



doi 10.14710/jdep.9.2.105-132

Developing a Strategic Business Model to Strengthen MSME Readiness for Government Procurement: A Case Study of QRS Travel

Received: 11th February 2026;
Last Revised: 21st October 2026;
Accepted: 21st October 2026;
Available Online: 22nd October 2026

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Abstract

Micro, small, and medium-sized enterprises (MSMEs) in Indonesia's travel sector face institutional, administrative, and operational barriers to participating in government procurement. This study develops a strategic business model to strengthen procurement readiness in QRS (Quantitas Rezeki Semesta) Travel, a travel-service MSME that has operated for more than five years but has not secured a government contract through formal procurement procedures. Adopting a qualitative single-case study design, the research draws on interviews, observations, document reviews, information from Indonesia's Electronic Procurement System (LPSE), and selective benchmarking with Bluebird. SWOT analysis was used to assess internal and external conditions, while the TOWS matrix was applied to formulate strategic alternatives, which were subsequently integrated into the Business Model Canvas (BMC). The findings identify several areas requiring improvement, including procurement knowledge, administrative and financial recordkeeping, employee competencies, digital capabilities, and organizational governance. Accordingly, the proposed model comprises three strategic priorities: (1) digital transformation and human resource development; (2) strategic partnerships and collaborative networks; and (3) business infrastructure and governance improvement. Bluebird's practices provide selective external insights, interpreted in light of differences in organizational scale and resource availability. This study contributes a case-specific approach to integrating strategic management tools and business model development to strengthen MSME procurement readiness. However, implementation and subsequent evaluation are necessary to determine whether the proposed model improves procurement participation or contributes to government contract acquisition.

Keywords: Travel-Service MSME, Government Procurement, Procurement Readiness, SWOT-TOWS, Business Model Canvas

JEL Classification: L26, O14

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How to Cite: Aulia, R., Elena, & Setiawan, I. T. (2026). Developing a strategic business model to strengthen MSME readiness for government procurement: A case study of QRS Travel. *Jurnal Dinamika Ekonomi Pembangunan*, 9(2), 105-132. <https://doi.org/10.14710/jdep.9.2.105-132>

Introduction

Micro, small, and medium-sized enterprises (MSMEs) are important contributors to economic activity, employment generation, and the development of local business ecosystems. In Indonesia, public procurement represents a potential market through which MSMEs can broaden their customer base and establish business relationships with government institutions. The national procurement framework, established under Presidential Regulation No. 16 of 2018 and subsequently amended by Presidential Regulations No. 12 of 2021 and No. 46 of 2025, provides the institutional basis for public procurement, including provisions relevant to MSME participation (Government of Indonesia, 2018, 2021, 2025). Nevertheless, the existence of a supportive regulatory framework does not automatically equip smaller enterprises to compete for public-sector opportunities. Their participation also depends on their ability to meet administrative requirements, maintain reliable business records, understand procurement

procedures, use relevant digital systems, and organize internal responsibilities effectively. Consequently, the challenge is not limited to the availability of procurement opportunities but also concerns whether individual enterprises possess the organizational capabilities required to pursue them.

For businesses providing travel-related services, government demand may create opportunities in transportation, accommodation, and official travel arrangements. However, the presence of potential demand should not be interpreted as evidence that travel-service MSMEs can readily participate in formal procurement. Participation requires more than operational experience or the ability to deliver services to private customers. Enterprises must also be prepared to manage documentation, demonstrate financial and administrative accountability, understand electronic procurement procedures, and respond to the requirements of prospective government buyers. Indonesia's National Public Procurement Agency (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah—LKPP) provides procurement-related information through platforms such as the Supplier Performance Information System (SIKaP) and the General Procurement Plan Information System (SiRUP). Although these platforms offer useful information about suppliers and procurement plans, aggregate information alone cannot establish the extent to which travel-service MSMEs participate in, or obtain contracts through, formal procurement. Such an assessment requires more specific examination of relevant service categories, supplier participation, and contract-award records (LKPP, 2025). At the enterprise level, qualitative investigation can complement this broader perspective by revealing the internal conditions that may prevent businesses from translating market opportunities into procurement readiness.

Previous studies have approached MSME participation in public procurement from several complementary perspectives, including institutional barriers, enterprise capabilities, digital adoption, and business development. Flynn (2026), through a review of 119 academic articles, organized the literature around systemic barriers, policy interventions, SME capabilities, business performance, and sustainability in the public sector. This body of research indicates that procurement participation involves multiple interacting dimensions rather than a single regulatory or administrative issue. At the enterprise level, Mulyadi and Kaniawati (2025) examined business development in a supplier that was already participating in the government e-catalogue. Their context provides a useful reference for understanding the relationship between business development and procurement participation, but it differs from that of an enterprise that has not secured a government contract through formal procurement procedures. Other studies, including Fuadi et al. (2021) and Pranata et al. (2024), have addressed MSME empowerment and the adoption of digital business practices. These studies offer relevant insights into enterprise development, although their implications for procurement readiness must be considered in relation to the specific operational and institutional demands of the business under investigation.

Research on business-model development provides a further basis for addressing the strategic challenges faced by smaller enterprises. Yulia et al. (2020) applied the Business Model Canvas (BMC) to business development, while Sani (2020) and Ujianti and Dewi (2018) examined issues associated with contractual relationships and business responsibilities. Taken together, these studies suggest that business development involves the alignment of internal resources, operational processes, external relationships, and market requirements. However, identifying individual capabilities or discussing business-model components separately does not necessarily explain how a business should prioritize its development actions when preparing to enter a regulated procurement environment. A more integrated analytical approach is therefore needed to connect internal strengths and weaknesses with external opportunities and threats, translate that diagnosis into strategic alternatives, and incorporate the resulting priorities into a coherent business model. This need is particularly relevant when the enterprise has limited experience with formal procurement and must allocate its resources carefully.

The present study addresses this issue through an examination of QRS (Quantitas Rezeki Semesta) Travel, a travel-service MSME that has operated for more than five years and serves both institutional and individual customers but has not obtained a government contract through formal procurement procedures. Evidence obtained from interviews, observations, and document reviews indicates several areas requiring organizational development. These include fragmented administrative records, basic financial documentation, limited digital capabilities and understanding of electronic procurement, insufficiently clear organizational responsibilities, and partnerships that have not been fully formalized. These conditions provide a case-specific basis for examining why experience in delivering travel services may not, by itself, ensure readiness for formal government procurement. Rather than assuming

that the same constraints apply to all travel-service MSMEs, this study uses the circumstances of QRS Travel to investigate the relationship between organizational conditions and the strategic requirements of procurement readiness.

Against this background, the study addresses three research questions: (1) What internal and external factors constrain QRS Travel's readiness to pursue government procurement opportunities? (2) Which strategic priorities are most appropriate for addressing the company's existing conditions and organizational capabilities? and (3) How can these priorities be integrated into a strategic business model to strengthen QRS Travel's readiness for government procurement? These questions guide the analysis from the identification of business conditions to the formulation of development priorities and their integration into a proposed model.

The study's principal contribution is a case-specific strategic business model that connects SWOT analysis, the TOWS matrix, and the BMC within a single development process. SWOT analysis is used to assess relevant internal and external conditions; the TOWS matrix translates the diagnosis into strategic alternatives; and the BMC provides a structure for integrating selected priorities into the enterprise's business model. The proposed model is organized around three strategic priorities: (1) digital transformation and human resource development; (2) strategic partnerships and collaborative networks; and (3) business infrastructure and governance improvement. The contribution therefore lies not simply in applying established strategic tools, but in connecting enterprise-level diagnosis with prioritized business-model recommendations for a travel-service MSME that has not yet secured a government contract through formal procurement. The model is intended to provide a structured basis for organizational development and procurement preparation, rather than to demonstrate that contract acquisition has already improved. Because the study adopts a qualitative single-case design, its findings are context-specific and are not intended to support statistical generalization across MSMEs. Implementation and subsequent evaluation are necessary to assess the model's practical value, while comparative research could examine its relevance to enterprises operating under different organizational, market, and procurement conditions.

Literature Review

Small Business Access to Government Procurement

Government procurement represents a potential market for micro, small, and medium-sized enterprises (MSMEs), offering opportunities to expand customer networks, diversify revenue sources, and establish relationships with public-sector institutions. However, access to procurement opportunities does not necessarily translate into successful contract acquisition. MSMEs may face barriers associated with administrative compliance, financial documentation, procurement knowledge, organizational capacity, and the ability to meet formal contracting requirements.

The [OECD \(2018\)](#) highlights the importance of reducing barriers to SME participation in public procurement through appropriate policies and procurement practices. [Flynn \(2026\)](#), in a systematic review of 119 publications, further illustrates the breadth of research concerning SME participation and procurement-related challenges. Similarly, [Akenroye et al. \(2024\)](#) examine barriers to SME participation in public healthcare procurement, highlighting the need to understand procurement constraints in relation to one another rather than as isolated problems. These studies provide a foundation for examining procurement readiness as a multidimensional organizational issue.

At the business level, procurement readiness involves more than the ability to provide goods or services. It also requires businesses to understand procurement procedures, prepare the necessary documentation, maintain reliable financial records, and coordinate internal responsibilities. Consequently, improving access to government procurement requires attention to both external barriers and internal business capabilities. This perspective is particularly relevant to QRS Travel, a travel-service MSME that has operated for more than five years but has not secured a government contract through formal procurement.

Digital Transformation and Organizational Capabilities

Digital transformation can expand market access, improve information processing, facilitate communication, and support operational efficiency. Nevertheless, adopting digital tools does not automatically ensure that an MSME is ready to participate in government procurement. Digital

capabilities must be supported by adequate administrative systems, financial documentation, employee competencies, and organizational processes.

Fuadi et al. (2021) discuss MSME adaptation to digital transformation and emphasize the relevance of capacity development and technological support. Pranata et al. (2024) examine e-business adoption among Indonesian MSMEs, providing a relevant perspective on the role of digital technologies in business development. Taken together, these studies suggest that digital transformation should be understood in conjunction with the organizational capabilities required to apply technology effectively.

For QRS Travel, this relationship is important because procurement participation may require the business to manage digital information, maintain consistent documentation, understand electronic procurement procedures, and coordinate employees' responsibilities. Therefore, digital transformation in this research is not treated merely as the adoption of digital platforms. It is considered part of a broader development process involving human resource development, administrative improvement, and organizational readiness.

