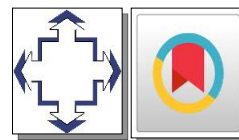# Designing MSMEs Strategies to Survive in The New Normal Era With A SWOT-TOPSIS Approach

Masayu Rosyidah[a,1,*], Erliza Yuniarti[b,2], Diah Isnaini Asiati[c,3], Anindita Rahmalia Putri [d,4]

[abcd]Universitas Muhammadiyah Palembang, Jenderal Ahmad Yani Street 13 Ulu, Palembang 30263, Indonesia
[1]msyrosyidah75@gmail.com,*; [2] erlizay@yahoo.com; [3]diah_isnaini@yahoo.com, [4]aninditarahmaliaputri@gmail.com
* corresponding author

ARTICLE INFO

ABSTRACT

The COVID-19 pandemic has had a significant impact on various sectors such as the healthcare system, tourism, trade, industry and economy sector especially on the economic activities of MSMEs. MSMEs are very vulnerable to being affected by business disruptions, because they are indirectly related to sectors affected by the pandemic such as the tourism sector, transportation to the culinary industry. However, in this COVID-19 pandemic, MSMEs lack of resilience and flexibility due to several things, such as the low level of digitalization, difficulties in accessing technology and a lack of understanding strategies to survive in business. So to overcome this challenge, MSMEs need to make accurate plans and strategies, so that companies can find out their strengths and weaknesses as well as opportunities and threats. SWOT analysis is used to obtain information derived from the analysis of the company's internal and external environmental situations. This analysis is needed to help develop MSMEs in recognizing their strengths and weaknesses as well as taking advantage of every existing opportunity and avoiding or minimizing threats in market competition. This research uses SWOT and TOPSIS analysis methods. SWOT analysis begins by weighting and ranking internal factors and external factors of MSMEs. The TOPSIS method is used to sort priorities from alternatives to the selected strategy.The results show that alternative strategies that can be applied are to create innovative new products, expand sales areas, increase promotions, turn business processes digital by using existing online platforms and expanding sales areas.

1. Introduction

In recent years, the global COVID-19 pandemic has greatly impacted the lives of the world's people, including the people of Indonesia. The COVID-19 pandemic has had a significant impact on various sectors such as the healthcare system, tourism, trade, industry and economy sector. From an economic perspective, the pandemic affects the supply and demand aspects of people's purchasing power. From the supply aspect, the company reduces the supply of raw materials, causing supply chain problems. However, the demand aspect shows that the lack of demand and the declining public trust in the company's products are influencing factors. According to a report from the Organization for Economic Co-operation and Development (OECD), MSMEs are greatly impacted by the COVID-19 pandemic. MSMEs are very vulnerable to being affected by business disruptions, because they are indirectly related to sectors affected by the pandemic such as the tourism sector, transportation to the culinary industry (OECD 2020).

Based on the latest data on May 4, 2020, there were 11,192 cases of COVID-19 in Indonesia.The direct impact of COVID-19 is the large number of layoffs in several companies, as well as the closure of several businesses that have an impact on the layoff of employees (Sugiri 2020). As a result of this, the level of consumption and purchasing power of the people also decreased so that the continuity of buying and selling activities in MSMEs also began to be disrupted (Khaeruddin et al. 2020). Data from the Ministry of Cooperatives and Small and Medium Enterprises (MSMEs) shows that in 2018 there were 64,194,057 MSMEs with a total workforce of 116,978,631 people. Based on these data, it can be concluded that Indonesia is dominated by MSMEs which indirectly become the foundation of the national economy. However, in this COVID-19 pandemic, MSMEs lack of resilience and flexibility due to several things, such as the low level of digitalization, difficulties in accessing technology and a lack of understanding strategies to survive in business. Although the use of digital platforms and social media can help MSMEs to overcome the problems that arise as a result of this pandemic (Dwi and Citra 2021). So that MSMEs are required to be able to adapt to current business developments becausea business that is able to survive is a business that is adaptive to the latest developments (Hardilawati 2020).

