to expand markets and increase product exposure globally. This research aims to formulate an effective strategy in increasing the global competitiveness of MSMEs through the use of e-catalogs, with a case study on CV. Mutiara Sinar Mandiri. This research uses a qualitative approach with a case study method, involving in-depth interviews and secondary data analysis. The research results show that the strategies adopted by CV Mutiara Sinar Mandiri, such as the use of e-catalogs and a proactive marketing approach, have provided positive results, but there is still room for improvement in terms of relations with the government and increasing competitiveness in the global market. A more collaborative and innovative approach is needed to maximize the potential of companies in the government procurement market. It is hoped that this research can provide practical recommendations for MSMEs in utilizing e-catalogs to increase global competitiveness and expand international market reach.

Keywords: CV. Mutiara Sinar Mandiri, MSMEs, E-catalog, Digitalization, Marketing Strategy, Global Competitiveness, SWOT Analysis

INTRODUCTION

Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in Indonesia's economy, serving as the backbone with a contribution of approximately 60% to the Gross Domestic Product (GDP) and employing over 97% of the national workforce (Azzahra dan Wibawa, 2021; Sidin dan Indiarti, 2020; Yoldana, 2024). With more than 64 million MSMEs spread across the country, this sector not only represents an equitable economic distribution from urban to rural areas but also plays a crucial role in job creation and poverty reduction in various regions (Nurdiansyah, et al., 2024a; Rofiqoh, et al., 2023). Despite their significant contributions, Indonesian MSMEs face numerous challenges. One of the primary issues is limited access to capital and financing (Ningsih, et al., 2023; Ompusunggu dan Elisa, 2023; Perdana, et al., 2023). Many MSMEs struggle to secure loans from formal financial institutions, which ultimately hinders their ability to grow and expand (Dzikrullah dan Chasanah, 2024).

Additionally, the low adoption of technology remains a significant barrier for MSMEs to compete in the digital era (Putra, et al., 2023; Tasik, et al., 2024; Zulvikri, 2024). In the age of globalization and rapid advancements in information technology, Micro, Small, and Medium

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Enterprises (MSMEs) face substantial challenges to survive and grow amidst increasingly intense market competition (Ratiah, et al., 2021; Utami, et al., 2023; Windusancono, 2021). One of the primary challenges for MSMEs is enhancing their competitiveness, both in domestic and global markets (Sedyastuti, 2018; Yoldana, 2024; Zaelani, 2019a). As international markets become more accessible, MSMEs must adopt effective strategies to expand market reach and increase product visibility among global consumers (Permadi, et al., 2022; Rianty dan Rahayu, 2021; Usvita, et al., 2023). However, digitalization also presents significant opportunities for MSMEs to boost their competitiveness (Saputri, et al., 2023; Triwijayati, et al., 2023; Zaelani, 2019b). However, digitalization also presents significant opportunities for MSMEs to boost their competitiveness (Irawati dan Prasetyo, 2021; Orinaldi, 2020; PM dan Burhan, 2023).

One type of digital platform that can help MSMEs reach a broader market is the e-catalog (Nasution, 2021; Nurdiansyah, et al., 2024b). As a digital platform showcasing products and services online, e-catalogs have become a potential solution to address these challenges (Alfdani, et al., 2023; Nurdiansyah, et al., 2024c). By utilizing e-catalogs, MSMEs can promote their products more widely without geographical limitations, strengthen their branding, and expand access to international markets (Brina, 2024; Prameswari, et al., 2023). Additionally, e-catalogs make it easier for global consumers to discover and order MSME products, ultimately boosting sales and driving business growth (Sastradipraja, et al., 2022; Witi, 2021).

Several studies have identified key challenges faced by MSMEs, including limited digital infrastructure, a lack of technological literacy, and restricted access to global markets (Permadi, 2022; Rianty dan Rahayu, 2021). However, there has been limited research focusing on how specific digital strategies, such as e-catalogs, can be optimized to enhance the global exposure of MSMEs. This highlights a research gap that needs to be addressed, particularly in identifying effective strategies to overcome these obstacles. Digital platforms like e-catalogs have proven to be potential solutions for expanding the market reach of MSMEs, especially in international markets (Nasution, 2021; Nurdiansyah, et al., 2024b). E-catalogs enable MSMEs to promote their products without geographical limitations. However, their implementation still faces challenges. Many MSMEs have not fully utilized this platform due to limited knowledge, lack of confidence, and issues with digital infrastructure (Alfdani, 2023).

