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Digital Procurement Implementation Strategy Through A Marketplace At The Secretariat Of The Directorate General Of Aquaculture

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Abstract

This study aims to analyze the implementation of digital procurement through a marketplace and formulate strategies for its optimization at the Secretariat of the Directorate General of Aquaculture. This study employed a qualitative method with a case study approach. Data were collected through in-depth interviews, observations, and reviews of documents related to government procurement of goods and services. The data were analyzed through reduction, categorization, presentation, and conclusion drawing. The findings show that the use of Digipay Satu has supported a faster, more transparent, accountable, and integrated procurement process. The system facilitates procurement, payment, tax calculation, preparation of accountability documents, and transaction tracking. Its implementation still faces several challenges, including uneven digital competencies among employees, resistance to change, technical disruptions, a limited number of vendors, and the suboptimal use of available features. The optimization strategies focus on improving human resource competencies, strengthening infrastructure, expanding the involvement of vendors and micro, small, and medium enterprises, establishing internal procedures, providing user assistance, and conducting periodic transaction evaluations. The implementation of these strategies can strengthen digital procurement as part of the organizational culture and promote more effective financial governance.

Keywords: Digipay Satu; Government marketplace; Digital procurement; Procurement of goods and services; Implementation strategy.

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INTRODUCTION

Digital transformation has become an essential part of government governance reform. The use of technology is no longer limited to the provision of online public services but also extends to budget management and the procurement of goods and services. Digitalization is required to establish a more efficient, transparent, and accountable bureaucracy. This transformation encourages government institutions to move away from administrative processes that rely on physical documents and cash transactions toward electronically integrated systems (Millard, 2023; Omar et al., 2024).

Government spending plays an important role in supporting program implementation and the provision of public services. Conventional spending processes still face various challenges. Procurement procedures may take considerable time because they involve separate stages of identifying suppliers, comparing prices, obtaining approval, making payments, calculating taxes, and preparing accountability documents. These processes require additional time and costs. The use of manual documents may also complicate transaction tracking and increase the risk of administrative errors. These conditions demonstrate the need for a spending system capable of simplifying processes without reducing compliance with state financial management regulations.

The government digital marketplace is one of the innovations developed to address these needs. The platform connects government work units with providers of goods and services through an electronic system. Users can search for products, compare prices, place orders, process payments, and store transaction records within a single system. The use of a marketplace can also expand access for suppliers and micro, small, and medium enterprises to the government procurement market. The electronic system allows each stage of a transaction to be recorded, monitored, and audited more easily (Dewi et al., 2023).

One of the government marketplaces used for state expenditure is Digipay Satu. The platform was developed by the Directorate General of Treasury to integrate procurement, payment, taxation, and reporting within a single ecosystem. Payments can be made using Government Credit Cards or virtual accounts connected to a Cash Management System. Digipay Satu replaced the previous Digipay systems, which had been developed separately by several banks. This integration provides work units and vendors with greater flexibility to conduct transactions without being restricted to accounts at specific banks.

Digipay Satu offers several benefits to government work units. Procurement activities can be conducted from the workplace without visiting vendors directly. Transaction times become shorter because product selection, negotiation, ordering, and payment are completed through

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the platform. Transaction documents can be generated and stored electronically. Tax calculations and the preparation of accountability documents are also more integrated. Transaction trails stored in the system can support supervision, auditing, and financial control. For vendors and MSMEs, the platform provides broader access to the procurement needs of government work units.

These benefits do not automatically guarantee successful implementation. Technology adoption in government organizations is influenced by human resource readiness, leadership support, infrastructure availability, organizational culture, and the organization's capacity to manage change. Employees who are familiar with digital systems tend to accept marketplace-based procurement more easily. Some users still prefer conventional processes because they are considered more familiar. Network disruptions, changes in application features, limited operator knowledge, and the uneven availability of vendors may also hinder the use of Digipay.

Another issue arises when the marketplace is used merely as a transaction tool. An organization may be considered to have implemented a digital system because transactions are conducted through an application. Its use may not necessarily lead to broader organizational changes when transaction data are not used for evaluation, cost control, needs planning, and service quality improvement. Digipay must be positioned as part of the transformation of work processes and financial governance. This approach requires strategies that include employee competency development, technical assistance, periodic evaluation, infrastructure strengthening, and broader vendor participation.

The Secretariat of the Directorate General of Aquaculture is one of the work units responsible for administrative and financial management within the Directorate General of Aquaculture. This unit supports program implementation through planning, budgeting, procurement, payment, reporting, and state asset management activities. The broad scope of its responsibilities and the size of the budget under its management require spending processes that are timely, accurate, and accountable. The use of a digital marketplace is expected to help meet these requirements while serving as a model for other work units within the Directorate General of Aquaculture.