Therefore, MSMEs need to make precise plans and strategies, so that the companies can find out their strengths and weaknesses as well as opportunities and threats. SWOT analysis is used to obtain information from situation analysis from the company's internal and external environment. This analysis is required to assist in the development of MSMEs in recognizing strengths and weaknesses as well as taking advantage of every existing opportunity and avoiding or minimizing threats in market competition (Inayati, Evianah, and Prasetya 2018).This has similarities with research conducted by (Winarto, 2021) which states that SWOT analysis can be used as a strategy that can help the economy of MSMEs, especially convection services. Meanwhile, in the research conducted by (Subaktilah et al., 2018), the SWOT analysis also plays a role in analyzing the factors that drive the success of a brown sugar cane MSME in order to stay in the competition. In addition, in research conducted by (Istiqomah & Andriyanto, 2018) SWOT analysis can be used to analyze opportunities in business development at the jenang MSMEs in Kudus.

As for the prioritization of alternative strategies for MSMEs development can be used the TOPSIS method (Technique for Order Preference by Similarity to Ideal Solution). The TOPSIS method can be used to find solutions to multi criteria decision making (MCDM) problems simply and efficiently (Kristina 2018).The combination of SWOT and TOPSIS methods has been done in previous studies. In the research conducted by (Akmal, Wahyudi, and Rahmahwati 2021) a combination of SWOT and TOPSIS methods was used to find alternative marketing strategies on MSMEs selling hijab.Not only it can be applied to MSMEs, but also a combination of these methods canbe applied in determining decisions in the construction of a new unit or determining the location of a company or MSMEs as done by (Rashid and Mardhotillah 2021) and (Kristina 2018).

So the focus of this research is on the aspect of planning alternative strategies for MSMEs in the Palembang in order to survive the COVID-19 pandemic by using the combination of SWOT and TOPSIS method.In addition, this research aims to provide alternative strategies for survival and development to minimize the impact of the COVID-19 pandemic on MSMEs, especially in the Palembang. In addition, this research can provide an overview of the strategies that can be pursued through the collaboration of the government, the private sector, and universities in empowering future MSMEs.

This research was carried out with funding from the Muhammadiyah Research Grant of Council for Higher Education Research and Development of Muhammadiyah Central Leadership.

2. Literature Review
COVID - 19 Pandemic

COVID-19 is one of a virus family. It stands for Corona Virus Disease which in the Latin "corona" means crown. Because the outside of the virus looks like a crown and has a positive single strain RNA. The virus is encapsulated and not segmented. The Coronavirus has four main protein structures such as protein N (nucleocapsid), glycoprotein M (membrane), spike glycoprotein S (spike), protein E (sheath). *Coronaviridae* is a family of Coronavirus and belongs to the order *Nidovirales*. It cause some diseases in animal or human. Before COVID-19 has existed, there were other types of this virus that infected human such as HCoV-229E, HCoV-OC43, HCoVNL63, HCoV-HKU1, SARS-CoV and MERS-CoV (Rosmita, 2020).

Micro, Small and Medium Enterprises (MSMEs)

These pandemic has been obstacles to all countries including Indonesia in some aspects such as economic, social and political. Not to mention it also has impacts to Micro, Small and Medium Enterprises (MSMES) sector because MSMEs are vital to economy sector. For ASEAN level, MSMEs contribute about 30% - 50% of GDP. And for Indonesia, MSMEs plays important role to recruit labor. The pandemic makes MSMEs the sector worst affected. This causes many MSMEs to go out of business and face obstacles in cash flow (Sugiri, 2020). The Indonesian government has made various efforts to help these situation through some policies (Susilawati et al., 2020). The successful implementation of this policies depends onsupport and cooperation between the community and the government that together protect the economy with all its power (Susilawati et al., 2020).