The studies mentioned above emphasize the importance of digitalization and digital marketing strategies in enhancing the global competitiveness of MSMEs. E-commerce and digital platforms like e-catalogs have been identified as potential solutions for expanding MSME markets and increasing international product exposure. Despite their significant potential, many MSMEs still face challenges in fully leveraging this technology. These challenges include a lack of knowledge and skills in managing e-catalogs, limited digital infrastructure, and low confidence in competing in global markets. Therefore, effective strategies are needed to enhance the global competitiveness of MSMEs through the use of e-catalogs. This research aims to identify and formulate effective strategies to improve MSMEs' global competitiveness by utilizing e-catalogs. By examining various factors influencing the success of MSMEs in adopting e-catalogs, this study seeks to provide practical recommendations that MSMEs can implement to strengthen their presence in international markets and improve their position in global competition.

LITERATURE REVIEW

Various factors can enhance the competitiveness of MSMEs in facing international trade, one of which is keeping up with business and technology trends. Rapid technological changes have a significant impact on the business competition landscape and create new opportunities for strengthening MSME development. MSMEs can also leverage various programs aimed at expanding access to global markets through e-commerce (Annisa Cindy Maurina and R

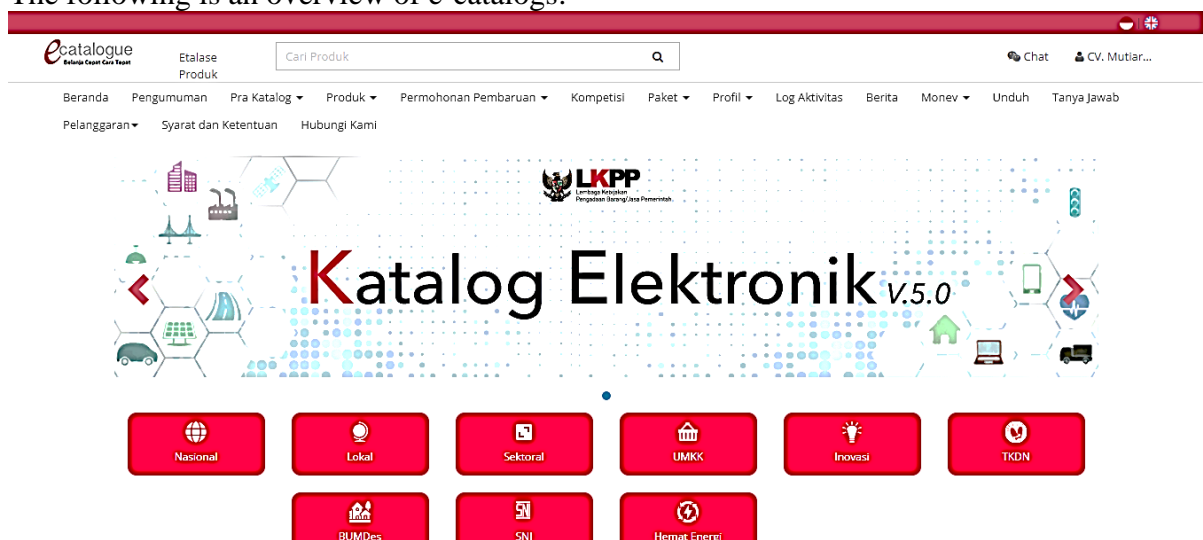
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Yuniardi Rusdianto, 2023). Numerous initiatives have been launched by the government and require support from all stakeholders. It is hoped that MSMEs can optimize the benefits of government policies to accelerate improvements in their business competitiveness. This study aims to provide recommendations on strategies that MSMEs can use to enhance their global competitiveness and expand their international market reach, specifically through the use of e-catalogs.

