

Digital Transformation Through Local E-Catalogs in Improving Micro, Small and Medium Enterprises in Badung Regency

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Abstract: Digital transformation is a change in activities or activities from conventional to digital through the use of technology. The existence of digital transformation has an influence on various sectors, one of which is the Micro, Small and Medium Enterprises sector. Micro, Small and Medium Enterprises are productive businesses owned by individuals or business entities that are in accordance with standards as micro enterprises. The purpose of this research is to find out how the development of e-government through local e-catalog in increasing Micro, Small and Medium Enterprises in Badung Regency. This research uses qualitative research with descriptive methods. Data collection techniques by observation, interviews, questionnaires, literature studies and documentation. The results of this study show 3 elements of successful implementation of E-government in the Badung Regency Government Procurement Section, namely: 1. Support elements, namely the support and willingness of the Head of the Badung Regency Government Procurement Section and support through regulations (laws). 2. Capacity elements, which include the availability of supporting resources such as financial resources, the existence of adequate infrastructure resources such as computers, internet, and printers as well as the availability of competent human resources. 3. Value element, which is related to the benefits felt by the government and society.

Keywords: Digital transformation, e-catalog, Micro, Small and Medium Enterprises, e-government

I. INTRODUCTION

Currently the government is trying to implement e-government development. E-government or electronic government is the use of information technology by the government in an effort to provide information and services to its citizens (Yuhefizar et al., 2017). Based on Presidential Instruction Number 3 of 2003, the focus of e-government is to ensure harmony or integration of management systems and processing of electronic files and information in developing a transparent public service system. As stated in Presidential Instruction Number 3 of 2003 regarding e-government development strategies, namely increasing the role of the business world and developing the telecommunications and information technology industries. The implementation of e-government development which is being intensified by the government in the economic sector, especially for MSMEs so they can market their products digitally and expand their market to the government, is by forming an e-catalog.

E-catalog is an online shopping application that provides government needs. The e-catalog itself is a program implemented by the Government Goods or Services Procurement Policy Institute (LKPP) as the agency that regulates regulations and policies regarding the provision of goods or services needed by government agencies (Arnetta, 2022). Based on the Republic of Indonesia Government Goods or Services Procurement Policy Institute Regulation Number 9 of 2021 concerning Online Shops and Electronic Catalogs in Procurement of Government Goods or Services. There are three types of e-catalogs, namely national, sectoral and local e-catalogs. Currently the government is intensifying the use of local e-catalogues. According to the Minister of Cooperatives and SMEs, Teten Masduki, in December 2022, it was recorded that 916,392 MSME products had been registered in the e-catalog of the Government Goods or Services Procurement Policy Institute (LKPP) with 42,405 MSMEs registered (Purnama, 2022). Not only in the central government, the e-catalog program innovation has also been developed in regional governments, which is called local e-catalog.

The Badung Regency Government is one of the regions that is developing e-government in the economic sector, especially for MSME actors by forming a local e-catalog. There are 40,989 MSMEs in Badung Regency. With the local e-catalog, MSMEs can market their products and easily access local government spending. However, in developing the local e-catalog for Badung Regency, there are still problems faced by the Badung Regency government, namely the difficulty of encouraging business actors to utilize digital technology in developing their businesses. Low technological knowledge and lack of skills are one of the factors that make it difficult for business actors to transform towards digital. This indirectly has an impact on e-catalogs where MSME players who do not understand digitalization cannot register their businesses in the e-catalog which is being intensified by the Badung Regency government. In this case, the Badung Regency government should intensify MSME players to digitalize so that they can compete in a wider market. Another problem is the small number of display cases provided in the Badung Regency government's local e-catalog.

So based on the problems above, the author will conduct research entitled "Digital Transformation Through Local E-Catalogs in Improving Micro, Small and Medium Enterprises in Badung Regency"

Theoretical Review

2.1 Electronic Government Theory

2.1.1 Understanding Electronic Government

E-government is a term related to government activities that utilize information technology in providing services and information to the public. The World Bank explains that E-government is the use of information technology, for example the internet, wide area networks and mobile communications used by government agencies which have the ability to transform government relations with the community, business actors and other government agencies (Dewandaru, 2013).