The Micro, Small and Medium Enterprises (MSMEs) sector is an important economic sector in Indonesia (Ahmad and Susantiaji 2020). The concept of Small and Medium Enterprises (MSMEs) or micro, small and medium enterprises (MSMEs) refers to the rules of Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises. MSMEs or micro-enterprises are individual-owned businesses or individual business entities that are productive and meet the criteria written by law. The maximum asset of this business is IDR 50,000,000.00, while the maximum turnover is IDR. 300,000,000.00. In the Indonesian economy, Micro, Small and Medium Enterprises (MSMEs) are the business groups that have the largest number. In addition, this group has proven to be resistant to various kinds of shocks from the economic crisis. The criteria for businesses that are included in MSMEs have been regulated in the legal umbrella based on the law. Meanwhile, MSMEs or Micro, Small and Medium Enterprises are businesses that are also run by individuals or business entities that are not part of a medium or large business. Its assets range from Rp. 50,000,000.00 to Rp. 500,000,000.00 with a turnover of Rp. 300,000,000.00 – Rp. 2,500,000,000.00 (Soetjipto 2020).

Palembang Economic Growth Rate

The economic indicators that can show a picture of the success of an economic development are defined as economic growth. In general, the economic growth of the city of Palembang in 2014 is said to have started to stabilize in line with the improvement in the global economy throughout 2011, amidst the impact of the global crisis that is still remaining. However, this does not mean that the crisis cannot affect the economy of the Palembang City Government. Gross Regional Domestic Product (GRDP) as supporting data can reflect a picture of the creation of gross added value from various economic activities in the city of Palembang, so that the direction of development becomes more patterned and measurable. The rate of economic growth is a measure of the success of regional economic performance and can indicate the direction of development policies of a region in a certain period of time. This growth rate formed from various economic sectors, which indirectly describes the level of economic change that occurs.

Table 1. The Growth Rate of Gross Regional Domestic Product at Constant Prices 2010
Palembang City by Expenditure, 2015 - 2019

	Production Components	2015	2016	2017	2018*	2019**
	1	2	3	4	5	6
1	Household Consumption Expenditure	4.56	4.27	2.85	4.12	4.35
	a. Food, Drinks and Cigarettes	2.54	3.94	2.93	5.45	4.77
	b. Clothing and Footwear	5.94	4.37	2.27	4.02	3.03
	c. Housing, Utensils, Equipment and Household Management	6.78	2.55	1.40	1.12	3.41
	d. Health and Education	6.32	4.04	1.11	2.17	3.92
	e. Transportation, Communication, Recreation and culture	6.94	6.14	4.38	3.49	4.76
	f. Hotels and Restaurants	7.07	5.26	2.83	4.72	3.58
	g. etc	2.37	1.36	1.95	0.61	3.29
2	Hotels and Restaurants	7.02	4.48	0.91	8.55	10.88
3	Government Consumption Expenditure	5.23	-10.99	16.53	6.71	4.60
4	Gross Fixed Capital Formation	1.60	7.30	8.67	5.06	1.96
	a. Building	3.20	8.01	9.28	5.74	3.48
	b. Non-Building	-8.67	2.17	4.02	-0.47	-11.04
5	Inventory changes	-	-	-	-	-
6	Export Net	-	-	-	-	-
	PDRB	5.45	5.74	6.21	6.69	5.94

* Temporary numbers

** Very temporary numbers

Source: Badan Pusat Statistik Kota Palembang, 2020.

The household sector has a significant role in the economy. This is reflected in the large contribution of household consumption in the formation of expenditure GRDP. Besides being the final consumer of goods and services, households are also producers and providers of production factors for production activities carried out by other institutional sectors (Central Bureau of Statistics of Palembang City, n.d.) (Badan Pusat Statistik Kota Palembang n.d.).

The city of Palembang until 2014 was divided into 16 sub-districts. Based on these data, this research uses sixteen districts. Palembang is directed to become an industrial center in South Sumatra Province. The industrial business in the city of Palembang is divided into four