The Relationship between E-Catalogs and Global Competitiveness

E-catalogs, or electronic catalogs, are digital representations of product or service catalogs typically provided by companies to facilitate consumers in browsing, selecting, and purchasing products online (Diani and Lubis 2022). In the context of digital marketing, e-catalogs serve as tools that enable businesses, including Micro, Small, and Medium Enterprises (MSMEs), to showcase their product portfolios to a broader audience without geographical limitations. E-catalogs play a critical role in marketing digitalization by providing detailed product information, including descriptions, prices, images, and other specifications, in a format easily accessible through various digital devices. This eliminates the need for printed materials and physical distribution, making it more cost- and time-efficient (Krisnanda, Narayana, and Rahardian 2023). The global accessibility of e-catalogs offers MSMEs the opportunity to reach consumers in diverse regions, facilitating interaction with customers through the platform. Features such as shopping packages, negotiations, and shipment arrangements can all be managed within the e-catalog system. Moreover, e-catalogs allow businesses to quickly update and adapt their product offerings to respond to market demand changes or emerging trends (Rupianti et al. 2023). Data collected from consumer interactions with e-catalogs can also be analyzed to understand customer behavior and optimize marketing strategies. Overall, e-catalogs are essential tools for MSMEs in the digital age. They not only expand market reach but also offer greater flexibility and efficiency in managing and promoting products, ultimately enhancing MSMEs' competitiveness in the global market (Iqbal 2020). The following is an overview of e-catalogs:



Picture 1 E-Catalog
Source: lkpp.go.id

E-catalogs are essential tools in the digital era, providing comprehensive information about various products, goods, and services typically offered by a company to buyers, other businesses, or end-users (Linda, 2016). Beyond being a digitalization tool, e-catalogs serve as

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a medium for MSMEs to achieve global visibility, expand market reach, and enable cost-efficient marketing strategies. Candra and Gunawan (2017) noted that participation in e-marketplaces has a positive and significant impact on procurement performance, which is critical for improving service quality. This enhancement can lead to higher customer satisfaction and stronger relationships with partners and suppliers. As such, MSMEs must focus on improving the quality of their procurement services to attract more consumers and establish collaborations. The presence of e-catalogs can elevate the professional image of MSMEs in the eyes of global consumers. Attractive design, detailed product information, and user-friendly navigation can increase consumer trust in MSME brands. Karlina, Budiman, and Panigoro (2023) argue that in the long term, improved brand awareness can boost the global reputation of MSMEs. E-catalogs allow MSMEs to showcase their commitment to product and service quality. Additionally, Diani and Lubis (2022) suggest that elements like customer reviews, testimonials, and awards displayed in e-catalogs can further strengthen MSMEs' reputations in global markets and enhance their competitiveness. Consequently, developing e-catalogs becomes crucial for simplifying the marketing process by visually providing complete product information. This not only makes marketing more efficient but also positively impacts the growth and development of MSME businesses (Zahra et al. 2023). The following outlines the relationship between e-catalogs and global competitiveness:



Picture 2 Relationship between E-Catalog and Global Competitiveness
Source: Data Processed

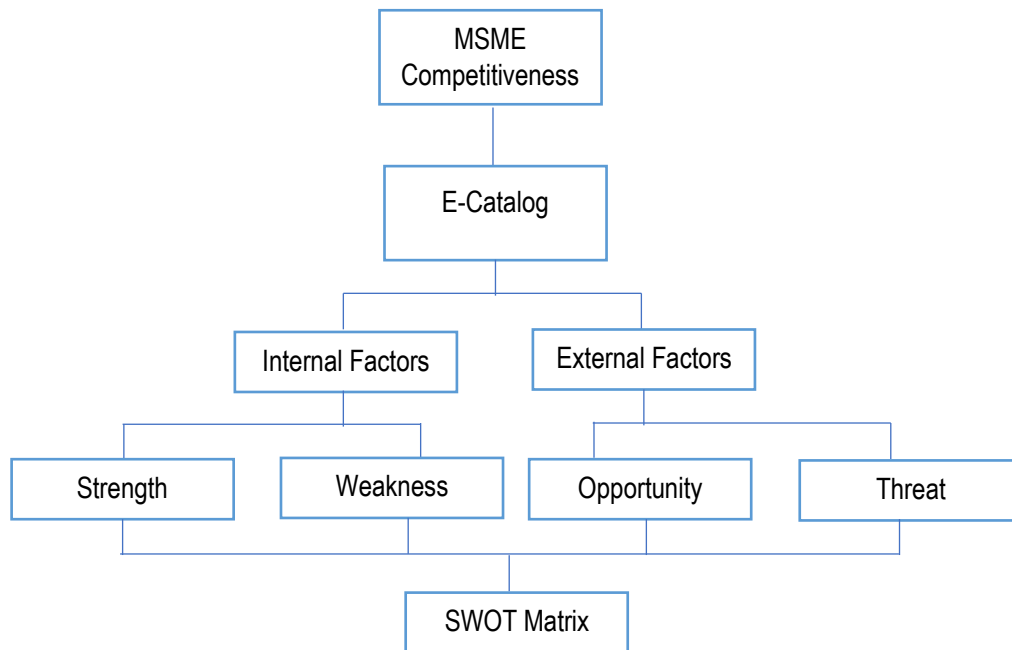
Strategy to Increase Competitiveness of MSMEs