The implementation of digital procurement at the Secretariat of the Directorate General of Aquaculture still shows a gap between the system's potential and its actual utilization. Digipay provides transaction convenience and administrative integration. Its features have not yet been fully optimized. Users have varying levels of competence. Implementation may also depend on certain employees who understand how to operate the application. Vendors supplying specific

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goods and services have not all registered on the platform. These conditions may result in some transactions continuing to be conducted through other mechanisms even though a digital system is already available.

Previous studies have shown that procurement digitalization can improve efficiency, transparency, and accountability. Fanani (2023) found that the use of electronic catalogues supports the effectiveness of goods and services procurement. Arien et al. (2025) showed that the use of Digipay is still affected by limitations in infrastructure, human resources, and regulations. Yopiannor (2024) emphasized the need to strengthen regulations, improve dissemination, and involve MSMEs as vendors. Tawaris & Wardiyanto (2025) explained that Digipay has the potential to strengthen transparency in financial governance and empower MSMEs. These studies demonstrate that the success of digital procurement is determined not only by the availability of an application but also by the readiness of the ecosystem supporting its use.

Previous research has mostly been conducted at treasury service offices, regional government institutions, or government agencies with different organizational characteristics. Studies specifically examining the implementation of Digipay at the Secretariat of the Directorate General of Aquaculture remain limited. The characteristics of budget management, goods and services requirements, organizational structure, and working patterns in the aquaculture sector may create different implementation challenges. This study addresses this gap by analyzing the implementation of digital procurement within a specific institutional context.

This study does not merely identify benefits and barriers. The analysis is also directed toward formulating strategies to strengthen marketplace utilization in procurement processes. Diffusion of innovation theory is used to examine the advantages perceived by users, the compatibility of the system with organizational needs, the level of complexity, communication channels, the characteristics of the social system, and the role of change agents. SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats associated with Digipay implementation. The results of these analyses provide the basis for formulating implementation strategies that correspond to organizational needs.

Based on the discussion above, this study aims to analyze and describe the implementation of digital procurement through a marketplace in the procurement of goods and services at the Secretariat of the Directorate General of Aquaculture. It also aims to formulate strategies for optimizing the digital marketplace to promote procurement innovation and improve service quality. The findings are expected to provide evaluative input for the organization in developing procurement practices that are more efficient, transparent, accountable, and sustainable.

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LITERATURE REVIEW

Digital Procurement and Government Marketplaces

Digital procurement refers to the process of acquiring goods and services through electronic systems. This process includes product searches, supplier selection, ordering, payment, taxation, and the preparation of accountability documents. The use of digital systems can accelerate transactions, reduce reliance on physical documents, and facilitate the tracking of each stage of the procurement process.

A government marketplace serves as a platform that connects government work units with providers of goods and services. The system allows users to compare prices, specifications, and product availability more transparently. All transactions can be recorded electronically, making the procurement process easier to audit and account for. Government marketplaces are also intended to improve efficiency, transparency, accountability, MSME empowerment, and the use of domestically produced goods (Setiawan et al., 2026).

Digipay Satu is a government marketplace developed by the Directorate General of Treasury. The platform integrates procurement, payment, taxation, and reporting processes. Payments can be made using Government Credit Cards or virtual accounts connected to a Cash Management System. Digipay Satu also creates opportunities for vendors and MSMEs to participate in government procurement. Its implementation still requires human resource readiness, leadership support, adequate infrastructure, and changes in organizational culture to ensure that its benefits extend beyond transaction convenience.

Innovation and Technology Adoption

Innovation adoption refers to the process through which individuals or organizations accept and use new ideas, behaviors, or technologies. This process occurs gradually through the stages of knowledge, persuasion, decision, implementation, and confirmation. The decision to adopt an innovation becomes stronger when users perceive clear benefits and obtain outcomes that align with organizational needs (Menon & Sujatha, 2021; Outcault et al., 2022).

Diffusion of innovation theory explains that an innovation is disseminated through certain communication channels within a social system over a particular period of time. The level of acceptance is influenced by relative advantage, compatibility, complexity, trialability, and observability (Azman et al., 2021; Frei-Landau et al., 2022). In the implementation of Digipay, these advantages can be seen in faster transactions, greater price transparency, easier payment processes, and the availability of digital transaction trails.

