

PONTIANAK MSME STRATEGY TO GET FUNDING FROM BANK KALBAR

DIDI HARYONO¹, GUMILAR RUSLIWA SOMANTRI² and HANIEF SAHA GHAFUR³

^{1, 2, 3} School of Strategic and Global Studies, University of Indonesia, Jakarta, Indonesia.

Email: ¹didharyono.2022@gmail.com

Abstract

This study aims to provide a banking strategy in assessing an MSME whether it is feasible to get the financing. The limitation of this research is the financing carried out by the Bank of West Kalimantan. This strategy is carried out in order to prevent banks from the problem of bad debts. MSMEs starting from the 2000s have become *prima donnas* that are being raised, especially during the Covid-19 pandemic, where the world economy is unstable at that time MSMEs are spearheading the wheels of the community's economy. The method used in this study is to use SWOT with a descriptive qualitative approach. The stage carried out is to analyze internal factors as strengths and weaknesses owned by Bank Kalbar. The next factor is external factors as an analysis to find out the opportunities and threats that must be faced by Bank Kalbar. The result of this study is an increase in Bank Kalbar's profitability by 20% in 2021. From the SWOT analysis, the results of internal factors show a high position, this can be interpreted to mean that the company has strengths and few weaknesses. Meanwhile, in external factors, bank Kalbar's results have many opportunities and few threats

Keywords: SWOT, UMKM, Bank Kalbar, Strategy, Covid-19

INTRODUCTION

Small and medium enterprises or better known as MSMEs, since the 2000s have become trending topics that have not run out to be discussed, especially after the Covid-19 pandemic. In 2020, the whole world was shocked by the presence of the Covid-19 virus, so the government imposed isolation and social distancing policies (Ashraf, 2020). As a result of the presence of the virus, making the business world slowly decline (Sheth, 2020), with the decline in the economic level, the financial crisis occurred (Sheth, 2020). The next impact of the pandemic is the decline in world stocks, both basic and extreme levels, which occurred in Germany (Shehzad et al., 2020). In the same year, Indonesia itself experienced an economic decline, this is in accordance with the incident of a decrease in the value of the JCI by 42%, this happened on March 13, 2020 which can be seen in the picture below.

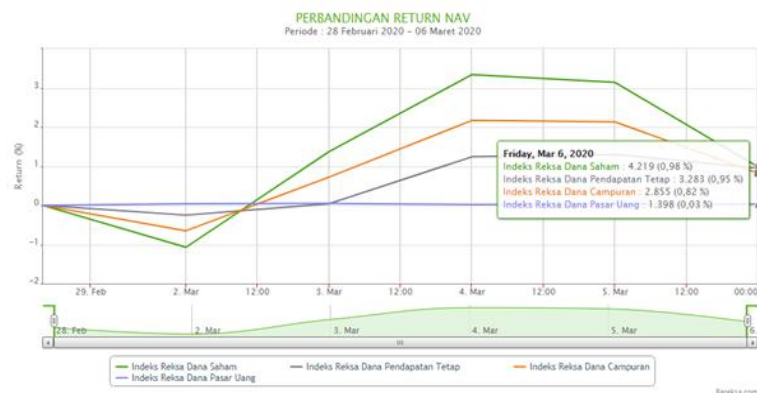


Figure 1: Comparison of JCI Value in Indonesia

Source : (Bareksa, 2020)

On that date and year, stock trading is dismissed. This happened for the first time since 2008 (Soetjipto, 2020), but in July of the same year the value of JCI.

Indonesia's economy in the second quarter of 2022 continued to show recovery and strengthened, growing by 5.4 percent (YoY). In terms of expenditure, all components grew positively except for government consumption which was still contracting. This growth was driven by the household consumption expenditure group which was the highest source of growth. The increase in household consumption is in line with the ramadan and Eid al-Fitr in the second quarter of 2022, driven by an increase in community spending activities. Meanwhile, in terms of production, all sectors grew positively, except for the Government Administration and Education Services sectors which were still contracting. Of the majority of sectors that grew positively, the highest growth occurred in the transportation and warehousing sector which was influenced by the holiday and Eid al-Fitr, as well as the easing of travel requirements policy (Bappenas, 2022)

Menengaj Small Micro Enterprises is the existence of a movement to support MSMEs in Indonesia welcomed by business people, especially for young entrepreneurs or the housing industry (home industry) which continues to grow rapidly and independently (Marlinah, 2020). The government has enacted Law Number 20 of 2008, concerning Micro, Small and Medium Enterprises (MSMEs) on July 4, 2008. This law is the foundation and legal umbrella to empower MSMEs in the country.