E-government has 4 dimensions in connecting government functions and activities, namely e-service (information sent online), e-management (has the function of improving management activities and communication within and outside the government structure), e-democracy (obtaining public participation through electronics in democratic activities, and finally there is the e-commerce dimension (Cook et al 2002:53)

In 2003, Indonesia itself only started implementing e-government which was based on the development of Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy. Based on Presidential Instruction no. 3 of 2003 instructed the government to take steps tailored to their respective functions, authorities and duties in implementing e-government development.

Three elements of success in developing e-government in government according to Indrajit (2004), namely:

1. *Support* is the most important element that the government must have. This element consists of the desire from all groups, both government, public officials and the public, to implement the e-government concept.
2. *Capacity* , namely elements related to empowerment and the government's ability to realize all dreams related to the implementation of e-government.
3. *Value* , namely elements related to the benefits obtained from the program created. Therefore, the government must be really careful in choosing all e-government programs so that they are useful and have high use value.

2.2 .2 Digital Transformation

According to Morakanyane in (Wulandari, 2021) explains that digital transformation is a process of change caused by the use of digital technology. According to Kotarba (2018), digital transformation is a modified business model due to advances in technology and communication that are advancing dynamically, giving rise to changes in consumer and social behavior. Based on the understanding of experts, it can be concluded that digital transformation is a change from conventional to digital.

Digital Transformation has three stages, namely:

1. Digitization: change in work habits from conventional to digital.
2. Digitalization: changes that occur in the business sector towards digital with internet networks.
3. Digital Transformation: creating new innovations with the use of technology.

2.3 Conceptual Foundations

2.3.1 E-Catalog

E-Catalog is a system that has information regarding types, technical specifications, lists, prices of goods/services from suppliers of government goods/services that can be accessed online. E-Catalog was first developed and managed directly by the Goods/Services Procurement Policy Institute (LKPP) which initially aimed to meet the needs of Ministries/Institutions/Regional Governments/Institutions. Government Goods/Services Procurement Agency Regulation (LKPP) Number 9 of 2021 concerning Online Shops and Electronic Catalogs in Government Procurement of Goods/Services explains that there are three types of E-Catalogs, namely:

1. The National Electronic Catalog is a catalog of which the Government Goods/Services Procurement Policy Institute is the compiler and manager.
2. Sectoral Electronic Catalog is a catalog where the Ministry or institution is the compiler and manager.
3. Local Electronic Catalog is a catalog where the Regional Government is the compiler and manager.

2.3.2 Micro, Small and Medium Enterprises

Based on Law of the Republic of Indonesia Number 20 of 2008 concerning micro, small and medium enterprises, the definition of MSMEs is explained as follows:

1. Micro Business is a productive business carried out by an individual or business entity that is in accordance with the law as a micro business.
2. Small business is a productive economic business carried out by an individual or business entity, where the business is not a subsidiary/branch of a company whether directly or indirectly controlled, owned or made part of a large or medium-sized business in accordance with small business standards based on the Law.
3. Medium Business is a productive economic business carried out by individuals or business entities, where the business is not a subsidiary/branch of a company, whether directly or indirectly controlled, owned or made part of a large or medium business with a total net worth in accordance with the applicable law.

There are standards or criteria regarding micro, small and medium enterprises based on Law of the Republic of Indonesia Number 20 of 2008 concerning MSMEs as follows:

- a. Characteristics of micro businesses include:
 1. The maximum net worth owned is IDR. 50,000,000.00 does not include business premises and land;
 2. Micro businesses have the most annual sales of Rp. 300,000,000.00.
- b. Small business criteria or standards include:
 1. The total net worth owned is from Rp. 50,000,000.00 up to a maximum of Rp. 500,000,000.00 does not include business premises and land;
 2. Small businesses have the most annual sales of IDR. 300,000,000.00 to Rp. 2,500,000,000.00
- c. Medium business criteria or standards include:
 1. The total net worth owned is from Rp. 500,000,000.00 to Rp. 10,000,000,000.00 does not include business premises and land;
 2. Medium businesses have the most annual sales of Rp. 2,500,000,000.00 to Rp. 50,000,000,000.00.