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Successful adoption is also influenced by the type of innovation decision, communication channels, characteristics of the social system, and the role of change agents. Socialization, training, technical assistance, and leadership support are needed to reduce user resistance and difficulties. The Directorate General of Treasury, work unit leaders, system operators, and employees who have mastered the system can serve as change agents.

SWOT Analysis

SWOT analysis is a strategic framework used to identify internal strengths and weaknesses as well as external opportunities and threats. This analysis helps organizations understand the conditions that support or hinder the achievement of their objectives and provides a basis for strategy formulation (Pereira et al., 2021; Więckowska et al., 2022).

The strengths of Digipay implementation may include faster transactions, integrated payment processes, easier reporting, and the availability of audit trails. Weaknesses may arise from uneven digital competencies among employees, resistance to change, dependence on particular operators, and limited infrastructure. Opportunities may stem from government policy support, technological development, the expansion of cashless transactions, and MSME participation. Threats may include system disruptions, data security risks, regulatory changes, and a limited number of vendors.

An understanding of the four SWOT elements helps organizations formulate more realistic and adaptive decisions (Alizadeh & Foroughi, 2023; Ayub et al., 2013).. The analysis may generate SO, WO, ST, and WT strategies. These four strategies can be used to expand the use of Digipay, address internal weaknesses, take advantage of digitalization opportunities, and reduce implementation risks.

Mintzberg's 5Ps of Strategy

Mintzberg views strategy through five dimensions: plan, ploy, pattern, position, and perspective. This concept shows that strategy is not limited to a formal plan. It also includes specific actions, recurring work patterns, the organization's position, and a shared way of thinking that develops within the organization.

Plan refers to a course of action designed to achieve specific objectives, such as a digital procurement roadmap, transaction targets, training programs, standard operating procedures, and evaluation activities. Ploy refers to specific measures used to overcome obstacles, such as user assistance and the appointment of change agents. Pattern reflects the consistent use of

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Digipay in organizational practices. Position concerns efforts to establish the organization as an adaptive, transparent, and accountable unit. Perspective represents the view that digital procurement is part of the organizational culture rather than merely an administrative obligation.

The 5Ps concept is used to formulate a more comprehensive strategy for optimizing Digipay. Plan provides direction, ploy helps address obstacles, pattern builds consistency, position strengthens the organization's standing, and perspective fosters a digital culture that supports sustainable implementation.

RESEARCH METHOD

This study employed a qualitative method with a descriptive approach. This method was selected to obtain an in-depth understanding of the implementation of digital procurement through a marketplace at the Secretariat of the Directorate General of Aquaculture. The qualitative approach enabled the experiences, perspectives, and assessments of procurement personnel to be explored directly. The study did not merely examine Digipay as an application but also investigated organizational readiness, user acceptance, implementation barriers, and the strategies required to optimize digital procurement.

The study was conducted at the Secretariat of the Directorate General of Aquaculture, Ministry of Marine Affairs and Fisheries. This location was selected because the work unit plays an important role in budget management and the procurement of goods and services. Digital procurement through the marketplace has not yet been optimally utilized. This condition requires an examination of the implementation process and the formulation of strategies that correspond to organizational needs.

The research data consisted of primary and secondary data. Primary data were obtained through interviews and observations involving individuals engaged in budget planning, implementation, payment, procurement, monitoring, and reporting. Informants were selected purposively based on their knowledge and direct involvement in the procurement process. The study involved 16 informants, comprising one Budget User Authority, five Commitment-Making Officials, one Expenditure Treasurer, five Assistant Expenditure Treasurers, two Procurement Officials, and two informants from the Jakarta VI State Treasury Service Office. These informants were selected to ensure that the data represented the parties involved in decision-making, procurement, payment, and assistance in the use of Digipay.

Data were collected through in-depth interviews, observations, and document reviews. Interviews were used to explore the informants' experiences regarding the benefits of Digipay,

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ease of use, decision-making processes, communication channels, leadership support, technical barriers, and development strategies. Observations were conducted on procurement activities and the use of the marketplace in the acquisition of goods and services. The observations also focused on platform accessibility, transaction flows, completion times, user involvement, and differences between procurement through Digipay and non-Digipay mechanisms.

Document reviews were conducted on Digipay user guidelines for government work units and MSMEs, government regulations, Ministry of Finance policies, internal procurement regulations, standard operating procedures, expenditure reports, contracts or Work Orders, and financial accountability documents. These documents were used to supplement the interview findings and assess the consistency between written provisions and the actual implementation of procurement activities.