Strategic Business Development and the Business Model Canvas

Strategic business development requires a systematic understanding of internal resources, organizational limitations, external opportunities, and potential threats. SWOT analysis provides a framework for identifying these internal and external conditions, while the TOWS matrix translates the findings into strategic alternatives. However, strategic alternatives must also be connected to operational arrangements if they are to provide practical guidance for business development.

The Business Model Canvas (BMC) provides a complementary framework for examining nine interrelated components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Yulia et al. (2020) apply the BMC in an MSME business-development context, while Mulyadi and Kaniawati (2025) combine SWOT analysis and the BMC to formulate business-development strategies.

Building on these approaches, this research integrates SWOT analysis, the TOWS matrix, and the BMC into a sequential analytical process. First, SWOT analysis identifies QRS Travel's internal strengths and weaknesses and its external opportunities and threats. Second, the TOWS matrix translates these findings into strategic alternatives. Third, the BMC connects the selected strategic priorities to the company's resources, activities, partnerships, customer relationships, and financial structure.

The integration is intended to bridge the gap between strategic diagnosis and business-model configuration. Rather than treating SWOT, TOWS, and BMC as separate analytical exercises, the research uses them as complementary tools to formulate a context-specific business-development framework for improving procurement readiness.

Contractual Knowledge and Business Governance

Participation in formal government procurement involves contractual and administrative responsibilities in addition to service-delivery capabilities. Businesses need to understand their obligations, prepare relevant documentation, and establish internal procedures that support accountability and compliance. Weaknesses in these areas may limit a business's ability to respond effectively to procurement requirements, even when it possesses relevant operational experience.

Sani (2020) examines commercial contract knowledge among small enterprises, highlighting the relevance of understanding contractual principles and obligations. Ujianti and Dewi (2018) discuss contractual balance in government procurement, drawing attention to the relationship between contractual rights and obligations. Although these studies approach the issue from different perspectives, both provide a basis for considering contractual knowledge and governance as relevant dimensions of business readiness.

In the context of QRS Travel, business governance includes the organization of administrative records, the consistency of financial documentation, the clarification of employee responsibilities, and the development of knowledge concerning procurement procedures and contractual obligations. These elements are incorporated into the proposed business-development framework because procurement readiness depends not only on external market opportunities but also on the business's ability to organize and substantiate its operational capacity.

State of the Art, Research Gap, and Conceptual Contribution

Previous research has examined several dimensions relevant to MSME participation in government procurement, including procurement barriers, digital transformation, managerial capabilities, contractual knowledge, and business-model development. However, the studies differ in their research settings, analytical approaches, and business contexts. Table 1 synthesizes the literature reviewed and identifies its relevance to the present research.

Table 1. State of the Art and Research Positioning

Author(s)	Year	Research Focus	Methodological Approach	Key Insights and Relevance to This Research
OECD	2018	SME participation in public procurement	Comparative policy analysis	Identifies the importance of addressing procurement barriers and improving SME access to public-sector opportunities
Sani, A.	2020	Commercial contract knowledge among small enterprises	Descriptive qualitative approach, as reported in the reviewed literature	Highlights the relevance of contractual knowledge and understanding formal obligations
Yulia et al.	2020	Business-model development in an MSME context	Case study using the Business Model Canvas	Demonstrates the relevance of a structured framework for examining business components and development opportunities
Fuadi et al.	2021	MSME adaptation to digital transformation	Systematic literature review	Emphasizes capacity development, technological support, and collaboration in digital adaptation
Ujianti and Dewi	2018	Contractual balance in government procurement	Normative juridical analysis	Highlights the importance of contractual rights and obligations in procurement relationships
Akenroye et al.	2024	Barriers to SME participation in public healthcare procurement	Barrier analysis, as reported in the reviewed literature	Provides a procurement-specific perspective on the challenges affecting SME participation
Pranata et al.	2024	E-business adoption among Indonesian MSMEs	Empirical study, as described in the reviewed literature	Provides context for understanding digital adoption as part of MSME business development
Sanjaya et al.	2024	Contractual disputes involving coal-mining agreements and local government	Normative juridical case study	Offers an indirect perspective on contractual governance; its sectoral context differs from travel-service procurement
Mulyadi and Kaniawati	2025	Business development of a government e-catalogue supplier	Qualitative case study using SWOT and BMC	Provides a methodological reference for connecting strategic analysis with business-model development
Flynn	2026	SME participation in public procurement	Systematic review of 119 publications	Synthesizes a broad body of research on SME participation and procurement-related challenges
Chalimah and Sakhowi	2016	Business dependence and managerial capacity	Qualitative descriptive study	Provides a management-related perspective on business independence and organizational capability

Source: Synthesized from the literature reviewed in this research

The studies summarized in Table 1 offer several perspectives on the factors influencing MSME participation in government procurement. Nevertheless, their primary concerns vary considerably. [OECD \(2018\)](#), [Flynn \(2026\)](#), and [Akenroye et al. \(2024\)](#) examine the challenges that shape SME access to public-sector contracts. Although this literature helps explain the barriers businesses encounter, identifying such obstacles does not necessarily indicate how an individual enterprise should respond through an integrated development strategy. Research by [Fuadi et al. \(2021\)](#) and [Pranata et al. \(2024\)](#) emphasizes the role of digital transformation and technology adoption. However, the use of digital technologies should not be interpreted as sufficient evidence of procurement readiness, since businesses also need appropriate administrative procedures, competent personnel, reliable financial records, and effective internal coordination. In a related area, [Sani \(2020\)](#) and [Ujianti and Dewi \(2018\)](#) discuss contractual knowledge and governance, whereas [Yulia et al. \(2020\)](#) and [Mulyadi and Kaniawati \(2025\)](#) provide insights into business-model development and strategic analysis.

A comparison of these research streams points to an opportunity for further investigation. Although the literature addresses several factors relevant to procurement participation, it offers limited contextual guidance on how these factors can be brought together to support a travel-service MSME that has yet to obtain a government contract through formal procurement. The issue extends beyond recognizing individual weaknesses or external constraints. It concerns the process through which these conditions can inform mutually reinforcing strategic decisions and be incorporated into the configuration of a business model. This issue is pertinent to QRS Travel because strengthening its procurement readiness requires a coordinated response to both its internal capabilities and the opportunities and constraints arising from its external business environment.

To examine this issue, the present research combines SWOT analysis, the TOWS matrix, and the Business Model Canvas (BMC) within a connected analytical process. SWOT analysis establishes a profile of the company's internal and external conditions. These findings are subsequently translated into strategic options through the TOWS matrix. The BMC then provides a structure for relating the selected options to key business activities, resources, partnerships, customer relationships, and financial arrangements. The value of this approach lies in connecting strategic assessment with business-model development, enabling the analysis to move beyond the description of existing problems toward the formulation of priorities relevant to QRS Travel's circumstances. The analytical relationships among the company's internal and external conditions, strategic options, and proposed business model configuration are summarized in Figure 1.

The analysis produces three interrelated development priorities. The first concerns digital transformation and human resource development, with an emphasis on improving digital competence, procurement-related knowledge, employee capabilities, and administrative practices. The second involves strategic partnerships and collaboration, focusing on relationships that may provide complementary resources, expertise, and access to relevant business opportunities. The third concerns business infrastructure and governance, including more systematic documentation, dependable financial records, clearly allocated responsibilities, and better-defined organizational procedures.

Accordingly, this research contributes a context-specific framework that links the assessment of business conditions to strategic formulation and business-model configuration. Its contribution is not based on claiming that SWOT, TOWS, or the BMC constitutes a new analytical method. Rather, it lies in their coordinated application to the procurement-readiness challenges of a travel-service MSME that has not yet secured a government contract through formal procurement. The resulting framework can inform strategic planning at QRS Travel; however, whether its implementation improves procurement participation, and whether the approach is applicable to other MSMEs, must be examined through subsequent implementation and evaluation.

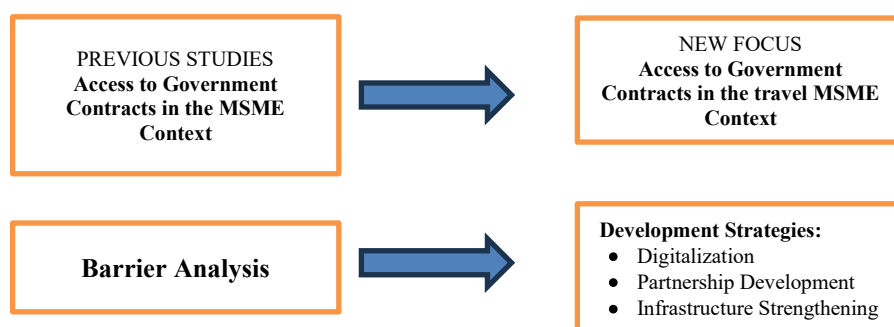


Figure 1. Research framework on government contract access for travel MSMEs

The originality of this research stems from its examination of the barriers that prevent travel-service micro, small, and medium-sized enterprises (MSMEs) from entering the formal government procurement market. Although previous research has explored e-business readiness among Indonesian travel agencies (Noor et al., 2019), the strategic and administrative dimensions of procurement participation warrant further investigation. In response to this gap, the present study conceptualizes procurement access as a multidimensional organizational challenge shaped by digital capabilities, human resource development, administrative preparedness, institutional partnerships, and business governance. Its distinctive contribution is the combination of SWOT analysis, TOWS strategy development, and the Business Model Canvas (BMC) to formulate a strategic business model grounded

in the specific conditions of QRS Travel. This integrated approach links the assessment of organizational strengths, weaknesses, opportunities, and threats to proposed strategic actions and corresponding business model components. The resulting framework offers a context-sensitive foundation for future research and for designing targeted support measures for travel-service MSMEs. Nevertheless, because the model has not yet been implemented or empirically tested, its effectiveness and broader applicability remain to be established through subsequent evaluation. Table 2 compares previous studies with the present study's research gap, contributions, and implications.