Competitiveness is an essential effort that business and economic actors must undertake to remain active in their operations (Asmara dan Rahayu, 2013). MSME actors are currently experiencing significant competitive pressures, requiring business strategies that enhance their competitiveness and enable them to thrive in both national and international markets. A SWOT analysis is a systematic procedure for identifying opportunities for MSMEs by examining internal factors such as strengths and weaknesses, as well as external factors like opportunities and threats. This analysis involves evaluating and categorizing various elements that influence these four factors and applying them within a SWOT matrix. The application includes determining how strengths can capitalize on available opportunities, how weaknesses can be addressed to prevent missed opportunities, how strengths can be leveraged to confront existing threats, and how weaknesses can be mitigated to avoid turning threats into actual or new challenges (Friesner, 2011).

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Framework



Picture 3. Framework
Source: Data Processed

This conceptual framework illustrates the objective of this research, which is to formulate effective strategies for enhancing the global competitiveness of MSMEs through the utilization of digital platforms, particularly e-catalogs. E-catalogs represent a significant opportunity for MSMEs to promote their products more widely without geographical limitations. However, to fully maximize the potential of e-catalogs, a deep understanding of the factors influencing the success of MSMEs in adopting this technology is essential. In this context, the research framework employs a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach to identify both internal and external factors that are relevant to this process.

First, from the internal factors perspective, this study will analyze the strengths and weaknesses within MSMEs themselves. Strengths include MSMEs' ability to manage products, adopt technology, and leverage their competitive advantages. For instance, MSMEs that effectively utilize e-catalog technology will have greater flexibility in reaching broader markets and increasing product exposure in the global market. However, weaknesses also need to be identified, such as a lack of digital knowledge or limited capital, which remain significant barriers for many MSMEs in Indonesia. These weaknesses must be addressed to ensure that the strategies formulated help MSMEs overcome the internal challenges they face. This study also examines the external factors, which consist of opportunities and threats. The opportunities provided by e-catalogs are substantial, particularly in expanding markets and boosting the international exposure of MSME products. With the increasing spread of digitalization, MSMEs can leverage e-catalogs to more easily and efficiently access global consumers. On the other hand, there are also external threats, such as intensifying global competition, emerging technological challenges, and regulatory barriers in international markets that could hinder MSMEs from fully utilizing e-catalogs. Therefore, understanding these threats is crucial so that MSMEs can take anticipatory measures and remain competitive in the global market.

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Through the identification of strengths, weaknesses, opportunities, and threats, this study will develop a SWOT matrix that integrates all these factors into a holistic strategy. This SWOT matrix will assist in formulating strategies that maximize the strengths and opportunities of MSMEs while minimizing weaknesses and anticipating existing threats. The resulting strategies are expected to provide practical solutions for MSMEs in utilizing e-catalogs to enhance their competitiveness in the international market, strengthen product branding, and expand market reach more effectively.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study method focused on CV. Mutiara Sinar Mandiri. The research procedure includes a preliminary study, data collection, descriptive analysis, and strategy formulation. The research data consists of primary data obtained through interviews with the branch office head in Jember and the marketing manager of CV. Mutiara Sinar Mandiri, as well as secondary data from literature studies. Data analysis is conducted in several stages. The first stage involves analyzing internal and external factors in the business development of CV. Mutiara Sinar Mandiri. Internal factors include the business's strengths and weaknesses, while external factors encompass opportunities and threats. The next stage is to formulate strategies using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which results in SO (Strength-Opportunities), WO (Weakness-Opportunities), ST (Strength-Threat), and WT (Weakness-Threat) strategies (Ardhiarisca et al. 2023).