The data were analyzed descriptively through several stages. The initial stage involved preparing interview transcripts, observation notes, and document review results. The data were then grouped according to the research focus and compared to identify similarities, differences, and implementation patterns. Data reduction was conducted by selecting information directly related to digital procurement implementation, technology adoption, internal and external factors, and Digipay optimization strategies. The categorized data were subsequently interpreted using diffusion of innovation theory, SWOT analysis, and Mintzberg's 5Ps of strategy. The interpretation results were used to explain Digipay implementation and formulate strategies covering plan, ploy, pattern, position, and perspective. The final stage involved drawing conclusions based on the relationships among interview data, observations, documents, and the theoretical framework.

Data validity was examined through source triangulation and method triangulation. Source triangulation was conducted by comparing information obtained from the Budget User Authority, Commitment-Making Officials, treasurers, Procurement Officials, and representatives of the State Treasury Service Office. Method triangulation was conducted by comparing the results of interviews, observations, and document reviews. The researcher served as the primary instrument and was directly involved in data collection and analysis. Supporting instruments included interview guidelines, observation guidelines, document review guidelines, recording devices, and field notes to maintain the organization and completeness of the research data..

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RESULTS AND DISCUSSION

Overview of the Secretariat of the Directorate General of Aquaculture

The Secretariat of the Directorate General of Aquaculture is an organizational unit that provides administrative and managerial support for the implementation of the duties of the Directorate General of Aquaculture. This support includes program and budget preparation, financial management, human resource management, organizational affairs, administrative procedures, legal affairs, public relations, state asset management, and organizational reporting. The Secretariat holds an important position because the successful implementation of aquaculture programs depends on accurate administrative and expenditure management.

The Secretariat of the Directorate General of Aquaculture is also responsible for supporting the procurement of goods and services. Procurement requirements include office operational expenditures, stationery, work equipment, maintenance services, supporting services, and other needs related to program implementation. The broad scope of these activities requires procurement to be conducted promptly, systematically, transparently, and accountably.

The organizational structure illustrates the relationship between the leadership of the Secretariat and the units responsible for planning, finance, human resources, legal affairs, organizational management, equipment, and reporting. This structure provides the basis for the division of authority within the procurement process. The Budget User Authority, Commitment-Making Officials, Procurement Officials, Expenditure Treasurer, and Assistant Expenditure Treasurers have interconnected responsibilities in conducting transactions through Digipay Satu.

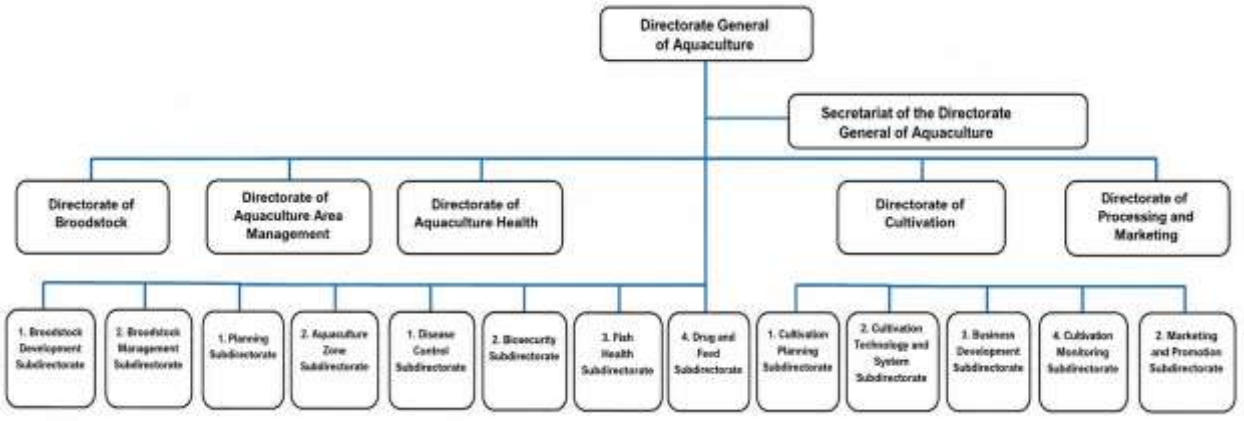


Figure 1. Organizational Structure of the Secretariat of the Directorate General of Aquaculture
Source: Secretariat of the Directorate General of Aquaculture, 2026.

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The division of responsibilities within this structure supports the internal control process. Each transaction is not handled by a single party but involves needs verification, supplier selection, approval, payment, recording, and accountability. Digipay Satu serves as a platform that connects these stages within an electronic system. Its use still requires coordination among the responsible officials to ensure that each transaction complies with organizational needs and state financial management regulations.