sub-sectors, namely small industry, various industries, basic chemicals and basic metals. The small industrial sector is the dominant industrial sector in the city of Palembang, so this sector is an important element to increase people's income which will increase regional economic growth and in achieving equitable development, and has a big role to expand business opportunities and increase job opportunities (Ekonomi, Sriwijaya, and Palembang-indralaya 1829).
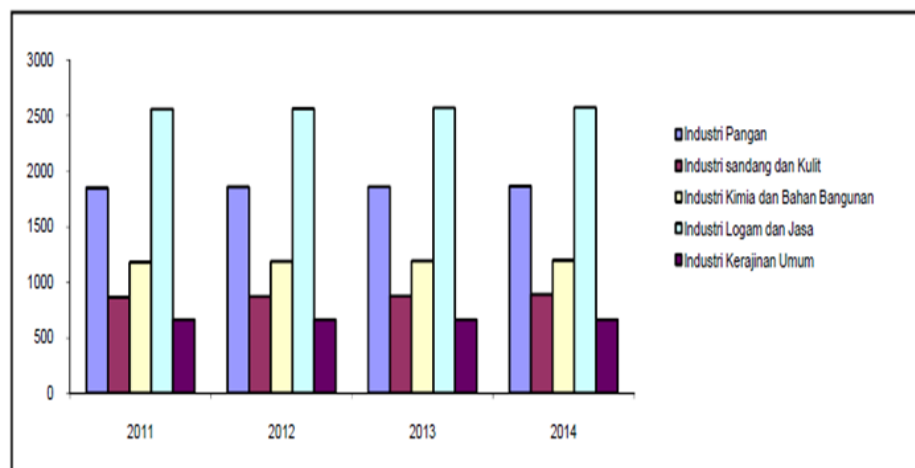

Figure 1. Development of SMEs in Palembang City by Business Unit in 2011-2014
Source:Department of Industry, Trade and Cooperatives of Palembang

The increase in the amount of investment for each branch of industry from the MSMEs sector from 2011 to 2014, indicates a good response to the development of MSMEs in the city of Palembang. The chemical and building materials MSMEs sector received the most investment, followed by metal and service MSMEs. Meanwhile, for MSMEs in the food and clothing and leather sectors, the differences are not too significant. MSMEs that exist in an effort to increase job opportunities, business opportunities and people's income in the city of Palembang (Ekonomi et al. 1829).

3. Research Method

This research apply qualitative approach. Based on Bodgan and Taylor, qualitative research is one of the procedure that uses descriptive data in the form of written or spoken words from the observed behavior. This qualitative approach is directed at the outside and the individual (Sustiyo Wandi 2013). Respondents in this research were culinary MSMEs entrepreneurs who were determined by purposive sampling, namely the technique of collecting data sources was carried out with certain considerations. The combination of SWOT and TOPSIS methods are used in this research. SWOT method is used to identify and analyze external and internal factors in MSMEs. The TOPSIS method is applied to sort the priority sequence of the alternatives to the strategy. The concept of this method use the closest geometric distance where the best positive ideal solution is taken from each criteria (Aulawi et al. 2020).

SWOT analysis begins by categorizing internal and external factors into strengths, weaknesses, opportunities and threats. Subsequently, the Internal Factor Analysis System (IFAS) and External Factor Analysis System (EFAS) were weighted. Then the right strategy is formulated to be applied to MSMEs. Strategy formulation is carried out through a Forum Group Discussion (FGD) with MSMES owners. From the formulation of this strategy, the current position of the MSMES quadrant will be known.Then to determine the priority of alternative

strategies used, TOPSIS method is used. This method begins with the formulation of the decision matrix and continues with the normalization of the decision matrix. Then the weighting and sorting of the alternative strategies that have been formulated is carried out.

According to Patton, the process of forming the sequence of the data, arranging into a pattern category and its basic description is called data analysis. Meanwhile, Bogdan and Bikler (1982) had stated that qualitative data analysis is a procedure that include by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important (Sustiyo Wandi 2013). Collecting data in this research using questionnaires, interviews, observations and documentation in the field objectively. Data reduction is related to the process of selecting, focusing on simplified, abstracting and transforming "rough" data that occurs in written field notes. Data reduction continues throughout the qualitative project until the report is prepared. After the data has been reduced so the data presentation would begin. The structured information is collected and the conclusion is draw. While conclusions can be showed in a description structure so it makes the object become well explained. These explanationsare illustrated in figure two.
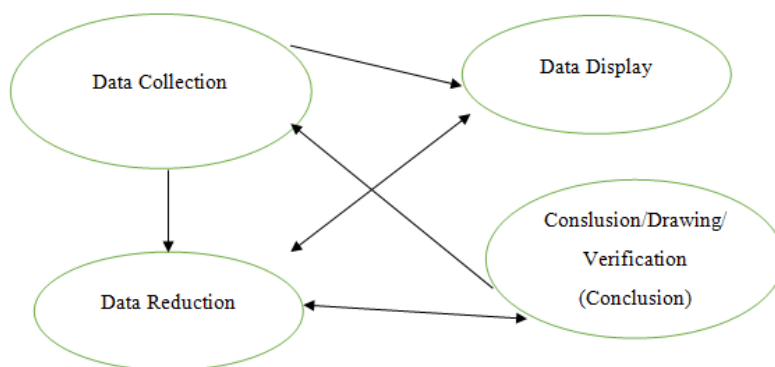