II. RESEARCH METHODS

3.1 Research design

This research uses descriptive qualitative research methods. Qualitative research method is a research method that explains in detail the research object by describing it through words. In qualitative research, researchers will go directly to the field to see all events and phenomena that occur in the field and are descriptive because they prioritize the process rather than the results. Bogdan and Taylor in Moleong (2013:4) define qualitative methods as producing descriptive data in the form of words, both written and spoken, originating from people and behavior that can be observed.

3.2 Research Locations and Research Objects

Implemented by the Badung Regency government at the Badung Regency Secretariat, specifically covering the Goods or Services Procurement Work Unit (UKPBJ) and groups of business actors in Badung Regency.

3.3 Data source

3.3.1 Primary data

Primary data is based on respondents' statements regarding the questionnaire that has been given. Apart from that, the results of quantitative data analysis were also strengthened by conducting interviews with key informants in Badung Regency who were the research objects.

3.3.2 Secondary Data

The secondary data used is based on book references, journals related to this research and other relevant documents to support data analysis.

3.4 Data analysis technique

This technique is used to describe the entire data obtained by developing categories that are appropriate to the research objectives and interpreting the results of descriptive analysis based on appropriate theories. The next step is to conclude the analysis that has been carried out. Data analysis carried out systematically includes:

1. Data collection was carried out through the stages of literature study, observation, interviews and documentation.
2. Data interpretation is carried out by analyzing data using intellectual understanding that is built based on empirical experience of data, facts and information that have been collected and simplified in the form of graphs or tables.
3. Concluding the results of the interpretation data.

III. RESULTS AND DISCUSSION

4.1 General description of the Badung Regency Regional Secretariat

The Badung Regency Regional Secretariat was formed based on Badung Regency Regional Regulation Number 36 of 2020 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Badung Regency Regional Apparatus, whose task is to assist the Regent in formulating policies and coordinating Regional Services and Regional Technical Institutions. In carrying out the tasks mentioned above, the Badung Regency Regional Secretariat carries out the following functions:

- a. Preparation of regional government policies;
- b. Coordinating the implementation of tasks of regional services and regional technical institutions;
- c. Monitoring and evaluating the implementation of local government policies;
- d. Development of administration and regional government apparatus; And
- e. Implementation of other tasks assigned by the Regent in accordance with his duties and functions.

4.2 Findings

Effective and efficient procurement of government goods/services is an important part of managing state finances. One manifestation of this is the implementation of electronic procurement of government goods/services, namely the procurement of goods/services carried out by utilizing information technology (digitization) in accordance with statutory provisions. The implementation of electronic procurement of government goods/services is regulated in Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Procurement of Government Goods/Services. As regulated in Article 50 Paragraph (5), e-Purchasing must be implemented for goods/services that involve national and/or strategic needs determined by ministers, heads of institutions or regional heads. In order to follow up on the Presidential Instruction, Badung Regency issued Circular Letter Number 027/13612/Setda dated 21 December 2022 concerning the Implementation of Procurement of Goods/Services for Badung Regency.

Digital transformation through local e-catalogs in Badung Regency to improve Micro, Small and Medium Enterprises will begin to be implemented in 2022, apart from increasing MSMEs both in terms of income and creativity. The local e-catalog also aims to avoid KKN (Collusion, Nepotism and Nepotism). The Badung Regency local e-catalog is managed by the Badung Regency Regional Secretariat, operationally managed by the Goods and Services Procurement Section of the Badung Regency Regional Secretariat.