Digital Procurement Implementation Strategy through Digipay Satu

The implementation strategy for Digipay Satu at the Secretariat of the Directorate General of Aquaculture will be directed toward facilitating a transition from conventional procurement to electronic transactions. Through this strategy, product searches, communication with vendors, payments, tax calculations, and the preparation of accountability documents, which were previously conducted through separate stages, will be integrated into a single platform. Digipay Satu will connect procurement, payment, taxation, and reporting processes so that the procurement flow becomes simpler and better coordinated.

From the perspective of relative advantage, the Digipay Satu implementation strategy will accelerate transactions, reduce the use of cash, lower travel costs, and provide electronic transaction trails. Users will be able to search for products and conduct transactions without visiting vendors directly. Procurement activities will be carried out from the workplace and will no longer depend heavily on the distance between the work unit and the supplier. Transaction documents will also be stored electronically and can be retrieved when required for reporting or auditing purposes.

The interview findings indicate that users perceive Digipay as an instrument with the potential to support efficiency, transparency, and accountability in procurement.

“This application not only simplifies the procurement process but also reduces the potential for moral hazard that may arise in cash transactions. Reporting becomes easier and more structured, thereby improving accountability.”

The informant’s statement indicates that the use of Digipay is expected not only to simplify the procurement process but also to reduce the potential for moral hazard in cash transactions. Reporting will become more structured because every transaction document will be recorded on the platform. When implemented consistently, Digipay will function not only as a payment instrument but also as a mechanism for strengthening integrity and improving financial management performance.

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In terms of compatibility, Digipay Satu will be aligned with the requirements of government procurement of goods and services. The platform will support payments using Government Credit Cards and virtual accounts connected to the Cash Management System. This mechanism will support the cashless transaction policy and the digitalization of state financial management. System compatibility will also be reflected in the use of electronic tax calculation facilities and the preparation of accountability documents.

The level of system complexity is expected to be perceived differently by each user. Employees who are accustomed to using digital applications will tend to master the system more quickly. Users who are less familiar with digital applications will require more intensive training and assistance. Difficulties may arise when application features are changed, technical disruptions occur, or transaction stages are not fully understood. System accessibility will therefore be supported by strengthening user competencies and providing technical assistance.

Communication channels will be an important element of the implementation strategy. Information regarding Digipay will be delivered through regulations, circular letters, dissemination activities, training programs, and direct communication among users.

“Interpersonal communication channels are crucial when we encounter technical problems and resistance to change. General dissemination alone is not sufficient. Direct approaches and intensive training are required to ensure that operators fully understand the application’s features.”

The interview with the Budget User Authority indicates that general dissemination is expected to be insufficient to address all technical barriers. Interpersonal communication and intensive training will be required to ensure that operators understand the application’s functions according to their respective duties. Exchanges of experience with ministries or institutions that are more advanced in digitalization will also be conducted to support the adaptation process and provide examples of more effective Digipay practices.

The organization’s social system will also determine the level of acceptance of Digipay. A culture that supports efficiency, transparency, and innovation will accelerate the system acceptance process. In contrast, established habits of using manual procedures may create resistance. Leadership support will be required to provide direction, strengthen commitment, and ensure that digital procurement is not carried out only by a limited number of employees but becomes an organizational work pattern.

The interview findings from the State Treasury Service Office indicate that the level of digital readiness differs among work units. Units with strong leadership commitment and

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adequate digital experience are expected to adapt more quickly. Units with limited human resources or continued dependence on cash transactions will require stronger assistance. These conditions demonstrate that the success of the Digipay strategy will be influenced by the characteristics of the organization's social system and will not be determined solely by the quality of the platform.

Change agents will also play a role in increasing the acceptance of Digipay. The Directorate General of Treasury will act as an external change agent by providing the platform, regulations, dissemination, assistance, and policy adjustments. At the internal level, leaders, treasurers, procurement officials, and operators will serve as drivers of system utilization. Efforts to strengthen implementation will not be limited to the delivery of formal information but will also include adjustments to Government Credit Card limits and taxation provisions that support digital transactions.

"The Directorate General of Treasury not only launched the platform but also provided a clear regulatory basis and introduced policy adjustments. These measures help us understand the new process and support payment efficiency."

The interviews with the Expenditure Treasurer and Assistant Expenditure Treasurers indicate that promotion and regulatory adjustments will support the implementation of digital transactions. These efforts are expected to create a more conducive ecosystem, improve user understanding, and encourage work units to participate in using Digipay. With regulatory support, communication, training, and change agents, the implementation strategy for Digipay Satu will be directed toward establishing a procurement process that is more efficient, transparent, integrated, and accountable.