Quoting from data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia that in terms of the number of units, MSMEs have a share of around 99.99% (62.9 million units) of the total business actors in Indonesia in 2017, while large businesses only as much as 0.01% or around 5400 units. Microenterprises are able to absorb around 107.2 million workers (89.2%). Meanwhile, Small Enterprises (4.74%) and the number of Medium Enterprises (3.74%) and the number of Medium Enterprises (3.11%). Meanwhile, for Large Enterprises absorbing a workforce of around 3.58 million people, it can be interpreted that in combination

the number of MSMEs in Indonesia absorbs around 97% of the national workforce, Large Enterprises absorb around 3% of the total national workforce. (Marlinah, 2020b)

In addition, the LIPI Economic Research Center (P2E LIPI) has predicted that one of the most impactful tourism sectors is MSMEs, especially in the food and beverage sector by 27% and crafts by 17.03%. Based on data from BPJS (Central Statistics Agency) Indonesia's economic GDP in Q1 of 2020 was 2.97%, which means it slowed down compared to 2019 quarter 1 reaching 5.07, this figure is the lowest growth since 2001.

The economic impact due to Covid-19 is felt by the MSME sector, this is because MSMEs occupy a strategic position in the economy in general and the national economy which can be seen from the absorption of labor (Abidin, 2015). Small businesses were among the hardest hit by the Covid-19 crisis, many closed businesses temporarily and furthermore faced cash flow constraints (Baker & Judge, 2020).

The research discussed by researchers currently emphasizes more on how Bank Kalbar's strategy in providing financing to MSMEs in Indonesia, especially Pontianak, as a form of economic development participation after the Covid-19 pandemic but does not harm the company.

Theory

Micro, Small and Medium Enterprises

Micro, small and medium enterprises (MSMEs) are the most strategic sector of the national economy and concern the lives of many people so that they become the backbone of the national economy. MSMEs are also the largest group of economic actors in the economy in Indonesia and have proven to be the key to securing the national economy during the economic crisis and become a decimator of post-crisis economic growth (Medriyansyah, 2017).

Small and Medium Enterprises abbreviated as SMEs is a term that refers to a type of small business that has a net worth of at most Rp. 200,000,000 excluding land and buildings for independent businesses and businesses (Sulastri, 2016)

MSMEs play an important role in the global and national economy. MSMEs play a role in providing broad economic services to the community, supporting the equalization process and encouraging economic growth, as well as realizing national stability (Yazfinfinezi, 2018). Still according to the same source, it is stated that MSMEs are also big actors in providing jobs that can support household income, even national income.

Meanwhile, according to (T. Tambunan, 2012) MSMEs are productive business units that stand alone, which are carried out by individuals or business entities in all sectors of the economy. In principle, the distinction between Micro Enterprises (UMI), Small Enterprises (UK), Medium Enterprises (UM), and Large Enterprises (UB) is generally based on the value of initial assets (excluding land and buildings), the average turnover per year, or the number of permanent workers. However, the definition of MSMEs based on these three measuring instruments differs by country. Therefore, it is difficult to compare the importance or role of MSMEs between countries.

According to (Republic & 2008, 2005), Article 1 of the Law, it is stated that micro-enterprises are productive businesses owned by individuals and/or individual business entities that have micro-business criteria as regulated in the Law. Small business is a productive economic business that stands alone, which is carried out by an individual or business entity that is open as a subsidiary or not a subsidiary that is owned, controlled or becomes a part, either directly or indirectly, of medium enterprises or large businesses that meet the criteria for small businesses as referred to in the Law (T. T. H. Tambunan, 2009). As for micro-enterprises, it can be explained as a productive economic business that can stand alone individually, or a business entity that is not a subsidiary or subsidiary of a company that is owned and meets the criteria as referred to in the law.