Table 2. Research Position in Existing Literature and Novel Contributions

Research Position in Existing Literature	Limitations in Prior Studies	Novel Contribution of This Study	Implications
Previous MSME studies have examined business development, organizational capabilities, and barriers to enterprise growth (Fuadi et al., 2021; Chalimah & Sakhowi, 2016)	General MSME development perspectives may not fully explain the specific organizational and administrative requirements faced by travel-service MSMEs seeking access to formal government procurement	This study examines procurement access from the perspective of QRS Travel, focusing on its organizational capabilities, administrative readiness, and institutional context	Provides case-specific insights into the capabilities that may need to be strengthened before a travel-service MSME participates in government procurement
Research on MSME empowerment has discussed training, capability development, and digitalization as approaches to improving business competitiveness (Fuadi et al., 2021; Chalimah & Sakhowi, 2016)	These approaches do not necessarily explain how digital capabilities and human resource development relate to the administrative and operational demands of government procurement	This study connects digital capability and human resource development with the procurement-readiness challenges identified in the QRS Travel case	Helps identify potential priorities for capability development, while recognizing that their contribution to procurement outcomes requires further evaluation
Existing studies have addressed contractual practices and legal aspects of business relationships involving MSMEs (Sani, 2020; Ujianti & Dewi, 2018)	The relevance of these studies to the broader organizational, administrative, and institutional challenges of accessing government procurement needs to be established more explicitly	Rather than focusing solely on contractual legal issues, this study examines procurement access as a strategic business challenge involving organizational readiness and external institutional requirements	Encourages a broader assessment of procurement readiness that considers administrative and organizational capabilities alongside applicable legal requirements
Strategic management tools, including SWOT analysis and the Business Model Canvas (BMC), provide approaches for assessing business conditions and structuring business models (Pickton & Wright, 1998; Osterwalder & Pigneur, 2010)	Applying these tools individually may not provide a sufficiently explicit connection between case-specific findings, strategic priorities, and proposed business model adjustments	This study integrates SWOT analysis, TOWS strategic formulation, and BMC to connect the assessment of QRS Travel's internal and external conditions with proposed strategic priorities and business model components	Offers a structured, case-specific approach that can be examined and refined through subsequent implementation and evaluation
Previous research has examined e-business readiness among small and medium-sized travel agencies in Indonesia, including technology readiness, organizational readiness, and external environmental factors (Noer et al., 2019)	The study focuses on e-business readiness rather than the organizational and administrative challenges associated with accessing formal government procurement	This study extends the discussion through a case-specific analysis of QRS Travel, integrating procurement readiness, SWOT analysis, TOWS strategic formulation, and the BMC to develop a proposed strategic business model	Provides preliminary insights for strengthening procurement readiness among travel-service MSMEs. The model's effectiveness and applicability to other enterprises require further evaluation

Source: Authors' synthesis of the literature and the QRS Travel case analysis

Research Gap in MSME Development

Previous research on MSME development has examined managerial capabilities, digital transformation, contractual knowledge, and access to government procurement. However, these perspectives do not necessarily explain how the different requirements of a specific industry can be addressed through an

integrated business-development strategy. This issue is relevant to travel-service MSMEs, whose competitiveness may depend on service reliability, customer trust, administrative readiness, and the ability to meet formal contractual obligations. Accordingly, this research examines how organizational capabilities and procurement-related requirements can be translated into strategic priorities tailored to QRS Travel. Its contribution lies in developing a context-sensitive framework rather than assuming that findings from other industries can be directly applied to travel-service businesses.

MSMEs and Economic Development

Micro, small, and medium-sized enterprises (MSMEs) contribute to economic development through employment creation, household income generation, entrepreneurship, and the use of local resources. Sustaining these contributions, however, requires more than continued market participation. Businesses must develop managerial capabilities, adapt to technological change, strengthen operational processes, and access markets that support growth.

MSME competitiveness is shaped by the interaction between internal capabilities and the surrounding business environment. The [OECD \(2019\)](#) highlights the importance of skills, innovation, technological development, and supportive business conditions for productivity and inclusive growth. [Fuadi et al. \(2021\)](#) emphasize digital adaptation and capacity building, while [Chalimah and Sakhowi \(2016\)](#) discuss the importance of professional management and human resource development. [Sani \(2020\)](#) further draws attention to small businesses' understanding of contractual obligations. Collectively, these perspectives suggest that sustainable business development requires complementary managerial, technological, and contractual capabilities rather than isolated improvements.

These considerations are particularly relevant to travel-service MSMEs seeking institutional customers. In addition to delivering reliable services, such businesses may need systematic documentation, sound financial administration, clearly assigned responsibilities, consistent operating procedures, and dependable business partnerships. The importance of each capability depends on the firm's circumstances and target market. This research therefore examines QRS Travel's organizational conditions and the strategic adjustments that may support its participation in formal government procurement.

Government Procurement, MSME Participation, and Regulatory Compliance

Government procurement can provide MSMEs with opportunities to expand their markets and diversify revenue. Nevertheless, access to procurement opportunities does not guarantee supplier participation or contract acquisition. [Flynn \(2026\)](#), through a review of 119 academic publications, examines SME participation in relation to procurement barriers, policy interventions, business capabilities, performance, and sustainability. [Akenroye et al. \(2024\)](#) likewise highlight the interconnected nature of barriers to SME participation in public procurement. These perspectives indicate that procurement participation should be understood through both firm-level capabilities and the requirements of the procurement environment.

In Indonesia, government procurement operates within a formal regulatory framework, including Presidential Regulation No. 16 of 2018, as amended by Presidential Regulation No. 12 of 2021 and Presidential Regulation No. 46 of 2025. The applicable requirements depend on the procurement method, the nature of the service, and the relevant implementing provisions. Suppliers may need to meet eligibility conditions, prepare supporting documentation, use designated procurement systems, and fulfill contractual obligations. Therefore, regulatory readiness should be assessed against the actual requirements relevant to each procurement opportunity rather than a generic checklist.

This research distinguishes between two related dimensions of procurement readiness. Organizational readiness concerns the availability of appropriate resources, competent personnel, reliable financial records, administrative procedures, and service-delivery capabilities. Regulatory-procedural readiness concerns the business's understanding of and ability to comply with applicable procurement rules and processes. The distinction is analytical rather than absolute: a business may be operationally capable but struggle with administrative requirements, while familiarity with procurement platforms alone does not establish that its documentation and organizational processes are adequate.

Contractual knowledge also matters in formal supplier relationships. Sani (2020) examines small businesses' understanding of commercial contract principles, whereas Ujianti and Dewi (2018) discuss contractual balance in government procurement. Both provide relevant perspectives on contractual rights and obligations. By contrast, Sanjaya et al. (2024) focus on coal-mining disputes involving local government, making their direct relevance to travel-service procurement more limited. For QRS Travel, the central concern is how applicable procurement requirements relate to existing business practices and which organizational adjustments may be needed to pursue suitable opportunities.

Strategic Management: Integrating SWOT, TOWS, and the Business Model Canvas

Identifying business constraints is only the first step in strategic development. MSMEs also need to determine which issues require priority, how limited resources should be allocated, and how strategic choices can be incorporated into daily operations. SWOT analysis supports this process by organizing internal strengths and weaknesses alongside external opportunities and threats (Pickton & Wright, 1998). In this research, the analysis is grounded in case evidence from interviews, observations, document reviews, and relevant procurement information.

However, SWOT analysis primarily supports diagnosis and does not independently establish the feasibility or effectiveness of a strategy. To translate the diagnosis into actionable alternatives, the TOWS matrix is used to consider how internal factors can be aligned with external conditions. The Business Model Canvas (BMC), developed by Osterwalder and Pigneur (2010), then provides a structure for examining the implications of these alternatives for nine interconnected business components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

The three tools serve complementary functions. SWOT organizes the assessment of QRS Travel's business conditions; TOWS translates the findings into strategic alternatives; and the BMC connects selected priorities to the company's resources, activities, partnerships, customer relationships, and financial arrangements. This sequence is intended to link strategic diagnosis with business-model development. It does not, by itself, demonstrate that the proposed strategies will improve procurement outcomes; such effects require implementation and subsequent evaluation.

Research Gap and Contribution

Existing research provides valuable insights into MSME development, digital capabilities, contractual governance, and public procurement participation. However, these topics are frequently examined from different analytical perspectives, making it necessary to investigate how they can be connected within a specific business context. For a travel-service MSME that has not secured a government contract through formal procurement, the practical challenge is to relate organizational capabilities and applicable procurement requirements to a coherent set of strategic development priorities.

This research addresses that challenge through a case study of QRS Travel, a travel-service enterprise operating for more than five years. It integrates SWOT analysis, the TOWS matrix, and the BMC to connect internal and external business conditions with strategic alternatives and business-model configuration. The resulting framework focuses on three priorities: (1) digital transformation and human resource development; (2) strategic partnerships and collaboration; and (3) business infrastructure and governance.

The contribution is a context-specific approach to translating procurement-readiness challenges into coordinated business-development priorities. Rather than presenting the framework as universally applicable or as proof of improved contract acquisition, this research establishes a structured basis for strategic planning in the QRS Travel case. Its effectiveness and transferability to other MSMEs require further implementation, evaluation, and comparative research.

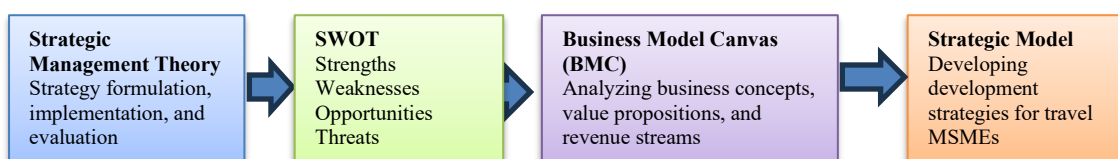


Figure 2. Conceptual framework for travel MSME strategic development

Table 3. Conceptual Framework

Conceptual Dimension	Explanation	Core Indicators / Variables	Theoretical Sources	Strategic Linkages
Internal Barriers of MSMEs	Internal organizational limitations that reduce MSMEs' ability to secure government procurement contracts	Shortages in skilled labor, financial vulnerability, low digital readiness, and inadequate tender administration	Sani (2020) ; Chalimah & Sakhowi (2016)	Strategies focused on strengthening managerial capability and improving internal efficiency
External Barriers	Environmental and institutional factors that constrain MSME participation in public procurement systems	Restricted access to tender-related information, high competitive pressure, and complex regulatory requirements	Ujjianti & Dewi (2018)	Partnership-based strategies, inter-organizational collaboration, and procurement policy support
Legal and Contractual Framework	Regulatory foundations and procurement systems that govern government contracting processes	Presidential Regulation No. 16 of 2018, classification of service types, and contractual arrangements	Hernoko (2022)	Strategies aimed at enhancing legal awareness and administrative compliance
Digital Transformation	Application of digital technologies to broaden market access and improve business efficiency	Adoption of digital marketing, engagement in e-procurement platforms, and implementation of online reservation systems	Fuadi (2021) ; Pranata (2024)	Digital business process optimization and technological capacity enhancement
Development Strategy	Coordinated strategic efforts designed to improve MSME competitiveness in accessing government tenders	Workforce training and digitalization, partnership development, and infrastructure strengthening	Literature synthesis	Expanding MSME access to government contract opportunities
Expected Outcomes	Anticipated results derived from the implementation of MSME development strategies	Improved access to LPSE, enhanced competitiveness, and successful procurement contract attainment	SWOT Analysis and Business Model Canvas	Strengthening the professionalism and sustainability of the travel MSME ecosystem