Benefits of Digital Procurement Implementation

The primary benefit of implementing Digipay Satu can be seen in the efficiency of the procurement process. Users do not need to visit vendors directly because product searches, ordering, negotiation, and payment can be completed through the platform. Reduced physical mobility helps save time and transportation costs. Processes that were previously conducted through several different channels can be completed within a single digital ecosystem.

Another benefit relates to transparency. Information concerning products, prices, vendors, and transaction histories is available electronically. Users can compare several alternatives before making a selection. Transaction records can also be reviewed by authorized parties. This condition reduces the possibility of undocumented transactions.

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Accountability is strengthened because each stage of a transaction generates a digital trail. Payment documents, transaction receipts, tax data, and accountability documents can be traced. The system assists treasurers and financial managers in preparing reports. Auditors also obtain more structured data for inspection and electronic auditing.

For government work units, Digipay supports the automation of procurement processes, simplifies transaction cycles, facilitates the preparation of accountability reports, and reduces the potential for moral hazard. For vendors and MSMEs, the platform provides greater payment certainty and expands market access. For banks, Digipay transactions create opportunities to provide financing services to MSMEs. For auditors, law enforcement agencies, and tax authorities, electronic data support fraud mitigation, auditing, and tax compliance monitoring.

The research findings indicate that the benefits of Digipay are not limited to administrative matters. Transaction data can be used to identify spending patterns, frequently recurring needs, transaction times, and vendor performance. The use of these data can help organizations prepare more accurate procurement plans. This potential has not yet been fully utilized because the use of Digipay remains largely focused on completing transactions.

Implementation Barriers

The first barrier concerns human resource capacity. Users' levels of understanding of Digipay features remain uneven. Some employees can conduct transactions independently, while others still depend on particular operators. Such dependence may hinder the process when employees who are proficient in using the application are unavailable.

The second barrier is resistance to change. Some users feel more comfortable using the previous procedures because they are accustomed to direct transactions and manual documents. The digital system may be perceived as adding more stages when users do not yet understand its workflow. Resistance may also arise from concerns about making data-entry or procedural errors.

The third barrier relates to technical factors. Network quality, application disruptions, feature changes, and integration with payment systems can affect the smooth completion of transactions. Procurement processes may be delayed when the application is inaccessible or data are not properly synchronized. Dependence on the system requires the organization to establish mechanisms for managing technical disruptions.

The fourth barrier concerns vendors. Required products are not always available from registered vendors. Some MSMEs do not yet understand registration procedures, application use, and administrative obligations in government procurement. A limited number of vendors reduces

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product options and may lead work units to return to other procurement mechanisms.

The interview findings show that dissemination without assistance has not been sufficient to address all barriers. Users require direct support when encountering difficulties. Training must also be tailored to the roles of the respective parties because the duties of the Budget User Authority, Commitment-Making Officials, treasurers, Procurement Officials, and vendors are different.

Another barrier is the suboptimal use of available features. Digipay is still used primarily for routine expenditure and basic transactions. Available data have not been fully utilized for needs analysis, vendor assessment, cost control, and procurement performance evaluation. This condition may result in Digipay functioning merely as a transaction tool without producing broader improvements in governance.

SWOT Analysis of Digipay Satu Implementation

SWOT analysis was used to identify the internal and external factors influencing the implementation of Digipay Satu. Strengths and weaknesses arise from the organization's internal conditions. Opportunities and threats originate from the external environment and influence the sustainability of digital procurement.

The main strength of Digipay lies in the integration of procurement, payment, taxation, and reporting processes. The system also provides audit trails, accelerates transactions, reduces the use of cash, and supports transparency. Its weaknesses include uneven user competencies, dependence on the system, limited internal procedures, and the suboptimal use of available features.

Implementation opportunities arise from government policy support, the development of cashless transactions, the expansion of the digital ecosystem, and the potential involvement of MSMEs. Threats include system disruptions, data security risks, a limited number of vendors, policy changes, and disparities in digital infrastructure.

Table 1. SWOT Analysis of Digipay One Implementation

Factor	Description
Strengths	Faster transaction processing; integrated procurement, payments, taxes, and reporting; transactions recorded electronically; audit trails available; reduced cash usage; increased price transparency.

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Weaknesses	Employees' digital competency is not yet evenly distributed; they are still dependent on specific operators; feature utilization is not yet optimal; they are dependent on networks and applications; and internal SOPs do not fully support consistent use.
Opportunities	Government regulatory support; expansion of non-cash payments; growth of digital MSMEs; opportunities for integration with other financial systems; and the use of transaction data for planning and evaluation.
Threats	Application and network disruptions; cybersecurity risks; vendor and product limitations; regulatory changes; infrastructure gaps; user and provider resistance to change.