The criteria for MSMEs listed in the law are as follows:

1. Micro enterprises are business units that have assets of at most Rp.50 million excluding land and buildings for business premises with annual sales proceeds of up to Rp.300 million.
2. Small businesses with an asset value of more than Rp. 50 million to a maximum of Rp.500 million excluding land and buildings where the business has annual sales proceeds of more than Rp.300 million to a maximum of Rp.2,500,000, and.
3. Medium enterprises are companies with a net worth of more than Rp.500 million to a maximum of Rp.100 billion annual sales proceeds above Rp.2,5 billion to a maximum of Rp.50 billion

SWOT Analysis

ASWOT nalisis is to systematically identify various factors to formulate a company's strategy. This analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats (Rangkuti, 2015)

(Suryatama, n.d.) Stated SWOT analysis is a strategic planning method used to evaluate strengths or Strengths, weaknesses or Weaknesses, opportunities or Opportunities, and threats or Threats in a business or business and can be applied by analyzing and sorting out various things that affect the four factors

SWOT Analysis Factors

Empat factors according to (Rangkuti, 2015) as follows :

1. Strenght (Strength)

Strength is all the potential that the company has in supporting the company's development process, such as the quality of human resources, company facilities both for human resources and for consumers and others. Elements that such companies can excel at as well as excellence in products that are reliable, have skills and are different from other products. So that it can make it stronger than its competitors. Strengths lie in resources, finances, image, leadership, buyer-supplier relationships, and other factors.

2. Weaknesses

Weakness is a lack or limitation in terms of resources that exist in the company, be it skills or abilities that are obstacles to organizational performance. To be precise, there are shortcomings in the company's internal conditions, as a result of which the company's activities have not been able to be carried out optimally. For example: lack of funds, employees lack of creativity and laziness, and the absence of adequate technology and so on.

3. Opportunity

Opportunity is an environmental condition outside the organization that is profitable in nature and can even be a weapon to advance a company / organization. To find out which external things can be used as opportunities is to compare the internal analysis (strength and weaknesses) of your company or organization with the internal analysis of other competitors.

4. Threats

Threats are unfavorable environmental factors in the company, if they are not addressed immediately, they will become a barrier for the company concerned both now and in the future. Threats are a significant intruder to the company's position. The entry of new competitors, growth

Elements in a SWOT Analysis

The elements in a SWOT Analysis are divided into two parts, namely:

1. Internal factor - Strength is an ability that has more value than the ability of an opponent or competitor. Weakness is a factor that can reduce the company's working capacity. This must be minimized so as not to interfere with the running of the company.
2. External factors - Opportunities (Opportunity) are opportunities that certainly have the potential to generate profits through efforts directed to take advantage of these opportunities. Threat is something that is very likely to occur due to the operation of the company and the potential loss to the company

SWOT Matrix

(Rangkuti, 2015) mentions the SWOT matrix is an analysis based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses (Weakness) and threats (Threats).

Amirullah (2015: 117) explained that in general, each company has its own strategy that has been implemented. However, companies sometimes do not realize that the plans and actions they execute are one of the existing strategies. This is because many companies do not formalize.

Table 1: SWOT Matrix

	<i>Strengths</i>	<i>Weakness</i>
<i>Threats</i>	ST Memanfaatkan potensi untuk menghadapi ancaman	WT Meminimalkan kelemahan untuk menghadapi ancaman
<i>Opportunities</i>	SO Memanfaatkan potensi untuk meraih peluang	WO Mengatasi kelemahan untuk meraih peluang

Strategy Formulation with SWOT Analysis

According to (Siswanto & Salim, 2019) there are several strategies, namely:

1. The Force-Opportunity Strategy (S and O or Maxi-maxi) is the resulting strategy in this combination is to harness the power over the opportunities that have been identified.
2. An Opportunity-Weakness Strategy (W and O or Mini-maxi) is an opportunity strategy that can be identified as impossible to exploit due to the weakness of the strategy.
3. A Force-Threat Strategy (S or T or Maxi-min) is a strategy that tries to find forces that have a strategy that can reduce or counteract the threat.
4. Weakness-Threat Strategy (W and T or Minimin) is a strategy in a situation facing threats and at the same time internal weaknesses, the strategy that is generally carried out is to get out of the pinched situation. The decision taken was to dilute the resources tied to the threatening situation, and divert them to other, brighter ventures.