RESULTS AND ANALYSIS

Profile of CV. Mutiara Sinar Mandiri

CV Mutiara Sinar Mandiri was established on July 14, 2020. The services provided include the procurement of goods, particularly hospital cleaning supplies, printing materials, chemicals, and other general items. CV. Mutiara Sinar Mandiri has a vision to become a trusted and reliable trading company. To achieve this vision, the company has several missions, including participating in supplying customer needs, providing services with professionalism, and meeting quality, health, safety, and environmental standards. In line with its vision and mission, CV Mutiara Sinar Mandiri continues to prioritize clients, strive for excellence, maintain a positive mindset, and demonstrate the ability to perform professionally for healthy growth while fulfilling the desires of all stakeholders. With continuous improvement, CV Mutiara Sinar Mandiri remains committed to meeting customer needs while adhering to applicable laws and regulations.

Results and Discussion

CV Mutiara Sinar Mandiri is a company engaged in the provision of goods, offering 9 types of trade. The majority of the business serves procurement needs for private companies, state-owned enterprises (SOEs), regional government-owned enterprises (BUMDs), government agencies, and even individuals. One of these SMEs markets its products through e-commerce, including e-catalogs. The product marketing reach is located in Sidoarjo, Parusuran, and Jember. E-catalogs greatly simplify the procurement process for ministries, agencies, and institutions. They ensure the certainty of technical specifications for the ordered goods, and the offered prices are standardized. This means that the ordering party does not need to create specifications, as they can be taken directly from the e-catalog. Procurement documents for goods and services are provided online, saving paper and other resources. The process also accelerates budget absorption, as procurement will be faster. Moreover, it

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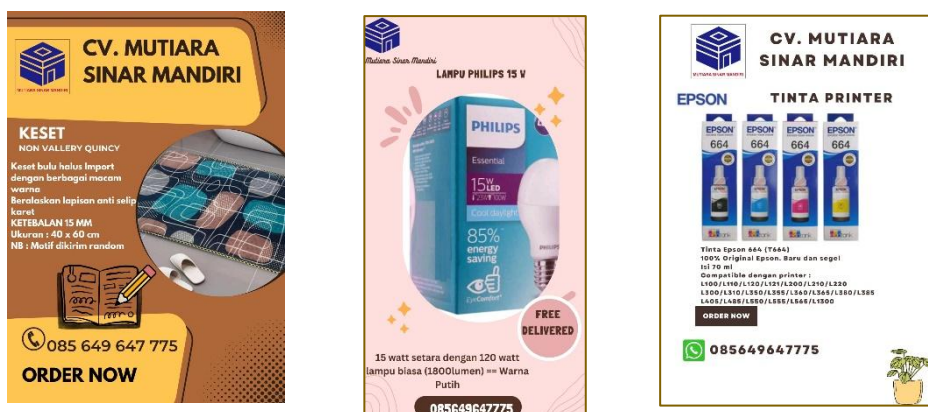
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minimizes fraudulent practices and corruption, as all transactions are visible and transparent to anyone.

The company's strategy to achieve sales targets is by providing highly attractive and informative product visibility, so that ministries or agencies are encouraged to use it. The inclusion of free shipping for the East Java area and flexible payment terms is another key marketing strategy. According to Rahmasari (2023), in the context of facing global competition, it was highlighted that businesses can leverage technology to improve operational efficiency, stimulate product innovation, and enhance substantial competitive advantages. Currently, the branding of SMEs remains focused on government agencies in East Java as well as other private organizations. SEO (Search Engine Optimization) plays a key role in promoting products because it offers a greater chance to appear on search engine result pages, such as Google. This ensures that the e-catalog website is easier for potential customers to find. By using appropriate SEO techniques, SMEs can target specific keywords related to the products or services offered, enabling the business to reach its target market.