The SWOT matrix produces four groups of strategies. The SO strategy focuses on utilizing system integration and regulatory support to expand the use of Digipay. The WO strategy emphasizes the use of training opportunities, technical assistance, and external collaboration to address human resource weaknesses and limited vendor participation. The ST strategy utilizes audit trails and electronic systems to respond to the risks of irregularities and changes in the external environment. The WT strategy focuses on strengthening standard operating procedures, system security, and contingency mechanisms to reduce internal weaknesses and avoid potential threats.

Table 2. SWOT Strategy Matrix for Digipay One Implementation

Strategy	Strategy Formulation
SO	Expand transactions through Digipay; leverage policy support to increase usage; involve more MSMEs; use transaction data as a basis for planning.
WO	Improving training and mentoring; developing internal SOPs; expanding outreach to vendors; and improving the competency of operators and procurement officers.
ST	Strengthening digital footprint-based oversight; improving transaction security; building coordination with KPPN (State Treasury Office) and banks; and using electronic data to reduce the risk of fraud.
WT	Provide procedures for handling disruptions; prepare backup users; strengthen data protection; conduct risk evaluations and periodically update procedures.

Strategi Optimalisasi Pembelanjaan Digital

Strategi optimalisasi dirumuskan menggunakan konsep 5P Mintzberg yang terdiri atas

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plan, ploy, pattern, position, dan perspective. Pendekatan ini digunakan karena optimalisasi Digipay tidak cukup dilakukan melalui rencana teknis. Perubahan juga perlu mencakup tindakan khusus, pola penggunaan, posisi organisasi, dan pembentukan budaya digital.

Strategi sebagai plan diwujudkan melalui penyusunan peta jalan pembelanjaan digital. Peta jalan memuat target penggunaan Digipay, jenis transaksi yang diprioritaskan, jadwal pelatihan, pembagian tanggung jawab, indikator keberhasilan, dan mekanisme evaluasi. Organisasi juga perlu menyusun SOP yang menjelaskan alur transaksi dari perencanaan kebutuhan sampai pertanggungjawaban.

Strategi sebagai ploy diwujudkan melalui tindakan khusus untuk mengatasi hambatan. Tindakan tersebut mencakup pendampingan bagi pengguna yang belum menguasai aplikasi, penunjukan pegawai penggerak, pembentukan layanan konsultasi internal, serta pemberian apresiasi kepada unit yang konsisten menggunakan Digipay. Vendor lokal juga perlu didampingi agar dapat masuk ke dalam ekosistem marketplace.

Strategi sebagai pattern diarahkan pada pembentukan pola penggunaan yang konsisten. Digipay perlu dijadikan pilihan utama untuk transaksi yang memenuhi ketentuan. Konsistensi dapat dibangun melalui target transaksi, monitoring bulanan, evaluasi kendala, dan penyebaran praktik baik. Penggunaan yang berulang akan meningkatkan keterampilan serta mengurangi ketergantungan pada proses manual.

Strategi sebagai position berkaitan dengan upaya menempatkan Sekretariat Ditjen Perikanan Budidaya sebagai unit yang adaptif, transparan, dan akuntabel. Posisi ini dapat diperkuat melalui peningkatan kepatuhan, pemanfaatan data transaksi, pelibatan UMKM, dan kerja sama dengan Direktorat Jenderal Perbendaharaan, KPPN, perbankan, serta penyedia teknologi.

Strategi sebagai perspective diarahkan pada pembentukan cara pandang bahwa digitalisasi merupakan kebutuhan organisasi. Digipay tidak boleh dipahami hanya sebagai kewajiban administratif. Sistem perlu dipandang sebagai instrumen untuk meningkatkan integritas, kualitas layanan, dan efektivitas pengelolaan anggaran. Perspektif tersebut dapat dibangun melalui keteladanan pimpinan, pengembangan kompetensi, dan penggunaan data dalam pengambilan keputusan.

Hasil wawancara mendukung perlunya strategi yang menggabungkan pelatihan, komunikasi langsung, dan dukungan pimpinan. Informan menilai bahwa penerimaan teknologi menjadi lebih baik ketika pengguna memperoleh penjelasan yang sesuai dengan tugasnya dan dapat berkonsultasi saat menghadapi kendala. Keberhasilan strategi juga bergantung pada

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konsistensi agen perubahan dalam mempromosikan manfaat dan mendampingi pelaksanaan.