Figure 2. Data Analysis Method Chart
Source : Miles and Huberman (1992: 90) in Sustiyo Wandi, 2013.

4. Results and Discussion

This research was taken place in Palembang which the respondents were culinary MSMEs. The data from the Office of the Ministry of Cooperatives and MSMEs in the city of Palembang in August 2020 regarding the Data of Micro and Micro Productive Business Entrepreneurs stated 7470 documented entrepreneurs as recipients of Direct Cash Assistance (BLT) affected by the 2020 pandemic, with various types of business workshops, sweet stalls, snacks. markets, tailors, culinary, and others. However, the focus of this research is only on the culinary business in Palembang.

Palembang city has 16 sub-districts which are separated based on the Seberang Ulu and Seberang Ilir. Based on the research data, in September 2020 there were 7,470 MSMEs registered as recipients of Direct Cash Assistance (BLT), which is one of the government's programs for communities affected by the COVID-19 pandemic. From a population of 16 sub-districts, researchers took data through purposive sampling so that the sub-districts that became sampling were Ilir Barat I, Kalidoni, Kertapati, Seberang Ulu 1 and Seberang Ulu 2 sub-districts. varied efforts. Furthermore, using the Slovin formula with an error rate of 5%, 211 MSMEs were selected as respondents who were selected by purposive sampling.

In the SWOT analysis, observations to MSMEs are carried out first to find out the actual condition of the MSMEs.Then interview the respondents to identify external and internal SWOT factors.Internal factors are categorized into strengths and weaknesses while external factors are

categorized into opportunities and opportunities. Then weighting and determination of the score value will be used to determine the current position of the MSMEs quadrant.After obtaining the right strategy, then to formulate priority alternative strategies are used TOPSIS method. The TOPSIS method is commonly used because of its simple concept of decision making. TOPSIS begins with the formulation of a decision matrix then weighting to sort alternative strategies that have been determined. Based on the results of the datathat has been collected from respondents, SWOT analysis results for culinary MSMEs in Palembang are presented in Table 2 below. While the results of data processing in the TOPSIS method are presented in Table 3 below.

Table 2. The Results of SWOT Method of Culinary MSMEs in Palembang

FACTOR	Weight	Rate	Score
STRENGTH			
Strategic location	0.062	4	0.248
Good management	0.055	4	0.22
Stable salary system	0.064	4	0.256
Good distribution	0.063	5	0.315
Normal price	0.073	5	0.365
Price includes capital and profit	0.062	5	0.31
Product innovation	0.43	5	2.15
Business branch	0.074	4	0.296
Turnover increase	0.061	3	0.183
Effort to survive	0.056	4	0.224
WEAKNESS			
Layoffs	1	4	4
OPPORTUNITIES			
Government assistance program	0.055	3	0.165
Consumer interest	0.085	5	0.425
Mentoring program	0.078	4	0.312
Cooperation with partners	0.045	4	0.18
Consumers	0.072	5	0.36
Supporting technology	0.58	5	2.9
Social media	0.085	5	0.425
THREAT			
Availability of raw materials	0.52	4	2.08
Decreased demand	0.27	5	1.35
Turnover decline	0.21	4	0.84

Source: SWOT Analysis Results, 2020.