Research Methods

Data Analysis Methods

Researchers used a SWOT analysis approach as the method used in this study. The SWOT analysis used is to compile the strategic factors of the company. The purpose of this SWOT analysis is that the company gets an idea of how opportunities and threats are on external factors, so that the company can adjust various forces and reduce weakness. In this method, researchers not only use SWOT analysis, but researchers also use descriptive qualitative analysis. Qualitative analysis is an analysis that is not in the form of numbers, but in the form of a series of information extracted from research results that are not verbal information or are still in delineation and information only. The data plays a role in describing a problem descriptively.

Some of the elements in the SWOT analysis studied include S (strength), W (weakness), O (opportunity), T (threat). This matrix can generate four possible cells of strategy alternatives, namely S-O strategy, W-O strategy, W-T strategy and S-T strategy. Stages in a SWOT Analysis:

1. Internal Factor Analysis Summary (IFAS) According to Rangkuti (2017:26) states that after the internal strategic factors of a company are identified, an IFAS (Internal Factor Analysis Summary) table is compiled to formulate these internal strategic factors within the framework of the company's strength and weakness. The stages are:

- a. Determine the factors that are the strengths and weaknesses of the company in column 1
- b. Weigh each of these factors on a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of these factors on the company's strategic position. (all such weights must not exceed a total score of 1.00)
- c. Give a rating of 1 to 4 profit for each factor that shows whether the factor has a big weakness (rating = 1), a small weakness (rating = 2), a small strength (rating = 3), and a large strength (rating = 4). So, rating refers to the company while weight refers to the industry in which the company is located.
- d. Multiply each weight by its rating to get a score. Sum the total score of each variable

Regardless of the number of factors included in the IFAS matrix, the weighted average total ranges between the low 1.0 and the highest 4.0 with an average of 2.5. If the average total is below 2.5, it indicates that the company is weak internally, while the total value above 2.5 indicates a strong internal position.

2. External Factor Analysis Summary (EFAS) Rangkuti (2017:25) explains that before creating a matrix of external strategy factors, we need to know first the external strategy factors. The following are the ways in which it is determined:

- a. Determine the factors that are opportunities and threats.
- b. Weight each factor from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors. The sum of the entire weight should be equal to 1.0.
- c. Calculate the rating for each factor by giving a scale from 1 to 4, where 4 (very good response), 3 (above average response), 2 (average response), 1 (below average response). This rating is based on the effectiveness of the company's strategy, thus its value is based on the condition of the company.
- d. Multiply each one, weighted by its rating to get the score. e) Sum up all the scores to get the company's total score. This total value shows how a particular company reacts to its external strategic factors

Of course, in the EFAS matrix, the highest possible total score is 4.0 and the lowest is 1.0. A total score of 4.0 indicates that the company is responding to existing opportunities in an extraordinary way and avoiding threats in its industrial estates. A total score of 1.0 indicates that the company's strategies do not take advantage of opportunities or do not avoid external threats (Rangkuti, 2015).

RESEARCH RESULTS

SWOT Result Analysis

SWOT analysis is a tool used as a compiler of strategic factors by Bank Kalbar. Where this SWOT can clearly describe how the opportunities and threats faced by Bank Kalbar can be changed or adjusted to its strengths and weaknesses.

1. Internal Factor Analysis

a. Strength (Strenght)

- 1) The goods offered are quality and affordable prices
- 2) The goods offered are complete and adequate can meet the needs of consumers / the surrounding community
- 3) The strategic location distance is easily accessible to many consumers

b. Weakness

- 1) Limited business capital
- 2) Inadequate quality and quantity of human resources
- 3) Lack of attention from the government

2. External Factor Analysis

a. Opportunity

- 1) This location is very strategic and never empty of shoppers because it is the main destination for shopping
- 2) There are many buyers who come to buy daily necessities c. Competition is not too much
- 3) Threats
 - a) People are getting used to making online transactions to buy various necessities
 - b) Unfair competition
 - c) Covid-19 outbreak

After conducting internal and external analysis and having concluded the strengths, weaknesses, opportunities, and threats factors, the next step is to determine the IFAS (Internal factor analysis summary) and EFAS (External Factor Analysis Summary) matrices. To formulate the IFAS matrix in determining the framework of strenght and weakness, it requires the following steps:

1. Determining the strengths and weaknesses of the company in column 1
2. Weigh each factor on a scale of 1.0 (very important) to 0.0 (not important), based on the influence of these factors on the strategic position of the company. (all weights of the number must not exceed the total score of 1.00)

3. Give a rating of 1 to 4 for each factor that shows whether the element has significant weaknesses (rating = 1), minor weaknesses (rating = 2), small strengths (rating = 3), and large strengths (rating = 4). Thus, rating refers to the company while weight refers to the business in which the organization was found.
4. Each weight is multiplied by its rating to get a score. Regardless of the number of factors included in the IFAS matrix, the weighted average total ranges between the low 1.0 and the highest 4.0 with an average of 2.5. If the average total is below 2.5, it indicates that the company is weak internally, while the total value above 2.5 indicates a strong internal position. Sum the total score of each variable.

IFAS Matrix

Dalam this study concludes internal factors to assess the strengths and weaknesses of MSMEs in Pontianak. Clearly and concisely can be seen in Table 2 below:

Table 2: IFAS Matrix Results

No	Internal Factors	Weight	Rating	Weights x Rating
Strength (Strenght)				
1	The goods offered are quality and affordable	0,21	4	0,85
2	Goods that are complete and can meet the needs consumers / surrounding communities	0,19	3	0,57
3	Strategic location and easy to reach by consumers	0,19	3	0,57
Sub Total Strength		0,6		1,99
Weakness				
1	Limited business capital	0,14	3	0,42
2	Inadequate quality and quantity of human resources	0,14	3	0,42
3	Lack of government attention	0,13	2	0,25
Sub Total Weakness		0,4		1,10
Total		1,00		3,09

From the results of data analysis in table 2 above, we can see that the total multiplication score between weights and ratings for the strength factor is 1.99. Meanwhile, the total percalin score between the weight and the rating for weakness is 1.10. The difference between the two is strength-weakness ($1.99 - 1.10 = 0.89$). Meanwhile, the weighted average result from the calculation analysis above shows that the number 3.09 indicates that the company's internal position is strong. From the results of the data analysis obtained, it can also be concluded that MSME traders in the Pontianak Area have more significant strengths than weaknesses so that this can be utilized by MSME actors so that the business they run continues to grow. By utilizing the strengths possessed, of course, weaknesses can be minimized so that the business that is run can develop properly.

EFAS Matrix (External Factor Summary)

The EFAS matrix in this study concludes external factors to assess the magnitude of opportunities and threats to MSMEs in Pontianak. Clearly and concisely can be seen in Table 3:

Table 3: EFAS Matrix

No	External Factors	Weight	Rating	Weights x Rating
Opportunity				
1	The strategic location is never empty of shoppers because the main destination for shopping	0,20	4	0,80
2	There are many buyers who come to buy Daily necessities	0,29	4	0,76
3	Competition is not too much	0,18	3	0,53
Sub Total Strength		0,57		2,09
Threats				
1	People are getting used to making online transactions to buy various necessities	0,16	3	0,49
2	Unfair competition	0,12	2	0,25
3	Covid-19 outbreak	0,15	3	0,44
Sub Total Weakness		0,43		1,17
Total		1,00		3,26

From the results of the data analysis that has been carried out, it can be seen in table 3. So we can see that the total multiplication score between weights and ratings for the opportunity factor is 2.09. Meanwhile, the total percalin score between the weight and the rating for the threat is 1.17. The difference between the two is the opportunity-threat ($2.09 - 1.17 = 0.92$). Meanwhile, the weighted average result from the calculation analysis above shows a number of 3.26 which indicates that MSMEs in Pontianak respond well to opportunities and take advantage of opportunities from existing threats. From the data analysis, it can also be concluded that MSME traders in Pontianak have a good opportunity among the various threats that exist. However, by taking advantage of the opportunities implemented through the strategy implemented, the threat can be avoided so that MSMEs in Pontianak can continue to grow.