Currently, CV Mutiara Sinar Mandiri has not yet collaborated with other platforms such as the BI e-catalogue and is more focused on using E-Catalog V.50 to support the needs of government agencies. Non-tender procurement activities through LPSE have been attempted, but have not been successful, only reaching the submission stage. This is due to a lack of relationships between partners and government agencies. Government support for enhancing global competitiveness is limited to business licensing ease; there is no support in terms of business capital, digital marketing training, or marketing assistance, meaning that government support is not fully helping SMEs to compete globally. The biggest challenge in using the e-catalogue is the competition from larger companies with a wider range of products, as their products are already well-known among partners, both in agencies and government. To address this, CV Mutiara Sinar Mandiri is striving to highlight its advantages, one of which is offering lower product prices than competitors. However, the results of using the e-catalogue have been less efficient due to unhealthy competition among suppliers, although the system itself is functioning well.

Based on the interview results with the informant, who is the branch manager of CV Mutiara Sinar Mandiri, the most effective strategy to enhance the global competitiveness of SMEs through the e-catalogue is by uploading products to various city showcases and meeting with relevant officials to provide detailed explanations of the products offered. The e-catalogue serves as a bridge between the provider and the customer, but establishing connections with procurement officers is crucial, as they are the ones who decide on the selected suppliers for procurement. Below is the brochure image of CV Mutiara Sinar Mandiri on the e-catalogue:



Picture 4. Mutiara Sinar Mandiri Catalogs

Source: lkpp.go.id

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SWOT Analysis

SWOT analysis is used to systematically identify various factors in order to formulate strategies for companies or SMEs. The SWOT analysis is based on knowledge that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats.

Table 1
SWOT Matrix

<i>Strengths (S)</i>	<i>Weakness (W)</i>	<i>Opportunities (O)</i>	<i>Threats (T)</i>
1. Ability to provide products according to customer demand. 2. Offering flexibility in payment terms. 3. Providing free shipping within East Java. 4. Having access to customers both within the city and outside the city.	1. Insufficient Capital 2. Limited connections with procurement officials in government agencies	1. Growth of MSMEs in goods procurement has increased. 2. Government agencies have diverse needs. 3. Product information is easily accessible (User Friendly). 4. The E-Catalog system is implemented for goods/services procurement.	1. Competitors in similar goods procurement are more advanced. 2. Prices of goods/products are unpredictable. 3. Lack of support from government institutions.

Source: Data Processed

Table 2
Matrix Strategy

<i>Strategic Factor</i>	<i>Strengths (S)</i>	<i>Weakness (W)</i>
<i>Opportunities (O)</i>	Strategy (SO) 1. Promotion within government agencies about the products needed can be easily done using the e-catalog. 2. Utilize the free shipping facility to attract customers.	Strategy (WO) 1. Seek financial support from the government with very low-interest rates. 2. Build relationships and promote directly to government agencies through direct selling.
	Strategy (ST) 1. Increase the variety of products offered. 2. Establish partnerships with government agencies or institutions.	Strategy (WT) 1. Build relationships with government agencies. 2. Foster good relationships among suppliers.

Source : Data Processed

Here is the strategy that can be formulated based on the SWOT analysis above:

SO Strategy (Strengths – Opportunities)

The strategy that CV Mutiara Sinar Mandiri can implement is promoting the products needed by government agencies through e-catalogs. E-catalogs enable government agencies to easily find products that meet their specifications and needs. Products listed in the e-catalog do not require additional specification processes because all technical information and prices are already available online (Diani and Lubis 2022). With products already listed in the e-catalog, the procurement process can be completed more quickly, thus accelerating the budget absorption by government agencies. Since all transactions and price offers can be accessed and viewed by all relevant parties, e-catalogs help reduce the potential for fraud in the procurement process (Mashuri and Nurjannah 2020). Additionally, CV Mutiara Sinar Mandiri needs to implement promotions by conducting presentations in various government agencies or distributing brochures that explain the products and benefits offered through the e-catalog. A key strategy to boost the competitiveness of SMEs is by collaborating with procurement officials in government agencies to ensure that the company's products are recognized and prioritized in procurement processes.