Source: Developed by the authors based on a synthesis of previous literature

Table 4. Mechanisms of Intervariable Relationships

Conceptual Component	Description of Causal Relationship	Final Outcome
Digitalization and Human Resource Development → Business Efficiency and Visibility	The adoption of digital tools—such as online marketing, e-procurement participation, and data management systems—combined with workforce training enhances administrative capability, document accuracy, and business visibility within the LPSE system	Increases MSMEs' ability to comply with government contract requirements and expand market reach
Partnership and Collaboration → Market Access and Financing	Cooperation with local governments, travel associations, and financial institutions facilitates access to tender information, funding opportunities, and broader contractual networks	Strengthens MSMEs' bargaining position in procurement processes and improves overall business competitiveness
Infrastructure and Governance Strengthening → Administrative Compliance and Professionalism	Improvements in administrative, financial, and internal management systems support compliance with public procurement regulations (Presidential Regulation No. 16 of 2018)	Enhances government trust in MSMEs as reliable and professional transportation service providers
SWOT-BMC Integration → Strategic Model Formulation	Findings from SWOT analysis are used to identify internal and external factors, which are then translated into the nine components of the Business Model Canvas to design a practical and applicable business model	Produces a comprehensive strategic model that is adaptive to government market requirements
Development Strategy Model → Accessibility to Government Contracts	Implementation of a three-pillar development strategy is expected to improve administrative readiness, digital competitiveness, and legal compliance among travel MSMEs	Increases MSME participation and success rates in obtaining government contracts through the LPSE system

Source: Developed by the authors based on a synthesis of previous literature, SWOT analysis, the Business Model Canvas (Osterwalder & Pigneur, 2010), and the applicable government procurement regulatory framework

Figure 2, along with Tables 3 and 4, forms a unified conceptual framework that illustrates the application of strategic management instruments in improving travel MSMEs' participation in government procurement. Figure 2 depicts the sequential integration of strategic management theory, SWOT analysis, and the Business Model Canvas (BMC), whereas Table 3 outlines the principal conceptual dimensions, including internal and external barriers, legal-contractual considerations, digital transformation, and development strategies. Table 4 further explains the cause-effect

relationships among these dimensions and their influence on business performance, professionalism, and procurement access. Informed by this framework, the study employs a qualitative case study approach to examine these components and their interactions within QRS Travel, thereby translating the conceptual model into an empirical research design described in the subsequent research methodology section.

Research Method

Research Approach

This study employs a qualitative research paradigm using a single-case study design to examine institutional, managerial, and strategic constraints that limit travel MSMEs' participation in government procurement schemes. A qualitative approach is considered appropriate because access to public contracts is shaped not only by measurable performance indicators but also by organizational readiness, regulatory interpretation, and contextual business practices that require in-depth exploration. The case study design enables intensive investigation of a real-world organizational setting, allowing the research to generate actionable strategic insights grounded in empirical reality rather than statistical generalization.

Case Selection and Research Setting

This research adopts a qualitative case-study design focusing on QRS Travel, a travel-service MSME providing transportation, official travel arrangements, tours, and accommodation support. Despite operating for more than five years, the company has not secured a government procurement contract through formal procedures. QRS Travel was purposively selected because its experience provides a relevant case for examining the organizational capabilities, procurement knowledge, and procedural challenges that may constrain travel-service MSMEs' access to the public procurement market.

The research focuses on the company's internal capabilities, administrative practices, operational processes, and strategic readiness to participate in government procurement. Fieldwork was conducted at QRS Travel's administrative office and operational sites across Greater Jakarta and West Java, providing a contextual basis for examining its business activities and procurement-related practices. The case was selected for its analytical relevance to the research objectives, rather than its representativeness of all travel MSMEs. Accordingly, the findings inform the development of a context-specific strategic model and are intended to provide analytical insights rather than support statistical generalization.

Data Types and Data Sources

This research combines primary and secondary data to examine QRS Travel's organizational capabilities and readiness to participate in government procurement. Primary data were collected through semi-structured interviews with company personnel and external informants, including a Bluebird manager and the Secretary-General of the Ministry of Tourism of the Republic of Indonesia. The interviews explored business strategy, operational management, financial and administrative practices, digital capabilities, procurement knowledge, and sectoral development priorities. Direct observations and available company records supplemented interview evidence by providing insights into workflows, document management, technology use, and service delivery.

Secondary data comprised applicable procurement regulations, accessible information from the Electronic Procurement Service (Layanan Pengadaan Secara Elektronik, LPSE), available company documents, relevant tourism and transportation statistics, and academic publications on MSMEs, strategic management, digital transformation, and public procurement. These sources established the institutional and sectoral context for interpreting QRS Travel's procurement readiness.

Table 5. Research Informants and Selection Rationale

Code	Informant role	Analytical focus	Selection rationale
I1	Business owner	Business strategy, company history, and procurement decisions	To identify the company's strategic direction, internal constraints, and development priorities
I2	Operations coordinator	Operational processes, service delivery, and coordination	To examine workflow efficiency, operational capabilities, and service-management practices
I3	Finance administration staff	Financial records and administrative documentation	To assess financial administration and the availability and organization of business documents
I4	Senior staff	Daily operations and implementation of work procedures	To capture employee-level perspectives on operational practices and internal organizational challenges
I5	MSME/procurement expert	MSME development and government procurement	To obtain external insights into procurement requirements and business readiness
I6	Bluebird manager	Transportation-service management, operational standards, and business development	To identify industry practices that may provide relevant lessons for QRS Travel's strategic development
I7	Secretary-General, Ministry of Tourism of the Republic of Indonesia	Tourism-sector policy, institutional priorities, and the business environment for travel services	To obtain a government-level perspective on tourism development and its relevance to travel-service enterprises

Source: Developed by the authors based on informant roles and their relevance to the research objectives

Table 6. Secondary Documents and Their Analytical Contributions

Document category	Evidence examined	Analytical contribution	Verification and documentation
Government procurement regulations	Applicable rules, eligibility criteria, procurement procedures, and relevant provisions	Establishes the formal requirements against which QRS Travel's procurement readiness can be assessed	Record the regulation's official title, number, year, relevant articles, and authoritative source
LPSE and electronic procurement information	Accessible procurement announcements, tender information, registration guidance, and related procedural information	Clarifies the institutional processes and information channels relevant to potential participation in government procurement	Identify the specific LPSE or procurement portal, pages or documents consulted, URL, and access date
QRS Travel business documents	Available company profiles, administrative records, financial documents, operational records, and service-related documentation	Provides evidence for assessing internal capabilities, administrative preparedness, and potential documentation gaps	Specify the documents actually reviewed, their dates where available, and any confidentiality restrictions
Tourism and transportation statistics	Relevant national or regional data on tourism, transportation, and travel service activities	Establishes the broader business context and helps interpret external opportunities and challenges	Identify the issuing institution, publication title, publication year, relevant indicators, and official source
Academic literature	Previous studies on MSME capabilities, digital transformation, strategic management, contractual governance, and public procurement	Supports theoretical interpretation, comparison with previous findings, and identification of the research gap	Verify complete bibliographic details and ensure that every cited work appears in the reference list

Source: Developed by the authors based on the categories of secondary evidence used in this research

The secondary sources were assessed according to their relevance to the research objectives and the extent to which they could be verified. Only documents and information actually accessed were included in the analysis. Interview accounts, observational findings, and documentary evidence were compared to identify convergent patterns, discrepancies, and gaps in the available information.

Informant Selection Strategy

Purposive sampling was used to select informants with knowledge directly relevant to QRS Travel's organizational operations and procurement readiness. Internal informants represented managerial, operational, financial, and employee perspectives. External informants broadened the analysis through expertise in MSME procurement, transportation-service management, and tourism-sector policy. This combination enabled examination of the case from organizational, industry, and government perspectives. Informants were selected for the relevance of their knowledge and roles rather than for statistical representativeness.

Data Collection Techniques

Four complementary techniques were employed. First, semi-structured interviews explored organizational capabilities, administrative practices, digital adoption, procurement knowledge, and strategic priorities. Second, direct observation examined workflows, document management, technology use, and service delivery. Third, document analysis covered available company records, applicable procurement regulations, and accessible LPSE information to establish relevant organizational and procedural requirements.

Fourth, benchmarking interviews were conducted with a Bluebird manager and the Secretary-General of the Ministry of Tourism of the Republic of Indonesia. The Bluebird interview provided industry-level insights into transportation-service management, operational standards, organizational practices, and business development. The interview with the Secretary-General provided a government-level perspective on tourism-sector priorities and the broader policy environment relevant to travel-service businesses. These perspectives were interpreted in relation to QRS Travel's circumstances. Given differences in organizational scale, institutional responsibilities, and operational objectives, benchmarking was used to identify potentially adaptable practices and strategic considerations rather than to make direct performance comparisons.

Evidence from the different techniques was cross-checked to strengthen the interpretation of findings and identify inconsistencies or information gaps. The resulting evidence informed the assessment of internal strengths and weaknesses and external opportunities and threats affecting QRS Travel's potential participation in government procurement.

Analytical Framework

Data analysis followed a structured qualitative process. First, interview transcripts or notes, observational records, and available documents were organized into themes concerning internal constraints including human resources, financial capacity, digital capabilities, and administrative systems and external challenges, such as regulatory complexity, competition, and limited access to procurement information.

Second, SWOT analysis was applied to assess QRS Travel's strategic position. The findings were subsequently developed through a TOWS matrix to formulate strategic alternatives by linking internal conditions with external opportunities and threats. Third, the resulting strategic priorities were mapped onto the Business Model Canvas (BMC) to examine their implications for the company's value proposition, key resources, key activities, partnerships, customer relationships, and financial arrangements.

The analysis informed a proposed strategic development model built around three interconnected priorities like digital transformation and human capital development, strategic partnerships and collaborative networks, and organizational governance and infrastructure strengthening.

The proposed model translates the case findings into a structured, context-specific strategic framework. Its effectiveness in improving procurement participation and contract acquisition requires subsequent implementation and evaluation.