Tahapan Strategi Berdasarkan Waktu

Tahapan strategi dibagi menjadi jangka pendek, jangka menengah, dan jangka panjang. Pembagian tersebut diperlukan agar perubahan dapat dilakukan secara realistis dan terukur. Setiap tahap memiliki fokus berbeda, tetapi tetap diarahkan pada tujuan yang sama, yaitu membangun pembelanjaan digital yang efisien, transparan, akuntabel, dan berkelanjutan.

Tahap jangka pendek berfokus pada pembentukan fondasi pelaksanaan. Kegiatan yang perlu dilakukan meliputi pemetaan kemampuan pengguna, penyusunan SOP, pelatihan dasar, penunjukan tim pendamping, identifikasi transaksi yang dapat dialihkan ke Digipay, serta pemetaan kebutuhan vendor. Pada tahap ini, organisasi perlu menyelesaikan kendala mendasar yang membuat pengguna enggan atau kesulitan memakai aplikasi.

Tahap jangka menengah diarahkan pada perluasan dan penguatan implementasi. Kegiatan mencakup peningkatan jumlah transaksi, perluasan jenis barang dan jasa, penambahan vendor dan UMKM, integrasi data dengan proses perencanaan, serta evaluasi berkala terhadap waktu, biaya, dan kepatuhan transaksi. Data Digipay mulai digunakan untuk menilai pola belanja dan kinerja vendor.

Tahap jangka panjang diarahkan pada transformasi budaya dan pemanfaatan teknologi secara lebih maju. Digipay diharapkan menjadi bagian dari sistem kerja yang terintegrasi. Data transaksi dapat digunakan untuk analisis prediktif, perencanaan kebutuhan, pengendalian risiko, dan penyusunan kebijakan. Sekretariat Ditjen Perikanan Budidaya juga dapat dikembangkan sebagai unit percontohan pembelanjaan digital di lingkungan Direktorat Jenderal Perikanan Budidaya.

Table 3. Stages of Digital Spending Optimization Strategy

Stages	Focus	Main Program
Short-term	Foundation reinforcement	Competency mapping; training; SOP preparation; formation of support teams; transaction and vendor mapping.
Medium term	Expanding implementation	Increased transactions; vendor and MSME expansion; regular monitoring; data integration; efficiency and compliance evaluation.
Long-term	Digital transformation	Establishing a digital work culture; utilizing data analysis; integrating systems; controlling digital risks; developing pilot units.

Source: Researcher analysis results, 2026.

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These stages demonstrate that optimizing Digipay requires a continuous process. Training and standard operating procedures serve as the initial foundation. Expanding transactions and utilizing data become medium-term priorities. Developing a digital culture and integrating technology constitute the long-term objectives. A gradually implemented strategy can reduce resistance and provide the organization with opportunities to evaluate each change before expanding its application.

CONCLUSION

The use of Digipay Satu at the Secretariat of the Directorate General of Aquaculture has facilitated the procurement process, particularly in product searches, vendor selection, cashless payments, tax calculations, the preparation of accountability documents, and the provision of electronic transaction trails. Its utilization still faces several barriers, including uneven human resource competencies, limited infrastructure and vendor availability, resistance to change, and the suboptimal use of transaction data for procurement evaluation and planning. These conditions indicate that the use of Digipay still requires a more focused implementation strategy to ensure that the system's benefits can be fully realized.

The strategy for implementing digital procurement through Digipay Satu will cover technical, institutional, human resource, and organizational culture dimensions. The strategy will be implemented through the development of a roadmap and standard operating procedures, user training and assistance, the appointment of change agents, the expansion of vendor and MSME participation, transaction monitoring, and the utilization of procurement data. Based on the 5Ps of strategy, clear planning will provide direction for implementation, specific measures will be used to overcome barriers, consistent usage patterns will establish working habits, stronger organizational positioning will support adaptive governance, and the development of a shared perspective will make digitalization part of the organizational culture.

The implementation of these strategies will improve users' digital competencies, strengthen network infrastructure and system security, expand vendor availability, and provide internal consultation services for users experiencing difficulties. The Secretariat of the Directorate General of Aquaculture will also establish performance indicators covering the number of transactions, completion time, level of compliance, vendor and MSME participation, and the resulting efficiency gains. Periodic evaluations will help the organization identify and address barriers, while the use of transaction data will support needs planning, vendor performance assessment, cost control, and improvements in financial management quality. Through these

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strategies, procurement through Digipay Satu will develop from a transaction-processing mechanism into an instrument for transforming financial governance into a more efficient, transparent, accountable, and sustainable system.

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