The next strategy is to offer free shipping. The free shipping facility is a marketing strategy designed to enhance the appeal of products, especially for government agencies that tend to make bulk purchases. By offering free shipping, the company helps reduce the total cost that customers have to pay. This becomes an additional attraction, especially for agencies with

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limited budgets. The free shipping facility also serves as a differentiator for CV. Mutiara Sinar Mandiri from its competitors. Customers who feel they are getting more value (through shipping savings) are likely to be more satisfied and loyal, leading to repeat purchases and recommendations to other agencies. However, when implementing free shipping, it is important to target strategic areas and establish clear terms and conditions, such as a minimum purchase requirement. This ensures that the offer remains beneficial for the company as well.

WO Strategy (Weakness-Opportunities)

One of the main challenges faced by SMEs, including CV Mutiara Sinar Mandiri, is limited capital for business expansion and development. Therefore, this strategy focuses on gaining access to financing provided by the government with more favorable terms. Loans with very low interest rates will reduce the company's operational costs, allowing more funds to be allocated for product development, marketing, and other expansion activities. With sufficient capital and low costs, the company can be more aggressive in pursuing new market opportunities, increasing production, or expanding its marketing reach (Sianturi 2020). Furthermore, government funding programs are often accompanied by additional support, such as financial management training or access to business networks, which can help the company grow more rapidly. To secure capital, CV Mutiara Sinar Mandiri can submit a strong, comprehensive, and convincing business proposal, including a detailed plan for fund usage, revenue projections, and risk analysis.

Another strategy that CV Mutiara Sinar Mandiri can implement is by building relationships and promoting products directly to government agencies (direct selling). Direct selling allows the company to explain the advantages of its products directly to those responsible for procurement at government institutions, providing the opportunity to address questions or concerns in real-time. Through direct selling, the company can offer solutions tailored to the specific needs of each institution, including adjusting prices, product specifications, or additional services such as training or technical support. By frequently engaging in direct interactions, the company can build stronger relationships with procurement officers, which can increase trust and facilitate future negotiations. The steps for implementation that CV Mutiara Sinar Mandiri can take include identifying target institutions. Research should be conducted to identify government agencies that most require the products offered by CV Mutiara Sinar Mandiri, prioritizing those that regularly procure items that match the company's product range. The next step is to assemble a sales team. The team should be experienced and well-versed in the products being offered, as well as having strong communication and negotiation skills to engage with government representatives effectively. The sales team can then plan visits to government offices to present products directly. These sessions can include product demonstrations, explanations of benefits, and discussions of the specific needs of each agency. The sales team can also participate in government or government association-organized exhibitions or events where many procurement officers gather. This is also a great opportunity to promote products directly and establish new connections.

ST Strategy (Strengths-Threats)

A strategy that CV Mutiara Sinar Mandiri can implement is product diversification to meet the various needs of the market, particularly government agencies and other institutions. By expanding its product range, the company can reach more market segments and reduce reliance on a single product type (Widowati and Andrianto 2022). Offering a variety of products allows CV Mutiara Sinar Mandiri to address the diverse needs of customers from different institutions, thereby increasing sales opportunities. The more products offered, the more opportunities there are for sales, which can potentially increase the company's revenue and

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profits. To implement this strategy, CV Mutiara Sinar Mandiri needs to conduct a market needs analysis. Market research is essential to identify which products are required by government agencies or other potential customers. This can be achieved by monitoring procurement trends or directly engaging in discussions with clients. The next step would be to develop new products that align with market demands or to find suppliers who can provide products that are not yet part of the company's portfolio. These new products can then be promoted through e-catalogs, brochures, or direct presentations to government institutions.