Trustworthiness and Transferability

Research rigor was assessed with reference to Lincoln and Guba's criteria of credibility, dependability, transferability, and confirmability. Credibility was supported by comparing information obtained from interviews with observational findings and available documentary evidence. This process helped identify areas of convergence and differences across the data sources. Dependability and confirmability were addressed through the systematic organization of research materials and the transparent documentation of data sources and analytical decisions. A detailed description of the organizational and procurement context was also provided to enable readers to assess the relevance of the findings to other settings.

This qualitative single-case study prioritizes contextual understanding and analytical transferability rather than statistical generalization. QRS Travel was purposively selected because it is an established travel-service MSME that has not secured a government procurement contract through formal procurement procedures. The inclusion of perspectives from organizational informants and external stakeholders, together with observations, documentary evidence, and industry benchmarking,

provided multiple sources of information for examining the relationship between organizational capabilities and the external procurement environment. However, the extent to which the findings may be applicable to other travel-service MSMEs depends on differences in organizational resources, operational capabilities, and procurement requirements. The proposed strategic business model has not yet been implemented or empirically evaluated; therefore, its practical effectiveness remains to be established through subsequent implementation and evaluation.

Results and Discussion

Results

Empirical Findings on QRS Travel's Procurement Readiness

The case analysis identified four interrelated dimensions of QRS Travel's readiness for government procurement: procurement knowledge and experience, administrative and financial management, organizational governance and human resource capacity, and digital capability. These findings indicate that procurement readiness involves not only access to procurement opportunities but also the organizational capacity to meet applicable requirements and manage the associated processes.

First, *procurement knowledge and experience* remain areas for development. QRS Travel had not secured a government procurement contract through formal procurement procedures at the time of the research, and its direct experience with electronic procurement was limited. This finding highlights the need to understand applicable procedures, eligibility criteria, documentation requirements, and package-specific conditions. However, the absence of a contract award alone does not establish the precise barriers encountered by the company.

Second, *administrative and financial management* require greater standardization. The case findings indicate that business documents and financial records need to be better organized to support consistent preparation, verification, and retrieval. Procurement readiness therefore depends not merely on possessing documents but on maintaining complete, accurate, and accessible information in accordance with applicable requirements.

Third, *organizational governance and human resource capacity* require further attention. Operating responsibilities and procedures need to be sufficiently clear and documented to coordinate procurement-related activities. Employee development should consequently address relevant procedural knowledge, document management, and digital competencies. These findings concern organizational preparedness rather than evidence of actual contract-management failure.

Fourth, *digital capability* offers an opportunity to strengthen administrative readiness. More systematic use of digital tools could support document organization, information retrieval, and financial recordkeeping. Nevertheless, technology alone cannot ensure compliance; its contribution depends on employee competence, reliable data, and clearly defined procedures.

The interview with a Bluebird Group representative provides an external industry perspective on these challenges. According to the interviewee, Bluebird had entered INAPROC, its relevant data needed to be complete and validated by the relevant LPSE authority, clients could order packages through INAPROC, and the company had won government tenders on several occasions. These statements highlight the practical relevance of data completeness, validation, and familiarity with the applicable procurement process. However, they do not establish that INAPROC participation or data validation alone leads to successful tender outcomes, nor do they independently explain the factors behind Bluebird's reported tender wins.

Table 7. Benchmarking Comparison Between QRS Travel and Bluebird Group

Dimension	QRS Travel	Bluebird Group	Strategic relevance
Procurement experience	Had not secured a government procurement contract through formal procedures at the time of the research	The interviewee reported that Bluebird had won government tenders on several occasions	Highlights differences in reported procurement experience
INAPROC and data requirements	Readiness to meet applicable requirements requires further assessment	The interviewee reported INAPROC participation and emphasized complete data and LPSE validation	Highlights the importance of data preparation and understanding applicable procedures
Package-ordering process	Requires further assessment of relevant procurement mechanisms	The interviewee reported that clients could order packages through INAPROC	Identifies a process-related area for further investigation
Administrative and digital capability	Documentation and digital administrative processes require improvement	Specific internal practices have not been established by the interview information presented	Identifies potential development areas without assuming superior internal capabilities
Organizational context	Travel-service MSME with limited formal procurement experience	Larger transport and mobility company with reported tender experience	Requires adaptation of external insights to QRS Travel's scale and resources

Source: Authors' synthesis of QRS Travel's case findings and interview information from a Bluebird Group representative, as described in the Methodology section

The comparison is contextual rather than a direct performance assessment. Bluebird's reported experience provides a useful reference for examining procurement processes, but differences in organizational scale and resources limit direct transferability. Claims about Bluebird's internal administrative systems, employee competencies, or governance practices would require additional supporting evidence.

Table 8. Synthesis of Procurement Readiness Findings

Empirical dimension	Main finding	Proposed strategic response
Procurement knowledge and experience	Limited direct experience with formal government procurement.	Strengthen procedural knowledge and assess eligibility before participation
Administrative and financial management	Records require better organization and standardization	Establish consistent documentation, verification, and recordkeeping procedures
Governance and human resources	Responsibilities and operating procedures require further formalization	Clarify roles and develop procurement-related employee competencies
Digital capability	Digital tools could be used more systematically for administrative processes	Improve digital document management and provide relevant training
External procurement context	The Bluebird interview highlighted INAPROC participation, data completeness, validation, package ordering, and reported tender wins	Use these insights to contextualize procurement requirements without assuming a causal link to tender success

Source: Authors' synthesis of case findings and interview evidence. Strategic responses are proposed recommendations, not demonstrated implementation outcomes

Overall, the findings suggest that QRS Travel's procurement readiness depends on the alignment of procedural knowledge, reliable documentation, employee capabilities, organizational governance, and digital practices. These dimensions provide the empirical basis for the subsequent SWOT analysis. Only conditions supported by evidence from QRS Travel should be classified as internal strengths or weaknesses, while external procurement conditions should be assessed separately. The resulting SWOT factors can then inform TOWS strategic alternatives and their translation into proposed BMC adjustments, establishing a traceable connection between empirical findings and the strategic development model.

Internal and External Constraints on Government Procurement Participation

The case findings and strategic analysis distinguish between internal capability areas that QRS Travel can develop and external procurement conditions that it must evaluate. This distinction is important because organizational improvement does not automatically establish eligibility for a particular procurement package, while access to procurement information does not guarantee the ability to fulfil contractual obligations.

Internal Constraints

The internal areas requiring attention include procurement knowledge, administrative and financial recordkeeping, employee capabilities, organizational responsibilities, and digital administration. Limited direct procurement experience may make it more difficult to interpret procedural requirements. Inconsistent documentation may also increase the effort required to prepare and verify relevant records.

Organizational arrangements and employee competencies are similarly important. Formal procurement may require coordination between operational and administrative tasks, making documented responsibilities and repeatable procedures useful preparation measures. Digital tools may support these processes, but their value depends on their suitability, effective use, and integration with established procedures.

These areas should therefore be addressed as connected capability-development priorities rather than isolated problems. Training, technology adoption, documentation, and governance need to be aligned with the company's actual operational and financial capacity.

External Constraints

External conditions include the eligibility criteria, administrative documentation, technical specifications, and contractual obligations associated with individual procurement packages. The company must also consider whether the required services match its operational resources and whether the financial implications of participation are manageable.

Competition from suppliers with relevant experience or greater resources may also be a consideration. However, the extent of any competitive disadvantage for QRS Travel cannot be established without evidence from comparable suppliers or procurement records. Similarly, access to training, mentoring, or partnership opportunities should be described as a potential avenue for development unless their availability has been verified.

The strategic implication is that QRS Travel should strengthen its internal capabilities while assessing external opportunities individually. Readiness improvements can support better preparation and decision-making, but they cannot substitute for meeting formal eligibility requirements or demonstrate that a contract will be awarded.

Table 9. Internal and External Considerations Affecting Procurement Readiness

Category	Consideration	Proposed response
Internal	Procurement knowledge and direct experience require development	Improve procedural understanding and assess requirements before participation
Internal	Administrative and financial records require organization	Standardize documentation, recordkeeping, and retrieval
Internal	Responsibilities and procedures need to support formal contracting	Document relevant roles and operating processes
Internal	Digital tools may be used more systematically	Adopt feasible tools supported by employee training
External	Each procurement package has specific eligibility and technical requirements	Assess requirements against the company's qualifications and capacity
External	Competition and the availability of external support may vary	Evaluate the competitive context and seek relevant support where available

Source: Authors' synthesis of the case analysis

SWOT Assessment and Strategic Formulation Using TOWS

This research applies SWOT analysis to assess QRS Travel's organizational conditions and the external environment relevant to its potential involvement in government procurement. The resulting factors are subsequently examined through the TOWS matrix to formulate strategic responses tailored to the company's identified needs. The analysis provides a basis for developing strategic recommendations; it does not imply that the proposed measures have been implemented or that their outcomes have been empirically established.

SWOT Assessment

The SWOT assessment considers QRS Travel's operational experience, procurement knowledge, administrative practices, digital capabilities, and organizational arrangements. External considerations include potential procurement demand, applicable supplier requirements, opportunities for capability development, competitive conditions, and changes in procurement procedures. The classification reflects the available case evidence and distinguishes company-specific conditions from external factors that may influence its readiness.

The assessment indicates that QRS Travel's principal development needs concern procurement familiarity, administrative consistency, digital capability, and organizational formalization. Its existing service experience provides a foundation for considering suitable opportunities, but operational experience alone does not demonstrate that the company satisfies the requirements of a specific procurement package.

External conditions must also be interpreted cautiously. The availability of procurement opportunities does not guarantee that appropriate packages will be offered or that QRS Travel will qualify for them. Similarly, competitive pressure and procedural changes represent potential risks rather than verified explanations for the company's current procurement position.

Interview information from a Bluebird Group representative adds context regarding participation in INAPROC, data completeness and validation, package ordering, and reported government tender awards. These accounts inform the understanding of the procurement environment but do not establish the causes of Bluebird's reported outcomes or demonstrate that the same conditions apply identically to QRS Travel. The SWOT assessment therefore remains grounded in the company's own case evidence while using external information as contextual input.