Table 3. Preference Value

Alternative	Preference	Rangking
A1	0.49670	3
A2	0.41868	4
A3	0.64097	1
A4	0.50174	2

Source: TOPSIS Analysis Results, 2020.

The results of the SWOT analysis show that the position of culinary MSMEs in the suburbs of Palembang is in quadrant II. Quadrant II (0,1655; -0,3085), describes a situation that even though the organization faces threats, there are strengths that can be relied on.For this reason, the organization can use an alternative strategy, namely a diversification strategy.While the results of the TOPSIS method show that the ranking for existing alternative strategies is A3>A4>>A1>A2. From the rankings stated that the priority of alternative strategies is to create new products that are innovative and attractive.

5. Conclusion

According to this research that has been conducted on culinary SMEs in Palembang, it shows that the current location of street culinary MSMEs in Palembang is in quadrant II. Quadrant II describes a situation that even though the organization faces threats, there are strengths that can be relied on. For this reason, organizations can use alternative strategies, namely diversification strategies or innovation strategies. The TOPSIS method showed that the priority of alternative strategies is to create new products that are innovative and attractive. So that to imply those strategies in order to maintain and develop MSMEs in this pandemic period, it can be started with creating innovative new products, expanding sales areas, increasing promotions, turning business processes into digital by using existing online platforms and expanding sales areas.

References

Afdhol, Rinaldi, Nia Rahmadani, Petir Papilo, and Muhammad Rizki. 2021. "Analisa Pengambilan Keputusan Pemilihan Bahan Dalam Pembuatan Kemeja Menggunakan Metode TOPSIS." Jurnal Sains, Teknologi Dan Industri 18(2):163–72.

Ahmad, Gilang Rusadi, and Ari Susantiaji. 2020. "Analisa Sebaran Klasifikasi Usaha Kecil Menengah (UKM) Di Kabupaten Tegal." Geomedia: Majalah Ilmiah Dan Informasi Kegeografian 18(1):43–49. doi: 10.21831/gm.v18i1.31419.

Aulawi, Hilmi, Rihsyan Adam Riansyah, and Rina Kurniawati. 2020. "ANALYSIS of the SELECTION of SHOE RAW MATERIAL SUPPLIERS by FUZZY TOPSIS METHOD." Journal of Engineering Science and Technology 15(6):3983–90.

Akmal, Muhammad, Tri Wahyudi, and Ratih Rahmahwati. 2021. "ANSANIA SAUDIA RAWIS HELWA HIJAB PONTIANAK DENGAN MENGGUNAKAN METODE SWOT DAN TOPSIS Muhammad Akmal , Tri Wahyudi , Ratih Rahmahwati." Jurnal TIN Universitas Tanjungpura 5(1):162–69.

Badan Pusat Statistik Kota Palembang. n.d. Produk Domestik Regional Bruto Kota Palembang Menurut Pengeluaran. Palembang.

Dwi, Aviza, and Fadilla Citra. 2021. "Analysis of MSMEs Recovery Using Digital Technology in the Covid-19 Pandemic Era." Ekuilibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi 16(2):117–28.

Ekonomi, Fakultas, Universitas Sriwijaya, and Jalan Palembang-indralaya. 1829. "PENGEMBANGAN EKONOMI LOKAL KOTA PALEMBANG MELALUI KAJIAN POTENSI KLASTER INDUSTRI KECIL : Pendekatan Tipology Klassen MUKHLIS ; DIRTA PRATAMA ATIYATNA ; NABILA DEHANNISA PENDAHULUAN Pertumbuhan Ekonomi Adalah Indikator Ekonomi Yang Bisa Memperlihatkan Gam." 67–80.

Hardilawati, Wan laura. 2020. "Strategi Bertahan UMKM Di Tengah Pandemi Covid-19." Jurnal Akuntansi Dan Ekonomika 10(1):89–98. doi: 10.37859/jae.v10i1.1934.

Hutasoit, Rahel Adelina, Solikhun Solikhun, and Anjar Wanto. 2018. "Analisa Pemilihan Barista Dengan Menggunakan Metode Topsis (Studi Kasus: Mo Coffee)." KOMIK (Konferensi Nasional Teknologi Informasi Dan Komputer) 2(1):256–62. doi: 10.30865/komik.v2i1.935.