The next strategy is to focus on building strong and sustainable relationships with government institutions. This collaboration aims to increase the company's chances of securing long-term procurement contracts and expanding the range of products offered. With a strong relationship, the company can gain early access to procurement information planned by the government, enabling them to prepare more competitive bids. Collaboration with government institutions can enhance the company's credibility and reputation, as products used by the government are generally considered to meet high-quality standards. To establish such partnerships, CV. Mutiara Sinar Mandiri needs to identify government institutions that frequently procure goods relevant to the company's products. Next, they should draft and submit partnership proposals that offer added value to the government institution, such as competitive pricing, product quality, after-sales service, or reliable supply guarantees. Additionally, CV. Mutiara Sinar Mandiri can participate in government programs that support collaboration with SMEs, such as partnership programs, joint procurement projects, or capacity-building initiatives for SMEs.

WT Strategy (Weakness-Threats)

A potential strategy that CV. Mutiara Sinar Mandiri can implement is to build relationships with government institutions. This is key to enhancing business opportunities, particularly in the procurement of goods and services. With strong relationships, the company can gain faster and more complete access to procurement opportunity information, allowing them to prepare more competitive bids (Mashuri and Nurjannah 2020). Additionally, good relationships can evolve into long-term partnerships, where the company becomes the preferred choice for ongoing procurement projects, directly improving the company's reputation and credibility in the eyes of other customers. The implementation of this strategy involves steps such as identifying key relevant institutions, holding meetings and direct presentations to procurement officials, and participating in various government activities to expand networks and strengthen ties with relevant institutions. This strategy not only paves the way for increased business opportunities but also contributes to strengthening the company's position in the government goods and services procurement market (Widowati and Andrianto 2022).

Another strategy is to build good relationships with fellow suppliers, emphasizing the importance of mutually beneficial collaboration to enhance the company's competitiveness, especially when serving government institutions. By fostering strong relationships with other suppliers, the company can open opportunities for collaboration on large projects that require a combination of products or services from various sources. Furthermore, these relationships allow for the sharing of information, resources, and best practices, which can improve operational efficiency and reduce the risks of unhealthy competition. Rather than competing aggressively, suppliers can cooperate to ensure that all parties receive a fair share of the available market. The implementation of this strategy involves steps such as building networks with other suppliers through active communication, industry exhibitions, or business associations. It is also important to establish clear and mutually beneficial cooperation agreements to ensure the success of the collaboration. Once the partnership is formed, maintaining a mutually beneficial relationship through continuous communication and regular

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evaluations is key to ensuring long-term success. This strategy not only enhances efficiency and business opportunities but also creates synergies that strengthen the company's position in the government goods and services procurement market.

This SWOT analysis helps SMEs understand their position in the goods procurement market through the e-catalog, and formulates the right strategy to maximize their opportunities and strengths, while addressing existing weaknesses and threats. With this approach, SMEs can enhance their competitiveness in the global market, leverage digital technology, and expand their market reach.

CONCLUSION

CV Mutiara Sinar Mandiri is an SME engaged in the provision of goods, primarily serving procurement needs for private companies, state-owned enterprises (BUMN), regional government-owned companies (BUMD), government agencies, and other public institutions in East Java, including Sidoarjo, Pasuruan, and Jember. To expand its market reach, the company utilizes e-commerce platforms, including the e-catalog, which simplifies the procurement process for goods and services. The e-catalog ensures standardized technical specifications and pricing, while minimizing fraudulent practices through a transparent system. The company's main strategy to boost sales is by offering attractive product visibility, free shipping within East Java, and flexible payment terms. Additionally, SEO optimization plays a key role in increasing online product exposure. However, the company faces challenges in building relationships with procurement officials and competition from more established players. Despite the government's facilitation of business permits, support for capital, digital marketing training, and marketing assistance remains limited. This hampers SMEs like CV Mutiara Sinar Mandiri from competing on a global scale.

The SWOT analysis reveals that the company's strengths lie in its ability to provide products according to customer demand, ease of payment, and access to a wide customer base. However, weaknesses include limited capital and connections with government institutions. Opportunities include the growing trend of SME procurement and the implementation of the e-catalog system. On the other hand, the biggest threat comes from superior competitors and limited government support. Strategically, to maximize strengths and opportunities, the company should focus on promoting its products more effectively within government institutions and leverage the free shipping facility. To address weaknesses and threats, efforts should be made to build stronger relationships with government agencies, seek capital support, and diversify the range of products offered.

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