Table 10. Internal and External Factors Affecting QRS Travel's Procurement Readiness

Category	Identified condition	Strategic consideration
Strength (S)	Existing experience in travel and transportation services	Identify procurement packages compatible with the company's service capabilities and available resources
Weakness (W)	Limited direct experience with formal government procurement	Develop procedural knowledge and examine eligibility requirements before entering procurement processes
Weakness (W)	Administrative and financial records need more consistent organization	Introduce systematic documentation, record maintenance, and verification practices
Weakness (W)	Digital administration and procurement-related competencies need improvement	Adopt appropriate digital solutions alongside relevant employee training
Weakness (W)	Internal responsibilities and operating procedures require clearer documentation	Establish defined roles and repeatable workflows to support coordination
Opportunity (O)	Government procurement may generate demand for eligible travel and transportation services	Track official procurement announcements and evaluate the suitability of available packages
Opportunity (O)	Training, mentoring, and institutional assistance may be accessible	Explore relevant external support to address identified capability gaps
Opportunity (O)	Electronic procurement platforms and digital applications can facilitate information access and document management	Improve digital administration and familiarity with applicable procurement procedures
Threat (T)	Supplier eligibility and documentation requirements may restrict participation	Verify package-specific conditions and resolve identified deficiencies before applying
Threat (T)	Other suppliers may compete for the same procurement opportunities	Evaluate service suitability, operational capacity, and competitive positioning
Threat (T)	Changes in regulations, procedures, or procurement systems may require organizational adjustments	Monitor official updates and revise internal procedures when necessary

Source: Authors' analysis of the QRS Travel case evidence and relevant external procurement conditions

Formulating Strategic Responses Through the TOWS Matrix

The TOWS matrix combines the identified internal and external factors to develop possible courses of action. Rather than treating each SWOT factor independently, the analysis considers how QRS Travel could use its existing capabilities, address organizational limitations, respond to potential opportunities, and reduce exposure to procurement-related risks.

Table 11. TOWS-Based Strategic Options for QRS Travel

Strategy	Strategic orientation	Recommended actions
SO: Strengths–Opportunities	Apply existing service experience to appropriate procurement opportunities	Identify relevant packages and evaluate their requirements against the company’s services, eligibility, resources, and operating capacity
WO: Weaknesses–Opportunities	Use available external support and suitable technologies to address capability gaps	Improve document management, develop procurement knowledge, and seek relevant training or guidance where available
ST: Strengths–Threats	Align existing operational capabilities with procurement requirements and competitive conditions	Document service capabilities and assess operational suitability before submitting an offer
WT: Weaknesses–Threats	Minimize avoidable administrative and operational risks	Standardize records, assign responsibilities, verify eligibility, and evaluate costs and capacity before participating

Source: Authors’ formulation based on the SWOT assessment

The matrix places particular emphasis on WO and WT strategies because the case findings indicate a need to strengthen internal preparation before pursuing external opportunities. SO and ST strategies, meanwhile, encourage QRS Travel to apply its existing service experience selectively and demonstrate its capabilities in accordance with the relevant requirements. None of these options guarantees contract acquisition; their suitability depends on the company’s resources, eligibility, and the conditions of each procurement opportunity.

Consolidating Strategic Options into Three Development Pillars

The TOWS alternatives are consolidated into three connected pillars that translate the diagnostic findings into proposed business model adjustments. The pillars address employee and digital capabilities, external collaboration, and the internal systems needed to support procurement preparation.

Table 12. Alignment of Case Findings, TOWS Responses, and Proposed Strategic Pillars

Case-based finding	Strategic response	Relevant BMC components	Development pillar
Procurement knowledge and digital administrative skills need strengthening	Develop employee capabilities and introduce suitable digital applications	Key Resources, Key Activities, Channels	Pillar 1: Digitalization and Human Resource Capacity Building
Administrative and financial information requires more consistent management	Establish systematic recordkeeping, document verification, and internal procedures	Key Activities, Key Resources, Cost Structure	Pillar 3: Business Infrastructure and Governance Strengthening
Internal responsibilities and relevant collaborative arrangements need clarification	Document organizational roles and establish appropriate external partnerships	Key Partnerships, Key Activities, Customer Relationships	Pillars 2 and 3: Strategic Partnerships and Collaboration; Business Infrastructure and Governance Strengthening
Procurement opportunities must be evaluated against actual eligibility and service capacity	Screen packages and document service capabilities before participation	Customer Segments, Value Propositions, Channels	Pillar 1, supported by Pillar 2 where collaboration is appropriate and Pillar 3 for internal readiness

Source: Authors’ synthesis of the SWOT assessment, TOWS strategy formulation, and proposed BMC adjustments

The three pillars represent complementary dimensions of organizational development. The first focuses on improving employees’ procurement-related knowledge and the use of digital tools. The second concerns collaboration with external parties where partnerships can provide relevant support or complementary capabilities. The third addresses the internal processes, responsibilities, and administrative infrastructure needed to maintain organizational consistency.

Their integration provides the strategic basis for the proposed BMC. The framework is intended to guide future organizational improvements rather than describe changes already completed by QRS Travel. Its practical contribution must therefore be assessed through subsequent implementation, with attention to administrative completeness, employee capability development, documented procedures, and participation in suitable procurement processes.

Business Model Canvas: Existing Configuration and Proposed Procurement-Oriented Model for QRS Travel

The Business Model Canvas (BMC) translates the SWOT-TOWS findings into a proposed business model for strengthening QRS Travel's preparation for government procurement. Rather than treating institutional customers as a simple market expansion, the analysis examines the alignment of nine business components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

The empirical findings identify several organizational gaps, including limited practical understanding of e-procurement, digitally unintegrated administrative documents, basic financial recordkeeping, and insufficiently formalized roles and service standards. These conditions inform the proposed changes presented in Table 13. Because QRS Travel had not secured a government contract through formal procurement procedures at the time of the research, the *As-Is* configuration represents documented current practices, whereas the *To-Be* configuration contains recommendations that have not yet been implemented.

Table 13. Existing and Proposed Business Model Canvas for QRS Travel

BMC Component	Existing Configuration (<i>As-Is</i>)	Proposed Configuration (<i>To-Be</i>)	Strategic Implication
Customer Segments	Existing customer groups documented in the case evidence	Potential government and institutional customers, subject to relevant opportunities and eligibility requirements	Assess market opportunities against service capacity and procurement conditions
Value Propositions	Existing travel and transportation services	Reliable and timely services supported by appropriate documentation and compliance with applicable specifications	Align service offerings with institutional requirements
Channels	Existing customer communication and acquisition channels documented in the research	Relevant official procurement information channels and applicable electronic procurement systems	Improve access to procurement information and formalize communication
Customer Relationships	Existing customer relationship practices documented in the case	Formal client management supported by defined service commitments and contractual procedures	Strengthen accountability and clarify responsibilities
Revenue Streams	Revenue sources documented in the company's current operations	Potential institutional contract revenue if a contract is awarded	Consider diversification without assuming future contract income
Key Resources	Existing personnel, operational resources, and administrative arrangements	Relevant employee competencies, suitable digital tools, and standardized administrative and financial records	Address capability gaps through feasible resource development
Key Activities	Existing travel and transportation services and related administrative activities	Service delivery, systematic document management, procurement preparation, and contract administration where applicable	Standardize processes and clarify internal responsibilities
Key Partnerships	Existing partnership arrangements documented in the case, including those requiring clearer roles	Relevant service providers, complementary partners, or support organizations where necessary and feasible	Establish partnerships with defined contributions and responsibilities
Cost Structure	Existing operating and administrative costs documented in the case	Existing costs plus feasible expenditure on documentation, digital tools, compliance, and employee development opportunities	Assess affordability before committing to procurement

Source: Authors' analysis of the case evidence and proposed business model development

The proposed configuration indicates that procurement preparation requires coordinated organizational improvements rather than a change in customer segments alone. Weaknesses in digital administration and employee understanding support Pillar 1: Digitalization and Human Resource Capacity Building, reflected in Key Resources and Key Activities. The need to clarify external collaboration supports Pillar 2: Strategic Partnerships and Collaboration, primarily through Key Partnerships. Meanwhile, administrative standardization, documented responsibilities, and financial preparation support Pillar 3: Business Infrastructure and Governance Strengthening, particularly through Key Activities, Key Resources, and Cost Structure.

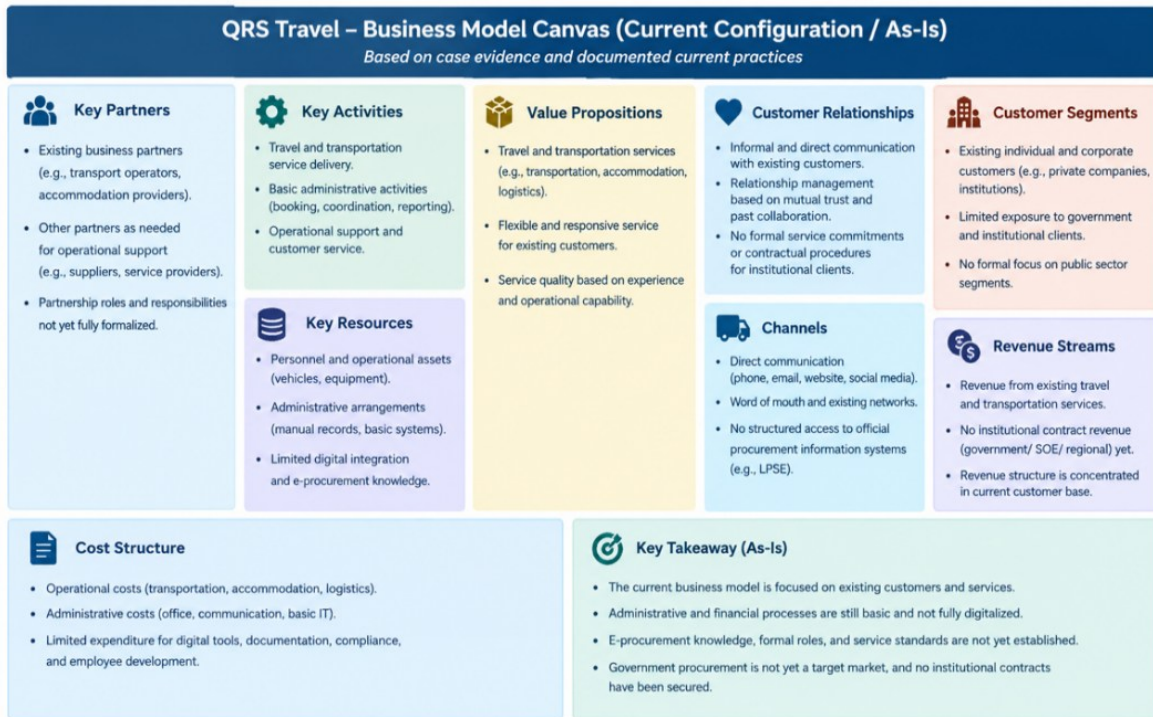


Figure 3. As-Is Business Model Canvas of QRS Travel
Source: Author's analysis based on case study findings