The local e-katalog can be accessed via the website, namely: <https://e-katalog.lkpp.go.id/>. The number of display cases in the Badung Regency e-catalog continues to be developed and added to the display cases, until now the total number of display cases in 2022-2023 is 32 display cases which can be filled by MSMEs providing the e-catalog. Based on data from the website <https://redash-e-katalog.lkpp.go.id>, the number of providers as of June 30 2023 is 402 providers in the local electronic catalog for Badung Regency. The author's findings regarding Digital Transformation Through Local E-Catalogs in Improving Micro, Small and Medium Enterprises in Badung Regency are based on three indicators of successful elements of e-government implementation proposed by Indrajit, 2004, namely support, capacity and value, which are as follows :

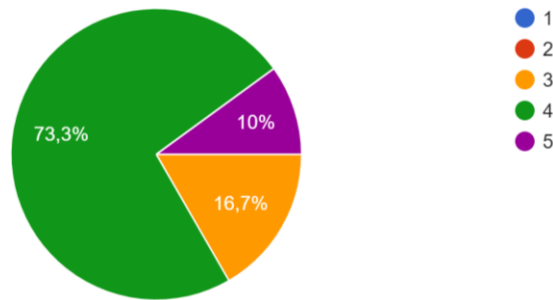
4.2.1 Support Indicator

A crucial important element that the government must have is the desire from all levels of public and political officials to truly implement the e-government concept, not just follow trends or actually oppose initiatives related to e-government principles. This element has a high level of urgency as a form of support from the government. This support is:

A. There is *political will*

1. There are supporting regulations

The legal instruments in this research refer to the rules used as guidelines in the use of the Badung Regency Local E-Catalog, namely Circular Letter Number 027/13612/Setda dated 21 December 2022 concerning the Implementation of Badung Regency Goods/Services Procurement.

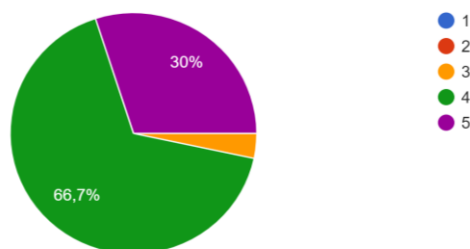


Based on the statement "The community (mothers/fathers of MSME actors) knows that the implementation of the Badung Regency Local E-Catalog is regulated in Circular Letter Number 027/13612/Setda dated 21 December 2022 concerning the Implementation of Procurement of Goods/Services for Badung Regency," the data obtained from the questionnaire obtained The result is that the community (MSME actors) are aware of the implementation of local e-catalogs as regulated in the Circular Letter. With an accumulation of 73.3% answered (agree), 10% answered (strongly agree) and 16.7% answered (neutral). Which means that it is true that the existence of the e-catalog refers to Circular Letter Number 027/13612/Setda dated 21 December 2022 concerning the Implementation of Goods/Services Procurement for Badung Regency and the MSME community as well as local e-catalog providers already know these rules clearly.

2. There is a will from the leadership

The implementation of digital transformation through the local E-catalog in Badung Regency cannot be separated from the support or willingness and initiative of the leadership. This can be seen from the leadership's willingness to continue Presidential Instruction No. 2 of 2022 which regulates the issue of accelerating the increase in the use of domestic products. Thus, to overcome this problem, the leadership supports the implementation of a local e-catalog in Badung Regency which aims to accelerate the increase in the use of domestic products and products of micro businesses, small businesses and cooperatives in order to make the proud national movement made in Indonesia a success. So that shopping for regional needs is very easy for regional officials to access anywhere and anytime.

Other support from leadership can be in the form of assisting institutions that manage local e-catalogs. Institutionally, the implementation of the local e-catalog is managed by the Goods and Services Procurement Unit of the Badung Regency Regional Secretariat which is responsible for several things such as providing a website for business actors to register their business into an LPSe account and verifying the accounts of business actors who register in the local e-catalog.