Inayati, Titik, Evianah, and Hendra Prasetya. 2018. "Perumusan Strategi Dengan Analisis SWOT Pada Usaha Mikro Kecil Menengah (Studi Kasus UMKM Produk Sepatu Di Mojokerto, Jawa Timur)." Seminar Nasional Manajemen Dan Bisnis Ke-3 217–31.

Istiqomah, Istiqomah, and Irsad Andriyanto. 2018. "Analisis SWOT Dalam Pengembangan Bisnis (Studi Pada Sentra Jenang Di Desa Kaliputu Kudus)." BISNIS : Jurnal Bisnis Dan Manajemen Islam 5(2):363–82. doi: 10.21043/bisnis.v5i2.3019.

Khaeruddin, Gina Nurushohifa, Kholil Nawawi, Abrista Devi, Universitas Ibn, and Khaldun Bogor. 2020. "Faktor-Faktor Yang Mempengaruhi Pendapatan Umkm Di Masa Pandemi Covid-19 (Studi Kasus Pedagang Kaki Lima Di Desa Bantar Jaya Bogor)." Jurnal AKRAB JUARA 5(November):86–101.

Kristina, Titin. 2018. "Sistem Pendukung Keputusan Dengan Menggunakan Metode TOPSIS Untuk Pemilihan Lokasi Pendirian Grosir Pulsa." Paradigma 20(1):8–12.

Lumbanraja, Prihatin, Ritha F. Dalimunthe, and Elisabet Siahaan. 2021. "Developing Business Strategies for Featured SMEs in North Sumatera: SWOT Analysis Approach." Proceedings Ofthe 2nd Economics and Business International Conference (EBIC 2019) - Economics and Business in Industrial Revolution 4.0 284–90.

Miles, M. B., and A. .. Huberman. 1992. Analisis Data Kualitatif: Buku Sumber Tentang Metode Metode Baru. Jakarta: UI Press.

OECD. 2020. "Covid-19: SME Policy Responses." Oecd 2020 (March):1–55.

Rasyid, Reizano Amri, and Rachma Rizqina Mardhotillah. 2021. "RENCANA PEMBANGUNAN UNIT STONE CRUSHER BARU DI." Media Mahardhika

19(2):328–41.

Rosmita, Dini Setyorini. 2020. "Jurnal Mitra Manajemen (JMM Online)." Jurnal Mitra Manajemen 4(12):1599–1606.

Soetjipto, Noer. 2020. Ketahanan UMKM Jawa Timur Melintasi Pandemi COVID-19.

Subaktilah, Yani, Nita Kuswardani, Sih Yuwanti, and Magister. 2018. "Analisis SWOT: Faktor Internal Dan Eksternal Pada Pengembangan Usaha Gula Merah Tebu." Jurnal Agroteknologi 12(02):107–15.

Sugiri, Dani. 2020. "Menyelamatkan Usaha Mikro, Kecil Dan Menengah Dari Dampak Pandemi Covid-19." Fokus Bisnis : Media Pengkajian Manajemen Dan Akuntansi 19(1):76–86. doi: 10.32639/fokusbisnis.v19i1.575.

Susilawati, Susilawati, Reinpal Falefi, and Agus Purwoko. 2020. "Impact of COVID-19's Pandemic on the Economy of Indonesia." Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences 3(2):1147–56. doi: 10.33258/birci.v3i2.954.

Sustiyo Wandi, et. a. 2013. "Pembinaan Prestasi Ekstrakurikuler Olahraga Di Sma Karangturi Kota Semarang." Active - Journal of Physical Education, Sport, Health and Recreation 2(8):524–35. doi: 10.15294/active.v2i8.1792.

Winarto, Ashif Jauhar. 2021. "ANALISIS SWOT SEBAGAI STRATEGI DALAM MEMBANTU PEREKONOMIAN UMKM JASA KONVEKSI @ANFCREATIVE.ID DI ERA PANDEMI." Syntax Literate: Jurnal Ilmiah Indonesia 6(1):74–88.