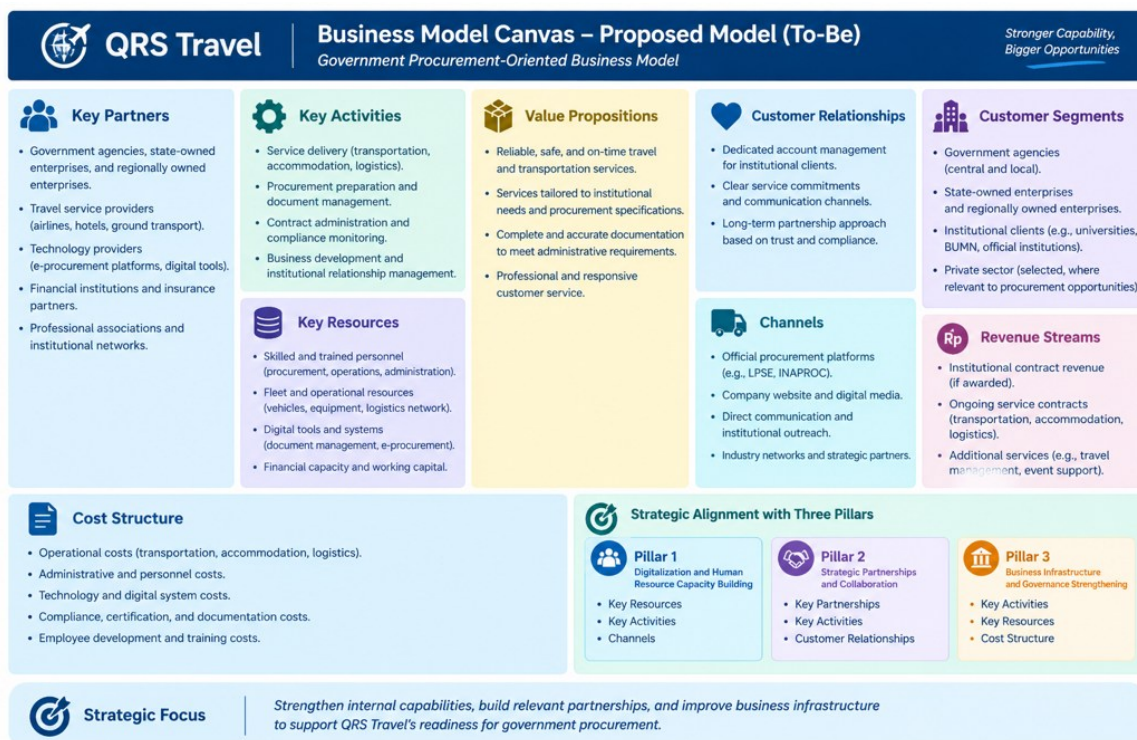


Figure 4. Proposes To-Be Business Model Canvas of QRS Travel (Government Contract-Fokus Model)

Source: Authors' analysis based on case study finding

These pillars are interdependent. Digital tools require capable personnel and consistent procedures, while effective partnerships depend on clear responsibilities and sufficient internal capacity. Similarly, potential institutional customers and contract revenue should be considered only in conjunction with verified eligibility, service specifications, operational capacity, and financial feasibility. Access to procurement information does not itself establish eligibility or guarantee a contract award.

The BMC therefore provides a traceable link between the empirical findings, SWOT-TOWS strategy formulation, and the proposed business model. Its contribution lies in identifying where organizational improvements may be required, rather than demonstrating that procurement readiness or contract acquisition has already improved. The proposed model requires implementation and subsequent evaluation to determine its feasibility and practical contribution to QRS Travel's participation in suitable government procurement opportunities.

The proposed Business Model Canvas (BMC) serves as a strategic reference for organizational development rather than a fully specified implementation blueprint. Its operationalization requires further decisions regarding implementation schedules, budgetary commitments, resource distribution, and measurable performance indicators, taking into account QRS Travel's actual capabilities. Initial efforts may focus on strengthening administrative and financial documentation, developing employee competencies, and formalizing internal procedures. Further initiatives involving digital technologies, external collaboration, and government procurement participation should be pursued selectively, based on resource availability, business relevance, and verified eligibility criteria. Government institutions identified as potential customer segments and associated contract revenues should be interpreted as prospective opportunities rather than assured business outcomes. Consequently, the proposed BMC outlines possible directions for improvement but does not demonstrate implementation success or establish a causal relationship with government contract acquisition. Its practicality and contribution to procurement readiness can only be assessed through subsequent implementation and systematic evaluation

Integration of SWOT-TOWS and the Business Model Canvas

The integration of SWOT-TOWS analysis and the Business Model Canvas (BMC) provides an analytical pathway for translating empirical findings into prioritized business-model recommendations for QRS Travel. SWOT categorizes the internal conditions and external factors identified in the research, TOWS formulates strategic responses to these factors, and BMC identifies the business components through which the proposed responses may be operationalized. This integration establishes traceability between the diagnosed challenges and the proposed strategic priorities, as summarized in Table 14.

Table 14. Traceability from Empirical Findings to Proposed Strategic Priorities

Empirical Finding or Development Need	SWOT Diagnosis	TOWS Strategic Response	Relevant BMC Elements	Strategic Priority
Limited procurement knowledge, employee competencies, and digital administrative capabilities	Weakness (W)	WO: Develop relevant employee competencies, improve procurement knowledge, and standardize digital administrative processes	Key Resources, Key Activities, Cost Structure	Digitalization and Human Resource Capacity Building
Internal capabilities may need to be complemented by external expertise or resources	Development need; classify as W only if supported by case evidence	WO: Identify relevant partners and define their contributions according to specific operational requirements	Key Partnerships, Key Resources, Key Activities	Strategic Partnerships and Collaboration
Administrative procedures, responsibilities, and governance arrangements require greater consistency	Weakness (W); Threat (T) only where supported by identified external requirements	WT: Formalize procedures, clarify responsibilities, and establish internal checks before pursuing procurement opportunities	Key Activities, Key Resources, Cost Structure	Business Infrastructure and Governance Strengthening
Potential procurement opportunities must be matched with verified eligibility, service specifications, and operational capacity	Opportunity (O), conditional on actual availability and eligibility	SO/ST, where supported by the corresponding SWOT factors: Assess procurement requirements, service capacity, and financial feasibility before deciding whether to participate	Customer Segments, Value Propositions, Channels, Cost Structure	Pillars 1 and 3, supported by Pillar 2 where relevant

Source: Authors' synthesis of the empirical findings and proposed strategic framework

Table 14 illustrates how the research findings inform the proposed strategic priorities. Limited procurement knowledge and fragmented administrative processes support recommendations for employee development, standardized documentation, and feasible digital tools. Where internal resources are insufficient, relevant partnerships may provide complementary capabilities, provided

that their roles and contributions are clearly defined. Governance improvements, meanwhile, are intended to strengthen procedural consistency, accountability, and preparation for formal contracting requirements.

The four analytical stages serve distinct but complementary purposes. SWOT provides the diagnostic basis, TOWS links the identified factors to potential strategic responses, and BMC translates those responses into relevant business components. The three strategic priorities consolidate these recommendations into a coherent direction for organizational development. Their implementation should be gradual and guided by QRS Travel's available resources, operational needs, and verified procurement requirements.

The contribution of this integration is a case-specific framework for connecting strategic diagnosis with business-model development in the context of MSME procurement readiness. It provides a transparent basis for formulating and prioritizing recommendations but does not establish that the proposed changes have been implemented, that procurement readiness has improved, or that government contracts will be secured. These outcomes require subsequent implementation and systematic evaluation. Application to other MSMEs would also require consideration of differences in organizational capabilities, resources, and business contexts.

Proposed Strategic Development Model for QRS Travel

Drawing on the integrated SWOT-TOWS and Business Model Canvas (BMC) analysis, this research formulates a context-specific strategic development model to guide QRS Travel in preparing for potential participation in government procurement. The model translates the organizational challenges identified in the case into three strategic pillars implemented through four interconnected stages: readiness assessment, capability development, governance and collaboration, and opportunity screening. Rather than representing a validated intervention, the model provides a structured basis for prioritizing organizational improvements in accordance with the company's operational conditions and available resources.

The first pillar, Digitalization and Human Resource Capacity Building, addresses gaps in procurement-related knowledge, administrative documentation, financial recordkeeping, and the use of appropriate digital tools. The emphasis is on establishing accessible and consistent records, strengthening employee competencies, and improving understanding of relevant procurement procedures. Digitalization is therefore treated as an organizational capability that requires appropriate processes and employee skills, rather than simply the adoption of technology.

The second pillar, Strategic Partnerships and Collaboration, concerns the selective development of external relationships that can complement the company's existing resources and expertise. Potential collaboration with service providers, business partners, or support organizations should be considered only where a clear operational need exists. Defined responsibilities, documented arrangements where appropriate, and compliance with applicable requirements are important considerations in determining whether a partnership is feasible and relevant.

The third pillar, Business Infrastructure and Governance Strengthening, focuses on formalizing internal responsibilities, documenting operating procedures, improving administrative consistency, and assessing the financial and operational implications of prospective contracts. These improvements are intended to provide a more systematic basis for organizational decisions and procurement preparation. Their actual contribution, however, can only be determined after implementation and evaluation.

The three pillars are operationalized through four sequential stages. First, readiness assessment identifies gaps in documentation, employee competencies, financial resources, operational capacity, and applicable procurement requirements. Second, capability development addresses selected gaps through feasible improvements in administrative systems, digital processes, and employee knowledge. Third, governance and collaboration establishes clearer responsibilities, documented procedures, and relevant partnership arrangements. Finally, opportunity screening evaluates each prospective procurement package against verified eligibility criteria, service specifications, resource availability, costs, and contractual obligations. This sequence places organizational readiness before the commitment of resources to a specific procurement opportunity.