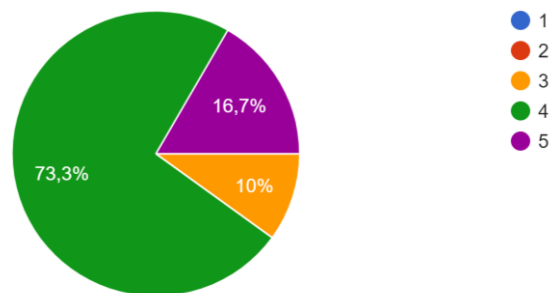


Based on statement "The community (mothers/fathers of MSMEs) feel that there is support from the government regarding the implementation of the Local E-Catalog in Badung Regency." wider

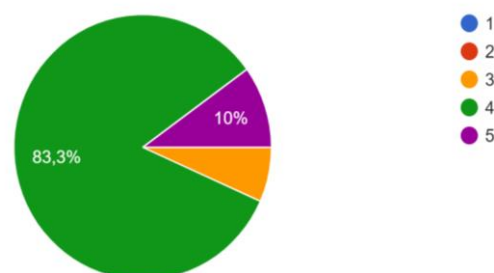
opportunities for MSMEs to improve the economy so that they participate more in the procurement of goods and services. With an accumulation of 66.7% answered (agree), 30% answered (strongly agree) and 3.3% answered (neutral).

B. Socialization

Socialization in study This is defined as providing information related to the existence of a local E-catalog in Badung Regency. In this case, the socialization process carried out by the Regional Secretary (Sekda) of Badung Regency socialized the implementation of the Badung Local Electronic Catalog to MSMEs, Cooperatives Providing Goods and Services and also to all regional apparatus in the Badung Regency Government Environment. The implementation of socialization events for MSMEs is part of the implementation of services/goods in Badung that are in accordance with On The Track with the provisions of applicable laws and regulations, especially those related to government policy that the use of domestic products needs to be encouraged, meaning that the central government has seen that in order to To encourage our economic growth, like it or not, the role of MSMEs must be involved because they will make a significant contribution to economic growth.



Based on the statement diagram "The community (mothers/fathers of MSME actors) knows about the existence of the Badung Regency Local E-Catalog through outreach carried out by the Badung Regency Government." Data obtained from the questionnaire results showed that 73.3% of MSME actors answered agree, 16.7% of MSME actors answered strongly agree and 10% of MSME actors answered neutral regarding the implementation of socialization carried out by the Badung district government for MSME actors. Seeing this, it can be ascertained that the government has carried out outreach regarding the existence of e-catalogues.



The statement in the diagram above regarding "Addition of storefronts to the Local E-Catalog in Badung Regency is conveyed through social media and outreach so that the public (mothers/fathers of MSMEs) know about it." Data obtained from the results of the questionnaire showed that in terms of percentage, 6.7% of MSME players answered neutral, 83.3% and 10% answered agree and strongly agreed regarding the addition of the Badung Regency e-catalog storefront which was socialized on social media.

In implementing the local e-catalog, the Badung Regency Goods and Services Procurement Unit carries out outreach to all Regional Apparatus Organizations (OPD) and also to local e-catalog goods and service providers. This outreach is carried out either directly or through circular letters.

C. There is continuity in e-government development

Continuity is useful for knowing the sustainability of e-government implementation in central or regional government which includes future e-government implementation. Continuity in the development of this research has been carried out by carrying out innovations in the Badung Regency Local E-Catalog by adding display cases according to the needs of Regional Apparatus, prioritizing Badung Regency Local MSMEs by continuing to encourage MSMEs in Badung to register in the Local E-Catalog . However, continuity remains based on orders from superiors and political will. related to the existence of continuity, in the implementation of the local e-catalog, development has been carried out by adding storefronts, which to date has reached 31 storefronts, where the storefronts have been added based on the needs of regional apparatus in the Badung Regency environment.