Diagram SWOT

SWOT charts are used within a company as an internal and external factor analyzer tool to take advantage of strengths and opportunities and minimize weaknesses and threats. From the results of the comparative analysis between internal factors (strengths, weaknesses) and external factors (opportunities, threats) obtained the following results

Strength (Strenght) = 1.99, Weakness = 1.10,

Opportunity = 2.09, Threat = 1.17 the difference results from the factor analysis above are:

Strength Difference - weakness ($1.99 - 1.10$) = (+) 0.89

Difference in Chance – threat ($2.09 - 1.17$) = (+) 0.92

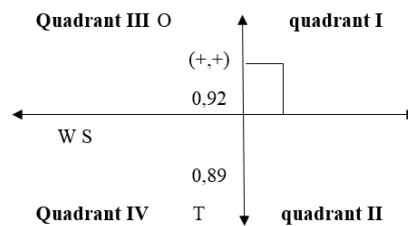


Figure 2: SWOT Diagram

Based on the results of the cartesius diagram analysis above, we can see that MSMEs in Pontianak are in quadrant I (Agrsif / growth) as evidenced by the results of the analysis of internal and external factors. From this, it can be concluded that MSMEs in Pontianak have good strengths and take advantage of existing opportunities that are oriented towards the growth and development of MSMEs themselves. From the cartesius diagram in quadrant 1 means supporting an aggressive growth-oriented strategy (Growth Oriented Strategy)

SWOT Matrix

The SWOT matrix is used to describe how to take advantage of opportunities with existing strengths and how to minimize weaknesses and threats with various alternative strategies carried out by MSMEs in Pontianak. To describe the strategy carried out clearly can be seen in the following table:

Table 4: SWOT Matrix

IFAS – EFAS	Strenght (S)	Weakness (W)
Opportunity	SO Strategy	-
-	1. Maintain the quality of goods and increase sales promotion	-
	2. Maintaining a variety of choices of goods by utilizing a large number of consumers	-
	3. Increase the availability of primary goods by taking advantage of few competitors	-
Threat (T)	-	-

The SWOT matrix of this study is seen in Table 4 above, so that it can be concluded that the strategy that will be used and utilized by MSMEs in Pontianak is to maximize revenue, win competition and also of course for the growth and development of the business being launched. Based on the form of the diagram analyzed, MSMEs in Pontianak are in quadrant I, namely the growth / aggressive quadrant with a strenght opportunity strategy which indicates that existing MSMEs use strength to take advantage of opportunities to achieve growth and development of the business being run.

The strategy formed is explained as follows:

1. Looking at the quality of goods in MSMEs and looking at increasing sales promotion. This is one of the sources of strength that MSMEs must do in Pontianak to win the competition and achieve the growth and development of the business being run. While maintaining the quality of goods, it will attract and gain loyalty from consumers and slowly the business can develop.
2. Seeing the variety of choices of goods by utilizing a large number of consumers. By utilizing a lot of consumers as an opportunity, MSMEs can attract buyers by providing various variants of goods that are consumer needs, both primary and secondary needs as well as other complementary goods that can make consumers interested and this of course can determine the direction of the business to run better.
3. Increase the availability of primary goods by utilizing few competitors. This is now a strength by continuing to provide the availability of basic consumer needs by taking advantage of existing opportunities, such as competitors who have not too many competitors, business continuity will be guaranteed.

CONCLUSION

Based on the results of research using SWOT analysis related to the analysis of MSME development strategies in an effort to improve the economy, several conclusions can be drawn, namely:

1. The strategy to increase the capital of MSME traders in Pontianak is that there is a need for intervention from the government by providing business capital financing to traders which can be useful for increasing business capital. Meanwhile, the strategy to increase HR productivity is to conduct guidance and training from stakeholders from the government, companies, entrepreneurs and economic academics to improve the quality of human resources in the region.
2. MSME traders in Pontianak have more significant strengths than weaknesses so that this can be utilized by MSME actors so that the business they run can continue to grow. Taking advantage of the strengths possessed will make weaknesses can be minimized so that the business that is run will be able to continue to develop properly.
3. After identifying what are the internal and external factors, and analyzed with a SWOT analysis, the Pontianak MSME traders are in quadrant 1. The strategy implemented or utilized by MSMEs in the Pontianak area is an SO strategy. The strategy is to maintain the quality of goods and increase sales promotion, maintain a variety of choices of goods by utilizing a large number of consumers, and increase the availability of primary goods by utilizing competitors

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