Table 15. Proposed Implementation Stages and Readiness Indicators

Implementation Stage	Strategic Focus	Proposed Readiness Indicators
1. Readiness assessment	Review administrative records, employee competencies, financial capacity, operational resources, and relevant procurement requirements	Documented assessment of current capabilities and identified development gaps
2. Capability development	Improve documentation, digital administration, and procurement-related employee knowledge	Completeness and accessibility of records; evidence of relevant training, where undertaken
3. Governance and collaboration	Formalize internal procedures, clarify responsibilities, and establish necessary external collaboration arrangements	Documented operating procedures, assigned responsibilities, and written partnership arrangements where applicable
4. Opportunity screening	Evaluate procurement opportunities against eligibility, service specifications, operational capacity, costs, and contractual obligations	Documented assessment supporting a decision to participate or refrain from participating

Source: Authors' proposed framework derived from the case analysis. The indicators are intended for future implementation monitoring and do not represent measured outcomes

Table 15 provides a basis for translating the proposed model into observable organizational actions. The indicators emphasize the existence and quality of preparation processes rather than assuming that administrative improvements will automatically produce commercial outcomes. In particular, opportunity screening serves as a decision mechanism for determining whether a procurement package is compatible with QRS Travel's qualifications, service capabilities, and financial resources. A decision not to participate may therefore be appropriate when the requirements exceed the company's current capacity.

The principal contribution of the proposed model is its integration of organizational diagnosis, strategic prioritization, and business-model development into a structured approach to procurement readiness. Its value lies in clarifying what QRS Travel may need to improve, how those improvements can be organized, and what indicators could be used to monitor subsequent implementation. Nevertheless, the model does not establish that the proposed actions will increase tender participation or lead to government contract acquisition. These outcomes require empirical assessment following implementation. Furthermore, because the research examines a single enterprise, the model should be interpreted in relation to QRS Travel's specific context; its feasibility, effectiveness, and transferability to other MSMEs require further investigation.

Discussion

Organizational Readiness and Government Procurement Access

The findings indicate that QRS Travel's limited access to formal government procurement is associated with interconnected organizational constraints, including gaps in procurement knowledge, administrative and financial documentation, employee competencies, digital capabilities, and internal coordination. Despite more than five years of operating in the travel-services sector, the company had not secured a government contract through formal procurement procedures at the time of the research. This finding is consistent with discussions of SME procurement barriers and organizational capabilities by [Akenroye et al. \(2024\)](#) and [Flynn \(2026\)](#).

The case highlights an important distinction between operational experience and readiness for formal institutional transactions. Delivering routine travel services does not necessarily establish the administrative discipline, procedural knowledge, and organizational coordination required to prepare procurement submissions. This interpretation aligns with the [OECD's \(2018\)](#) discussion of SME challenges in public procurement. Nevertheless, readiness is only one factor influencing procurement outcomes; eligibility requirements, competition, tender specifications, and purchasing decisions also matter. Strengthening internal capabilities is therefore a priority within QRS Travel's control, not a guarantee of contract acquisition.

Digitalization, Workforce Development, and Organizational Governance

The findings suggest that digital readiness depends on more than routine technology use. Digital tools must support consistent recordkeeping, financial administration, information retrieval, and

procurement preparation. This distinction complements research on digital empowerment among Indonesian MSMEs (Fuadi et al., 2021) and e-business adoption (Pranata et al., 2024). For QRS Travel, digitalization should address documented operational gaps through accessible electronic records, standardized administrative processes, and practical employee training rather than technology adoption for its own sake.

These improvements are interdependent. Digital tools require competent users and clear procedures, while training is unlikely to produce sustained improvements without suitable systems and consistent work practices. Governance is equally important because defined responsibilities, documented procedures, and systematic cost planning support administrative accountability and informed decisions. The BMC provides a useful analytical lens for examining these relationships across Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010).

Procurement preparation must also reflect the applicable Indonesian regulatory framework, including Presidential Regulation No. 16 of 2018 and its subsequent amendments (Government of Indonesia, 2018, 2021, 2025). Relevant provisions and eligibility requirements should be verified against official regulations and guidance for each procurement opportunity. Accordingly, QRS Travel should assess documentation, service specifications, costs, and contractual obligations before committing resources. These measures may strengthen organizational control, but their effects on procurement outcomes require further evaluation.

Strategic Partnerships and SWOT–BMC Integration

Partnerships may complement QRS Travel's internal capabilities by providing relevant expertise, operational resources, or procurement-related information. However, collaboration should be selective, based on identifiable business needs, and supported by clearly defined responsibilities. Potential partners should be assessed for relevance and reliability, while the company retains responsibility for service quality, documentation, and contractual compliance. Partnership formation alone does not demonstrate improved procurement readiness or successful contract acquisition.

The integration of SWOT–TOWS and BMC provides a structured means of translating these organizational challenges into proposed business-model adjustments. SWOT identifies internal and external conditions, TOWS formulates potential strategic responses, and BMC maps the implications for business components. This approach reflects the strategic application of SWOT discussed by Pickton and Wright (1998) and the business-model perspective of Osterwalder and Pigneur (2010).

The resulting priorities—digitalization and human resource capacity building, strategic partnerships and collaboration, and business infrastructure and governance strengthening—are interrelated rather than independent interventions. Digital development affects resources and activities; partnership arrangements influence Key Partnerships; and governance improvements affect internal processes and cost planning. The contribution of this integration lies in making recommendations traceable to the case findings and relevant business-model components. It supports strategic formulation but does not establish that the proposed configuration will increase tender participation or contract awards.

Proposed Model and Theoretical and Managerial Implications

The proposed To-Be BMC outlines a future-oriented configuration for strengthening QRS Travel's preparation for potential government procurement. Its implementation logic proceeds from assessing organizational readiness to developing capabilities, formalizing governance and relevant partnerships, and screening opportunities against verified eligibility, service requirements, operational capacity, costs, and contractual obligations. This staged approach helps align procurement decisions with available resources rather than assuming that access to procurement information will lead to contract acquisition.

Progress should be assessed through observable readiness indicators, including document completeness, employee training records, written procedures, relevant formalized partnerships, and documented eligibility assessments. These indicators must be distinguished from outcome measures such as tender participation, successful bids, contract value, and financial performance. The distinction allows organizational development to be monitored without prematurely attributing commercial outcomes to the proposed strategy.

Theoretically, this research offers a case-based account of how procurement-related capability gaps can be translated into coordinated business-model development for a travel-service MSME. Its contribution lies not in presenting digitalization, partnerships, or governance as entirely new concepts, but in integrating these priorities into a context-specific framework grounded in the conditions identified at QRS Travel. Managerially, the framework provides a basis for prioritizing feasible improvements. For MSME-support organizations, the findings suggest that procurement information may be more useful when complemented by practical assistance in documentation, digital administration, financial management, and employee development.

Limitations and Future Research

The findings are bounded by the single-case design and the fact that the proposed model has not yet been implemented or empirically evaluated. Consequently, the results provide contextual insight rather than statistical generalizability, and the model's anticipated benefits cannot be treated as demonstrated effects. Procurement requirements and competitive conditions may also vary across opportunities, affecting the relevance of particular recommendations.

Future research should evaluate implementation by tracking changes in administrative quality, employee competencies, digital practices, and procurement readiness. Comparative research involving multiple MSMEs could examine how organizational resources, sector characteristics, and prior procurement experience affect the model's feasibility and transferability. Evaluations should distinguish changes in internal capabilities from procurement and financial outcomes to determine whether improved readiness is associated with greater participation or contract acquisition. The proposed framework therefore represents a basis for further testing, not a validated solution or a guarantee of procurement success.

Conclusion

This research develops a context-specific strategic business model to address the government procurement readiness challenges faced by QRS Travel, an established travel-service micro, small, and medium-sized enterprise (MSME). The findings identify several organizational areas requiring improvement, including administrative systems, digital capabilities, human resource development, strategic partnerships, and business governance. These findings suggest that participation in formal government procurement requires more than identifying relevant market opportunities; it also depends on an enterprise's ability to establish the internal capabilities, management processes, and organizational structures necessary to meet procurement requirements. To address these challenges, this research integrates SWOT analysis, TOWS strategy formulation, and the Business Model Canvas (BMC) to translate the empirical findings into coordinated strategic recommendations. The proposed model focuses on three strategic priorities: (1) digital transformation and human resource development; (2) strategic partnerships and collaborative networks; and (3) business infrastructure and governance improvement.

From a theoretical perspective, this research contributes to the discussion of MSME strategic management by illustrating how internal organizational conditions and external environmental factors can be translated into business model development within the context of government procurement readiness. Its contribution lies in integrating strategic diagnosis, the formulation of strategic alternatives, and the development of prioritized business model recommendations within a specific enterprise context. Rather than claiming to establish a universally applicable framework, this research demonstrates the contextual application of established strategic management tools to address the procurement readiness challenges of a travel-service MSME. From a practical perspective, the proposed model provides QRS Travel with a structured reference for identifying capability gaps, prioritizing organizational improvements, and preparing for potential participation in formal government procurement. The findings may also inform policymakers and business-support organizations seeking to develop more context-sensitive assistance programs for travel and tourism-related MSMEs, particularly those requiring improvements in administrative capacity, digital competence, and organizational management.

Several limitations should be considered when interpreting these findings. First, the research focuses on a single enterprise, meaning that the findings reflect the specific organizational conditions

and business context of QRS Travel and cannot be generalized to all MSMEs. Second, the proposed model has not yet been implemented or empirically evaluated. Consequently, its feasibility, practical effectiveness, and potential contribution to procurement participation or government contract acquisition remain undetermined. Future research should examine the proposed model across multiple enterprises and, where appropriate, different service sectors. Comparative research could identify which strategic components are applicable across different organizational contexts, while longitudinal research could assess changes in procurement readiness following implementation. Such evaluations should use clearly defined indicators, including administrative completeness, digital procurement capabilities, employee competency development, partnership formalization, and participation in formal procurement procedures. This further research would help establish the conditions under which the proposed strategic approach is feasible, adaptable, and beneficial to MSMEs seeking to participate in government procurement.

CRedit Author Statement

Ria Aulia: Conceptualization, Methodology, Investigation, Formal Analysis, Writing – Original Draft, and Supervision. **Elena:** Investigation, Data Curation, Visualization, and Writing – Review & Editing. **Iwan Tri Setiawan:** Data Curation, Validation, Project Administration, and Writing – Review & Editing.

Funding Statement

This research received no specific funding from any funding agency in the public, commercial, or not-for-profit sectors.

Generative AI Disclosure

Consensus AI was used to assist in searching for relevant academic references, while Claude was used to assist in refining the manuscript and developing its content. The authors reviewed and verified the accuracy of the information and references and take full responsibility for the final manuscript.

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