4.2.2 Capacity Indicator

In implementing e-government implementation, of course there is maximum availability of resources to help organize e-government so that it can be run well. The resources referred to are related to financial resources, human resources and infrastructure availability.

a. availability of financial resources to implement various e-government initiatives

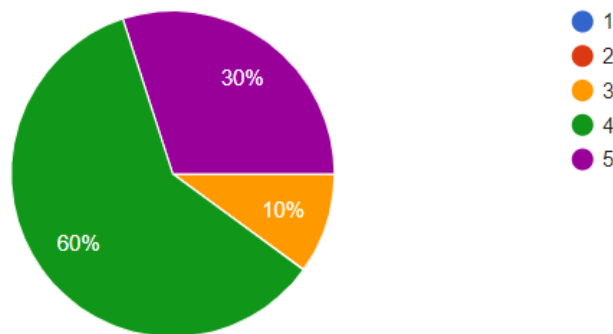
e-government programs , finance is the main capital in carrying out development. Of course, the financial resources needed for *e-government transformation* are not small, considering that there are still many other elements needed, for example adequate technological infrastructure, internet networks, quality human resources and other resources. Financial resources in implementing local e-catalogs in Badung Regency come from the APBD and/or APBN. Financial resources are available to support the implementation of local e-catalogs in Badung Regency, such as a budget for socialization, holding *focus group discussions* , technical guidance to providers and apparatus resources. In implementing local e-catalogs in Badung Regency, the availability of financial resources in developing local e-catalogs is sufficient so that the implementation of local e-catalogs can run.

b. Availability of adequate information technology infrastructure

Technology and information infrastructure is one of the supporting elements that is key to the successful development and implementation of e-government. Because infrastructure is a tool used to achieve the goals of major innovations in the field of technology. Infrastructure used in implementing e-government such as: computers, laptops, printers, wifi, and so on. related to the availability of information technology infrastructure at the Badung Regency Regional Secretariat, it is adequate, especially in organizing the local e-catalog of Badung Regency, which can be seen by the presence of computers, wifi and printers provided to support the local e-catalog of Badung Regency.

c . Availability of competent Human Resources in implementing *e-government*

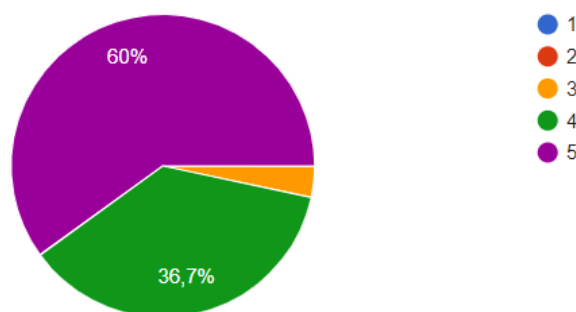
Apart from with exists financial resources, capable information technology infrastructure, availability of competent staff or employees are important elements in implementing e-government. Because later human resources will operate all infrastructure, both information technology and finance. In its implementation, the availability of human resources for the implementation of the local e-catalog in Badung Regency is adequate, but needs to continue to be improved, especially capabilities and expertise in the IT field. The Badung Regency Regional Secretariat, especially the Goods and Services Procurement Unit, has also provided understanding regarding the implementation of local e-catalogs. Based on the diagram, the statement "Relevant agencies provide understanding regarding the



implementation of the Badung Regency E-Catalog." Obtained results that Human Resources (staff) in implementing the local e-catalog are adequate and provide maximum understanding to MSME actors as providers of goods/services in the local e-catalog of Badung Regency. With the accumulated results, 60% of MSME actors answered agree, 30% of MSME actors answered strongly agree and 10% of MSME actors answered neutral.

4.2.3 Value Indicators

value element in *e-government* is the value or benefit obtained from implementing e-government in organizing local e-catalogs in Badung Regency. This *value* can be felt by various stakeholders, namely the government, goods/service providers, and the community. The benefits felt by the Regional Secretariat, especially the Goods and Services Procurement Unit. Regarding indicator value, which is the benefit of implementing the Badung Regency Local e-catalog, namely that from the government's perspective it can make it easier for SKPDs in Badung Regency to purchase equipment or household needs for these SKPDs.



Furthermore, the value from the community perspective based on the statement "Local E-Catalog is a digital platform that can increase sales of goods/services" shows that the existence of a local e-catalog in Badung Regency can increase sales of goods/services by MSMEs, this is proven with an accumulated percentage of 60% of MSME players answering agree, 36.7% of MSME players answered strongly agree and 3.3% of MSME players answered neutral regarding increasing sales of goods/services. Another benefit felt by the community is that it can expand the network of MSME players in marketing their products.

4.3 Factors and challenges for the Badung Regency government in implementing local e-catalogues

In its implementation, the Badung Regency government still faces challenges, namely, the product needs of Badung Regency Regional Apparatus are very varied, so it is necessary to conduct an in-depth study before goods/services are displayed in the Badung Regency e-catalog. This is because each Regional Apparatus has different product needs, depending on their duties and functions. By providing goods/services that suit the needs of Badung Regency Regional Officials, the Badung Regency government can avoid purchasing goods/services that are not needed.

IV. CONCLUSION

Based on the analysis of the findings carried out by the author with the title "Digital Transformation Through Local E-Catalogs in Improving Micro, Small and Medium Enterprises in Badung Regency" it can be concluded that the implementation of the Local E-catalog in Badung Regency has gone well. The successful implementation of Local e-catalogs through *e-government* can be seen through three elements of successful *e-government* implementation :

1. The support element which consists of three parts namely *political will*, socialization and development of local e-catalogs is very good. In terms of *political will*, it can be seen that there is a willingness from the leadership of the Regional Secretariat, especially the Goods and Services Procurement Unit, to implement the Local E-Catalog and there are regulations that support the implementation of the local e-catalog in Badung Regency, namely Policy in the form of Circular Letter Number 027/13612/ Setda December 21 2022 concerning Implementation of Procurement of Goods/Services for Badung Regency. In the socialization section, the Badung Regency PBJ has carried out outreach via social media or directly so that the MSME community can participate. Furthermore, in the development section, the Badung Regency Goods and Services Procurement Unit carried out development by adding display cases according to the needs of regional officials.
2. The Capacity element consists of three parts, namely the availability of financial resources, information technology infrastructure and human resources. Financial resources in the local e-catalog come from the APBN and/or APBD of Badung Regency. On the availability of information technology infrastructure, there are computers, internet networks and printers. Furthermore, in implementing local e-catalogs, adequate and competent human resources are available in operating information technology, administrative and financial infrastructure. However, its implementation still needs to be improved, especially capabilities and expertise in the IT field.
3. Value Elements (benefits)
In implementing local e-catalogs in Badung Regency, there are benefits from two points of view. The first is the value from the government, with the existence of a local e-catalog it has made it easier to shop for Government affairs for SKPD in Badung Regency, with the existence of a local e-catalog in e-government it can avoid the government from corruption and collusion because in the process transactions in the e-catalog do not bring together seller and buyer. Meanwhile, from the community side, namely local e-catalog providers (MSME actors), the benefits felt are increased sales of goods/services by MSME actors, making it easier for MSME

actors to market them. In practice, the e-catalog provider community still experiences HR problems where there is no admin to manage the provision of goods/services by MSME players and there is a lack of consistency in the manufacture of goods/services making it difficult to compete in the global market.

In its implementation, the Badung Regency government, especially the Service Procurement Unit, has challenges in displaying goods/services products in the Badung Regency Local E-catalog. This is due to the very varied needs for Badung Regency Regional Apparatus products.

Suggestion

Based on the conclusions above and looking at the problems that occur in the field related to the implementation of Digital Transformation through Local E-Catalogs in Improving Micro, Small and Medium Enterprises in Badung Regency, the suggestions that the author can give so that the implementation of local E-catalogs is carried out optimally are :

1. Maximize face-to-face socialization and social media owned by the Badung Regency Government through the Goods and Services Procurement Unit continuously , consistently and comprehensively for MSME actors in Badung Regency.
2. Providing training, coaching and development regarding information technology to employees so that its implementation remains optimal
3. Providing training, coaching and development regarding information technology to the local e-catalog provider community so that the community will understand how to use it.
4. Conduct an in-depth study regarding the needs for goods/services in the Badung Regency Regional Government. So, by conducting an in-depth study regarding the product needs of the Badung Regency Regional Government, it is hoped that the Badung Regency e-catalog can become an effective and efficient means of procuring goods/services.

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